

Management of innovation

Next Project G.Bernardi Dimeg 1/2010

Many (creative) ideas

for

Few (good) products

for

One (main) business





Not all new (and good) ideas become innovations...

And also excellent new products beco

So the problem is to be (and remain) a SERIAL innovator!

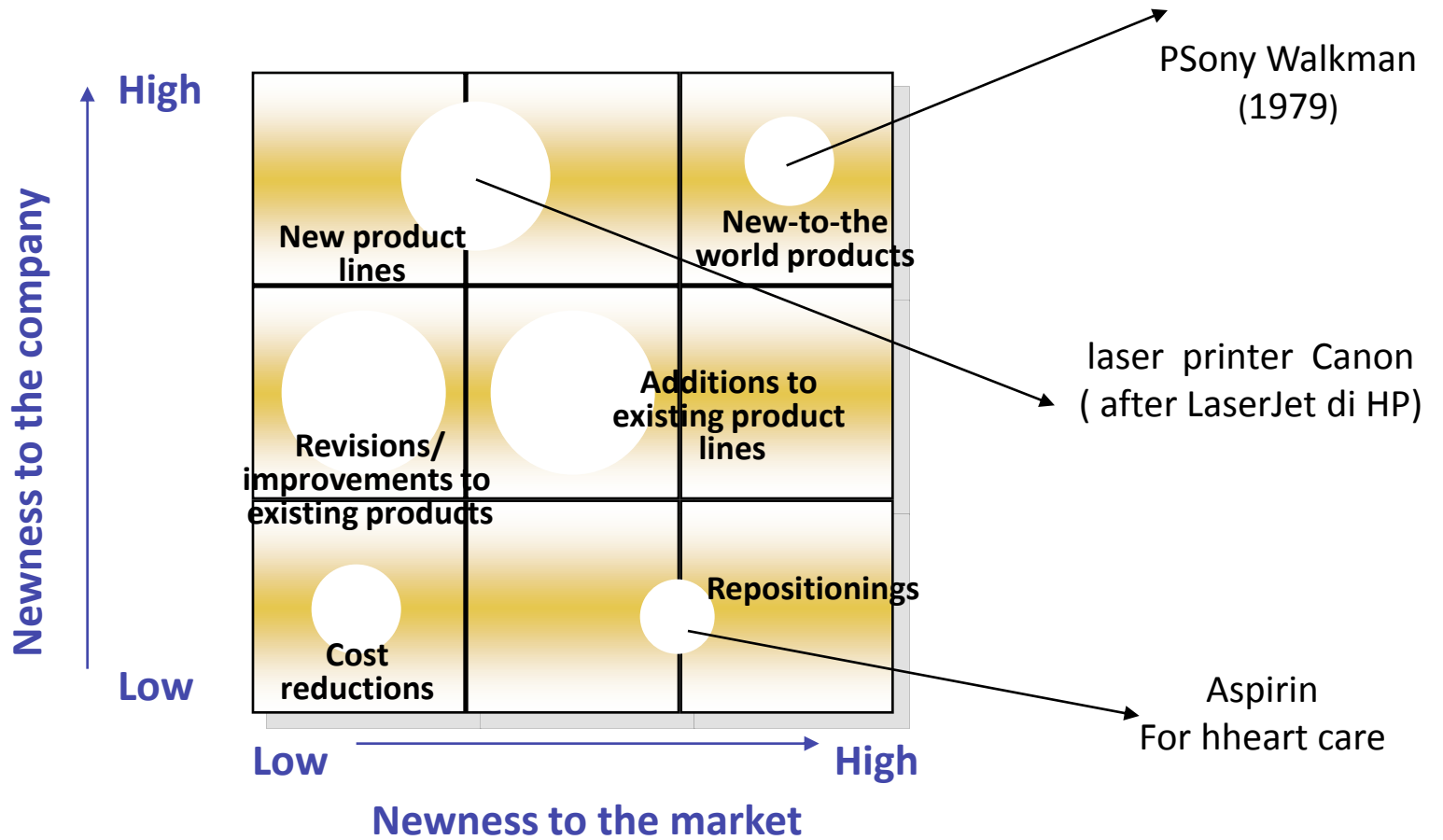


and new for...?

For me

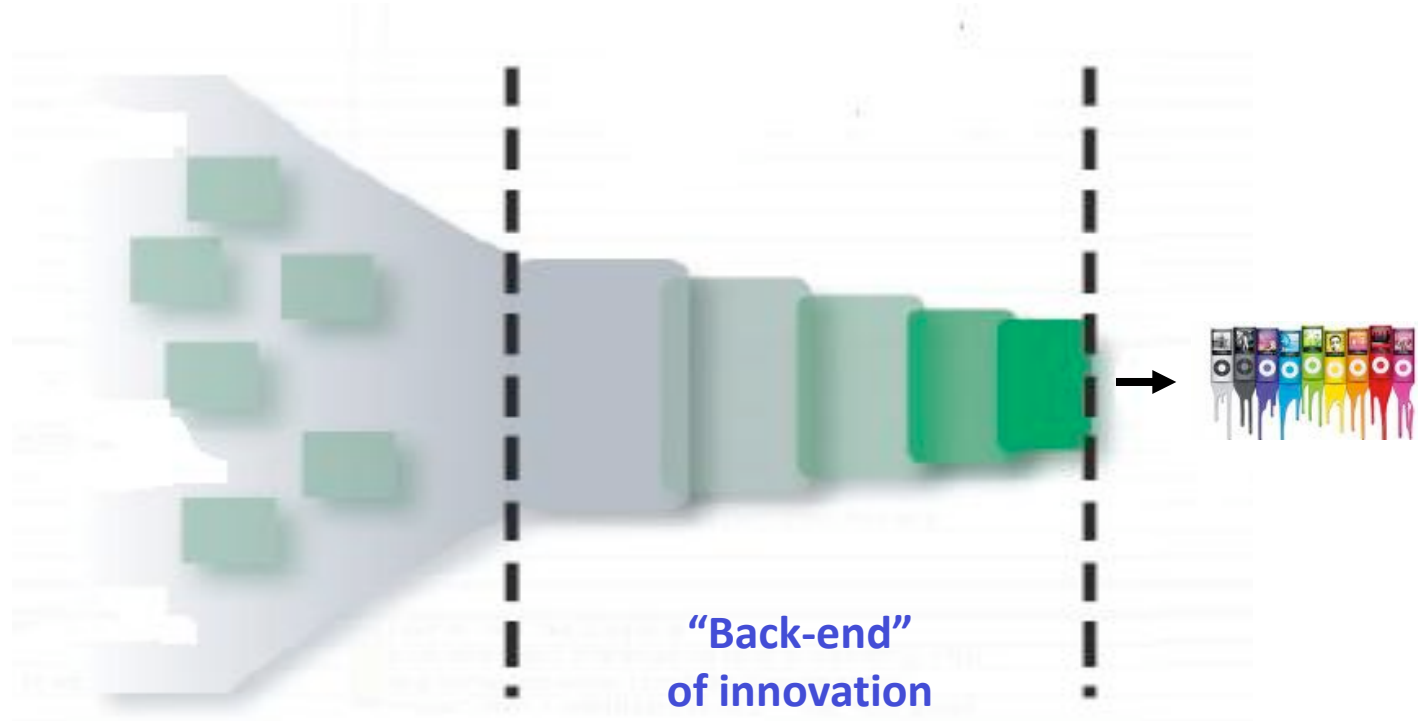
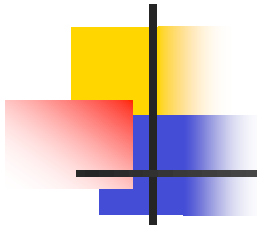
For the market

For the world



Fonte: *New Products Management for the 1980s* (New York: Booz, Allen & Hamilton, 1982).

Innovation funnel



**“Front-End”
of innovatiion**

Opportunities generation

new needs

New technologies

New match between needs and solutiions

**“Back-end”
of innovation**

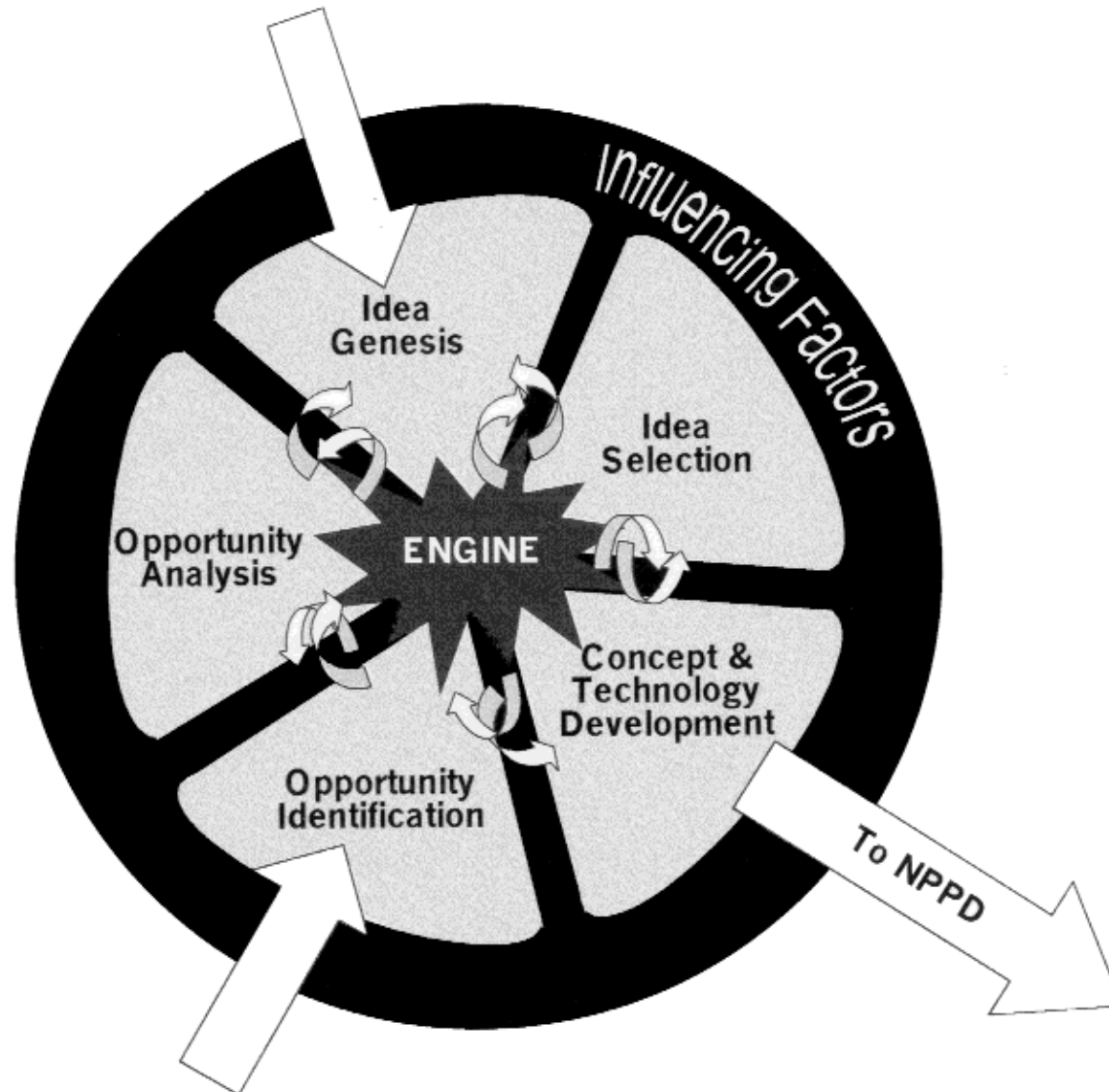
New products development



Front-end vs. Back-end

	Front End Innovation	New Product Development Stage
Work	Experimental, often chaotic. "Eureka" moments. Can schedule work – but not invention	Disciplined and goal oriented with a project plan
Commercialization Date	Unpredictable	High degree of certainty
Funding	Depends. In the beginning stages many projects may be "bootlegged"	Budgeted
Revenue Expectation	Often uncertain with a great deal of speculation	Believable with increasing certainty as the release date gets closer
Activity	Individual or team emphasis in areas to minimize risk	Multi-function product/process development team
Measure of Progress	Strengthened Concept	Milestone Achievement

Innovation Front-end Koen *et al.*







■ **Opportunity**

- Food company identifies the need to develop low fat products due to rising consumer interest in low fat
- Company performs detail analysis on trends

■ **Idea**

- Several methods are identified for delivering nonfat potato chips.
- Candidate molecules are envisioned which provide the same flavor. but would not be absorbed by the body.

■ **Concept**

- Scientific program started and funded to develop specific types of nonfat molecules

■ **Product**

- Olestra – a non fat substitute



Opportunities research Needs side

Listen the voice of client VOC

*Watch the clients using products
(contextual research)*

Become user

Involve Lead Users

Outcome driven avoiding “lost in translation”



Technology/Knowledge side

Inhouse R&D

Technology intelligence

Crowd sourcing

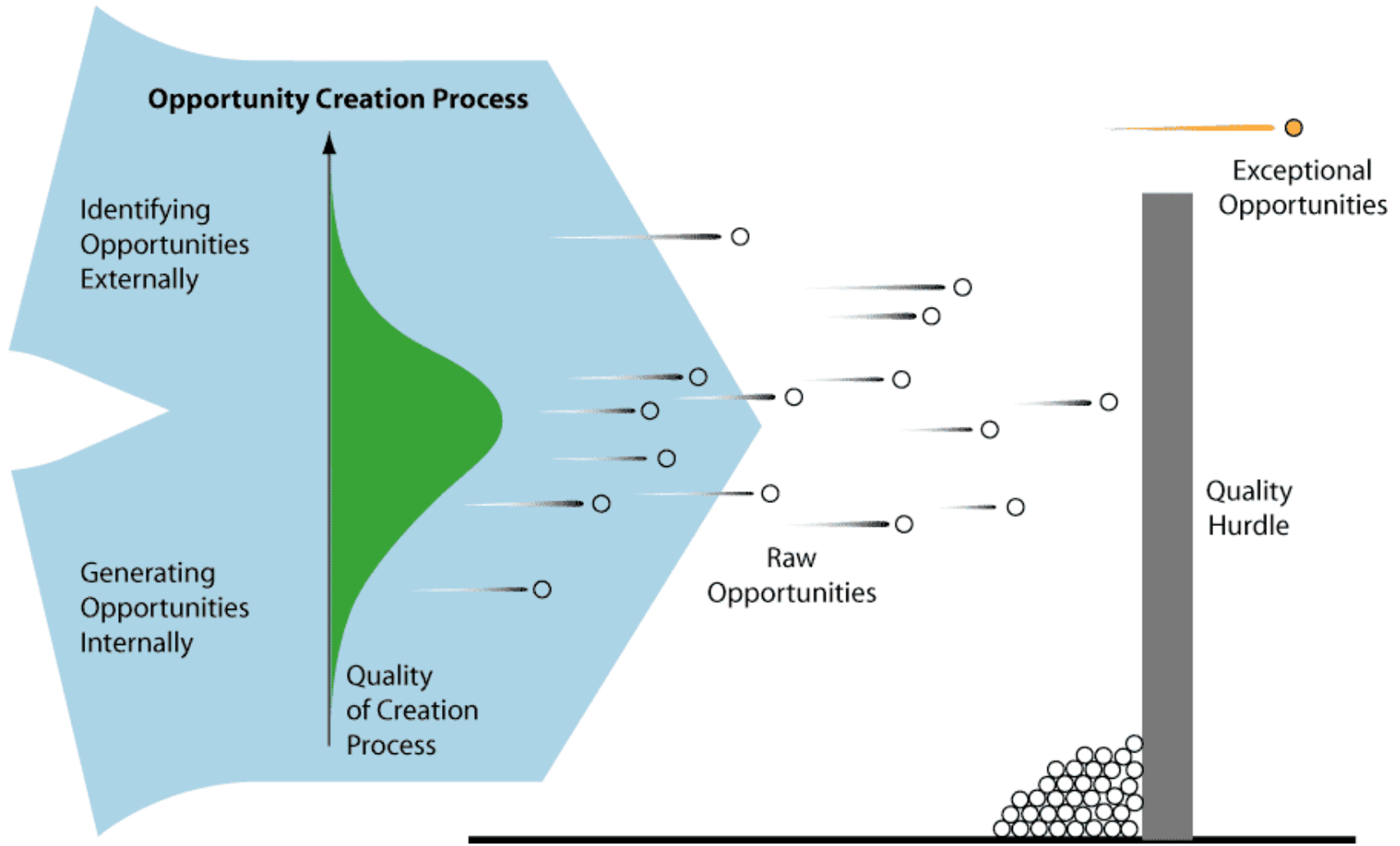
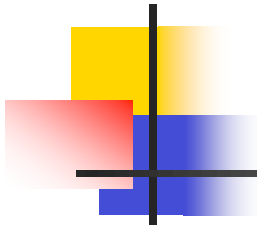
Partnership

Suppliers

University

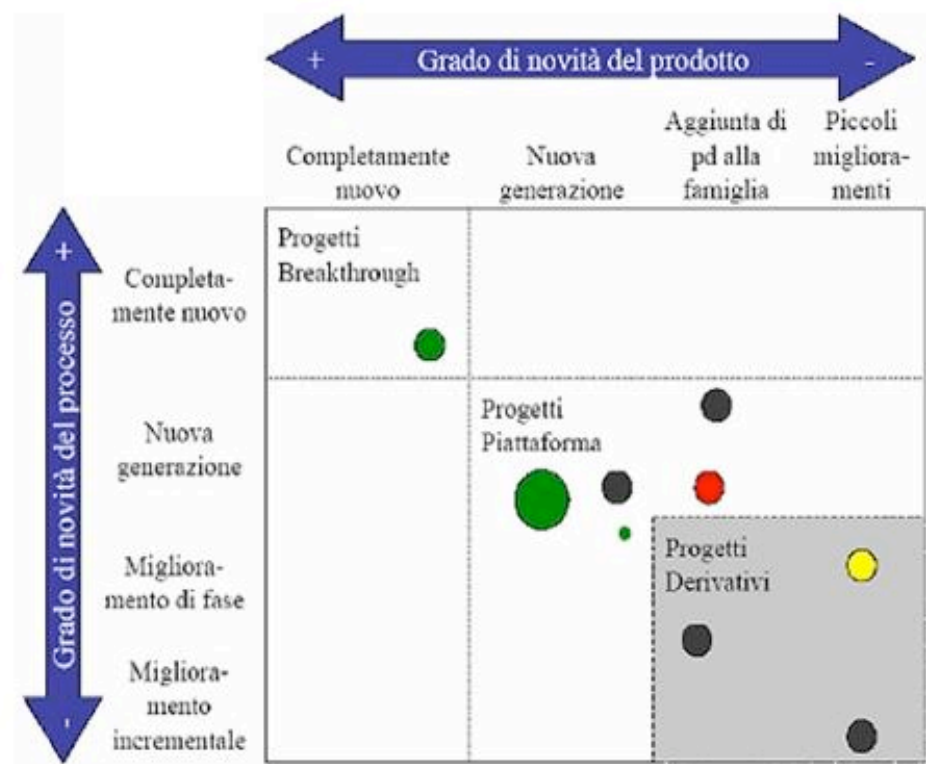
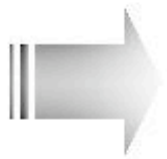
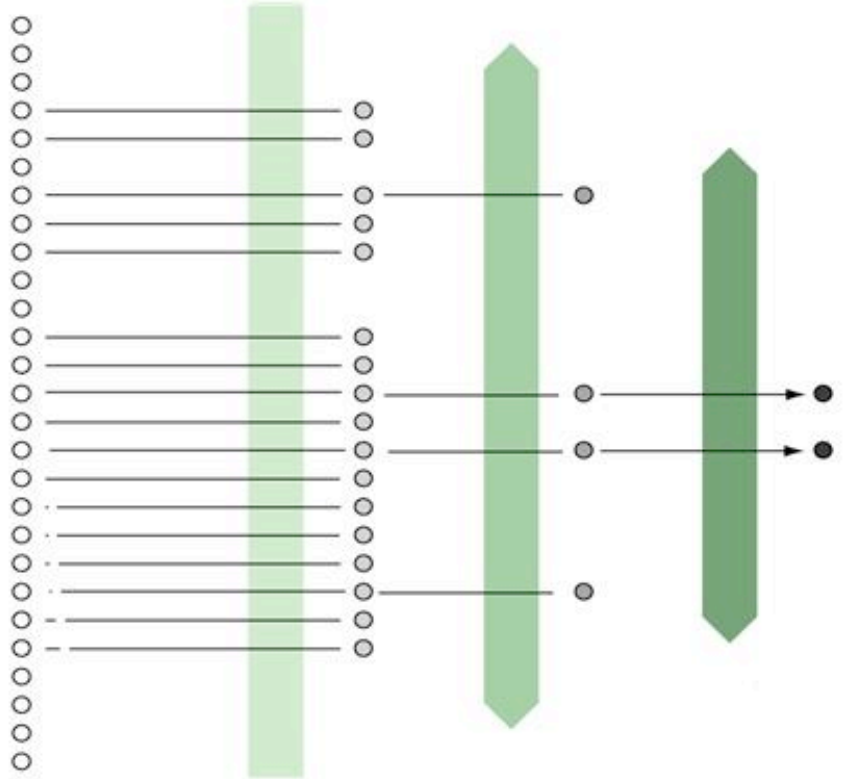
Research centers

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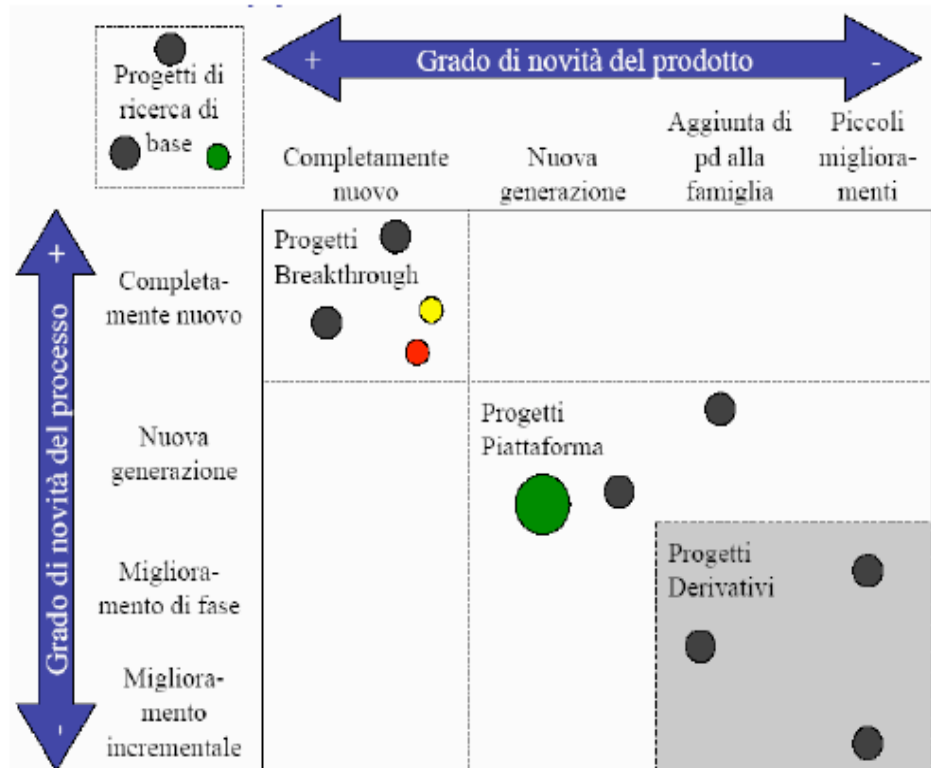


Front end and projects portfolio

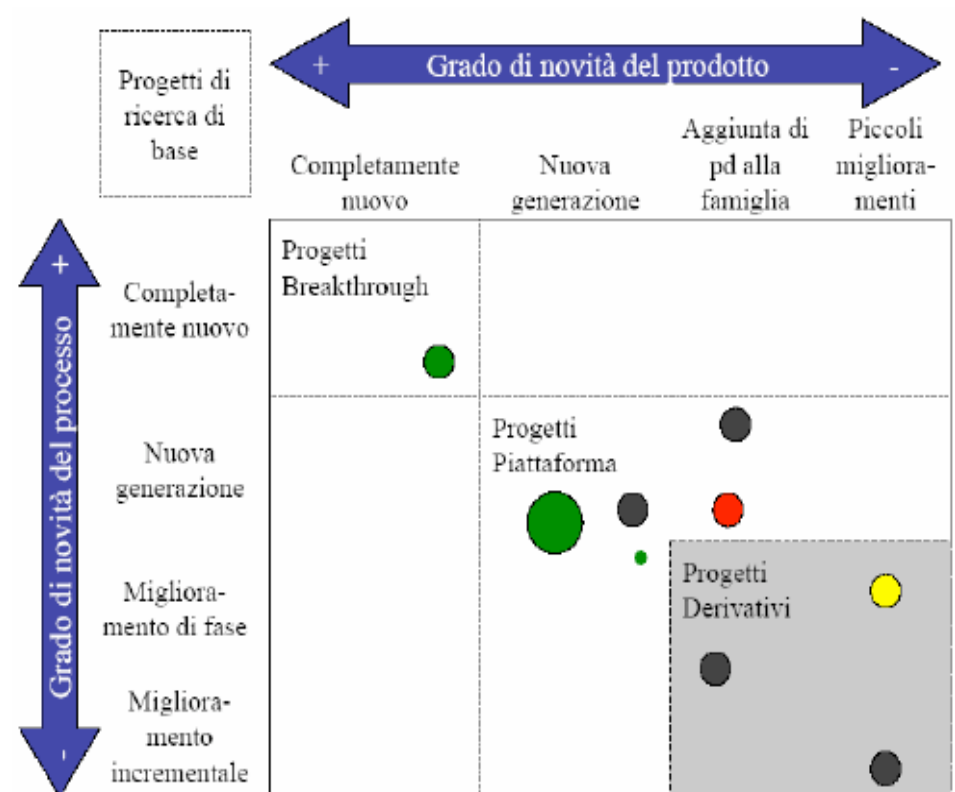
What is the profile of my projects portfolio



Innovation's profile



Caso A



Caso B

New product development the conceptual framework of Back end

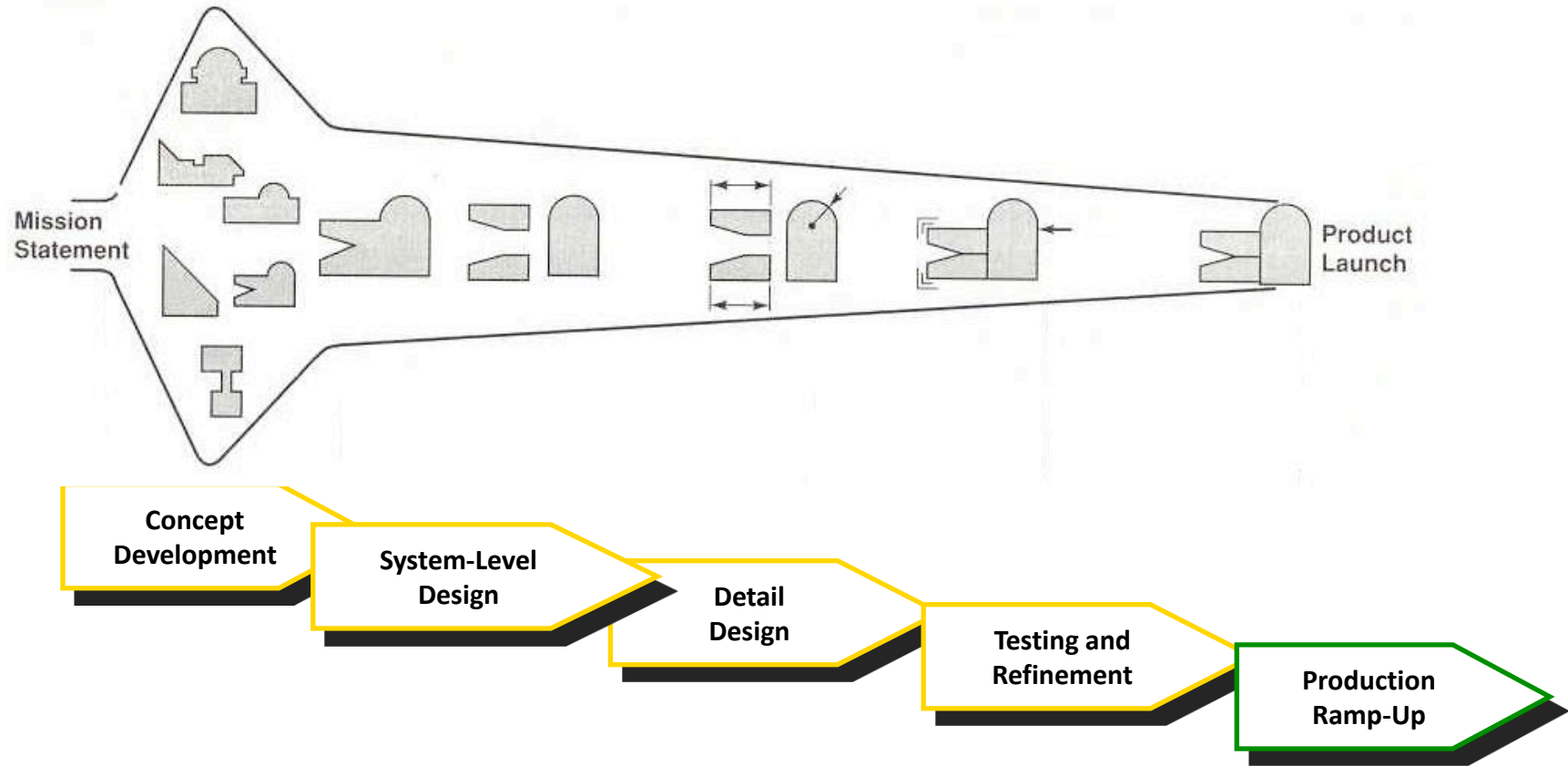
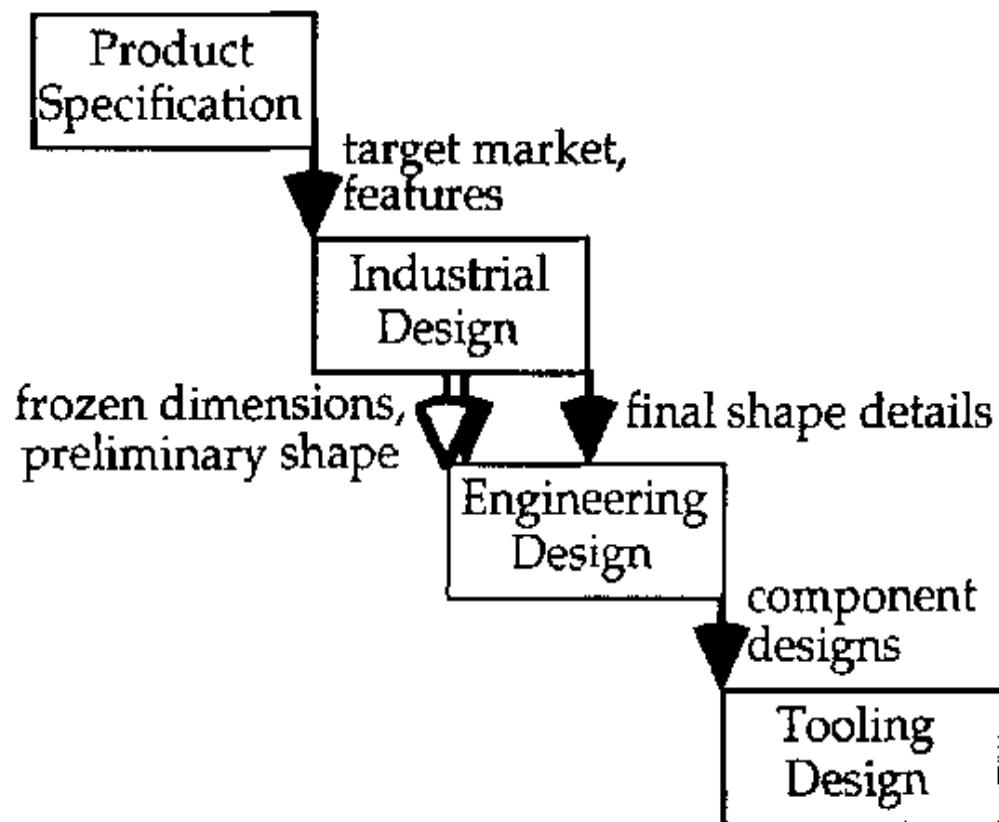
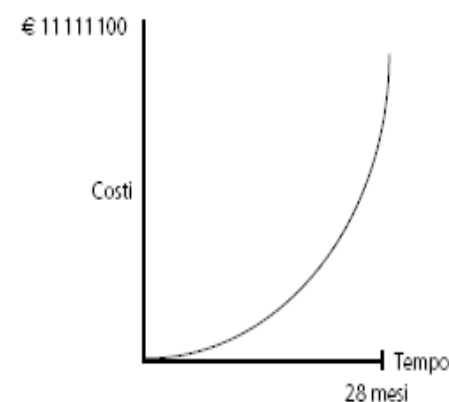


Figure 12 Overlapping of Engineering Design and Industrial Design



Stage	Tempi	Costi
0. "Ecco l'idea!"		
1. Formulazione, descrizione e bozza dell'idea	1 settimana	€ 100
2. Indagini preliminari	2 settimane	€ 1 000
3. Design e definizione del prodotto	1 mese	€ 10 000
4A. Sviluppo del prototipo e testing		
4B. Ricerche di mercato		
4C. Valutazione strategica della corrispondenza alle esigenze del cliente e analisi dei rischi	2 mesi	€ 100 000
5A. Dimensionamento della produzione, costruzione dell'impianto pilota		
5B. Test di mercato	8 mesi	€ 1 milione
6A. Costruzione dell'impianto di produzione		
6B. Promozione, lancio, commercializzazione	16 mesi	€ 10 milioni





No, non posso interessarmi a una nuova tecnologia.
Abbiamo una battaglia da combattere'

**I haven't time to spend for a new technology
I have an army drawn up in battle array**