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PU Public

PP Restricted to other programme participants (including the Commission Services)

RE Restricted to a group specified by the consortium (including the Commission Services)

CO Confidential, only for members of the consortium (including the Commission Services)

PU

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1 Introduction and Summary of Activities

The objective of the project “European Virtual Center for Innovation Excellence Assessment” VIVA was to initiate and coordinate a European-wide exchange of results, approaches and ideas on innovation excellence assessment by the setting up of a European Virtual Center for Innovation Excellence Assessment (VIVA) web portal. The results of the VIVA project have a significant impact on improving the innovation management and securing future viability in enterprises. A state-of-the-art web portal, the VIVA web portal, incorporates innovative tools and methods which were thoughtfully selected and are easily accessible by the public. By merely entering the web portal, enterprises finally have the chance to capture an overview of the various tools and methods that support the improvement of innovation management. Every tool is clearly described so that for every problem concerning innovation management a matching tool can be selected. Various dissemination activities inform and inform the public about newest research results and how the results can be implemented in the every day life of enterprises.

In this document, the Coordinator, in close collaboration with the Work Package (WP) leaders and the Special Interest Group (SIG) leaders, presents the work and progress of the VIVA project.

Partners of the VIVA project are:

- Fraunhofer Institute for Industrial Engineering (FhG IAO)
- Istituto per il Lavoro (IpL)
- invenio Engineering Services GmbH
- Communardo Software GmbH
- Centro Ricerche Fiat (CRF)
- Managing Innovation Strategies S.L.L. (Mainstrat)
- Fundacion para el Desarrollo de la ciencia y la Tecnologia en Extremadura (Fundecyt)
- WRS - Wirtschaftsregion Stuttgart GmbH
- KOGAST Grosuplje d.d. - GIZ VTG - Gospodarsko interesno združenje, grozd proizvajalcev visoko tehnoloskih produktov
- Fundacion Labein - Tecnalia
- CRIT s.r.l.
- LAKOS - University of Ljubljana, Faculty of Mechanical Engineering, Department of Control and Manufacturing Systems
- Keiper GmbH
- ETH Zürich Zentrum für Produktentwicklung Forschungsgruppe Innovationsmanagement
- Clusterland Oberösterreich GmbH
- European Business and Innovation Centres Network (EBN)

Project Overview:

The activities and tasks of the project were divided into six main activity fields, **Work Packages**, which make up the entire project. The Work Packages structured the entire project and focussed on specific questions and objectives of the project. Input for the six Work Packages and further research results were provided by the four **Special Interest Groups**. Special Interest Groups, each covering a perspective of innovation management, are made up of at least one industrial enterprise, a research partner and of a network partner. Each SIG covers a specific innovation theme such as strategies and processes, innovation culture, assessment of innovation excellence and innovation in clusters.

Main Results:

A comprehensive **reference model** for innovation management was developed to structure the available information including the theoretical foundation, case studies, tools and reference processes as well as feedback of expert groups.

The **web portal** with following features was established:

- intuitive internet homepage (www.viva-eu.net)
- easy collection, publishing and sharing of information in the intranet, extranet and internet
- support of the information exchange and the communication processes within the project team and the Special Interest Groups
- support of internet communities, e.g. innovation networks

The **toolbox** was realised on the VIVA platform. The toolbox comprises tools, methods and instruments to improve the innovation excellence for European SMEs. Furthermore, related links and additional important information will be presented. In total, 53 tools are available. In each SIG field 5 key issues/problems and corresponding critical success factors were defined. Based on the key issues tools and methods to measure and improve the critical success factors are collected.

Two **studies** were carried out. One study assessed the innovation capability of the VIVA partners. It was carried out at the beginning and at the end of the project. The second study involved more than 100 European companies to raise the current state of innovation management practice in Europe. Furthermore, case studies were collected by the VIVA partners.

A **roadmap** was developed focussing on innovation process. The future paths of innovation in manufacturing field regarding methods and tools, proc-

esses and organisational aspects has been analysed in order to identify possible trends and scenarios.

Many **dissemination** steps have been achieved. A dissemination list has been prepared. This list includes all dissemination activities done during the project duration, and the activities planned for the time after the project duration. The list was regularly updated. Here is a short extract of the list:

- **VIVA Business Model**

A business model to ensure the continuation of the VIVA portal and the networking activities has been elaborated. A key result is the strong commitment of the existing partners to build-up a consortium promoting and developing the idea of the virtual institute for innovation management. The Business Model considers direct services (VIVA platform, consultancy, tools, study reports, etc.) as well as indirect services (e.g. advertisement, consultants community) for innovation management in cooperation with the VIVA expert network.

- **VIVA book: “Open Innovation for small and medium sized Enterprises – Ways to develop Excellence”**

(Spitzley, A.; Rogowski, T.; Garibaldo, F.)

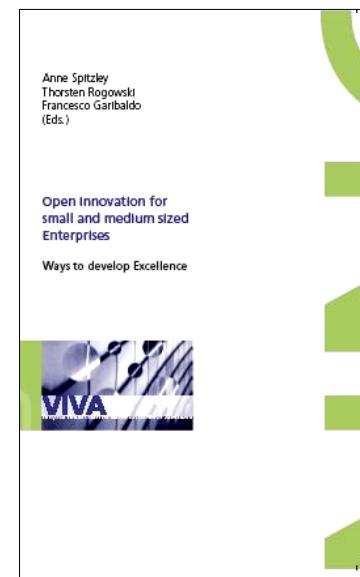
- **VIVA Platform**

<http://www.viva-eu.net/> as described above.

- **VIVA Flyer** prepared for dissemination.

The flyer describes VIVA objectives, activities and partners.

- In a number of **conferences, publications and meetings** the project and portal VIVA has been promoted



2 Work Packages

2.1 Work Package 1: Project Management

Work Package 1 coordinates the work on the technical content and of the cooperation process.

Objectives

Project coordination, project controlling and quality assurance, defining information flows, milestones, time targets etc. are the defined main goals of the Work Package 1. The definition of a corporate identity as well as estab-

lishing an adequate working environment should build the framework for successful project processes.

Actions

After having set up the project management structure the actions of the Work Package 1 concentrated on supporting the project reporting. Reporting between the European Commission and the project partners was supported, allowing an easy transfer of questions and documents needed for the successful completion of the reviewing process.

To enable and establish project coordination 10 project management meetings have been held throughout the duration of the project.

The initiation of Special Interest Groups also was a main action of the Work Package 1. The Special Interest Groups (SIGs) are made up of experts addressing, discussing and analysing the main themes of innovation excellence.

2.2 Work Package 2: Planning, Implementation and Maintenance of the “VIVA Innovation Excellence Portal” on the Technological Base of Communardo ProductivityNet

Objectives

The overall objective of WP 2 is to implement and maintain the platform for the VIVA Innovation Excellence Portal. This includes the publishing of the project web page and of the VIVA Toolbox, the support of the SIGs and expert communities as well as the development of a business model for the VIVA web portal. 1st and 2nd level support for the VIVA Portal composed of technical editorial and user support are additional aims to help maintain the VIVA Innovation Excellence Portal.

Actions

The deliverables D 2.1 Configuration Plan, D 2.2 VIVA Portal, D 2.3 VIVA Manual and D 2.4 Business model for VIVA Portal were accomplished and can be accessed via the VIVA Portal www.viva-eu.net.

In collaboration with Communardo the VIVA Portal was implemented, comprising the project homepage, the SIG community portal as well as the Innovation Management Toolbox. Input for the VIVA toolbox, road map and for open innovation methodologies was also collected and developed.

A business model was created to ensure the VIVA networking activities. A key result is the strong commitment of the existing partners to establish a consortium promoting and developing the idea of the virtual institute for innovation management. Communardo supports and hosts the VIVA platform and provides additional services for innovation management in cooperation with the VIVA expert network.

Furthermore, networking activities were established to allow the involved experts to review the key findings of the project to ensure a scientific validation.

2.3 Work Package 3: Definition of Innovation Excellence in Europe

Objectives

The aim of the WP 3 was to define the innovation excellence in Europe. Focussing on the exchange of experience regarding assessment and improvement of SMEs in Europe, constructing case studies and assessing the innovation management position of VIVA partners sets up the foundation of analysing the current state of innovation excellence across 12 European countries.

Actions

The current state of innovation management and innovation culture in Europe was assessed by sending out a set of checklists that survey the innovation system in enterprises comprising innovation approaches, evaluating strategies, products, organisation, process, human resources and the value chain level including clients and suppliers. More than 100 companies in Europe filled out the questionnaire and contributed to valuable findings. Results show that most enterprises are far from “excellent in innovation management”. It also shows that every enterprise has its own recipe to boost innovations through a unique combination of resources.

Additionally, case studies by the VIVA partners were constructed. Representing best practices or high-degree innovation activities focussing on the four Special Interest Groups (Management of Innovation, Innovation Culture, Assessment of Innovation Excellence, Innovation in Clusters), the case studies presented that no single recipe for innovation exists. Yet there are a variety of ingredients and features that should be considered to improve innovation.

The VIVA partners contributed to further information by self-assessing their innovation management processes with a self-assessment questionnaire including questions regarding organisational structures, clients, priority degree, existence of tools for innovations, projects, etc.

An innovation dialogue has been carried out in collaboration with all the VIVA partners, on the basis and the results of: empirical study, case studies, road map, toolbox and reference model. The exchange with multiple players and national experts in innovation management completed the dialogue. Almost all results are published in the VIVA book as well as the reference model paper.

2.4 Work Package 4: Coordination of Activities Related to Innovation Excellence Assessment

Objectives

The objectives of WP 4 are the synthesis and integration of results of SIG 1-4, setting up and implementing the tool box and executing the workshop “Innovation Excellence”.

Actions

The deliverable 4.1 “Reviewed SIG results” presents the main outcomes of the SIG work, aiming at the goal of a sustainable VIVA portal. The toolbox, being an important part of the VIVA portal, was also implemented. SIG workshops defined the relevant information available in the toolbox. 53 tools and methods that support innovation management and processes were gathered and classified according to their relevant content area (innovation strategy and process, innovation culture, assessment of innovation excellence, innovation in clusters). Not only can the user search in the four content areas for a suitable method, but also he can view a set of questions based on problems which then directly lead him to an adequate tool or method.

The composition of the toolbox was validated by experts from universities, consultancies and industry. Their feedback was used to improve and redesign the toolbox.

2.5 Work Package 5: Road Map

Objectives

The objective in this WP was to analyse possible future paths of innovations in manufacturing industries regarding methods and tools, processes and organisational aspects to detect possible trends and scenarios.

Actions

Questionnaires were distributed to experts asking them to write down what possible scenarios in innovation management they can think of and to give information about individual company experience to forecast possible developments and directions in the future. Based on this information and evaluation, a global view of the innovation management future path could be derived and a roadmap was developed.

2.6 Work Package 6: Dissemination and Exploitation

Objectives

Objectives in the WP 6 reached from the promotion and organisation of dissemination events, the dissemination of VIVA results to the definition of future exploitation activities.

Actions

After defining the target audience, dissemination actions for each target group were defined to disseminate the VIVA results ranging from the toolbox, the reference model, case studies, the RoadMap to the VIVA Book :”Open Innovation for SMEs - Ways to develop Excellence” which is available on (<http://publica.fraunhofer.de/starweb/pulica/servlet.starweb?path=publica/NewPub1.web&search=ID%3D%22N-58690%22>). A large audience of not only SMEs, but also multipliers such as researchers, consultants, administration bodies, etc. is reached by means of publications, articles, seminars, congresses, fairs, internet, and networking with other innovation projects.

3 Special Interest Groups

3.1 Special Interest Group (SIG) I: Strategies and Processes

SIG I focussed on examining strategies and processes in enterprises, including methods, patents and financing possibilities as side subjects. Further studies were conducted on the maturity level of innovation management applied in SMEs. Bonding literature and our experiences, an explanatory model on innovation management maturity of SMEs was developed. It indicates that organisational maturity, which is also made up of innovation management organisation, is the result of the availability of experience, education, support, funding, and the awareness of importance on the one hand, and on the other hand it is the result of the company itself such as strategy or financial situation.

3.2 Special Interest Group (SIG) II: Innovation Culture

The SIG II was concerned with setting up a conceptual framework for excellence in innovation based on four steps. The first step was to analyse the main features and dimensions of an innovation culture; the second was to define what excellence in innovation is about; the third was to give a full description of a suitable organisation in an enterprise for promoting and sustaining excellence in innovation. The last step focussed on defining an outline of a reference model for modes of innovation management oriented to excellence. In collaborating with industrial partners and experts outside the consortium, following papers resulted:

1. Innovation Culture Matrix
2. On the definition of innovation excellence in Europe
3. A suitable organisation for European excellence in innovation
4. A reference model for excellence in innovation management. The VIVA project contribution

3.3 Special Interest Group (SIG) III: Assessment of Innovation Excellence

SIG III put emphasis on collecting tools, methods and case studies that make assessing and the improvement of the innovation capability in an enterprise possible. It was also discussed which requirements a tool should fulfill to be able to provide adequate support. After having discussed and defined the problem fields of an enterprise in several workshops, each partner was assigned a problem field and was responsible for collecting further tools and methods that help enterprises when wishing to improve aspects of specific problem fields.

3.4 Special Interest Group (SIG) IV: Innovation in Clusters

SIG IV focussed on the issues: specifics of innovation management in clusters and networks, specifics of the innovation process in clusters, the role of the environment and the role of education. Based on research and examination concerning these issues, an elaborate SWOT analysis resulted, which showed strengths and opportunities for innovation in clusters, as well as weaknesses of new organisational forms. Examining and considering the whole environment of an enterprise for developing innovations, an innovation framework model resulted. It depicts the structure of elements and their inter-relations of effective conduction of the innovation process, also when cooperating in clusters.

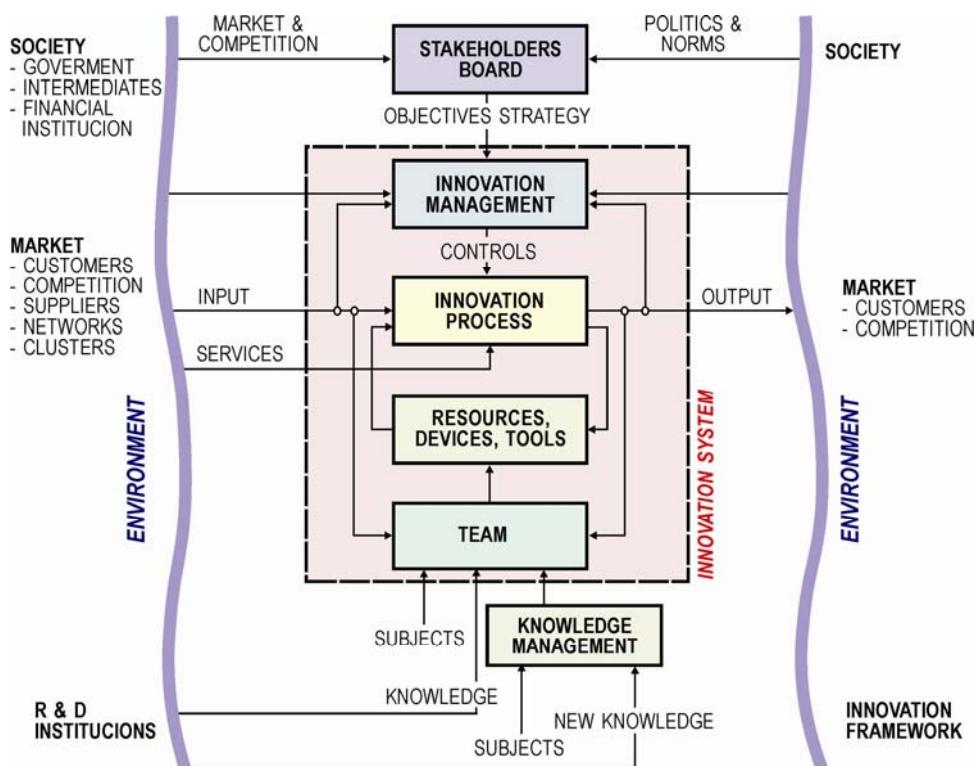


Figure 1: Innovation framework

Appendix: Plan for use and disseminating of knowledge

1 Section 1 - Exploitable knowledge and its Use

1.1 ALL KNOWLEDGE PUBLICLY AVAILABLE WITHOUT CHARGE

All the knowledge generated is available publicly on the VIVA platform without charge:

www.viva-eu.net.

There is no commercial exploitation plan on specific results of the VIVA project, nor are there commercially significant intellectual property rights involved.

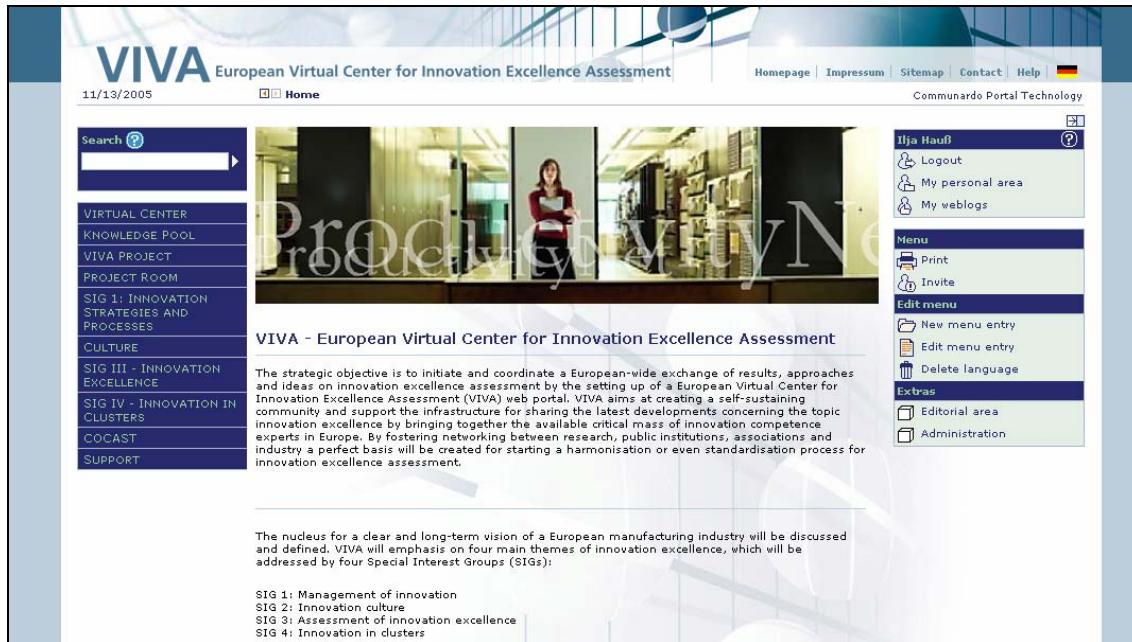
VIVA Business Model

To follow up on the idea of making use of the free project results and the VIVA network and to further disseminate the results, the VIVA business model was developed. It ensures the continuation of the VIVA portal and the networking activities. A key result is the strong commitment of the existing partners to build-up a consortium promoting and developing the idea of the virtual institute for innovation management. The Business Model considers direct services (VIVA platform, consultancy, tools, study reports, etc.) as well as indirect services (e.g. advertisement, consultants community) for innovation management in cooperation with the VIVA expert network. Because of the strategic relevance for further dissemination the business model will be explained in greater detail in the following paragraphs.

1.2 MANAGEMENT SUMMARY OF THE BUSINESS MODEL

The objectives of this business model blueprint are to define a common vision and to agree on concrete measures, in order to ensure the continuing networking activities of the existing VIVA expert network, to carry on operating the VIVA Portal (Figure 1) and to assure that the elaborated content will be accessible to the public any longer.

The main part of the committed vision is to build-up a virtual institute for innovation management and to offer (certified) innovation management services, e.g. audits, trainings and consultancy. The unique selling position of the services is to focus on recommendations for actions, on the base of standardized, respectively certified assessments and audits.



The screenshot shows the VIVA website interface. The top navigation bar includes links for Homepage, Impressum, Sitemap, Contact, Help, and a German flag. The left sidebar has a search bar and a menu with categories like VIRTUAL CENTER, KNOWLEDGE POOL, VIVA PROJECT, PROJECT ROOM, and various SIG groups. The right sidebar shows a user profile for 'Ilij Hauff' and a menu with options like Print, Invite, and Administration. The central content area features a large banner image of a woman in a red dress, followed by text about the strategic objective of the VIVA project and a list of four SIGs: SIG 1: Management of innovation, SIG 2: Innovation culture, SIG 3: Assessment of innovation excellence, and SIG 4: Innovation in clusters.

Figure 1 VIVA – The Online-Portal for Innovation Excellence Assessment

The existing VIVA network has committed strongly to this vision and the business model blueprint. The following stages have been defined to put the business plan into action:

- Stage 1: Establishment of the VIVA Consortium
(ca. 30th September 2007)
- Stage 2: Running of the VIVA Portal and VIVA Consortium
- Stage 3: Foundation of the Virtual Institute for Innovation Management
(ca. 1st March 2008)

1.3 BUSINESS IDEA

1.4 INTRODUCTION

Innovation Management is an emerging topic in many companies all-over Europe. The relevance of innovation management is well accepted but still company's lack of competence how to implement and organise innovation management. There is huge variety of information sources in the internet and consulting companies jump on the bandwagon with more or less competence. But specialised and approved contents are hardly to find and standards for methods and tools are still missing.

Hence, the main idea is to establish a virtual institute with core competence in the topic of innovation management, providing specific services and networking activities to innovation management professionals.

In the following the business idea, the potential services and the main important organisational aspects are summarised.

1.5 VIRTUAL INNOVATION MANAGEMENT INSTITUTE (IMI)

The vision of the virtual Innovation Management institute is to become a leading content & service provider for innovation management professionals all-over Europe (Figure 2).

The main services are to provide

- a reference model for consulting services (VIVA certificate) and a standard for auditing innovation management excellence
- reviewed content and tools for innovation management (IM-Toolbox)
- a online training & certification centre, with lectures and exams to train & certify innovation management professionals (IMP-Certificate)
- a periodic updated report on innovation management (IM-Report)

The services, e.g. collecting and reviewing of content and tools, as well as the development of the reference model and standardized audit approach will be developed and supported by the expert network of VIVA. Also the members of the expert network provide consulting services, e.g. the audit of innovation management excellence.

The existing VIVA Portal provides the required infrastructure, e.g. the content management, networking services etc. Innovation management professionals can subscribe an Innovation Management Report and will be continuously updated with most current and relevant information on the topic of innovation management. They can investigate the innovation management Toolbox with reviewed methods and tools, tests, best practices and guidelines. The online training & certification centre provides web seminars, web based training and exams, so that companies can train and certify their employees to become an innovation management professional (IMP), innovation management auditor (IMA) or even an innovation management trainer.

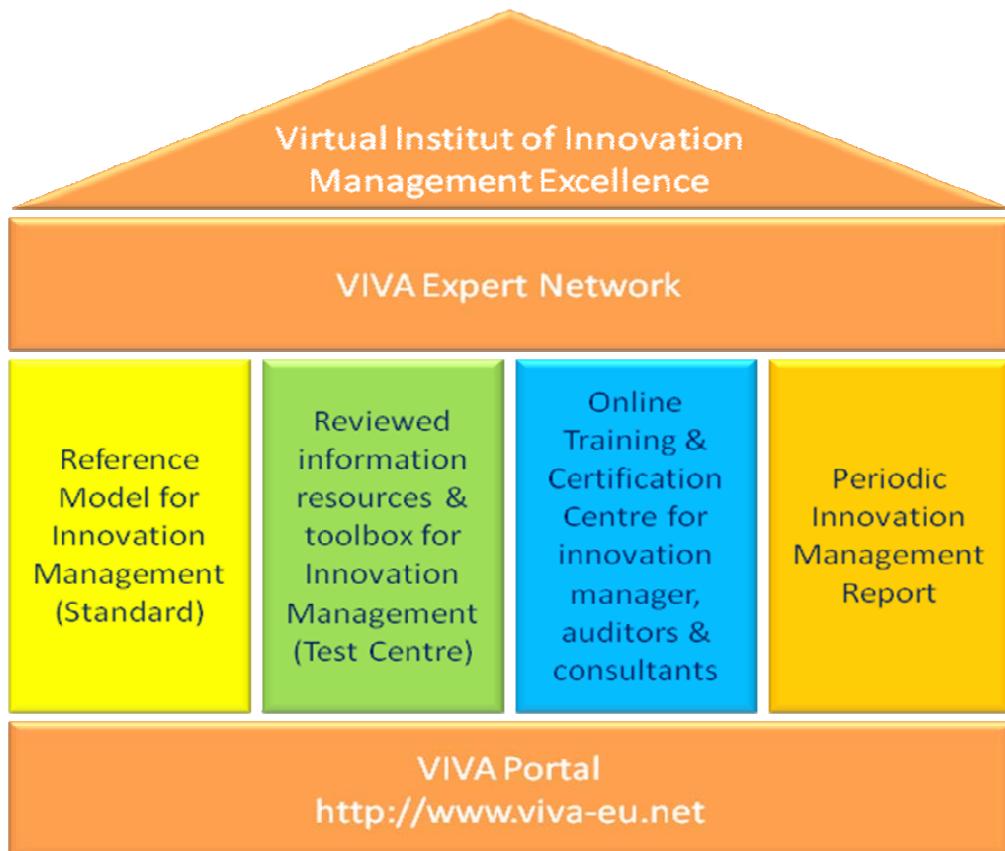


Figure 2 Virtual Institute for Innovation Management Excellence

The main services are described in the following sections.

Reference Model for Innovation Management (Standard)

The reference model is a conceptual framework for information management excellence, describing strategic issues, processes and implementation approaches. Mainly the reference model will be used to show the competence and methodical approach.

The reference model elaborated in a first version and documented in the book "Open Innovation for small and medium sized Enterprises" (Anne Spitzley, Thorsten Rogowski, Francesco Garibaldo) will be used as a base for the standardization activities.

The content resources of the reference model will be available for free.

IM-Toolbox & Test Centre

The innovation management toolbox is a reviewed database of information resources, methods, tools, guidelines and best practices for innovation management. In the first step the contents are provided by the existing VIVA Toolbox.

In the next step it is planned to involve so-called Scout for innovation management (IM Scouts) for providing new content. IM Scouts are consultants, institutions and companies with innovation management background, interested in us-

ing the portal as a marketing and distribution platform. Hence, these parties should be engaged for free. The provided material will be reviewed and approved by the VIVA expert network, in order to ensure the high quality of the contents and to ensure that it is not just becoming a selling & marketing platform. So the material and the Scouts, respectively the providers, can achieve a VIVA certificate.

In addition an accredited test centre could be offered with costs, evaluating and approving provided methods and tools, in order to obtain a VIVA certificate.

Selected content as well as abstracts and rankings will be offered for free. The full content resources will be offered with costs. Potential models are to subscribe on a yearly fee, for instance for consultants, or to pay per content asset, e.g. for innovation managers.

Online Training & Certification Centre

The online training & certification centre will offer training material and lectures. There are mainly two types of customers: Firstly, innovation manager, respectively responsible persons for innovation management, secondly, consultants for innovation management.

The main idea of the virtual institute approach is to develop a standard procedure for innovation management and to develop an acknowledged certification program. There will be offered a program for both, for the innovation manager as well as for the consulting services provider.

The innovation manager can be certified as a certified Innovation Management Professional (IMP) and the consultant can be certified as a certified Innovation Management Auditor (IMA) and a certified Innovation Management Trainer (IMT).

Besides the online services, conferences, seminars and certified trainers could be offered in addition. The online training resources will be without any charge, the certifications (exams) and extended online courses as well as multimedia training assets, e.g. webcasts, will be available with costs. Also there will be specific content assets exclusive available for already certified innovation management professionals (IMPs), respectively the IMP Community.

The certified innovation management consultants (IMT, IMA) can subscribe to the innovation management professional community with extended resources and services. This service will be charged.

Periodic Innovation Management Report

The innovation management report will be a periodical published report on most current issues of innovation management, containing new methods, tools, projects, practices, surveys, technologies and possibly innovations itself. The report will be offered in a printed version as well as an online content service.

In analogy to the innovation management toolbox the contents for the report will be provided by innovation management scouts and approved by the expert network.

The report will be available for subscribers with costs on a yearly fee.

1.6 ORGANISATION CHART

In the following chart (Figure 3) the main key players of the institute are illustrated. The key functions of the virtual institute are

- the VIVA expert network, constituting the institute,
- the scientific board, consisting of high level experts,
- the expert network, consisting of the VIVA expert members as well as additional selected experts,
- the institute's management and back-office, responsible for operating the institute.

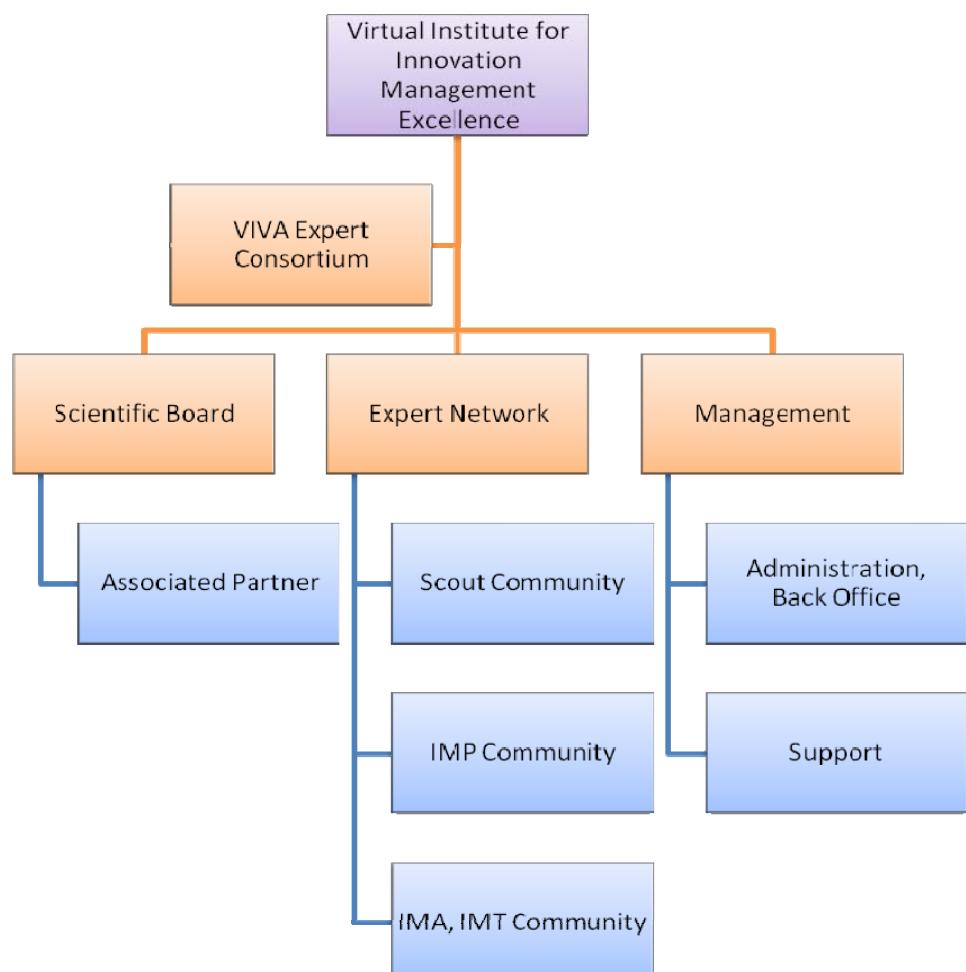


Figure 3 Organisation Chart of the Virtual Institute for Innovation Management Excellence

In the following sections the main roles are described.

VIVA Consortium

The VIVA expert network defines the main strategy, rules the general operation of the online portal and the orientation of offered services.

Especially in the first stage of establishing the VIVA consortium the VIVA expert network is responsible to carry on the further development of the reference model, the standardization activities, the initiation of the Scientific Board and the constitution of the virtual institute. Hence, the VIVA consortium owns the legislative role.

Scientific Board

The Scientific Board consists of well acknowledged experts in the field of innovation management. The board is responsible for the strategic planning and the scientific quality of the provided contents and offered services, especially the Innovation Management Report.

In addition the scientific board propels the standardization activities forward and carries on the refinement of the reference model.

The scientific board will consist partly of member of the VIVA expert network, but also of further experts, associated partner with a high reputation.

Expert Network

The (virtual) expert network is responsible for the coordination of the innovation management Scouts and the communities of the innovation management professionals (IMP) and the certified innovation management auditors and trainers (IMA, IMT).

The expert network is in charge of collecting, reviewing, selection, editing and publishing the contents of the online portal, especially the innovation management toolbox and the online training and certification centre.

The expert network operates the topic collection, pre-selection, editing and publishing of the Innovation Management Report. The reviewing and final selection of topics and articles will be reviewed by the scientific board.

The expert network monitors the offered services, players and use of the online portal.

Management & Back Office

The management is responsible to operate the portal and to provide administrative support, especially for the scientific board and the expert network.

1.7 CUSTOMER DEFINITION

1.8 EXPECTED CUSTOMER DEMAND

The following requirements of potential customers could be collected in a first market survey:

- Provide competent, methodological funded consultancy to develop a funded innovation management strategy.
- Recommend concrete measures to improve the innovation management ability, focused on a specific strategic objective and on the base of valid benchmark, respectively analysis or audit.
- Provide evaluated resources and knowledge to quickly pick-up innovation management issues.
- Train and certify innovation managers.

One of the main requirements is to provide a valid and preferable certified approach (reference model).

1.9 CUSTOMER GROUPS

The following groups of customers can be identified for the Virtual Institute of Innovation Management Excellence:

Innovation Manager

The relevant customer for the virtual institute is the innovation manager, respectively the innovation management professional of an organisation. This group has the need to find reliable content sources of methods, tools and case studies. In addition the innovation can certify to become a innovation management professional (IMP) and join the IMP community with exclusive content resources and networking services.

Consultants

Consultants engaged in the topic of innovation management are potential customers as well. They can use the portal as an information portal, in order to search for required content, surveys and methodologies. In addition consultants can apply to become a certified innovation management auditor (IMA).

Training and education institutes

Other Companies which want to accomplish trainings for their employees as well as education institutes have the possibility to certify their trainers to become a certified innovation management trainer (IMT) and to join the IMT community with exclusive content resources and networking services.

1.10 CUSTOMER BENEFIT

For the customer there is a set of reasons to use and to apply for a membership of the Virtual Institute of Innovation Management Excellence:

- The customer receives new information, developments and trends about innovation management (periodic innovation management report).
- The customer can train itself in topics of innovation management with the help of the online training & certification centre.
- The customer can share information, network with practitioners and may be involved in projects and surveys.
- Certified innovation management auditors (IMA), innovation management trainers (IMT) and innovation management professionals (IMP) can achieve a high degree of reputation.

1.11 COMPETITIVE ANALYSIS

In the following table some competitive players and internet resources are

| Name | URL | Portal/Member | Report/ Journal | Certification | WBT/CBT | Training (seminar) | Consulting | Case studies | Surveys | Benchmarks | Events | Shop |
|---------------------|---|---------------|-----------------|---------------|---------|--------------------|------------|--------------|---------|------------|--------|------|
| Berlecon Re-search | http://www.berlecon.de/ | X | X | | | | X | | | | X | |
| CATT | http://www.catt.at/ | | | | | X | | | | | X | |
| Danube | http://www.danube.or.at | | | | | | | | | X | X | |
| DIW Berlin | http://www.diw.de/ | | | X | | | | | | | X | |
| GARTNER | http://www.gartner.com | X | X | | X | X | X | | | X | X | |
| ISPIM | http://www.ispim.org | X | X | | | | | | | | | |
| ORGANIC | http://www.innovationmanager.org | | | X | | X | | | | | | |
| Kompetenznetze | http://www.kompetenznetze.de | | X | | | | | | X | | | |
| World scientific | http://www.worldscinet.com | | X | | | | | | | | | X |
| KMU Innovation | http://www.kmuinnovation.com/ | | | | | | | | | X | | X |
| Symposion | http://www.symposion.de/ | | X | | | | | X | | | | X |
| Forrester | http://www.forrester.com | X | X | | | | X | X | X | X | X | |
| Applied Innovation | http://www.appliedinnovation.com | | X | | | | | X | | | | X |
| Frauenhofer ISI | http://www.isi.fraunhofer.de | | X | | | | | | | | | X |
| Service inno. Group | http://www.serviceinnovation.com | | | | | | X | | | | | |
| IMIG | http://www.imig-ag.de | | | | | | X | | | | | |
| Nielson NetRatings | http://www.nielsen-netratings.com | | | | | X | X | | X | X | | |
| IMI (VIVA) | http://www.viva-eu.net | X | X | X | X | X | X | X | X | X | X | X |

listed.

1.12 ROAD MAP

There is a strong commitment of the partner of the VIVA project (VIVA expert network) to carry on the activities and to implement this business model of a Virtual Institute for Innovation Management Excellence.

The motivation of the existing expert group consists of the following objectives:

- Join a group of VIVA certified auditors and consultants for innovation management
- Sell an excellence audit and consultancy services for innovation management with a VIVA brand, possibly on the base of a pre-norm
- Use the resources, expertise and reputation of the VIVA network
- Build up a “marketing brand”

The focus of the road map is to propel the VIVA platform further with no additional funding or extraordinary investments. In that context three stages have been defined, which are described in the following.

The approach for the beginning is to establish a consortium out of the VIVA expert network, providing resources to operate the VIVA portal, to refine the reference model, to maintain the toolbox and to elaborate an audit and consulting service. On that base the networks and content resources and offered services will be extended and the establishment of the virtual institute will taken into action (Figure 4).

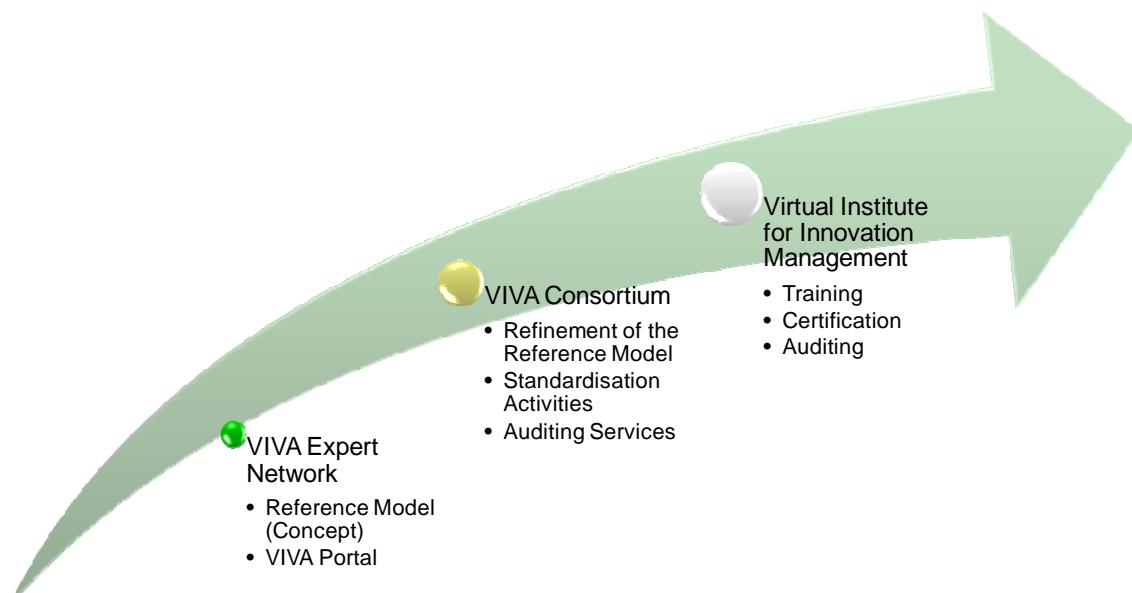


Figure 4 Road Map draft to build-up the Virtual Institute for Innovation Management

In the following the main stages are described.

Stage 1: Establishment of the VIVA Consortium

The main challenges of this stage are to agree on a Letter of Intent, respectively consortium agreement, to define the common service portfolio, to refine the portal and to plan the ongoing actions for the refinement of the VIVA Reference Model. This stage may be finished within 3 months.

| Role | Topics/ Tasks | (Re) Financing | Term |
|---------------------|--|----------------|------|
| VIVA expert network | <ul style="list-style-type: none"> • Agree on Letter of Intent (LOI) to join the VIVA consortium • Define the offered services, the roles and the availability of resources • Refine the reference model and complete the toolbox • Carry on the standardization and networking activities | No financing. | 9 m |

Table 1 Stage 1 – Establishment of the VIVA consortium

Stage 2: Running of the VIVA Portal and VIVA Consortium

The main topics of this stage are the further development and refinement of the VIVA Reference Model, to follow-up the standardisation activities and to develop a certification model as well as standardised auditing and consulting services for innovation management.

Also a main challenge is to gain first customer projects to validate the reference models and services. This stage may be finished within 9 months.

| Role | Topics/ Tasks | (Re) Financing | Term |
|-----------------|--|--|------|
| VIVA consortium | <ul style="list-style-type: none"> • Define a VIVA audit model and consulting approach out of the reference model • Plan marketing activities and take them into action • Acquire and carry out pilot projects with reference customers • Maintain the content resources, toolbox and reference model on the online portal • Produce the first Innovation Management Report • Carry on the standardization and networking activities • Initiate the scientific board • Elaborate the constitution of the Virtual Institute of Innovation Management Excellence | No financing. (own resources of the partners) (partly) pilot project funds | 9 m |

| | | | |
|-----------------------------------|--|---|--|
| Back Office 20 % (1 day per week) | <ul style="list-style-type: none">• Coordinate and support the consortium activities• Monitor and support the online platform | Member fee for the consortium partners. | |
|-----------------------------------|--|---|--|

Table 2 Stage 2 – Running VIVA portal and VIVA consortium

Stage 3: Foundation of the Virtual Institute for Innovation Management

Main objective of this stage is to establish the virtual institute for innovation management and to offer the developed and validated services in a professional way. This stage may be finished within 6 months.

2 Section 2 – Dissemination of knowledge

| Planned Dates | Actual Dates | Action done | Type of action (publication, event, etc.) | Type of audience | Countries addressed | Size of audience | Partner responsible / involved |
|---------------|-------------------|--|---|--|---------------------|-------------------|--------------------------------|
| 2005 | | | | | | | |
| | 12-01-2005 | Participation at workshops and Discussion of similarities of both projects | Kick-off-Meeting Project WISDOM | Engineers, Member of Saarland Ministry, Trainers | Europe | 50-60 | INVENIO (C. Speth) |
| | 02-2005 | Chamber of Commerce and Industry of Slovenia | Innovation Awards Committee Meetings | Members of the Committee | Slovenia | 10 | LAKOS |
| | 05-2005 | Information on the project sent out to all members of the regional knowledge cluster (Cluster Del Conocimiento de Extremadura) | emailing | SMEs from the following sectors: R&D, ICT, Training, Consultancy and Engineering | Spain | 53 SMEs | FUNDECYT |
| | 24-05-2005 | Informing enterprises and entrepreneurs about VIVA during the "Extremadura Emprende" – congress on business and business creation in Extremadura | Event | SMEs, and entrepreneurs from all sectors | Spain | 1150 participants | FUNDECYT |
| | 02-08-2005 | ICPR 18th International Conference on Production Research, 31.07.-04.08.05, Salerno, Italy Organisation, chairing of Session "Innovation in Production Cluster" and presentation and Presentation | Event (session) | Industry, science | Europe | 30 | IAO (Kristina Wagner) |
| | 02-08-2005 | Codesnet Meeting (Coordination Action on Cooperative Demand and Supply Networks): Cluster issue | Event (meeting) | Industry, science | Europe | 40 | IAO (Thorsten Rogowski) |

| | | | | | | | |
|--|---------------------------|---|-----------------------------------|--|---------------------------|-------------|---|
| | 29-08 / 01-09-05 | Lecture "Competitive Advantages in production clusters through competence services" | IPCR conference in Salerno, Italy | | International | 20 | INVENIO (C. Speth) |
| | 27/28-10-2005 | Presentation on European Trend Chart Policy Workshop Title: Innovation Management Assessment | Event (on invitation) | Banks, VC, associations (e.g. IASF), science, consulting, agencies | Europe | 40 | IAO (Kristina Wagner) |
| | 05-10-2005 | Dissemination of the project objectives, involved partners and information about the kick off-meeting | Monthly Newsletter | Journalists, interested public, multiplicators, partners | Germany | 750 persons | Stuttgart Region Economic Development Corporation |
| | 10-05 | article, EBN Newsletter | Publication | BICs | EU | 200 | EBN |
| | 15-11-2005 (start) | Lecture on Rapid Product Development and Innovation | Lecture | Students | Germany | 30 | IAO (Thorsten Rogowski) |
| | 22-11-2005 | Book: "Fokus –Innovation. Kräfte bündeln – Prozesse beschleunigen" Ed.: Hans-Jörg Bullinger Fraunhofer Edition/Hanser ISBN 3-466-40588-7 | book | industry | German-speaking countries | 500 - 1000 | IAO (Kristina Wagner Thorsten Rogowski) |
| | 22/23-11-2005 | Fraunhofer-Innovation Forum: "Faster to innovation" | Event (congress) and presentation | Industry, SME | Germany | 120 | IAO (Kristina Wagner Thorsten Rogowski) |



| | | | | | | | |
|--|---------------------------|---|--|---|------------------|---|--------------------|
| | 24/25-11-2005 | | Seminar in collaboration www.Innovation-network.ch Fill the pipeline - nachhaltige Gestaltung des Innovationsprozesses | Managers (esp. SMEs) | CH | Aprox. 10 | ETH ZPE |
| | 11-2005 | Article about VIVA in our quarterly report | Publication | Mainly mechanical engineering companies as well as related industries | Austria, Germany | Aprox. 1700 people | COG |
| | 30-11-05 / 3-12-05 | Lecture "networked communication in the automotive branch with VIVA" and VIVA-presentation at the Invenio-booth at the fair | Euromold Fair in Frankfurt | Engineers, Designers, purchaser, students | International | Fair 60.000 Visitors, at the lecture 40 at the booth 80 | INVENIO (C. Speth) |
| | 12-2005 | Short description of VIVA in our monthly newsletter | Article | Mainly mechanical engineering companies as well as related industries | Austria, Germany | Aprox. 1700 people | COG |
| | 12-2005 | Place the VIVA description online at the MC Homepage | Homepage | Mechanical engineering companies as well as related industries | Austria, Germany | | COG |

| Planned Dates | Actual Dates | Action done | Type of action (publication, event, etc.) | Type of audience | Countries addressed | Size of audience | Partner responsible / involved |
|---------------|-------------------|---|---|---|---------------------------|------------------|---|
| 2006 | | | | | | | |
| | 2006 | VIVA Scientific sponsorship of the 39th CIRP International Conference on Manufacturing Systems | Indication in Call for Papers, Proceedings (paper and CD) | Scientific community | Global | 500 | LAKOS |
| | 13-01-2006 | Dissemination of the leaflets, short project description, information stand with project information about VIVA | Event: information day regarding ongoing projects of Stuttgart Region Economic Development Corporation | Researchers, project coordinators, administrative staff | Germany | 54 persons | Stuttgart Region Economic Development Corporation |
| | 01-2006 | Publication in ZWF (Zeitschrift für wirtschaftlichen Fabrikbetrieb) | Publication | SME, science | German-speaking countries | Ca. 5000 | IAO (Kristina Wagner Thorsten Rogowski) |
| | 10-01-2006 | Lecture "Presentation of VIVA" | Kick-off Meeting in the project WISDOM , Subproject "Consultancy and qualification for knowledge-based innovation" , organised by Association for Innovation Research and Consultancy Ltd, Berlin | Engineers, Member of Saarland Ministry, Trainers Experts conc. Innovation | Germany | 15 | INVENIO (C. Speth) |

| | | | | | | | |
|--|----------------------|--|---|---|---------------------------------------|--------------------------------|---|
| | 12-01-2006 | Participation at the Kick-off-Meeting of Project MIC (Micro-Inno-Change) in Düsseldorf and Discussion of similarities of both projects and opportunities of cooperation. | Meeting with collaborators of project MIC. | Innovation actors from German Chambers of Handcrafts, researchers and consultants, and regional development agencies. | Germany, Italy, Spain and Netherlands | 10 | LABEIN |
| | ongoing | Dissemination of the project, the objectives and information about the partners involved on the Stuttgart Regions' website | English and German Information on Stuttgart Region website about VIVA project | Visitors on website of Stuttgart Region | German and English speaking audience | 150 visitors a day | Stuttgart Region Economic Development Corporation |
| | 03-03-2006 | Jordan Study Tour. Presentation VIVA | Seminar | Business Support Organisations | Jordan | 15 | EBN |
| | 28-03-2006 | Visit Incubadora do Beira. Presentation VIVA | Meeting | Brussels | Portugal | 4 | EBN |
| | 28-03-2006 | Mexican Embassy/Economic attache. Presentation VIVA | Meeting | Brussels | Mexico | 3 | EBN |
| | 11-04-2006 | Presentation of the project on regular Advisory board cluster meeting | Report | Advisory board of the Cluster | Slovenia | 5 persons | GIZ VTG |
| | 16/17-04-2007 | Hannover Messe, presentation and stand | Fair | SMEs | Germany (Europe) | 20/ passers (230 000 visitors) | IAO |

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|--|----------------------|---|---|---|---------|------------------|---|
| | 05-2006 | Short introduction of MC Partners concerning the MC activities in VIVA | Qualification event "drive technology" in Linz (Austria) | Mainly mechanical engineering companies as well as related industries | Austria | Aprox. 50 people | COG |
| | 05-2006 | article, EBN Newsletter | Publication | BICs | EU | 200 | EBN |
| | 10-05-2006 | Dissemination of the leaflets, short project description, information stand with project information about VIVA | Event regarding Stuttgart Region foresight, stands with on-going projects including VIVA | Regional Assembly of Stuttgart Region, Innovation actors and multiplicators | Germany | 65 persons | Stuttgart Region Economic Development Corporation |
| | 06-2006 | Dissemination of results within the 39th CIRP ISMS | Special Session on Innovation Management | Participants of the conference | App. 10 | 35 | LAKOS |
| | 12-06-2006 | Innovating through EU Regional Policy. Promotional material distributed | Seminar | BSOs, regional offices, European Commission Representatives | EU | 300 | EBN |
| | 28/30-06-2006 | EBN Congress. Promotional material distributed | Congress | BICs, BSOs, Networks of BSOs. | EU | 300 | EBN |
| | 15-07-2006 | Dissemination of the leaflets, short project description, information stand with project information about VIVA | Information stand at the X Anniversary of the Knowledge Cluster of Basque Country in Bilbao "10 years facilitating Innovation Networks" | Conference participants: regional policy experts and stakeholders, innovation actors, consultants and local industries. | Spain | 300 | LABEIN |

| | | | | | | | |
|--|----------------------|--|--|--|------------------|-------------------------|---------|
| | 08-2006 | Short description of VIVA internet platform in our monthly newsletter | Article | Mainly mechanical engineering companies as well as related industries | Austria, Germany | Aprox. 1700 people | COG |
| | 21/22-09-2006 | | Seminar in collaboration www.Innovation-network.ch "Radikale Innovationen ermöglichen" | Managers (esp. SMEs) | CH | 10 | ETH ZPE |
| | 10-2006 | Project information of VIVA internet platform | Publication | Drive engineering, mechanical <u>measurement and control technology</u> , engineering companies as well as related industries, industrial software | Austria, Germany | Aprox. 12000 subscriber | COG |
| | 10-2006 | Open days. DG Regio Promotional material distributed | Event/Seminar | Regional Offices | EU | | EBN |
| | 10-2006 | EBN Website | Publication | | EU | | EBN |
| | 10/11-10-2006 | Promotional material distributed in the Innovation Fair in St-Petersburg, Russia | Event (Innovation Fair) | | EU | 300 | EBN |

| | | | | | | | |
|--|----------------------|---|--|---|---------------------|---|---|
| | 09/12-10-2006 | Dissemination of the leaflets, short project description, information stand with project information about VIVA | Information stand at the "2006 OPEN DAYS European Week of Regions and Cities" in Brussels | Conference participants and interested public, regional policy experts and stakeholders | 25 EU member states | Ca. 100 participants at the conference rooms the stand is located | Stuttgart Region Economic Development Corporation |
| | 23/24-11-2006 | | Seminar in collaboration www.Innovation-network.ch "Fill the pipeline - nachhaltige Gestaltung des Innovationsprozesses" | Managers (esp. KMU) | CH | 10-20 | ETH ZPE |
| | 26/28-11-2006 | Europe Innova. Promotional material distributed | Event | | EU | 300 | EBN, LABEIN |
| | 11-2006 | Dissemination of the leaflets, short project description | Round table regarding innovation policies and ongoing projects | Innovation actors, multipliers | Germany | 20 persons | Stuttgart Region Economic Development Corporation |
| | 16-11-2006 | Presentation at the "Innovation Table" at the Fraunhofer IAO | Event | SMEs | Germany | 12 | IAO |
| | 01-12-2006 | Insme Training. Promotional material distributed | Seminar | BSOs, consultants | EU | 50 | EBN |
| | 13-12- 2006 | - | Presentation and discussion of SIG I framework at industry workshop | Industry, consultants | Switzerland | 10 | ETHZ |
| | 13-12- 2006 | Presentation of the project on regular cluster meeting | ppt. presentation | Cluster members | Slovenia | 12 persons | LAKOS |



| Planned Dates | Actual Dates | Action done | Type of action (publication, event, etc.) | Type of audience | Countries addressed | Size of audience | Partner responsible / involved |
|---------------|------------------------|--|---|------------------------------------|---------------------|---|---|
| 2007 | | | | | | | |
| | 7-02-2007 | Altran Innovation Conference. Promotional material distributed | Conference | BSOs, consultants, EC officials | EU | | EBN |
| | 14-02-2007 | Dissemination of the leaflets, short project description | Infoday about Regions of Knowledge call together with EC; information stand about ongoing projects including VIVA | Innovation actors, multipliers | Germany | 45 persons | Stuttgart Region Economic Development Corporation |
| | 02-2007 | article, EBN Newsletter | Publication | BICs | EU | 200 | EBN |
| | 15-03-2007 | Dissemination of the leaflets, information stand | Workshop about Cluster management in Stuttgart Region and networking event | SMEs and Cluster managers | Germany | 27 persons | Stuttgart Region Economic Development Corporation |
| | 21/23-03-2007 | FP7 Opportunities and BSOs Promotional material distributed | Seminar | BICs, BSOs, Networks of BSOs. | EU | 100 | EBN |
| | 03-2007 to date | Web page on VIVA project on www.crit-research.it web site. | Information on VIVA projet | Engineers, Managers, CTO | Europe | 2.200 contacts each month on www.crit-research.it | CRIT |
| | 18-04-2007 | Short presentation of VIVA project with local Industrial Association | Information on VIVA projet | Representative of SMEs association | Italy | Face to face meeting | CRIT |

| | | | | | | | |
|--|--------------------|---|---|--------------------------------------|--------------------|--------------------------|---|
| | 09-05-2007 | Discussion at IMP ³ rove meeting | Meeting | Consultants | Europe | 15 | IAO |
| | 11-05-2007 | ERIK Network meeting Promotional material distributed | Seminar | BSOs, Regional Offices | UE | 75-100 | EBN |
| | 14-05-2007 | EUR Future, "discussion table" | Conference | SMEs, intermediaries, science | Europe, India, USA | 5 | IAO |
| | 7/8-06-2007 | ANCES meeting (Spanish BICs Network) Presentation made and promo material distributed | Seminar | BICs | Spain | 25 | EBN |
| | 14-06-2007 | Dissemination of the leaflets | Innovation Round Table Stuttgart Region | Innovation actors, multipliers, SMEs | Germany | 15 persons | Stuttgart Region Economic Development Corporation |
| | 14-06-2007 | Book: Open Innovation for small and medium sized Enterprises – Ways to develop Excellence, ISBN 978-3-8167-7384-9 | Publication | SMEs, Intermediaries | Europe | 600 copies (1st edition) | Editors: IAO, IpL, involved: all VIVA partners |
| | 14-06-2007 | Brief information about the VIVA project on web site www.kogast.si (slovene part of web site) and link | Brief information about the VIVA project on web site www.kogast.si (slovene part of web site) and link | General | Slovenia | / | GIZ VTG |
| | 15-06-2007 | | Seminar in collaboration with innovation-network "fill the pipeline – nachhaltige Gestaltung des Innovationsprozesses | Managers (esp. SMEs) | CH | 10 | ETH ASL |

| | 18-06-2007 | Presentation at final event "Assessing and improving the innovative capability of SMEs" of the German BMBF project "InnoKMU" | Event | Manufacturing SMEs | Germany, Austria, Switzerland | 70 participantes (companies and press) | IAO |
|--|----------------------|--|--|---|-------------------------------|--|------------------------------|
| | 20/22-06-2007 | Presentation, session and stand at the conference "Global Innovation Bridges - A new Generation of Business and Innovation Centres. Preparation of VIVA Poster and Leaflet | Event (presentation and stand) | Intermediaries, companies | Europe (Asia, USA) | 150 | EBN, Labein, IAO, LAKOS, WRS |
| | 22-06-2007 | Moderation of the Workshop G2 Business simulation & innovation management tools | EBN Congress, Canterbury, June 20 -22, 2007 (VIVA dissemination event) | Participants of the Congress | App. 10 | 30 - 50 | LAKOS |
| | 27/29-06-2007 | WIC La Baule Promotional material distributed | Congress | BSOs, industrial players | EU & USA | 500 | EBN |
| | 28-06-2007 | Discussion at the Kick Off Meeting of the CWA 35 "InnoMan" (Norming) | Event | SMEs | Europe | 15 | IAO |
| | 28-06-2007 | Dissemination during quarterly review meeting in CRIT | Information on VIVA projet | CTO of CRIT network and guests (Managers and engineers) | Italy | 50 | CRIT |
| | 06-2007 | Completing article about VIVA in our quarterly report | Publication | Mainly mechanical engineering companies as well as related industries | Austria, Germany | Aprox. 1700 people | COG |
| | 06-2007 | Organization of an event with Fiat Group Companies focused on Innovation management | Event | Fiat Group Companies and Suppliers | Italy | 20-25 people | CRF |



| | 07-2007 | article, EBN Newsletter | Publication | BICs | EU | 200 | EBN |
|--------------|---------|---|--|---|------------------|--|---|
| | ongoing | | Integration of material into the ETH-lectures "Innovation process" and "Methods in the innovation process" | ETH Students | CH | 50-100 | ETH ZPE |
| 07-2007 | | Dissemination of the project results, involved partners and information about the end of the project as well as the VIVA platform | Monthly Newsletter | Journalists, interested public, multiplicators, partners | Germany | 750 persons | Stuttgart Region Economic Development Corporation |
| 07-2007 | | Short completing article of VIVA project in our monthly newsletter | Article | Mainly mechanical engineering companies as well as related industries | Austria, Germany | Aprox. 1700 people | COG |
| 08-2007 | | Research paper on Systems Approach to an Innovation Framework | publication | Scientific community | Global | 2000 | LAKOS |
| 7/11-09-2007 | | Abstract is accepted, rework and submit the paper | Publication and presentation of SIGI-Paper at 8th International CINet Conference . Gothenburg, Sweden. | Mainly scientific | international | 20 in the session, 300 at the conference | SIG I, ETHZ ASL |
| 09-2007 | | Compliting article about VIVA in our quarterly report | Publication | Mainly mechanical engineering companies as well as related industries | Austria, Germany | Aprox. 1700 people | COG |

| | | | | | | | |
|---------|--|---|--|-----------------------------|------------------|-----------|----------|
| 10-2007 | | | Seminar/Lecture on "knowledge management in the innovation process" at Fachhochschule Vorarlberg | Managers/post-grad-Students | Austria, Germany | Aprox. 20 | ETHZ ASL |
| 12-2007 | | Presentation at lecture "Technology Management" | Lecture | Students | Germany | 70 | IAO |