

EURIDICE - Intelligent Cargo

Innovation Management as Part of an R&D Project



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Innovation Management the GAP

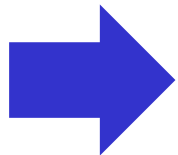
» From Research to Research & Innovation

EU Research Program Assessment & EU Innovation Score Board identified that

- **Tangible outcomes of R&D projects is not sufficient**
- **R&D often is not relevant, not driven by a need**
- **Innovation & Growth capabilities are insufficient**

Strategic focus is put on innovation and

- **Renamed DG research into „DG Research and Innovation“**
- **Involves industry in definition of programs and execution (e.g. PPP)**



EURIDICE pioneered systematic innovation management introduced „P 3 Business Impact“





How could we do better?

Innovation Management

» Concurrent Research, Development, and Innovation = IP

EURIDICE „Business Impact“ Approach

- **Concurrent development of technology (P1), user involvement (P2), and business development / innovation (P3)**
- **Dedicated tasks on business modeling, process analysis, performance indicators to introduce business thinking**
- **Coordination across projects**

Outcome and Learnings

- **Today's business models / business plans delivered**
- **V – Model for Project Management failed to provide coordination**
- **Challenge of combination of fields of knowledge from engineering, logistics operation, and business development**



Innovation Management

» The role of P 3 - revisited

P 3 did act as a process facilitator...

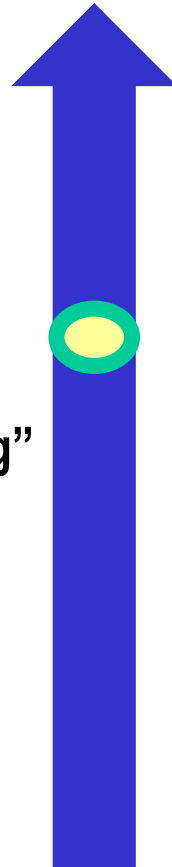
- **provided methodological expertise**
 - » **structure for the innovation process**
 - » **business (process) analysis methods**
 - » **Innovation / Living Lab infrastructure**
- **Provided management capacity into technology focused teams**
 - » **Business Planning**
 - » **Organizational analysis**
- **Supported the business development process**
 - » **Business case definition and evaluation**
 - » **Target market evaluation**
- **Supported the venture creation process for new products**
 - » **only rudimentary exercised within EURIDICE**



Innovation Management

» Demand Side of Innovation: User, Customer, Market & Growth Focus

Future Potential:
Increase Capabilities
Overcome “Smuggler Feeling”



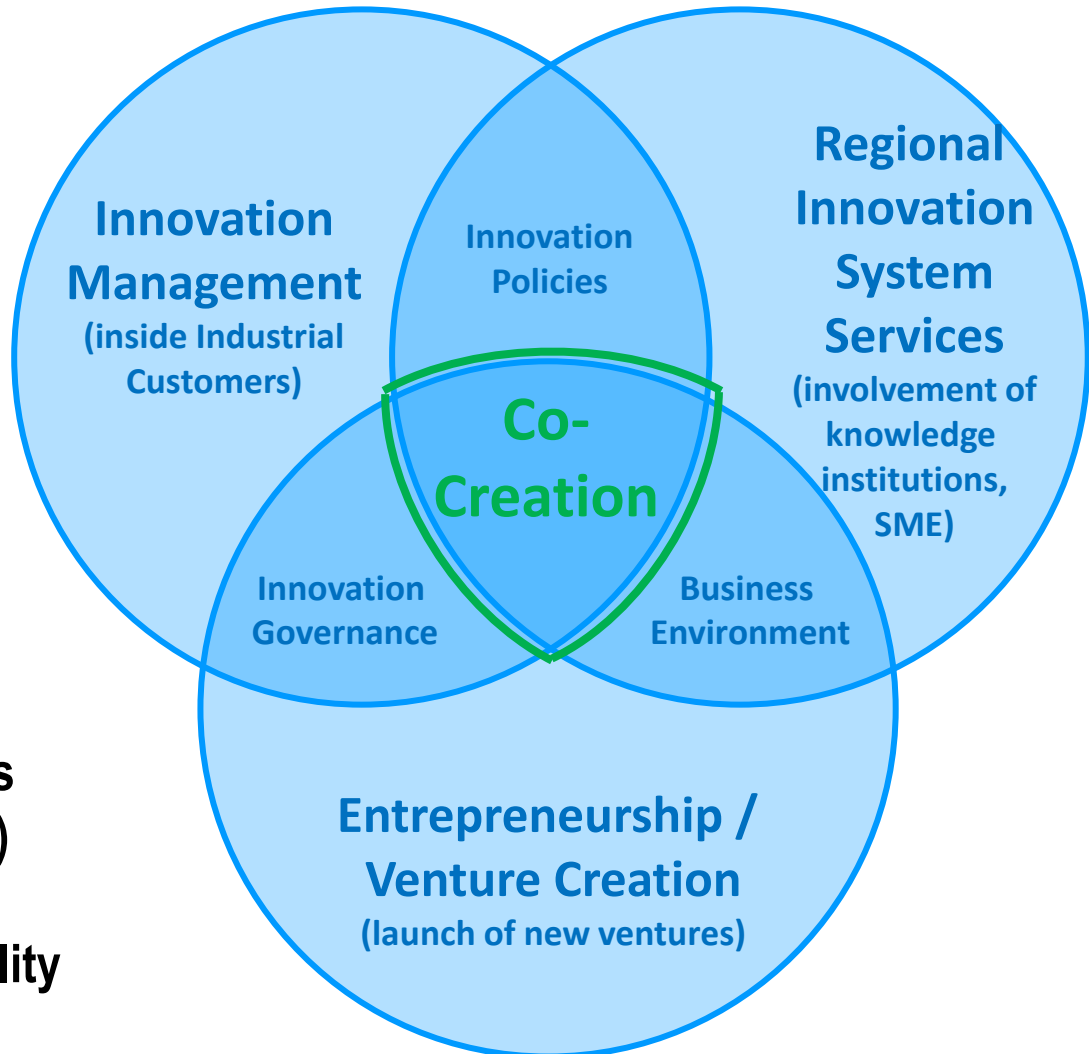
- **Growth Focus**
 - Surviving the „value of death“
 - Venture (not R&D) financing
- **Business Creation**
 - Start-Up of new Ventures
 - Creation of Business Units within Firms
- **Customer orientation**
 - Value propositions
- **User Involvement**
 - Living lab & real life pilots



Sometimes when
you innovate, you
make mistakes. It
is best to admit
them quickly, and
get on with
improving your
other innovations.

Innovation Management

» Innovation Intermediaries as innovation process coordinators



Performance Indicators:

- Increase success rates (Reduce Failure Rates)
- Increase speed
- Increase outcome quality

Thank You

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