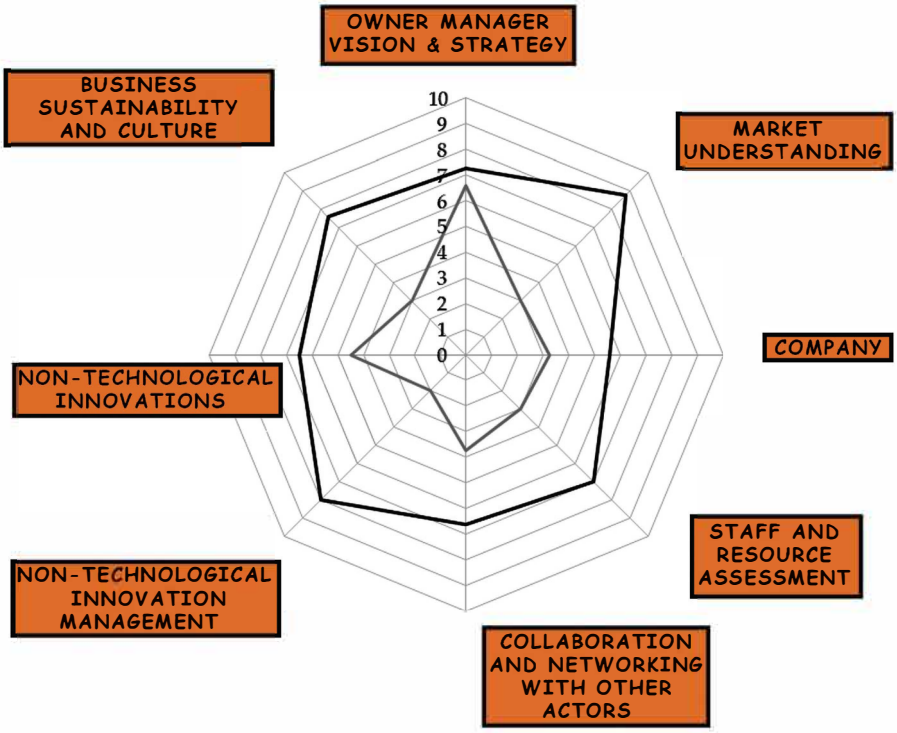
6 STEPS FOR INNOVATION



A counselling toolbox produced by the SNOwMan project (Supporting Non-technological Innovation in Owner-managed Manufacturing Small and Medium-sized Enterprises through Increased Capacity of Business Intermediaries).

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Interreg Baltic Sea Region
EUROPEAN UNION
EUROPEAN REGIONAL DEVELOPMENT FUND
SNOwMan

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SNOWMAN

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1. Project Presentation

Owner-managers dominate the sector of small and medium-sized enterprises (SMEs). In the SNOwMan project (supporting non-technological innovation in owner-managed manufacturing SMEs through the increased capacity of business intermediaries), the target group was manufacturing SMEs thus constituting around 10% of SMEs in the EU.

Manufacturing SMEs provide jobs and innovations across the European Union. To achieve growth, it is essential to widely exploit their potential for innovations. It often requires counselling, but owner-managers lack counselling tailored to their needs.

Owner-managers and business intermediaries often experience a clash of culture when they try to engage in counselling. Owner-managers state that they feel lack of trust, common language, values and culture. On the other hand, business intermediaries express difficulties in counselling owner-managers. They report the cause to be unique challenges owner-managers face in combination with their often very strong commitment and responsibility for the company.

In order to address these challenges, the SNOwMan project was established and developed a counselling toolbox tailored to owner-managed SMEs within manufacturing with less than 50 employees. The main element is a 6-step process through which the owner-manager and the intermediary find the main challenges of the company. To overcome these challenges, a strategy and an action plan are developed and implemented. The process is built on trust, openness and a dialogue. Focus is shifted on the challenges of the highest priorities.

The challenges faced by business intermediaries and owner-managers are very complex, and therefore neither intermediary organisations, owner-manager associations nor higher education institutions can find a solution on their own. Instead, three types of organisations have worked together to develop a real and effective solution.

Partnership

Five countries have been involved in the SNOwMan partnership. Denmark, Finland, Lithuania and Poland have their representatives from one Higher Education Institution and two business support organizations while Germany is represented by the German Hanseatic Parliament. To ensure the applicability of the toolbox, several SMEs were tested during the project.

Eight associated partners from four countries have joined the project to share their knowledge and experience as well as to disseminate the obtained results.

The project covers a period of 3 years – from 1 October 2017 to 31 October 2020.

The SNOwMan project has been funded by the Interreg Baltic Sea Region, and the total budget made 2,085,850.00 €.

2. Preface EN

The purpose of this book is to collect, present and disseminate the counselling toolbox from the SNOwMan project to external stakeholders. The book demonstrates the journey of the SNOwMan project and the process towards our final product – the 6-step process to help the intermediaries in their collaboration with owner-managers.

To give the reader an overall perspective of the project, the book first takes you through the preliminary methodological discussions. The methodology was necessary, as it constituted an internal reference and steering instrument for partnership. Then follows the presentation of the questionnaire and interviews used for gathering challenges related to the current counselling practices in the four partner countries. The SNOwMan project used an online survey to assemble experiences and best practices for the intermediaries to counsel their member companies. To qualify the survey, interviews were conducted. They delivered information on the intermediary experiences and needs of the companies for non-technological innovation. The methodology was employed for pinpointing challenges of a collaboration between the intermediaries and owner managers of SMEs. The 6-step process towards supporting non-technological innovation has been evaluated recurrently. The book discusses the evaluation process and outputs. Based on the results of the carried out surveys and interviews, the SNOwMan project has developed the first prototype of the 6-step process in a co-creation workshop promoting the participation of both owner-managers and intermediaries.

The 6-step process

The book takes you through each step in the 6-step process and thoroughly demonstrates how the intermediaries can apply the process in their work. The six dimensions include 1) Introduction, 2) Visions, 3) Identification of Challenges and Needs 4), Strategy and the Action Plan 5), Operationalization and 6) Measuring and Evaluating Outputs.

The Spider Web Tool

As the 3rd step in the process is the important identification of challenges and needs of SMEs, this book thoroughly demonstrates the Spider Web Tool that is an analytical instrument for evaluating the performance of the owner-manager in the non-technological areas of innovation. Considering eight parameters, the tool can help the intermediaries map and visualize the challenges of SMEs. The parameters include 1) owner-manager vision and skills, 2) market understanding, 3) company, 4) staff and resource assessment, 5) cooperation with other actors, 6) non-technological innovation management, 7) non-technological innovation and 8) business sustainability and culture.

This book covers years of development and testing. To give the reader an overall perspective of the process of the SNOwMan project, one may find a chapter addressing the results of the conducted tests. Through success stories, the reader gets an insight into the specific outputs of the 6-step process.

This book is the result of thorough development and testing. To give the reader an overall perspective of the process in the SNOwMan project, you will find a chapter addressing the results of the tests. Through success stories, the reader will get an insight into the specific outputs of the 6-step process. The book is drafted in collaboration with the partnership and drawn up by four

higher education institutions and the Hanseatic Parliament. The intermediaries have qualified all parts of the process.

2.1 Preface DK – Forord

Formålet med denne bog er at indsamle, præsentere og udbrede kendskabet til en ny værktøjskasse til rådgivning af ejerledede små-og mellemstore produktionsvirksomheder, udviklet i SNOwMan projektet. Bogen demonstrerer den rejse SNOwMan projektet har været på og processen mod det endelige produkt – en 6 trins proces, som skal styrke samarbejdet mellem virksomhedsrådgivere og ejerledere.

For at give læseren et overordnet perspektiv på projektet vil bogen først præsentere de indledende metodiske diskussioner. En metodik var nødvendig til at udgøre en intern reference og styreinstrument for projektpartnerskabet. Derefter følger en præsentation af den undersøgelse og de interviews der blev brugt til at indsamle viden om udfordringerne i de nuværende rådgivningstilbud i de fire partnerlande. SNOwMan projektet brugte et online spørgeskema til at samle erfaringer og best practices om virksomhedsrådgivernes arbejde med målgruppen. For at kvalificere spørgeskemaet blev der yderligere gennemført interviews af ejerledere. Disse interviews gav viden om ejerledernes erfaringer med og specifikke behov for ikke-teknologisk innovation i deres virksomheder. Tilsammen skabte de to analyser et billede af udfordringerne i samarbejdet mellem virksomhedsrådgivere og mindre ejerledede produktionsvirksomheder. En 6 trins proces til at understøtte ikke-teknologisk innovation er blevet udviklet, testet og evalueret løbende. Selve udviklingen foregik i en samskabelsesproces med deltagelse af både ejerledere og virksomhedsrådgivere. Evalueringsprocessen og resultater vil blive præsenteret i bogen.

6 trins processen

De 6 trin i rådgivningsprocessen vil blive gennemgået i bogen og det bliver demonstreret grundigt hvordan virksomhedsrådgivere kan bruge processen i deres arbejde. De seks trin er 1) introduktion, 2) visioner, 3) identifikation af udfordringer og behov, 4) strategi og handleplan, 5) operationalisering og 6) måling og evaluering af resultater.

Spider Web værktøjet

Det tredje trin i processen er en identifikation af udfordringer og behov hos ejerledede SMVer. Til denne identifikation vil bogen grundigt demonstrere Spider Web værktøjet. Spider Web værktøjet er et analytisk værktøj til at analysere ejerlederens udviklingsbehov indenfor ikke-teknologiske innovation. Ud fra otte parametre kan værktøjet hjælpe virksomhedsrådgivere med at kortlægge og visualisere SMVernes udfordringer. Parametrene er: 1) ejerlederens visioner og færdigheder, 2) markedsforståelse, 3) virksomhed, 4) medarbejder og ressource vurdering, 7) ikke-teknologiske innovationer og 8) virksomhedsbæredygtighed og kultur.

Denne bog er udarbejdet i samarbejde med partnerskabet og er skrevet af de fire uddannelsesinstitutioner samt Hanseatic Parliament. Alle dele af processen er blevet kvalificeret af virksomhedsrådgiverne.

2.2 Preface FI – Esipuhe

Tämän kirjan tarkoituksena on koota, esitellä ja levittää tietoa SNOwMan-hankkeen neuvontaan tarkoitetusta työkalupakista (ulkoisille sidosryhmille). Kirjassa kuvataan SNOwMan-hankkeen

etenemistä kohti lopputuotetta – kuusivaiheista prosessia, jossa neuvojia autetaan toimimaan yhteistyössä omistajayrittäjien kanssa.

Jotta lukija saisi mahdollisimman kattavan kuvan hankkeesta, kirjassa käsitellään aluksi alustavia menetelmää koskevia keskusteluja. Tietyn menetelmän valitseminen oli välttämätöntä, koska menetelmä muodostaa kumppanuuden sisäisen viitekehyksen ja ohjausvälineen. Tämän jälkeen paneudutaan kyselylomakkeeseen ja haastatteluihin, joiden avulla kerättiin tietoa neljän kumppanimaan nykyisiin neuvontakäytäntöihin liittyvistä todellisista haasteista. SNOwMan-hankkeessa kerättiin verkkokyselyn avulla kokemuksia ja parhaita käytäntöjä, joita neuvontaorganisaatiot voivat hyödyntää jäsenyrityksilleen antamassaan neuvonnassa. Kyselyn kvalifioimiseksi toteutettiin haastatteluja. Ne tarjosivat tietoa omistajayrittäjien kokemuksista ja heillä olevista muuhun kuin tekniseen innovointiin liittyvistä erityistarpeista. Kyselyn ja haastatteluiden avulla kartoitettiin neuvontaorganisaatioiden neuvojien ja omistajavetoisten pk-yritysten välisen yhteistyön haasteita. Muuta kuin teknistä innovointia tukevaa kuusivaiheista prosessia on arvioitu uudelleen, ja kirjassa tarkastellaan tätä arviointiprosessia ja sen tuloksia. Kyselyjen ja haastattelujen tulosten perusteella SNOwMan-hankkeessa kehitettiin kuusivaiheisen prosessin ensimmäinen prototyyppi. Tämä tapahtui omistajayrittäjien ja neuvojien yhteisessä työpajassa.

Kuusivaiheinen prosessi

Kirja käy läpi prosessin kaikki kuusi vaihetta ja havainnollistaa selkeästi, miten neuvojat voivat soveltaa prosessia työssään. Kuusi vaihetta ovat 1) Esittely, 2) Visiot, 3) Haasteiden ja tarpeiden tunnistaminen, 4) Strategia ja toimintasuunnitelma, 5) Toteutus ja 6) Tulosten mittaaminen ja arviointi.

Seittikaavio

Koska prosessin kolmas vaihe on tärkeä pk-yritysten haasteiden ja tarpeiden tunnistaminen, kirjassa esitellään perusteellisesti seittikaavio. Se on analyyttinen työkalu, jonka avulla voidaan arvioida omistajayrittäjän suoriutumista muun kuin teknisen innovoinnin osa-alueilla. Työkalun kahdeksan parametrin avulla neuvoja voi kartoittaa ja visualisoida pk-yritysten haasteita. Parametrit ovat 1) Omistajayrittäjän visio ja taidot, 2) Markkinatuntemus, 3) Yritys, 4) Henkilöstön ja resurssien arviointi, 5) Yhteistyö muiden toimijoiden kanssa, 6) Muun kuin teknisen innovoinnin hallinta, 7) Muut kuin tekniset innovaatiot ja 8) Yrityksen kestävä kehitys ja kulttuuri.

Tämä kirja on perusteellisen kehitys- ja testaustyön tulos. Jotta lukija saisi kokonaiskuvan SNOwMan-hankkeen prosessista, testitulosten esittelyä varten on varattu kirjassa oma luku. Menestystarinoiden avulla lukija saa käsityksen kuusivaiheisen prosessin erityisistä tuloksista. Kirja on laadittu yhteistyössä kumppaneiden kanssa, ja sen ovat kirjoittaneet neljä korkeakoulua ja Hanseatic Parliament. Neuvontaorganisaatiot ovat hyväksyneet prosessin kaikki osat.

2.3 Preface GE – Vorwort

Der Zweck dieses Buches ist es, die Ergebnisse der Beratungs-Toolbox aus dem SNOwMan-Projekt gesammelt zu präsentieren und zu verbreiten (an externe Interessenvertreter) . Das Buch zeigt den Weg des SNOwMan-Projekts und den Prozess hin zu unserem Endprodukt - einem 6-stufigen Prozess, der den Verbänden und Beratern bei ihrer Zusammenarbeit mit den Inhabern der KMU helfen soll.

Um dem Leser einen Überblick über des Projekts zu geben, führt das Buch zuerst durch die methodischen Vorgespräche. Die Methodik war notwendig, da sie ein internes Referenz- und Steuerungsinstrument für die Partnerschaft darstellt. Dann folgt eine Präsentation des Fragebogens und der Interviews, mit denen echte Herausforderungen im Zusammenhang mit den aktuellen Beratungspraktiken in den vier Partnerländern erfasst wurden. Das SNOwMan-Projekt nutzte eine Online-Umfrage, um Erfahrungen und bewährte Praktiken für Vermittler zur Beratung ihrer Mitgliedsunternehmen zusammenzutragen. Um die Umfrage zu qualifizieren, wurden Interviews durchgeführt. Sie lieferten Informationen über die Erfahrungen der Inhaber von KMU und den besonderen Bedarf an nicht-technologischen Innovationen. Die Umfrage und die Interviews wurden genutzt, um die Herausforderungen in der Zusammenarbeit zwischen den Vermittlern und den Inhabern von KMU zu ermitteln. Der 6-stufige Prozess zur Unterstützung nicht-technologischer Innovationen wurde wiederholt evaluiert. Der Evaluierungsprozess und die Ergebnisse werden im Buch diskutiert. Basierend auf den Ergebnissen der Umfragen und Interviews entwickelte das SNOwMan-Projekt in einem Co-Creation-Workshop unter Beteiligung der KMU Inhaber und der Verbände und Berater den ersten Prototyp des 6-Schritte-Prozesses.

Der 6-Schritte-Prozess

Das Buch führt Sie durch jeden Schritt des 6-Schritte-Prozesses und zeigt ausführlich, wie Verbände und Berater diesen Prozess in ihrer Arbeit anwenden können. Die sechs Schritte sind 1) Einführung, 2) Visionen, 3) Identifizierung von Herausforderungen und Bedürfnissen, 4) Strategie und Aktionsplan, 5) Operationalisierung, und 6) Messung und Bewertung der Ergebnisse.

Das Spinnennetz-Werkzeug

Da der dritte Schritt in diesem Prozess die wichtige Identifizierung der Herausforderungen und Bedürfnisse der KMUs ist, wird in diesem Buch das dafür besonders geeignete Spinnennetz-Werkzeug anschaulich vorgestellt. Das Spinnennetz-Werkzeug ist ein analytisches Werkzeug zur Bewertung der Leistung des KMU Inhabers im Bereich der nicht-technologischen Innovationsbereiche. Anhand von acht Parametern kann das Tool den Verbänden und Beratern dabei helfen, die Herausforderungen der KMUs abzubilden und zu visualisieren. Die Parameter sind 1) Vision & Fähigkeiten des geschäftsführenden Gesellschafters, 2) Marktverständnis, 3) Unternehmen, 4) Personal- und Ressourcenbewertung, 5) Zusammenarbeit mit anderen Akteuren, 6) Nicht-technologisches Innovationsmanagement, 7), Nicht-technologische Innovationen und 8) Nachhaltigkeit und Kultur des Unternehmens.

Der Inhalt dieses Buches ist das Ergebnis, durchdachter Entwicklung und Erprobung. Um dem Leser eine Gesamtperspektive der Prozesse im SNOwMan-Projekt zu geben, finden Sie ein Kapitel über die Ergebnisse der Tests. Durch die Erfolgsgeschichte erhält der Leser einen Einblick in die spezifische Anwendung des entwickelten 6-stufigen Prozesses. Das Buch wurde in Zusammenarbeit mit der Partnerschaft entworfen und von den vier Hochschulen und dem Hanse-Parlament erstellt. Alle Teile des Prozesses wurden von den Verbänden und Beratern als qualifiziert beurteilt.

2.4 Preface LT – Pratarmė

Šios knygos tikslas - surinkti, pateikti ir išplatinti projekto „SNOwMan“ sukurtų konsultavimo įrankių komplektą visiems suinteresuotiems asmenims ir institucijoms. Knygoje parodoma

„SNOwMan“ projekto eiga ir procesas link galutinio produkto – 6 žingsnių konsultavimo proceso, kurio metu tarpininkai-konsultantai bendradarbiauja su MVĮ savininkais-vadovais.

Siekiant skaitytojui pristatyti visą projektą, knygoje pirmiausia pateikiamos preliminarios metodologinės diskusijos. Ši metodologija buvo būtina kaip vidinė informacijos ir partnerystės organizavimo priemonė. Toliau pateikiamas klausimynas ir interviu, kurių pagalba surenkama informacija apie tikrus dabartinės konsultavimo praktikos iššūkius keturiose šalyse – projekto partnerėse. „SNOwMan“ projekto metu buvo naudojama internetinė apklausa, kad tarpininkai galėtų kaupti patirtį ir geriausią praktiką, kurią naudos įmonių konsultavimui. Apklausos parengimui buvo atliekami interviu. Jų pagalba gauta informacija apie MVĮ savininkų-vadovų patirtį ir jų specifinius poreikius ne technologinių inovacijų srityje. Apklausos ir interviu metu nustatyti iššūkiai, susiję su tarpininkų ir MVĮ savininkų-vadovų bendradarbiavimu. 6 žingsnių konsultavimo procesas, siekiant įgyvendinti ne technologes inovacijas, buvo įvertintas pakartotinai. Vertinimo procesas ir rezultatai aptariami knygoje.

Remiantis tyrimų ir apklausų rezultatais ir įgyvendinant „SNOwMan“ projektą buvo organizuotas bendras MVĮ savininkų-vadovų ir tarpininkų seminaras, kuriame buvo sukurtas pirmas 6 žingsnių konsultavimo proceso prototipas.

6 žingsnių konsultavimo procesas

Ši knyga supažindina su kiekvienu 6 žingsnių konsultavimo proceso žingsniu ir parodo, kaip tarpininkai gali pritaikyti šį procesą savo darbe. Šeši žingsniai, tai: 1. Susipažinimas; 2. Vizijos; 3. Iššūkių ir poreikių nustatymas; 4. Strategija ir veiksmų planas; 5. Įgyvendinimas ir 6. Rezultatų matavimas ir vertinimas.

„Spider Web“ įrankis

Trečiame proceso etape atliekamas svarbus MVĮ iššūkių ir poreikių nustatymas, šioje knygoje išsamiai pademonstruotas sukurtas „Spider Web“ įrankis. „Spider Web“ yra analitinis įrankis, kuriuo, remiantis 8 kriterijais, vertinama MVĮ veikla ne technologinių inovacijų srityse ir nustatomi iššūkiai. Šie kriterijai yra: 1. Savininko-valdytojo vizija ir įgūdžiai; 2. Rinkos supratimas; 3. Įmonė; 4. Personalo ir išteklių vertinimas; 5. Bendradarbiavimas su kitais dalyviais; 6. Ne technologinių inovacijų valdymas; 7. Ne technologinės inovacijos ir 8. Verslo tvarumas ir kultūra.

Ši knyga yra kruopštaus tobulinimo ir testavimo rezultatas. Norėdami skaitytojui pateikti bendrą projekto „SNOwMan“ proceso vaizdą, viename skyriuje aprašome testų rezultatus.

Sėkmės istorijos suteiks skaitytojui įžvalgas apie praktinius 6 žingsnių konsultavimo proceso rezultatus.

Knyga paruošta bendradarbiaujant su partneriais. Ją parengė keturios aukštosios mokyklos bei Hanzos parlamentas. Visas proceso dalis įvertino tarpininkai.

2.5 Preface PL – Przedmowa

Celem tej książki jest zebranie, przedstawienie i rozpowszechnienie zestawu narzędzi doradczych z projektu SNOwMan. Książka pokazuje realizację projektu SNOwMan i przebieg tworzenia naszego produktu końcowego - 6-etapowego procesu, który ma pomóc doradcom biznesowym we współpracy z właścicielami-menedżerami.

Ukazując ogólną perspektywę projektu, książka najpierw przeprowadza czytelnika przez wstępne dyskusje metodologiczne. Metodologia była konieczna, ponieważ stanowiła ona dla partnerstwa

wewnętrzny instrument odniesienia i zarządzania projektem. W następnej części przedstawiamy kwestionariusz i wywiady wykorzystane do zebrania rzeczywistych wyzwań związanych z obecnymi praktykami doradczymi w czterech krajach partnerskich. W projekcie SNOwMan, za pomocą ankiety on-line, zebrano doświadczenia i najlepsze praktyki dla doradców, do wykorzystania w ich procesie wsparcia dla firm. Przeprowadzone wywiady dostarczyły informacji na temat doświadczeń doradców i konkretnych potrzeb firm w zakresie innowacji nietechnologicznych. Metodologię wykorzystano do wskazania wyzwań we współpracy między doradcami a właścicielami zarządzającymi MŚP. 6-etapowy proces wspierania innowacji nietechnologicznych był wielokrotnie testowany i oceniany. W książce omówiony zostanie także proces ewaluacji i jej wyniki. W ramach projektu SNOwMan, na bazie wyników ankiet i wywiadów, podczas warsztatów z udziałem zarówno właścicieli-menedżerów jak i doradców, opracowano pierwszy prototyp 6-etapowego procesu.

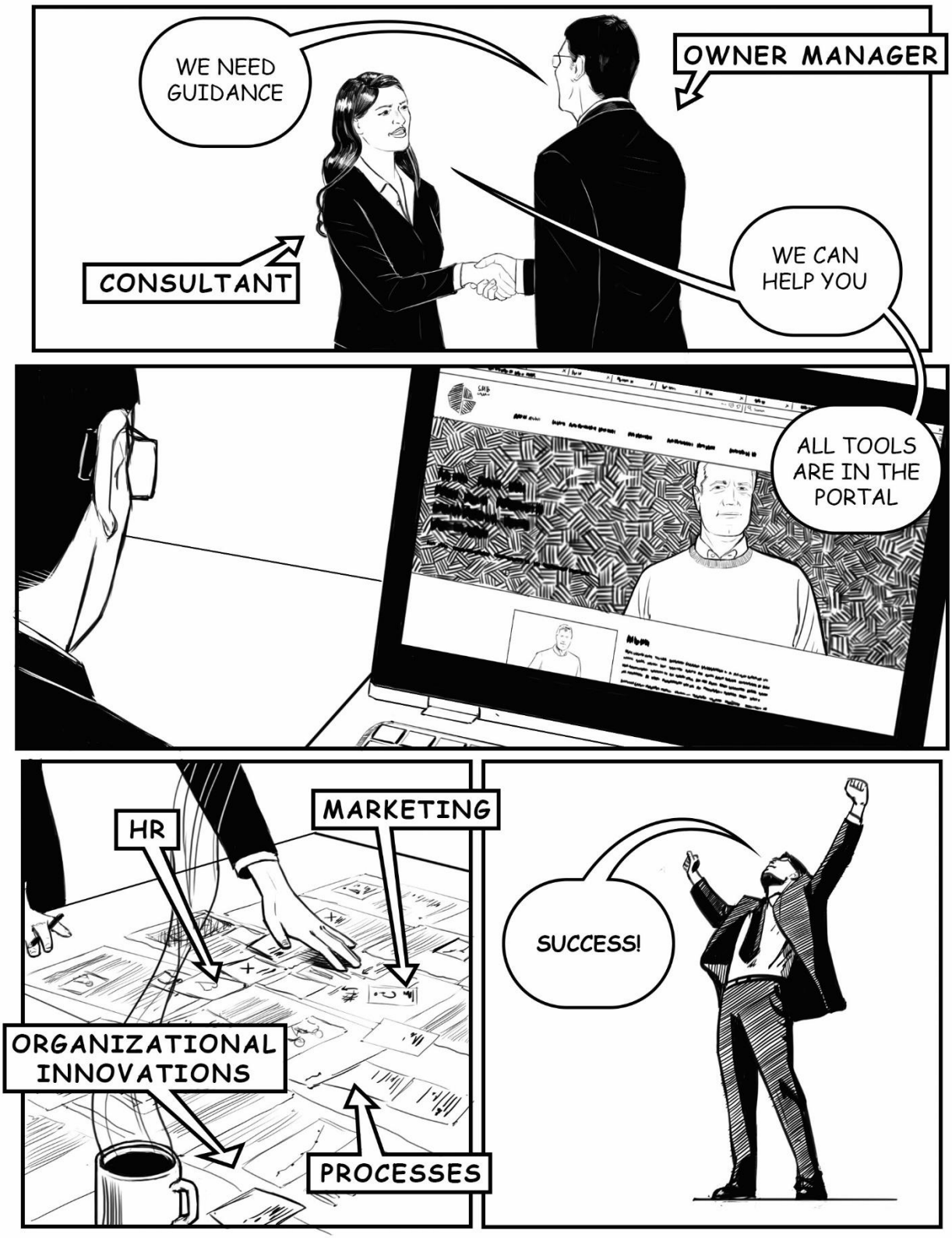
6-etapowy proces

Książka poprowadzi czytelnika przez każdy krok w 6-etapowym procesie doradczym i dokładnie pokaże w jaki sposób doradcy mogą zastosować ten proces w ich pracy. Sześć kroków stanowią: 1) wprowadzenie, 2) wizje, 3) identyfikacja wyzwań i potrzeb 4), strategia i plan działania 5), operacjonalizacja i 6) pomiar i ocena wyników.

Spider Web Tool

Ponieważ trzecim krokiem w tym procesie jest identyfikacja wyzwań i potrzeb MŚP, w tej książce dokładnie zaprezentujemy narzędzie Spider Web Tool. Jest to narzędzie analityczne do oceny osiągnięć właściciela-menedżera w nietechnologicznych obszarach innowacji. To oparte na ośmiu parametrach narzędzie może pomóc doradcom w mapowaniu i wizualizacji wyzwań stojących przed MŚP. Mierzone parametry obejmują: 1) wizję i umiejętności właściciela-menedżera, 2) zrozumienie rynku, 3) przedsiębiorstwo, 4) ocenę personelu i zasobów, 5) współpracę z innymi podmiotami, 6) zarządzanie innowacjami nietechnologicznymi, 7) innowacje nietechnologiczne, oraz 8) zrównoważony rozwój i kulturę biznesu.

Książka ta jest rezultatem pracy nad rozwijaniem i testowaniem narzędzia. W trosce o przedstawienie czytelnikowi ogólnej perspektywy tworzenia procesu w projekcie SNOwMan, zamieszczono tu również rozdział poświęcony wynikom testów. Dzięki opisanym udanym wdrożeniom, czytelnik uzyska wgląd w konkretne wyniki 6-etapowego procesu. Książka została opracowana w ramach partnerstwa czterech wyższych uczelni i Parlamentu Hanzeatyckiego. Wszystkie kroki procesu zostały zatwierdzone przez instytucje doradcze.


WE NEED GUIDANCE
OWNER MANAGER
CONSULTANT
WE CAN HELP YOU
ALL TOOLS ARE IN THE PORTAL
HR
MARKETING
ORGANIZATIONAL INNOVATIONS
PROCESSES
SUCCESS!

3. Methodology

Methodological guidelines were one of the important outcomes of the SNOwMan project, as they constituted an internal reference and steering instrument for the whole partnership. According to the description of the project, the Project Management Team was supposed to design an operational and committed plan grounded on the rolling wave methodology focused on detailed planning of the first forthcoming activities. In relation, the project is based on the following strategic processes:

- to initiate activity;
- to plan the details of activity;
- to execute activity;
- to monitor and control activity;
- to close activity.

Both the Project Management Team and WP leaders were responsible for monitoring whether the guidelines were respected at all stages by all work teams involved in the project. This was an operational tool, including milestones, quality and success criteria for each of the six steps in the counselling process. The guidelines were the result of the transnational process in which HEI partners equally invested methodological and knowledge expertise from corresponding the applied research and survey activities with the integration of inputs and recommendations from the intermediaries. In accordance with the fundamental principle of the project, it is pivotal that the guidelines are produced with the real involvement of the target sector.

The purpose of producing the overall guidelines was to ensure logical and efficient connections between concepts and outputs and the maximum validation of transnational and co-creative work processes.

The main project assumption was that the content of the guidelines would be

- M1. the condensate of the existing counselling methodologies most frequently used by the intermediaries;
- M2. the preliminary concept of a new general counselling tool and a concept sketch of each of the supporting tools based on usability criteria;
- M3. competence needs, the distribution of roles and tasks in relation to the transnational and co-creative work methodology;
- M4. progression structure monitored by a robust action plan for assuring the end of the project focused on achieving results and fulfilling aims;
- M.5 guidelines for quality assurance and risk management.

Based on the above introduced content assumptions, the partners of the project decided that the methodological framework, regarding M3-M5, should be a ‘living and shared document’ necessary to

- plan and study our activities divided into tasks;
- ensure logical connections between concepts and outputs;
- monitor the progression structure;
- understand and plan required competences;
- identify and assure the quality assurance and risk management.

In order to make this framework relevant and dynamic, project partners decided it would be a grid animated by the transnational methodology team (MT) created for this purpose and available until

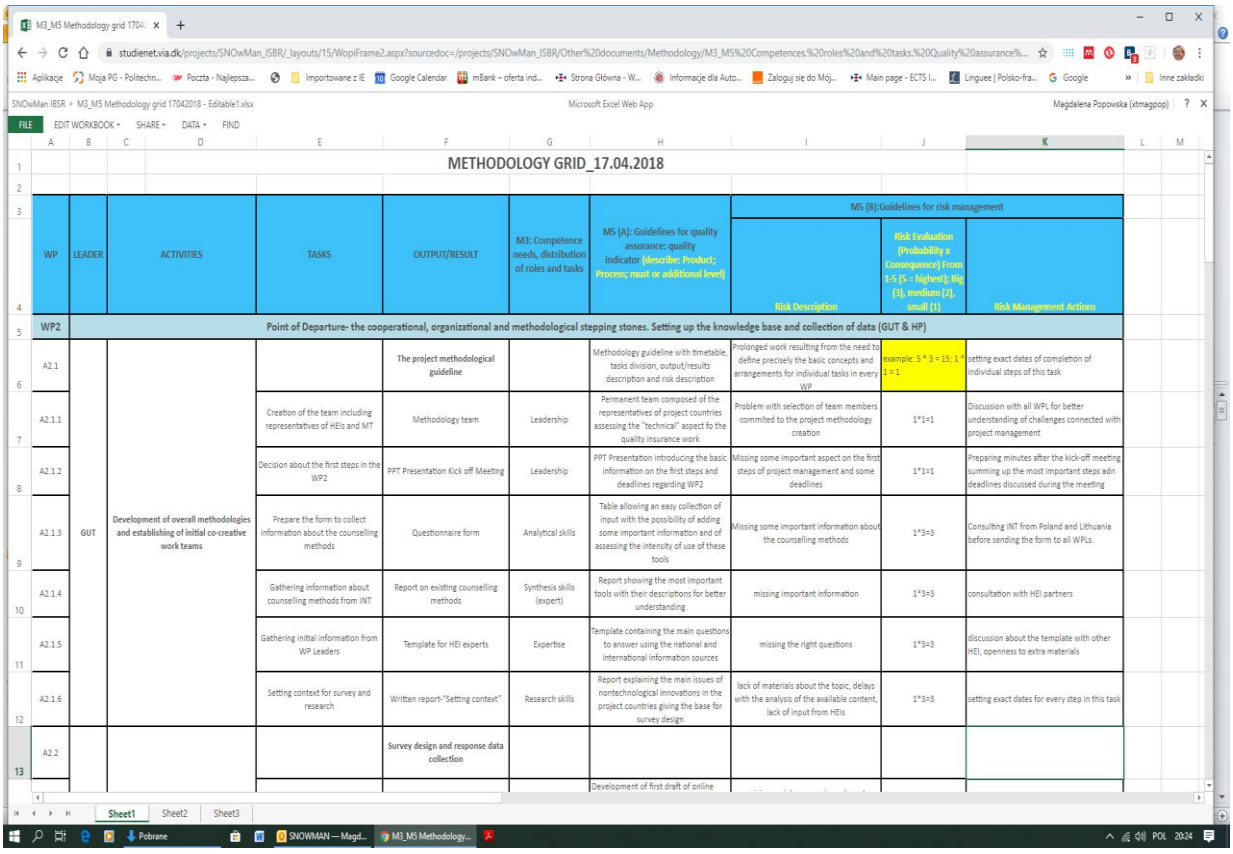
the end of the project. The responsibility of the MT was to assure that the methodology grid would be updated thus meeting once every three months, especially before the beginning of the next WP.

Within this methodological framework, WPLs were be responsible for

- filling it out for their WP;
- ensuring the quality of outcome and risk management and report on it during WPL monthly meetings;
- checking the quality of the outcomes of the previous WPs.

The following section presents a portion of the methodology grid designed and used for the project means.

Table 1. Methodology grid for M3-M5



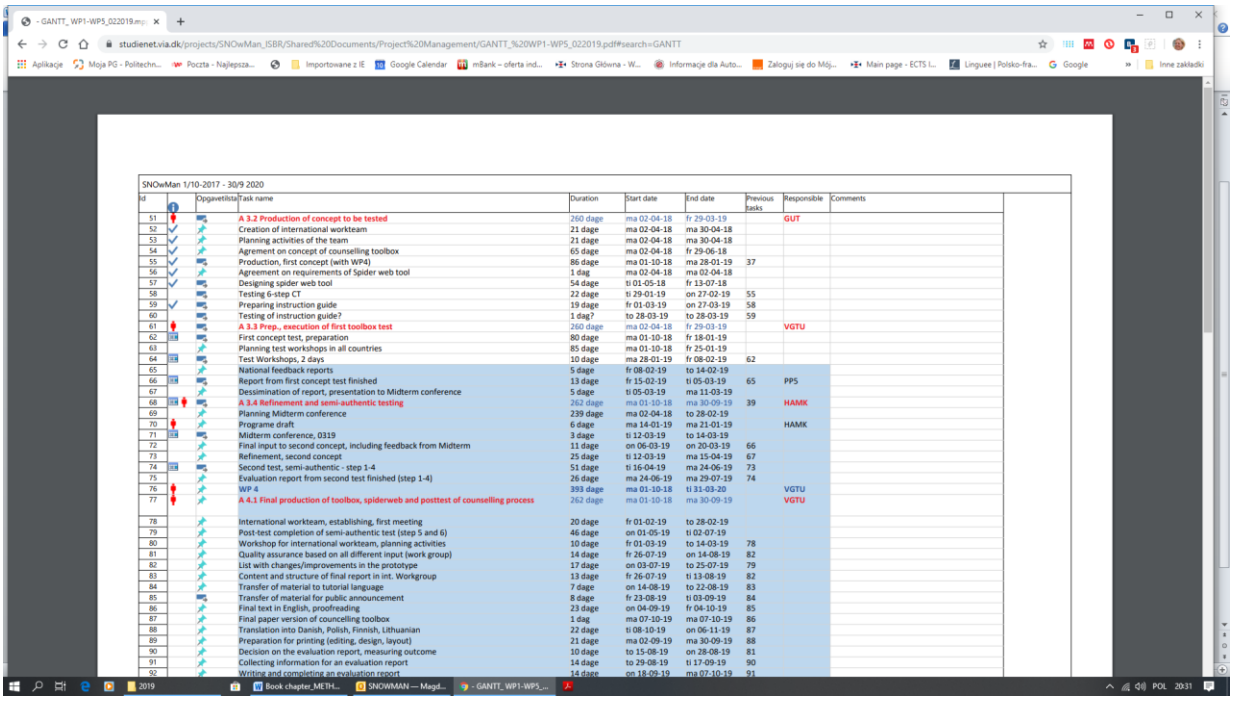
METHODOLOGY GRID_17.04.2018

WP	LEADER	ACTIVITIES	TASKS	OUTPUT/RESULT	M3: Competence needs, distribution of roles and tasks	M5 (A): Guidelines for quality assurance; quality indicator (describe: Product; Process; must or additional level)	M5 (B):Guidelines for risk management		
							Risk Description	Risk Evaluation (Probability x Consequence) From 1-5 (5 = highest); Big (3), medium (2), small (1)	Risk Management Actions
WP2	Point of Departure- the cooperational, organizational and methodological stepping stones. Setting up the knowledge base and collection of data (GUT & HP)								
A2.1	GUT	Development of overall methodologies and establishing of initial co-creative work teams		The project methodological guideline		Methodology guideline with timetable, tasks division, output/results description and risk description	Prolonged work resulting from the need to define precisely the basic concepts and arrangements for individual tasks in every WP	example: 5 * 3 = 15; 1 * 1 = 1	setting exact dates of completion of individual steps of this task
A2.1.1			Creation of the team including representatives of HEIs and MT	Methodology team	Leadership	Permanent team composed of the representatives of project countries assessing the "technical" aspect fo the quality insurance work	Problem with selection of team members commited to the project methodology creation	1*1=1	Discussion with all WPL for better understanding of challenges connected with project management
A2.1.2			Decision about the first steps in the WP2	PPT Presentation Kick off Meeting	Leadership	PPT Presentation introducing the basic information on the first steps and deadlines regarding WP2	Missing some important aspect on the first steps of project management and some deadlines	1*1=1	Preparing minutes after the kick-off meeting summing up the most important steps adn deadlines discussed during the meeting
A2.1.3			Prepare the form to collect information about the counselling methods	Questionnaire form	Analytical skills	Table allowing an easy collection of input with the possibility of adding some important information and of assessing the intensity of use of these tools	Missing some important information about the counselling methods	1*3=3	Consulting INT from Poland and Lithuania before sending the form to all WPLs.
A2.1.4			Gathering information about counselling methods from INT	Report on existing counselling methods	Synthesis skills (expert)	Report showing the most important tools with their descriptions for better understanding	missing important information	1*3=3	consultation with HEI partners
A2.1.5			Gathering initial information from WP Leaders	Template for HEI experts	Expertise	Template containing the main questions to answer using the national and international information sources	missing the right questions	1*3=3	discussion about the template with other HEI, openness to extra materials
A2.1.6			Setting context for survey and research	Written report-"Setting context"	Research skills	Report explaining the main issues of nontechnological innovations in the project countries giving the base for survey design	lack of materials about the topic, delays with the analysis of the available content, lack of input from HEIs	1*3=3	setting exact dates for every step in this task
A2.2				Survey design and response data collection					

Source: Virtual Project Room

For the action plan, the GANTT chart has been developed in order to give to all project leaders the possibility of assessing the progress within the project, its milestones and challenges.

Table 2. GANTT chart



Source: Virtual Project Room

4. Questionnaire

Introduction

The second work package of the project was concerned with the point of departure and hence aimed to gather real challenges related to the current counselling practices in the four project countries. The information was collected via two channels of analysis, which directly involved the target groups of the project, i.e. business intermediaries and SME owner-managers.

The first channel was directed at the intermediaries and was an online questionnaire. It was based on desk research about innovation coaching in Denmark, Finland, Lithuania and Poland and created to learn more about the specific topic of non-technological innovation. Once completed by the intermediaries and analysed by the project partners, it provided valuable information on

- the relationship between the intermediaries and their member companies;
- intermediary understanding of innovation;
- intermediary qualification to provide support for non-technological innovation;
- the ability of the intermediaries to act as a mediator between their member companies and R&D institutions;
- different methods that can be applied in the innovation counselling process.

The second channel complemented the results of the online survey and face-to-face interviews with 20 owner-managers in manufacturing SMEs with 5 – 50 employees per project country. The owner-managers, as the customers/members of the intermediaries, were selected on the following criteria for the support of the intermediaries and included the number of the staff, the grade of

internationalisation as well as the age and gender of the owner-manager. The interviews gave insight into

- owner-manager knowledge of non-technological innovation;
- owner-manager readiness and willingness for non-technological innovation;
- the needs of SMEs concerning non-technological innovation;
- the existing cooperation between SMEs and knowledge institutions;
- the kind of support owner-managers may expect from the intermediaries.

The online survey accumulated the experience, best practice and potential of the intermediaries for coaching their member companies. Offline interviews, on the other hand, collected information on the experiences and particular needs of the companies regarding non-technological innovation. Since the interviews took place at the personal level, there was much more room for open questions. The participants of online surveys usually skip these kinds of questions since they cannot be bothered to type too much. Also, offline interviews went more in-depth and certainly, allowed for direct follow-up questions.

The Structure of the Questionnaire and Interviews

The online questionnaire covered nine sections: (1) respondent background, (2) existing cooperation of the intermediary with SME and R&D institutions, (3) expectations and challenges the intermediaries may generate when dealing with innovations in SMEs, (4) respondent basic understanding of innovations, (5) respondent knowledge about the open innovation process, (6) external and internal barriers of SMEs to innovation, (7) methods and tools used by the respondent in counselling processes, (8) indication of success factors in the implementation of non-technological innovation in SMEs and (9) closure section with space for additional comments or remarks.

The purpose of the interviews was to allow owner-managers to represent their own story on their terms. Therefore, advisors did stress in the beginning that all answers were kept confidential. The interview consisted of the closed questions posed in the beginning to act as an icebreaker; at a later stage, open-ended questions followed, which were typically non-judgemental and allowed for multiple responses. The six sections of the interview dealt with the following topics: (1) introduction, welcome and organizational issues, (2) background information about the company, (3) current challenges of the company, (4) the usage of non-technological innovation in the company, (5) expectations of the owner-manager on how the counselling process should look like and (6) closure section for additional remarks.

Technical Operation

The survey was implemented via the Internet. It was designed to be easy to understand, consists of short questions, easy to access, responsive, and provided one of the best evaluation systems in all possible ways. It did contain open questions as well as ratings and multiple choice parts.

The survey did apply pipe logic, i.e. not all participants necessarily received the same questions, but the next question was based on the previous answers.

The interview lasted for approximately one hour. It was up to the interviewer and the interviewee whether or not it was recorded. An interview is an interpersonal encounter, which means that the interviewer was chosen based on specific skills. A successful interviewer is knowledgeable,

structuring, clear, gentle, sensitive, open, steering, critical, remembering, interpreting, balanced and ethically sensitive[1].

Results

In total, 160 intermediaries from 11 countries participated in the online survey. 30 of those were from Denmark, 4 – from Estonia, 33 – from Finland, 7 – from Germany, 3 – from Latvia, 56 – from Lithuania, 3 – from Norway, 19 – Poland, 3 – from Sweden and one each from Russia and Belarus. The conducted interview involved 72 owner-managers, 20 each from Lithuania and Denmark and 16 each from Finland and Poland.

The overall results are evident. More than half of the participants ranked that the recruitment of new workforce was the biggest challenge (51,16 % of the respondents pointed out it was the top priority). Likewise, training the existing workforce and the qualification of owners is evident throughout the obtained results.

In total, the survey identified 18 challenges to be addressed in the spider web tool and narrowed down by cross-checking them with reference to the data gathered from the interviews. The challenges included in the subsequent spider web tool cover

1. finding customers;
2. competition;
3. recruitment of new workforce;
4. qualification of the existing workforce;
5. regulations/red tape;
6. digitalization;
7. funding;
8. networking.

Furthermore, the survey gave insight into other issues. Considering a variety of countries, some more deviations can be observed. Most notably, in the old EU Member States, the challenge of workplace organisation is more critical, whereas new Member States point out a significant problem of the existing bureaucratic regulations on owner-managed SMEs. Generally, the level of trust between the intermediaries and SMEs is rated rather high on average throughout the region. Good or excellent levels of trust are particularly high in Lithuania, whereas low or average are indicated primarily in Poland. As for the counselling process, the introduction phase is crucial for creating a productive and trusting atmosphere.

Only 34 out of 115 intermediaries answered questions about innovations thus describing their own innovation level as high. Most of them are from Lithuania (17), some are from Finland and Denmark (7 and 6 respectively) and only one intermediary each is from Norway, Poland, Sweden and Latvia. All other countries were not represented at all. In connection to the question of how the intermediaries describe the willingness of SMEs in their region to receive external counselling to increase innovation capacities, it becomes apparent that those intermediaries that define themselves as innovative, describe SMEs in their areas also as more open to the process in general. Hence, by increasing the innovativeness of the intermediaries, SMEs would also benefit.

In this regard, the most commonly used method is counselling by individual interviews, which is a technique that is also regarded by the respondents as the most effective. The interviews disclosed

[1] https://sociology.fas.harvard.edu/files/sociology/files/interview_strategies.pdf

that a sufficient amount of time should be spent on discussing the vision and challenges of the company. It must be assured that the company's situation is understood correctly, characteristic features are identified and barriers to innovations are recognized. The discussion approach must be adapted to the company's industry, set-up and the competence of the owner. However, the employment of the spider web tool is highly recommended in any case. Furthermore, around 70% of all respondents also organize workshops or other small group activities and enable companies to network and find innovation partners. Only approximately 1/3 of the respondents use structured innovation audits to support their SMEs. Unsurprisingly, this method is also considered the least effective and meaningful. However, these types of checks can be highly beneficial and should be included by the intermediaries.

Open innovation and the cooperation between SMEs and innovation stakeholders seem to be crucial. The conducted survey shows that much potential is still untapped. Only 30 % of companies seem to be active or interested to cooperate. 70% of those are passive or lack knowledge, but the most significant part state they are not familiar with the concept (28,33%) or do not have enough trust (23,33%).

When being interested in the SNOwMan project and confirming its necessity, only around 1/3 of the surveyed respondents are familiar with the term of 'non-technological innovation'. Hence, the attitude of owner-managers and intermediaries towards such a type of innovation was crucial in setting up the 6-step counselling process. Especially, owner-managers must be convinced that non-technological innovation is a vital element to their overall innovation strategy and that open innovation could be a part of the solution for them. This could be done by showing specified and measurable output produced by non-technological innovation such as success expressed in profit growth, production efficiency or customer satisfaction.

The survey also showed that often lack of the systematic approach in combination with little time and insufficient competences of the owner-manager and staff was hindering innovation. The provision of checklists, follow-up phone calls or open-source management tools could be a solution to these difficulties.

Conclusions

The project partnership used the results of the surveys and interviews outlined above to establish the point of the departure of counselling processes for owner-managed manufacturing SMEs in order to actually reflect the real life needs of the intermediaries and SMEs. Afterwards, the partnership adjusted and developed the 6-step process and spider-web tool accordingly. The owner-managers and advisers of the four project countries then tested the tools to give practical feedback for further refinement. The following chapters address these steps.


INTRODUCTION
VISIONS
IDENTIFICATION OF CHALLENGES AND NEEDS
STRATEGY AND ACTION PLAN
OPERATIONALIZATION
MEASURING AND EVALUATING OUTPUTS

Counselling Toolbox/Guidelines

Counselling guidelines have been created to look closely at the specificity of each stage of the 6-step process and to recommend possible advice and tools for facilitation purposes. The basic steps of the process include

1. Introduction
2. Visions
3. Identification of challenges and needs
4. Strategy and action plan
5. Operationalization
6. Measuring and evaluating outputs

Each individual process may vary subject to the different lifecycles and backgrounds of the company. During interviews, the intermediary can move freely between the phases in reaction to the natural flow of the conversation. However, the process has a logical sequence to assist with keeping the focus during the discussion and to build a relationship based on clearly defined outcomes.

The **1st step** *Introduction* is aimed at establishing a respectful and trustful relationship with owner-managers. The intermediary acquires preliminary information about the company and arranges a meeting with the manager. The guidelines enclose the necessary qualifications of the intermediary, the scope of preliminary information needed as well as advice on conducting the first meeting.

During the first meeting, the owner-manager is presented with a clear statement of the purpose of the process and receives a direct message about the benefits related to the offer of the institution. A presentation tool is proposed in the guidelines in the form of slide presentation and/or video material. The guidelines also indicate that a track record in the form of the case library could be helpful in terms of showing how many times the institution successfully guided the process with an overview of the involved intermediaries and their competencies. During the first meeting, the degree of openness from the owner-manager is established. Also, the meaning of the phrases used in the process must be explained thus identifying how long and how expensive (depending on the type of non-technological innovation) the implementation process may be.

According to the guidelines, the 1st step of the process could be combined with the **second** one, which is uncovering the visions of the company, its core values and the situation of the company in terms of needs towards the counselling process of non-technological innovation. A list of necessary abilities and tasks for the intermediary is proposed. Advice on a positive manner of talking and a natural flow of conversation are also included in the guidelines supporting the intermediary with the sample questions and methods of building a relationship with the owner-manager. The last element of this step should be an agreement on maintaining contact and proceeding with the counselling process – at least defining the form and time after which contact is repeated. The process must be designed as attractive as it could be, but the intermediary must be prepared so that the company can withdraw at any step.

The **3rd step** in the process is dedicated to identifying the challenges and needs of the company in relation to non-technological innovation. The scope of tasks includes data observation and collection, the analysis and identification of the areas requiring the innovation and synthesis of the diagnosis of the prioritized challenges. The results of the carried out analysis should translate into

the implementation of changes strengthening the competitive advantage or levelling the distance to competitors. The guidelines concentrate in this step on a high quality dialogue with the owner-manager and preparation towards a meaningful in-depth interview in the company. A scenario for the interview is proposed to provide support for the intermediary, the flow of possible workshops and meetings and a list of innovation audit tools that might be helpful during this step.

After completing all mid-steps in the identification of challenges, the intermediary prepares a comprehensive diagnosis of the prioritized challenges. The diagnosis:

- identifies the most characteristic features of the company;
- describes the main goals for enhancing the company's performance;
- recognizes the most important barriers hindering the given company from implementing innovations.

The diagnosis is then becoming the base of recommendations for the strategy and action plan, which is the **4th step** in the process. The guidelines include advice on evaluating what support would be the most beneficial for the owner-manager. It allows for looking at the problems of the company from different points of view and finding the optimal solution using broader experience. It is emphasized that implementing non-technological innovation is not a goal. In this context, successful implementation should be understood as a step leading to the results of sustainable revenue and increased profits. All aspects of innovation management must be therefore subordinated to the main goal of the sustainable development and growth of the company.

Regarding the goals, as a result of the implemented recommendations, companies should be able to enhance their performance in one or more indicated main areas of interest such as:

- increase in revenues and / or employment;
- new structure or organization;
- new markets.

Subsidiary goals could relate to the additional areas of interest, including:

- stronger relationship with customers;
- improvement in the quality of customer service;
- cost reductions;
- improved employee satisfaction and/or reduced rates of employee turnover.

The goal of the process should be clear and, when possible, defined with the help of stakeholders. The Double-SMART model is proposed in the guidelines. This model is a framework for the analysis and review of recommendations for making them more effective.

The guidelines point out that when creating an action plan, the intermediary should pay attention to several important issues, e.g. be sure that the owner-manager understands the basic concept of the non-technological innovation service, show the owner-manager the link between recommendations and their needs as well as develop and maintain a strong relationship with the owner-manager providing a context for the design and implementation of recommendations. The guidelines also propose a range of actions and tools that can be applied in drawing up an action plan for implementing non-technological innovation, e.g. marketing, organizational, financial, business modelling or service design tools. It is advised to use the tools that can be applied with minimum cost and effort but with maximum effect. The examples may include:

- subtraction, which is particularly useful for simplifying processes and eliminating costs; it is an opportunity to offer something different by simplification as this ideation technique is suitable for re-designing something that already exists and needs to be refreshed;
- reverse innovation that requires participants to think the worst experience they could offer to their customers, which seems to be contradictory to the principle of innovation; however, it offers interesting insights to make things different and contextually integrated;
- the conceptualization of ideas, which is a tool that can help companies with finding relationships between ideas, grouping them and creating concept solutions; it is probably the most challenging task of the process where ideas get integrated into desirable working models while concept solutions must be seductive and unique;
- open innovation for identifying potential partners /stakeholders for cooperation, e.g. through industry clusters.

The guidelines state it is not necessary to create a completely new service portfolio for the needs of recommendations to be implemented. It is enough to start from considering how to join the services already available and to obtain the anticipated effect. A set of available services should be constructed in such a way that, on the one hand, it is universal, and on the other hand, it corresponds to the needs of the given owner-manager. Therefore, once designed, it can be applied for the needs of servicing owner-managers representing various industries and different scope of needs. In turn, the intermediary can choose from various types of services that will be most appropriate for the owner-manager. Creating non-technological innovation services portfolios requires from the intermediary to be open to cooperation with external experts. This will influence the whole innovation ecosystem through the generation of cooperation links between the entities that create it. A far-reaching effect of such an approach could be the specialization of the intermediaries leading to the further professionalization of the whole system.

The guidelines provide a strategy and an action plan template, the purpose of which is to provide a standard form and to support the intermediary with describing the company's needs and recommendations thus indicating potential solutions for implementation.

The **5th step** *Operationalization* is aimed at ensuring that strategy and action plans are implemented in the company. As a result of the previous steps, the owner-manager would be provided with a document containing a summary of the data acquired and recommended actions to be taken. According to the guidelines, recommendations should include information on what should be done (as to merits) and who can support the owner-manager in a particular action if the external assistance process is to measure and evaluate the degree and effect needed. The owner-manager can implement the recommended actions on their own or with the help of the intermediary. Some tasks could be carried out directly either by the intermediary or by external experts when justified. The length of the implementation period should be carried out in accordance to the action plan, but flexibility is needed. Whenever possible, implementation should be cumulative, but at the same time, if necessary, appropriately extended in time. Tools to be used for visualizing the flow of the process and following stages are proposed in the guidelines and periodical contacts with the company to monitor the current state of the implementation or occurrence of new needs. A sustaining relationship shows mutual belief about its benefits, mutual trust and willingness to cooperate. Due to the limited time available to owner-managers, activities aimed at maintaining contact must be properly balanced and planned. The examples of activities that maintain customer contact are proposed in the guidelines. It is important for each subsequent stage of the innovation

support process to end with an owner-manager's decision as to whether they intend to continue the implementation process taking into consideration the right of the owner-manager to withdraw at any stage.

The aim of the **6th step** of the process is to measure and evaluate the degree and effect of implementing new non-technological innovation. The guidelines propose an evaluation tool of measuring the effect of support – an assessment and evaluation questionnaire. It could be used after a certain period of evaluation: the process of supporting and performing the intermediaries as well as the scope and degree of implementing the recommended actions and most importantly changes in owner-manager's performance due the implementation of actions.

The guidelines suggest that changes in the performance of the owner-manager could be measured by the owner-manager's self-assessment of the observed/predicted impact of the recommended actions leading to innovation. The self-assessment method is recommended when the measures applied may be affected by difficulties in isolating factors determining the owner-manager's implementation of recommendations, a longer period required for observing the effects of activities as well as a diversified initial level of the innovative capacity of enterprises. Also, the outcome of innovations can strongly depend on the length of the life cycle of the product and thus can take on very different values in certain industries. Innovation studies indicate the need to consider the indirect effects of innovation processes, because they can influence the achievement of innovative success long time before tangible, financial effects appear.

The last advice on the guidelines is related to a follow-up meeting that should be organized to collect information and material for a success story from the owner-manager. Those stories might be very helpful in conducting the process with other companies as they are informative and inspirational.

5. Measuring and Evaluating Output

The entire process of supporting non-technological innovation based on the 6-step tool should be evaluated. This applies to both the support process itself and its effects. The assessment will be subjective based on OM perception of both the process and its effects. This subjective approach results from the fact that OM is its main recipient and the beneficiary of the entire support process.

It was decided to implement the three-part tool for measuring and evaluation purposes.

A. Part 1 for evaluating the process of supporting and performing the intermediaries.
B. Part 2 for measuring the scope and degree of implementing the recommended specific organizational and marketing innovation actions.
C. Part 3 for assessing changes in OM performance due the implementation of actions.

Part 1

Part 1 for evaluating the process is based on a typical tool used for determining the quality of the process and the satisfaction of the enterprise with support. It contains questions regarding satisfaction with the process of providing support, the extent that support was in line with OM expectations, satisfaction with the recommended actions, etc. Every stage of the 6-step counselling tool should be evaluated separately – just after finishing it. It is not applied to the 1st and 2nd steps, which can be done together. The sequence of the steps is not important. In case of skipping a certain step, evaluation for it is not used.

The examples of the questions are given below.

1. Are you satisfied with support provided by the intermediary? (Definitely so, rather, hard to say, rather no)
2. Did the intermediary contact you (follow up calls, meetings) during the implementation of the NTI? (yes many times/ yes once / never)
3. Did the intermediary contact you (follow up calls, meetings) to assess the final outcome of implementing the NTI? (yes many times/ yes once / never)
4. Was the process of support clear? (yes/no)
5. Did you agree with the proposed actions? (yes/no)
6. Did the intermediary ask you to fill the satisfaction questionnaire? (yes/ no)
7. To what extent has the support offered through the intermediary been in line with your expectations? (on a scale of 1 - 5; 1 - unsatisfactory; 5 - highly satisfactory)
8. Are you interested in further cooperation for implementing the NTI? (yes/no)

Part 2

Part 2 for measuring the scope and degree of implementing the recommended actions included the questions about the types of the implemented actions and the degree of implementation e.g. low, medium, high.

The examples of the questions are given below.

1. Do you believe in the success of implementing the NTI? (yes/no)
2. Are you satisfied with the results of support? (definitely so, rather, hard to say, rather no, no)
3. What types of the recommended actions were proposed? (enumerative list):

LIST OF THE PROPOSED ACTIONS	IMPLEMENTED (YES / NO)	IMPLEMENTATION DEGREE (NONE/ VERY LOW/ MEDIUM/ HIGH/ VERY HIGH)

4. What is the probable date of implementing innovations being the result of support? (e. g. for half a year, for another year, etc. (please specify when innovation has already been implemented)).

Part 3

Part 3 should be used after some period of time, because it refers to changes made by implementing the NTI and a longer period is needed to observe the effects of those. In this case, the self-assessment method is also recommended. Moreover, we should remember that the outcome of innovations can strongly depend on the length of the life cycle of the product, and thus can take on very different values in certain industries.

Innovation studies and meta-analysis indicate the need to consider the indirect effects of innovation processes, because they can influence the achievement of innovative success long time before tangible, financial effects appear.

The scale of the OM self-assessment of the observed/predicted impact of the recommended actions could be framed into a 1 to 5 scale (1 – no impact vs 5 – very strong impact).

The examples of the questions are given below.

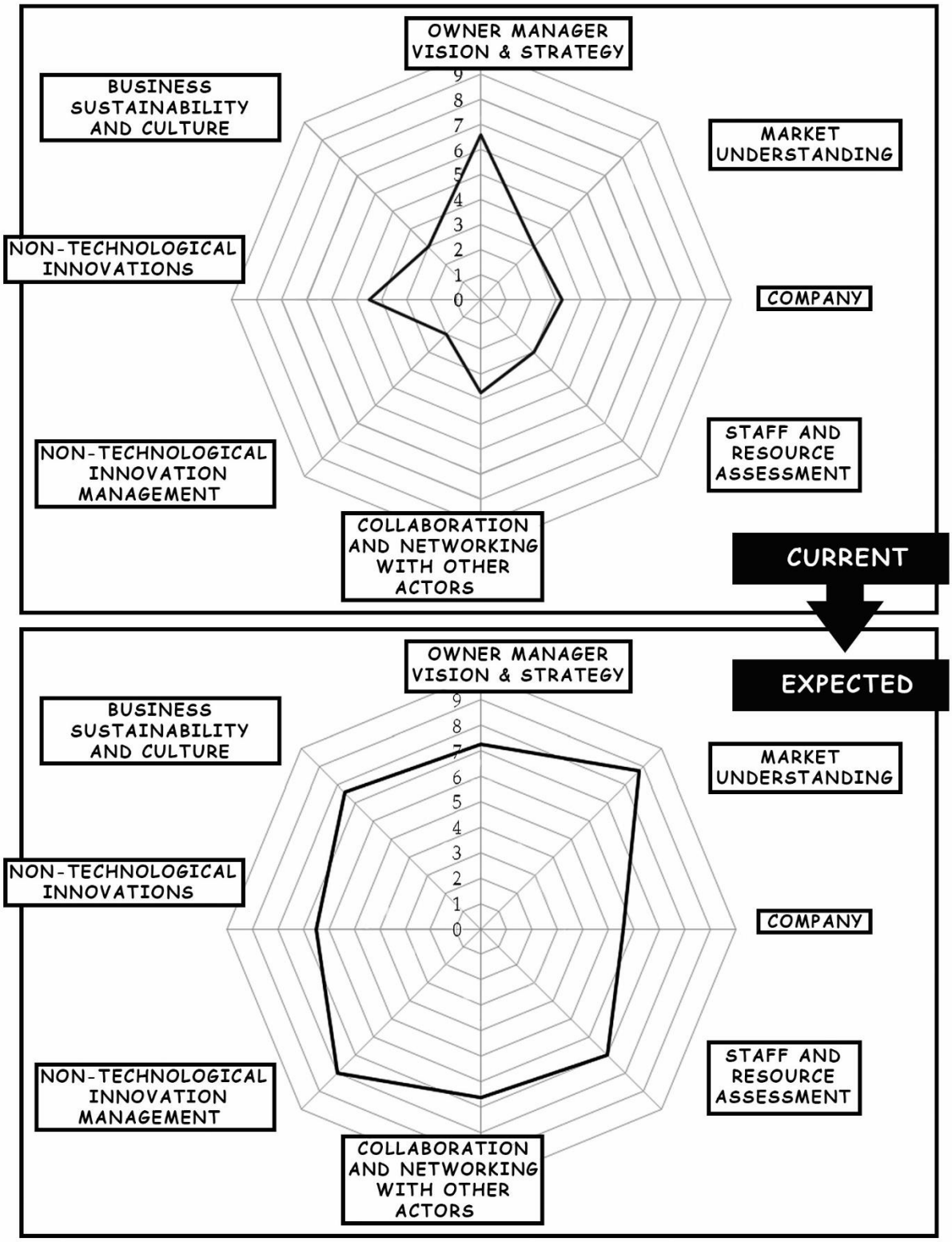
1. What type of changes in the enterprise will the received support lead to?

a. increase in revenues and / or;
b. employment;
c. new product / service;
d. new structure / organization;
e. new markets.

2. What other changes are likely due to the support received?
a. stronger relationship with customers;
b. improvement in the quality of customer service;
c. cost reductions;
d. improved employee satisfaction and/or reduced rates of employee turnover;
e. extending the time horizon of planning and perspective thinking;
f. undertaking cooperation with external partners in implementing innovation;

3. When could you meet the intermediary to collect information on a success story?
a. immediately;
b. in a couple of weeks;
c. in 3 months;
d. in half a year.

A follow up meeting should be organized to collect information and material for a success story from OM no later than half a year after the survey (maximum a year after recommendations). The success story would be a good material for the promotion of non-technological innovation among the potential users of the web site and the customers of the intermediaries.


OWNER MANAGER VISION & STRATEGY
MARKET UNDERSTANDING
COMPANY
STAFF AND RESOURCE ASSESSMENT
COLLABORATION AND NETWORKING WITH OTHER ACTORS
NON-TECHNOLOGICAL INNOVATION MANAGEMENT
NON-TECHNOLOGICAL INNOVATIONS
BUSINESS SUSTAINABILITY AND CULTURE
0
1
2
3
4
5
6
7
8
9
CURRENT
EXPECTED

The Spider Web

5.1 Guidelines for the Spider Web Tool

The guidelines consist of:

- instructions on how to use the spider web;
- the glossary and key terms;
- ranking evaluation;
- a description of questions about the Spider Web divided into 8 challenges;
- the step-by-step process;
- a spider web questionnaire (example).

Despite a huge palette of available professional tools, most business intermediaries experience complex challenges and insufficiency when counselling SME owner-managers. The tool seeks to prioritise the need for changes in non-technological innovation.

The Spider Web is a part of the 6-step counselling process. A Spider plot fulfils the role of a radar and the visualisation tool that allows multiple factors to be compared simultaneously.

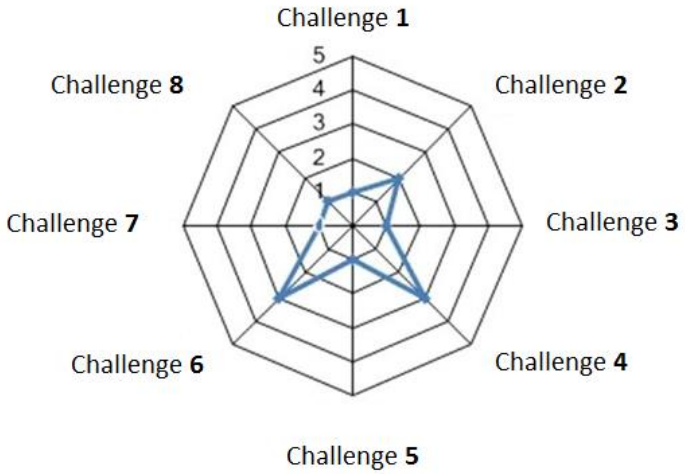
This document aims to provide some useful contextual information for the interviewer (Intermediaries – INTs) conducting interviews with the owner-manager of the company.

The Spider Web Tool is an organisational tool of evaluating owner performance in the non-technological areas of innovation.

5.2 Instructions on How to Use the Spider Web

Highlights

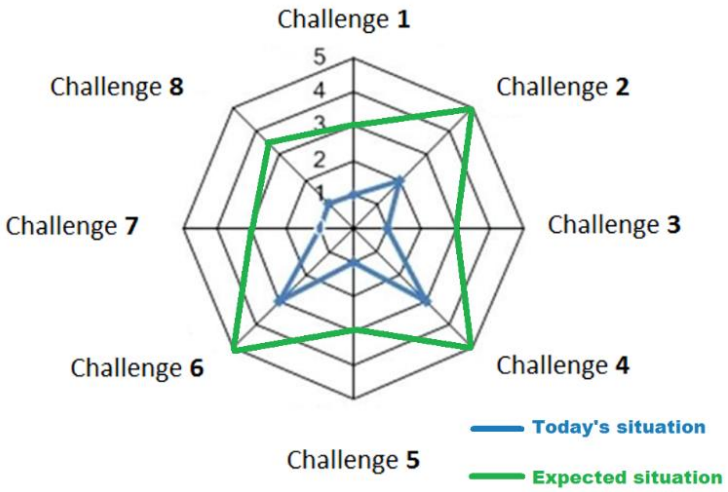
- Available on the SNOwMan webpage and open for all Internet users.
- 8 challenges cover (*1) Owner-Manager Vision & Skills; 2) Market Understanding; 3) Company; 4) Staff and Resource Assessment; 5) Cooperation with Other Actors; 6) Non-technological Innovation Management; 7) Non-Technological Innovation; 8) Business Sustainability and Culture* and are evaluated by 4-6 questions each.



Value ranks of indicators used for Spider plot evaluation [1-10]:
1 is the minimum value and does therefore represent ‘very strongly disagree'. 10 is the maximum value and represents ‘very strongly agree’.
The evaluation results of all 8 indicators (challenges) should be plotted as performance measures on the Spider chart that should be provided by The Spider Web Tool.
The owner-manager is to evaluate the *current* and *expected* situation in the future in two steps:

1) answering questions about the Spider Web Tool thus evaluating the current situation of the company;
2) answering questions related to the expected situation in the company in 6 months or 2-3 years (duration optional)

Visualisation provides two charts one of which shows the challenges of the current situation and the second one presents an expected planned situation in 6 months or 2-3 years (or in any other period of time as decided by the optionally selected owner and intermediary). The axis with the biggest mismatch is to be the priority for further development and improvement regarding the company’s need for non-technological innovation. During the counselling process, the owner-manager and the intermediary decide which challenges are a priority.



The representatives of the intermediaries evaluate the performance of the company in non-technological innovation. The questionnaire helps the intermediaries with collecting data on each indicator that has a corresponding axis on the Spider Web area (found on the front page of this document). When the values of each indicator are set, the online Spider Web Tool connects the dots and automatically draws the Spider from the answers.

The Spider Web Tool reveals weak indicators that companies should improve upon. The intermediaries then provide direct counselling to improve the weakness indicated. Have a look at the shape of the resulting Spider 'web’ and decide whether it is symmetric. How does the symmetric Spider compare to that of the companies?

The weaker aspects of the system being assessed are those that have scored closest to the centre. The nearer the indicator is placed to the centre of the web, the more it becomes a target for improvement.

5.3 The Glossary of the Spider Web

Accumulation of knowledge is the process of acknowledging market competitors by collecting and analysing the resources publicly available on the market through which a pattern of the market competition can be deduced. This information can be further utilised to forecast market dynamics as well as the way in which the market is affected by the presence of the company. This aids in the enhancement of the business decision-making ability.

Business capacity includes knowledge, skills and resources the company accumulates over time and draws upon in the pursuit of its objectives. The skills and abilities of the company's workforce are a particularly critical part of innovation-relevant business capabilities.

Capability gap. If the current capabilities (skills, financial, human, etc.) are insufficient to meet the business needs, the business owner must identify the capabilities that need to be added. The company should develop models and other descriptive information for and about the future vision and describe the future state of the organisation. A comparison of the current and desired future states identifies gaps in the organisational capabilities that need to be filled in order to support the business vision, strategy, goals and objectives.

Market segmentation is the process of dividing the market of potential customers into the groups or segments based on different characteristics. The created segments are composed of consumers who respond similarly to marketing strategies and share traits, such as interests, needs or locations. Market segmentation makes it easier for marketers to personalise their marketing campaigns. By arranging their company's target market into the segmented groups rather than targeting each potential customer individually, marketers can be more efficient with their time, money and other resources rather than in the case when they were targeting consumers at the individual level.

Non-technological innovation. The OECD has broadened the innovation concept to cover non-technological innovation, which can be divided into two categories: organisational innovation and marketing innovation. These complement the standard concepts of product and process innovation. Organisational innovation refers to the implementation of new or significantly changed organisational methods of business practice, workplace organisation or external relations of the institutional unit previously unused in the company. Marketing innovation is the implementation of new marketing methods for promoting products. Non-technological innovation broadens the understanding of innovations in the companies that are about to develop and apply new technologies and to adopt and re-organise business routines, internal organisation, external relations and marketing. This approach includes the non-technological dimensions of innovation such as solutions, brands, networks, presence (where), supply chain, organisation, value capture, customer experience and customers (who).

Non-technological innovation change is the implementation of a new or improved business process or marketing strategy for one or more business functions that differ significantly from the previous business process of the company and that has been brought into use by the company. The characteristics of the improved business function include greater efficacy, resource efficiency, reliability and resilience, affordability, convenience and usability for those involved in the business process, either externally or internally.

Non-technological innovation trends are the examples of the current non-technological innovation that companies tend to implement and embrace the improved knowledge management systems to better use or exchange information, knowledge and skills within companies; a major change in the

organisation of work such as changes in the management structure or integrating different departments or activities; new or significant changes in your relationships with other companies or public institutions like alliances, partnerships, outsourcing or subcontracting; significant changes in the design or packaging of a good or service; new or significantly changed sales or distribution methods, including Internet sales, franchising, direct sales or distribution licences.

Value creation and proposition is a positioning statement that explains the benefit(s) you provide for whom and how you do it uniquely well. It describes your target buyer, the problem you solve and why you are distinctly better than the alternative(s). Value is an implicit goal of innovations but cannot be guaranteed on an ex ante basis. The realisation of the innovation value is uncertain and can only be fully assessed sometime after its implementation. The innovation value can also evolve over time and provide different types of benefits to different stakeholders.

5.4 Indicators of the Spider Web Tool

Challenge 1. OWNER-MANAGER VISION & STRATEGY

To evaluate this indicator, the below steps should be taken.

1.1. Company's vision and strategy. OM has a clear vision and a strategy with the specified objectives for the next 2-3 years. Has the company developed a well-defined and tested strategy? How is the strategy translated into clear objectives and how will they be achieved? Would you describe them as systematic? Do you regularly review your plans? Do all employees know and understand their role in achieving these objectives? Are there KPIs to drive the strategy towards achieving the objectives?

1.2. Future market focus. OM analyses new technology and non-technological trends and incorporates them into the strategy. Unless companies are looking at the horizon (future trends) of their markets, they fail to see emerging trends and how they will change the whole market focus. Occasionally, all markets suffer from significant disruptive changes due to technological or business model variations that are difficult to predict, unless they are regularly assessed.

1.3. Innovation strategy. OM uses strategic analytic tools of initiating non-technological innovative changes. Research shows that 50% of the companies that do not innovate over a ten-year period cease trading. Do you know how innovations will support your strategy? Does the company's structures support this? Do you use strategic tools for innovations (SWOT, PESTLE, technology watch and roadmaps, etc.) to plan strategic direction in innovations?

1.4. Business model. OM has a clear business model that shows the impact of non-technological innovation.

The business model defines the basic logic for how you create value and earn money. Business modelling is an important tool of designing, innovating and transforming business. How does your business create value? Companies can distinguish their business models in relation to products, technology, finances, services, logistics, etc.

1.5. Ambition to grow. OM has a clear ambition to develop its business that is either growing or dying. If you only try to maintain your market share, then it is the latter. Your development ambitions must, by their nature, be high and broad in their scope.

Challenge 2. MARKET UNDERSTANDING

To evaluate this indicator, the below steps should be taken.

2.1. Understanding the customer. The company owns systems in place that ensure the use of inputs from market research, salespeople, customer complaints and feedback on non-technological innovation (e.g. advance or design new services, improve processes, identify new business models, etc.). How does your organisation understand the customer? Are informal means such as employee feedback and customer complaints exploited? What formal mechanisms like market research, customer surveys and focus groups are employed for identifying the current and future expectations? How are this data used for improving available and designing new services?

2.2. Segmenting the market. The company uses market segmentation to increase value proposition for different geographic regions, industrial sectors or customer groups. Do you identify different market segments? Do you differentiate your offering and relationships based on geographical, cultural or industrial sectors, etc.? Some companies approach segmentation differently to the competition, for example, by looking at it from an alternative perspective.

2.3. Understanding your competition. The company accumulates knowledge of the future challenges on the market, including data on competitors. How well do you know your main competitors? Where do you get information on finances, sales, pricing, and product function/performance and customer base?

2.4. Analysing competitive advantage. The company has a clear understanding of its competitive advantages. How do you identify your competitive advantage? Do you use the collected data on customers and competitors to build a strategic plan? Do you use your technical and commercial capabilities to identify a competitive advantage? Do you cover areas like products, processes, services, markets, technologies, other resources, etc.?

2.5 Value creation and proposal. The company has a clear value proposition based on analysis and is proven by calculations and a positioning statement that explains the benefit(s) you provide for whom and how you do it uniquely well. It describes your target buyer, the problem you solve and why you are distinctly better than the alternatives. Value is an implicit goal of innovations but cannot be guaranteed on an ex ante basis. The realisation of the innovation value is uncertain and can only be fully assessed sometime after its implementation. The innovation value can also evolve over time and provide different types of benefits to different stakeholders.

Challenge 3. COMPANY

To evaluate this indicator, the below steps should be taken.

3.1. Ownership/empowerment/responsibility. The company supports and empowers the employees in increasing the use of non-technological innovation. The use of fully-devolved activities, processes or project ownership can greatly enhance employee commitment to idea generation and development. Employee empowerment can enhance the quantity and quality of the projects undertaken.

3.2. Organisational Structure. The company has a well-designed organisational structure that clearly defines the roles and responsibilities of the staff. Good companies have a well laid out organisational structure with defined staff roles along with good systems and processes. This allows for good planning and the optimal use of resources, which can aid the success of the business. The structure and organisation of the company should fit the strategy.

3.3. Knowledge management. The company accumulates and uses corporate knowledge such as skills, know-how and customer information. The use of knowledge-capture practices greatly

enhances company's planning and performance, future product planning, investment planning and recovery planning. Systems are in place to retain the existing corporate knowledge like skills, know-how, I.P. and commercial information.

3.4. Cross-functional teams. The company supports internal collaboration using cross-functional teams. The cross-functional teams of the enterprise are required for implementing several company-wide changes. As for small companies, this can be done in the informal way. Properly functioning and resource backed teams within the company should use all the key skills necessary to plan and implement those changes.

3.5. Workplace communication. The company uses internal communication to support non-technological innovation. For the improved results, it is essential that the key information should be provided for all relevant staff to optimise their relevant aspects. Extensive research has shown that the use of knowledge and business communication tools can significantly improve outcomes.

Challenge 4. STAFF AND RESOURCE ASSESSMENT

To evaluate this indicator, the below steps should be taken.

4.1. Staff skills. The company owns the staff with a broad range of skills, experience and knowledge, which assists in supporting non-technological innovation. Do you have necessary skills for your envisioned initiatives, projects or transformation? They can be learned and nurtured and should be updated regularly or acquired. The staff have a mixture of skills, experience and knowledge that can be harnessed in a team environment to best effect.

4.2. Managing capability gaps. The company knows the current and can predict future capability gaps and has a plan for managing them. For sustainable development, the company should know what skills and competences to acquire at present and develop in the future. Do you know your current and future capability gaps? What are your current and future core competences? What are the plans to reduce the capability gaps?

4.3. Fire-fighting. The company turns problems and critical situations into improvements. To what degree does fire-fighting affect your company's resources? A high level of fire-fighting in the company is the indication of systemic issues that need to be tackled. Good practice would analyse these problems and identify solutions or ways to turn them to the company's advantage.

4.4. Recognition and reward. The company uses reward systems for boosting staff initiatives for non-technological innovation. While the level and type of rewards may vary from company to company, people expect a certain level of appreciation and recognition. Without it, the staff will become less motivated over time. By having an effective reward system in place, people have a clear expectation of the system used.

4.5. Financial support. We allocate the necessary budget and free cash for non-technological innovation. How well off is the company in terms of financial stability? What free cash can be allocated to non-technological improvements in the company?

Challenge 5. COOPERATION AND NETWORKING WITH OTHER ACTORS

To evaluate this indicator, the below steps should be taken.

5.1. Collaborative projects with company partners. OM and staff collaborate with external market actors (suppliers, customers, distributors, competitors, etc.). More effective problem solving happens when the enterprise combines resources in talent, experience, finances and infrastructure. Sharing and leveraging such resources means that companies reach new markets and

re-energise the connections with the established customers. Collaborating propels the company into becoming a learning organisation, which is not necessarily easy but might bring the organisation to a much more interesting position to innovate.

5.2. Collaboration with research partners. OM and staff collaborate with research institutions and intermediaries. Interactions between the company and science institutions are among the most prominent institutional interfaces for knowledge diffusion, which is a prerequisite for a long-term increase in production and wealth. Technological collaboration is crucial for achieving a higher degree of novelty in product development. Organisational setting should allow knowledge to move freely across institutional borders in order to reach the maximum value.

5.3. Building external ideas. The company sources the ideas of non-technological innovation from externals, including the intermediaries, research organisations, etc. Innovation is a creative process. The ideas for new innovations may come from both the inside and outside of the business; e.g. suppliers, customers, media reports, market research or universities and other sources of new technologies. Success comes from filtering ideas and identifying them to make the business focus on applying resources to exploit them. Introducing innovations can help enterprises improve productivity, reduce costs, be more competitive, etc.

5.4. Capacity to manage collaboration. The company benefits from collaboration in the area of non-technological innovation. In order to succeed in collaboration projects, the enterprise should have sufficient resources to manage ongoing processes. A lot of different capabilities should be employed, and communication is one of the greatest parts of a business relationship. An ongoing dialogue is crucial because it helps to reduce risk and encourages partners with staying focused on their shared vision. Also, partner skills and competences should complement each other in such cases where added value is to be expected.

5.5. Capacity to source skills and competences needed from partners. The company has the capacity to source the required skills and competences from its partners, including the intermediaries, suppliers, customers, other companies, research organisations, etc. Companies should focus on their core competences that distinguish them from their competitors because they are hard for competitors to copy or procure. Those skills and competences deliver the greatest value to customers. However, the company may lack other essential skills and/or competences, which could be efficiently sourced from businesses or research partners. Therefore, the owner-manager should be aware of any skills/competency gaps and decide whether those skills/competences should be employed or could be acquired from outside.

Challenge 6. NON-TECHNOLOGICAL INNOVATION MANAGEMENT

To evaluate this indicator, the below steps should be taken.

6.1. The Alignment of the company and a strategy for non-technological innovation. The strategy for non-technological innovation is aligned with the strategy for the company. When innovation is aligned with the overall strategic goals of the enterprise, it tends to bring a higher impact on the value created by the company. Documentation, clear communication and enough resources are the key drivers for the final results. Funds should be spent to have a direct effect on the overall performance of the company, thereby increasing profitability and reducing unnecessary expenses.

6.2. The life cycle process of non-technological innovation. The company has and uses a defined process of non-technological innovation – from the initial idea and approval to full implementation.

Clear mandates for experimentation and innovation creation in the enterprise are important. Enterprises should have a developed path with clear responsibilities and procedures to ensure innovation does not die in the hands of bureaucracy from the initial idea and its approval to full implementation and commercialisation.

6.3. A long-term approach to non-technological innovation. The company plans long-term non-technological innovation projects with clear and defined targets and resources. Long-term projects take months or even years to finish. Typically, companies require more documentation and infrastructure for longer-term efforts. Effective project managers start by assessing both project needs and determining time required for meeting the desired outcomes. Is the enterprise committed to using project management strategically? Even if a project is undertaken on time and sticks to a budget, there is a high probability of failure in the case it is not aligned with the organisational strategy. By aligning projects and greater strategic goals, project managers help with ensuring that resources are well spent and clearly affect the welfare of the company.

6.4. Measuring the performance of the non-technological innovation project. The company has necessary capacity within project management to perform long and short-term non-technological innovation projects. A value measurement system for assessing project management performance helps organisations achieve one or more of the following goals: identifying the business impact on implementing improvement initiatives for project management, comparing costs to benefits of improvement initiatives for project management and determining whether an initiative for project management improvement is accomplishing its objectives. The value is determined by showing improvement in some measure over time. Choosing the introduced measures is the key to the success of project management. The project owner is a key project stakeholder. Typically, but not always, the project owner is the head of the business unit receiving the product and bears business responsibility for successful project implementation. The project owner may often act as a 'champion' for the project.

6.5. Learning from past non-technological innovation projects. A project review and lessons learned are used systematically as a part of the project management process. Learning from past projects and their problems will help avoid similar problems in the future. The project review process is required as a part of the innovation process. How are learning outcomes captured? How is learning disseminated and shared for maximum impact?

Challenge 7. NON-TECHNOLOGICAL INNOVATION

More information about non-technological innovation are provided in the glossary.

To evaluate this indicator, the below steps should be taken.

7.1. Customer innovation. Innovations within marketing and customer relationship through value co-creation are used for gaining new customers and revenue streams.

a) Customers

Innovations within this dimension facilitate the company discovering new customer segments or uncovering unmet (and sometimes unarticulated) needs.

b) Customer experience

The dimension considers everything the customer sees, hears, feels and otherwise experiences while interacting with the company at all moments. To innovate in this case, the company needs to rethink the interface between the organisation and its customers.

c) Value capture

Value capture refers to the mechanism that the company uses to recapture the value it creates. Innovations within this dimension facilitate the company discovering untapped revenue streams, developing novel pricing systems and otherwise expanding its ability to capture value from interactions with customers and partners.

7.2. Organisational innovation. The company uses organisational innovation (relocating or decoupling the process, changing employee roles and responsibilities, the balance between in-house human resources and outsourcing, introducing networks, etc.).

a) Processes

Processes include the configuration of business activities used for conducting internal operations. To innovate within this dimension, the company can redesign its processes for greater efficiency, higher quality or faster cycle time. Such changes might involve relocating the process or decoupling its front-end from its back-end.

b) Organisation

Organisation is the way in which the company structures itself, its partnerships and the roles and responsibilities of its employees. Organisational innovation often involves rethinking the scope of the company's activities as well as redefining the roles, responsibilities and incentives of different business units and individuals.

c) Supply chain

A supply chain is the sequence of activities and agents that moves goods, services and information from the source to the delivery of products and services. To innovate within this dimension, the company can streamline the flow of information through the supply chain, change its structure or enhance collaboration with its participants.

7.3. Product/service innovation. The company uses product/service innovation (new/refreshed design, new integrated combination of products/services, etc.) to improve customer value.

a) Offering

Offerings are the products and services of the company and may include a new/refreshed design of products or services.

b) Platform

A platform is a set of common components, assembly methods or technologies that serve as building blocks for a portfolio of products or services. Platform innovation involves exploiting the 'power of commonality', i.e. using modularity to create a diverse set of derivative offerings more quickly and cheaply than if they were stand-alone items.

c) Solutions

A solution is a customised, integrated combination of products, services and information that solves a customer's problem. Solution innovation creates value for customers through the breadth of assortment and the depth of integrating different elements.

7.4. Distribution innovation

The company optimises its distribution through innovation.

a) Presence

The points of presence are the channels of distribution that the company employs to take offerings to the market and the places where its offerings can be bought or used by customers. Innovations within this dimension involve creating new points of presence or using the existing ones in creative ways.

b) Networking

The company and its products and services are related to customers through a network that can sometimes become a part of the competitive advantage of the company. Innovations in this dimension consist of enhancements to the network that increase the value of company's offerings.

Challenge 8. BUSINESS SUSTAINABILITY AND CULTURE

To evaluate this indicator, the below steps should be taken.

8.1. Leadership. OM has strong skills to lead and manage non-technological innovation. Do managers and leaders know where the business is going? How good are they at articulating the vision and bringing their people with them? Leaders need not necessarily be management.

8.2. Management style. The culture of the company supports sharing knowledge and staff influence on management decisions. The management style of the company should encourage sharing knowledge through teamwork along with openness so that issues could be questioned without feeling threatened. There is a strong interaction between the staff members in management decisions.

8.3. Attitude towards risk. Risk analysis is conducted on new initiatives. How is risk viewed in the company? Low risk gives low returns. High risk can give high returns but the level of success can be low. Getting the balance right is crucial. Changes need to be managed and issues discussed openly and fully.

8.4. Sustainable development. The strategy for the company supports sustainability, social responsibility and diversity. What is your perception of sustainable business development? Sustainable development creates opportunities for the suppliers of 'green consumers', the developers of environmentally-safer materials and processes, companies that invest in eco-efficiency and those that engage themselves in social well-being. These enterprises will generally have a competitive advantage.

8.5. Business succession. OM has a clear plan for business transfer (succession, business sale, merging, etc.).

For business owners that are at or near retirement, the issue of succession cannot be ignored. Planning family business succession should be a priority for every company that wants to pass on its business to the next generation. Establishing a sound business succession plan is beneficial for most business owners and can be absolutely necessary. Many factors determine whether a succession plan is necessary, and sometimes the logical and easy choice is to simply sell the business.

8.6. Attitude towards non-technological innovation. The company is open to adapting creative solutions and experiments in the area of non-technological innovation. How is novelty viewed in the company? High novelty brings new possibilities and can bring high returns. However, it takes time, is highly uncertain and the level of success can be low. Discussions and experimentation, openness to failure, ability to learn from experiences and making decisions out of findings are the key elements of the innovation-based organisation culture.

5.5 The Procedure for the Step-by-step Process

THE EVALUATION OF THE PRESENT SITUATION

1. Explain the goal of interviewing.
2. During a discussion and an interview, mark each of the questions on the scale from 1 to 10.
3. The tool calculates the results and draws visualisation in the form of the Spider Web.
4. Identify challenges (key indicators of companies) that have extreme values (very low or very high).
5. Discuss challenges and expected consequences deciding whether it is acceptable to the company. Use the Spider Web to evaluate the level of the non-technological innovation actions of the organisation and assess weaknesses and strengths focusing on specific challenges/key areas.

THE EVALUATION OF THE EXPECTED SITUATION FOLLOWING THE IMPLEMENTED INNOVATION

6. Repeat steps 2-5 to evaluate the situation of the company related to the expected situation of the company following the implemented innovation for a certain period (for example, in 6 months or 2-3 years, etc. (duration is optional)).
7. The owner should make priorities for non-technological innovation in the company based on both types of the Spider Web thus indicating different periods of time. For instance, if the evaluation of the current situation is low and the expected situation after implementing innovation actions is planned to be higher, this area should be a priority for change and improvement. However, if the evaluation results of the current and expected situation, after merging, are around the same level, it is considered changes are not required.
8. The company makes a plan to implement the estimated changes and non-technological innovation.

The Spider Web Tool can be used by the company at any stage, which then forms the basis for subsequent assessment and comparison within the field of non-technological innovation. Assessment can be repeated at certain intervals (at your discretion) to determine progress.

5.6 The Spider Web Questionnaire (example)

Note: Please rate each of the following statements on a rating scale of 1-10, where 1 is 'minimum value' and 10 is 'maximum value'.

	RATING, CURRENT SITUATION	RATING, FUTURE SITUATION
1. OWNER-MANAGER VISION & STRATEGY		
1.1 COMPANY'S VISION AND STRATEGY OM HAS A CLEAR VISION AND A STRATEGY FOR THE COMPANY WITH THE SPECIFIED OBJECTIVES FOR THE NEXT 2-3 YEARS	1	1
1.2 FUTURE MARKET FOCUS OM ANALYSES TRENDS IN NON-TECHNOLOGICAL CHANGES AND INCORPORATES THEM INTO THE STRATEGY	6	
1.3 INNOVATION STRATEGY OM USES STRATEGIC ANALYTIC TOOLS (E.G., SWOT, PESTLE, TECHNOLOGY WATCH) FOR THE COMPANY TO INITIATE CHANGES IN NON-TECHNOLOGICAL INNOVATION	9	9

1.4 BUSINESS MODEL OM HAS A CLEAR BUSINESS MODEL THAT IS ORIENTED TO AND HAS AN IMPACT ON NON-TECHNOLOGICAL INNOVATION	9	
1.5 AMBITION TO GROW OM HAS A CLEAR AMBITION TO DEVELOP ITS BUSINESS	8	8
AVERAGE OF EVALUATION	6.6	6.0
2. MARKET UNDERSTANDING		
2.1 UNDERSTANDING THE CUSTOMER THE COMPANY HAS WELL-DEVELOPED SYSTEMS (DATABASES) IN PLACE TO ENSURE THE USE OF INPUTS FROM MARKET RESEARCH, SALESPEOPLE, CUSTOMER COMPLAINTS AND FEEDBACK ON NON-TECHNOLOGICAL INNOVATION (TOWARDS ADVANCING OR DESIGNING NEW SERVICES, IMPROVING PROCESSES, IDENTIFYING NEW BUSINESS MODELS, SUITABILITY FOR THE COMPANY, ETC.)	4	4
2.2 SEGMENTING THE MARKET THE COMPANY USES THE MARKET SEGMENTATION STRATEGY FOR INCREASING VALUE PROPOSITION (SALES) FOR DIFFERENT GEOGRAPHIC REGIONS, INDUSTRIAL SECTORS OR CUSTOMER GROUPS		6
2.3 UNDERSTANDING YOUR COMPETITION THE COMPANY ACCUMULATES KNOWLEDGE OF THE FUTURE CHALLENGES ON THE MARKET, INCLUDING DATA ON COMPETITORS	2	
2.4 ANALYSING COMPETITIVE ADVANTAGE THE COMPANY HAS A CLEAR UNDERSTANDING OF ITS COMPETITIVE ADVANTAGES		
2.5 VALUE CREATION AND PROPOSITION THE COMPANY HAS A CLEAR VALUE PROPOSITION AND UNDERSTANDS THE VALUE CREATED FOR THE CUSTOMERS		
AVERAGE OF EVALUATION	3.0	5.0
3. COMPANY		
3.1 OWNERSHIP/EMPOWERMENT/RESPONSIBILITY THE COMPANY EMPOWERS EMPLOYEES TO INCREASE THE USE OF NON-TECHNOLOGICAL INNOVATION		
3.2 ORGANISATIONAL STRUCTURE THE COMPANY HAS AN ORGANISATIONAL STRUCTURE THAT CLEARLY DEFINES THE ROLES AND RESPONSIBILITIES OF THE STAFF		
3.3 KNOWLEDGE MANAGEMENT THE COMPANY COLLECTS AND USES CORPORATE KNOWLEDGE SUCH AS SKILLS, KNOW-HOW AND CUSTOMER INFORMATION	1	1
3.4 CROSS-FUNCTIONAL TEAMS THE COMPANY USES CROSS-FUNCTIONAL TEAMS TO SUPPORT INTERNAL COLLABORATION		
3.5 WORKPLACE COMMUNICATION THE COMPANY ACTIVELY USES INTERNAL COMMUNICATION TO SUPPORT NON-TECHNOLOGICAL INNOVATION	5	9
AVERAGE OF EVALUATION	3.0	5.0
4. STAFF AND RESOURCE ASSESSMENT		

4.1 STAFF SKILLS THE STAFF HAS A MIXTURE OF SKILLS, EXPERIENCE AND KNOWLEDGE THAT SUPPORT NON-TECHNOLOGICAL INNOVATION		
4.2 MANAGING CAPABILITY GAPS THE COMPANY KNOWS THE CURRENT AND CAN PREDICT FUTURE COMPETENCE GAPS AND HAS A PLAN FOR MANAGING THEM	4	4
4.3 FIRE-FIGHTING THE COMPANY TURNS PROBLEMS AND CRITICAL SITUATIONS INTO IMPROVEMENTS	2	
4.4 RECOGNITION AND REWARD THE COMPANY USES REWARD SYSTEMS FOR BOOSTING STAFF INITIATIVES FOR NON-TECHNOLOGICAL INNOVATION		10
4.5 FINANCIAL SUPPORT INITIATIVES FOR NON-TECHNOLOGICAL INNOVATION ARE INCLUDED IN THE ANNUAL BUDGET		
AVERAGE OF EVALUATION	3.0	7.0
5. COOPERATION AND NETWORKING WITH OTHER ACTORS		
5.1 COLLABORATIVE PROJECTS WITH COMPANY PARTNERS OM AND STAFF COLLABORATE WITH EXTERNAL MARKET ACTORS (SUPPLIERS, CUSTOMERS, DISTRIBUTORS, COMPETITORS, ETC.)		
5.2 MARKET COLLABORATION OM AND STAFF COLLABORATE WITH RESEARCH INSTITUTIONS AND INTERMEDIARIES		
5.3 BUILDING EXTERNAL IDEAS THE COMPANY SOURCES NON-TECHNOLOGICAL INNOVATION IDEAS FROM EXTERNALS, INCLUDING THE INTERMEDIARIES, RESEARCH ORGANISATIONS, ETC.	3	10
5.4 CAPACITY TO MANAGE COLLABORATION THE COMPANY BENEFITS FROM COLLABORATION IN THE AREA OF NON-TECHNOLOGICAL INNOVATION.	2	2
5.5 CAPACITY TO SOURCE COMPETENCES NEEDED FROM PARTNERS THE COMPANY HAS THE CAPACITY TO SOURCE THE REQUIRED COMPETENCES FROM PARTNERS, INCLUDNG THE INTERMEDIARIES, SUPPLIERS, CUSTOMERS, OTHER COMPANIES, RESEARCH ORGANISATIONS, ETC.		
AVERAGE OF EVALUATION	2.5	6.0
6. NON-TECHNOLOGICAL INNOVATION MANAGEMENT		
6.1 THE ALIGNMENT OF THE COMPANY AND NON-TECHNOLOGICAL INNOVATION STRATEGY THE NON-TECHNOLOGICAL INNOVATION STRATEGY IS ALIGNED WITH THE STRATEGY OF THE COMPANY		
6.2 THE LIFE CYCLE PROCESS OF NON-TECHNOLOGICAL INNOVATION THE COMPANY HAS AND USES A DEFINED PROCESS OF NON-TECHNOLOGICAL INNOVATION - FROM THE INITIAL IDEA AND APPROVAL TO FULL IMPLEMENTATION		
6.3 A LONG TERM APPROACH TO NON-TECHNOLOGICAL INNOVATION	1	1

THE COMPANY PLANS LONG-TERM NON-TECHNOLOGICAL INNOVATION PROJECTS WITH CLEARLY DEFINED TARGETS AND ESTIMATED RESOURCES		
6.4 MEASURING THE PERFORMANCE OF THE NON-TECHNOLOGICAL INNOVATION PROJECT THE COMPANY HAS THE REQUIRED CAPACITY TO MANAGE THE PROJECTS AND PERFORM LONG/SHORT- TERM NON-TECHNOLOGICAL INNOVATION PROJECTS	3	9
6.5 LEARNING FROM PAST NON-TECHNOLOGICAL INNOVATION PROJECTS A PROJECT REVIEW AND LESSONS LEARNED ARE USED SYSTEMATICALLY AS A PART OF THE PROJECT MANAGEMENT PROCESS		
AVERAGE OF EVALUATION	2.0	5.0
7. NON-TECHNOLOGICAL INNOVATION		
7.1 CUSTOMER INNOVATION INNOVATIONS WITHIN MARKETING AND CUSTOMER CARE (ABILITY TO PERSONALISE CUSTOMER EXPERIENCE AND TO HELP CUSTOMERS DO THINGS THEMSELVES) ARE USED FOR GAINING NEW CUSTOMERS AND REVENUE STREAMS.		
7.2 ORGANISATIONAL INNOVATION THE COMPANY USES ORGANISATIONAL INNOVATION (THE PROCESS OF TRANSLATING AN IDEA OR INVENTION INTO A GOOD OR SERVICE THAT CREATES ORGANISATIONAL VALUE)	4	
7.3 PRODUCT/SERVICE INNOVATION THE COMPANY USES PRODUCT/SERVICE INNOVATION TO SIMPLIFY (IN SOME CASES, TO AUTOMATE) THE WAY SERVICES ARE DELIVERED (NEW/REFRESHED DESIGN, NEW INTEGRATED COMBINATION OF PRODUCTS/SERVICES, PERSONALISED EXPERIENCE, ETC.) TO IMPROVE CUSTOMER VALUE	5	4
7.4 DISTRIBUTION INNOVATION THE COMPANY OPTIMISES ITS DISTRIBUTION THROUGH INNOVATION (ADAPTIVE AND FLEXIBLE DISTRIBUTION CHANNELS)		8
AVERAGE OF EVALUATION	4.5	6.0
8. BUSINESS SUSTAINABILITY AND CULTURE		
8.1 LEADERSHIP OM HAS STRONG COMPETENCIES TO LEAD AND MANAGE NON-TECHNOLOGICAL INNOVATION		
8.2 MANAGEMENT STYLE THE CULTURE OF THE COMPANY SUPPORTS SHARING KNOWLEDGE AND STAFF INFLUENCE ON MANAGEMENT DECISIONS		
8.3 ATTITUDE TOWARDS RISK RISK ANALYSIS IS CONDUCTED ON NEW INITIATIVES		
8.4 SUSTAINABLE DEVELOPMENT THE STRATEGY FOR THE COMPANY SUPPORTS SUSTAINABILITY, SOCIAL RESPONSIBILITY AND DIVERSITY	3	10
8.5 BUSINESS SUCCESSION OM HAS A CLEAR MEASURABLE PLAN FOR BUSINESS TRANSFER (SUCCESSION, BUSINESS SALE, MERGING, ETC.)		3

8.6 ATTITUDE TOWARDS NON-TECHNOLOGICAL INNOVATION THE COMPANY IS OPEN TO ADAPTING CREATIVE SOLUTIONS AND EXPERIMENTS IN THE AREA OF NON-TECHNOLOGICAL INNOVATION		
AVERAGE OF EVALUATION	3.0	6.5
THE NUMBERS IN THE CHARTS REFER TO THE FOLLOWING CATEGORIES:	SCORE	SCORE
1. OWNER-MANAGER VISION & STRATEGY	6.6	6.0
2. MARKET UNDERSTANDING	3	5
3. COMPANY	3	5
4. STAFF AND RESOURCE ASSESSMENT	3	7
5. COOPERATION AND NETWORKING WITH OTHER ACTORS	2.5	6
6. NON-TECHNOLOGICAL INNOVATION MANAGEMENT	2	5
7. NON-TECHNOLOGICAL INNOVATION	4.5	6
8. BUSINESS SUSTAINABILITY AND CULTURE	3	6.5


NON-TECHNOLOGICAL INNOVATIONS
NEW MARKETING METHODS
CULTURE AND ORGANIZATION
VISION AND SKILLS

Feedback on Testing: Success Stories

5.7 Success in Non-Technological Innovation

Minttu Lampinen, HAMK

Almost 100 Interviews with SME Owner-Managers

Almost 100 interviews with SME owner-managers were held during the period of summer and autumn 2018. The companies were interviewed about their business challenges, non-technological innovation and the need for various business counselling. Following the framework of the project, each interview was divided into different areas such as the introduction, background and challenges. The introduced areas were discussed, analysed and measured in the interaction between the SME owner-manager and the intermediate. A representative from a higher education institution participated as an observer for research purposes. As for this report, we especially focus on those SME owners who estimated they had a high level of non-technological innovation and on those who wished increasing their non-technological innovativeness in the next five years. These companies can share their success stories, feedback and lessons learned for others.

How to produce more types of Non-Technological Innovation?

The interviewees who told their company was keen on both having and planning to increase the level of non-technological innovation rated them as an important part of their business strategy, not just a buzz-word. However, only a few participants said they had documented a separate innovation strategy:

'We have an innovation strategy that was conceived few years ago. We are moving from retail to bigger contract work where innovations and setting goals are vital.'

'Our company has innovations and they are an important part of our company to be able to stand out from other competitors because the competition is hard in the industry.'

Innovations do not need to be disruptive ones to make an impact, which can be even a small improvement. The interviews showed that non-technological innovation was often made inside the company by the owner or company staff like production managers, HR or marketing people. These types of innovation were many times described as micro innovations and improvement for internal processes. Particularly, HR and marketing departments benefited the most from non-technological innovations. In addition, improvement in the cost structure of products and key services can be the areas that might produce benefits and effectiveness via non-technological innovation.

'Micro innovations inside the company.'

'Yes, we have, the owner and our staff have made innovations.'

The interviewees and SME owner-managers who had a high level of non-technological innovation and wished increasing their non-technological innovativeness, had already had knowledge about different types of innovation and their role in the company's strategy. Importantly, innovations

were also seen as an important part of business from the customers' perspective. However, making a difference between technological and non-technological innovation was not perceived an easy task and often the course of interviews was sifted towards technological innovation and the use of technology in general.

'I'm aware of different types of innovation, because they are important to our company and customers.'

'Different types of innovation are familiar to me and have a meaning for our business strategy. We have paid attention to this in our sales and marketing. We try to do things differently than competitors, for example, in social media.'

How to Support Non-Technological Innovativeness

According to our interviews, SMEs that have high cooperation levels with other, especially bigger companies, intermediaries and other SMEs often had the highest innovation levels. Different kinds of innovation were known among many interviewees, but only a few SMEs had actually written a separate innovation strategy. Especially HR- and marketing-related innovations were seen as interesting possibilities of boosting sales and, for example, internationalisation.

In general, technological innovation was found important and very familiar, whereas non-technological innovation was accepted as interesting. However, they might not be yet such a familiar concept for owner-managers. Only a few interviewees had plans or a strategy for how to increase their non-technological innovativeness in the future. It seems to be common to think that innovations are major technical changes in production, products or services. Although the activity level concerning non-technological innovation might have been relatively low during the interviews, a number of companies had hopes for increasing their non-technological innovativeness in the future. For example, social media channels were one of the future possibilities mentioned by several interviewees. Innovations were seen important because they made possible to stand out from competitors and had competitive advantages.

5.8 Lennol: Innovation is based on Common Sense and Customer Feedback

Ulla Haukijärvi, SYO

About the Company

Lennol Oy is a Jalasjärvi-based textile company established in 1967. The company manufactures interior decoration products and cushions for the furniture industry and has a solid history in family entrepreneurship. The employees of the company include family members already in the third generation.

Lennol has invested in developing furniture cushions using recycled materials. A significant part of the company's turnover comes from project sales. Lennol furnishes public facilities, schools, day care centres, hotels and restaurants on a turnkey basis.

Sustainable Development and the Culture of the Company

For Lennol, a responsible operating method is, on the one hand, a strategic choice and a way to stand out from others, whereas on the other hand, it is an absolute precondition for the current business of the company. Responsibility is evident, for example, in the raw materials of the output and in reusing materials.

For one of its customers, the company manufactures acoustic curtains, which makes use of peat as a raw material. Peat is dug at a local bog and processed into peat boards only 30 kilometres away in Karvia.

Lennol employs the used cardboard boxes for packing products delivered to customers. A positive message is attached to the boxes to explain the operating method. Sacks for delivering furniture cushions are made of surplus fabrics. The customer returns the sacks to Lennol for reuse.

Since its establishment, the company has complied with the principles of recycling, although according to CEO Pirjo Pystykoski-Sopanen, Lennol calls the principles by another name – common sense. The materials have always been utilised completely thus avoiding the production of waste materials. The will to do the right thing is at the core of the operating values of the company, which directs the enterprise to take account of the environment and affects its cost-effectiveness.

Innovations are created by Listening to Customers

Lennol bases its innovative operations on paying close attention to the needs of its customers and the surrounding society. The eagerness of the company to develop new things is another key factor. Lennol seeks ideas at international trade fairs and localises them to the Finnish operating environment while adding Lennol own touch to the products.

Ethics is an inextricable part of the product development of the company that strives for the longevity of the product life cycle and for the responsible use of raw materials. For example, PET bottles are used for manufacturing the paddings used in the range of the *Pouta* product. A Pouta cushion gives new life to 25 and a duvet to 45 plastic bottles.

Lennol production technology and responsible operation have aroused international interest. The company has been contacted from various European countries. Although a part of the company's machinery is old, they are ideal for processing surplus materials. The company has managed to turn an aspect considered a weakness into a strength.

Networking is enriching for all Parties

According to Pystykoski-Sopanen, network activities provide all parties with benefits. She sees them as two-way relationships. If you have something to give, you get something in return as well.

Pystykoski-Sopanen influences several networks: she is a member of the Board of the Finnish Textile and Fashion Association, a member of the Delegation for Entrepreneurs of the Confederation of Finnish Industries, a member of the Chamber of Commerce's Regional Delegation and a member of the Board of Southern Ostrobothnia Cooperative Society. Pystykoski-Sopanen notifies that as a member of the Cooperative Society, it is nearly impossible not to learn new things that can be applied to Lennol. Even though member companies may differ remarkably in terms of turnover, there are always things that can be learned from well-managed companies.

Implementing Strategy in Practice

According to Pirjo Pystykoski-Sopanen, the strength of the Spider Web Tool developed by the SNOwMan project is the visual report it provides. It allows the company to perceive the current and desired future states of development targets better than verbal reports could. It also facilitates reviewing all things relevant to the organisation.

As an owner-entrepreneur, Pystykoski-Sopanen invests in the development of the company and makes good use of external assistance like services offered by the Centre for Economic Development, Transport and the Environment, investment and project funding as well as counselling services.

The company has put an idea of responsible operation into practice at a fast pace. As the personnel were provided with training, and the matter was discussed at several stages, responsible operation methods gradually started being developed on their own. Ideas are discussed openly at every weekly production meeting. Pirjo Pystykoski-Sopanen is satisfied with the open operating method and discussion culture of the company.

6. Summary EN

About the project

Owner-managers dominate a sector of Small and Medium sized Enterprises (SMEs) and has a lot of innovation potential. However, unleashing the potential for innovation and growth often requires counselling, which is a field lacking tools targeted at owner-managers. In order to address these challenges, the SNOwMan project was established. The project has developed a counselling toolbox tailored to owner-managed SMEs within manufacturing and with less than 50 employees. The main element is the 6-step counselling process specifically targeted at the needs of owner-managers.

The SNOwMan partnership consisted of business intermediaries and higher education institutions from Poland, Lithuania, Finland, Germany and Denmark. The period of the project covers 3 years starting from 1 October 2017 until 31 October 2020. The SNOwMan project has been funded by the Interreg Baltic Sea Region with a total budget of 2,085,850.00 €.

To ensure logical and efficient connections between concepts and outputs, thorough methodology guidelines were developed. The guidelines included a Gantt chart and a methodology grid used for planning and monitoring the progress of the project as well as providing in detail quality assurance and risk management. In order to gain knowledge of the wants and needs of the target group and obtain information about counselling options currently available, an online questionnaire was developed for the intermediaries thus writing an interview guide for owner-managers. 160 intermediaries responded to the questionnaire and 72 owner-managers were interviewed by the participants of the project.

The 6-step process

Based on the knowledge obtained in the survey and interviews, the 6-step process was developed. The six dimensions include 1) Introduction, 2) Visions, 3) Identification of Challenges and Needs, 4) Strategy and Action Plan, 5) Operationalization and 6) Measuring and Evaluating Outputs. The third step in the process is dedicated to identifying the challenges of the company in relation

to non-technological innovation. This is done using the Spider Web Tool, which offers a diagnosis of what challenges should be prioritized in the forthcoming process. The intermediary can then recommend appropriate actions to respond to these challenges. Guidelines are available to the 6-step process as well as to the Spider Web Tool.

The process of supporting non-technological innovation should be thoroughly evaluated. Evaluation will be based on the experience of the owner-manager and will take place both immediately and after some time the counselling process is over.

Success stories

A part of the project concentrates on collecting success stories about non-technological innovation. The stories are meant to inspire both owner-managers and intermediaries. The book contains two success stories.

6.1 Summary DK - Resume

Om projektet

Sektoren for små og mellemstore virksomheder (SMV'er) er domineret af ejerledere. Denne gruppe har endvidere et stort innovationspotentiale. Der er ofte behov for rådgivning hvis potentialet for innovation og vækst skal frigøres. Virksomhedsrådgivning er et område som mangler værktøjer målrettet ejerledere, især indenfor produktion. SNOwMan projektet blev etableret for at adressere denne udfordring. Projektet har udviklet et værktøj, som er skræddersyet til rådgivning af mindre ejerledede SMV'er inden for produktion. Dette værktøj bygger på en 6 trins rådgivningsproces, som er online baseret.

SNOwMan partnerskabet består af virksomhedsrådgivere, højere uddannelsesinstitutioner og netværksorganisationer fra Polen, Litauen, Finland, Tyskland og Danmark. Projektperioden gik fra 1. oktober 2017 til 31. oktober 2020 og SNOwMan projektet var finansieret af Interreg Baltic Sea Region med et samlet budget på 2.1 mio. euro.

Grundige metodiske overvejelser skulle sikre en logisk og effektiv sammenhæng mellem koncepter og outputs. Metodikken bestod af et Gantt kort til planlægning og af metoder til sikring af projektets fremgang og en grundig kvalitetssikring og risikostyring. Et online spørgeskema til virksomhedsrådgivere og en interviewguide til ejerledere blev anvendt for at indsamle viden om målgruppens behov og ønsker, samt om de eksisterende rådgivningstilbud. 160 virksomhedsrådgivere på tværs af partnerskabets fem lande besvarede spørgeskemaet og 72 ejerledere blev interviewet.

6 trins processen

En 6 trins proces blev udviklet baseret på viden indsamlet gennem spørgeskema og interviews. De seks trin er: 1) Introduktion, 2) Visioner, 3) Identifikation af udfordringer og behov, 4) Strategi og handleplan, 5) Operationalisering og 6) Måling og evaluering af resultater.

Det tredje trin i processen er dedikeret til at identificere udfordringer i virksomheden i relation til ikke-teknologisk innovation. Dette bliver gjort ved hjælp af et Spider Web værktøj, som kan diagnosticere hvilke udfordringer der skal prioriteres i rådgivningsprocessen. Rådgiveren og ejerlederen kan derefter i fællesskab pege på passende handlinger til at imødekomme disse udfordringer. Der findes vejledninger til både 6 trins processen og til Spider Web værktøjet.

Afslutningsvis vil processen med at støtte ikke-teknologisk innovation blive evalueret grundigt. Evalueringen vil være baseret på ejerlederens oplevelse og på de skabte resultater.

Succeshistorier

Projektet har indsamlet succeshistorier om ikke-teknologisk innovation. Disse historier skal inspirere både ejerledere og virksomhedsrådgivere. Bogen indeholder to succeshistorier.

6.2 Summary FI -Yhteenveto

Tietoa hankkeesta

Omistajayrittäjät hallitsevat pienten ja keskisuurten yritysten (pk-yritysten) kenttää, jolla on paljon innovaatiopotentiaalia. Innovaatio- ja kasvumahdollisuuksien hyödyntämisessä tarvitaan usein kuitenkin neuvontaa, jonka tueksi kaivataan omistajayrittäjille suunnattuja työkaluja. Tähän haasteeseen pyrittiin vastaamaan luomalla SNOwMan-hanke. Projekti on kehittänyt valmistavan teollisuuden alle 50 työntekijän omistajavetoisille pk-yrityksille räätälöidyn työkalupakin neuvontaa varten. Työkalupakin keskeinen osa on kuusivaiheinen neuvontaprosessi, joka on kohdistettu erityisesti omistajayrittäjien tarpeisiin.

SNOwMan-yhteistyössä oli mukana neuvontaorganisaatioita ja korkeakouluja Puolasta, Liettuasta, Suomesta, Saksasta ja Tanskasta. Hanke toteutettiin kolmen vuoden aikana 1.10.2017 – 31.10.2020. SNOwMan-hanke rahoitettiin Itämeren alueen Interreg-ohjelmasta, ja hankkeen kokonaisbudjetti oli 2 085 850 euroa.

Neuvontaprosessimallin ja tulosten välisten loogisten ja tehokkaiden yhteyksien varmistamiseksi laadittiin perusteelliset menetelmäohjeet. Ohjeisiin sisältyi Gantt-kaavio ja menetelmäruudukko, joiden avulla suunniteltiin ja seurattiin hankkeen etenemistä sekä tarkennettiin laadunvarmistusta ja riskinhallintaa. Jotta saataisiin tietoja kohderyhmän toiveista ja tarpeista ja tarjolla olevista neuvontavaihtoehdoista, tehtiin neuvontaorganisaatioille verkkokysely. Omistajayrittäjille puolestaan laadittiin haastatteluopas. Kyselyyn vastasi 160 neuvojaa, ja hankkeen osallistujat haastattelivat 72 omistajayrittäjää.

Kuusivaiheinen prosessi

Kyselyssä ja haastatteluissa saatujen tietojen perusteella kehitettiin kuusivaiheinen prosessi. Kuusi vaihetta ovat: 1) Esittely, 2) Visiot, 3) Haasteiden ja tarpeiden tunnistaminen, 4) Strategia ja toimintasuunnitelma, 5) Toteutus ja 6) Tulosten mittaaminen ja arviointi. Prosessin kolmannessa vaiheessa keskitytään tunnistamaan yrityksen muihin kuin teknisiin innovaatioihin liittyviä haasteita. Tämä tehdään käyttämällä seittikaaviota, jossa määritellään tulevassa prosessissa etusijalle asetettavat haasteet. Neuvoja voi tämän jälkeen suositella asianmukaisia toimia, joilla näihin haasteisiin pureudutaan. Kuusivaiheista prosessia ja seittikaaviota varten on saatavilla ohjeet.

Muiden kuin teknisten innovaatioiden tukemiseen tähtäävä prosessi on arvioitava perusteellisesti. Arviointi perustuu omistajayrittäjän kokemukseen ja tapahtuu heti neuvonnan jälkeen ja jonkin ajan kuluttua siitä.

Menestystarinoita

Osana hanketta kerätään muuta kuin teknistä innovointia koskevia menestystarinoita. Näiden tarinoiden tarkoituksena on toimia innoituksen lähteenä omistajayrittäjille ja neuvontaorganisaatioille. Tässä kirjassa on kaksi asiakastarinaa.

6.3 Summary GE - Zusammenfassung

Über das Projekt

Inhaber, die kleine und mittlere Unternehmen (KMU) leiten verfügen über ein großes Innovationspotenzial. Die Freisetzung des Innovations- und Wachstumspotenzials erfordert jedoch oft Beratung, ein Bereich, in dem es an Instrumenten fehlt, die auf KMU Inhaber ausgerichtet sind. Um diese Herausforderungen angehen zu können, wurde das Projekt SNOwMan ins Leben gerufen. Das Projekt hat eine Beratungs-Toolbox entwickelt, die auf inhabergeführte KMUs innerhalb der verarbeitenden Industrie und mit weniger als 50 Mitarbeitern, zugeschnitten ist. Das Hauptelement ist ein 6-stufiger Beratungsprozess, der speziell zugeschnitten auf die Bedürfnisse der Inhaber von KMUs.

Die SNOwMan-Partnerschaft bestand aus Verbänden und Hochschuleinrichtungen aus Polen, Litauen, Finnland, Deutschland und Dänemark. Die Projektlaufzeit betrug 3 Jahre, vom 1. Oktober. 2017 bis zum 31. Oktober. 2020. Das SNOwMan-Projekt wurde von Interreg Ostseeraum mit einem Gesamtbudget von 2.085.850,00 € finanziert.

Um logische und effiziente Verbindungen zwischen den Konzepten und Ergebnissen zu gewährleisten, wurden gründliche methodische Richtlinien entwickelt. Die Richtlinien beinhalteten ein Gantt-Diagramm und ein Methodenraster, welche zur Planung und Überwachung des Projektfortschritts sowie zur detaillierten Qualitätssicherung und zum Risikomanagement verwendet wurden. Um die Wünsche und Bedürfnisse der Zielgruppen zu verstehen und um einen Überblick über die derzeit verfügbaren Beratungsmöglichkeiten zu erlangen, wurde ein Online-Fragebogen für Berater und Verbände entwickelt und ein Interviewleitfaden für Inhaber von KMU erarbeitet. 160 Verbandsvertreter und Berater beantworteten den Fragebogen. Weiterhin wurden 72 Inhaber von KMU von den Projektteilnehmern befragt.

Der 6-Schritte-Prozess

Basierend auf den Erkenntnissen aus der Befragung und den Interviews wurde der 6-stufige Prozess entwickelt. Die sechs Schritte sind: 1) Einführung, 2) Visionen, 3) Identifizierung von Herausforderungen und Bedürfnissen, 4) Strategie- und Aktionsplan, 5) Operationalisierung und 6) Messung und Bewertung der Ergebnisse.

Der dritte Schritt des Prozesses ist der Identifizierung von Herausforderungen des Unternehmens in Bezug auf nicht-technologische Innovationen gewidmet. Dies geschieht mit Hilfe des Spinnennetz-Werkzeugs, dass eine Diagnose darüber liefert, welche Herausforderungen im bevorstehenden Prozess priorisiert werden müssen. Der Vermittler kann dann geeignete Maßnahmen empfehlen, um auf diese Herausforderungen zu reagieren. Sowohl für den 6-Schritte-Prozess als auch für das Spinnennetz-Werkzeug stehen Richtlinien zur Verfügung.

Der Prozess der Unterstützung nicht-technologischer Innovationen sollte gründlich evaluiert werden. Die Evaluierung wird auf der Erfahrung des KMU Inhabers basieren und sowohl unmittelbar als auch zu einem späteren Zeitpunkt, nach Ende des Beratungsprozesses, stattfinden.

Erfolgsgeschichten

Teil des Projekts ist es, Erfolgsgeschichten über nicht-technologische Innovationen zu sammeln. Da diese Geschichten sowohl die KMU Inhaber, als auch die Verbände und Berater inspirieren sollen enthält das Buch beinhaltet zwei Erfolgsgeschichten.

6.4 Summary LT - Santrauka

Apie projektą

Mažoms ir vidutinio dydžio įmonėms (MVĮ) dažnai vadovauja patys savininkai ir įprastai jos turi didelį potencialą inovacijoms. MVĮ savininkams-vadovams skirtų įrankių stokojama, dėl to prireikia konsultavimo paslaugų, kad būtų išnaudotos augimo ir inovacijų diegimo galimybės. Šiems iššūkiams spręsti ir buvo inicijuotas SNOwMan projektas. Jo metu yra sukurtas konsultavimo įrankių komplektas, pritaikytas savininkų valdomoms mažoms ir vidutinio dydžio gamybos įmonėms, kuriose dirba iki 50 darbuotojų. Konsultavimo įrankių komplekto pagrindą sudaro 6 žingsnių konsultavimo procesas, skirtas MVĮ diegti ne technologines inovacijas.

SNOwMan partneriai - tai verslo tarpininkai-konsultantai ir aukštosios švietimo institucijos Lenkijoje, Lietuvoje, Suomijoje, Vokietijoje ir Danijoje. Projekto trukmė - 3 metai, jo pradžia - 2017 m. spalio 1 d., pabaiga - 2020 m. spalio 31 d. SNOwMan projektas finansuojamas pagal Interreg Baltijos jūros regiono programą, kuriam skirta iš viso 2,085,850.00 €.

Projekto metu yra parengtos nuodugnios metodologinės rekomendacijos, siekiant užtikrinti logišką ir veiksmingą ne technologinių inovacijų diegimo idėjų bei rezultatų sąveiką. Projekto eigos planavimui, stebėjimui, kokybės užtikrinimui ir rizikos valdymo išsamiam aprašymui pristatyta Ganto diagrama ir metodika. Siekiant išsiaiškinti konsultavimo galimybes, tarpininkams buvo parengtas internetinis klausimynas. Į klausimus atsakė 160 tarpininkų-konsultantų iš keturių projekto partnerių šalių. Siekiant nustatyti tikslinės grupės poreikius, buvo atlikti interviu su MVĮ savininkais-vadovais, viso į klausimus atsakė 72 MVĮ savininkai-vadovai.

6 žingsnių konsultavimo procesas

Pasinaudojus per apklausą ir interviu gauta informacija, buvo sukurtas 6 žingsnių konsultavimo procesas: 1. Susipažinimas; 2. Vizijos; 3. Iššūkių ir poreikių nustatymas; 4. Strategija ir veiksmų planas; 5. Įgyvendinimas ir 6. Rezultatų matavimas ir vertinimas. Trečias proceso žingsnis skirtas įmonės iššūkiams, susijusių su ne technologinio pobūdžio inovacijomis, nustatyti. Šiame žingsnyje naudojamas „Spider Web“ įrankis, kuriuo vertinami iššūkiai, kuriems turėtų būti teikiama pirmenybė būsimame procese. Tarpininkas-konsultantas gali rekomenduoti MVĮ savininkui-vadovui veiksmus, tinkamus šiems iššūkiams spręsti. Pateikiamos 6 žingsnių konsultavimo proceso ir „Spider Web“ įrankio naudojimo gairės.

Ne technologinių inovacijų konsultavimo MVĮ įmonėse procesas vertinamas grindžiamas MVĮ savininko-vadovo patirtimi. Vertinimas jis atliekamas iš karto konsultavimo proceso pabaigoje ir po tam tikro laiko, įgyvendinus dalį konsultavimo metu sutartų sprendimų.

Sėkmės istorijos

Dalis projekto yra skirta sėkmės istorijų apie ne technologines inovacijas rinkimui. Sėkmės istorijos turėtų įkvėpti MVĮ savininkus-vadovus ir tarpininkus-konsultantus planuoti ir įgyvendinti ne technologines inovacijas. Knygoje yra pateiktos dvi MVĮ sėkmės istorijos.

6.5 Summary PL – Streszczenie

O projekcie

Właściciele-menedżerowie to grupa, która dominuje w sektorze małych i średnich przedsiębiorstw (MŚP) i którą cechuje duży potencjał innowacyjny. Uwolnienie tego potencjału innowacyjności i wzrostu często wymaga jednak doradztwa, a w nim brakuje narzędzi ukierunkowanych na właścicieli-menedżerów. Projekt SNOwMan powstał aby wypełnić tę lukę. W ramach projektu opracowano zestaw narzędzi doradczych dostosowany do zarządzanych przez właścicieli małych i średnich przedsiębiorstw produkcyjnych i zatrudniających poniżej 50 pracowników. Głównym jego składnikiem jest 6-etapowy proces doradztwa ukierunkowany konkretnie na potrzeby właścicieli-menedżerów.

Partnerstwo SNOwMan obejmowało doradców biznesowych i instytucje szkolnictwa wyższego z Polski, Litwy, Finlandii, Niemiec i Danii. Okres realizacji projektu wynosił 3 lata, od 1 października 2017 r. do 31 października 2020 r. Projekt SNOwMan był finansowany przez region Morza Bałtyckiego Interreg, a jego łączny budżet wynosił 2 085 850,00 EUR.

W celu zapewnienia logicznego i skutecznego związku między koncepcjami a wynikami, opracowano dokładne wytyczne metodologiczne. Wytyczne obejmowały wykres Gantta i siatkę metodologiczną niezbędną do szczegółowego planowania i monitorowania postępów projektu, a także do zapewnienia jakości i zarządzania ryzykiem. W celu zdobycia wiedzy o potrzebach i oczekiwaniach grupy docelowej oraz o dostępnych obecnie opcjach doradztwa, opracowano internetową ankietę dla doradców oraz przygotowano przewodnik do przeprowadzania wywiadów dla menedżerów-właścicieli. W ankiecie udział wzięło 160 przedsiębiorców, a 72 z nich udzieliło wywiadów uczestnikom projektu.

6-etapowy proces

W oparciu o wiedzę uzyskaną w ankiecie i wywiadach opracowano 6-etapowy proces doradczy. Sześć etapów projektu to: 1) wprowadzenie, 2) wizje, 3) identyfikacja wyzwań i potrzeb, 4) strategia i plan działania, 5) operacjonalizacja oraz 6) pomiar i ocena wyników.

Trzeci etap procesu poświęcony jest określeniu wyzwań firmy związanych z innowacjami nietechnologicznymi. Odbywa się to za pomocą narzędzia Spider Web Tool, oferującego diagnozę wyzwań, które należy traktować priorytetowo. W efekcie doradca może zalecić odpowiednie działania w odpowiedzi na te wyzwania. Dostępne są wytyczne dotyczące 6-etapowego procesu oraz narzędzia Spider Web Tool.

Proces wspierania innowacji nietechnologicznych powinien zostać rzetelnie oceniony. Ocena oparta jest na doświadczeniu właściciela-menedżera i odbywa się zarówno bezpośrednio po procesie doradczym, jak i po pewnym czasie od jego realizacji.

Success stories

Częścią projektu jest zebranie informacji o procesach wprowadzania innowacji nietechnologicznych, które zakończyły się sukcesem. Te historie mają być inspiracją zarówno dla właścicieli-menedżerów jak i dla instytucji doradczych. Książka zawiera opis dwóch historii zakończonych sukcesem.

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