



Manual on the basics of the Innovation Promotion Session (IPS)



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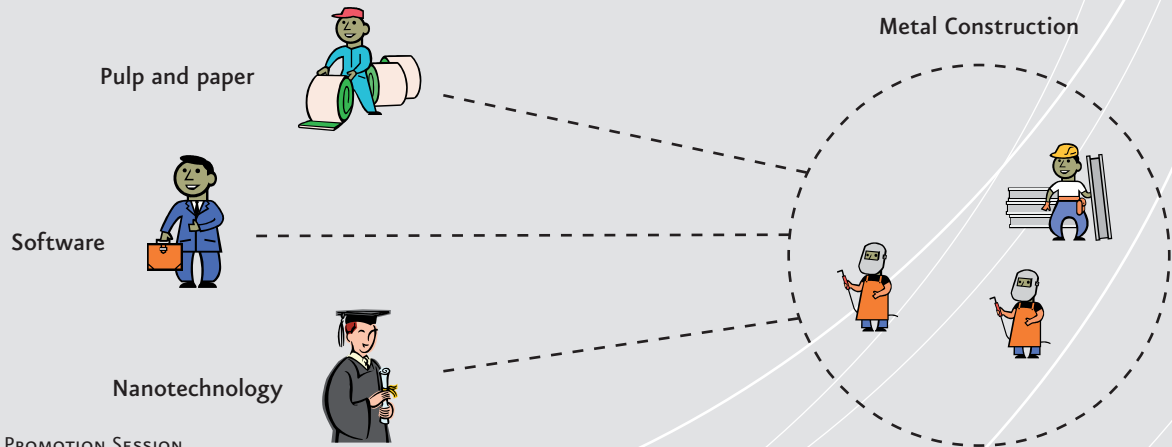
Innovation Promotion Session – What is it all about

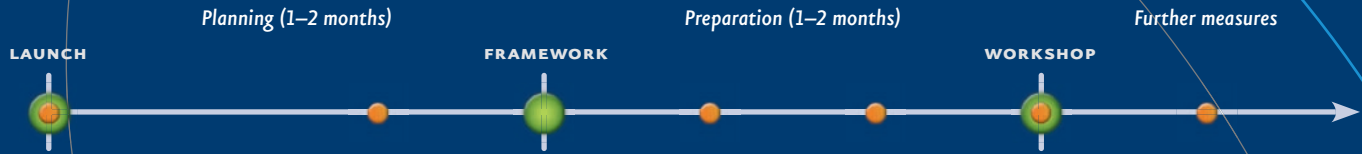
- › *The basic idea of the IPS-method has been developed in Lahti Science and Business Park.*
- › *The process of renewing existing business operations and creating new opportunities by introducing divergent opinions and ideas to the everyday routines of a company.*
- › *The main idea is to ‘crash’ the expertise of various areas with each other and to find new innovation preforms on the interfaces of these expertise areas.*
- › *The further away from the company’s own core business area the expertise to be crashed is, the more radical ideas are likely to be introduced.*
- › *Depending on the objectives, IPS is likely to produce various innovation and solution preforms for the problem/ theme at hand (e.g. product ideas, business models, visions, etc.)*
- › *The IPS process culminates in a one-day idea workshop, where external expertise is linked with the company’s own core competences. During the day, new innovation preforms are produced with the help of creative working methods.*

**RADICAL IDEAS
ARE LIKELY TO
BE INTRODUCED**



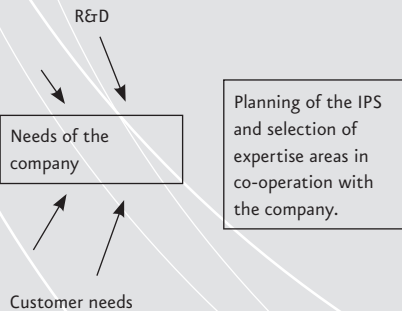
IPS – Crashing of Expertise





IPS – Process Description

PLANNING (1–2 MONTHS)



PREPARATION (1–2 MONTHS)

Practical matters.
Contacting selected experts.

Preparing the pre-workshop session.

The Idea Workshop.
The goal is to produce a large number of innovation preforms with the help of creative working methods and external expertise.

FURTHER MEASURES

- R&D Projects
- Surveys
- Market Analysis
- Process Development
- Other Steps



IPS – More Than Just Brainstorming

**IPS FOCUSES ON
THE INTERFACES
OF VARIOUS
EXPERTISE
AREAS**

IPS IS **NOT** A REGULAR BRAINSTORMING SESSION, BECAUSE...

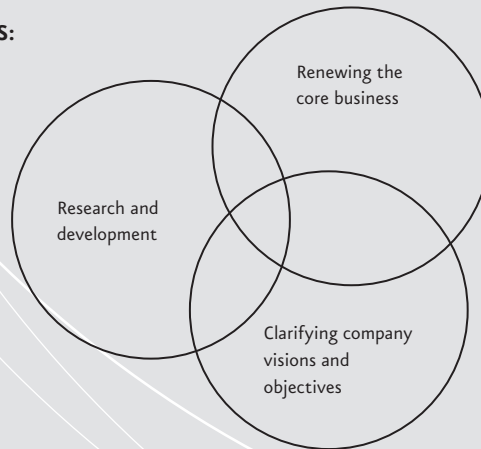
- › *Outside opinions are introduced by external experts*
- › *IPS includes a thorough preparation phase and goal setting*
- › *The IPS process takes place over a longer period of time*
- › *Further measures and the development of ideas are both essential parts of the IPS process*
- › *IPS focuses on the interfaces of various expertise areas instead of merely on the company's core business*



IPS – Different Goals

DIFFERENT TYPES OF IPS:

- Technology
- Production
- R&D



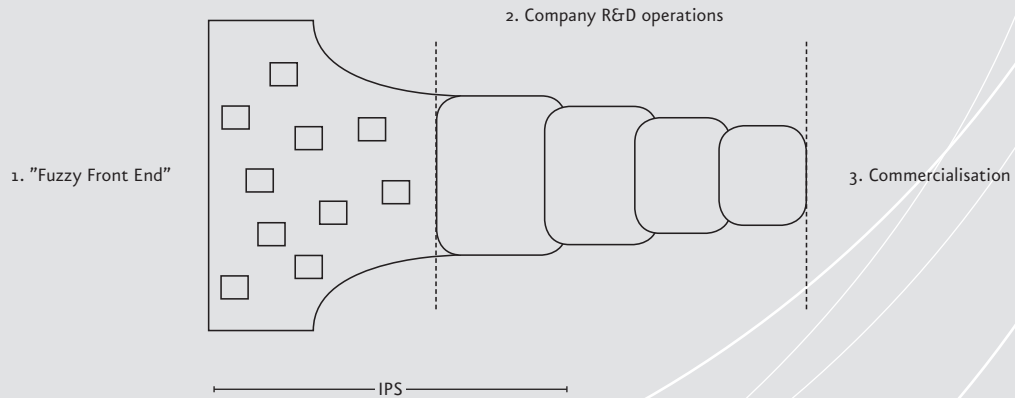
- Changes in markets
- New business models
- Interfaces of business branches

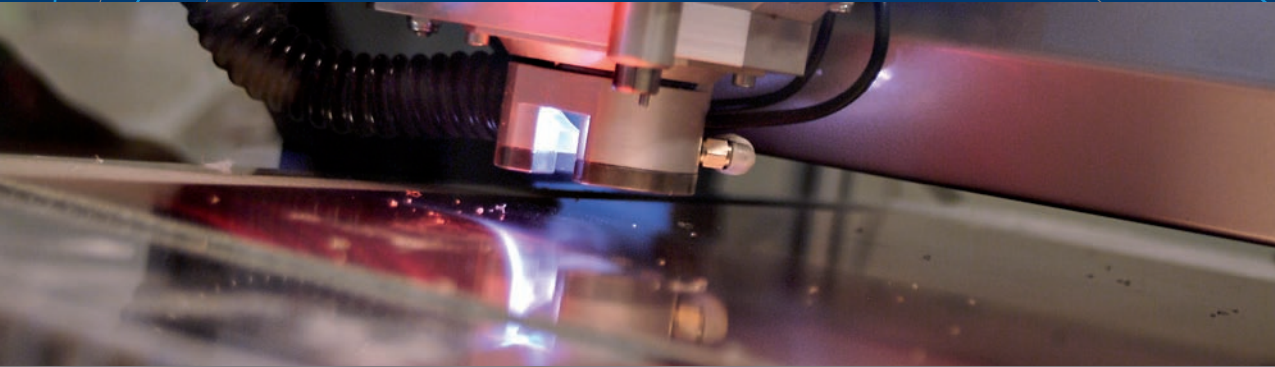
- Sectoral trends
- Strategy processes
- Changes in the business environment

**RENEWING
THE CORE
BUSINESS**



IPS – Part of a Larger Process





IPS – Basic Principles

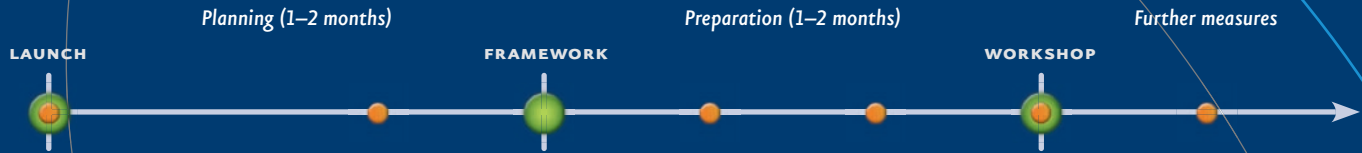
PRECONDITIONS:

- *A genuine need for self-renewal*
- *The commitment of senior management*
- *A wide variety of participants (including R&D, sales, production and after-sales, etc.)*
- *Three types of expertise:*
 - *The expertise within the company*
 - *Outside experts from different sectors*
 - *The expertise of creative group work methods*

**A GENUINE
NEED FOR SELF-
RENEWAL**

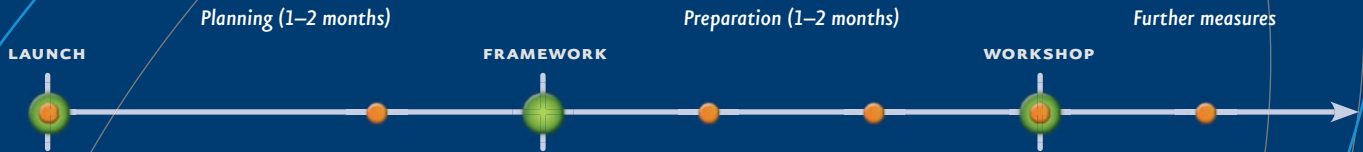


IPS Implementation



IPS Implementation

- The IPS implementation is described step by step in the following pages.
- The progress of IPS is illustrated by the timeline above.
- The green bullet points ● mark the launch/finish of a phase. The orange bullet points ● represent a meeting with the customer
- The following page outlines the implementation of a basic model of IPS. Please note that each IPS is a unique process developed and prepared in co-operation with the company in question. Therefore the number of meetings and other activities could vary greatly.



Planning

- Meeting with the company - presenting the IPS process
- Objectives:
 - > Identifying the company's needs and motives for IPS
 - > Defining the main theme or problem to be tackled
 - > Setting up an IPS group (responsible persons in the company)
 - > Preliminary draft of the framework, key drivers and expertise areas
 - > See appendix 1

PHASE 1: PLANNING

The objective is to plan the structure of the IPS in question. During the planning phase, an IPS framework is agreed upon with the company outlining the IPS goals, key drivers and outside expertise areas to be crashed.

LAUNCH

Planning (1–2 months)

FRAMEWORK

Preparation (1–2 months)

WORKSHOP

Further measures

- Draft of the framework
- Thinking through possible expertise areas
- The company continues to bring the IPS objectives into focus

- **STOP/GO** decision
- Agreeing the implementation of IPS
- Agreeing the next meeting

- Kick-off meeting with the company
- Objectives:
 - > Setting up the framework
 - > Clarifying the objectives of the IPS
 - > Selecting the outside expertise areas (3 to 5 areas)
 - > Identifying potential experts in particular areas
 - > Agreeing preliminary dates for the pre-workshop session and idea workshop

- Finalising the framework
- Contacting the company
 - > Agreeing on the framework
 - > Discussions about dates if needed

LAUNCH

Planning (1–2 months)

FRAMEWORK

Preparation (1–2 months)

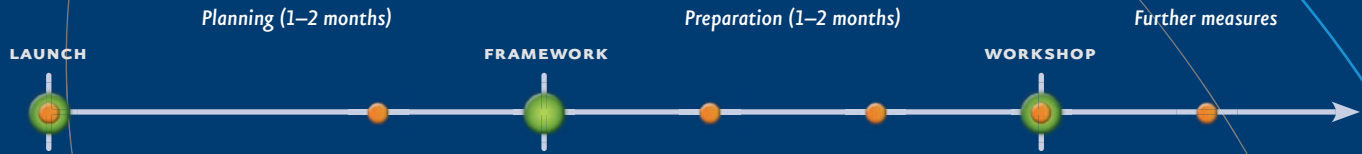
WORKSHOP

Further measures

- Framework ready and approved
- The end of phase 1

Key Factors – Phase 1

- The genuine needs and commitment of the company
- Clear objectives for the IPS
- Selecting the expertise areas
- Thorough planning of the IPS process



Preparation

- Find the most suitable experts
- Get the approval of experts from the company
- Contact the experts, describe the case and IPS process in brief and agree on the theme of the presentation
- Ask for bids (if needed)
- Take care of the paperwork (order/agreement) with the experts
- Book the facilities and catering
- Ask for a bid from the operator (expert in creative working methods)

PHASE 2: PREPARATION

The objective is to take care of all the practical matters concerning the implementation of the IPS. During the preparation phase, a pre-workshop session takes place in order to ensure the successful implementation of the culminating idea workshop. The idea workshop marks the end of the second phase.

LAUNCH

Planning (1–2 months)

FRAMEWORK

Preparation (1–2 months)

WORKSHOP

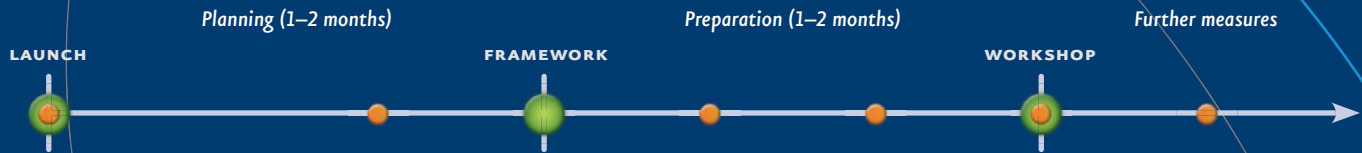
Further measures

Preparation

- Possible meeting with the IPS group
- Going through the IPS structure and implementation
- Discussing the potential experts/presentations
 - > particular wishes for the presentations etc.

In addition:

- Preparation of the idea workshop and the schedule for the day with the operator (expert in creative working methods)



Pre-workshop session

- All the participants from the company
- Presentation of the IPS process
- Introduction of the framework and going through the idea workshop
- Specifying the themes of the idea workshop; group work lead by the coordinator
 - > Participants are to make notes and write down questions arising from the problem/theme. Conclusions are drawn from all the notes and the most interesting ones and the ones with most potential are highlighted.
- Setting up teams for the idea workshop (e.g. based on the selected areas of expertise)
- Duration: 2-4 hours

PRE-WORKSHOP SESSION:
 The objective is to introduce the IPS process and motivate participants for the up-coming idea workshop. In addition, the pre-workshop session offers an opportunity to further focus the objectives of the IPS and idea workshop.

LAUNCH



Planning (1–2 months)

FRAMEWORK



Preparation (1–2 months)

WORKSHOP



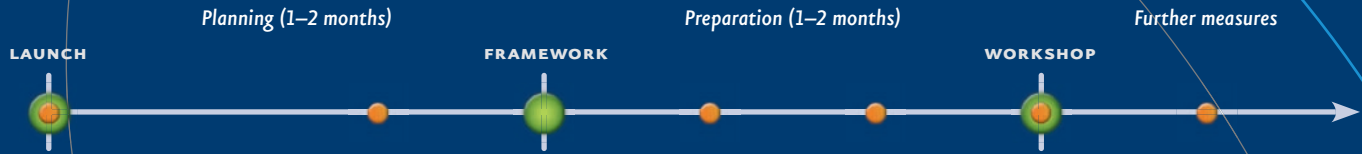
Further measures



Preparation

SPECIFIC PLANNING OF THE IDEA WORKSHOP

- *Introducing the outside experts to the themes/questions raised during the pre-workshop session*
- *Specific planning of the idea workshop and selection of the creative methods to be used during the day (with the coordinator)*
- *Double checking all the practical matters for the idea workshop (facilities, catering, experts, etc.)*
- *Invitations for all the participants*



Idea workshop

- The IPS process culminates in a one-day idea workshop
- The idea workshop can be split into 5 parts:
 1. Opening words, motivating the participants
 2. Expert presentations, provocative to some extent
 3. Group work, lead by the coordinator
 4. Evaluation of ideas and creation of solution preforms
 5. Conclusions
- The objective is to produce a large number of ideas and solution preforms on the theme/ problem in question
- The following pages outline the implementation of an idea workshop
- In most cases it is appropriate to make a NDA or a confidentiality agreement between the participants

**THE IPS
PROCESS
CULMINATES IN
A ONE-DAY IDEA
WORKSHOP**

LAUNCH



Planning (1–2 months)

FRAMEWORK



Preparation (1–2 months)

WORKSHOP



Further measures

IDEA WORKSHOP:

> **Opening**

Expert presentations

Group work

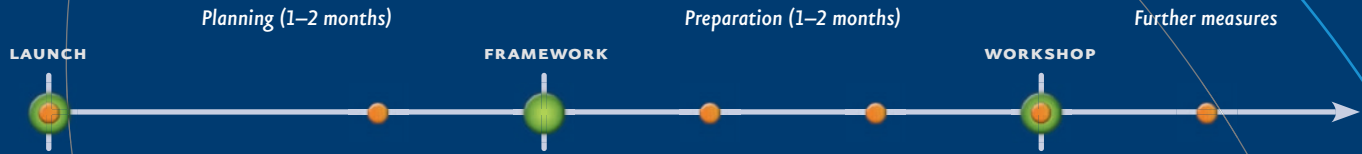
Evaluation

Conclusions

Opening

- Opening words by the company representative
- Framework:
 - > What were the starting points for the company when planning the IPS
 - > Setting objectives for the day
 - > Motivating the participants
- Duration: 15 min.

Before the opening words the workshop coordinator may shortly present the agenda of the day.



Expert presentations

- Brief presentations by the selected experts on specified themes
- Presentations should generate discussion and even be provocative to some extent!
- The objective is to stimulate participants and present the most up-to-date knowledge in the field
- Duration: 20-30 min per presentation
- Max. three presentations in total

IDEA WORKSHOP:
Opening
> Expert presentations
Group work
Evaluation
Conclusions

PLEASE NOTE! Not all expert participants will give presentations. Their expertise will be utilized during the group work phase.

LAUNCH



Planning (1–2 months)

FRAMEWORK



Preparation (1–2 months)

WORKSHOP



Further measures

IDEA WORKSHOP:

Opening

Expert presentations

> Group work

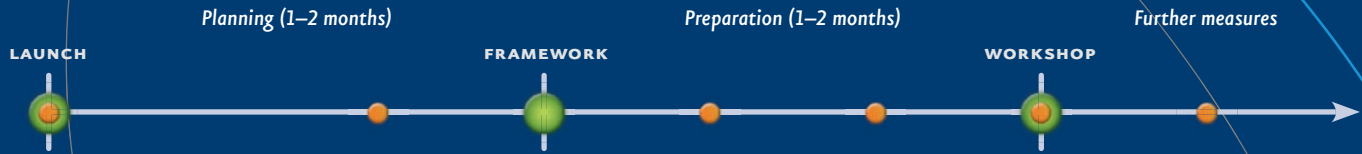
Evaluation

Conclusions

Group work

- Group work is lead by the coordinator (an expert in creative group work methods)
- Different **CREATIVE GROUP WORK METHODS** (appendix 2) can be utilized depending on type of IPS
- The objective is to produce a large number of ideas by developing, combining and classifying the innovation preforms
- Duration: 2-3 hours

An outside expert can be used when planning the idea workshop. The implementation of the workshop and working methods to be used are agreed with the coordinator beforehand.



Evaluation

- All the participants take part in the first evaluation of ideas at the end of the idea workshop.
- There are several **METHODS** for evaluation (appendix 3)
- Evaluation is led by the coordinator
- Duration: 1/2-1 hour

IDEA WORKSHOP:
Opening
Expert presentations
Group work
> **Evaluation**
Conclusions

LAUNCH



Planning (1–2 months)

FRAMEWORK



Preparation (1–2 months)

WORKSHOP



Further measures

IDEA WORKSHOP:

- Opening
- Expert presentations
- Group work
- Evaluation
- > **Conclusions**

Conclusions

- *Important when closing the workshop:*
 - > *Agreeing a date for the summary meeting*
 - > *Agreeing on responsibilities and further measures to be taken*
- *Assessing the day:*
 - > *Immediate responses of the participants to both the ideas produced and methods used*
 - > *Expert comments on the ideas produced*
- *Duration: 20-30 min*

Further measures are an essential part of the IPS process. The organising party has to have an active role in agreeing on responsibilities for further measures.



Important Matters – Phase 2

- The main objective for the idea workshop is to activate and provoke the participants into producing ideas and solution preforms, which are essential to the core business of the company, in a short period of time.
- The idea workshop should take place in pleasant surroundings and in a cooperative and supportive spirit.
- The objective is to challenge prevailing prejudices and barriers to thinking.
- The theme/problem in question should be relevant and essential to the company. Otherwise the ideas and solution preforms might not be creative enough.



Further measures

- A report is drawn up based on the results of the idea workshop
- Brief description of the idea workshop
- Main emphasis on classifying the results and possible further measures
- Summary meeting based on the report will be held with the IPS group

Further measures are an essential part of the IPS process. The organising party has to have an active role in agreeing on responsibilities for further measures.

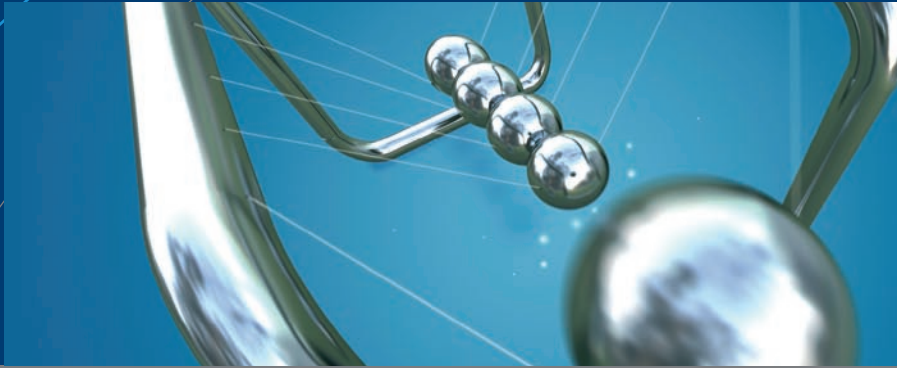
- Summary meeting with the company, results and further measures
- Objective:
 - > Choose the most promising preforms for further development
 - > Think through actions that could be taken by the organising party and the company to secure the further development
 - > Agreeing on the future actions and time schedule



Personnel

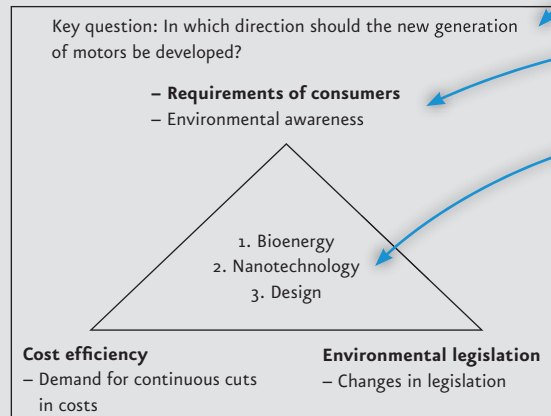
Important Matters – Phase 3

- It is absolutely essential that the company is not left alone with the preforms produced in the idea workshop. Therefore the organising party has to take an active role in agreeing the further development of the innovation preforms.
- Responsibility for the further measures have to be agreed upon. Otherwise the innovation preforms might never be developed and implemented.
- When drawing up the report, focus on results only. The process itself can be briefly described at the beginning.



APPENDIX 1

IPS Framework



1. Key question.
Where do we find new ideas?
2. Starting points for the company. Why are the new ideas needed? (tips of the triangle)
3. Expertise areas to be crashed (inside the triangular)

This kind of a framework is used as a tool to plan the IPS. In addition, it helps to outline to the participants the prevailing conditions and upcoming changes in the business environment.



Creative working

- *Double team, opera*
- *Brainstorming*
- *6-3-5*
- *Six thinking hats*
- *Metaplan*
- *Brain grouping*
- *8 x 8*
- *Idea matrix and solution tables*
- *Other suitable methods*

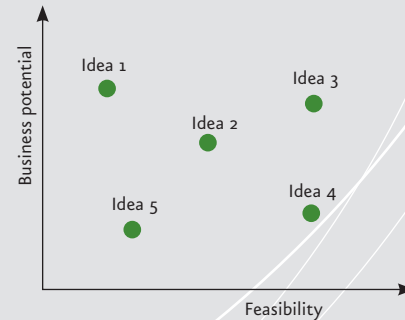
*Depending on the consultant used
different creative working methods may
be used in the workshop.*



APPENDIX 3

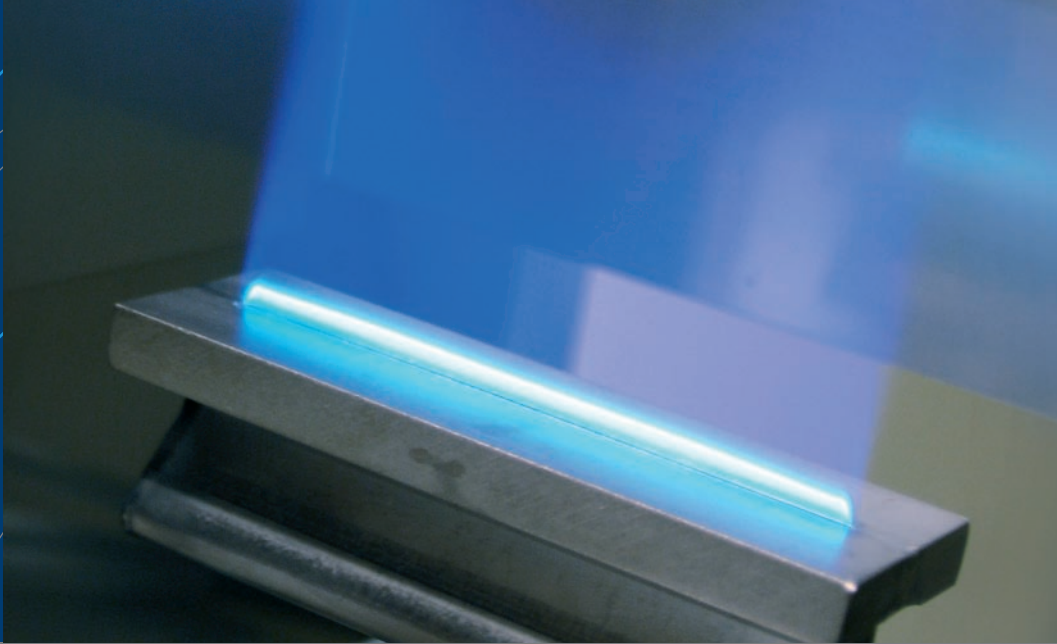
Pre-assessment of ideas

- *Business potential vs. feasibility (see graph)*
- *Roadmap*
- *Time frames, short/long timeframe*
- *Blue ocean strategy*
- *Others*





Notes



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PROJECT PART-FINANCED
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