



## **TRAINING CURRICULUM**

### **ACCESS Transnational Innovation Management Training**

## Table of contents

	<b>Page</b>
Introduction.....	2
Project partners.....	3
Training Goals .....	4
Required skills of participants .....	4
Participant Needs .....	4
Training Modules.....	5
M1 Welcome & Regional Poster Session.....	5
M2 Firm-level Innovation Management.....	6
M3 Regional Innovation System .....	7
M4 Peer-Review Methodology .....	8
M5 Technology Roadmapping .....	9

## 1. Introduction

The aim of the project **ACCESS** (ACCelerating regional competitiveness and sector-based excellence through innovation management tools and techniques) is to analyze **tools and techniques** of regional innovation management that might be useful to improve innovation capacities and investigate which potentials might be hidden in a **sector-based focus** for regional innovation management?

One of the goals therefore was to develop and implement a one-week training for innovation experts in both **firm-level** and **regional innovation** management aspects and in **peer-review** methodology. This tool are subsequently used for field-research in the 10 participating regions. The training was designed in 5 complementary modules, including extensive group work and a field-trip, and subsequently was held in May 2011 in Steyr, Austria.

This report summarizes the curriculum, skills and participants background for this training concept.

Linz, December 2011

## 2. Project Partners



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IT -



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### 3. Training Goals

General goals which are achieved through the training are as follows:

- Improve knowledge with respect to firm-level innovation management and regional innovation system (RIS) aspects, best practices and tools
- Share information on RIS tools in various European regions, lay the ground for transfer of best practice in RIS management
- Identify innovation management techniques which are suited to participants needs and context
- Hands-on learning of tools and methods used in innovation management
- Intensive group work should enable participants to work in changing teams and reflect on their own team capabilities
- Gain overview on current developments in innovation management; topics of interest might be: economics of innovation, innovation strategy, technology roadmapping, open innovation, entrepreneurial leadership, innovation marketing

### 4. Required skills of participants

- Broad working experience in innovation (management) and related issues
- Previous experience in EU-funded projects (both in project development and project management)
- Wide knowledge of the home region (needs, capacities, possibilities, weakness, resources) and well established contacts in the region and to national context, preferably also to interregional actors and networks
- Fluent English is required

### 5. Participant Needs

#### *Individual Training goals*

To improve mutual fit participants are invited to put forward their **individual goals** related to the training well in advance.

Please be as specific as possible and consider your role in this context.

Order	Goals, what do I/we expect from the training week

#### *Training content*

What specific training content **do I/we expect to be covered** or what I/we do **not want to be covered**.

Important training content which should be covered?

Content which I/we see as not so important?

## 6. Training Modules

### *Module 1: Welcome & Regional Poster Session*

#### Goals and Key Learnings

- Introduction to the training week schedule
- Get to know other participants, team forming
- Introduction to participant's regions: regional fields of specialization, strengths and weaknesses of RIS, economic key figures, comparison with other regions

#### Methodology

- Presentation of regional highlights on the basis of prepared posters (templates to be provided in advance)

#### Schedule

Monday 16.5.2011	
9:00-9:15	Welcome <ul style="list-style-type: none"> <li>• CATT: Gilbert Schreiber (Managing Director)</li> </ul> Training week introduction <ul style="list-style-type: none"> <li>• CATT: Christoph Brandstätter (WP4 Leader)</li> </ul>
9:15-10:30	Poster session: <ul style="list-style-type: none"> <li>• <b>Presentation of regional innovation system overview by all partners</b></li> </ul>
10:30	Break

*red= Interactive or group work*

## 6. Training Modules (cont.)

### Module 2: Firm-level Innovation Management

#### Goals and Key Learnings

- A general overview on innovation management aspects relevant to companies (firm-level) enables participants later on to put new findings in the right context or evaluate their benefit
- Introduction to recent and novel developments or tools such as Open Innovation
- Strategic and implementation aspects of innovation management (e.g. organization and cultural, trend analysis, foresight, marketing approach for innovative products)
- Learn about and practice creativity methods and other ideation/brainstorming techniques

#### Methodology

- Mixture of lecture and workshop style learning
- Extensive group work and practice learning
- Learning from real life example: visit to Best Practice Company or R&D Provider

Day 1	Start (11:00)
	Introduction to innovation <ul style="list-style-type: none"> <li>• Invention, innovation and innovation management</li> <li>• Basics of Innovation process (front end – back end) and tools</li> </ul> <p>Group Brainstorming - Success factors: What are our perceived success factors? And what do innovation leaders differently (30 min)</p>
	Lunch (approx. 12:30-14:00)
	Front end of innovation <ul style="list-style-type: none"> <li>• Idea generation and creativity methods, Idea screening challenges</li> <li>• Open Innovation, Lead User Method</li> <li>• Innovate through collaboration (e.g. P&amp;G Connect &amp; Develop, innocentive)</li> </ul> <p>Group work: Sources of innovation and related barriers (40min)</p>
	Break (approx 15:30)
	Strategy for innovation <ul style="list-style-type: none"> <li>• Using trends, New products, markets, business models (exploration versus exploitation)</li> <li>• Implementing innovation strategy/ capabilities</li> </ul> <p>Groups prepare the topic/background for final group work</p>
	Organization & culture for innovation <ul style="list-style-type: none"> <li>• Leadership &amp; values, HR, reward systems</li> <li>• Barriers for innovation enabling culture</li> </ul> <p>Group Work (3 groups): Strategy: (Measuring and) fostering an innovative culture in one partner organization</p>
Day 2	Break (approx 10:45-11:15)
	Marketing of innovation <ul style="list-style-type: none"> <li>• Market/ technology portfolios</li> <li>• Timing Challenges (Pioneer, early &amp; late followers)</li> </ul>
	Lunch
	Brain-walking (marketing, strategy, open innovation & collaboration)

## 6. Training Modules (cont.)

### *Module 3: Regional Innovation System*

#### Goals and Key Learnings

- In dept discussion and reflection on different regional innovation system (RIS) approaches
- Interlinking RIS stakeholders and technology transfer as a means of mutual learning and benefit
- Learn how to evaluate and classify innovation systems and best practices
- Introduction to service design as a means to improve RIS services

#### Methodology

- Impulse lecture and class discussion
- Brain storming
- Group work as a means for reduction to participants practice

#### Schedule

<b>Day 3</b>	Start (9:00)
	<ul style="list-style-type: none"> <li>• <i>Interactive introduction: Goals and success factors for Regional Innovation Systems (RIS)</i></li> </ul>
	Break (approx. 10:30)
	<ul style="list-style-type: none"> <li>• Impulse lecture: Knowledge and technology transfer as an essential link in RIS</li> <li>• <i>Group work: Definition of parameters for classification of methods and RIS tools for RIS</i></li> </ul>
	Lunch
	<ul style="list-style-type: none"> <li>• Partner inputs: Presentation of selected good practice methods and tools for RIS</li> <li>• <i>Group discussion on classification and transferability of presented methods and tools for RIS</i></li> </ul>
	Break (approx. 16:00)
	<ul style="list-style-type: none"> <li>• Impulse lecture: Service Design as a means for effective RIS service development</li> <li>• <i>Group work: Developing of key customer characteristics in a RIS – “persona” creation with Service Design methodology</i></li> </ul>
End (18:00)	

## 6. Training Modules (cont.)

### *Module 4: Peer-Review Methodology*

#### Goals and Key Learnings

- Introduction to the Peer-Review methodology as a flexible tool for field research in regional systems analysis and benchmarking
- Establishing peer-groups and defining individual group goals and implementation roadmap

#### Methodology

- Class lecture and discussions
- Group work and team building
- Group presentation

#### Schedule

<b>Day 4</b>	Start (9:00)
	Plenary <ul style="list-style-type: none"> <li>• General introduction peer-review methodology</li> <li>• Methodology and tools for the Access peer-reviews</li> <li>• Lessons learned from other projects</li> <li>• Sector group break-out sessions</li> </ul>
	Break (approx 10:00)
	Sector group break-out sessions, part 1 <ul style="list-style-type: none"> <li>• Peer group forming</li> <li>• Planning of group activities and schedule</li> </ul>
	Lunch Meeting of group leaders
	Sector group break-out sessions, part 2 <ul style="list-style-type: none"> <li>• Peer group forming</li> <li>• Planning of group activities and schedule</li> <li>• Finalisation of presentations</li> </ul>
	Break (approx 14:30)
	Group presentations and summary
	<ul style="list-style-type: none"> <li>• Interactive Peer-review role play</li> <li>• Q &amp; A</li> </ul>

## 6. Training Modules (cont.)

### *Module 5: Technology Roadmapping (TRM)*

#### Goals and Key Learnings

- Getting familiar with the Technology Roadmapping concept, different field of use
- Challenges with application in small and medium enterprises and organizations

#### Methodology

- Class lecture and discussion
- Group work to practice TRM and apply to familiar organizational context
- Group presentation
- Group feedback session to gather suggestions to improve the training curriculum; basis for evaluation reporting

#### Schedule

<b>Day 5</b>	Start (9:00)
	Overview & comparison of different Roadmapping Techniques (Technology Roadmaps, Sector Roadmaps, Technology calendar) <ul style="list-style-type: none"> <li>• Usability of TRMs in the strategic planning and communication process of SMEs (analog to the well established T-Plan method)</li> <li>• Extending roadmapping: How to do the implementation right</li> </ul>
	Break (approx. 10:30)
	Exercise/ Group work <ul style="list-style-type: none"> <li>• Development of a TRM for one selected (participant) company (per group)</li> </ul>
	Group presentations and Summary
	Lunch
	Overall Training Week Feedback Session

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