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Associação Portuguesa de Criatividade e Inovação

COLLABORATIVE PRACTICES ON ORGANIZATIONAL INNOVATION

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Team of Specialists on Innovation and Competitiveness Policies (Fourth session)

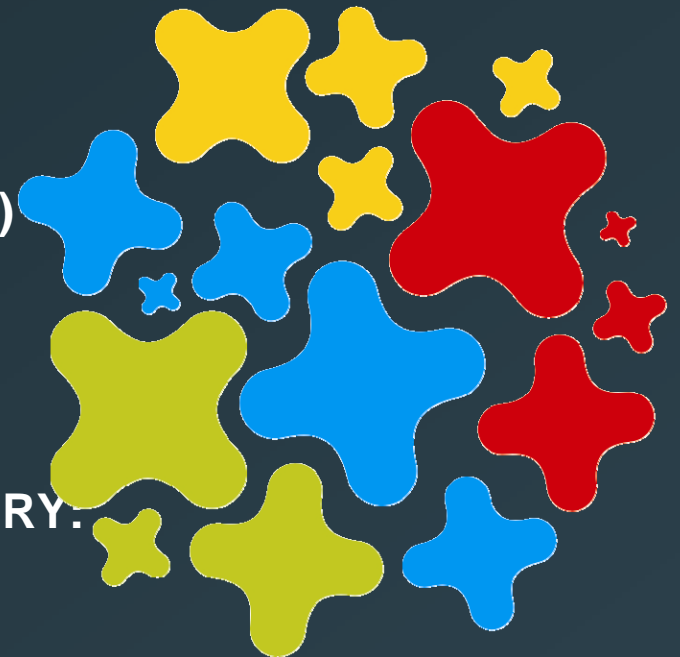
APPLIED POLICY SEMINAR

POLICIES FOR INNOVATION IN THE 21ST CENTURY.

BROADENING THE HORIZONS OF

COLLABORATION AND RISK-SHARING

12-13 May 2011, Palais des Nations, Salle VII, Geneva



Research Objectives

- Provide a benchmarking list of initiatives dealing with the development organizational creativity and innovation
- Understand the companies' specific strategies in three domains:
 - creative management**
 - creative people management**
 - creativity management**



SUBJECTS

	Bio Tech	Nano Tech	ICT	Eco-Innovation	Other
Reccommended as leading R&D	<ul style="list-style-type: none"> •North Carolina Biotech. Center 	<ul style="list-style-type: none"> •Lund Univ. •Tel-Aviv Univ. •Waseda Univ 	<ul style="list-style-type: none"> * Nokia 	<ul style="list-style-type: none"> •Bo=1 Area (Malmo) •Zero Waste Academy (Japan) 	<ul style="list-style-type: none"> * Irish “Soft landing”
Recommended as creativity exemples	<ul style="list-style-type: none"> •Bühler Factory •Unilever R&D •Pfizer 	<p>Included in Bio Tech</p>	<ul style="list-style-type: none"> •Hermia Living Labs •YDreams 		<ul style="list-style-type: none"> •Bosh Innovation •Rotor Company •Wein Minerals •Sensata Technologies •Sonae •Brisa • Dromone



EUROPEAN EVOLUTION

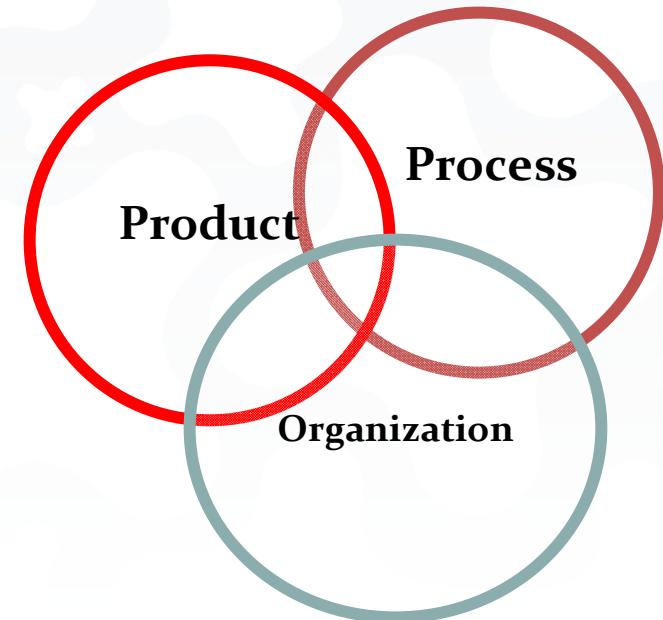
- The 2010 Scoreboard, refers to the “neglected indicators” as *(...)R&D is not the only method of innovating. Other methods (...) are likely to lead to productivity improvements, improved competitiveness, and to new or improved products and processes that could have wider impacts on the economy. For these reasons, the activities of firms that innovate without performing R&D are of interest to policy.*
- The EU overall Lisbon Strategy cannot cope well with the financial crisis, and is changing from technology based priorities to encompass other priorities, especially service innovation and workforce development

(European Services Innovation Memorandum; Reviewing Community innovation policy in a changing world, from EU Commission, 2009; Challenges for EU support to innovation in services – Fostering new markets and jobs through innovation, from EU Commission, 2009).

CONTEXT

Priority given to R&D may probably be shared in the near future with organizational innovation policies devoted to SMEs and service companies.

Intrapreneurship, organizational or corporate creativity and innovation, must be seen as the workforce potential to promote changes in the benefit of the organization.





RESULTS

	Idea generation	Idea selection	Idea Rewards
Leading R&D	2	1	1
Other Creativity examples	9	8	8



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CASE STUDY

IMPROVE SALES & CUSTOMER
SERVICE



Problem Statements

- Customer survey results indicated issues with poor level of customer service
- Poor communication internally between departments in the company
- Engineering Department were disjoint and not accountable to our customers directly or indirectly
- The selection of a suitable training programme was proving difficult for the company



Results

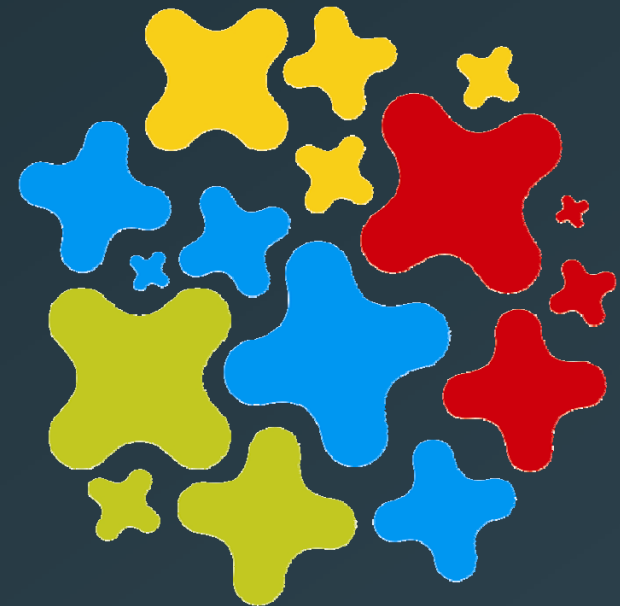
- Sales increased by 21% in 2009 versus 2008
- Increased customer facing people in the company from 2 to 12
- Facilitated much needed diversification in the company. This diversification was initiated in innovation management workshops, product, industry and geography
- Improved brand reputation with customers that were asked to participate in the customer survey annually
- Implemented company team brief and newsletter that was also used for customer communication



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THE FUTURE OF
ORGANIZATIONAL
INNOVATION





EXAMPLES OF COMPANIES THAT GET TILL 20% OF THEIR FINAL RESULTS FROM IDEAS AND PROJECTS SUGGESTED BY THEIR EMPLOYEES

- Nokia
- Toyota
- IBM
- Procter & Gamble
- 3M
- Walt Disney
- HP
- Google
- Apple



ORGANIZATIONAL INNOVATION

- It must rely on top management orientation to innovation and in **COLLABORATIVE** project teams, supported by idea finding and **problem solving methodologies**, together with value and return on investment analysis.
- Client or **market requirements** seem to be the best inspiration for projects, and fluid decision making (flat hierarchy) the best guarantee that the system may work.
- To be effective, organizational innovation has to cope with power sharing and a **climate of mutual trust** between management and employees



To be innovative the project team must search for members who can bring different views, and who become **COLLABORATIVE** by power sharing, working method and mutual trust development



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Who we are
and what we do





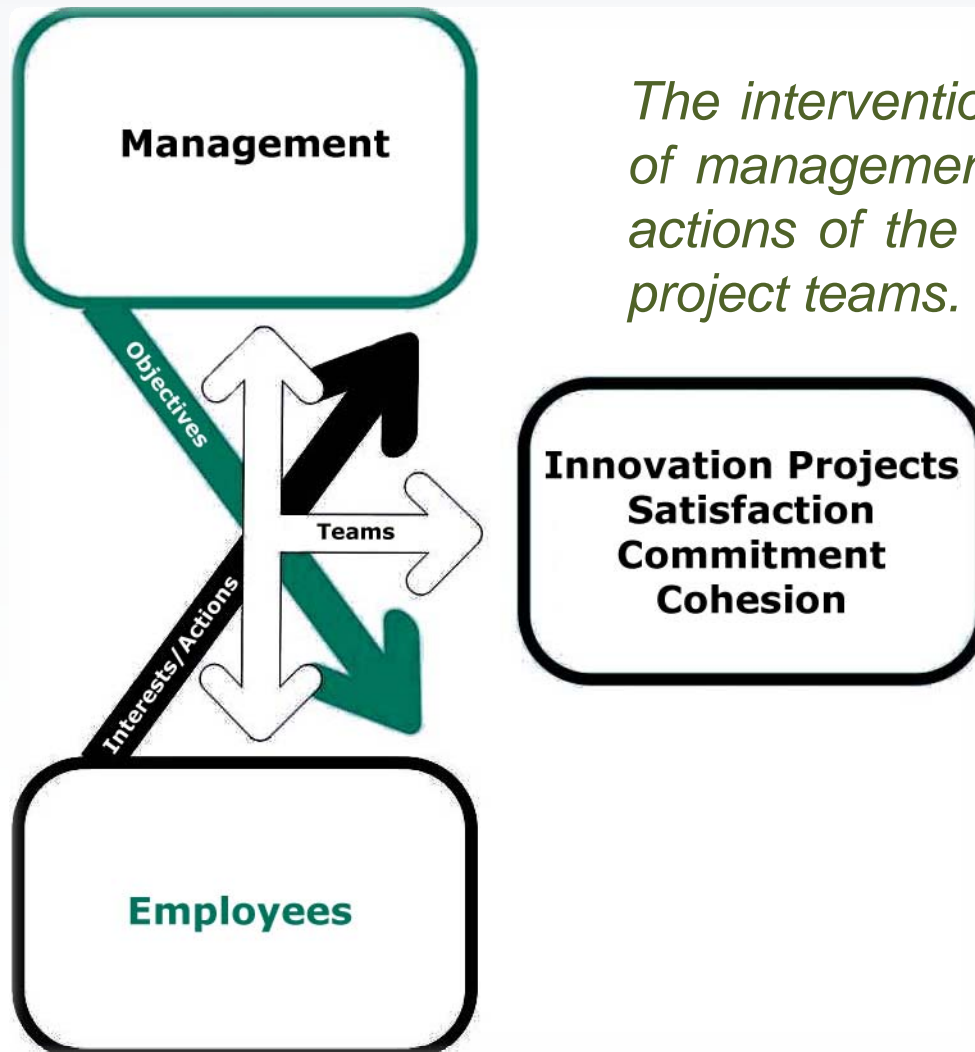
WHO WE ARE

The Portuguese Association of Creativity and Innovation - APGICO, was created in 2007, and aims at promoting knowledge and experience in the area of creativity and innovation management in organizations, helping to create conditions for competitiveness of companies and effectiveness in organizations.



WHAT WE DO

The intervention aims at facilitating the alignment of management objectives with the interests and actions of the employees, through result-oriented project teams.



AWARDS, PUBLIC CONTESTS AND PUBLICATIONS

- Excellence in Innovation Award - International Indira Innovation Summit (Mumbai, 11 February 2010)
- European project - School Competition “Europe in the World” (April-November 2010) – Evaluated “A” (Excelent) by contractor
- International Project Ros tapestry (New Ross, Ireland, March 2010)
- European Project Crea Business Idea – Benchmarking in creativity in high technology industries (March 2009)
- European project CreaMed - Creativity and innovation in local development (June 2010)
- Publications





Organizers of ECCI XII, a conference aimed at exploring collaboration between stakeholders



The screenshot shows the website for the 12th European Conference on Creativity and Innovation (ECCIXII) in a Windows Internet Explorer browser. The browser's address bar shows the URL <http://www.eaci.net/eccixii/>. The website features a navigation menu with links for HOME, CONFERENCE, SPEAKERS, PARTICIPANTS, STORIES, SPONSORS, ORGANIZERS, STORY SELECTION, and REGISTRATION. A prominent banner displays the ECCIXII logo and the text: "12TH EUROPEAN CONFERENCE ON CREATIVITY AND INNOVATION", "14-17 SEPTEMBER 2011", and "UNIVERSITY OF THE ALGARVE - FARO, PORTUGAL". Below this, it states "THE ULTIMATE LEARNING EXPERIENCE IN COLLABORATION" and provides a brief description of the conference's focus on collaborative arts, science, business, education, technology, and social development. A central graphic depicts several stylized human figures standing on interlocking gears. The website also includes a "CONFERENCE WARNING" section with the text "YOU MIGHT BE SITTING NEXT TO A CREATIVE GENIUS!", a newsletter sign-up form, and a login button. At the bottom, there is a section for "ANNOUNCEMENTS" listing "Original Dinner-Party", "Opening Ceremony", and "Welcome Reception". A profile picture of Pascal Jarry is also visible.

Region near the university



Ria formosa

Saint Vicente Cape - Sagres



Places to visit



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THANK YOU!

