

A ONE DAY INNOVATION BUSINESS GAME FOR PUPILS

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Abstract:

In this Paper, we will demonstrate a perfect one day innovation business game for pupils. The goals of the game are:

1. To learn how a systematic innovation process works
2. To become aware of what it means to innovate
3. Finally – to understand that innovation can be easy and funny

Based on a simple innovation process you will go through several steps. At the beginning of the process you will start from scratch (no ideas at all) and you will end with a business model.

The business game is useful for public ideas-awards and even for teaching innovation management.

A lot of junior business companies have grown out of this game.

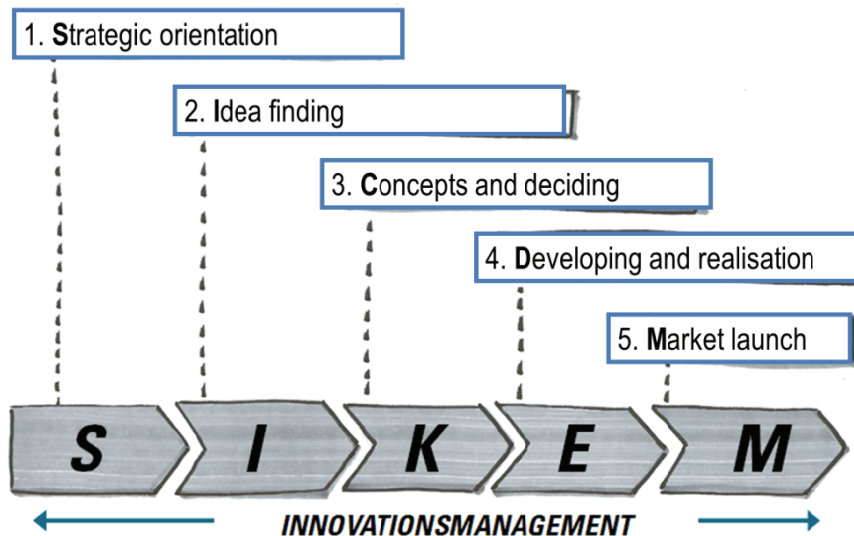
Keywords: innovation process, Trendmapping, morphological matrix, 6-view screen, business-model

1. A SIMPLE INNOVATION PROCESS

Innovation management has strictly nothing to do with chaotic or unstructured work. On the contrary, innovation management always follows very specific procedures – also known as the so-called innovation process. This is presented in literature in a variety of different ways, but the principle is always very similar: The (very simplified) outline below aims to give you a rough overview of the steps taken during the innovation process.

The innovation process (shown in Picture 1) establishes a basis and guideline for the further work of all involved participants.

Picture 1: Innovation Process by Lercher/Peritsch



Source: previously unreleased

Step 1: Strategic orientation

The company's innovation needs are determined during this phase and the further strategic directions and search fields are defined. At this stage, for example, new technological trends and/or customer needs are collated and recorded.

Step 2: Idea generation and conceptualisation

The aim of the 2nd phase is to find as many alternative solutions as possible. This is where creative tools come into play to purposely break away from thought patterns so as to generate lots of different ideas. It is often here that individual ideas are combined with concept variants.

Step 3: Choice of concept and decision

This is where those involved endeavour to choose the concepts and ideas which are the most preferable for the company, taking into consideration the various view points and arguments. Uncertainty about decision-making is reduced by using the best possible acquisition of information (e.g.: customer surveys, evaluation models, etc...).

Step 4: Development and implementation

During the 4th phase the chosen concepts are realised and tested. Research and development is often necessary for that purpose.

Step 5: Market introduction

The aim of the final phase is to launch the solutions onto the market which have been successfully tested in step 4. Marketing concepts and relevant advertising measures are needed to promote new benefits to customers and to ultimately boost sales.

Throughout all these phases, the innovation manager is confronted with different specialist areas and forms the link and the point of communication between the various individual groups involved within

the company. He or she is the driver and the “owner” of the process and decides which methods are introduced and when.

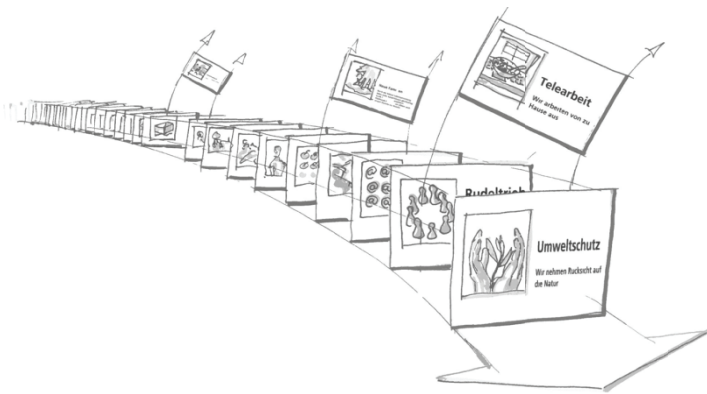
The last step “Market launch” is not included in the game...

2. BEGINNING THE GAME

2.1. How to obtain search field(s)

A common tool for the strategic orientation could be the SWOT-Analysis. In the innovation business game we prefer Trendmapping, based on the trenDNA from Darrell Mann. It is very funny to discuss, the most relevant trends for the business we want to innovate.

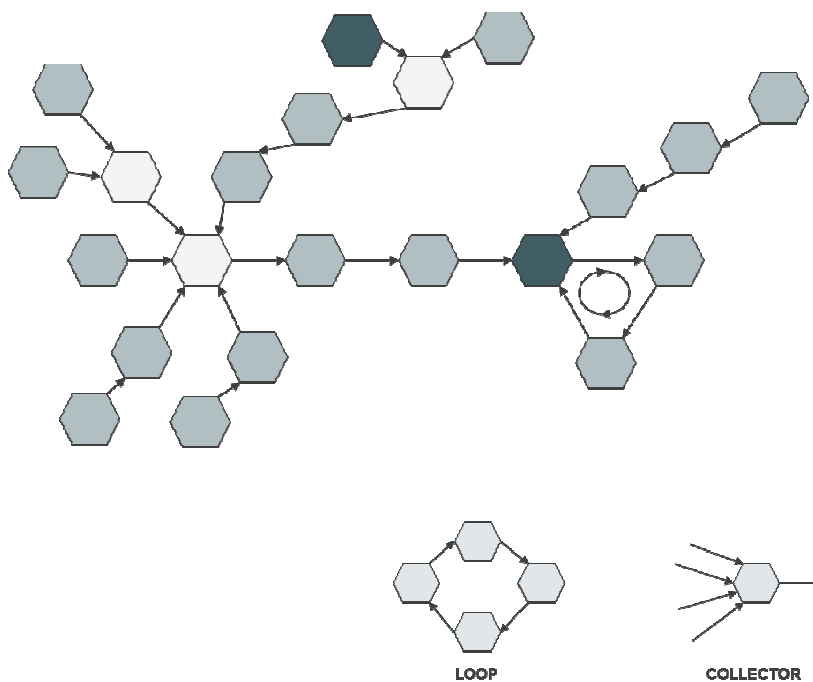
Picture 2: Finding the relevant trends



Source: Lercher, 2012, Erfassen von Kundenbedürfnissen, p. 29.

In a systematic way the participants reduce more than 160 customer trends to the most 15 relevant. Finally we will establish a trendmap and find loops and collectors, which are very important for our business. These trends are the searching field for generating ideas.

Picture 2: Trendmapping



Source: Mann

Time needed: about 60 minutes

2.2. A simple tool to generate ideas

In fact, the 635 method is very efficient to find new products or services with regard to the defined trends. Depending on the number of participants, you will get over 100 ideas in less than one hour.

635 stands for: 6 participants have to generate 3 ideas in 5 minutes.

Procedure for using 635 method:¹

Step 1: 6 participants meet at a table and develop proposals.

Step 2: Each participant gets a prepared sheet (DIN A 3 would be the most suitable size) with a table containing a heading to describe the problem as well as 4 vertical columns and 6 horizontal lines.

Step 3: The problem is presented and defined (by the workgroup leader) e.g. "How can we improve...?"

Step 4: This definition is written in the headline of the table by each participant.

Step 5: Each participant notes down 3 proposals on his/her sheet in the first line within a time limit of 5 minutes.

Step 6: After finishing, each participant passes his/her sheet to the participant next to him/her.

Step 7: The participant reads the sheet that has been passed to him/her and adds 3 further ideas/improvements/variations of a presented idea

Step 8: She/he passes the sheet on after 5 minutes. (For the last 2-3 turns it takes more time to read all the suggestions on the sheet so 6 to 7 minutes will be required).

Step 9: After finishing the "circle" the sheets are analysed.

Step 10: The screening (first filtering) of the ideas, will be managed by a simple point-assessment. At the end of this process, each group will have one to three rough ideas.

Time needed: about 60 minutes

2.3. Tools for the concepts and deciding

The next tool depends on a generated product or service.

In the case of a product the most useful tool would be a morphological matrix to get a few concepts how the product could be in a more detail.

Step 1: Define the parameters





















Step 2: Find some characteristics

Step 3: Connect the suitable characteristics to a concept

Picture 3: An example of a morphological matrix

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http://www.innovation.lv/ino2/publications/leonardo_manual/en/www.innosupport.net/webhelp/wso/user/firma_3/en04-3.pdf

Parameter	Characteristics			
Material	 Cotton	 Sheep wool	 Polyester	 Latex
Cut	 Tight	 Lazy	 Simple	 Belly top
Style	 Flower power	 „Space“	 Abstract	 80's
Connection type	 Seam	 Button	 Hook-and-loop	 Stretch
Application	 Pockets	 Fluorescent strips	 Crystal	 Bullet holes

Source: previously unreleased

In case of a service, you will use the 6-view-screen, to analyse all customer's needs. The tool is also suitable for product. However, it works perfectly for services...

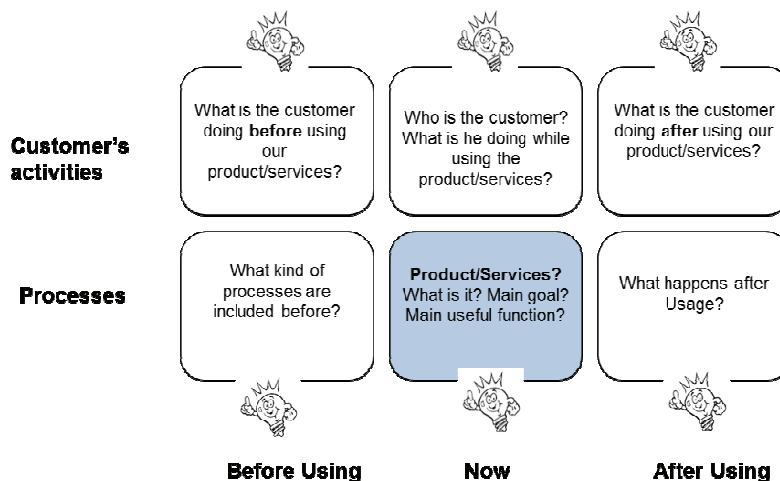
Step 1: Think about the customer. What is he doing while using the product/services?

Step 2: Think about: what the customer is doing before using our product/services?

Step 3: Think about: what the customer is doing after using our product/services?

Step 4: Equal to step 2 and 3 but place emphasis on the processes

Picture 4: The 6-view screen



Source: Kummert, 2012, A pleasant tool to get new ideas for products and services

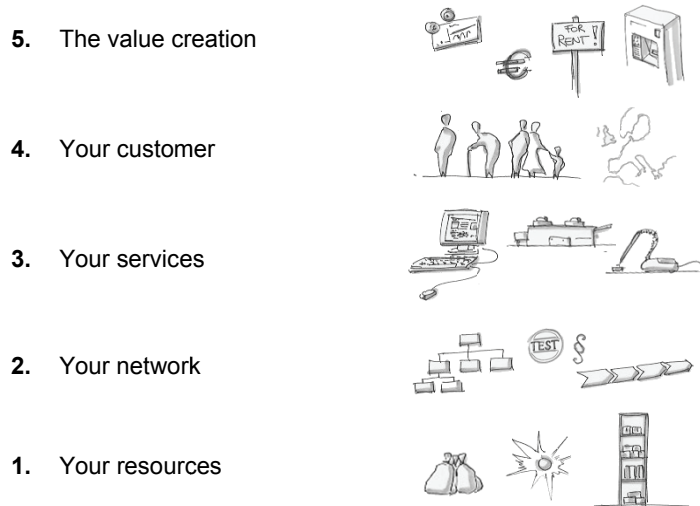
The process finishes with a concrete concept and a final decision without discussion. Time needed: about 90 minutes

2.4. Tools for developing and realisation

The last step in the business game is, to transform the concept into a business-model using a checklist.

Steps: You have to define how to earn money, specify your customer, point out how to realise your performance, say which network and resources you need.

Picture 5: Checklist for a business-model



Source: Lercher, 2012, Erfassen von Kundenbedürfnissen, p. 39.

Time needed: about 180 minutes

2.5. End of the day

Finally, each group has to present the business-model. A jury should choose the best idea...

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