EURIDICE - Intelligent Cargo
Innovation Management as Part of an R&D Project

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Innovation Management the GAP

» From Research to Research & Innovation

EU Research Program Assessment & EU Innovation Score Board identified that

- Tangible outcomes of R&D projects is not sufficient
- R&D often is not relevant, not driven by a need
- Innovation & Growth capabilities are insufficient

Strategic focus is put on innovation and

- Renamed DG research into „DG Research and Innovation“
- Involves industry in definition of programs and execution (e.g. PPP)

EURIDICE pioneered systematic innovation management introduced „P 3 Business Impact“
How could we do better?
Innovation Management

» Concurrent Research, Development, and Innovation = IP

EURIDICE „Business Impact“ Approach

• Concurrent development of technology (P1), user involvement (P2), and business development / innovation (P3)
• Dedicated tasks on business modeling, process analysis, performance indicators to introduce business thinking
• Coordination across projects

Outcome and Learnings

• Today´s business models / business plans delivered
• V – Model for Project Management failed to provide coordination
• Challenge of combination of fields of knowledge from engineering, logistics operation, and business development
P 3 did act as a process facilitator...

- provided methodological expertise
  - structure for the innovation process
  - business (process) analysis methods
  - Innovation / Living Lab infrastructure
- Provided management capacity into technology focused teams
  - Business Planning
  - Organizational analysis
- Supported the business development process
  - Business case definition and evaluation
  - Target market evaluation
- Supported the venture creation process for new products
  - only rudimentary exercised within EURIDICE
Innovation Management
» Demand Side of Innovation: User, Customer, Market & Growth Focus

- Growth Focus
  - Surviving the „value of death“
  - Venture (not R&D) financing

- Business Creation
  - Start-Up of new Ventures
  - Creation of Business Units within Firms

- Customer orientation
  - Value propositions

- User Involvement
  - Living lab & real life pilots

Future Potential:
Increase Capabilities
Overcome “Smuggler Feeling”
Sometimes when you innovate, you make mistakes. It is best to admit them quickly, and get on with improving your other innovations.
Innovation Management

» Innovation Intermediaries as innovation process coordinators

Performance Indicators:

• Increase success rates (Reduce Failure Rates)
• Increase speed
• Increase outcome quality
Thank You

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