

DEMOLA

Open innovation and Platform thinking

Budapest 24.-26.5.2017



Ville Kairamo
CEO, Demola International



Jarmo Tuominiemi
VP, Demola International

INTRODUCTION

WHO AM I?

What is your organisation and role?
Why are you here today?

MY EXPERIENCE IN OPEN INNOVATION

What is your personal
experience in open innovation
activities?

EXPECTATIONS FOR THE WORKSHOP

What do you want to get out of
the workshop?
- Personally
- For your organisation

An aerial, black and white photograph of a busy city square. The ground is paved with a large-scale checkered tile pattern. Numerous people are walking across the square, their shadows cast long and dark. A prominent blue rectangular box is centered horizontally across the middle of the image, containing the text "LOCAL INNOVATION CLIMATE" in white, uppercase letters.

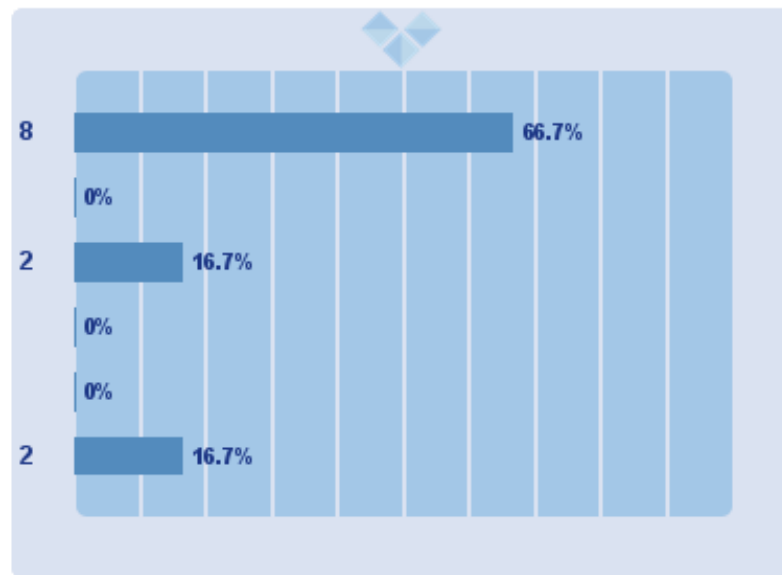
LOCAL INNOVATION CLIMATE

Background

1. What is your background organization? (12)

University management
Student community
Business organization / community
City / regional authority
Development / innovation agency
Other

1. What is your background organization?

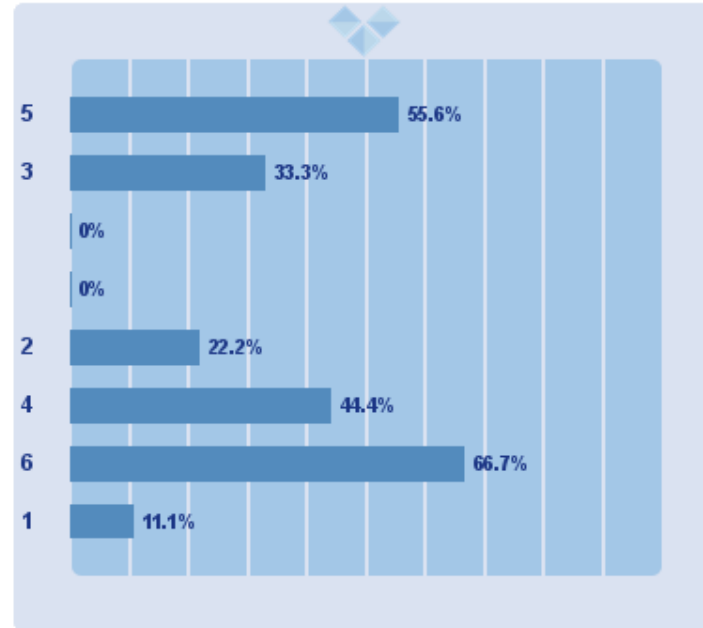


Background

2. What are the current forms of inter – university collaboration in your region? (10) (NA: 1)

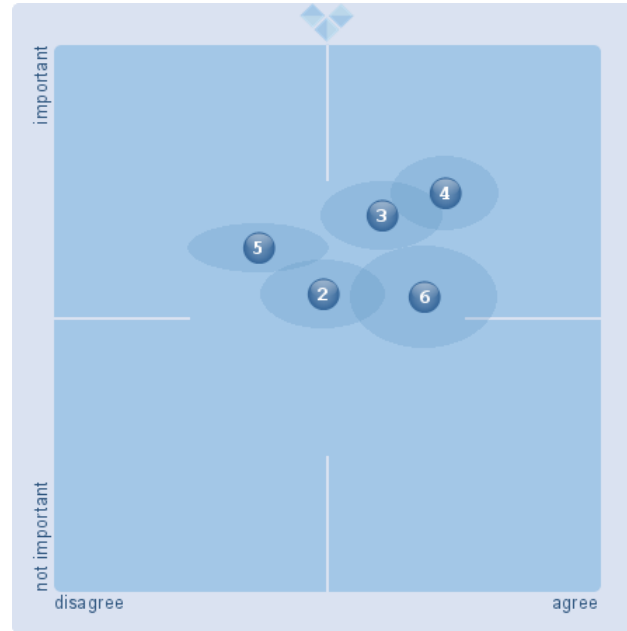
2. What are the current forms of inter – university collaboration in your region?

Shared courses	5
Joint degree programs	3
Shared research institutions	0
Shared departments / faculties	0
Shared facilities and infrastructures	2
Common services for entrepreneurship and commercialization	4
Common development projects	6
Other common support services	1



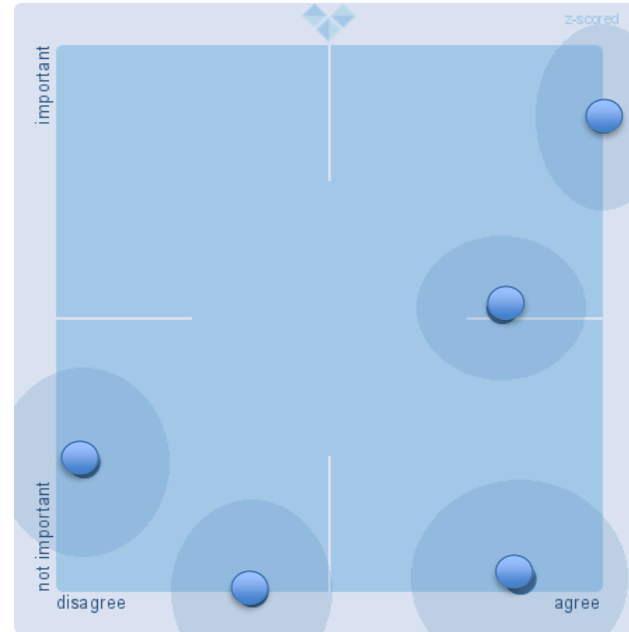
Student company collaboration

2. In project collaboration, companies are typically considered as superior to students (9) (NA: 0)
3. Student collaboration is mainly a way to improve the image of companies and help recruitment (8) (NA: 0)
4. The most critical success factors of student project are clear specification and control (9) (NA: 0)
5. Collaboration projects with students provides only seldom real value for the RDI activities of companies (8) (NA: 0)
6. Local companies are suspicious to and find it difficult to work with foreign talent (9) (NA: 0)



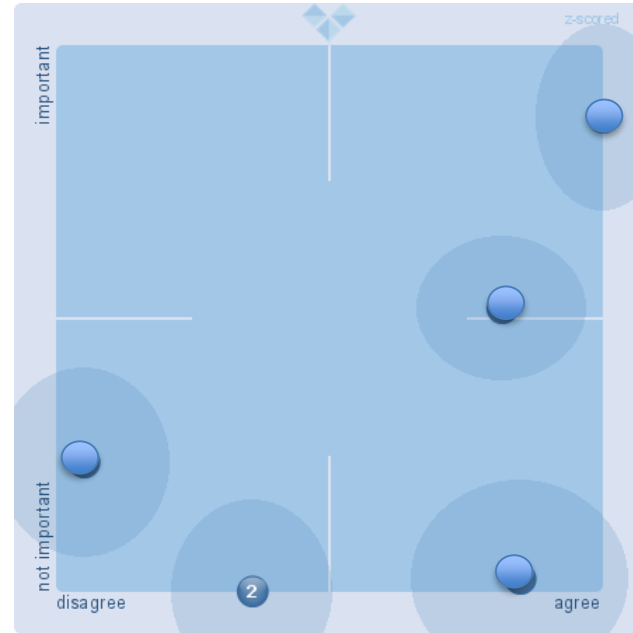
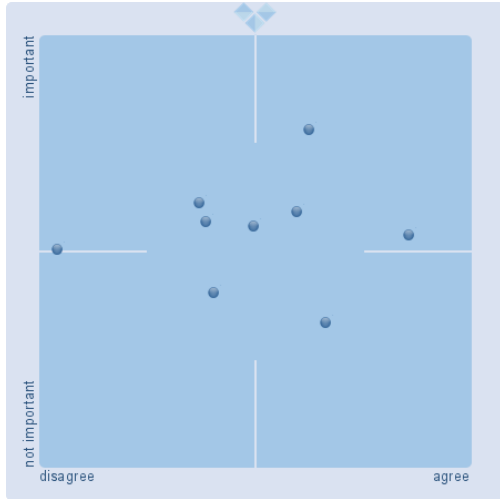
Student company collaboration (Relative)

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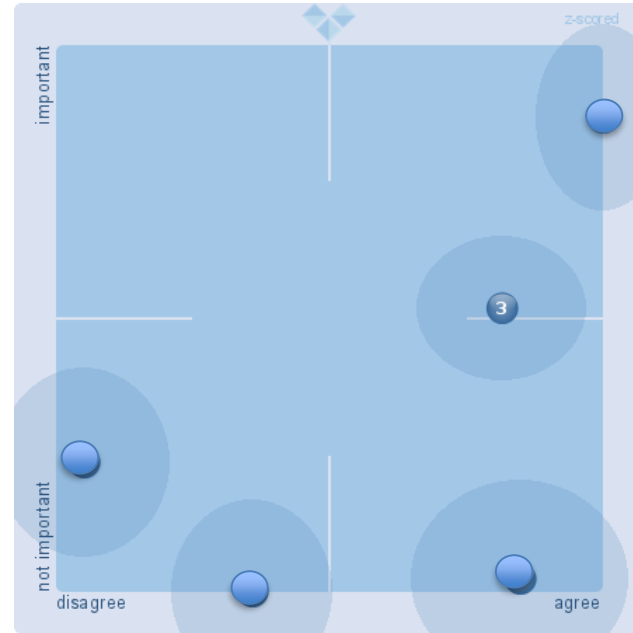
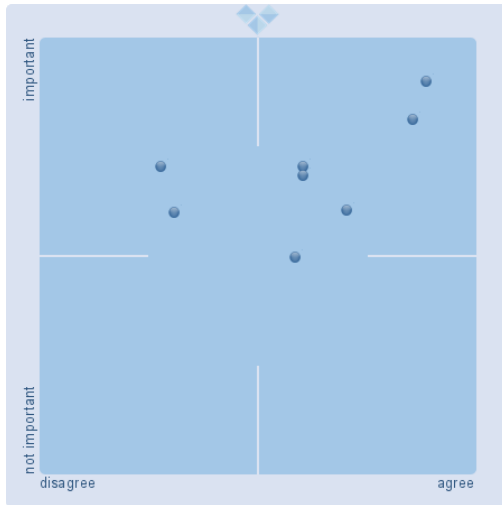
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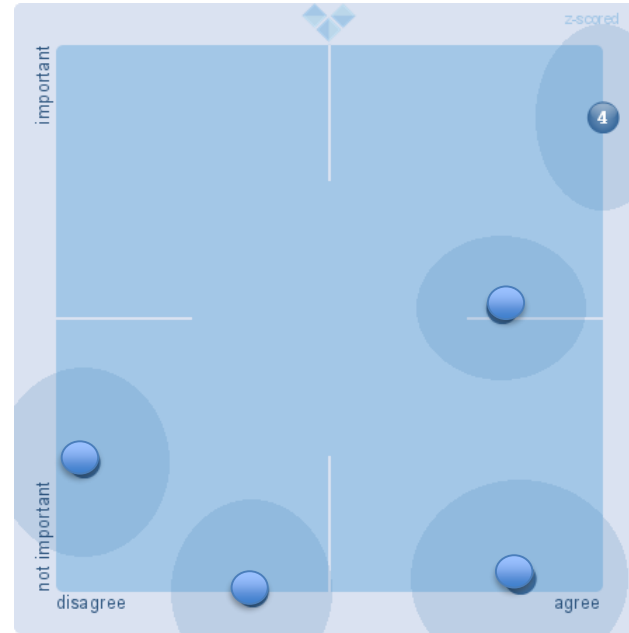
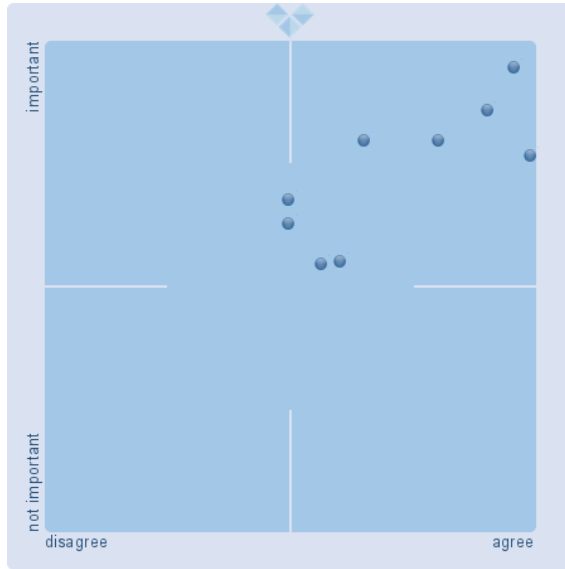
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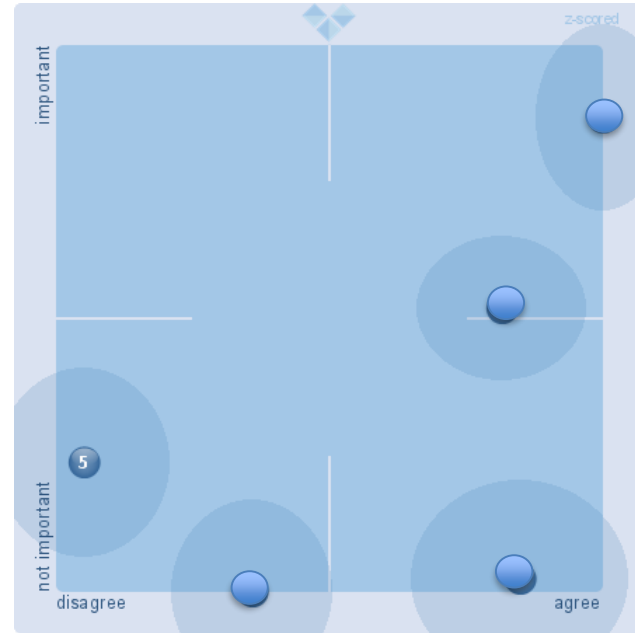
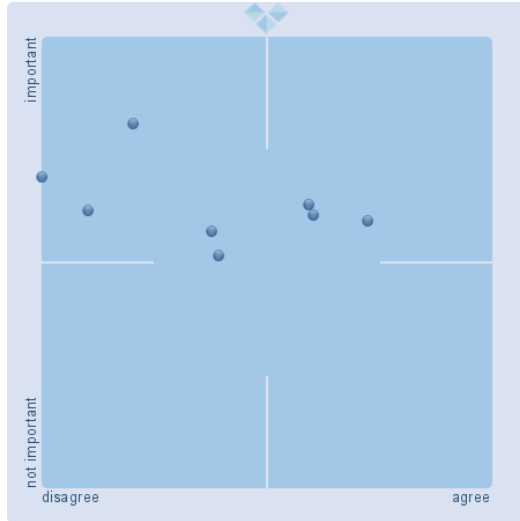
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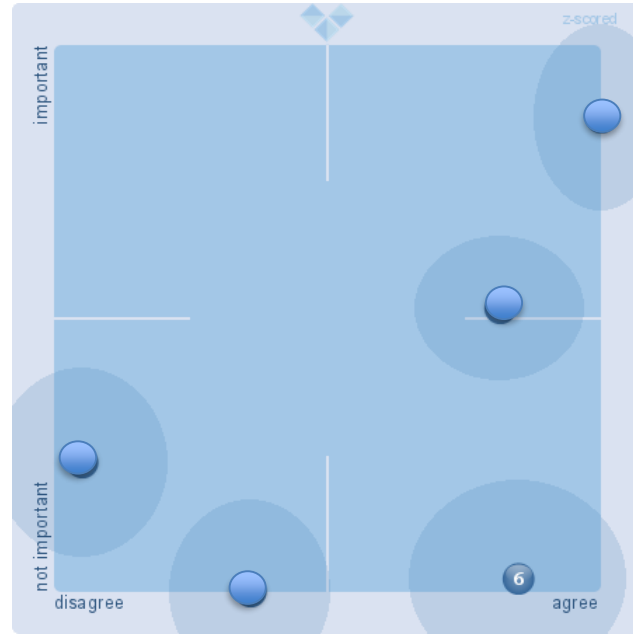
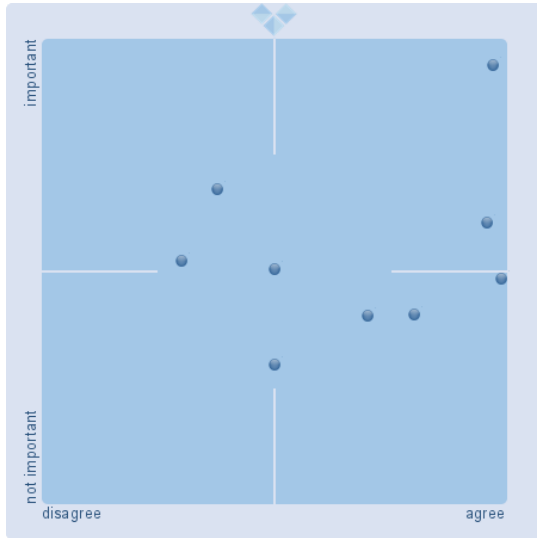
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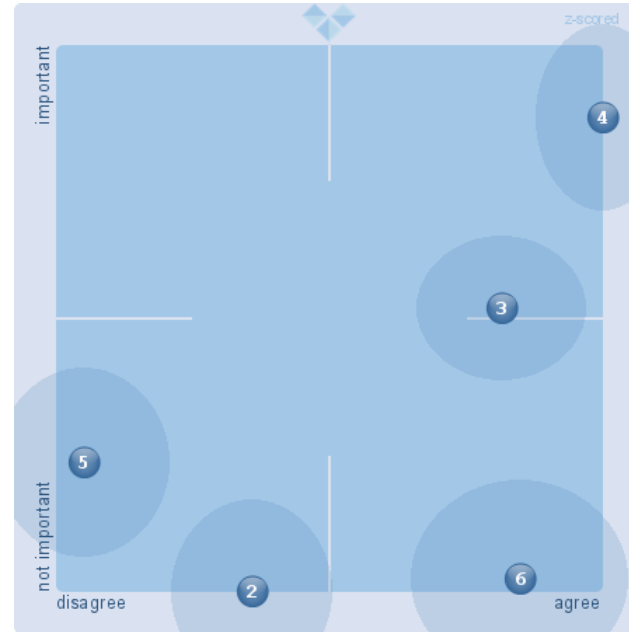
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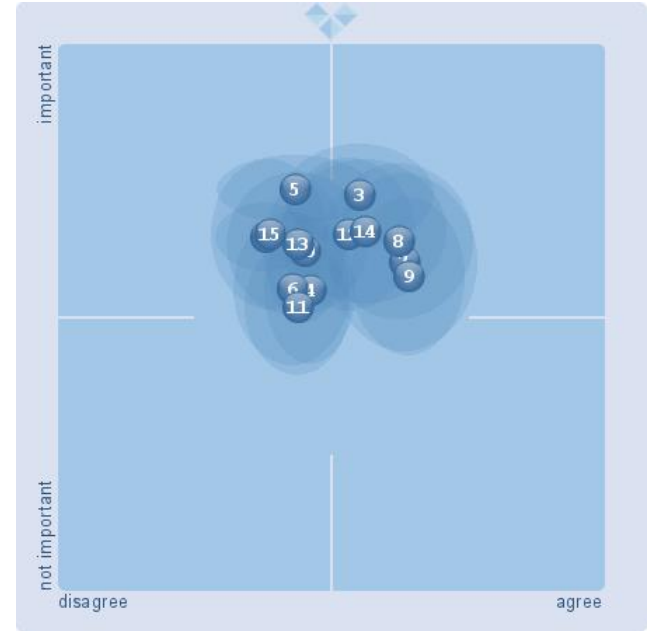
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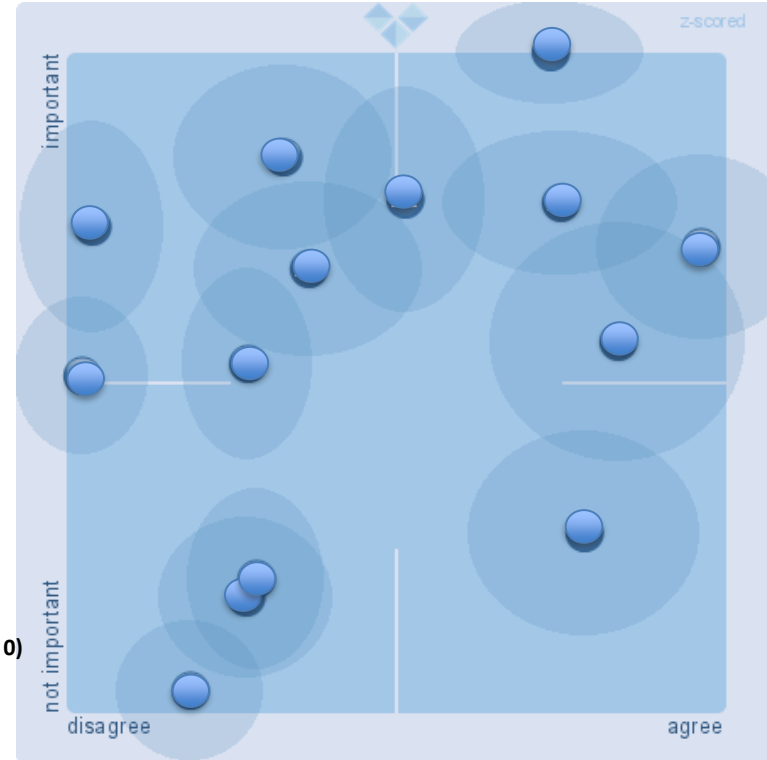
innovation culture and strategy in the region

2. Companies find it easy to trust each other in research and development (9) (EOS: 0)
3. There is a strong entrepreneurial mindset in our city / region (9) (EOS: 0)
4. There is a high level of tolerance and acceptance of failure in our city / region (9) (EOS: 0)
5. The regional universities are the most central resource of RDI activity for big corporations (9) (EOS: 0)
6. The regional universities are the most central resource of RDI activity for small and medium sized companies (8) (EOS: 0)
7. University students of the region are the most important local resource for business renewal (9) (EOS: 0)
8. Companies often take a pioneering role in the development of local innovation environment (8) (EOS: 0)
9. Companies participate regional development projects only if they get immediate benefit (9) (EOS: 0)
10. Companies find it easy to experiment and validate new ideas and concepts (9) (EOS: 0)
11. Companies are open and curious for cross-sectoral collaboration and experimentation (8) (EOS: 0)
12. Key enabling technologies (KETs) play a central role in regional and city development strategies (9) (EOS: 0)
13. Capabilities for innovation, entrepreneurship and internationalization are central areas in regional and city development strategies (9) (EOS: 0)
14. Regional and city development strategies focus on the creation of value networks and business ecosystems (9) (EOS: 0)
15. There is an effective talent strategy in the city / region (9) (EOS: 0)



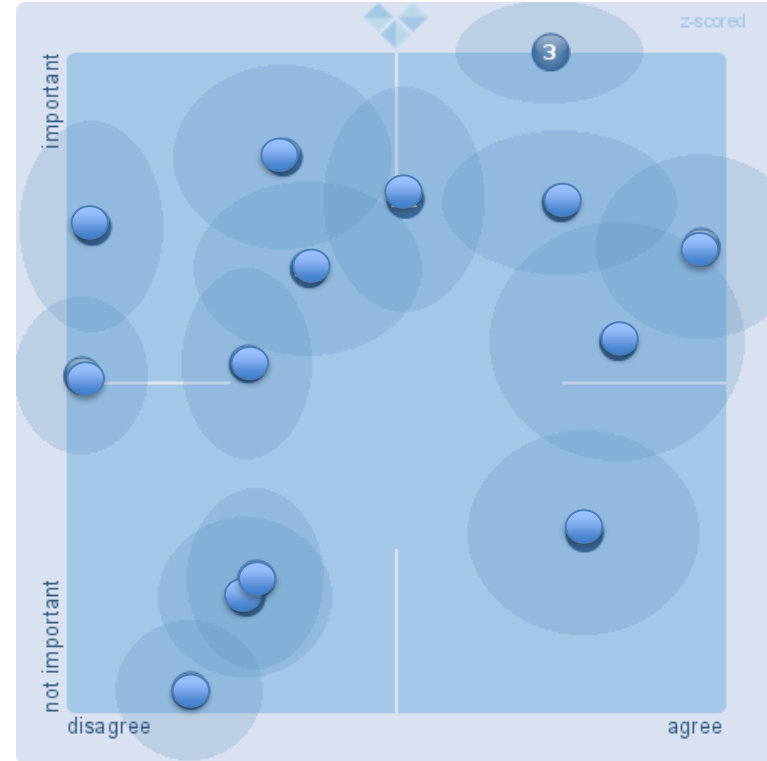
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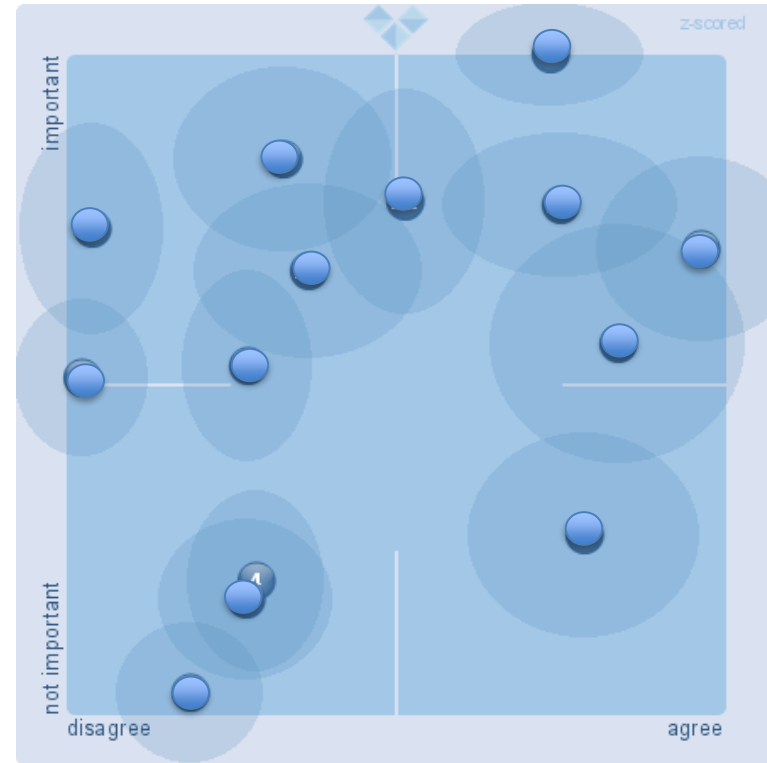
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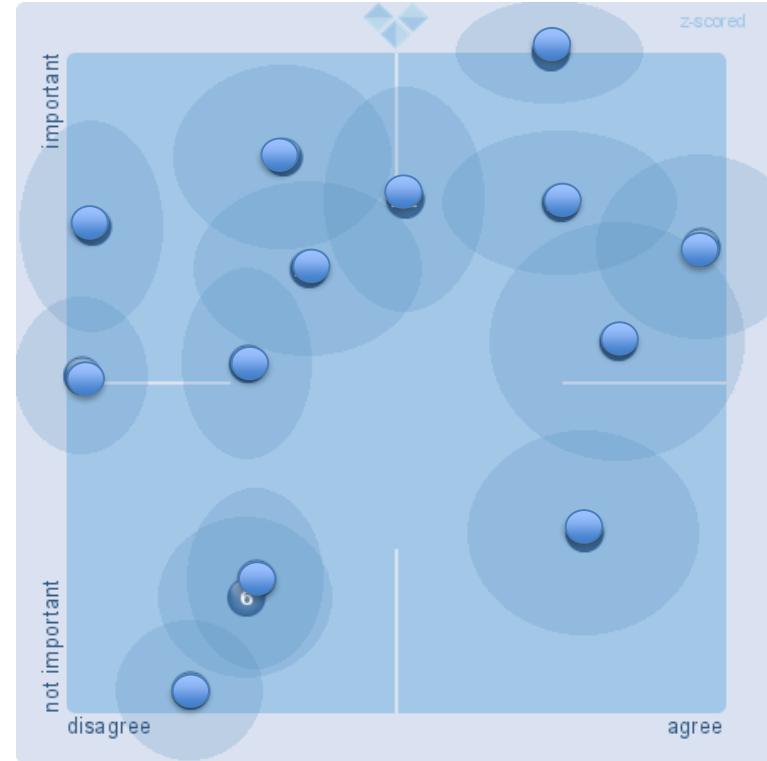
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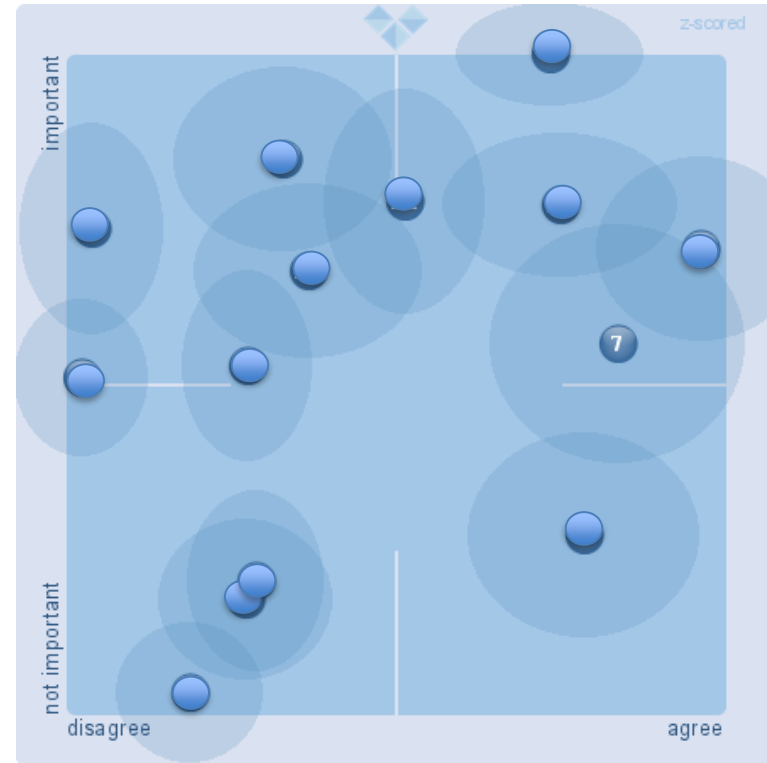
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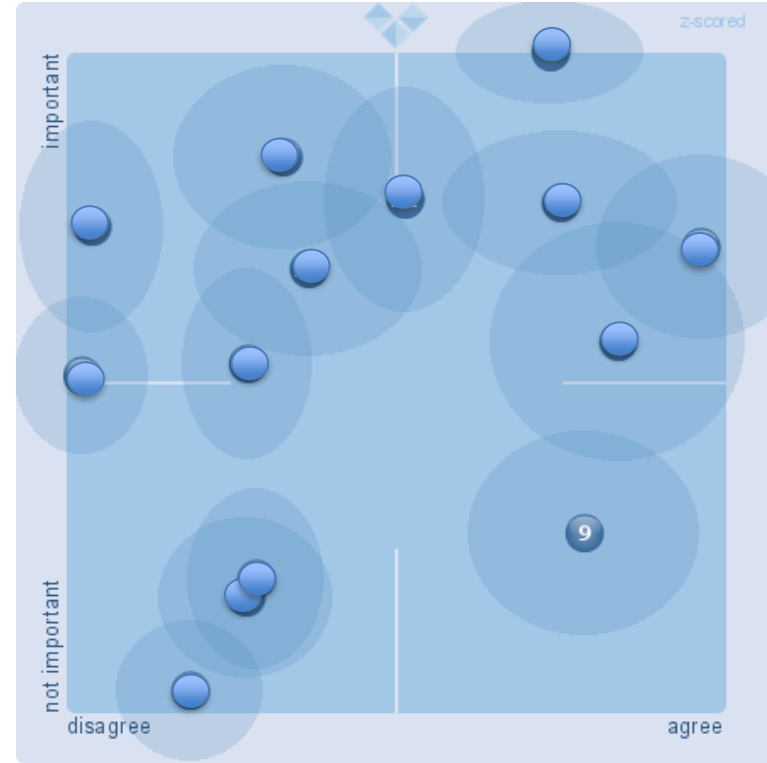
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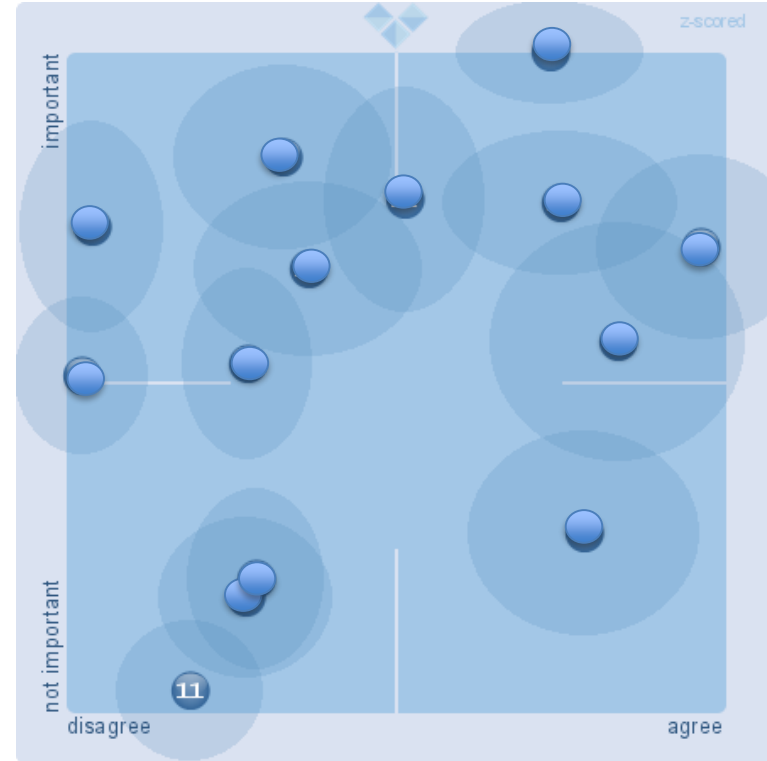
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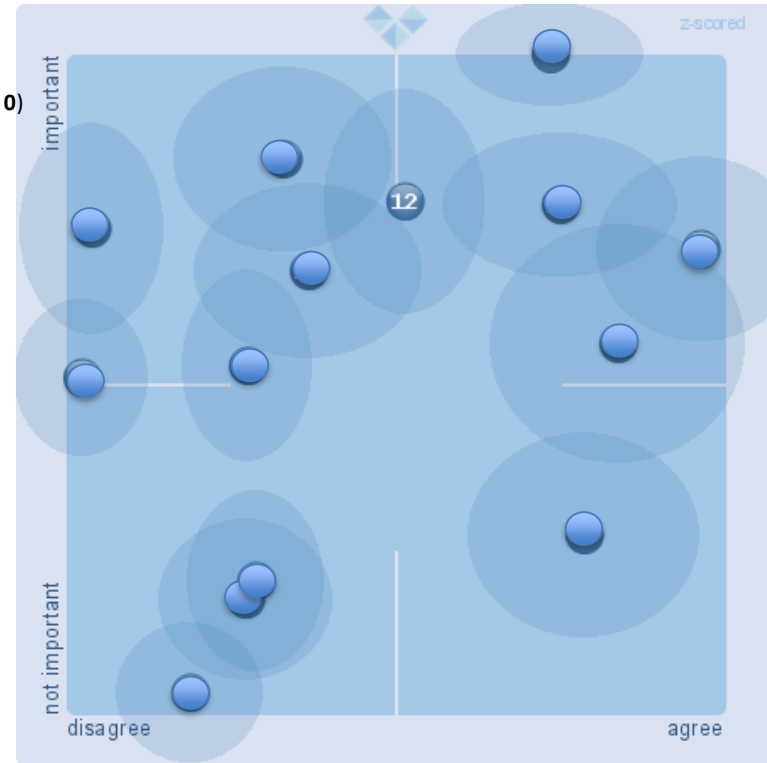
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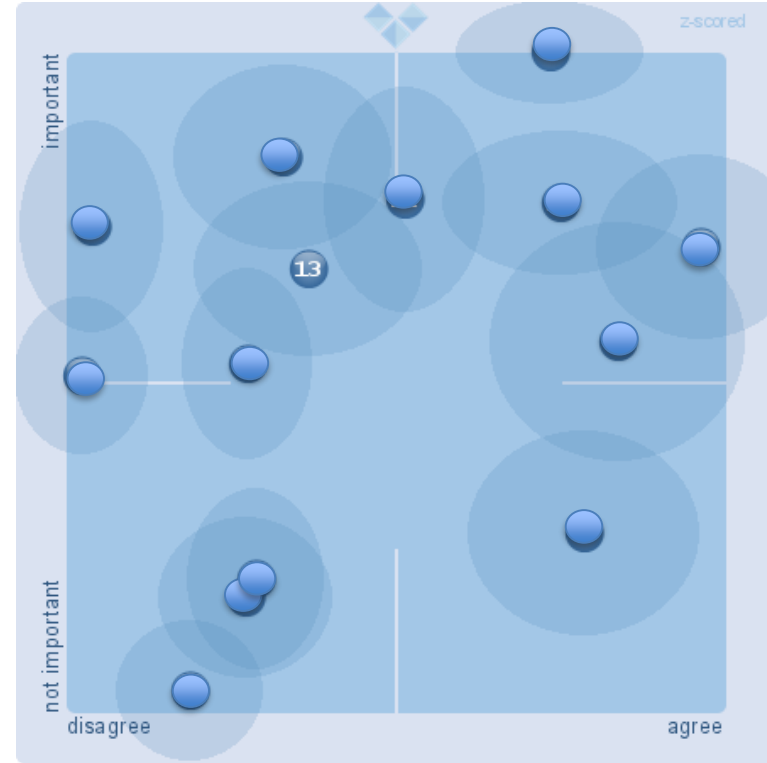
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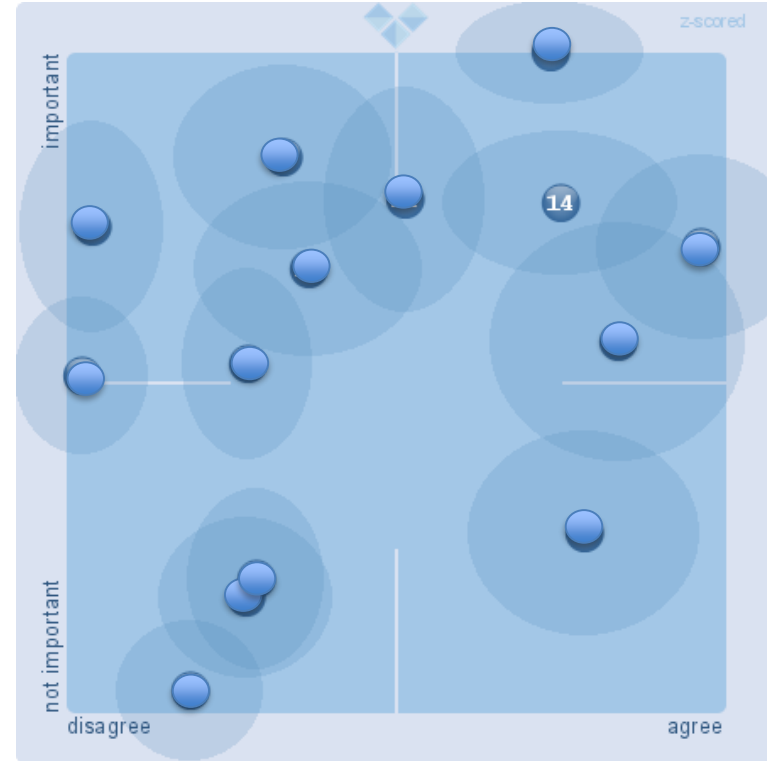
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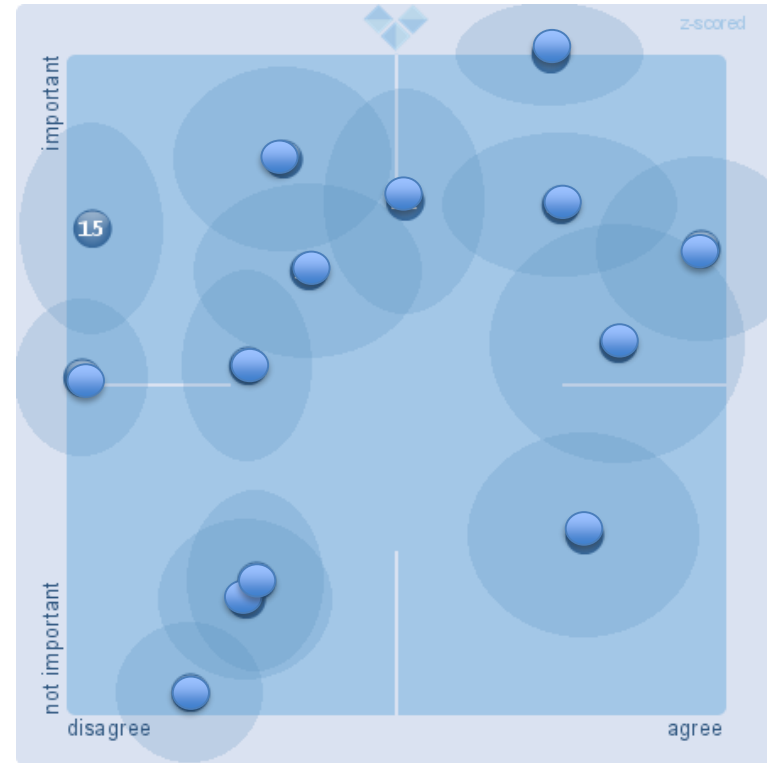
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innovation culture and strategy in the region (relative)

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DEMOLA

Global innovation engine for effective co-creation

Practical approach to build new innovation capabilities and ecosystems

TYPICAL INNOVATION WORK CHALLENGES FOR ORGANISATIONS

**SINGLE EXPERIMENTS
ARE NICE BUT TOO
OFTEN WITHOUT
REAL IMPACT**

Risk of execution over learning

**INNOVATION REQUIRES
DIVERSE TEAMS AND NEW
SET OF CAPABILITIES**

Risk of working in silos

**NEED FOR SCALABLE
PRACTICES FOR
OPEN CO-CREATION**

Risk of losing scalability

HELSINGIN SANOMAT

13.4.2014



“Finland is a country of overeducated underperformers”

- Prof. Bengt Holmström

(Nobel prize winner 2016, MIT, Economics)

DEMOLA IN ACTION

3 MONTHS CO-CREATION PROCESS

.....

Challenge your innovation thinking and validate ideas through demo-building. Demola services complement internal R&D and university-business cooperation to enable better investment decisions.

Drop Image Here

COMPLETE IPR & AGREEMENT FRAMEWORK DESIGNED FOR CORPORATE CO-CREATION

.....

Demola is a mind-set, where testing of ideas is easy and you don't have to know everything. Our trusted IPR & agreement framework supports the open collaboration and co-creation.

PROVEN AND GLOBALLY SYNCHRONIZED PROCESS

.....

Our proven tools & processes provide fast and easy way to get started. Professional facilitation enables effective co-creation between your employees and the project teams.

Drop Image Here

DEMOLA IN ACTION

Global innovation operator with proven method

26

CITIES SERVED
BY DEMOLA
NODES

*Global platform for
concrete innovation
activities*

54

UNIVERSITIES
IN 13 COUNTRIES

*Global reach, wide
expertise and target
ecosystem understanding*

93

PROFESSIONAL
FACILITATORS

*Professional facilitation
enabling effective
co-creation*

900+

INNOVATION
PARTNERS

*Proven globally and
synchronised process*

PERSPECTIVES BEYOND OUR CORE COMPETENCES

Teams are formed from partner staff and university students based on individual interests with multidisciplinary approach.

Demola is internationally part of universities' teaching, research and commercialisation processes providing an unique opportunity to create inspiring combinations of knowledge and to utilise research output.





OPPORTUNITY TO CREATE AND LEVERAGE NEW INTELLECTUAL PROPERTY WITH DEMOLA

GLOBAL NON-EXCLUSIVE LICENSE

FULL IPR ACQUISITION

INVENTIONS

JOINT VENTURE

The model is designed and approved together with project partners meeting the needs of the legal policies of global enterprises.

OUR INNOVATION PARTNERS

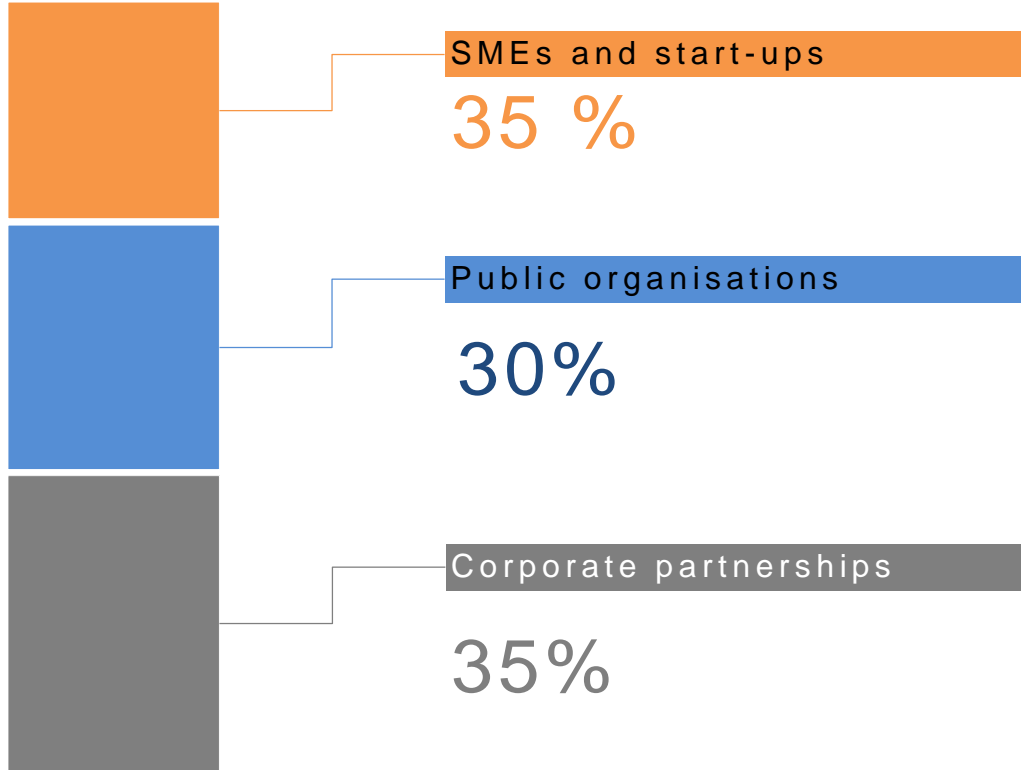
Wide range of partners reinventing innovation capabilities and innovation processes





Roy Amara's law

“We tend to overestimate the effect of a technology in the short run and underestimate the effect in the long run.”



DEMOLA CASE FLOW

KEY OBJECTIVE(S) ?

Valuable co-creation project results



KEY OBJECTIVES

New insights, culture
and creative thinking

Valuable co-creation project results

Capability, facilitation and scalable practices

INNOVATION
RESPONSIBILITY





From
**student innovation
projects**



To
**Co-creation by partner experts
and multidisciplinary student
group enabling creative thinking**

GLOBAL INNOVATION ENGINE FOR NEW WAYS OF DEVELOPMENT

SYSTEMATIC EXPERIMENTATION

Challenge your employees to continuous experimentation through open and agile co-creation

NEW MINDSET & CULTURAL CHANGE

Tool to support organisation culture transformation by providing fresh ideas and interaction

BROADEN INNOVATION SCOPE

International and multidisciplinary network to manage systematic open innovation

INCREASING CHANGE CAPACITY OF TALENTS AND ORGANISATIONS AT THE INTERFACES OF THE UNIVERSITIES



"In my opinion, the Demola way is the future for universities. You can always learn math from the internet, but you can never learn to use it. That you need to learn in real life with real missions."

Viktor Nilsson Student



"Demola has raised the levels of enthusiasm for the implementation of research output at the university."

Multidisciplinary sessions allow for the generation of different ideas compared to operations restricted to specific fields of study or branches of science.

The need for these kinds of operations will increase in the future."

Kaija Holli Rector, University of Tampere

CHANGING LANDSCAPE OF REQUIRED CAPABILITIES

Attribute	Traditional projects	Innovation work
Scope	Pre-defined problems and clear target	(Re)defined and validated scope during the project and again Small discoveries along the way
Team	Efficiency Professional track record	More diversity Attitude and inspiration
Main quality factors	Fulfilling specifications, re-usability of results	Creating value for the customer/user Re-usability of concept
Thinking patterns	Follow rules	Think differently and challenge assumptions

You cannot force a company to be competitive, motivation has to come inside and from the top – Tomas Hedenborg, Chairman, DIMECC

PASSION-DRIVEN TEAM-BUILDING

...students, customer representatives
and even participating reseachers !



RESEARCHERS AS DOMAIN EXPERTS

- ✓ Stay updated on industry needs & vision
- ✓ Cross-domain customer contacts
- ✓ Fuel for research process
- ✓ Opportunity to showcase expertise and build personal expert brand
- ✓ Platform to leverage research output and IPR portfolio

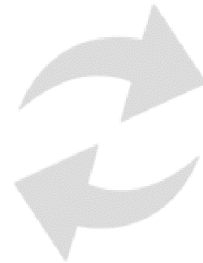




Problem validation and context awareness



We focus on
understanding the local
target ecosystem and
validation of the problem
and the opportunity.



Concept and customer development



Learnings are immediatly
integrated into the
development work and
concept definition.

Changing university paradigm requires new set of tools and platforms to become a forerunner of new innovation action

ALLIANCES IN SCIENCE: INNOVATION INDICATORS

Resources from industry

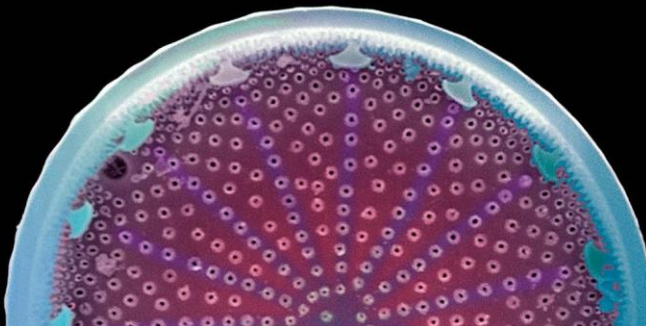
Rank	Institution	Country
1	Ludwig Maximilian University of Munich	Germany
2	Peking University	China
3	Duke University	US
4	Istanbul University	Turkey
5	Tsinghua University	China
6	Lomonosov Moscow State University	Russia
7	Nanyang Technological University	Singapore
8	Sichuan University	China
9	National Autonomous University of Mexico	Mexico
10	Wuhan University	China
11	Johns Hopkins University	US
12	University of Minnesota	US
13	National Cheng Kung University	Taiwan
14	Tianjin University	China
15	Zhejiang University	China

This indicator is the quantity of research income that an institution receives from industry. This shows industry's confidence and expectations in an institution's research and innovation capabilities. All amounts have been converted to take into account the purchasing price parity based on the World Bank PPP Conversion Factor GDP.

Patent citations

Rank	Institution	Country
1	Scripps Research Institute	US
1	VIB	Belgium
1	Institute of Cancer Research	UK
4	The Rockefeller University	US
5	Pasteur Institute	France
6	University of Texas MD Anderson Cancer Center	US
7	QIMR Berghofer Medical Research Institute	Australia
8	Fred Hutchinson Cancer Research Center	US
9	Université Montpellier 1*	France
10	Vita-Salute San Raffaele University	Italy
11	Weizmann Institute of Science	Israel
12	Robert Koch Institute	Germany
13	Agency for Science, Technology and Research (A*STAR)	Singapore
14	Danish Cancer Society	Denmark
15	CHA University	South Korea

This indicator is the proportion of papers published by an institution that have been cited by patents, compared with those that have not.
 * Université Montpellier 1 merged with Université Montpellier 2 in January 2015 to become Montpellier University. These data refer only to Université Montpellier 1.



Industry collaboration

Rank	Institution	Country
1	Southwest Petroleum University	China
2	China University of Petroleum	China
3	Universities Space Research Association	US
4	Wright-Patterson Air Force Base	US
5	Ecole Centrale de Lyon	France
6	Jawaharlal Nehru Technological University Hyderabad	India
7	Eindhoven University of Technology	Netherlands
8	Bundeswehr University Munich	Germany
9	Toyota Technological Institute	Japan
10	Musashi Institute of Technology	Japan
11	Tampere University of Technology	Finland
12	Aalto University	Finland
13	Daqing Petroleum Institute	China
14	Research Organization of Information and Systems (National Institute of Informatics)	Japan
15	Mines ParisTech	France

This indicator is the percentage of papers published by an institution that involve an element of working directly with industry, compared with those that do not. This provides an idea of how much companies are involved in and invest time in the active research area of the institution.

Industry contribution

Rank	Institution	Country
1	Siberian State University of Geosystems and Technologies	Russia
2	Pontifical Catholic University of Rio de Janeiro (PUC - Rio)	Brazil
3	Mines ParisTech	France
4	National Cheng Kung University	Taiwan
5	Ludwig Maximilian University of Munich	Germany
6	Tilburg University	Netherlands
7	University of Genoa	Italy
8	Istanbul University	Turkey
9	National Technical University of Ukraine - Kyiv Polytechnic Institute	Ukraine
10	National Research Nuclear University MePhI	Russia
11	Swedish University of Agricultural Sciences	Sweden
12	Mohammed V University of Rabat	Morocco
13	University of Freiburg	Germany
14	Jiangsu University	China
15	National Taipei University of Technology	Taiwan

This indicator is the proportion of research income that an institution receives from industry sources, as a percentage of their total institutional income.



CHANGING LANDSCAPE OF VALUE-CREATION ENABLERS

Companies and public sector as consumers



Producers and co-creators

World Economic Forum: Businesses (and public sector) must re-think their role as consumers of 'ready-made' human capital to proactively seek out, engage and develop people's potential.

Resources



Ecosystems

From owning resources to matching most relevant ones with identified opportunities in an efficient way

Processes



Interactions

Design and optimisation of value-adding and inspiring interactions (serendipity)



VALUE-DRIVEN APPROACH

Absolutely everything is handled with value-creation mindset. Be it case design, team-building, or process milestones everything is subjected to co-creation process.



FIELD-PROVEN FACILITATION

Our facilitators have handled wide range of real-live innovation projects around the world. Co-creation requires Your active contribution and we are here to ensure that Your effort will pay off.



GLOBAL REACH & MULTIDISCIPLINARY SPECIALISTS

Our 50+ partner universities and wide expertise of student communities provide complementary competences and target ecosystem understanding.





DEMOLA

DAY 2

An aerial, black and white photograph of a crowd of people walking on a checkered floor. The floor is composed of large, light-colored square tiles separated by dark lines. The people are scattered across the frame, some walking in groups, some alone. The perspective is from directly above, looking down at the scene. A dark blue rectangular box is overlaid in the center of the image, containing white text.

OVERVIEW ON YOUR CURRENT
INNOVATION LAB CONCEPTS

DESCRIBE YOUR CURRENT REGIONAL INNOVATION LAB CONCEPT

WHO IS YOUR MAIN CUSTOMER?

WHAT IS THE SERVICE?

**WHICH PROBLEM OF THE CUSTOMER
THE SERVICE SOLVES?**

WHEN THINKING ABOUT THE PROBLEM...

Is the problem.... *Frequent?*
Painful?
Expensive?
Specific?
Unsolved?

Who cares about it?

Who has this problem?
What characteristics define them
Why does this problem happen to them?
How are they solving it now?

How many people/business have this problem?

Do the customers actually care enough to change?



An aerial, black and white photograph of a crowd of people walking on a large, checkered floor. The floor consists of large, light-colored square tiles separated by dark lines. The people are scattered across the frame, some walking in groups, some alone. A semi-transparent blue rectangular box is centered horizontally across the middle of the image, containing the text "INNOVATION MODEL EXAMPLES" in white, uppercase, sans-serif font. The lighting creates soft shadows of the people on the floor.

INNOVATION MODEL EXAMPLES

FAB LAB

MCC - Business & Technology







3

CargoHack®

A Hiab Hackathon

Time for elevation.







PENINSULA BUSINESS SERVICES LTD

TO ENSURE THAT LEGAL REQUIREMENTS IN
ACCORDANCE WITH
EMPLOYMENT LEGISLATION
ARE COMPLIED WITH
EKOLOGI

HAVE RETAINED THE CONSULTING SERVICES OF
PENINSULA BUSINESS SERVICES LTD
TO DEVELOP AND PROMOTE
PROCEDURES WITH A VIEW TO
BUSINESS SUSTAINABILITY AND
EMPLOYMENT

HUB



Ecosystem for Autonomous Ships

Finland aims to operate world's first autonomous ship system in 2025



Image © Rolls-Royce

rohkeammin | nopeammin | yhdessä

WAAU HDITT AMO



ILMARINEN

ILMARINEN'S WAUHDITTAMO – INNOVATION ACCELERATOR: BOLDER, FASTER, TOGETHER!

Wauhdittamo is an unprecedented idea accelerator that changes Ilmarinen's way of operating, develops services in co-creation with customers and energises Finnish working life.

Ilmarinen is Finland's oldest yet most modern pension company. Around a third of Finnish companies and over 500,000 people are our customers. Ilmarinen's net sales are around EUR 7 billion and investment assets amount to more than EUR 37 billion.

Finns think: "I'd rather listen to nails on a chalkboard than talk about employment pension insurance." That is something we are changing. Our contribution to this competition is an idea accelerator called Wauhdittamo, which aims, through open innovation and co-creation with our customers, to make earnings-related pension insurance easy.

Wauhdittamo has prompted us to make significant cultural, structural and responsibility-related changes at Ilmarinen. Ilmarinen has introduced, in all of its development activities, the agile Safe model, which means that responsibility for making decisions lies with the business and not just, for instance, the IT team. Power and responsibility merge better than ever at Ilmarinen, because decision-making is based on a so-called Rapid model. Wauhdittamo has also played a major role in introducing modern leadership models that break through silo and hierarchical boundaries.

An aerial, black and white photograph of a crowd of people walking on a large, checkered floor. The floor consists of large, light-colored square tiles separated by dark lines. The people are scattered across the frame, some walking in groups and others alone. A semi-transparent blue rectangular box is centered horizontally across the middle of the image, containing the text "VISION AND STAKEHOLDERS" in white, uppercase, sans-serif font. The lighting creates soft shadows of the people on the floor.

VISION AND STAKEHOLDERS

STAKEHOLDERS

Prioritize 3 different stakeholder groups, by how they will be effected by the product/service.

Primary Stakeholders: possible end-users, who directly uses the product/service.

Demographics	Gains	Painpoints	Value proposition

Secondary Stakeholders: Might use the service/product indirectly, because they get some output from it, or provide some input to it

Demographics	Gains	Painpoints	Value proposition

Tertiary Stakeholders: They may not use the product/service at all, but are effected by it either in positive or negative ways.

Demographics	Gains	Painpoints	Value proposition



SPONSOR

CUSTOMER

ADVISOR

CO-CREATOR

TEAM MEMBER

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DEFINING A CO-CREATION CHALLENGE

Good questions to ask in case design situations

- What could be the new strategic areas at your organisation?
- What are the BIG problems your organization will solve in 5 years?
- What would you like to learn more about?
- What is interesting for YOU or your team?
- Challenges/problems or ideas/concepts you want to test out?
- What competences did you list previously



**Let's think about future visions and complex
(not scientifically complicated) challenges**

**WHAT WOULD BE YOUR DREAM
CO-CREATION PROJECT TOPIC ?**

Good questions to ask in case design situations

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DEMOLA

Train the trainers Workshop
DAY 3

YOUR INNOVATION LABS & TARGET OUTCOMES

Duration of the projects? Why?

Expected deliverables - elements of the results? Why?

Target maturity level of the outcomes? Why?

Concept documentation, demo, prototype, MVP, market-ready solution etc.

Which options shall we propose to further utilise the results? Why?



PURE LEARNING  **PURE RESULTS**



Expected behaviour of the companies and public sector innovation partners ?



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An aerial, black and white photograph of a busy city street. The street is paved with large, light-colored square tiles arranged in a checkerboard pattern, separated by darker lines. Numerous people are walking across the street in various directions. The perspective is from directly above, showing the tops of heads and shoulders. The overall scene is a busy, public space.

SALES MESSAGE FOR
THE MAIN CUSTOMER



INNOVATION



CUSTOMER VALUE
Market advantage

INVENTION



TECHNOLOGY VALUE
Product advantage

IMPROVEMENT



INCREMENTAL VALUE
Temporal advantage

IMITATION



BASIC VALUE
Cost and execution advantage



How to create a value proposition?



Let's start from the basics with NABC



Test, pitch and constantly,
improve by iterating



NABC

A method to **describe** and **communicate**
your evolving value proposition

- Starting points and results of development from ideas to innovations, iterative process.
- Why? To receive FEEDBACK!
- Communicated in pitches



Need

What is the pain point / opportunity of the customer?

Approach

What is your specific approach to solve this need?

Benefits

What are the benefits for the customer versus to the costs

Competition

Who are your competitors, by name



NABC not n**A**bc

Transformation from

n**ABC** (solution oriented)

→ **NabC** (customer oriented)

→ **NABC** (balanced)

PITCH

What is the audience?

Structure

- 1. Hook:**
Typically a single statement or question
- 2. NABC**
Condensed version of your value proposition
- 3. Closing**
Call for action!

→ **This structure can be used for 1 min pitch or 60 min presentation!**

INSTRUCTIONS

1. **Create a balanced value proposition for DA-space innovation lab by using NABC template.**
2. **You have 3 minutes to pitch your project in English to others**
3. **Structured feedback**



INSTRUCTIONS

1. Create a detailed value proposition for DA-space innovation lab to get valuable feedback
2. You have 1 minutes to pitch your project in English to others
3. Structured feedback



An aerial, black and white photograph of a busy city square. The ground is paved with a large-scale checkered tile pattern. Numerous people are walking across the square, their shadows cast long and dark. A prominent blue rectangular box is centered horizontally across the middle of the image, containing the text "INNOVATION LAB CORE ACTIVITIES" in white, uppercase, sans-serif font.

INNOVATION LAB CORE ACTIVITIES

BUILDING THE ARGUMENTATION FOR THE PLATFORM - 2

WHAT CONREATE ACTIONS OR ATTRIBUTES ENABLE CHANGE AND VALUE

Describe your attivutes, activities or defined services here.

ACTION/ATTRIBUTE
What is concrete action or service on the platform?
What positive change it enables?

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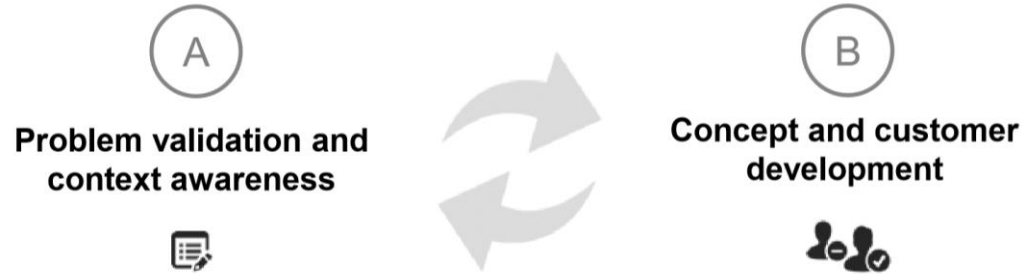
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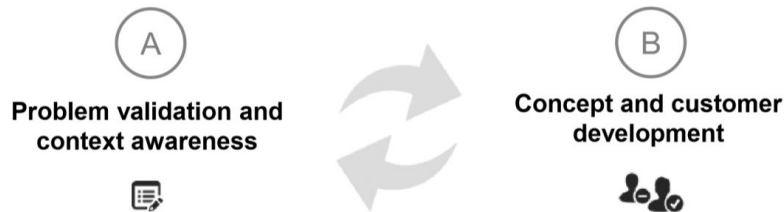
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“PLATFORMS BRING PARTICIPANTS IN, CREATE THE CONDITIONS FOR VALUE-CREATION AND MATCH PARTICIPANTS TO EACH OTHER”



“PLATFORMS BRING PARTICIPANTS IN, CREATE THE CONDITIONS FOR VALUE-CREATION AND MATCH PARTICIPANTS TO EACH OTHER”



Repeatable and scalable innovation process is enabled by professionally facilitated

- Customer development, marketing, case design, IPR & contract management, after sales
- team building, events, dev environment, co-working spaces, problem-solving, team sparring,
- Events, marketing, communications, partner matchmaking
- innovation process management, program facilitation, daily facilitation,
- facilitator competence development, continuous development of methods and tools, development equipment
- performance analysis and evaluation
- digital services and platform
- degree program integration, researcher involvement
- Interfaces to other innovation related programmes, international cooperation
- administration

OPEN INNOVATION LAB – launch phase action plan

First batch of projects will start in October 2017.

WHAT DO WE NEED TO HAVE IN ORDER TO START THE PROJECTS?

Think only the necessary ones...

An aerial, top-down photograph of a crowd of people walking on a large, checkered floor. The floor consists of large, light-colored square tiles separated by dark grey lines. The people are seen from above, some walking in groups, some alone. A semi-transparent blue rectangular box is centered horizontally across the middle of the image, containing the word "FACILITATION" in white, uppercase, sans-serif font. The lighting is bright, casting soft shadows of the people onto the floor.

FACILITATION

Facilitator's role in Demola

Demola facilitator's work is very diverse. We require the ability to work independently as well as part of a facilitation team with companies, students, universities and local stakeholders. As an international network, Demola also offers possibilities to travel and work abroad.

- Design innovation cases with project partners
- Handle the contracts with talent teams
- Demola marketing for students, universities, companies and local stakeholders
- Recruit talents and form multidisciplinary teams
- Be the Demola process owner. Run a structured program and workshops for talents and project partners
- Customer development with all frontiers, take care of relationships with universities, companies, talents and regional decision makers

Qualifications

Excellent individual and group communication skills
Excellent interpersonal skills (and a sense of humor helps!)

Knowledge of the local ecosystem & culture

Working language is English

Cultural diversity understanding

Excellent presentation skills

Interest in group dynamics

An understanding of collaborative working

Ability to work with another facilitator as a team.

University degree

Desired Personal Qualities:

- Patience
- Comfortable working under pressure
- Enthusiastic and objective-oriented
- Credibility among our business partners
- Outgoing, positive and warm

ROLE OF THE FACILITATION?



PROGRAM FACILITATION

&

DAILY FACILITATION

An aerial, black and white photograph of a busy city square. The ground is paved with a large-scale checkered tile pattern. Numerous people are seen walking across the square, some in small groups and others alone. Their shadows are cast on the tiles. A prominent blue rectangular box is centered horizontally across the middle of the image, containing white text. The overall scene conveys a sense of movement and public space.

CO-WORKING SPACE AS ENABLER



DEMOLA
NETWORK



DEMOLA



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