

Upskilling Lab 4.0

Project No. 2019-1-BG01-KA204-062308

**IO3/A2 UPSKILLING TOOLKIT FOR MID-SIZED AND
LARGE COMPANIES**



Upskilling
Lab 4.0



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INTRODUCTION

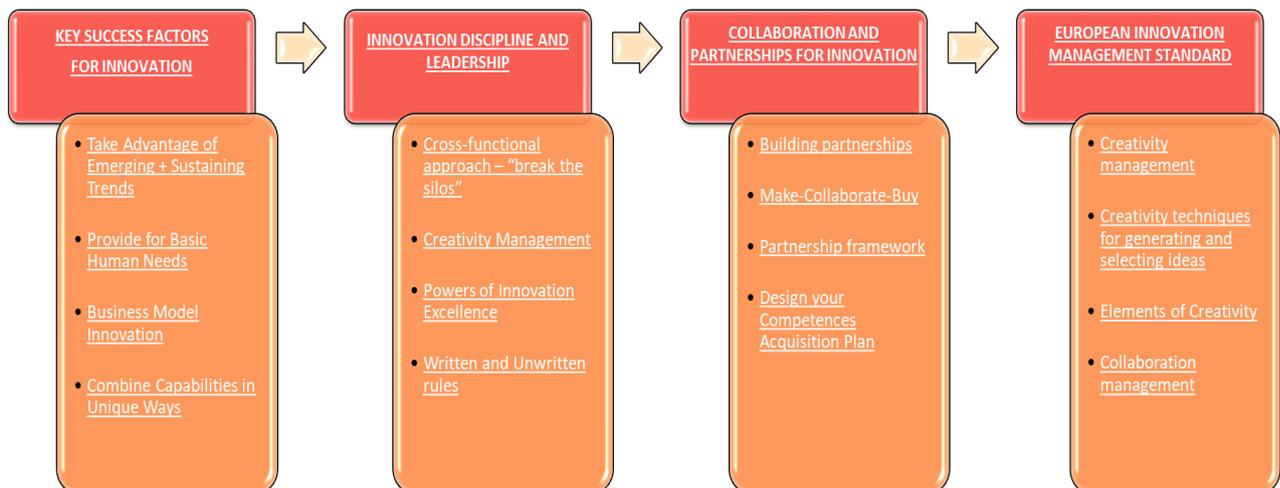
The main purpose of this summary is to give an overview and guidelines on the use and implementation the Upskilling toolkit for mid-sized and large companies which will serve as a preparation for the use of the developed materials, templates, frameworks and other content in the intellectual output.

The main target group is the established companies, enterprises in growth as opposed to startups and scaleups which are targeted by the Upskilling toolkit for startups and scaleups. Both toolkits form one major deliverable which provides practical content for direct use and application by both target groups for their innovation and growth within the scope of Industry 4.0 as the main context of the project and all its results. It is a common practice already for established enterprises to partner with younger peers and/or startups and scaleup taking advantage of their agile and lean nature and behavior on the market as well as an ability to quickly to respond to the accelerating pace of change in a timely manner, and ability of restructuring the entire organisation from the ground up.

Both toolkits are developed with interactive elements and divided into sections and topics with one main framework supported by exercises, templates, guidance and practical elements so that employees and managers of the companies use them within their organisations and/or in partnership with diverse teams. The toolkits encourage collaboration and teamwork providing also guidance on how to form successful teams and how to apply the tools.

FRAMEWORK AND MAIN SECTIONS OF THE TOOLKIT

The toolkit for corporates is developed around four main sections covering the main topics which represent also the challenges that these organisations experience and areas where startups and scaleups could provide support and result in successful collaboration.



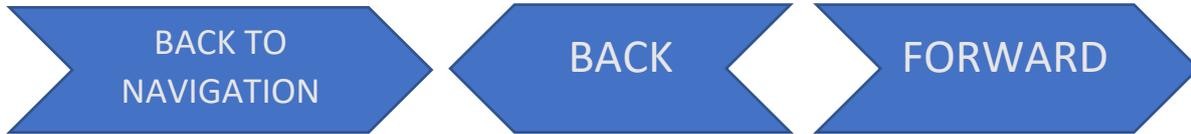
As shown in the figure above the four main sections are:

- ✓ KEY SUCCESS FACTORS FOR INNOVATION
- ✓ INNOVATION DISCIPLINE AND LEADERSHIP
- ✓ COLLABORATION AND PARTNERSHIPS FOR INNOVATION
- ✓ EUROPEAN INNOVATION MANAGEMENT STANDARD

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Each section is broken down to its main topics and units structured in a logical sequence with the main purpose for the user to click on each section and unit guided by the main “navigation panel” and navigation arrows throughout the whole toolkit.



Each unit of the section consists of details, guidance, templates and information to be directly applied whenever and wherever needed.

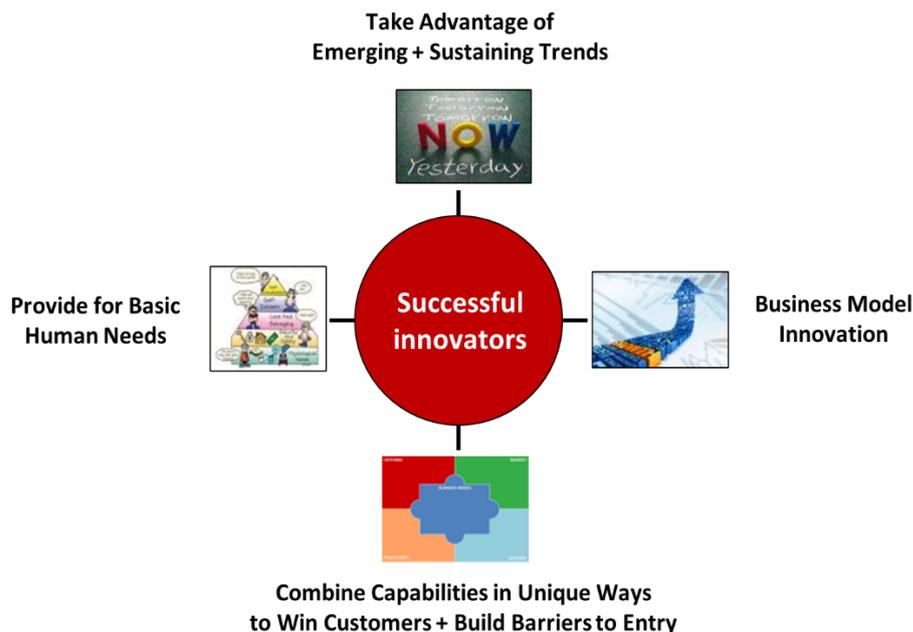
SECTION I. Key success factors for innovation

This first section provides information and interactive elements giving answer to the question “WHY TO INNOVATE?”.

The following topics are described:

- ✓ Take advantage of emerging and sustaining trends
- ✓ Business model innovation
- ✓ Combine capabilities in unique ways
- ✓ Provide for basic human needs

All of the above units provide practical guidance on “How to implement” the suggested key success factors.



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The main purpose of this first section is to give answer to the main question of “WHY TO INNOVATE?” and then “HOW TO START AND BE SUCCESSFUL?”. It serves as an “eye opener” and “red light” for corporates to initiate change and start thinking about “What is next?”

SECTION II. Innovation discipline and leadership

This section provides frameworks, concepts and tools to better understand and analyze corporates' innovation leadership. It is important to create the culture for innovation within large organisations in order to sustain the success of innovation and innovative businesses.

The main topics in this section are:

- ✓ **Organisational structure for innovation**
- ✓ **How to sustain innovation**
- ✓ **Innovation leadership**

Leadership for innovation is defined by the following main principles to be followed:

- **Cross-functional approach – “break the silos”**
- **Creativity is managed and encouraged at all levels, starting from the teams**
- **There are six interrelated “Powers of Innovation Excellence” that organizations should focus on to drive High Performance Innovation**
- **To sustain innovation leaders should follow the written and more importantly unwritten rules**

The main purpose of this second section is to give answer to the main question of “HOW TO CREATE AND SUSTAIN INNOVATION CULTURE?” and then “WHAT TO DO?”. It aims to establish the main conditions for companies to be innovation leaders and capture premium of innovation in mid- and long-term avoiding the “trap” of sporadic, individual innovation projects.

SECTION III. Collaboration and partnerships for innovation

This section is dedicated to collaboration and building networks. It provides templates, concepts and tools for analysis, selection and approach to building successful partnerships and networks to drive innovation and secure the necessary resources/competences/assets.

The main topics are:

- ✓ **Internal collaboration**

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- ✓ External networks
- ✓ Make-collaborate-buy decision

This section deals with two main types of collaboration: Internal and External. It provides two main frameworks with the supplementary elements, tools and templates for their use and application.

INTERNAL COLLABORATION FRAMEWORK:



EXTERNAL COLLABORATION FRAMEWORK

<p>Identify the Required Competencies Across the Value Chain</p>	<p>Basic Research</p>	<p>Applied Technology</p>	<p>Manufacturing</p>	<p>Marketing</p>
	<ul style="list-style-type: none"> Design Risk Analysis Computation Materials Science Testing Surface Chemistry New product development 	<ul style="list-style-type: none"> Prototyping Testing Packaging Injection Molding Sealing Computer 	<ul style="list-style-type: none"> JIT Planning 6 Sigma Equipment integration Testing Packaging 	<ul style="list-style-type: none"> Customer needs Market Requirements STP Translating to Technical Requirements

<p>Map Competencies According to Competitive Impact and Position</p>	Emerging	1	Collaborate			<p>Make Team internally and form multi-functional teams</p> <p>Collaborate Team externally through partners and networks</p> <p>Buy Source and procure</p>	
	Pacing		7		5		
	Key	9		2	4		8
	Base		3	Buy	6		6
		Weak	Favorable	Leader			
		Competitive Position					

Building partnerships is successful by following the below main principles:

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- ✓ Networks are built with key team members who “bring” a wide network of contacts and partnerships. Individual networks to draw knowledge, experience, and insights from.
- ✓ Networking approach is sought at individual and organizational level.
- ✓ All managers and key decision makers in the company should be committed to building partnerships.
- ✓ Powerful networks inside and outside the company.
- ✓ Team member profile: passionate, fast track individuals, cross-functional experience, diverse background and education.

The main purpose of this third section is to give answer to the main question of “HOW TO DEVELOP INNOVATIONS WITH PARTNERS?” and then “HOW TO SECURE THE NECESSARY RESOURCES?”. It aims to guide the companies in assessing their needs for new technologies, resources, competencies, etc. and where to find them.

SECTION IV. European innovation management standard

This section gives an overview and main content of the EUROPEAN INNOVATION MANAGEMENT STANDARD - (CEN/TS 16555 STANDARD).

This fourth section gives answer to the main question of “HOW TO STANDARDIZE THE INNOVATION MANAGEMENT PROCESS?” following the best practices of Europe and the main guidance that is provided by the CEN/TS 16555.

CONCLUSION

The *Upskilling Toolkit for Corporates: mid-sized and large enterprises and the Upskilling Toolkit for startups/scaleups* serve as a **one-stop-source** for support of these target groups in terms of increase of level of innovation, growth and development within the context of Industry 4.0 where:

**THE MAIN FOCUS IS:
TEAMWORK AND COLLABORATION FOR INNOVATION IN INDUSTRY 4.0.**
