



I3E
South East Europe TCP

WP5
Action 5.2

CAPACITY BUILDING REPORT

***INNOVAZIONE INCREMENTALE E
STRATEGIE DI CRESCITA AZIENDALE
Matera, Italy - May 26th, 2012***

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Document version : Final
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Contact : **Daniele Becucci**
Project co-ordination : ISI – Industrial Systems Institute
Deliverable Responsible : IEA – Italian Executives Alliance

Rev.	Content	Resp. Partner	Date
0.1	Creation of document	IEA	12.03.2012
0.2			
0.3			

Everybody please state revision index and short description of what has been done + partners involved and date.

Final approval	Name	Partner
Reviewer	Daniele Becucci	IEA

1. Introduction

Short description of the Capacity Building Meeting

The title of the meeting (Incremental Innovation and Business Growth Strategies) shows immediately its main target, namely to identify and analyze the basic guidelines to follow to allow companies to make an effective growth path that is based on innovation, the latter seen in its most modern aspects, which rely on the concepts of incremental innovation and open innovation.

Starting with a brief analysis of the contemporary context, it was tried to explain the real factors of differentiation. Then the themes of incremental innovation, open innovation and TRIZ methodology were discussed. Some success stories of other companies were also presented, to close up with the funding mechanisms for innovation.

It was taken the opportunity to show the participants the I3E project and its two main outputs, namely the Strategic Research Agenda and the Methodology Guide on Innovation.

2. Capacity Building Meeting Info

2.1 Date and Place

Title, date, place and duration of the meeting

The title of the meeting was *“Innovazione Incrementale e Strategie di Crescita Aziendale” (Incremental Innovation and Business Growth Strategies)*.

It was held on May, 26th 2012 at the Hotel del Campo, in Matera (Italy) from 9:00 a.m. to 1:00 p.m.

2.2 Participants

Number and composition of the participants (universities, R&D centers, companies etc.)

The overall number of participants to the meeting was 33.

Specifically, their composition was:

- Representatives of local SMEs: 26 individuals representing 22 companies.
- Representatives of R&D centers or Universities: 0
- Other (policy makers, public bodies, associations, professionals etc.): 7 individuals.

The SMEs involved (22) were:

Info Service soc. coop, Brecav srl, Bi3 srl, Brimia srl, Ediltermica srl, Lady Cucine, Aesse progetti snc, SDA srl, Sartoria S. Giuseppe snc, Elettrauto Buono, Rondinone Giuseppe & C snc, Lion Service, Ditta Stella, Ditta Buono, Tecnovetro, Ineltec srl, Restauro Mancini, Cobar spa, Gruppo GE.DI., Costruzioni Pallotta, Indi Service srl, Isoltecnica, Falegnameria Chironna.

See attendance list attached.

2.3 Capacity Building Meeting Agenda

List the main topics put on the agenda, describing objective of the session, issues, activities and challenges

As said above the main objective of the session was that of giving to participants the knowledge of the main directions to follow to let enterprises approach an effective path of growth, which has its basis on the new concepts that the term innovation has assumed, namely incremental innovation and open innovation. Concrete examples have also been provided to participants. Other topics addressed were financial aspects of innovation and the TRIZ methodology. Finally, the meeting was a good occasion to show the I3E project and its outputs.

The session comprised open discussions with participants and the compilation of a final questionnaire to assess the meeting itself. The creation of a common awareness on the importance of discussed topics, was an achieved target. Hereafter the Agenda of the meeting.

INCREMENTAL INNOVATION AND BUSINESS GROWTH STRATEGIES

26 maggio 2012 presso l' Hotel del Campo, via Lucrezio - Matera

9:00 – 9:15

The today's competitive environment and the factors of differentiation

9:15– 9:30

Innovation as a competitive advantage: lower costs by increasing profits;

9:30 – 10:00

From radical innovation to incremental innovation;

10:00 – 10:30

The concept of Open Innovation and its strategies;

10:30 – 11:00

Systematic Innovation: an instrument for Open Innovation;

11:00 – 11:30

“Manufacturing” innovation: the TRIZ methodology;

11:30 – 12:00

Success stories of other companies;

12:00 – 12:30

The I3E project: a practical way to foster innovation;

The STRATEGIC RESEARCH AGENDA (SRA) - How to align research efforts of various stakeholders towards common goals.

The METHODOLOGY GUIDELINE ON INNOVATION (MGI) - The guidelines for transforming research into innovation.

(Participants will be provided with a copy of both the documents)

12:30 – 13:00

Innovation Funding

13:00

Aperitif

3. Capacity Building Meeting Course

Short description of the meeting course and session progresses

After welcoming the participants, Mr. Domenico Ricchiuti from Italian Executives Alliance (organizer of the event) started the meeting with a brief analysis of the competitive environment that the today's companies have to face, with an emphasis on what the real factors of differentiation are.

In this context, he explained how innovation can represent the most powerful competitive advantage for companies, allowing them to lower costs and increase profits.

The new tendencies of innovation have also been presented, namely:

- The gradual abandoning of radical innovation in favor of incremental innovation;
- The concept of Open Innovation and its main strategies;
- The Systematic Innovation;

Afterwards, Ricchiuti presented the *TRIZ* methodology, in English also called *TIPS* as an acronym of "Theory of Inventive Problem Solving". This is a useful and interesting theory, defined as "a problem-solving, analysis and forecasting tool derived from the study of patterns of invention in the global patent literature".

The intervention of Domenico Ricchiuti ended at 12:00 with the presentation of some success stories of local innovative companies.

At 12:00 Daniele Becucci (IEA) presented the I3E project and its two main deliverables, namely the Strategic Research Agenda and the Methodology Guide on Innovation and addressed the topics related to innovation financing.

The session ended with the opportunity for participants to ask any questions about the topics covered, and with the completion of the evaluation questionnaires.

4. Post-Session Activities

Describe the activities carried out at the end of the session (issues of the "parking lot", evaluation forms, questionnaires, etc.)

At the end of the session the participants were free to ask any question to the speakers and most of them (26 persons) filled in the post-session questionnaire provided. The format of the questionnaire used and the results of the survey are attached in this document.

33 copies of the MGI and 33 of the SRA were distributed to participants.

5. Documentation

List the reference documentation and the papers used during the session

1. CAPACITY BUILDING METHODOLOGY, I3E project's internal document.
2. CAPACITY BUILDING POST SESSION QUESTIONNAIRE, I3E project's internal document.
3. STRATEGIC RESEARCH AGENDA, main output of I3E project.
4. METHODOLOGY GUIDE ON INNOVATION, main output of I3E project.
5. PRESENTATIONS AND SLIDES OF THE SPEAKERS.
6. ATTENDANCE LIST.
7. SYSTEMATIC INNOVATION, AN INTRODUCTION TO TRIZ, J. Terninko, A. Zusman, B. Zlotin

APPENDIX

Include into this section the scans and the copies of used documents



INNOVAZIONE INCREMENTALE E STRATEGIE DI CRESCITA AZIENDALE

26 maggio 2012 presso l'Hotel del Campo, via Lucrezio - Matera

















N°	COGNOME	NOME	AZIENDA	RESIDENZA	FIRMA ENTRATA	FIRMA USCITA
1	Luongo	Raffaello	Lupo S.p.A. snc. coop. del. sruolo GENESI	Matera		
2	FABRIZIO	Tommaso	Libera TESSONARI S.p.A	FERRANDINA		
3	GIANNACE	MARIA		FERRANDINA		
4	BRAIA	ANTONIO	BRSOVA S.p.A.	ROSEGGY		
5	BRAIS	ADRIANUS	BIS SRL	ROSEGGY		
6	BRAIS	PAOLO	BENTIA S.p.A.	ROSEGGY		
7	DI REALE	MICHELE	ENYCHEN S.p.A.	MATERA		
8	DOVICCI	FRANCESCO	LDORICINA	MATERA		

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INNOVAZIONE INCREMENTALE E STRATEGIE DI CRESCITA AZIENDALE

26 maggio 2012 presso l'Hotel del Campo, via Lucrezio - Matera

N°	COGNOME	NOME	AZIENDA	RESIDENZA	FIRMA ENTRATA	FIRMA USCITA
9	SCALDINO	MAURO	AVESSE PROGETTI SRL	TRISTANA		
10	VITALE ISABELLA	LACQUADRA	L'ESPERO PROGETTORIA SDA srl	TRISTANA		
11	LACQUADRA	CARMINE	SDA srl	TRISTANA		
12	GIANNINACE	ANTONINETTA	SAPRODIA S. GIUSEPPE SNC	TRISTANA		
13	ROSTOMONE	ROBERTO	CANT. ASS. ART. PROD. DE. MONTA	MATERA		
14	TRAFICANTE	DONATELLA	GRUPPO INDUSTRIALE	MATERA		
15	LANINI	LANINI	GRUPPO INDUSTRIALE	MATERA		
16	ROSSI	ANGELO	ESPERO D'AVVOCATI S. GIUSEPPE S.	MATERA		



INNOVAZIONE INCREMENTALE E STRATEGIE DI CRESCITA AZIENDALE

20 maggio 2012 presso l'Hotel del Campo, via Lucrezio - Matera

N°	COGNOME	NOME	AZIENDA	RESIDENZA	FIRMA ENTRATA	FIRMA USCITA
17	SPADA	DANIELE	Leontium Capital K.C. Snc.	MARONE		
18	MONTE MORO	LEONARDO	EMA RASULIPIPIA	MATERA		
19	SIGUANI	ROSE UN	ENIGEMCS	MATERA		
20	TRICICCI	BRUNO	ADYCARITAL	MATERA		
21	TRICICCI	ROBERTO	L'ORA STUDIO	MATERA		
22	MANCINI	EMANUELE	RESTAURIO	MATERA		
23	STELLA	GILSAMBA	BITTA STWA	MATERA		
24	BLONNO	MATTEO	MITA BLONNO	MATERA		



INNOVAZIONE INCREMENTALE E STRATEGIE DI CRESCITA AZIENDALE
26 maggio 2012 presso l' Hotel del Campo, via Lucrezio - Matera

N°	COGNOME	NOME	AZIENDA	RESIDENZA	FIRMA ENTRATA	FIRMA USCITA
25	DUBBA	GINO	TECNOSTEL	ROGINO		
26	DONNOMINI	VINCENZO	INSTITESSE	SAZZANO		
27	MILANO	ALBERTA	GRUPPO DI AZIENDE	ALTISSIMO		
28	TOTA	LAURA H.	RETELECOM ITALIA	ROMA		
29	INGARO	VITO	INDI SERVICES	ALTISSIMO		
30	SHARDONE	DANNO	COSSARTE SPA	ALTISSIMO		
31	MAGRIS	FEDERICA	USCIBERSON VIRINGROUP BERGAMO	ALTISSIMO		
32	CHIRIACOVA	FILICHELE	FILICHELE CHIRIACOVA SIRIGLIANO	ALTISSIMO		

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II – Format of Questionnaire

The format used is that agreed with the external evaluator. Hereafter the Italian version.



QUESTIONARIO DI VALUTAZIONE

Document type : Deliverable
Document version : 3d
Document Preparation Date : 7/11/2011
Classification : Internal

Si prega di considerare il programma di apprendimento a cui si è preso parte e di completare le seguenti domande. Si raccomanda di essere completamente onesti nelle valutazioni e di rispondere nel modo più completo possibile, proseguendo su un foglio separato, se necessario.

I. Formazione	1. In che misura sente di aver imparato qualcosa dal programma? (inserire una "X")							
	<table border="1" style="margin: auto; border-collapse: collapse;"> <tr> <td style="width: 100px;"></td> <td style="text-align: center;">5 4 3 2 1</td> <td style="width: 100px;"></td> </tr> <tr> <td style="text-align: center;">Molto</td> <td style="text-align: center;">□ □ □ □ □</td> <td style="text-align: center;">Niente</td> </tr> </table>		5 4 3 2 1		Molto	□ □ □ □ □	Niente	
		5 4 3 2 1						
	Molto	□ □ □ □ □	Niente					
	2. Se ha votato 2 o 1, per favore spieghi i motivi di tale valutazione (inserisca una "X" su una o più risposte)							
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">a. Perché gli argomenti della formazione mi erano già noti</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">b. Perché gli argomenti erano già noti alla maggior parte dei partecipanti</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">c. A causa della scarsa durata della formazione</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">d. Per altri motivi (in tal caso scrivere una breve descrizione)</td> <td style="text-align: right; padding: 5px;"><input type="checkbox"/></td> </tr> </table> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>	a. Perché gli argomenti della formazione mi erano già noti	<input type="checkbox"/>	b. Perché gli argomenti erano già noti alla maggior parte dei partecipanti	<input type="checkbox"/>	c. A causa della scarsa durata della formazione	<input type="checkbox"/>	d. Per altri motivi (in tal caso scrivere una breve descrizione)	<input type="checkbox"/>
a. Perché gli argomenti della formazione mi erano già noti	<input type="checkbox"/>							
b. Perché gli argomenti erano già noti alla maggior parte dei partecipanti	<input type="checkbox"/>							
c. A causa della scarsa durata della formazione	<input type="checkbox"/>							
d. Per altri motivi (in tal caso scrivere una breve descrizione)	<input type="checkbox"/>							
3. Come giudica l'equilibrio tra le sessioni, le attività, le discussioni ed filmati?								
<table border="1" style="margin: auto; border-collapse: collapse;"> <tr> <td style="width: 100px;"></td> <td style="text-align: center;">5 4 3 2 1</td> <td style="width: 100px;"></td> </tr> <tr> <td style="text-align: center;">Buono</td> <td style="text-align: center;">□ □ □ □ □</td> <td style="text-align: center;">Scarso</td> </tr> </table>		5 4 3 2 1		Buono	□ □ □ □ □	Scarso		
	5 4 3 2 1							
Buono	□ □ □ □ □	Scarso						
4. Cosa pensa della durata del programma?								
<p>Troppo corta <input type="checkbox"/> Giusta <input type="checkbox"/> Troppo lunga <input type="checkbox"/></p>								

5. In che misura il programma è risultato logicamente sequenziato?

	5 4 3 2 1	
Ben sequenziato	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Scarsamente sequenziato

6. Cosa pensa dell'andamento del programma?

Troppo corto Giusto Troppo lungo

7. Quanto efficaci sono state le attività pratiche?

	5 4 3 2 1	
Molto efficaci	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Inefficaci

8. Come reputa il tempo assegnato a:

(a) le attività?

	5 4 3 2 1	
Sufficiente	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Insufficiente

(b) la discussione di follow-up?

	5 4 3 2 1	
Sufficiente	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Insufficiente

9. Che livello di conoscenza/esperienza ha riguardo le tecniche di formazione?

	5 4 3 2 1	
Alto	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Nulla

10. Qual'è la sua opinione sul materiale e sulle dispense consegnate?

	5 4 3 2 1	
Qualità eccellente	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Qualità scarsa

11. Qual'è la sua opinione sui supporti visivi utilizzati (lucidi, diapositive, presentazioni Powerpoint)?:

	5 4 3 2 1	
Qualità eccellente	□ □ □ □ □	Qualità scarsa

12. Per ogni elemento posizioni una "X" sul punteggio che meglio rappresenta cosa pensa del programma.

	5 4 3 2 1	
Stimolante	□ □ □ □ □	Noioso
Utile per il mio lavoro	□ □ □ □ □	Inutile
Rilevante per il mio lavoro	□ □ □ □ □	Irrilevante
Buone discussioni	□ □ □ □ □	Discussioni limitate
Struttura flessibile	□ □ □ □ □	Struttura rigida
Ben gestito	□ □ □ □ □	Gestito male
Pesante	□ □ □ □ □	Leggero
Impegnativo	□ □ □ □ □	Approcciabile

13. Si prega di valutare con una “X” ogni formatore, mettendo le sue iniziali sotto il punteggio relativo, per ogni aspetto da 4 (molto efficace) a 1 (non efficace).

	5	4	3	2	1
(a) Conoscenza della materia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(b) Organizzazione delle sessioni	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(c) Preparazione	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(d) Stile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(e) Reattività al gruppo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(f) Prodotto un buon clima di apprendimento	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. In che misura il programma ha contribuito a migliorare l' apprezzamento e la comprensione del suo lavoro nel complesso?

	5	4	3	2	1	
Molto	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Poco

15. Qual'è il livello delle istruzioni fornitele per a) partecipare al programma, b) completare il materiale di pre-sessione, c) portare con se materiale rilevante al programma, d) arrivare alla location della formazione?

	5	4	3	2	1	
a) Eccellente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Scarso

	5	4	3	2	1	
b) Eccellente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Scarso

	5	4	3	2	1	
a) Eccellente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Scarso

	5	4	3	2	1	
a) Eccellente	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Scarso

II. Sistemazione

16. Sistemazione generale – servizi/strutture:

	5 4 3 2 1	
Eccellente	□ □ □ □ □	Scarso

17. Come giudica i seguenti aspetti?

Comfort della camera

	5 4 3 2 1	
Buono	□ □ □ □ □	Scarso

Servizi della camera

	5 4 3 2 1	
Buoni	□ □ □ □ □	Scarsi

Qualità del cibo

	5 4 3 2 1	
Buono	□ □ □ □ □	Scarso

Comodità del luogo della formazione - poltrone

	5 4 3 2 1	
Buono	□ □ □ □ □	Scarso

Comodità del luogo della formazione – servizi

	5 4 3 2 1	
Buono	□ □ □ □ □	Scarso

Posizione del luogo della formazione – facilità di arrivo

	5 4 3 2 1	
Buono	□ □ □ □ □	Scarso

III. Commenti	<p>18. Cosa pensa dovrebbe essere aggiunto al programma?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>19. Cosa pensa dovrebbe essere escluso dal programma?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>20. Cosa le è piaciuto di più del programma?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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III – CBM Minutes

- 9:00 – 9:15** Welcome and presentation of the meeting by Domenico Ricchiuti – IEA.
- 9:15 – 12:00** Domenico Ricchiuti presents the topics in the agenda (analysis of the current competitive context, new tendencies of innovation, concepts of Open Innovation and Incremental Innovation, the TRIZ methodology). Coffe Break at 11:00.
- 12:00 – 12:45** Daniele Becucci (IEA) shows the I3E project, its aims and deliverables (SRA and MGI) and talks about the mechanisms for innovation funding.
- 12:45 – 13:00** Discussion, questions and compilation of questionnaires.
- 13:00** Distribution of MGI and SRA. Aperitif.

IV – Inquiry for CBM Participants

As said in section 2.2 , the participants to the meeting were 33, mostly representatives of small and medium enterprises of Basilicata and Apulia Regions.

Specifically, their composition was:

- Representatives of local SMEs: 26.
- Representatives of public bodies: 4
- Professionals: 2

The SMEs involved were 23, of which 18 of small dimensions (Info Service soc. coop, Brimia srl, Ediltermica srl, Lady Cucine, Aesse progetti snc, SDA srl, Bi3 srl, Sartoria S. Giuseppe snc, Elettrauto Buono, Rondinone Giuseppe & C snc, Lion Service, Ditta Stella, Ditta Buono, Tecnovetro, Ineltec srl, Restauro Mancini, Indi Service srl, Falegnameria Chrionna) and 5 medium-sized (Brecav srl, Cobar spa, Gruppo GE.DI., Costruzioni Pallotta, , Isoltecnica.).

The companies involved operate in different sectors such as mechanical, transport, urban sanitation, building, renewable energy, plant etc.

V – Analysis of the results (graphs, data and considerations)

*The participants of the Capacity Building Meeting learned something: **3,92***

*How do you rate the balance between input sessions, activities, discussions, and videos: **3,85***

*How did you feel about the length of the programme? **100% right***

*To what extent was the programme logically sequenced? **4,10***

*How did you feel about the pacing of the programme? **100% right***

*How effective were the practical activities? **3,92***

*What was the level of time given for the activities? **3,88***

*What was the level of time given for the follow-up discussion? **3,96***

*How knowledgeable and/or experienced are you in the techniques and approaches of training? **3,54***

*What are your views on the handouts issued? **3,81***

*What are your views on the visual aids used (OHP/Powerpoint slides)? **4,08***

How do you feel about the program:

*Stimulating: **4,12***

*Useful for my work: **4,27***

*Relevant to my work: **4,17***

*Good discussions: **3,77***

*Flexible structure: **3,38***

*Well conducted: **3,87***

*Demanding: **2,08***

*Challenging: **2,46***

About the trainers

*Knowledge of subject: **4,13***

*Organization of sessions: **3,98***

*Obvious preparation: **3,92***

*Style and delivery: **3,73***

*Responsiveness of group: **3,75***

*Producing a good learning climate: **4,25***

*The programme helped to enhance your appreciation and understanding of your job as a whole? **3,60***

What was the level of the instructions given to you to

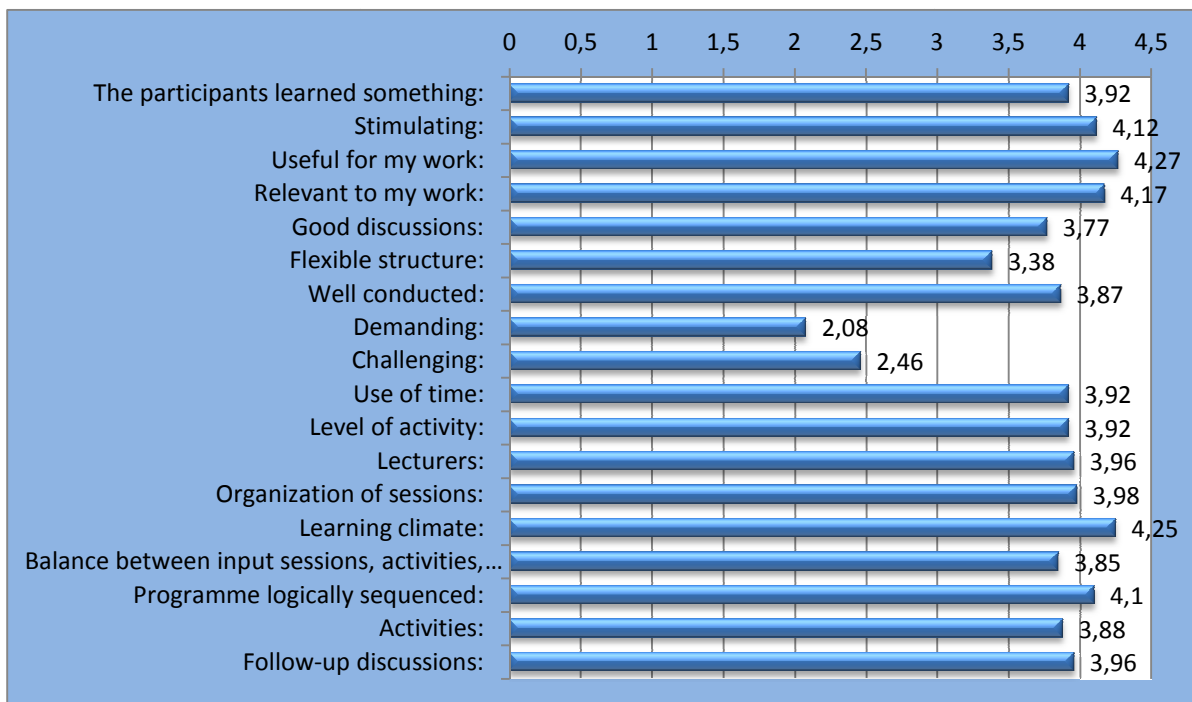
*attend the programme: **3,46***

*complete pre-programme material: **3,42***

*bring relevant material with you to the programme: **3,38***

*travel to the training location: **3,38***

*Overall Accommodation – facilities: **3,88***



The number of questionnaires compiled and delivered is 26, that means that 7 participants did not compile it.