RailActivation D3.3
ACTIVATING INCLUSIVE GROWTH IN RAILWAY SMES
BY WORKPLACE INNOVATION

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Abstract: This deliverable explains the structure of the Innovation WAY workshop cycle
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3 Introduction

The work of the RailActivation consortium, in close contact with companies from different sectors and sizes, has over time tested that innovation is at the top of the priority for small and medium-sized enterprises to resist the ever-changing market.

In the same way, however, experiences in the field have shown that smaller companies suffer from the lack of an approach to innovation designed for their specific characteristics.

Small businesses show difficulty to innovate at the same time, however, being less numerous, they benefit from the speed with which an innovation can spread within the company and quickly improve the approach to the market.

Another winning element for business innovation, in the operational support activities for companies, is the theme of "bottom-up innovation" that is the importance of involving operators and company staff to generate ideas for improvement. This type of workplace innovation is substantiated in the co-creation of ideas for improvement that benefits multiple points of view within the company, the operational view is in fact very often an incessant engine of ideas for improving performance and value proposition in general and this is all the more true the more there is a collaborative and participatory approach to innovation in the company.

Starting from the analysis of the context of SMEs, therefore, and studying the potential causes that generate critical issues related to innovation in small and medium-sized companies, QUINN has created the suite of Innovation Way® workshops.

The suite consists of a path of four workshops in which, through the explanation and direct application of scaled and refocused tools to the company on the characteristics of small and medium-sized enterprises, a "toolbox" is provided to the company that intends to innovate the way of doing business.

Through the workshops, the goal was to support the participating companies:

- In analysing your context (internal and external);
- In the innovation of the corporate strategy;
- In aligning the vision of innovation both from a technical and commercial point of view;
- In increasing the participants’ personal ability to generate new and effective innovative ideas on an ongoing and sustainable basis.

The objectives of the workshops are pursued through practical applications of the tools directly in the classroom and on the participating companies (following the Experience-Based learning model). This occurs mainly thanks to the use of special templates which provide a complete picture of critical issues and opportunities that allow participants to be able to take decisions immediately to improve their business.
4 Presentation of methodology

All the factors of the macro-environment and the micro-environment of the company are in a continuous and whirling evolution and are forcing companies to constantly reinvent themselves to stay in the same market position occupied until then or often, to grow. This has been true for large companies, which by failing to grasp the changing needs of customers and consequently not changing their work, have increasingly lost market share (see the classic cases of Kodak, Nokia, Blackberry, AOL, Yellow Pages just to mention some of the best known), but it is equally true for SMEs for which innovation of their business is often the winning card to play to proactively face the change in the competitive scenario.

Quinn, partner of RailActivation consortium, which has always been in contact with companies of different sizes and sectors, has over time developed an experiential training course which aims to satisfy the need to overcome the obstacles to innovation that characterize SMEs based on three fundamental levers:

1. **Nature of the company**: Exploiting the small size of the company as a strength, taking advantage of the speed of SMEs to react to changes and therefore to create new business solutions.
2. **Business Creativity**: Formula that through the recombination of existing factors and the adoption of elements taken from other businesses and / or product sectors ("crossover") allows to obtain "tailor-made" innovation in reduced time and at low cost.
3. **Learn from experience**: Provide entrepreneurs with tools to innovate through "doing it in first person", therefore by applying them to their company reality, directly during the workshops.

Furthermore, the market trend increasingly reflects the turbulent changes in the demand for materials, goods and services, and for SMEs it is no longer sufficient to set their business on the compromise between price and performance. Instead, it becomes of paramount importance to be proactive in order to:

- Intercepting new potential market spaces towards which to focus available resources;
- Understand the unmet or unexpressed needs of current or potential customers;
- Maximize the exploitation of company potential in terms of know-how, production capacity and experience in the sector.

The study of the scientific literature shows that almost all the tools and techniques available for the management of business innovation have been developed with reference to large companies and using a so-called "reverse engineering" approach. In a nutshell: the behaviours, successes and failures of large companies have been studied to extract and encode universal models and best practices.

But SME’s and large companies are very different from each other and not only for organizational and business dimensions but also for management complexity, for the possibility of recovering resources, for long-term strategic planning capacity and consequently they cannot use the same approaches to generate innovation.

Innovation Way® was designed starting from the careful study of the tools commonly used by large companies to innovate their business in order to break them down and revisit them, for bridge the effectiveness gaps that arise using business innovation tools typical of large companies for improvement and growth in smaller companies.

The selection of methodologies and tools is based on the analysis of the most widespread and proven effective techniques for innovating products and exploring new markets. From this
analysis, those whose characteristics have sustainable implications for small and medium-sized enterprises were selected.

The selected tools were then further calibrated and adapted to the needs of SMEs based on the indications that emerged during their application to concrete business cases. Ultimately, the aim was to select what helps companies identify, understand and implement the "value proposition" through an approach that puts customer benefits first, and to find profitable "non-customers" by increasing the market that can generate profit for the company. This is in fact the main road to identify unexplored market spaces and to discover and make the most of the potential of the customer segments currently served.

For this reason, Innovation Way® promotes a type of sustainable innovation for medium-small business realities, attributable to the "Business Creativity" approach or what Harvard Business Review indicates as the main road for innovation: the discipline applied to creativity (Harvard Business Review, 2019). This takes the form of workshops where the focus is on improving the business achieved through the recombination of the factors already available in the company, in Innovation Way® the goal is therefore to allow companies to:

- Define / redefine the business development strategy;
- Design / redesign the offer of goods and services;
- Create harmony between marketing and production functions;
- Increase the ability of participants to generate innovative ideas.

The entire structure of the workshops, however, really has an impact only if the actors involved in generating improvement ideas are at the centre of the process. This is achieved by letting the participants in Innovation Way®, during the activities, be constantly put on the "front line" by overturning the concept of traditional training and letting the company staff present in the workshop get involved, generate ideas, have his say and test the tool-box using his knowledge and experience to model each tool presented to his business needs. Each participant becomes an active part of the path and literally "learn by doing" by using the tools according to their objectives and personal background, generating innovative ideas "tailored" to their business.

However, Innovation Way® workshops add to the "individual" learning an additional element that generates value for the participants: The sharing and co-creation of ideas. This is done...
through group work sessions and through the shared presentation of results. In this way, several expertise simultaneously participates in the generation, questioning and refinement of ideas, obtaining a "finished product", the fruit of different points of view and often created with "multiple hands", providing a brief internal first efficacy check.

To achieve this effect, the moments of practical application of the contents, which occupy about three quarters of the activity, are carried out in teams made up of "similar" companies and then shared with the rest of the participants, this allows to obtain a first step of "creating participated in ideas", and a second" cross-check "step with the rest of the participants to obtain constructive feedback and refine the idea even better. This type of approach requires an audience composition of about 15 people in order to generate more work groups but at the same time to offer coaching service to all participants.

4.1 Workshop 1 - Redefine the boundaries of your business

Within the first workshop, the structured analysis of the business of the participating companies is carried out and the identification of new market spaces in order to support the renewal of their business strategy.

In this laboratory the focus is on finding new customers and new markets. To widen the boundaries of the business.

First of all, attention is paid to the clear definition of the reference market segment, after which through the creation of the value curve, companies are given the opportunity to confront the main competitors on the key competitive factors necessary to achieve success in the target market.

Based on the considerations relating to the customers of reference and the strengths and weaknesses of its offer and that of its competitors, the remaining part of the laboratory aims to identify the factors on which focus to obtain success on the market and attract potential new customers; at the same time, through the direct use of the tools presented in the laboratory, the participating companies also get a clear picture of the competitive factors that are not strategic for them, and therefore on which not "waste" resources.

All the practical applications of the first laboratory are reworkings of the tools inspired by the Blue Ocean Strategy (Mouborgne, Kim, 2005), specially created on the basis of the sector and the characteristics of the companies participating in the project.

4.2 Workshop 2 - Renew the offer with the benefit-oriented approach

The second workshop is aimed at understanding the elements of the offer that really create value for the customer and on the basis of which it is possible to generate new offer mixes to enhance them.

The path begins with an evaluation of the offer of products and / or services of the participating companies, analysed under a double reading: the characteristics of the offer and the benefits for the customer. Through the benefit-oriented approach for participants, it is possible to make changes to the value proposition of your company, gathering the elements that meet the customer's needs. Based on these concepts, participants will be able to generate, guided by specific practical applications, winning combinations of the offer according to a "pull" approach, that is, driven by needs. The tools used in the second laboratory were created by QUINN on the basis of the theory of the Business Model and the Value Proposition Canvas (Osterwalder, Pigneur, 2010).
4.3 Workshop 3 - Develop and redesign products and services

In the third workshop, the focus is on the redesign of product/service and its components through the use of creative techniques. The use of creative techniques suitably selected and adapted by Quinn for the context of the project has the aim of stimulating among the participants creative ideas which are at the same time feasible and sustainable for their respective companies. This workshop serves to generate ideas that have an effective impact on improving the value proposition of the participating companies, and also provides the right "idea triggers" to stimulate the creativity of those present in the feasible redesign of their products/services.

4.4 Workshop 4 - Improve the offer starting from the customer experience

The fourth workshop created with the aim of improving the customer listening process, making it a structured and input process for the redesign of the offer and strategy. Strongly focused on the "external context", the fourth workshop is designed to show participants one of the most sensitive levers for success on the market: active listening to the customer.

Fundamental points to guarantee the satisfaction and loyalty of its customers and to increase its turnover are: listening to the customer and analysing the entire experience that the customer has when interfacing with the company (from the engagement after sales). In accordance with the "Customer Experience" theory and working on real applications aimed at analysing and redesigning the "Customer Journey" and collecting feedback, it is possible to analyse and redesign the contact points that companies have with their customers.

4.5 Case Studies

The methodology proposed in the Innovation Way® workshops benefits from a continuous evolution resulting from the application over the years in different business areas and different sectors. Over time, the workshops have served many companies in the manufacturing sector, IT, Services etc. to improve their way of doing business and their approach to the market and innovation. The workshops, generally created for an audience of about 20 people, in order to encourage the collaborative aspect and the sharing of ideas, were carried out both in a "single sector" mode or with similar companies operating in the same area, both in "multi-sector" mode or with the simultaneous presence of companies belonging to different spheres. In both cases, companies that sought suggestions for improvement for their "internal" context and towards the "external" context, found a tool-kit of tools and methodologies as response, tested directly in the classroom during the workshop and both effective and usable to spread in the company a culture aimed to innovation that has as ultimate goal the satisfaction of the customer and the expansion of the boundaries of its market.

Here are some real case studies of companies that participated in the Innovation Way® workshops.
4.5.1 Case study 1: Manufacturing

**THE COMPANY**
Company operating in the paper sector, more precisely in the production of tissue paper products (Dimension: between 100 - 200 employees)

**WHY IT JOIN INNOVATION WAY?**
- To increase market spaces with particular reference to foreign markets
- To establish an effective communicative connection with customers

**THE INNOVATION WAY PATH**
- Use of the value curve to identifying the competitive differential compared to large integrated paper companies and companies specializing in small offer segments
- Identification of new customer segments sensitive to differential competitive factors (flexibility and product portfolio) identified in workshop 1 and use of Morphological Matrix to design new product-customer combinations
- Creation of new variants of the placemats products through the SCAMPER technique by combining functions and characteristics of different items
- Analysis of the customer journey of potential new customers, identification of touchpoints between the company and the customer, and design of improvements to make the interaction with the company more effective (changes to the site, strategies for industries fairs etc.)

**RESULTS**
Definition of a new market expansion strategy, ideation of product variants designed for new targets and identification of improvements to be made on company-customer touchpoints

4.5.2 Case study 2: Manufacturing

**THE COMPANY**
The company produces high quality and low ecological impact furniture products (Dimension: about 10 employees)

**WHY IT JOIN INNOVATION WAY?**
- To intercept new customer segments
- To transmit the company’s value proposition more effectively

**THE INNOVATION WAY PATH**
- Identification of the company’s differentiating competitive factors compared to artisanal and multinational competitors in relation to the “mattress and pillows” products
- Translation of the product characteristics (flame retardant, thermoregulating, self-cleaning etc.) into benefits (safety, beneficial effect for the body etc.) with the “benefit oriented approach” and consequent identification of new potentially interested customers
- Use of creativity templates to modify commercial communication and immediately transmit value to potentially customers
- Match the benefits that the product offers with the specific needs of specific customer segments by analyzing the context of use: hygiene and health make the product suitable for children in kindergartens, safety and resistance make it suitable for cruise ships and yachts

**RESULTS**
Ideation of initiatives to enhance the commercial message and increase sales (e.g. sensory corners, definition of brands that evoke the value proposition) and start contacts with new customers by using the new commercial proposal.

This Project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 861887
4.5.3 Case study 3: IT

**THE COMPANY**
SW house that develop web applications specialized in the creation of extremely user friendly interfaces (Dimension: between 10-20 employees)

**THE INNOVATION WAY PATH**

- Use of the value curve to identify the competitiveness factors on which the company can beat the competition of other SW houses in the web app sector
- Design the business model and identify target customers, product and partners as the basis to build the new offer
- Use of the Benefit Oriented Approach to identify elements of real interest for the company’s target customers (e.g. Integration, flexible and customizable display of indicators)
- Use of creativity templates to fix the characteristics of the product in its original state and which elements to modify to increase the orientation towards Business Intelligence
- Analysis of the "user experience" of the client segment: manager of a large company and university departments

**RESULTS**
Ideation of a tablet-optimized BI tool, dedicated for managers, with a clear value proposition, and a "demo" version for use in university departments to open new business opportunity.

4.5.4 Case study 4: Food

**THE COMPANY**
Company that operates in the sheep and goat breeding sector and in the transformation and marketing of dairy products (Dimension: about 5 employees)

**THE INNOVATION WAY PATH**

- Understanding of the business, analysis of the competitive scenario in the markets served and identification of untapped potential to respond to customer needs
- Choice of the product to focus on, exploration of its benefits (aphrodisiac, digestible etc.) and identification of a new market target consistent with the identified benefits
- Using creative techniques to redesign the product packaging and meet the needs of the new identified target (e.g. single portions)
- Design of the product use scenario in the new configuration and identification of couplings with other products based on the case of use (e.g. during aperitif)

**RESULTS**
Design and implementation of a new strategy to increase the sales volume of the flagship product

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This Project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 861887
4.5.5 Case study 5: Service

Cooperative operating in the waste recycling sector (Dimension: revenue < 999 K)

**THE COMPANY**

**THE INNOVATION WAY PATH**

- Definition of the current strategic positioning of the company within the occupied sector and identification of the competitive factor on which focus to expand the business (e.g. the only company in its territory to recycle paper).
- Identification and study of the "non-customers" of the company and discovery of the main customer segments currently unattended.
- Use of the 4 actions framework to define guidelines for a new strategy that allows the company to expand its business model beyond regional borders.
- Use of creative techniques to modify the Business Model generating new outputs of interest to the market.
- Customer experience study to define the approach strategy for new markets (e.g. instruction booklets with recycled paper, editorials and foundations that provide brochures on the territory, etc.)

**RESULTS**

Redefine and improve the business model and start contacts with potential customers that the company did not consider as a target in the previous strategy even beyond regional borders.
5 The Innovation Way role to workplace innovation

Workplace Innovation (in short WI) is a developed and implemented practice or combination of practices that either structurally (through division of labour) or culturally (in terms of empowerment of staff):

- Enable employees to participate in organisational change and
- Renewal and hence improve the quality of working life and organisational performance.

In this context, the Innovation Way workshops are aimed at generating an "innovative environment" in the workplace by creating:

- Systematic opportunities for improvement and innovation initiated and led by employees.
- Leadership co-created and distributed among employees by increasing their empowerment, with the ultimate aim of making employees able to support the strategic decision-making process.

To achieve this, the path proposed in the 4 Innovation Way workshops will allow employees to be involved in the generation of improvement ideas for the business, obtaining the ultimate result:

- Alignment on the vision of innovation both from a technical and commercial point of view.
- The increase in the personal capacity of the participants to generate innovative / effective ideas.
- And as a concrete consequence, the setting of a business development strategy through the rethinking of goods and / or services and the related commercial offer.
6 Adaptation to the sector and the project

6.1 Adaptation of tools and teaching materials to the Railway sector

The path proposed within the Innovation Way® workshops to date has been carried out by more than 150 companies in different sectors:

- IT
- MANUFACTURING
- MASS MEDIA
- SERVICES
- FARMS
- NO PROFIT

In each of the different editions, the Quinn Consortium has always worked on adaptations and modifications to the structure of the workshops in order to always select and present only the instruments suitable for the participating companies, proposing concrete cases of use of the techniques and methodologies and reporting examples in the sector of reference.

6.1.1 Study of the characteristics of companies in the sector

Thanks to many years of experience in the field of consultancy gained also in close contact with companies in the railway sector and at different levels of the supply chain, the Innovation Way® educational tools has been redefined and contextualized specifically for the RailActivation project.

The first indispensable step for the adaptation of the methodology, has been the depth analysis of the characteristics of the potential target companies, reported by the various project partners.

The company dimensions, the propensity for innovation and the role covered by the subjects analysed within the Railway supply chain were the main drivers through which it was possible to "tune" the training material and tools for classroom applications.

One of the key points of the methodology lies in creating a collaborative atmosphere within the workshop, promoting the exchange of ideas and opinions in order to generate ideas for improvement for the participating companies resulting from the exchange of different points of view. For this reason, the in-depth study on the characteristics of the companies potentially present in the classroom is a necessary element to produce content that is effective and usable for all participants in the different sessions.

To the study of the targets of the project, it has been added a phase of analysis of the reference context, researching and bringing within the path successful examples and best practices of the Railway sector in the field of business model innovation.

6.1.1 Adaptation of the tools and teaching materials used in the workshops

At the basis of the design of the Innovation Way® Workshops there is a careful study of the teaching method most suitable for the transfer of highly practical training content, for an audience made up of companies. The theory on learning in adulthood and the long-term experience in the field of training have led to the creation of experiential and collaborative workshops aimed at achieving the training objectives through the teaching method known as Experience-based learning.
In accordance with the teaching methodology followed, the workshops within the course have an extremely practical and targeted cut to apply the concepts presented directly in the classroom using "creativity templates" that serve to guide the application of the methodologies and trigger the generation of ideas during the session.

To increase the effectiveness of the sessions, it is therefore necessary that the methodologies chosen and the specific templates created by Quinn, Partner of RailActivation consortium, have a perfect matching with the needs that the SMEs involved present.

All the tools and methodologies selected for the course are therefore the result of careful "tailored" reworking with respect to the target envisaged for the project.

Thanks to the changes made to the different tools that the participants will use in the classroom, the templates become the real tool through which the participating companies will have the opportunity to apply the concepts discussed in the workshop directly in their business context and also the same templates a once used:

- They briefly represent the opportunities and critical issues for the participating company;
- They provide important elements of reflection for making decisions, aiming to ensure tangible results at each individual meeting;
- They represent a practical basis for settling knowledge on business innovation tools covered in the workshop;
- They favour participation "in several voices" in the process of generating business ideas;
- They are an important vector of knowledge to spread the techniques and ideas for improvement developed during the Innovation WAY workshops within your company.
6.2 Agenda of the 2-days workshops cycle

Originally, the Innovation Way® workshop cycle was created to be carried out over 4 days, 2 consecutives, interspersed with a break of a few weeks to give time to metabolize the contents. However, a 4-day effort dedicated to the workshops was often too impactful on the participating companies, forced to take personnel away from operations for almost a working week. For this purpose, has been created over time an Innovation Way® format definable as "short version" which, carried out over 2 days, still contains all the essential elements of the path that are needed to guarantee effective results in terms of generation of ideas. The 2-day version has an even stronger imprint on the "experiential learning" theme, guaranteeing the greatest possible percentage of time for collaborative activities and practical use of the tools. At the same time, to guarantee the concept of the "path to innovation", the themes that guarantee the logical transition and the fil rouge that starts from the analysis of the business context and the related points have been selected from the "long" version for each laboratory. strengths and weaknesses and go to the study of the market and techniques for customer engagement and fidalization.

The 2-day format contains the "four-step" path which includes: the analysis of the factors on which to compete, the setting of a "benefit oriented" strategy, business innovation through creative techniques, and the improvement of enterprise-customer contact points.

Below is a rough agenda of the activities that will be carried out.

6.2.1 Day 1

Morning - Workshop 1 (10:00 - 13:00):
- Introduction to the workshops, definition of operating methods and construction shared with the participants of the objectives to be achieved at the end of the course.
- General reflection on the competitive scenario of companies: Involvement of participants in the description of their competitive scenario and introduction to the Blue Ocean Strategy.
- Classroom application of the "Value Curve" tool: Practical exercise on the company's context, carried out in small groups in order to encourage the constructive exchange of ideas from different points of view.
- Debriefing on the "Value Curve" exercise.
- Methodological presentation and subsequent analysis of "Non-customers, complementary sectors and alternative sectors".

Afternoon - Workshop 2 (14:00 – 17:00):
- Introduction to the second Innovation Way® workshop
- Individual exercise "The company offer and its best part": Focus on the reasons that convince customers (current and potential) to prefer the offer of the companies present than that of competitors.
- Presentation of the "benefit oriented" approach and modelling with participants of how to use the approach to make the commercial offer of companies more attractive.
- Application in groups of the "Morphological Matrix" tool to generate new customer-offer combinations.
- Excercise debriefing.
- Conclusions and feedback collection.
6.2.2 Day 2

➢ Morning - Workshop 3 (10:00 - 13:00):
  ▪ Introduction to the workshop 3.
  ▪ Description of creativity technique to innovate the business.
  ▪ **Full class "Ice-braking" exercises** for the development of creative ideas
  ▪ Introduction to the SCAMPER technique and other "business creativity" methodologies with relative analysis of applications of the techniques in the Railway sector
  ▪ Application exercise of creative techniques on your company using the appropriate creativity template
  ▪ Exercise debriefing.

➢ Afternoon - Workshop 2 (14:00 – 17:00):
  ▪ Introduction to the fourth Innovation Way® workshop
  ▪ Introduction to the **Customer Journey** and the analysis of the contact points between the company and current and prospective customers
  ▪ Exercise for groups to **identify and redesign the Touchpoints** in the commercial offer of the companies that join the workshop
  ▪ Application of the **Customer Journey in the Railway sector** and along the supply chain
  ▪ **Practical application of the Customer Journey on the entrepreneurial realities present**, guided by the appropriate template.
  ▪ Exercise debriefing.
  ▪ Conclusions and feedback collection on the entire path.
6.3 Partners Role

For the effective realization of the cycle of 3 editions of Innovation WAY®, the partners involved are called to carry out the following activities according to the timescales and methods suggested below:

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Figure 3 - Partners main activities for Innovation Way® Implementation

6.3.1 Definition and booking venue

**AIMS**

The target of the Innovation Way® Workshops are the SME’s interested in increasing the ability to generate "bottom-up" innovations for their business model, combining the technical development of the product / service with the related commercial proposal. The choice of the venue in which to carry out this activity must facilitate the practical application of the tools explained directly in the classroom during the workshop (the venue must host about 15 participants per session).

**DETAILED ACTIVITIES**

- It is advisable to check that the site has the following characteristics:
  - The classroom equipment is adequate (air conditioning systems, lights, audio, projector, flipchart, etc.);
  - Possibility to easily move tables / chairs in the classroom to organize work groups.
  - Presence of any nearby hotels, in case of need;
  - Organize catering activities (if foreseen by the budget)

**METHODS / TOOLS TO BE USED**

- Activate collaborations with local subjects.
- **Benchmarking** tool to compare the various locations available

**OUTPUT**

Name of the venue and confirmation of booking

Table 1 - Partners role: Definition and booking venue

This Project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 861887
6.3.2 Development of promotional material

| AIMS | Draw up informative and promotional material to be used in the promotion phase and during laboratory activities. |
| DETAILED ACTIVITIES | ▪ Realization of the informative material functional to the participation of the companies in the various editions  
▪ Update the information on the venue, dates and references for registration for the various editions;  
▪ Calculate the quantity of material to be printed and keep the delivery times of the print shop under constant control. |
| METHODS / TOOLS TO BE USED | ▪ Peer review for proofreading;  
▪ Tender for the identification of the typography. |
| OUTPUT | In this phase, the following types of promotional material can be produced and / or purchased:  
▪ Brochure;  
▪ Promotional sails flags;  
▪ Promotional Poster; |

Table 2 - Partner role: Development of promotional material

6.3.3 Promotion aimed to potential targets

| AIMS | Effectively convey the promotional message of the event to the target audience. |
| DETAILED ACTIVITIES | ▪ Distribution of printed promotional material at points of interest of the target subjects  
▪ (if necessary) Involvement of associations or bodies related to the Railway sector  
▪ Promotion of the event through social channels (Twitter, Facebook, etc.) and in the context of other sector events  
▪ Organization and delivery of project presentation webinars to potentially interested companies |
| METHODS / TOOLS TO BE USED | ▪ Posting of promotional posters and billboards  
▪ Social media post  
▪ Brochure distribution via Mailing list  
▪ Webinar delivery of the project presentation |
| OUTPUT | ▪ List of potential subjects to be involved in workshops activities.  
▪ Promotional activities carried out. |

Table 3 - Partners role: Promotion aimed to potential target
6.3.4 Acceptance collection

<table>
<thead>
<tr>
<th>AIMS</th>
<th>Collect the optimal number of adhesions foreseen for the workshops.</th>
</tr>
</thead>
</table>
| DETAILED ACTIVITIES | • Prepare registration forms in both paper and electronic format to distribute or send to potential participants;  
• Create a register of participants to be kept up to date containing their contact details;  
• Send an email confirming the registration containing the information necessary to take part in the event (venue of the event, detailed program, contact details). |
| METHODS / TOOLS TO BE USED | • Secretarial activities |
| OUTPUT | • List of participants in the events  
• Registration form  
• Register |

Table 4 - Partners role: Acceptance collection

6.3.5 Production of support material for the classroom

<table>
<thead>
<tr>
<th>AIMS</th>
<th>Printing and preparation of material to be used in the classroom during laboratory activities</th>
</tr>
</thead>
</table>
| DETAILED ACTIVITIES | Preparation of:  
• Paper material to be used during the workshops;  
• Folders containing support material;  
• Purchase of stationery material (pens, markers, post-it notes, blank sheets). |
| METHODS / TOOLS TO BE USED | • |
| OUTPUT | Folders containing:  
• Information material  
• Program  
• Material to be used during the laboratory  
• Stationery supplies |

Table 5 - Partners role: Production of support material for the classroom
6.3.6 Logistic management

<table>
<thead>
<tr>
<th>AIMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check the <strong>correct preparation</strong> of the activities necessary to provide the workshops.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DETAILED ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Follow-up call to participants;</td>
</tr>
<tr>
<td>▪ Follow-up mail to the participants;</td>
</tr>
<tr>
<td>▪ Confirmation of the <strong>reservation</strong> of the <strong>venue</strong> where the workshops will be held;</td>
</tr>
<tr>
<td>▪ Verification of the <strong>correct preparation of the classroom</strong> (presence of chairs, tables, audio and video system, sails flags and promotional placards, cleaning);</td>
</tr>
<tr>
<td>▪ Verification of the <strong>presence of the material</strong> to be used during the workshops;</td>
</tr>
<tr>
<td>▪ Confirmation of the <strong>catering service</strong> (if foreseen by the budget)</td>
</tr>
<tr>
<td>Ensure classroom supervision: opening and closing, media operation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>METHODS / TOOLS TO BE USED</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Mail</td>
</tr>
<tr>
<td>▪ Phone</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OUTPUT</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Definitive list of participants in the events</td>
</tr>
</tbody>
</table>

*Table 6 - Partners role: Logistic management*
7 Gantt for implementation

The implementation of the workshops cycle delivery activities will follow the following schedule:

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>PROCESS OWNER</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>ORGANIZATION and PREPARATORY ACTIVITIES (Webinar etc.) EDITION 1 (Germany)</td>
<td>Mafex BTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WORKSHOP DELIVERY EDITION 1 (Germany)</td>
<td>QUINN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORGANIZATION and PREPARATORY ACTIVITIES (Webinar etc.) EDITION 2 (Spain)</td>
<td>Mafex Tecnalia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WORKSHOP DELIVERY EDITION 2 (Spain)</td>
<td>QUINN</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORGANIZATION and PREPARATORY ACTIVITIES (Webinar etc.) EDITION 3 (Italy)</td>
<td>Mafex DITECFER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WORKSHOP DELIVERY EDITION 3 (Italy)</td>
<td>QUINN</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Figure 4 - Indicative Gantt for Innovation WAY® implementation*

8 Bibliography

a. 2019, G.Petrini M.Bernardini M.Bisconti, Innovation Way®: supporting the continuous and sustainable innovation of micro and small enterprises, Sviluppo e territori di Rosenberg & Sellier Editore