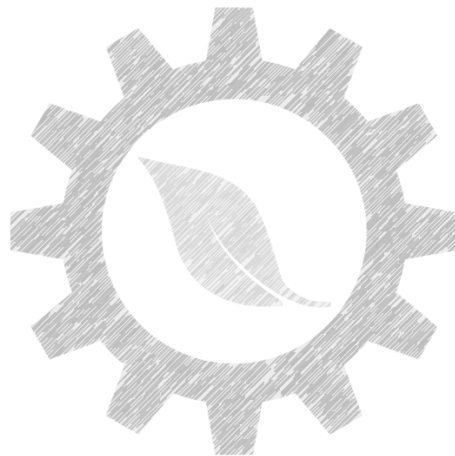




Toolkit for assessment of intrapreneurs' readiness to collect ideas by using open innovation tools



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Introduction

The purpose of SINTRA TOOLKIT is to introduce a set of tools that can be used for assessing entrepreneurial orientations of intrapreneurs and their readiness to collect ideas in a business/organization for sustainability purposes. These tools can help to approach innovation more systematically, keep track of progress and find new approaches to sustainability, both in environmental as well as in economic context.

As already mentioned, strategy is about finding the best way to win between several feasible options. When it comes to innovation strategy, it guides you towards your long-term goals. In general, you should focus on doing things you have a realistic chance to win at. Striving towards sustainability with innovative tools and measures would be helpful both in corporate level activities as well as also in the wider context of environmental sustainability.

For innovation and sustainability strategy to work, it needs to be aligned with business strategy and seamlessly integrated to the ways of working. Clear communication as well as a few supporting metrics on all levels of an organization can help a business get started with sustainability focused innovation and make it a continuous practice.

We present a few useful tools, which can be used to define and align a sustainability and innovation strategies, map a strategic decision, and remove the most critical uncertainties related to an idea, business or concept.

It's time to test them in practice. We know that there's quite a lot of them and obviously not all tools work for everyone. As already mentioned, the point of this toolkit isn't to use all of them at once but to pick suitable ones for the cases you're currently working on.

The Strategy Choice Cascade

The Strategy Choice Cascade is a model that builds on a known Playing-to-Win -theory, introduced by Robert L. Martin in a book bearing the same name. The Strategy Choice Cascade is often used to create a differentiated strategy through a set of questions.

The Strategy Choice Cascade allows you to approach strategy in a systematic and structured manner and helps you to:

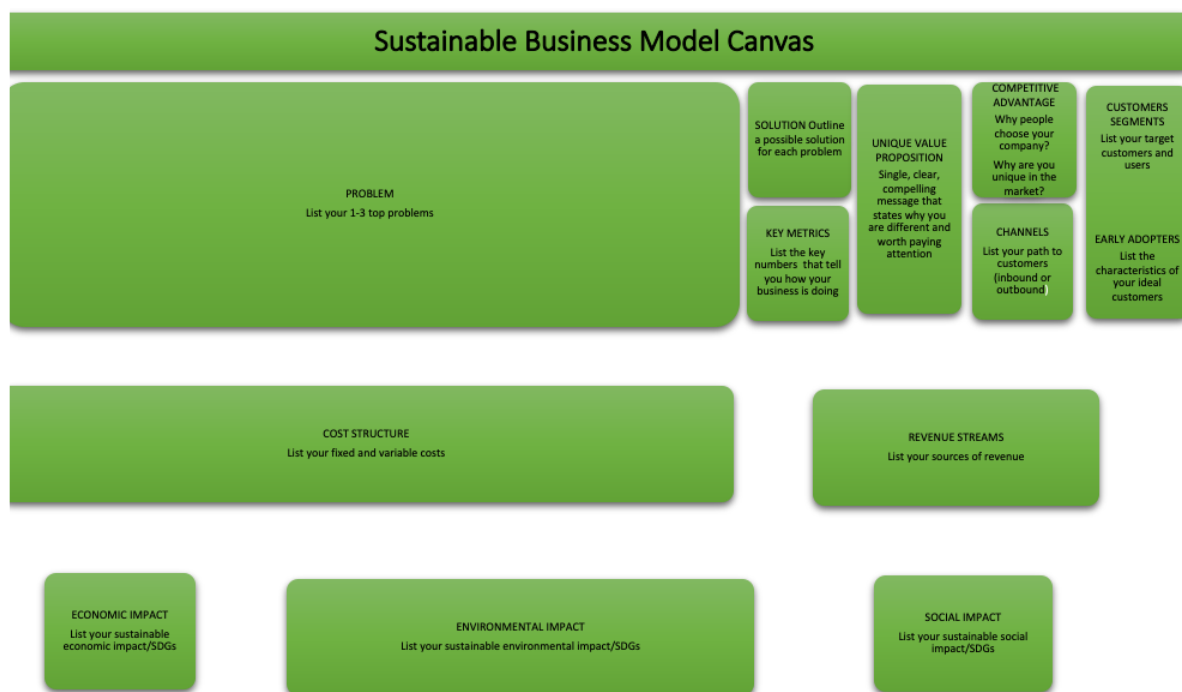
- 1) Determine your objectives to sustainability
- 2) Define your market and value proposition
- 3) Assess and develop your core capabilities
- 4) Establish your innovation techniques and systems



The Sustainable Business Model Canvas

Once you have the answers to the strategic questions, it's time to map your strategic decisions and key assumptions related to your business idea or concept.

Sustainable Business Model Canvas is a tool that helps to create and implement sustainable innovation projects. This is a scheme that allows you to describe and synthesize business models that are both innovative and sustainable. All organizations (startups, SMEs, corporate) that want to carry out sustainable innovative projects, can use the Sustainability Canvas to define and/or synthesize the projects themselves. The scheme can be used both in the brainstorming phase during business workshops, for intrapreneurial startups or for rethinking of business models, but also to present a project to external stakeholders interested in being involved in its development. Having included an exclusive section to describe sustainability, allows to explain the positive impacts in the economic, environmental, and social field since the design phase of the project. This is essential for the implementation of truly sustainable projects and for the quantification of the impact linked to sustainability.



TOOLKIT FOR ASSESSMENT OF INTRAPRENEUR'S READINESS TO COLLECT IDEAS BY USING OPEN INNOVATION TOOLS

TITLE:		Sustainable Business Model Canvas		
PROBLEM	SOLUTION	UNIQUE VALUE PROPOSITION	COMPETITIVE ADVANTAGE	CUSTOMERS SEGMENTS
	KEY METRICS		CHANNELS	EARLY ADOPTERS
COST STRUCTURE		REVENUE STREAMS		
ECONOMIC IMPACT	ENVIRONMENTAL IMPACT		SOCIAL IMPACT	

The Sustainability Manifesto

The Sustainability Manifesto will give you the strategic rationale and development plan for your sustainable and innovative programme. It makes the case for open innovation and will help you communicate the programme effectively. It's a manifesto because it is a statement of belief and intent on topics focused on sustainability.

SUSTAINABILITY MANIFESTO

Name:

Date:

Team:

- 1 WHY SUSTAINABILITY?
- 2 WHAT ARE OUR OBJECTIVES?
- 3 WHO WILL HELP MAKE IT HAPPEN?
- 4 WHERE IS THE VALUE BEING CREATED?
- 5 HOW ARE WE GOING TO ACHIEVE OUR OBJECTIVES?.

Add your thought here

1

2

Add your thought here

3

4

Add your thought here

5

The Intrapreneurship Skills test


The *SINTRA intrapreneurship skills test* assesses the intrapreneur's skills in the context of a team, company, or partnership. It helps by finding out what roles they are good at, playing in collaborations (as well as what they're not so good at!) and how they can use collaboration to your wider benefit.

SINTRA intrapreneurship SKILLS test

NAME: _____

DATE: _____

	STRONGLY AGREE (10pts)	AGREE (5pts)	DISAGREE (0pts)
Q1 I am the one that other people rely on to make things happen.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q2 I am successful at negotiating organisational politics.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q3 I maintain a sense of humour, even when the going gets tough.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q4 I get a sense of satisfaction from helping others succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q5 I find it easy to assess what other team members want and need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q6 I am quick to spot when someone in the team is feeling uncomfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q7 I am very comfortable acting as a spokesperson for my team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q8 I help others to open up and and share what they really thinking.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q9 I am able to spot important facts and convey them into a compelling story.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q10 I like to get going straight away when starting a new project.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q11 Other people tend to follow my lead.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q12 Team members seek me out for help, advice and trusted recommendations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q13 I am able to invent lots of potential solutions when faced with a new challenge.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q14 My team members frequently ask me for help to come up with new ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q15 I am very curious about the underlying causes of a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q16 I enjoy introducing business associates to each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q17 In group discussions I tend to look for common points of agreement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q18 I respect a person's viewpoint, even if I don't agree with it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



PRODUCERS
Q1+Q2+Q3=pts

CULTIVATORS
Q4+Q5+Q6=pts

INFLUENCERS
Q7+Q8+Q9=pts

ACTIVATORS
Q10+Q11+Q12=pts

EXPLORERS
Q13+Q14+Q15=pts

CONNECTORS
Q16+Q17+Q18=pts

YOU ARE A

Sustainability Need

Successful innovations satisfy a need – a real and specific user need that is currently not met or could be improved. This tool helps to define an unmet need that will naturally give rise to relevant and sustainable ideas or innovations.

You can use this tool in a workshop, having analysed any research or insights you have on the issue.

To do so it is important to answer some questions:

1) Who's unmet need, is it?

We gather as much information about the user as we can, using the Personas tool if needed. What motivates them? What makes them distinctive? What keeps them awake at night? Draw or find a picture of a user and give the individual a name.

2) What is their unmet need?

You define this, being as specific as possible and trying to get to the root of the problem. Are their unmet needs new, thought provoking, unambiguous and written in plain language? One technique for defining a crisp unmet need is to ask 'why' several times until you discover the root cause.

3) How is this need currently overcome?

What workarounds currently exist for this unmet need? Workarounds are ways in which users get around a problem themselves. They give us clues about how our innovation will have to work. If users don't have their own solution, what are they forced to do as an alternative? Or do they do nothing?

4) Why has this unmet need not been satisfied?

Why haven't you (or your competitors) created an innovation that caters for this need? For example, is there a lack of technology or are solutions currently too expensive? Is it a new need?

5) Why is it important to meet this need?

State your argument about why this unmet need is the most important amongst others you have considered. You need to quantify the importance of this unmet need to you, your partners, your customers or the market in general. So, is this a significant revenue opportunity? Will it open up new markets? Could it transform your brand? What kind of impact does it have in the context of sustainability?

SUSTAINABILITY NEED

Name:

Date:

Team:



1 DEFINE THE SUSTAINABILITY UNMET NEED.
(MAXIMUM TEN WORDS)

2 WHOSE UNMET NEED IS IT?

3 WHY IS IT IMPORTANT TO MEET THIS NEED?

4 WHY HAS THIS UNMET NEED BEEN SATISFIED?

5 HOW IS THIS UNMET NEED OVERCOME?

The Sustainable Idea Roots

There are, of course, many ways to describe an idea. The Sustainable Idea Roots is a neat way of defining an idea to summarize it quickly and concisely. It's important to be able to do this as it will help us recall our idea, communicate it better to others and make decisions about the idea.

Give a catchy title. An idea with a catchy title seems to develop a life of its own within organisations whereas a poorly named idea often gets forgotten or overlooked.

What is our idea in a nutshell? Write one short sentence that describes our idea in a nutshell and contains a real benefit to the user.

What unmet need is our idea satisfying? What is the real and specific user need that this idea is meeting? Make a sketch of our idea here. Take a moment to attach a sketch of the idea to help it come to life!

SUSTAINABLE IDEA Roots

Name:

Date:

Team:



1 GIVE OUR BRILLIANT IDEA A CATCHY TITLE.

2 WHAT IS OUR IDEA IN A NUTSHELL?

4 PLEASE SKETCH OUR IDEA HERE.

3 WHAT UNMET AND SUSTAINABLE NEED OUR IDEA SATISFYING?

The Innovation Template

The Innovation Template helps to clarify and communicate an idea and create a pitch that justifies an investment of time and money in order to achieve goals related to different aspects of sustainability. Writing and performing a short pitch will help clarify an idea, attract partners or investors and generate buy-in within organisations.

The following structure is suitable for pitching a company or a new idea. The ideal length for the resultant pitch is 3 minutes. Therefore, you need to avoid too much technological detail and too many financials and focus on telling a good story enthusiastically.

1) Name, Company name or brand name for our innovative idea.

A memorable name is a surprisingly effective way of raising the profile of an innovation within an organisation.

2) What problem are we solving?

You start your story by outlining a clear and important unmet need for specific users. Use a dramatic fact or personal anecdote in the pitch presentation.

3) How we solve the problem?

Here you describe how our new or distinguishing technology, service or behaviour satisfies a user's unmet need. You articulate exactly how our innovation works, using plain and non-technical language. We mention any potential negatives and give reasons why they are not an issue.

4) Business model

How is the company or innovation to make money? You devote some time to thinking through the top-level financial aspects of the innovation or company and Your give/get with potential partners.

5) Why different?

You describe our company or innovation in one sentence that defines its central idea and explains why it is better than existing competitors or products or why it achieves sustainability in a better and more efficient way.

6) The ask

You finish by defining what we want from the audience whether it's time, money, partnership, or another form of commitment.

INNOVATION TEMPLATE

Name:

Date:

Team:

1 Name, Company name or brand name for our innovative idea.

2 What problem are we solving?

3 How we solve the problem?

4 Business model

5 Why different?

6 The ask

Prototyping Sustainability Evaluator

This technique is designed for a collaborative workshop setting or a shared online environment. They prototype four different types of touchpoint: Physical stuff, Information, People and Online. We pick one or more that are suitable and make sure a workshop has all the right materials and focus on sustainability has been taken into account.

Prototyping Sustainability Evaluator

Name:

Date:

Team:



1 What idea did we prototype?

2 What are we going to change to meet sustainability?

3 What remain the same?

4 Mark the Stop/Go/Reinvent box

S G R