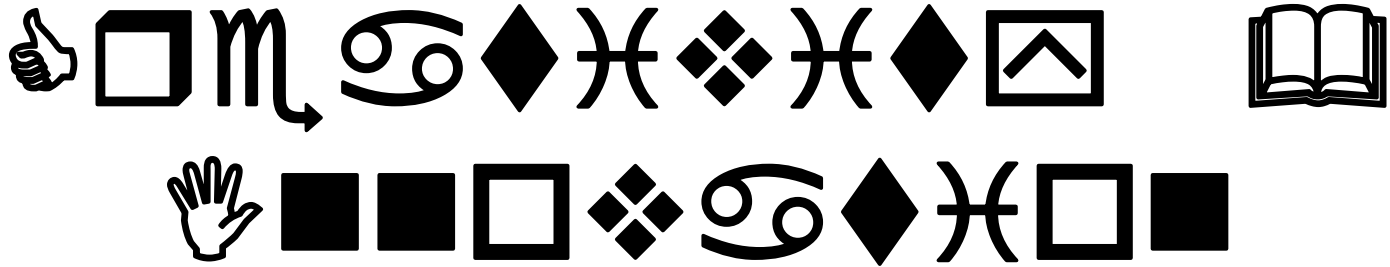




Nurturing Business Start-up
Supporting Business Growth
Encouraging Innovation
Developing People and Skills



Creativity & Innovation

Isabell Majewsky
Chief Executive, GO Group

Entrepreneurship: from Education to Practice
Conference

24 April 2009

Who are the GO Group

Business Support

- Business Gateway
- Cultural Enterprise Office
- Graduates for Business
- National Park Hospitality Programme

International Development

- Created LINC Scotland
- International projects
- Business development

Learning & Development

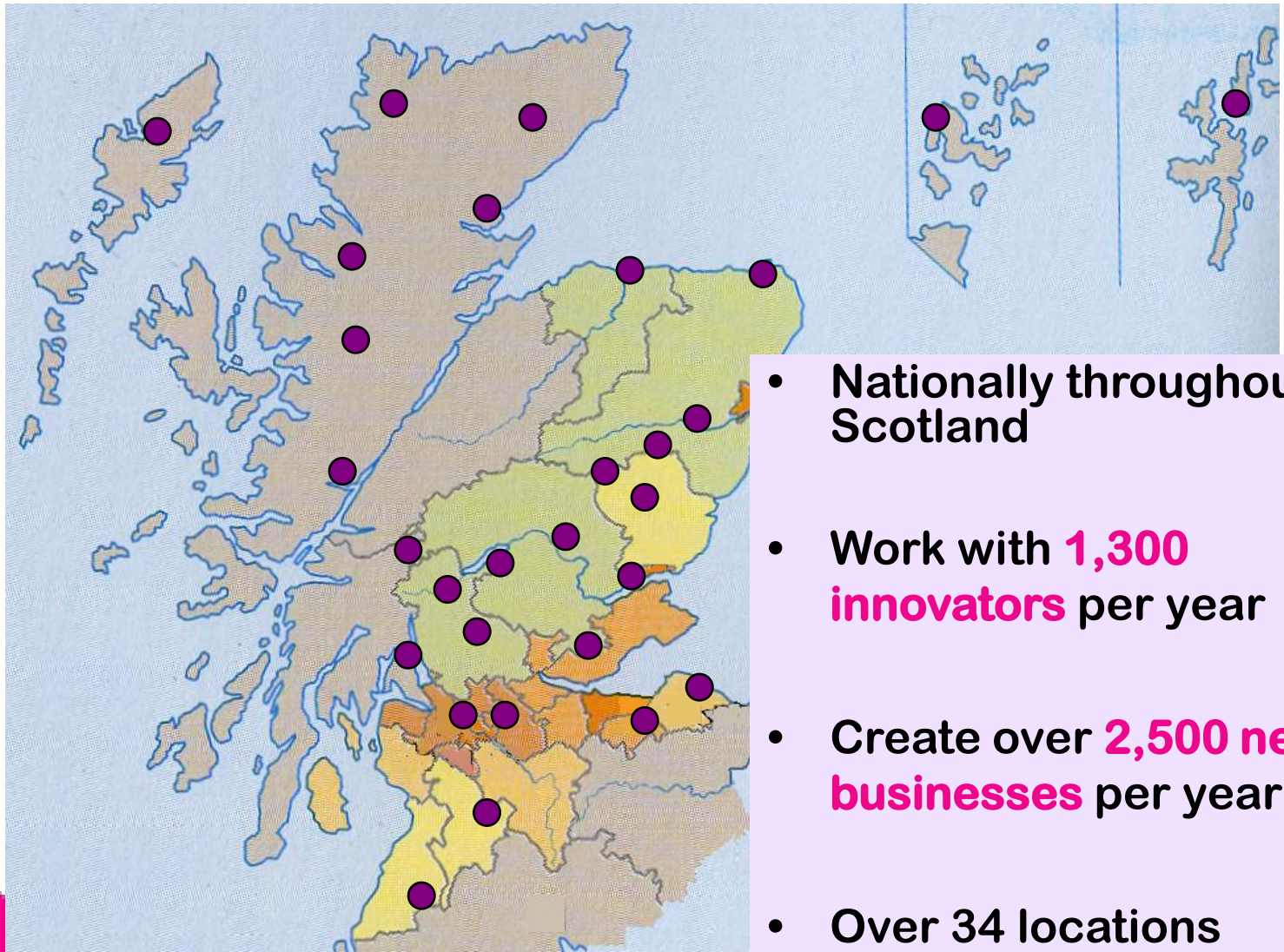
- Business Map
- Range of business and management development programmes
- Bespoke training and consultancy
- Conference and training facilities

Innovation

- ICASS programme
- New product development
- Starter for Six
- John Logie Baird Awards Programme
- Innovation Village
- Connect Scotland

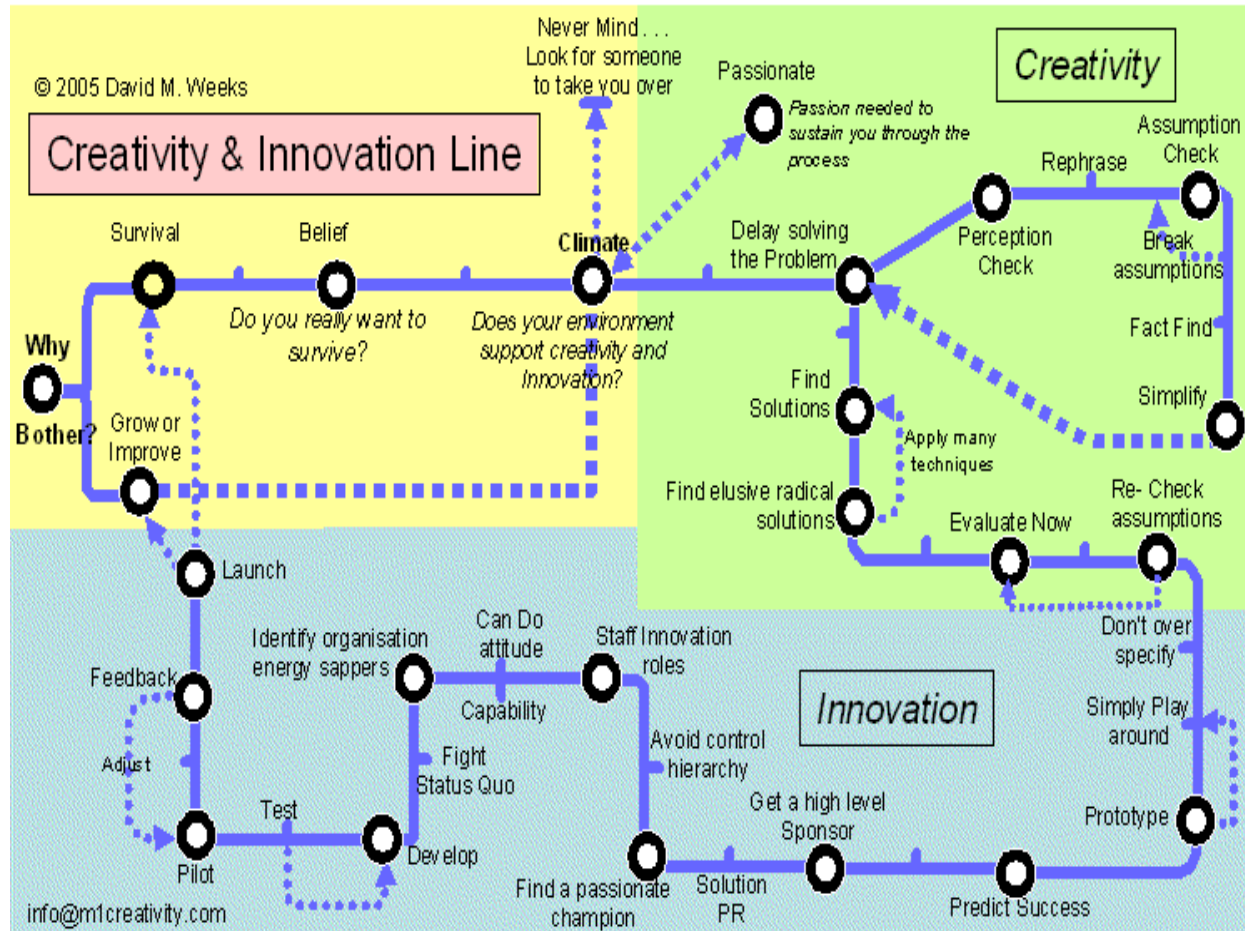


Where do we deliver?



- Nationally throughout Scotland
- Work with **1,300 innovators** per year
- Create over **2,500 new businesses** per year
- Over 34 locations

Fusing Creativity & Innovation

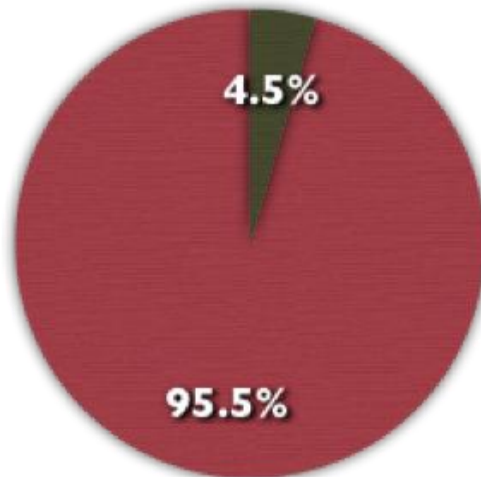


Why is it so important?

Innovation Success is Poor

Only 4.5% of projects
meet ROI Goals

Success



Failure

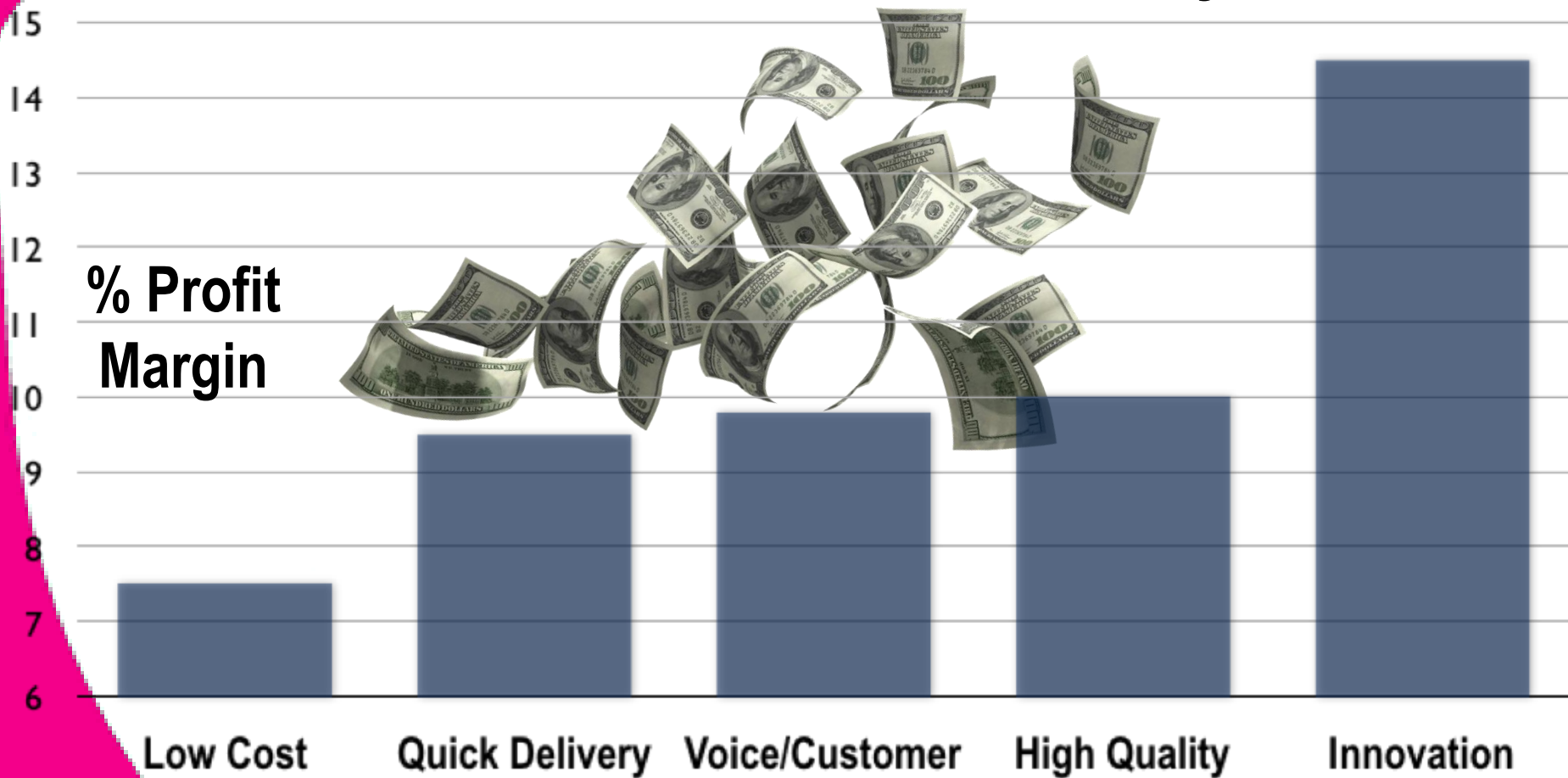
Boston Consulting
Group



**32% Odds
versus
4.5% odds**



Innovation Drives Profitability



Self Reported Business Strategy

Open innovation & creativity is the Future

Old World

We do it all ourselves

Not invented here

We don't partner with competitors

New World

Connecting externally increases R&D productivity

Embracing creativity

Our biggest competitor is our biggest customer

Open Innovation is the future Alliances or Products



JohnsonDiversey
Clean is just the beginning



SONY



PHILIPS

sense and simplicity



Why work with universities?

Industry performance and collaboration

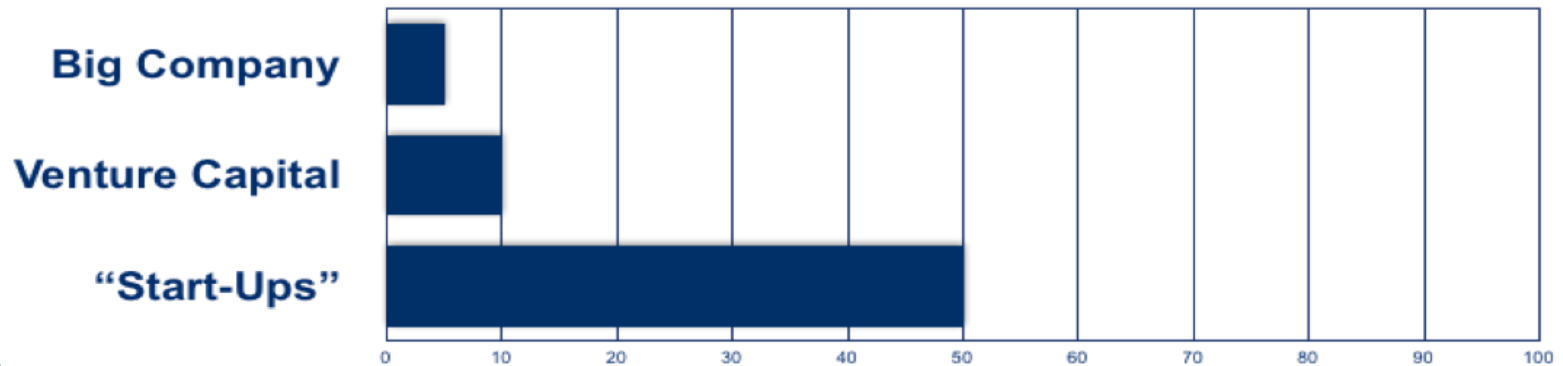
	Opened new markets or increased market share	Improved quality of goods and services	Reduced unit labour costs
Enterprises which DON'T USE Universities as partners	40%	46%	33%
Enterprises which USE Universities as partners	81%	85%	65%

Community Innovation survey (UK), DTI/ONS, 2001

Most Large Companies



at Innovation



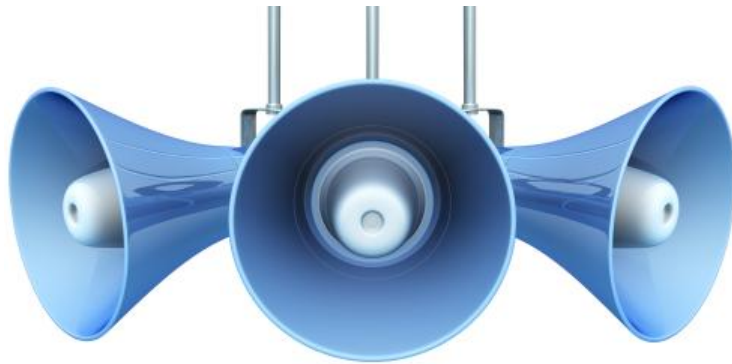
**% of Innovations
still in Business after 3 years**

How can we improve?

- Great at breakthrough technology
.....but poor at commercialisation
- Excellent technology teams
.....but weak in marketing & management
- Lack of ambition and experience
.....we need strong role models or mentors
- Lack of substantial long term risk capital
.....we need proof of concept funding

CONNECT

the fast track for technology business



Communications



Connections

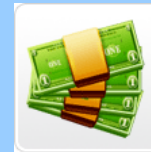
Our aim is to stimulate creativity and innovation and help academics, graduates and students realise the commercial value of their innovations.



Professional services



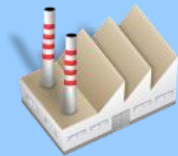
Innovation Sellers



Investors



Innovation Buyers



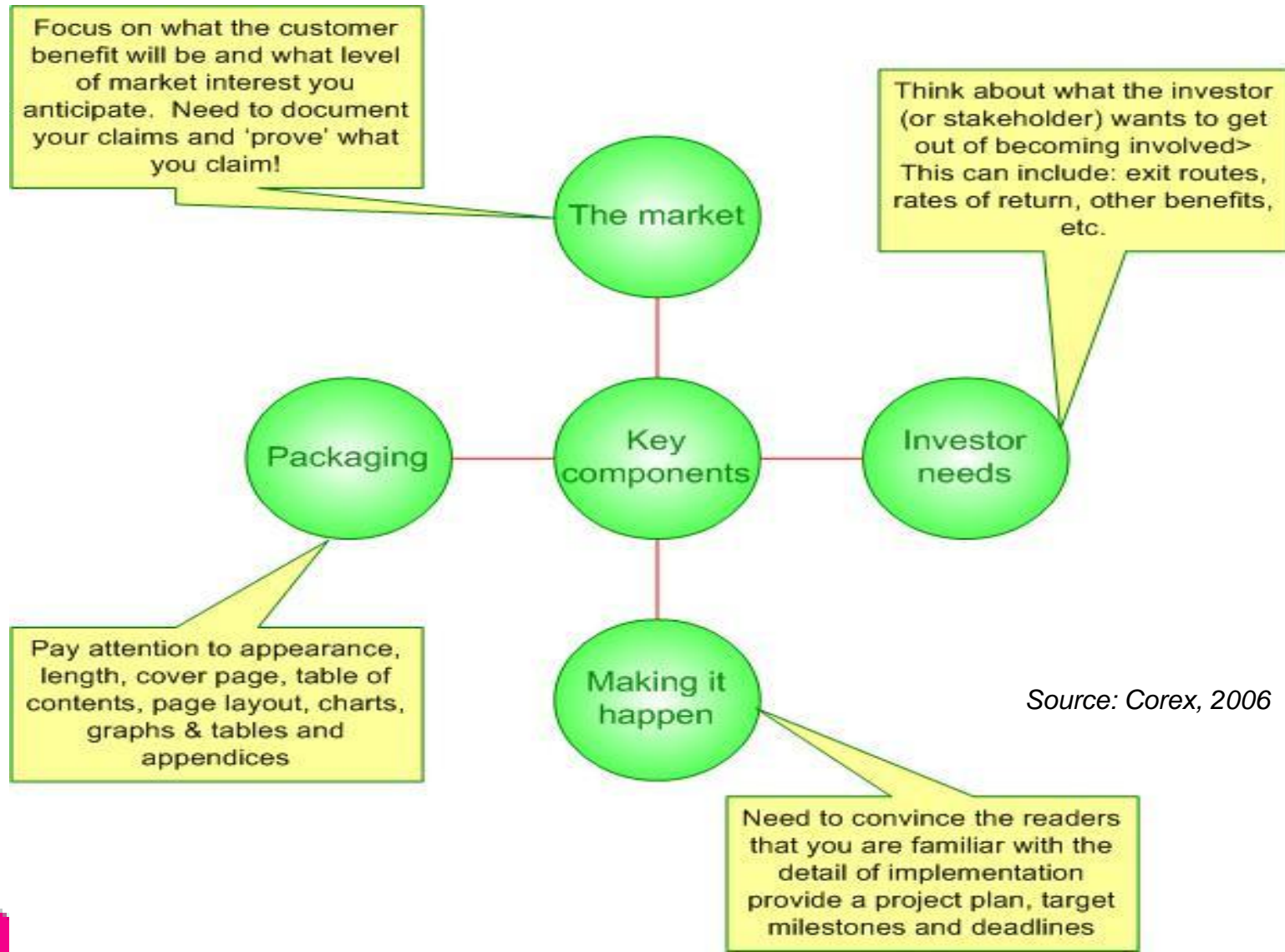
Manufacturing & R&D



Distribution & Export

Access Pass

How to build a sound business proposition



Source: Corex, 2006

Building competence

Creative thinking skills
Motivation and self belief
Knowledge bank

- **Overall schedule**
 - project management
 - milestones & responsibilities
 - areas of risk / slippage
- **Critical risks & assumptions**
 - proof that you are not naïve or lack objectivity
 - Scenario planning

- **Financial plan**
 - pro forma income statements, balance sheets & cash flow
 - breakeven analysis
 - 3 -5 year projections
- **Proposed offering**
 - amount needing to be raised
 - deal structure
 - use of funds
 - exit strategies (IPO, sale, merger, MBO, etc.)



...Provide a toolkit

Tools and Techniques 1

Business Creation/Strategy

- Business Simulations
- Business Planning
- Spin-offs from research to market
- SWOT analysis
- PEST analysis
- Market tracking study
- Technology roadmaps
- Product development risk analysis
- Risk analysis matrix
- Knowledge trees
- Parametric analysis
- Product lifecycle analysis
- Visual mapping
- Problem abstraction

Design and Product Development

- CAD systems
- Usability approaches
- Value analysis
- Rapid prototyping
- Quality function deployment
- Delphi techniques
- Visual mapping
- Product function analysis
- FAST (Function analysis systematic technique)
- Function and feature analysis
- VAVE (value analysis value engineering)
- Card post-it systems
- Market needs research
- Opportunity specification
- Knowledge trees
- FMEA (Failure mode effect analysis)

Tools and Techniques 2

Project Management

- Project management
- Project appraisal
- Project portfolio management

Knowledge Management

- Knowledge audits
- IPR management
- Document management
- Knowledge mapping
- Storytelling

Market Intelligence

- Technology watch
- Patents analysis
- CRM
- Technology search
- Business intelligence
- Geo-marketing

Tools and Techniques 3

Process Improvement

- Benchmarking
- Workflow
- BPR
- JiT

Creativity

- Brainstorming (Osborne)
- Brainstorming (Catalogue technique)
- Lateral thinking
- TRIZ
- SCAMPER – stretch matrix
- Mind mapping
- Card post-it systems
- Brainwriting – trigger and cascade
- Knowledge trees
- Parametric analysis
- Semantic processes – random matching
- Semantic processes – idea search matrix
- Excursive techniques
- Problem abstraction
- Ideas book
- Orthographic analysis
- Analogies
- Evaluation – phases of integrated problem solving
- Clichés and proverbs

Tools and Techniques 4

Human Resources

- Tele-working
- Corporate intranets
- On-line recruitment
- e-learning
- Competence management

Interface Management

- R&D-Marketing interface management
- Concurrent engineering

Co-operative and Networking

- Groupware
- Team-building
- Supply chain management
- Industrial clustering

Tools and Techniques 4

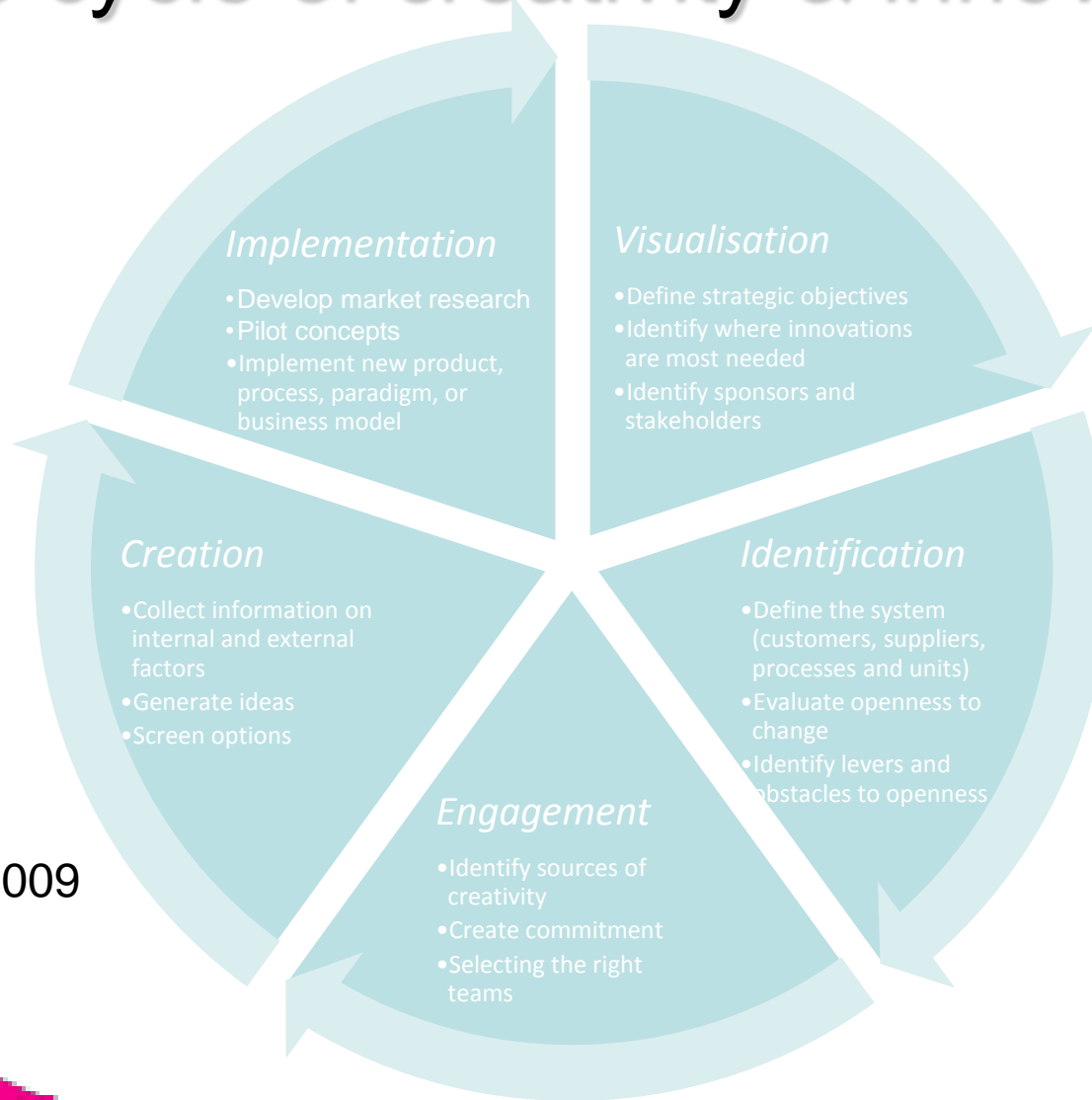
Decision Making

- Paired elimination analysis (PEA)
- Risk analysis matrix
- Priorities analysis matrix
- SWOT analysis

Problem Solving

- TRIZ
- Brainstorming – Osbourne
- Fishbone
- Force field analysis
- Pareto chart
- Problem abstraction
- Search and re-apply

The cycle of creativity & innovation

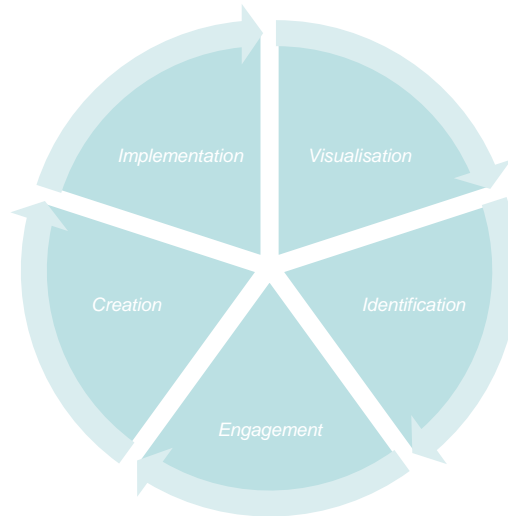


Source:
Edgar, 2009

Our teaching methodology

- Business Creation/
Strategic Management
- Design and Product
Development
- Project Management
- Knowledge Management
- Market Intelligence
- Process Improvement
- Creativity
- Human Resources
- Interface Management
- Co-operative and
Networking
- Decision Making
- Problem Solving

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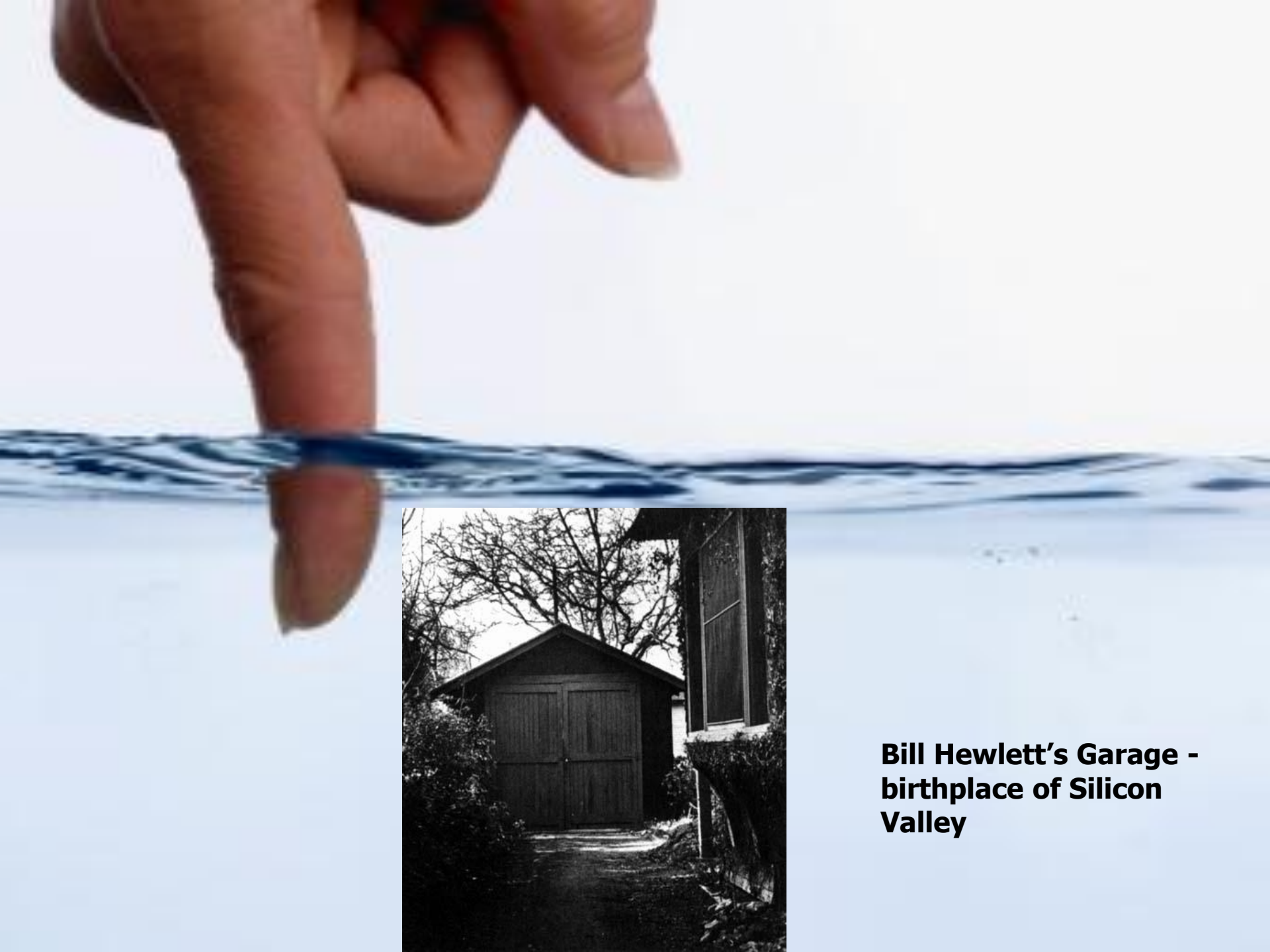


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How?

Intensive workshop courses
Taster, 4 day & 8 week



**Bill Hewlett's Garage -
birthplace of Silicon
Valley**



Thank you for listening.

Isabell.majewsky@go.uk.com