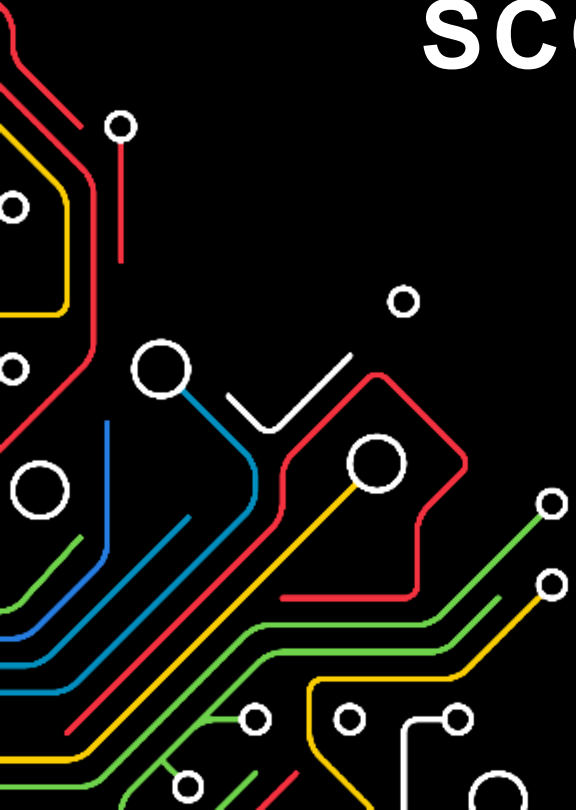


CITE SCOPE AND ACTIVITY FOR 2022

CCI / 2022 - 02 - 08

Alexandra Xavier

from knowledge
generation to
science-based
innovation



AGENDA

- Common Language
- Cite Overview
- Research Lines & Example of Projects
- On-Going Projects
- The Journal of Innovation Management
- The Conference for Entrepreneurship
- Let In
- EEN (2015-2024)
- Partnerships
- Call for Action – Reinforce Collaboration

AGENDA

Common Language

CITE| COMMON LANGUAGE: INNOVATION

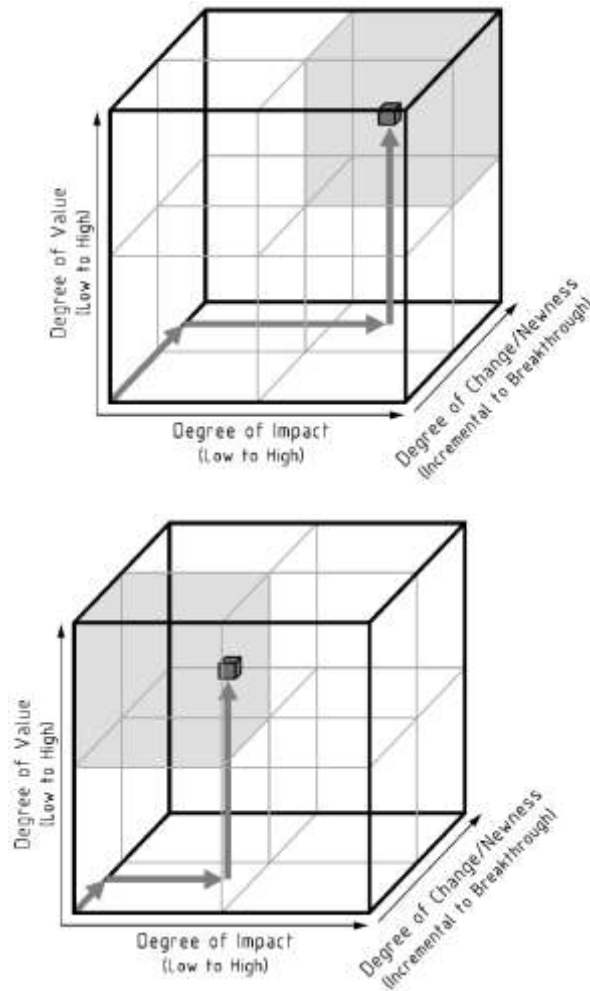
- “An **innovation** is a **new or improved product or process** (or combination thereof) that **differs significantly** from the unit’s previous products or processes and **that has been made available to potential users (product) or brought into use by the unit.**
 - A **combination of different types of innovation**
 - Reference points for **novelty**
 - **Implementation**

CITE| COMMON LANGUAGE: INNOVATION AS A RESULT

- Whether **changed or new**, an innovation is an outcome that adds value through **its adoption, implementation, commercialization, and/or use.**
- An innovation can be a product, service, process, model, method, or any other outcome, **but must create value in order to be considered an innovation.**

Source: ISO/TS 56010:2021(E)

CITE| COMMON LANGUAGE: INNOVATION AS A RESULT

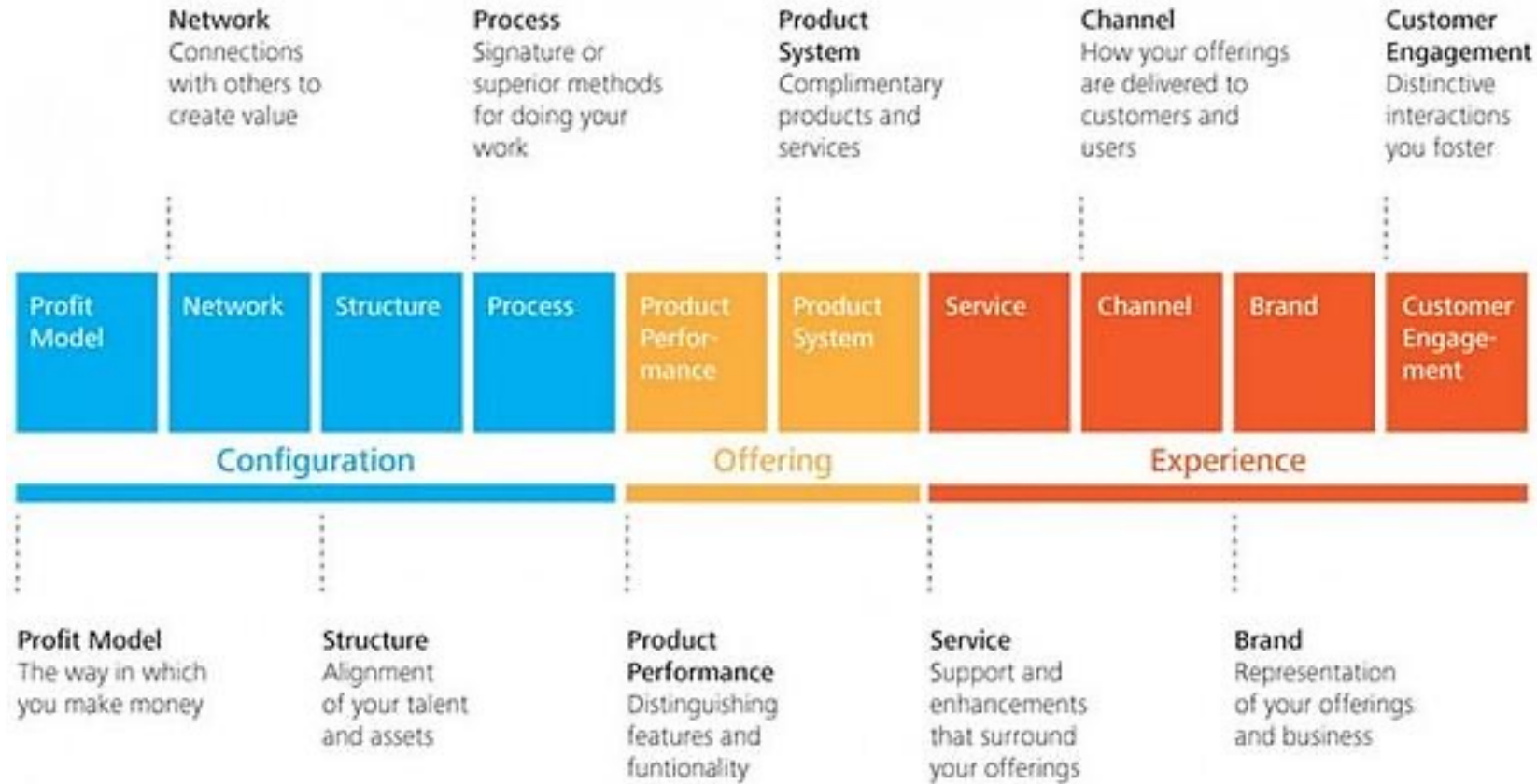


The significance of an innovation is often determined by the intersection of the degrees of value, change/newness, and impact:

- **Degree of value:** financial and/or non-financial and may affect individuals, groups, organisations or societies.
- **Degree of newness:** is generally considered to exist on a continuum ranging from incremental to radical/breakthrough
- **Degree of impact:** The degree of impact is the **effect an innovation has on any or all interested parties**. Impact can be direct/indirect, short/long term, positive/negative, etc.

Source: ISO/TS 56010:2021(E)

CITE| COMMON LANGUAGE: HOLISTIC PERSPECTIVE



Source: *The Ten Types of Innovation* [Doblin]
 Graphic: Deloitte University Press | DUPress.com

TEN TYPES OF INNOVATION

TACTICS OVERVIEW

Profit Model

Premium

Price at a higher margin than competitors, usually for a superior product, offering, experience, service or brand.

Cost Leadership

Keep variable costs low and sell high volumes at low prices.

Scaled Transactions

Maximize margins by pursuing high volume, large scale transactions when unit costs are relatively fixed.

Microtransactions

Sell many items for as little as a dollar—or even only one cent—to drive impulse purchases at volume.

Forced Scarcity

Limit the supply of offerings available, by quantity, time frame or access, to drive up demand and/or prices.

Subscription

Create predictable cash flows by charging customers up front (a one time or recurring fee) to have access to the product/service over time.

Membership

Charge a time-based payment to permit access to locations, offerings, or services that non-members don't have.

Installed Base

Offer a "core" product for slim margins (or even a loss) to drive demand and loyalty; then realize profit on additional products and services.

Switchboard

Connect multiple sellers with multiple buyers; the more buyers and sellers who join, the more valuable the switchboard.

Auction

Allow a market—and its users—to set the price for goods and services.

User-Defined

Invite customers to set a price they wish to pay.

Freemium

Offer basic services for free, while charging a premium for advanced or special features.

Flexible Pricing

Vary prices for an offering based on demand.

Float

Receive payment prior to building the offering—and use the cash to earn interest prior to making margins.

Financing

Capture revenue not directly from the sale of a product, but from structured payment plans and after-sale interest.

Ad-Supported

Provide content/services for free to one party while selling listeners, viewers or "eyeballs" to another party.

Licensing

Grant permission to some other group or individual to use your offering in a defined way for a specified payment.

Metered Use

Allow customers to pay for only what they use.

Bundled Pricing

Sell in a single transaction two or more items that could be sold as standalone offerings.

Disaggregate Pricing

Allow customers to buy exactly—and only—what they want.

Risk Sharing

Waive standard fees/costs if certain metrics aren't achieved, but receive outside gains when they are.

Network

Merger/Acquisition

Combine two or more entities to gain access to capabilities and assets.

Consolidation

Acquire multiple companies in the same market or complementary markets.

Open Innovation

Obtain access to processes or patents from other companies to leverage, extend, and build on expertise and/or do the same with internal IP and processes.

Secondary Markets

Sell many items for as little as a dollar—or even only one cent—to drive impulse purchases at volume.

Supply Chain Integration

Coordinate and integrate information and/or processes across a company or functions of the supply chain.

Complementary Partnering

Leverage assets by sharing them with companies that serve similar markets but offer different products and services.

Alliances

Share risks and revenues to jointly improve individual competitive advantage.

Franchising

License business principles, processes, and brand to paying partners.

Coopetition

Join forces with someone who would normally be your competitor to achieve a common goal.

Collaboration

Partner with others for mutual benefit.

Structure

Organizational Design

Make form follow function and align infrastructure with core qualities and business processes.

Incentive Systems

Offer rewards (financial or non-financial) to provide motivation for a particular course of action.

IT Integration

Integrate technology resources and applications.

Competency Center

Cluster resources, practices and expertise into support centers that increase efficiency and effectiveness across the broader organization.

Outsourcing

Assign responsibility for developing or maintaining a system to a vendor.

Corporate University

Provide job-specific or company-specific training for managers.

Decentralized Management

Distribute decision-making governance closer to the customer or other key business interfaces.

Knowledge Management

Share relevant information internally to reduce redundancy and improve job performance.

Asset Standardization

Reduce operating costs and increase connectivity and modularity by standardizing your assets.

Business Model Design

Process

Process Standardization

Use common products, processes, procedures, and policies to reduce complexity, costs, and errors.

Localization

Adapt an offering, process, or experience to target a culture or region.

Process Efficiency

Create or produce more while using fewer resources—measured in materials, energy consumption or time.

Flexible Manufacturing

Use a production system that can rapidly react to changes and still operate efficiently.

Process Automation

Apply tools and infrastructure to manage routine activities in order to free up employees.

Crowdsourcing

Outsource repetitive or challenging work to a large group of semi-organized individuals.

On-Demand Production

Produce items after an order has been received to avoid carrying costs of inventory.

Lean Production

Reduce waste and cost in your manufacturing process and other operations.

Logistics Systems

Manage the flow of goods, information and other resources between the point of origin and the point of use.

Strategic Design

Employ a purposeful approach that manifests itself consistently across offerings, brands, and experiences.

Intellectual Property

Protect an idea that has commercial value—such as a recipe or industrial process—with legal tools like patents.

User Generated

Put your users to work in creating and curating content that powers your offerings.

Predictive Analytics

Model past performance data and predict future outcomes to design and price offerings accordingly.

Product Performance

Superior Product

Develop an offering of exceptional design, quality, and/or experience.

Ease of Use

Make your product simple, intuitive and comfortable to use.

Engaging Functionality

Provide an unexpected or newsworthy experiential component that elevates the customer interaction.

Safety

Increase the customer's level of confidence and security.

Feature Aggregation

Combine existing features found across offerings into a single offering.

Added Functionality

Add new functionality to an existing offering.

Performance Simplification

Omit superfluous details, features, and interactions to reduce complexity.

Environmental Sensitivity

Provide offerings that do no harm—or relatively less harm—to the environment.

Conservation

Design your product so that customers can reduce their use of energy or materials.

Customization

Enable altering of the product or service to suit individual requirements or specifications.

Focus

Design an offering specifically for a particular audience at the expense of others.

Styling

Impart a style, fashion or image.

Product System

Complements

Sell additional related or ancillary products or services to a customer.

Extensions/Plug-ins

Allow first- or third-party additions that add functionality.

Product Bundling

Offer several products for sale as one combined product.

Modular Systems

Provide a set of individual components that can be used independently, but gain utility when combined.

Product/Service Platforms

Develop systems that connect with other, partner products and services to create a holistic offering.

Integrated Offering

Combine otherwise discrete components into a complete experience.

Service

Try Before You Buy

Let customers test and experience an offering before investing in it.

Guarantee

Remove customer risk of lost money or time stemming from product failure or purchase error.

Loyalty Programs

Provide benefits and/or discounts to frequent and high-value customers.

Added Value

Include an additional service/function as part of the base price.

Concierge

Provide premium service by taking on tasks for which customers don't have time.

Total Experience Management

Provide thoughtful, holistic management of the consumer experience across an offering's lifecycle.

Supplementary Service

Offer ancillary services that fit with your offering.

Superior Service

Provide service(s) of higher quality, efficacy, or with a better experience than any competitor.

Personalized Service

Use the customer's own information to provide perfectly calibrated service.

User Communities/Support Systems

Provide a communal resource for product/service support, use and extension.

Lease or Loan

Let customers pay over time to lower upfront costs.

Self-Service

Provide users with control over activities that would otherwise require an intermediary to complete.

Channel

Diversification

Add and expand into new or different channels.

Flagship Store

Create a store to showcase quintessential brand and product attributes.

Go Direct

Skip traditional retail channels and connect directly with customers.

Non-Traditional Channels

Employ novel and relevant avenues to reach customers.

Pop-up Presence

Create a noteworthy but temporary environment to showcase and/or sell offerings.

Indirect Distribution

Use others as resellers who take ownership over delivering the offering to the final user.

Multi-Level Marketing

Sell bulk or packaged goods to an affiliated but independent sales force that turns around and sells it for you.

Cross-selling

Place products, services, or information that will enhance an experience in situations where customers are likely to want to access them.

On-Demand

Deliver goods in real-time whenever or wherever they are desired.

Context Specific

Offer timely access to goods that are appropriate for a specific location, occasion, or situation.

Experience Center

Create a space that encourages your customers to interact with your offerings—but purchase them through a different (and often lower-cost) channel.

Brand

Co-Branding

Combine brands to mutually reinforce key attributes or enhance the credibility of an offering.

Brand Leverage

"Lend" your credibility and allow others to use your name—thus extending your brand's reach.

Private Label

Provide goods made by others under your company's brand.

Brand Extension

Offer a new product or service under the umbrella of an existing brand.

Component Branding

Brand an integral component to make a final offering appear more valuable.

Transparency

Let customers see into your operations and participate with your brand and offerings.

Values Alignment

Make your brand stand for a big idea or a set of values and express them consistently in all aspects of your company.

Certification

Develop a brand or mark that signifies and ensures certain characteristics in third-party offerings.

Customer Engagement

Process Automation

Remove the burden of repetitive tasks from the user to simplify life and make new experiences seem magical.

Experience Simplification

Reduce complexity and focus on delivering specific experiences exceptionally well.

Curation

Use a distinct point of view to separate the proverbial wheat from the chaff—and in the process create a strong identity for yourself and your followers.

Experience Enabling

Extend the realm of what's possible to offer a previously improbable experience.

Mastery

Help customers to obtain great skill or deep knowledge of some activity or subject.

Autonomy and Authority

Grant users the power to use your offerings to shape their own experience.

Community and Belonging

Facilitate visceral connections to make people feel they are part of a group or movement.

Personalization

Alter a standard offering to allow the projection of the customer's identity.

Whimsy and Personality

Humanize your offering with small flourishes of on-brand, on-message ways of seeming alive.

Status and Recognition

Offer cues that infer meaning, allowing users—and those who interact with them—to develop and nurture aspects of their identity.



CITE| COMMON LANGUAGE: INNOVATION PRACTICES

- An **Innovation Activity** is something that is done, generally as a step, towards innovations.
- An **Innovation Process** is a combination or sequence of activities that aims to deliver an innovation.
- **Innovation Management** is the structuring and carrying out of innovation processes and business processes designed to lead to innovation.
- An **Innovation Management System** is how an organization has organized policies, strategies, and various other interacting elements and interrelated elements to accomplish its innovation objectives, including delivering innovation, with greater predictability, and aiming for the realization of value.

Source: ISO/TS 56010:2021(E)

CITE | COMMON LANGUAGE : INNOVATION ACTIVITIES

- **Research and Development (R&D)** usually refers to a set of activities that may be part of an innovation process. It is also often used to describe the function or an organization that performs those activities. R&D activities are conducted with the intent of creating new knowledge and inventions. **When successfully implemented or adopted in the market, these creations could become innovations.** Regardless of the outcome, the activities would still be considered R&D activities.
- **Invention.** An invention is simply something new that was created and it does not need to create value to be considered an invention. An innovation, on the other hand, must create value, so not all inventions become innovations. **Only when an invention is adopted and implemented in a way that creates value can it be also be called an innovation.**

Source: ISO/TS 56010:2021(E)

CITE| COMMON LANGUAGE : SUSTAINABLE & RESPONSIBLE INNOVATION (SINCE 2020):

“***Innovation for Sustainability*** : involves making intentional changes to organizational products or processes that produce environmental and/ or social benefits as well as economic value.

...Sustainable innovation intentionally aims to “***meet the needs of present generations without compromising the needs of future generations***”

Source: Network for Business Sustainability. 2012. *Innovating for sustainability: A guide for executives*. London, Canada: Network for Business Sustainability. www.nbs.net/knowledge.

“***Responsible Research and Innovation*** (RRI) is the on-going process of aligning research and innovation to societal values, needs and expectations”.

Source: von Schomberg, R. (2011): *Prospects for Technology Assessment in the 21st century: the quest for the <<right>> impacts of science and technology. An outlook towards a framework for responsible research and innovation.*

AGENDA

CITE | Overview

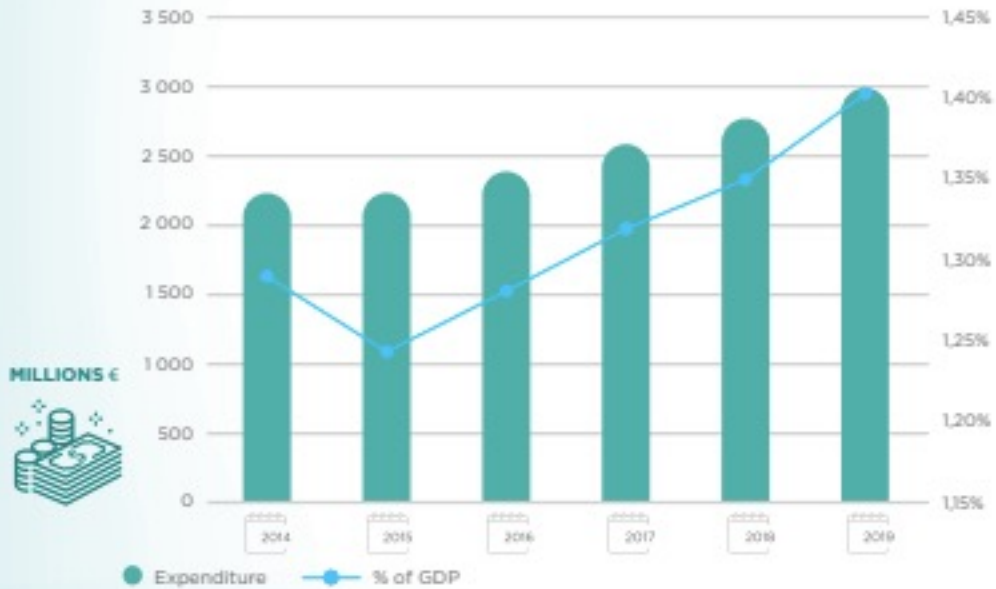
CITE | RESPOND TO EXTERNAL CONDITIONS

Knowledge

Research & development

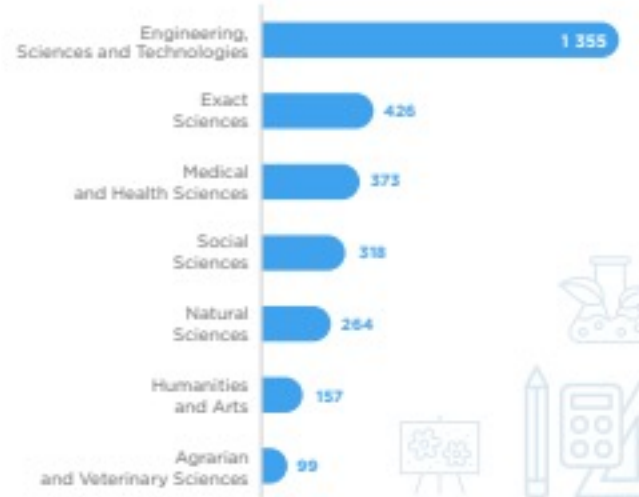
HIGH GROWTH OF EXPENDITURES ON R&D. ENGINEERING SCIENCES AND TECHNOLOGIES TAKE THE BIGGEST SLICE

EXPENDITURE ON RESEARCH & DEVELOPMENT



Source: DGEEC, 2021

EXPENDITURE ON RESEARCH & DEVELOPMENT BY FIELD OF RESEARCH, 2019, MILLIONS €



Source: DGEEC, 2020

CITE| PURPOSE

Contribute to maximizing the value and impact of R&DI activities outputs, by empowering researchers, public and private organizations, entrepreneurs and citizens in the Process of Innovation:



In a Collaborative and Co-creation environment



CITE | HOW TO...

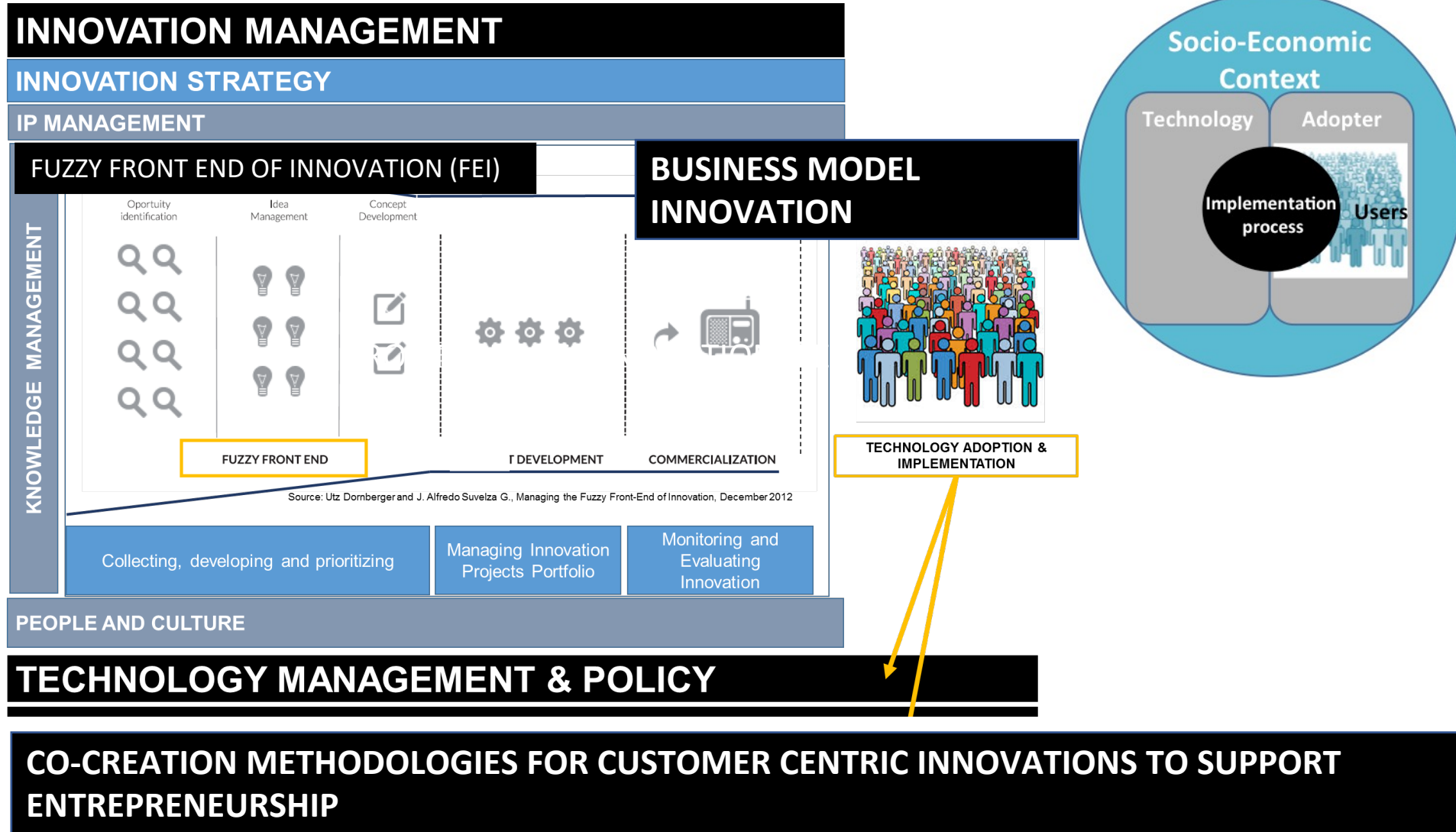
- **Foster a circular and entrepreneurial mindset** in Research & Innovation agents (R&D Institutions, Entrepreneurs, Start Ups, SME's and Society)
 - **Reduce:** we are all “being asked to do more with less,” which places an emphasis on us all to **be as effective and efficient with the resources we have.**
 - **Re - use :** minimize the no reusable results; Identify opportunities, develop and deliver sustainable and responsible technology enable innovations
 - Truly enabling **collective intelligence**, by **foster collaborations** and co-creations to accelerate the innovations outcomes to build stronger, faster and positive impact

CITE | SCOPE

- **Developing theories, concepts, models and tools, to support Innovation and Technology Management, the Front End of Innovation, the Technology Exploitation**, with a focus on technology driven innovation.
- Addressing current and future challenges of **Responsible and Sustainable innovation**.
- Applying to SME's, Entrepreneurial projects and Start Ups
- **Research Methods**: quantitative, qualitative, with focus on action research and design science research.

- Applying the outputs of the R&D activities to Consulting, Training and Executive programs, provided to researchers, citizens and all kind of organizations, including INESC TEC.

CITE | RESEARCH AND INNOVATION MODEL



CITE | RESEARCH LINES

RL1_ Innovation Management (IM) & Fuzzy Front-End of Innovation (FEI)

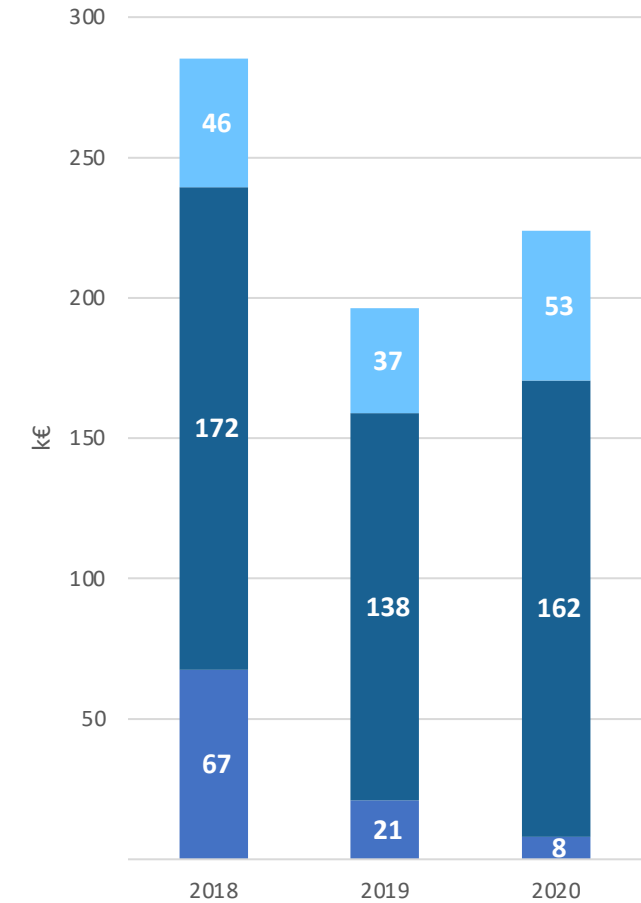
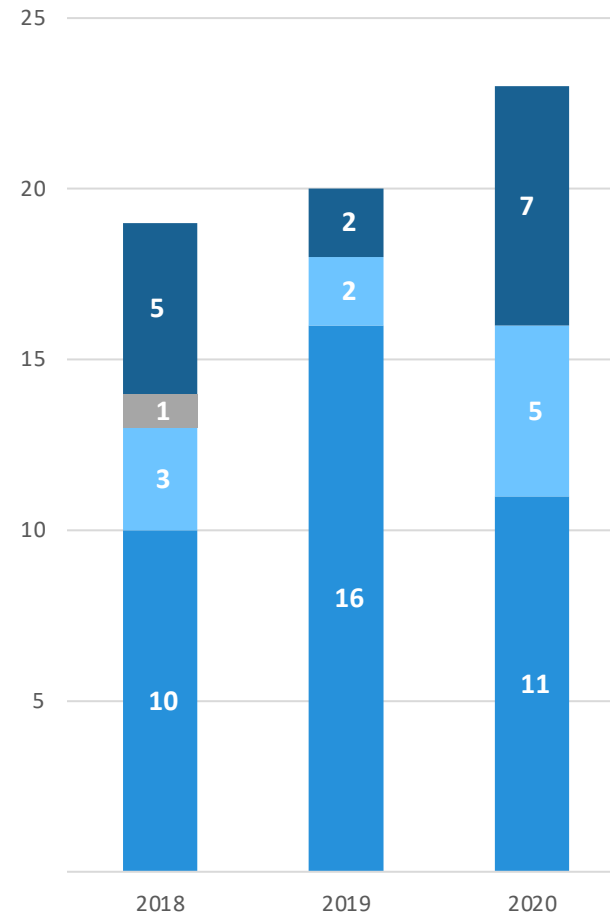
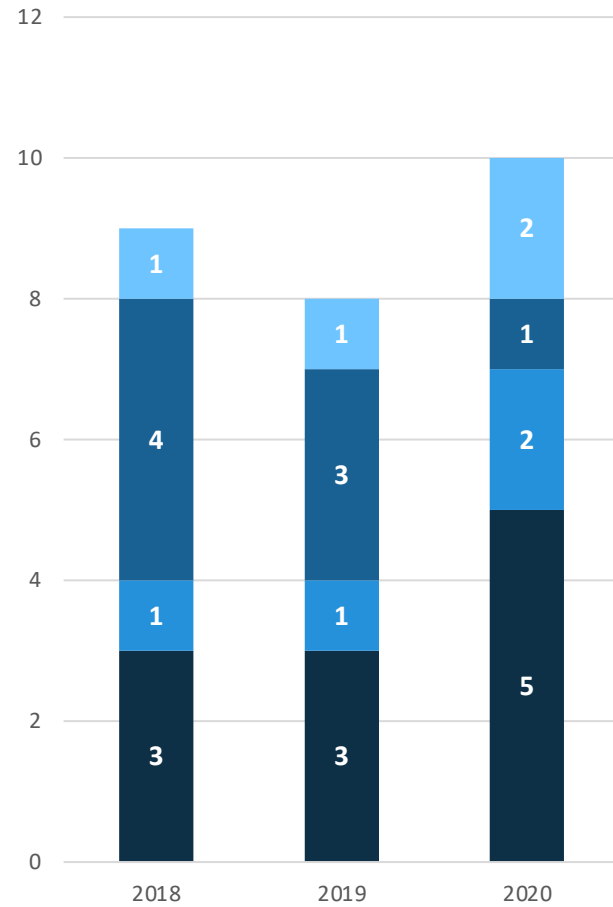
RL2_ Technology Management and Policy (TM&P)

RL3._ Business Model Innovation (BMI)

RL4 _Co-creation methodologies for customer centric innovations to support entrepreneurship

CITE | TEAM AND ACTIVITY

2022: REVENUE 360K, OPERATING MARGIN 70K



- R&D Services and Consulting
- EU Programmes
- National Cooperation Programmes with Industry
- National R&D Programmes

- R&D Employees
- Academic Staff
- Grant Holders and Trainees
- Affiliated Researchers

- Indexed Journals
- Indexed Conferences
- Books
- Book Chapters

CITE | TEAM

ALEXANDRA XAVIER



JOSÉ COELHO RODRIGUES



VASCO AMORIM



JOÃO JOSÉ P. FERREIRA



MANUELA PINTO



CRISTINA BARBOSA



CRISTINA MACHADO GUIMARÃES



SARA NEVES



ALÍPIO TORRE



FERNANDO LUIS ALMEIDA



JOÃO CLARO



CITE_ EXTERNAL COLLABORATORS (2022)

- Teresa Dieguez, Escola Superior de Gestão, IPCA
- Sandra Marnoto, ISMAI - Universidade da Maia
- Manuel Oliveira, Economia, Gestão, Eng.^a Industrial e Turismo, U.Aveiro
- Joana Costa, Economia, Gestão, Eng.^a Industrial e Turismo, U.Aveiro

- Anne-Laure Mention, Global Business Innovation Enabling Capability Platform Director | RMIT | RMIT University | Australia
- Dimitrios Salampanis| Lecturer of Entrepreneurship and Innovation | Swinburne Business School | Swinburne University of Technology | Australia

- 4 PhD Students - external researchers

AGENDA

Research Lines & Example of Projects

CITE _ RL1: INNOVATION MANAGEMENT (IM) & FRONT-END OF INNOVATION (FEI)

- **Innovation Management**, practices, tools and metrics, building on a history of contributions to the Portuguese Standard for R&DI Management and an active participation in the ISO TC 279 – Innovation Management.
- Developing both an in-depth understanding and tools for the **Front-End of Innovation**, by applying Design Science Research and Ontology Development methodologies.
- **Research on Responsible & Sustainable Innovation**, bringing together technology assessment (TA) with ethics & Sustainability, since idea generation and stakeholder engagement, throughout the knowledge creation processes envisioning the technology exploitation in the business context and in new business models development.

CITE|RL1- INNOVATION MANAGEMENT SYSTEMS (SINCE 2007)

MANUAL

Identificação e Classificação das Actividades de



Norma Portuguesa

NP 4457
2007

Gestão da Investigação, Desenvolvimento e Inovação (IDI)
Requisitos do sistema de gestão da IDI

Gestion de la Recherche, Développement et Innovation (RDI)
Exigences du système de gestion de la RDI

Management of Research, Development and Innovation (RDI)
Management system requirements of RDI

ICS

03.100.00

DESCRIPTOR

Projecto, gestão, investigação, trabalho de investigação, resultados de investigação, planeamento, organização, definições, bibliografia

CORRESPONDÊNCIA

HOMOLOGAÇÃO

Termo de Homologação N.º 11/2007, de 2007-01-29

ELABORAÇÃO

CTI 199/000

EDIÇÃO

Junho de 2007

CÓDIGO DE PREÇO

3004

© 2007 Instituto Português da Qualidade

Instituto Português da Qualidade

Rua Padre Cruz, 1

2501-510 CAPARICA - PORTUGAL

Tel. +351 21 548 400 Fax +351 21 548 401

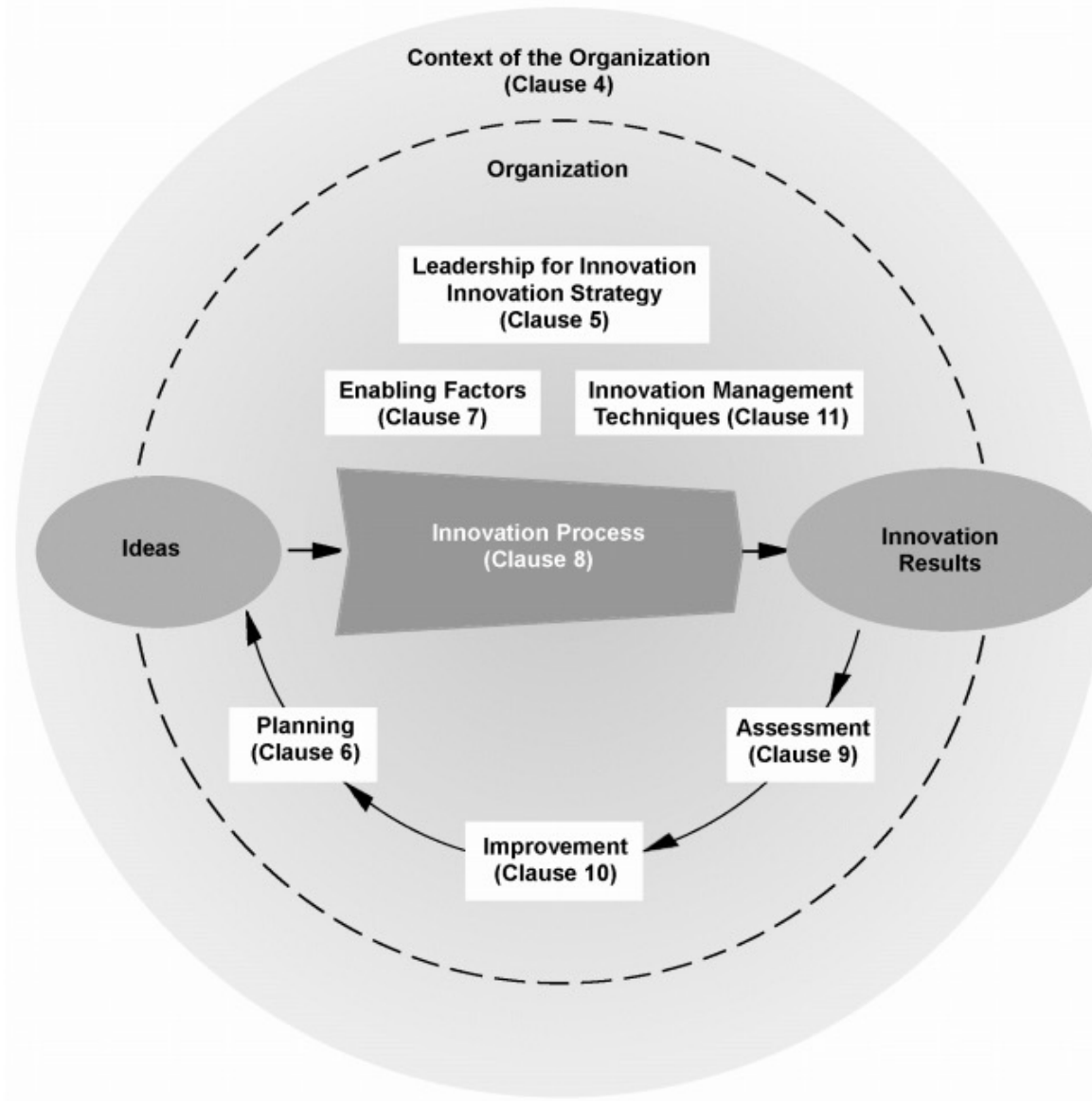
Email: ipq@ipq.pt



Fig. 4: R&DI Activities Value Chain Model (Source: ©INESC Porto 2006)

CITE|RL1- INNOVATION MANAGEMENT SYSTEMS (2013)

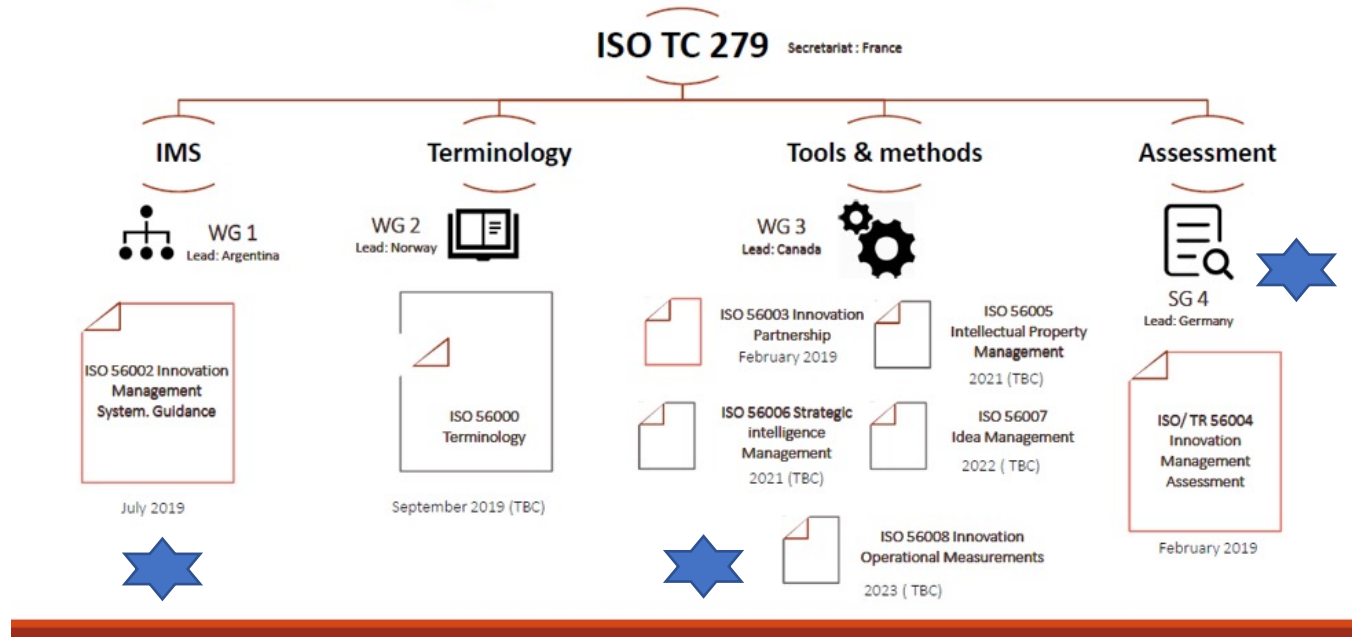
CEN. (2013). CEN/TS 16555-1:2013 "Innovation Management -Part 1: Innovation Management System", Figure 1 "Key elements covered by this Innovation Management System", European Committee for Standardization (CEN).



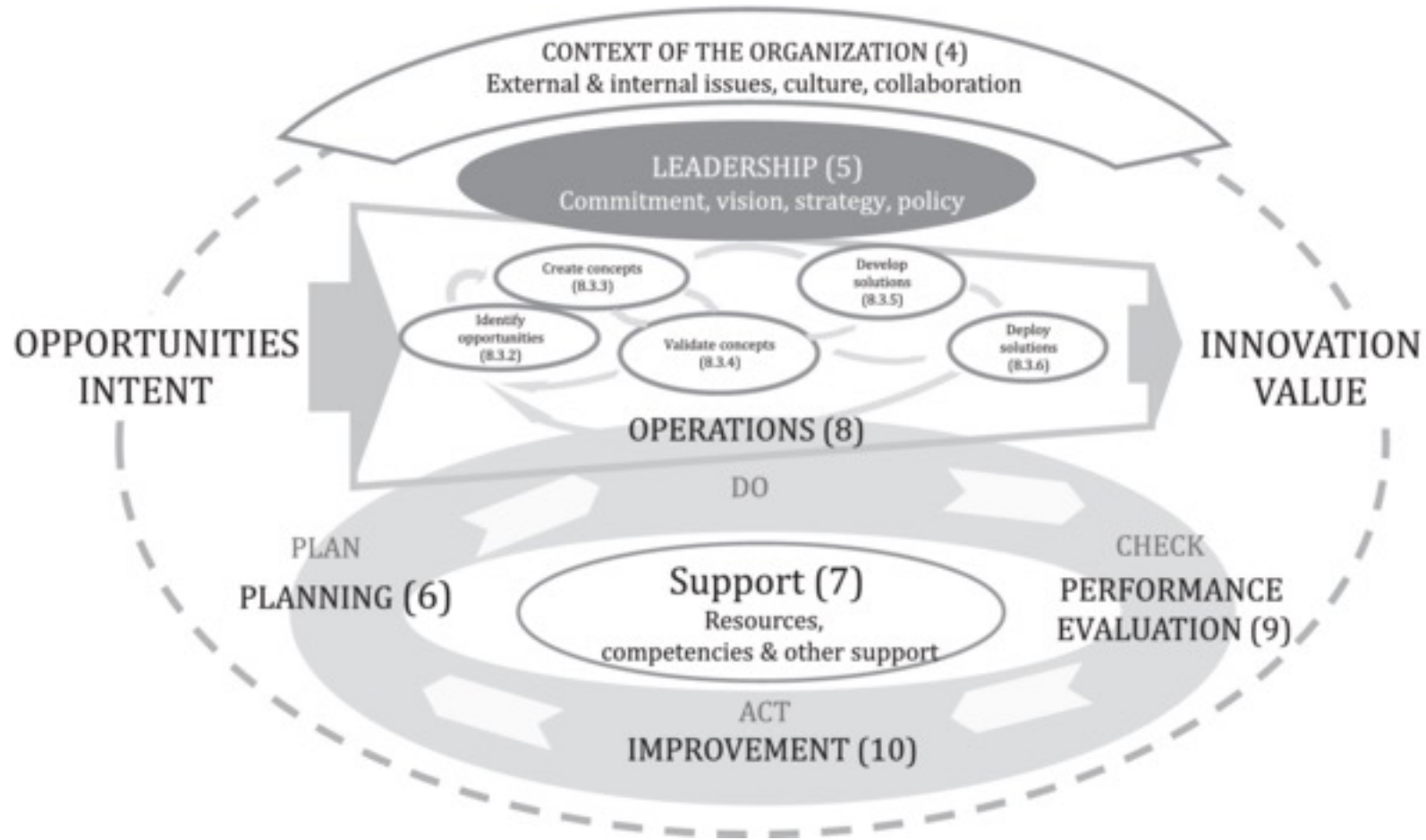
CITE|RL1- INNOVATION MANAGEMENT SYSTEMS (SINCE 2018)



Organization & publications



CITE: INNOVATION MANAGEMENT SYSTEMS (LAUNCH 2021)



Source: ISO/TS 56010:2021(E)

CITE| RL1: INNOVATION ACTIVITIES (SINCE 2007)

- Conceptual frameworks, methodologies, tools
- Innovation Management Assessment

Commissioned Studies:

Innovation Dynamics in the Portuguese Footwear sector (APICCAPS)
 Collaborative Innovation networks (WELISTEN, EuRA)

Outputs:

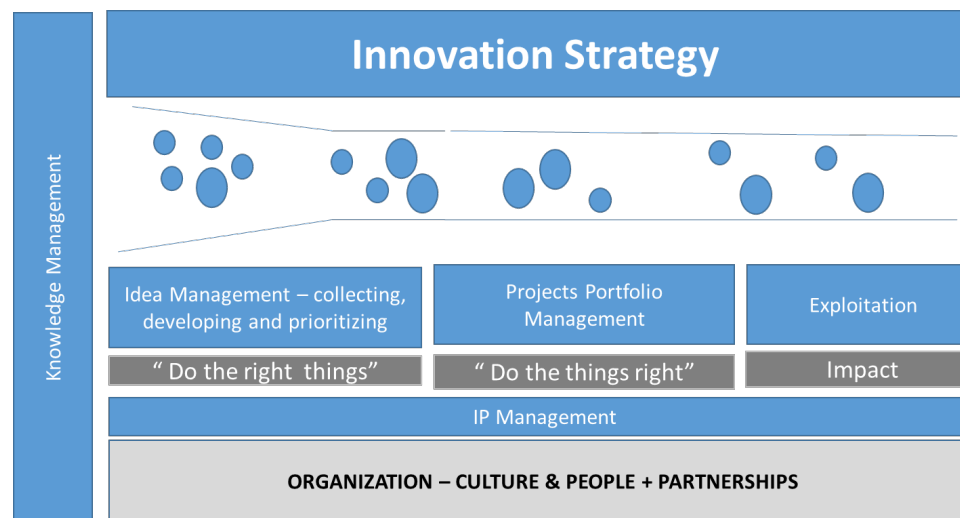
Knowledge
 Product Innovation
 Process Innovation
 Marketing Innovation
 Organizational Innovation
 Business Innovation

Technical Committees and WG

CT 169 , CEN –TC389
 ISO – TC 279

National & International Professional Training:

Cranfield University, INESC Porto IPP.
 Executive Training for COTEC
 LINPRA; MNRF. Cintesis, Agroinsider, Bondalti



Consulting:

Implementation of Innovation Management Systems in companies
 Audits

Innovation Labs (for companies)

Concept development; Visual Innovation Strategy, Product RoadMapping

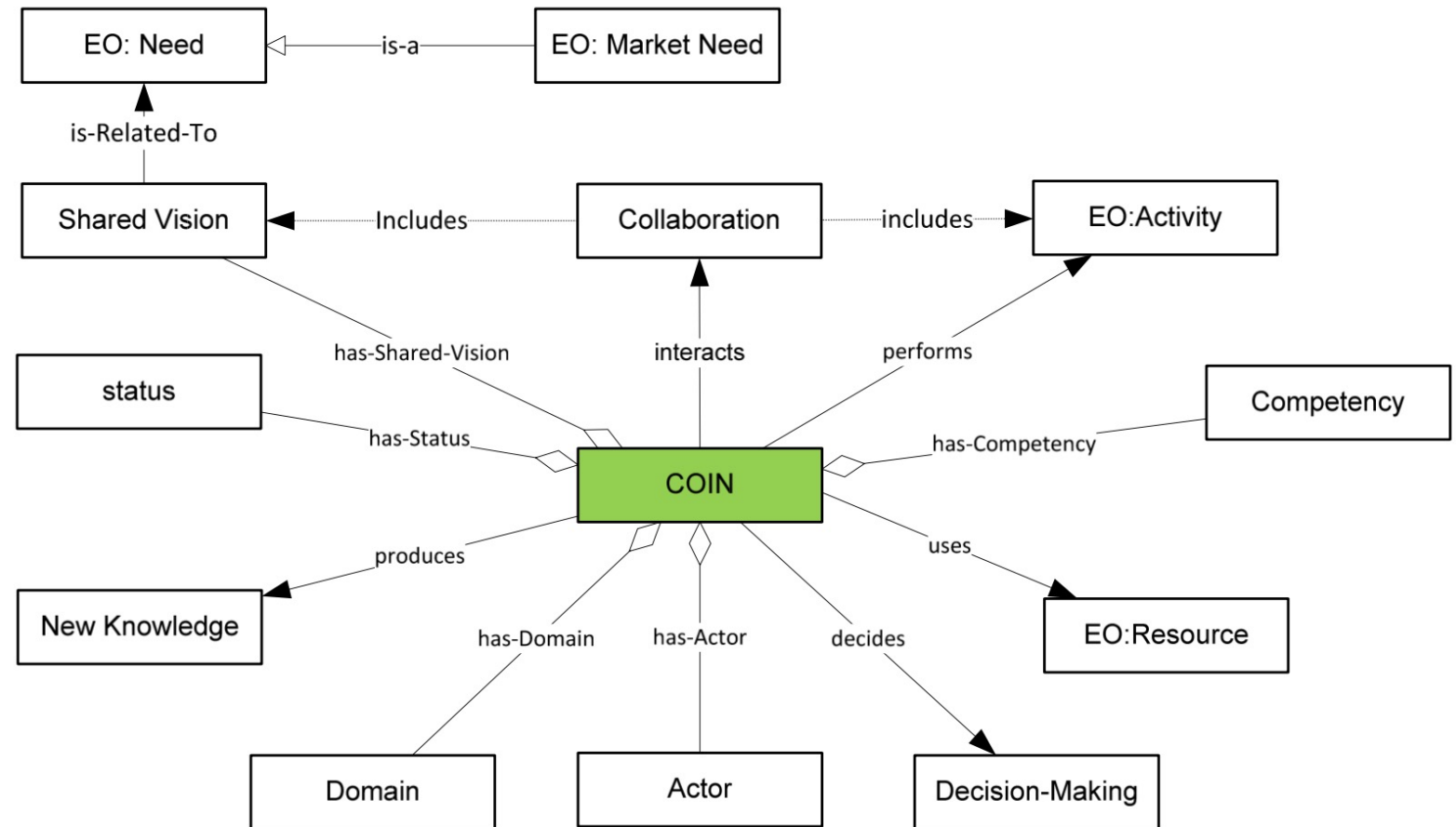


Advisory and Coaching Innovation services for SMEs (EEN-PT, EIMC)

CITE | RL1: FEI ACTIVITIES (2016)

- Ontology for knowledge management in collaborative innovation networks

- PhD Thesis

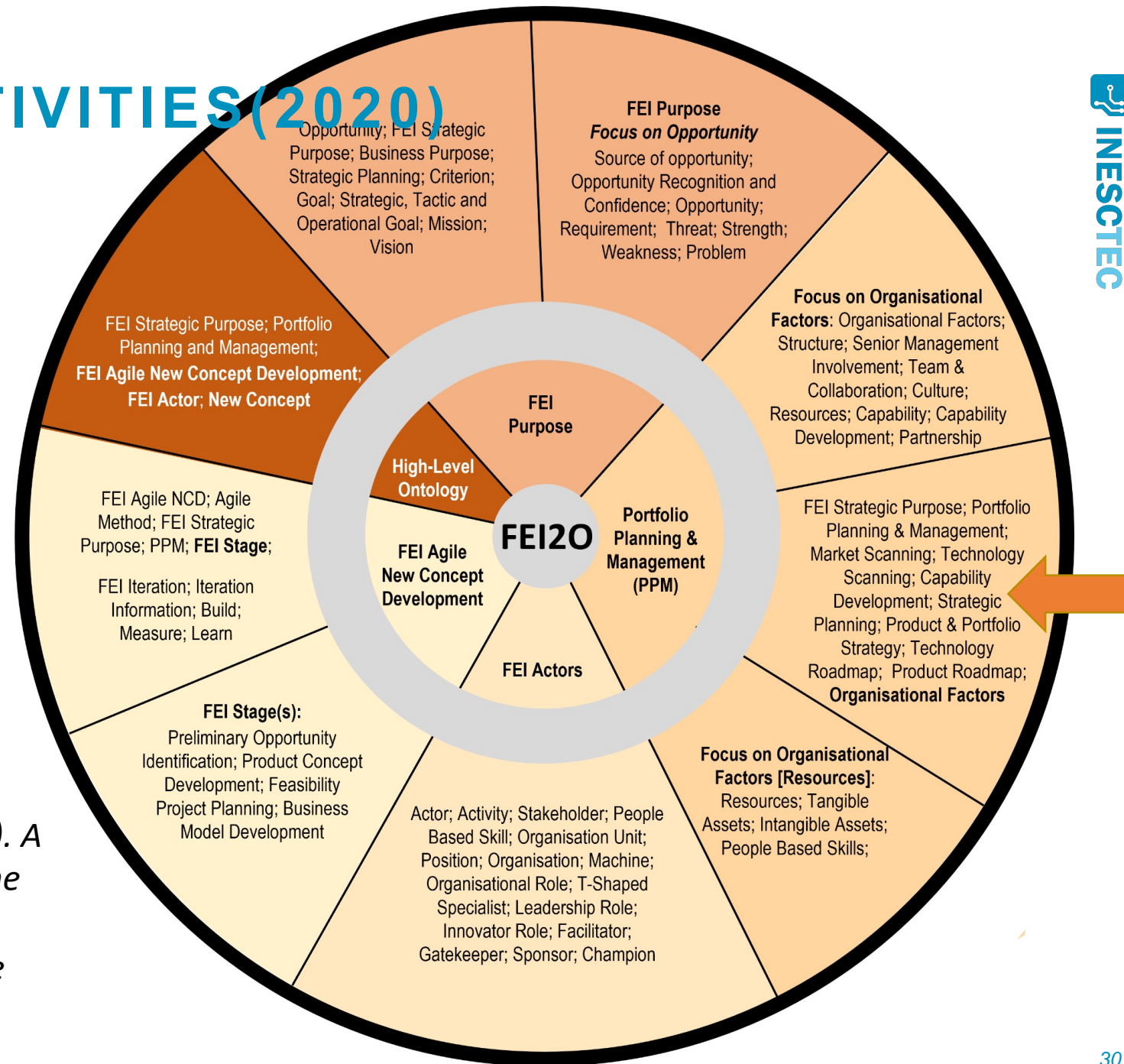


Barradas, L. C. S., Rodrigues, E. M., & Ferreira, J. J. P. (2016). Deriving an ontology for knowledge management in collaborative innovation networks. *International Journal of Innovation and Learning*, 19(3), 335-357.

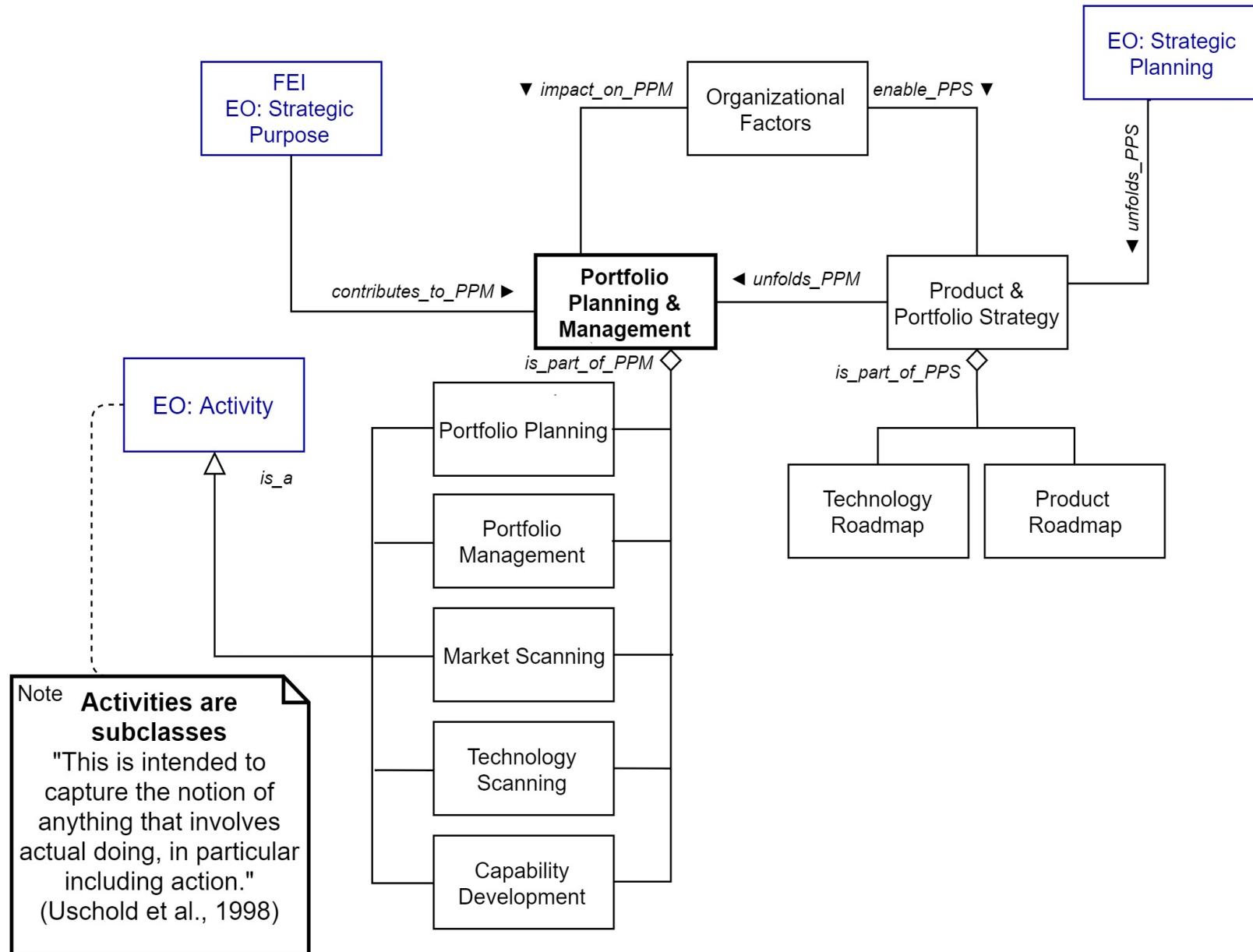
CITE | RL1: FEI ACTIVITIES (2020)

- Front End of Innovation Integrative Ontology (FEI2O) PhD Thesis

Pereira, A. R., Ferreira, J. J. P., & Lopes, A. (2020). A knowledge representation of the beginning of the innovation process: The Front End of Innovation Integrative Ontology (FEI2O). Data & Knowledge Engineering, 125, 101760.



CITE | RL1: FEI ACTIVITIES



CITE | RL1: FEI ACTIVITIES (SINCE 2017)

PhD and MIETE Master Projects	Some Remarks
The Front-end of R&D Activity – PRODEGI – 2021- 20 XX	PhD Project
The Entrepreneur and the Investor Perspective on the Investment (MSc – July 2021) -research paper under preparation	research paper under preparation
Using a Research Domain Ontology as a Driver for Technology Commercialization (MSc – July 2021) – research paper under preparation	How does the Use of a Domain Ontology impact the ideation process for Technology Commercialization (In partnership with Fraunhofer - AICOS)
Modelling Technology Innovation Commercialization (TICO) Activity in Academia & Industry – An Ontology (MSc – July 2021) – research paper under preparation	explain technology commercialization process, including the dynamic relationships between the different stakeholders, as such: government, academia, industry, technology transfer office/technology licensing office (tto/tlo), researcher, etc...
From Social Media Knowledge to Innovation Opportunities – A model proposal (MSc – July 2020)	How can we extract innovation opportunities from social media interactions?
A Toolkit for Social Entrepreneurs seeking Child Sexual Abuse Prevention (MSc – July 2020)	Business models cards;
Todaria, S., Azevedo, C., & Ferreira, J. J. P. (2020). Modelling the social business venture-an ontology-based approach. International Journal of Innovation and Learning, 28(3), 317-355. (Master Dissertation 2017)	Innovative model describing Social Business Value Proposition

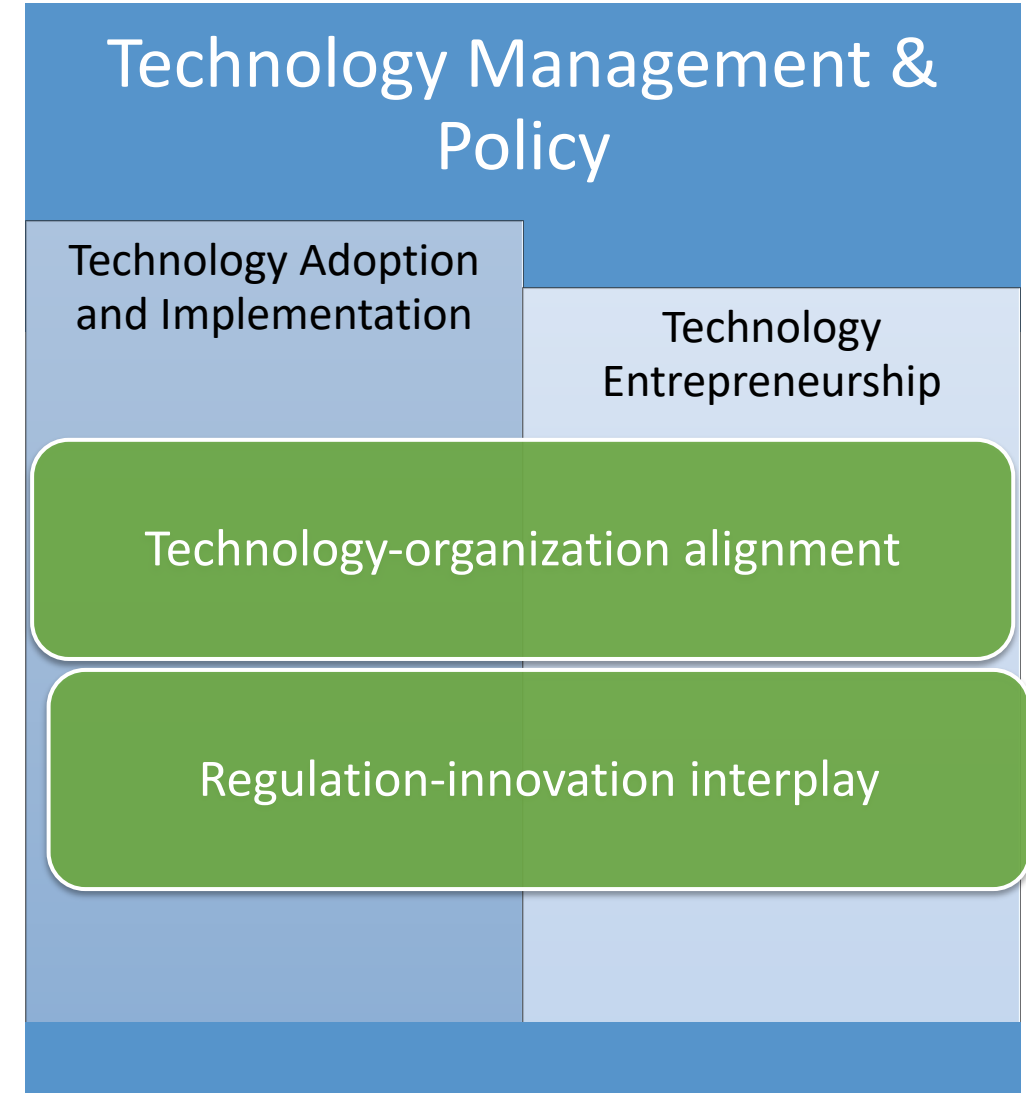
CITE|RL1 NEXT STEPS (2023)

- Continuous integration of new challenges and learning experiences into innovation management system:
 - ISO/NP 56008 Innovation Operation Measurement and Metrics – **Framework for measure innovation (Inputs, Outputs, Value & Impact)**
 - ISO TC 279 –Innovation Management Assessment - **Assessment Framework for Innovation management;**
- Promote the ability to anticipate, respond to, and change the innovation profile of the organization – **Co-creation Challenge Handbook**
- Responsible Innovation Management – **Self Assessment and Monitoring Tool**
- **Developing a set of case studies to support executive training and consulting activities**
- **Using the ontology outputs to developed frameworks and tools to support executive training and consulting activities**
- Reviewer of NP4457:2007 – **launch the second edition NP4457:2022**

CITE|RL2 TECHNOLOGY MANAGEMENT AND POLICY (TM&P)

The research line comprises:

- the study of the challenges of **implementing and adopting new technologies**,
- analyze how new technologies can foster industry transformation at the **individual, organizational and ecosystem level**;
- **Explore how public policies can promote technology enabled transformation.**



CITE | R2 TECHNOLOGY MANAGEMENT AND POLICY

Implementation management	Regulation & Policy
<ul style="list-style-type: none"> • Study adoption and diffusion behaviors in different industries • Study the challenges during implementation of technology • Technology Exploitation Strategy and Road Mapping 	<ul style="list-style-type: none"> • Study Policy / regulation cautions, trends and needs in technology commercialization and implementation • Provide policy recommendations

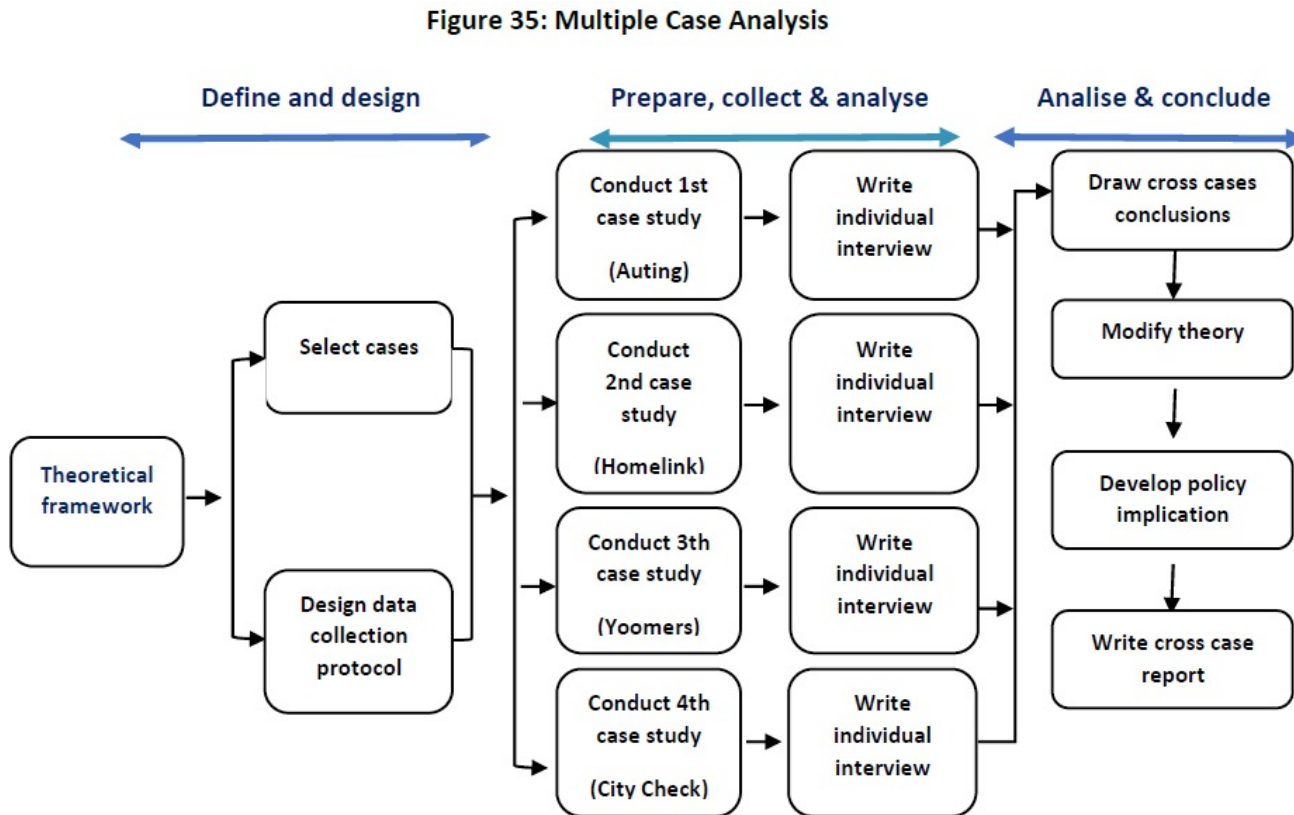


CITE | R3: BUSINESS MODEL INNOVATION

- Cross disciplinary approach to design business model innovation and new value chain strategies as well as exploring new challenges **data business models, circular economy and sharing economy**

CITE |RL3: BUSINESS MODEL INNOVATION

TouriSME share project



Source: our adaption from Yin, 2003.



Events in Sofia, Rome, Porto and Majorca

Workshops, panel discussions, plenary sessions with academics, researchers... and parallel sessions for focus groups on specific topics.



60 implemented action plans

Companies with innovative products and services and conventional companies offering traditional services from the areas of tourism and cultural heritage can opt to receive tailored advisory services



TouriSMEshare Guidelines to sharing economy services in tourism and cultural heritage sector

SEBMD - Framework

(Sharing Economy Business Model Development Framework)

Company Name: Designed by: Date: Iteration:

Guideline:

I. Business Type Definition
Choose and describe the actual and desired situation of your business for the following categories:

- Sector of Activity - Transaction Model - Governance Model
- Shared Resources - Technology
- Platform Model - Economic Model

SE - Key Values:
Trust Community Environment Social Motives

The symbols in the category choices illustrate the relationship to certain SE-Key Values.

II. Value Proposition
Explain the general value proposition of your business.
Additionally What explicit value does your business provide to your "Provider of Assets" and your "Consumers".

III. Implementation
Fill out the worksheets regarding your business strategy towards:

- Customer Engagement
- Legal Issues/Sustainability
- SE- Key Values

Shared Resources

Mark with "A" for actual type of resources and with "D" for desired type of resources

- Underutilized Assets** Goods, services and other assets that are underused and not generating value.
- Optimize New** Providing new assets to clients
- Services** The shared resources are in form of services provided to the clients
- Funds** The shared resources are in form of monetary assets like money loans

Actual Situation	What is our current Status?	
	What ?	What situation do we want to achieve?
Desired Situation	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to for this move?

I. Business Type Definiton

Sector of Activity

Mark with "A" for actual sector and with "D" for desired Sector

- Accommodation** E.g. rental, couchsurfing
- Transport** E.g. car-sharing, lift-pooling, bike-sharing
- In-destination Activity** E.g. tours, guides

Actual Situation	What is our current Status?	
	What ?	What situation do we want to achieve?
Desired Situation	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to for this move?

Platform Model

Mark with "A" for actual platform model and with "D" for desired platform model

- Peer2Peer** Users can exchange goods and services and the platform provider owns basically none of the shared assets
- B2Crowd** Platforms usually provide products, which are exchanged in a community while still retaining ownership
- B2B/B2G** Business2Business or Business2Government

Actual Situation	What is our current Status?	
	What ?	What situation do we want to achieve?
Desired Situation	Why ?	Why do we want to achieve this situation?
	Inspired by ?	Who (company etc.) or what inspired us to for this move?

CITE |RL3: BUSINESS MODEL INNOVATION

TouriSME share project

enterprise europe network

INESCTEC

SEBMI

Sharing Economy Business Model Innovation Canvas for Tourism

TouriSMEshare

EU2019FI HELSINKI REGION CHAMBER OF COMMERCE TURKU BUSINESS REGION BUSINESS FINLAND

enterprise europe network

European Commission

een.ec.europa.eu

How to become an entrepreneur in the tourism sector

Airbnb Porto Anniversary Summit 2019
February 20, 2019
Sara Neves



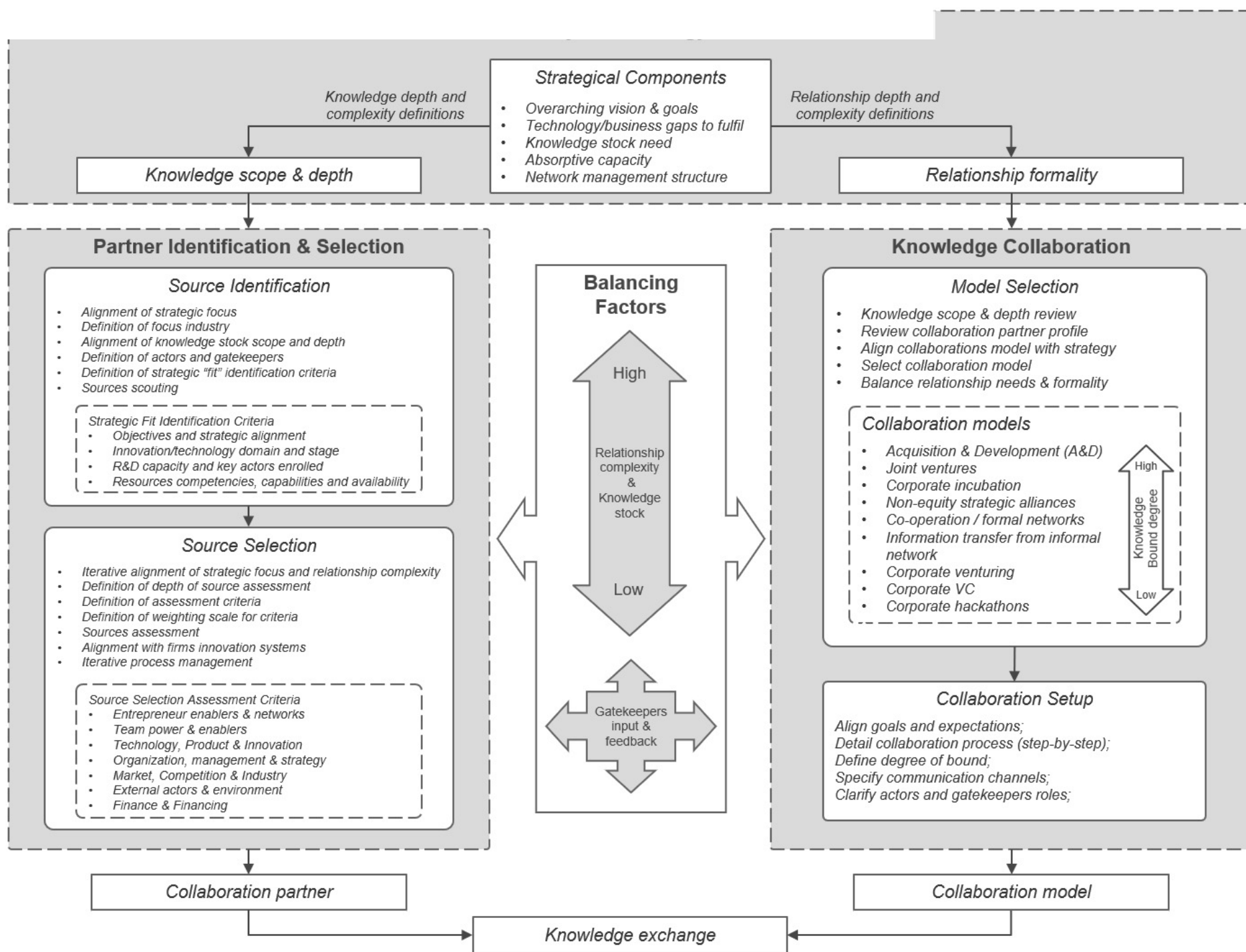
INESCTEC

INSTITUTE FOR SYSTEMS AND COMPUTER ENGINEERING, TECHNOLOGY AND SCIENCE

CITE RL4| CO CREATION METHODOLOGIES FOR CUSTOMER CENTRIC INNOVATIONS TO SUPPORT ENTREPRENEURSHIP

- The research line covers methodologies and tools to foster users and customers as triggers to innovate in an open innovation an co-creation ecosystem.

A framework for identification, selection and collaboration of Corporations with Start-ups within Open Innovation (2019)



RL4| EURA – EIC-BAS PARTNERSHIPS CASE STUDY (2021-2022)

Objectives

Identify the type of partnerships that may result from the European Innovation Council Business Acceleration Services (EIC BAS) matchmaking activities and illustrate how these partnerships are established and developed.

Perceive how these partnerships can be successfully developed through the identification and application of best practices and how can the EIC BAS be improved given the identified best practices.

Client

Eura, AG

Work

- State of the art of partnerships for innovation between startups and corporations, investors and procurement organizations;
- Interview design and case study identification;
- Data collection through interviews of EIC-BAS beneficiaries and partners
- Data analysis and report writing

Outputs

Technical report with preliminary results

Final Technical report

Scientific Paper (under development)

Call for Challenges and solutions is a structured approach to technology-product-market needs. Through user challenges collection in an open innovation setting, economical and social technology-based value propositions will be developed, leveraging project portfolio.

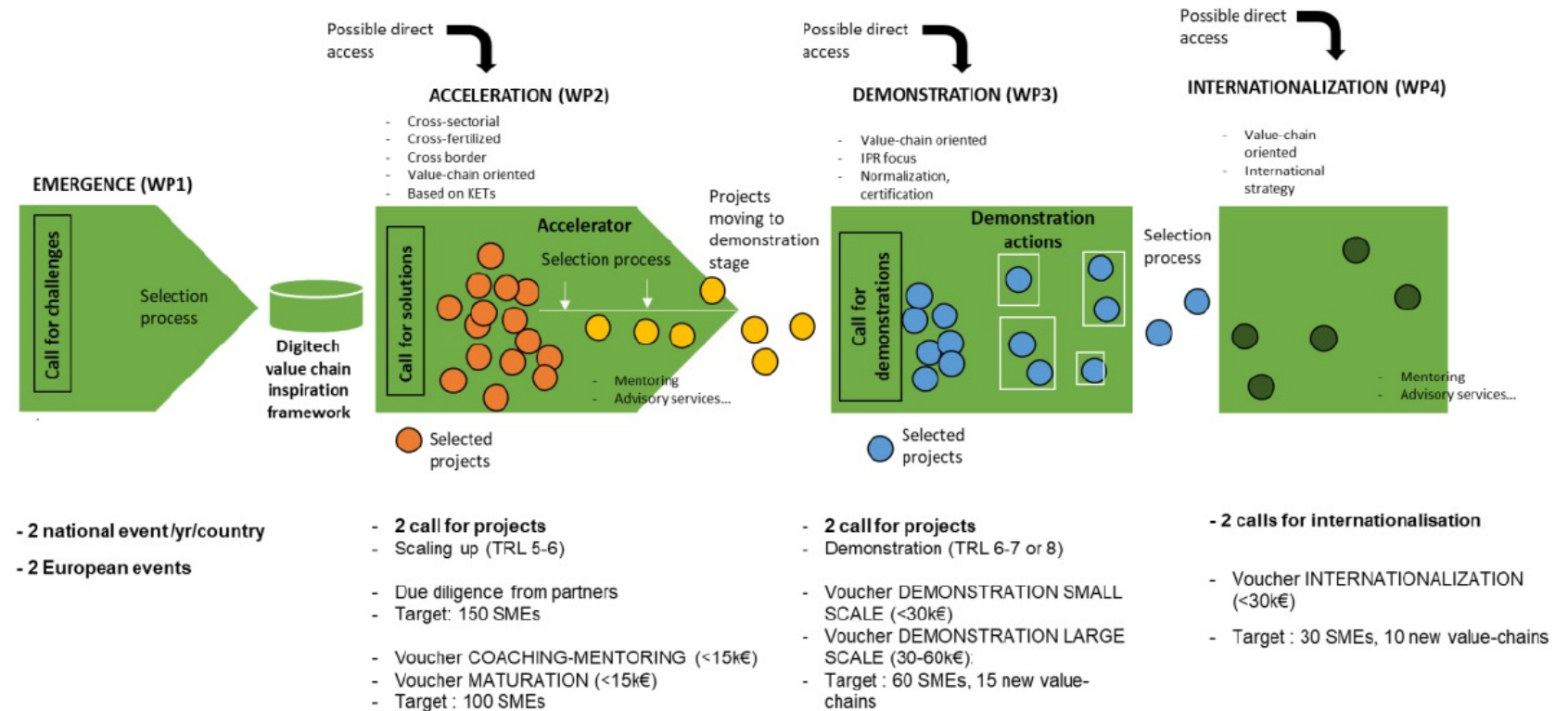


Figure 4. DIVA's project stage-based approach.

400 proposals were received. In the end, **134 projects** involving **180 SMEs** from **9 different EU countries** were selected: 88 maturation projects, 38 demonstration projects and 8 internationalization projects,

AGENDA

On- going projects

CITE – EIT MANUFACTURING PROJECTS (2022)

Project / Value Proposition	What CITE will do:	External Partners	Internal Partners
<p>Teck2Market Accelerator Programme to turning Technologies to the market</p>	<p>Coordinator Open Innovation Cascade funding Learning tools Mentorship programme</p>	<p>BGI Cleantech MADE PIAP BUIDIT</p>	<p>CESE</p>
<p>Demo4Green : Following the concept of "test before invest", Demo4Green will first create a training module on how to implement a demonstrator in a Teaching and Learning Factory (TLF), aimed at industrial and technological companies as well as research teams. Second, Demo4Green will select demonstrators to be implemented in the consortium TLFs. Demo4Green will support technological companies (SMEs and Start-ups) and entrepreneurs with coaching (business and technology roadmap development, financing, IP strategy) to help RIS countries bring their green technologies to the market.</p>	<p>Activity Leader (A2) - Business Creation - From Demo to Market & Activity Contributor to All Activities. This activity will support technological companies (SMEs/Scale-ups/Start-ups) and entrepreneurs with coaching (business and technology roadmap development, financing,) to help RIS countries bring their green technologies to the market.</p>	<p>Laboratory for Manufacturing Systems and Automation, University of Patras Czech Technical University in Prague Tecnalia Intechcentras University of Tartu MADE LPIAP</p>	<p>CESE</p>

CITE – EIT MANUFACTURING PROJECTS (2022)

Project / Value Proposition	What CITE will do:	External Partners	Internal Partners
<p>Turing</p> <p>Creation of a personalized and flexible digital enhancement training program</p>	<p>Create the training programme and respective materials; Execute the programme; Evaluate the programme and prepare it to be scaled</p>	<p>FEUP, SONAE MC, Politecnico di Torino, COMAU, Tartu University, Federation of Estonian Engineering Industry</p>	
<p>GreenManufacturing - identifying and developing innovative green manufacturing solutions in Europe to help bringing the circular economy and Industry 5.0 vision into life, linked with the concept of impact investments.</p> <ul style="list-style-type: none"> . 	<p>Activity Contributor to All WPs</p> <ul style="list-style-type: none"> Acceleration Program (inception & ideation; instruction; implementation) - provision of mentors to the program, contributing with relevant general know-how and network contacts, finding twinning partners and supporting the design of the sustainability assessment framework tool to the supported start-ups in this business creation program. Impact investment and sustainability framework. Communication and dissemination. Activity management. 	<p>Tartu University Buildit INEGI Aerospace Valley INEGI</p>	<p>CESE</p>

CITE – PROJECTS (2022-2024)

Project	Description	External Partners	Internal Partners
FIRE-RES (2021-2024)	Coordination of INESC TEC participation Open Innovation Campaign Co-creation handbook Replication and scalability Data Business Models Exploitation plans Responsible innovation Assessment tool	45 partners from 8 countries ForestWise and ISA	CBER, CEGI, SAL, AJ CITE In WP6 and WP9 & presence in "Responsible innovation Committee" and "Ethics Committee)
VR2Care – 2021-2023(24 M) -age-friendly virtual environments offering the use of interactive technologies for the promotion of physical activity and social interaction	Exploitation Plan- Business Models	Ordem S. Francisco Imaginary Altice Labs AFEdemy COOSS Un. Federico II SmartHomes Tante Louise	HumanISE (ex CSIG)

CITE – PROJECTS (2022-2025)

Project	Description	External Partners	Internal Partners
Smartealth4all – Mobilizador com chancela Health Cluster Portugal	Exploitation Plan- Business Models; Public Procurement & Health Technology Assessment	Siemens health.; Altran Portugal; Suforma; Têxteis Penedo; Ropar; Neuroinova; Neutroplast; Plux; Sensing Futures Technologies; Apineq; Healthsystems; CENTITVC; CITEVE; CCAB; UP; ISEP; ISPUP; Fraunhofer; INEGI; IPN; UA; HCP	
Scorpion – 2023 EU	Dissemination and exploitation	IPN, SPI	CRIIS
SIAC Contratação - AEF- Associação Empresarial de Santa Maria da Feira 2022	Co-Creation training to facilitate the technology adoption of digital technologies		CESE
SoTechn Factory (2022-2025)	Social and Technological Innovation Factory for Low-Carbon and Circular Industrial Value Chains	Consiglio Nazionale delle Ricerche; F6S Impact Hub GmbH Stichting Metabolic Ventures	CESE

INNOVATION ACTIVITIES/MAIN MARKETS AND APPLICATION AREAS

	TEC4AGRO	TEC4ENERGY	TEC4HEALTH	TEC4 INDUSTRY	TEC4SEA	Other markets
Innovation Management & Fuzzy Front-End of Innovation (FEI):	X	P	P	X	P	
RL2. Technology Management and Policy:	X	X	X	X	X	
RL3. Business model innovation:	X	P	X	P	X	
RL4. Co-creation methodologies for customer centric innovations to support entrepreneurship:	X	P	P	X	P	

X- already

P- potential

AGENDA

The Journal of Innovation Management

CITEJ THE JOURNAL OF INNOVATION MANAGEMENT(SINCE 2013)

Indexed in SCOPUS since Jan/2021

Table prepared for applying to ADBC Rank in Australia (2013-2019):
 colored cells indicate lower/inferior results than the Journal of Innovation Management.

Co-Editors-in-Chief
 João José Pinto Ferreira
 Anne-Laure Mention

Founding Editors
 João José Pinto Ferreira
 Marko Torkkeli, LUT, Finland
 Anne-Laure Mention, RMIT, Australia

	Journal of Innovation Management	International Journal of Business Intelligence Research (IJBR)	International Journal of Business Innovation and Research	International Journal of Foresight and Innovation Policy	International Journal of Innovation and Technology Management	International Journal of Services, Technology and Management	International Journal of Strategic Decision Sciences	International Journal of Innovation Management	Technology Analysis and Strategic Management	International Journal of Technology Management	Technovation	R&D Management	Journal of Product Innovation Management
established in	2013	2011	2006	2004	2004	1998	2010	1997	1989	1986	1981	1970	1984
ABDC_rank		C	C	C	C	C	B	B	B	B	A	A	A*
Papers	156	67	210	76	352	138	136	540	596	210	342	691	456
Citations	1042	161	701	164	1134	214	421	4533	5498	1812	10565	5751	17395
Cites/Year	173.67	26.83	116.83	27.33	189	35.67	70.17	755.5	916.33	302	1760.83	958.5	2899.17
Cites/Paper	6.68	2.4	3.34	2.16	3.22	1.55	3.1	8.39	9.22	8.63	30.89	8.32	38.15
Cites/Author	661.38	84.93	345.83	104.67	550.8	93.3	181.75	2153.03	2615.28	743.85	4752.25	2500.75	7216.95
Papers/Author	96.45	38.03	105.12	49.83	183.63	58.77	65.17	271.85	285.98	89.67	174.14	341.42	201.55
h/index	15	7	12	7	13	6	10	29	32	23	57	38	68
g/index	28	10	16	10	19	8	14	51	47	33	85	57	110
hc/index	16	7	11	7	16	6	10	29	35	19	56	41	64
hI/index	7.5	2.88	4.97	3.06	4.69	2.4	3.33	10.65	11.91	8.14	21.66	13.01	23.24
hI/norm	10	4	7	6	9	4	5	19	22	14	36	20	38
Cites/Author/Year	110.23	14.32	57.63	17.44	91.8	15.55	30.29	358.83	435.88	123.97	792.04	416.79	1202.82
hI/annual	1.67	0.67	1.17	1	1.5	0.67	0.83	3.17	3.67	2.33	6	3.33	6.33
h/coverage	65.7	50.3	30.2	52.4	27.1	25.2	42	47.5	31.9	50.7	55.7	46.4	57.1
g/coverage	79	63.2	36.5	64.6	33.2	30.8	51.1	58.8	40.3	61	68.8	57.2	70.4

Comparison 2013-2019, for JIM: September 2013, Query date 29-30/05.2019

For details, please refer to appendix with Publish and Perish metrics

AGENDA

The Conference for Entrepreneurship Education

CITE_ CONFERENCE FOR ENTREPRENEURSHIP EDUCATION (SINCE 2016)

- This conference was organized for the **1st time in 2015 in Portugal, in Coimbra** at Instituto Pedro Nunes. In **2016 the event was held in the same location** in Coimbra and limited the Portuguese Community.
- In **2017, this event was held at the University of Aveiro**, in Aveiro, Portugal, opened to the international community, welcoming the submission of papers in English, Spanish and Portuguese.
- In **2018 and 2019 the event was in Porto at INESC TEC**, with the support of the Faculty of Engineering of the University of Porto and the Master program in Innovation and Technology Entrepreneurship.
- In **2020 the event was held at the University of Santiago de Compostela**, Spain.
- In **2021 the event was held at the Federal University of São Carlos (UFSCar) – São Carlos, SP – Brasil**.
- In **2022 the even will be organized at the University of Évora, Portugal**

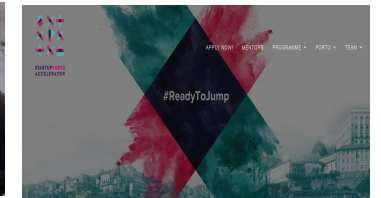
<http://conf-ee.com/> ou <https://cee.inesctec.pt/>

AGENDA

Let IN – Laboratory for Technology Entrepreneurship



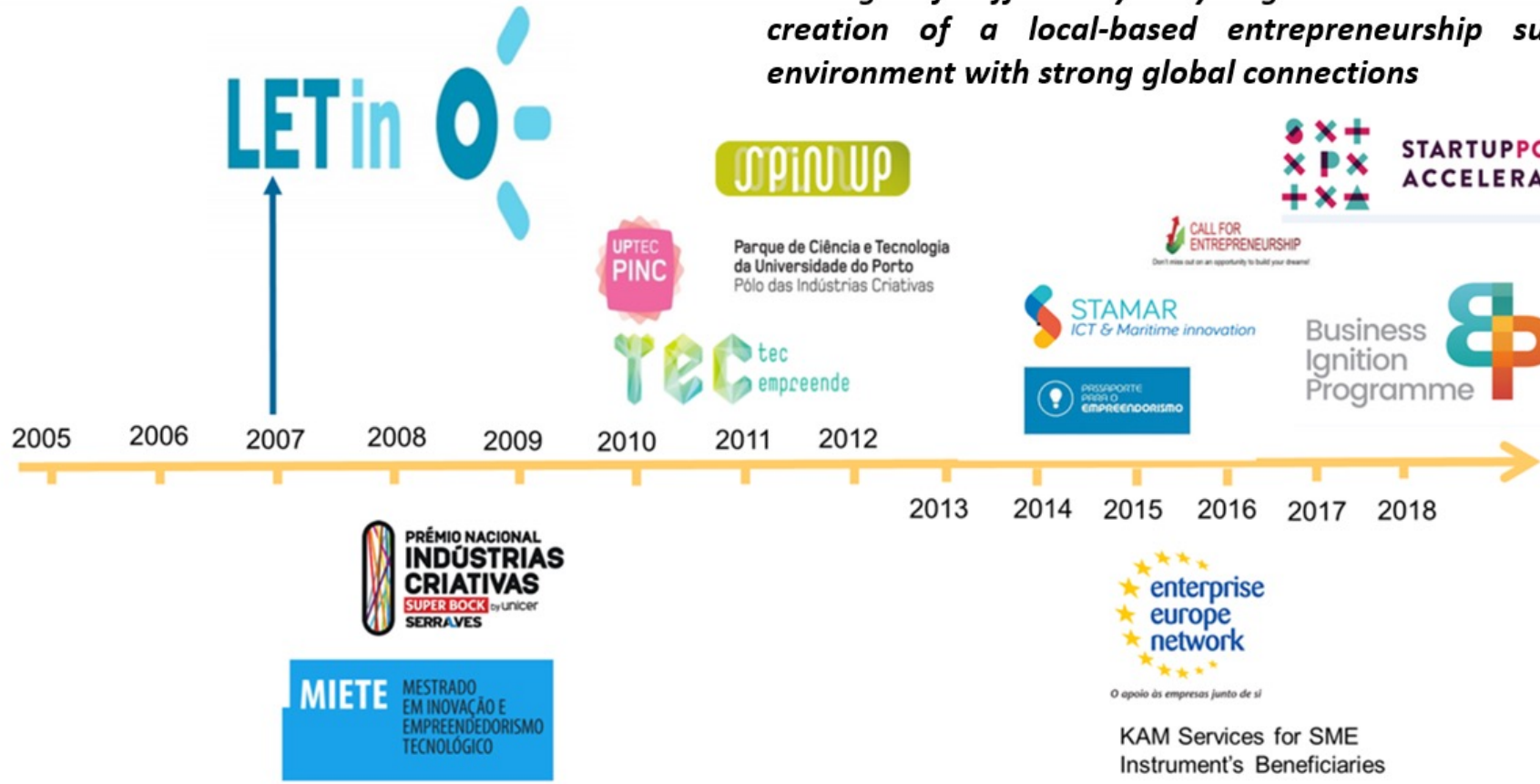
LET-IN| SHAPPING THE ENTREPRENEURIAL MINDSET



- Develop and implementation of **acceleration programmes** supported by new methodologies and tools to foster the development of technological entrepreneurial projects.
- Create entrepreneurial awareness through the organization of training actions, development of tools, and providing direct support to entrepreneurs in the process of turning knowledge and technologies into business.
- Develop open innovation approaches to facilitate the relationship between companies and researchers, in order to facilitate knowledge and technology exploitation.

LET-IN| SHAPPING THE ENTREPRENEURIAL MINDSET

A range of different yet synergetic actions towards the creation of a local-based entrepreneurship supportive environment with strong global connections



Home / EIT Jumpstarter

EIT 2021 Jumpstarter

Get Started Now



LET-IN| SHAPPING THE ENTREPRENEURIAL MINDSET

Key Indicators:

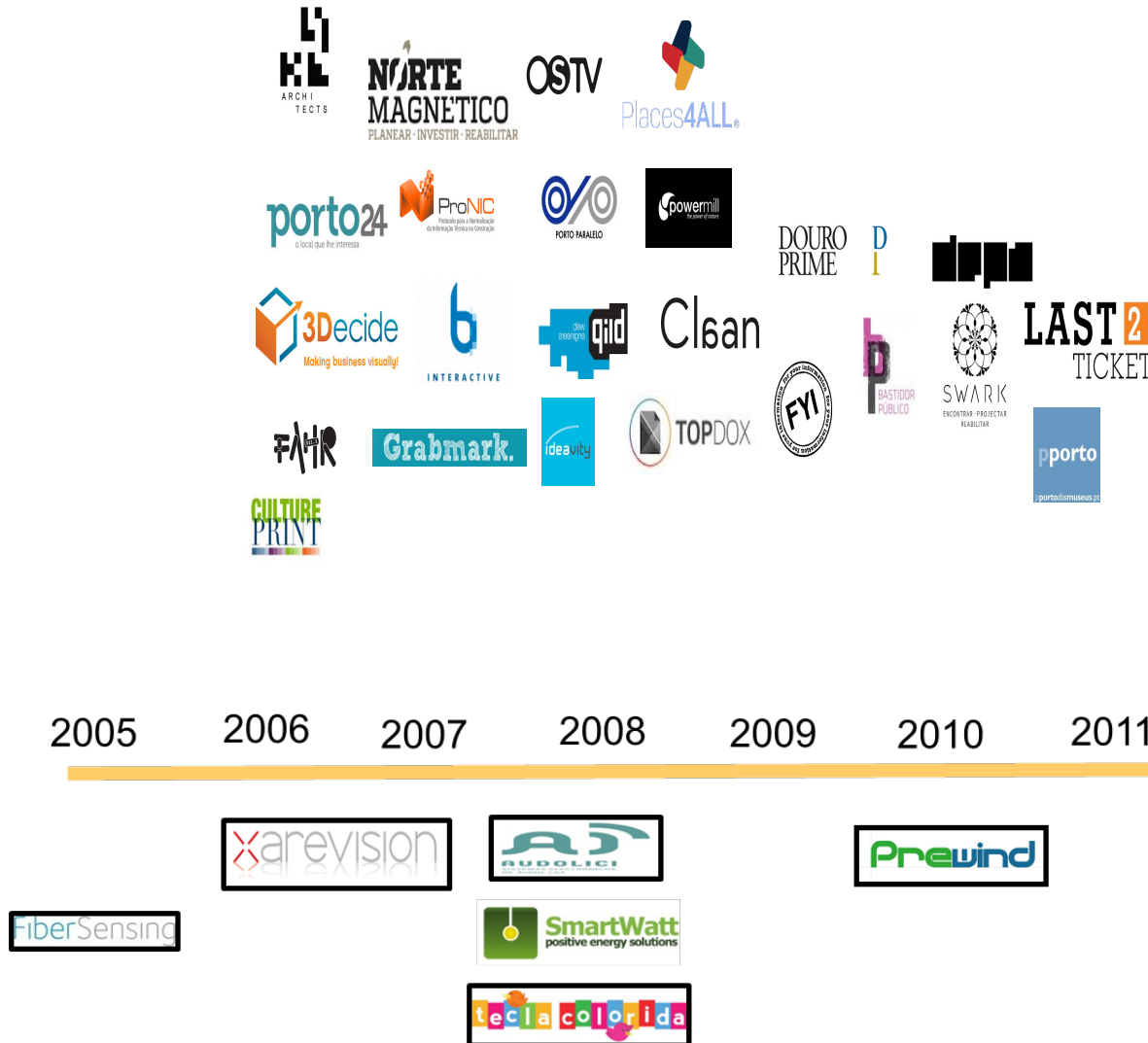
- > 150 entrepreneurial projects mentored
- INVESTMENT READINESS

IGNITION PARTNER OF PORTUGAL VENTURES

10 INESC TEC Spin offs

insignals
neurotech

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016



LET-IN| SHAPPING THE ENTREPRENEURIAL MINDSET (INTERNAL PROPOSALS WITH SAL)

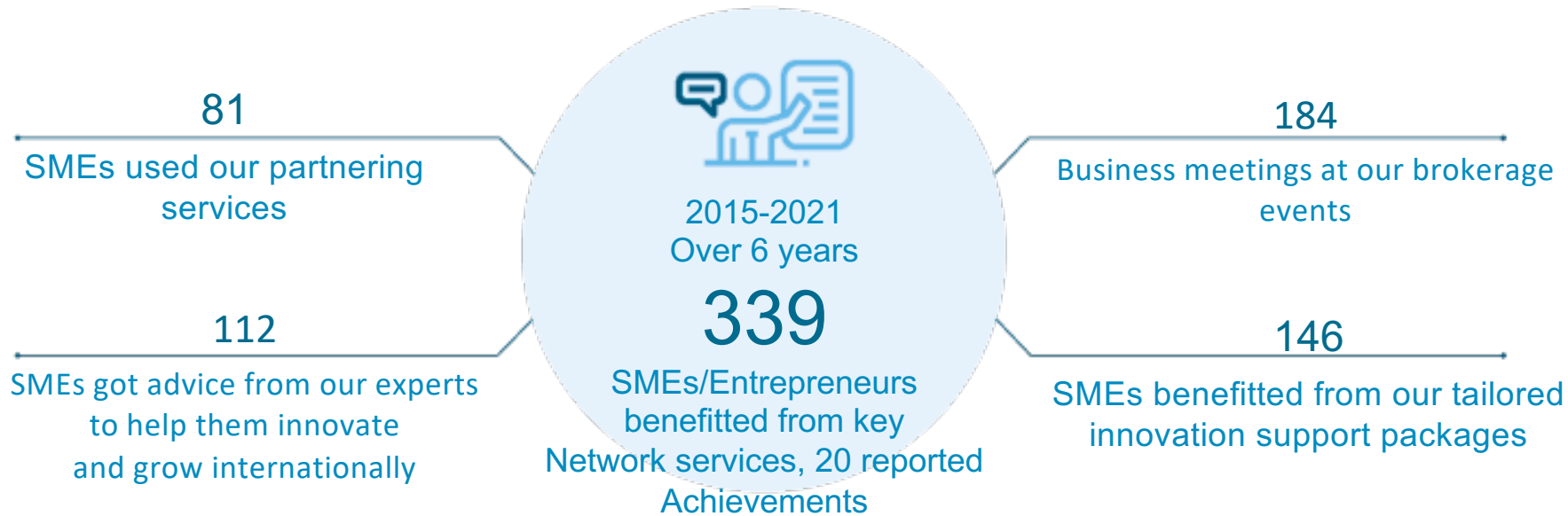
Seed Project Lab: A formal and structured proof of concept accelerator program to be attended by the PIs of Seed Projects, providing methodologies and tools for a exploitation business model design, maximizing the potential of valorization of the projects.

Let In Intrapreneurship Training A structured interdisciplinary program that explores problem solving, user centered design and technology transfer tools in order to provide skills and empowerment to researchers on the process of R&D management, IP Management and Technology Exploitation.

AGENDA

EEN – SINCE 2015 -2024

ENTERPRISE EUROPE NETWORK INESC TEC: MAIN ACTIONS AND ACHIEVEMENTS 2015-2021



INESC TEC' EEN client: **Last2ticket Success Story 2019** at Enterprise Europe Network@ EuroNews - <https://youtu.be/KVp-tZLB0ww>

CREATE Europe IN, EC pilot project 2020 – platform to promote cooperation between the different EC contact points to facilitate citizens and businesses' access to information about the EC's areas of action. Austria, Spain, France, Hungary, Italy, Poland, Portugal and Sweden. <https://www.inesctec.pt/en/news/inesc-tec-involved-in-a-pilot-project-by-the-new-european-commission-network> | vídeo - <https://youtu.be/szMIKLb6UmQ>



AGENDA

Partnerships

CITE| ACTIVE PARTNERSHIPS

Journal Partners since 2012

- Lappeenranta University of Technology, Finland
- RMIT University, Australia

Conference Partners since 2015

- José Marques Novo Jr. – Universidade Federal de São Carlos – UFSCar, Brazil
- Ana Daniel, DEGEIT, Universidade de Aveiro, Portugal
- João José Pinto Ferreira, Faculdade de Engenharia of University of Porto -Departamento de Engenharia Industrial e Gestão; INESC TEC, Portugal
- Loreto Fernandez Fernandez, Universidade de Santiago de Compostela (Espanña), Spain
- Miguel Torres Preto, IN+, Instituto Superior Tecnico, University of Lisbon; CeBER, University of Coimbra, Portugal
- Paulo Afonso, Universidade do Minho, Portugal
- Pedro Torres, CeBER, Universidade de Coimbra, Portugal
- Rui Quaresma, Management Department-School of Social Sciences-University of Evora and Center for Advanced Studies in Management and Economics (CEFAGE-UE), Portugal

CITEJ ACTIVE PARTNERSHIPS

Internal:

CEGI, CPES, LIADD, SAL,
CESE, CRIIS, AJ

R&D:

COTHN, Fraunhoufer, INEGI,
Centros Tecnológicos

Universities:

- FEUP
- University of Coimbra
- FEP
- ISA
- Cranfield University

EEN:

Co –Labs:

- Forestwise

Entrepreneurship:

- UPTEC
- U Porto Inovação
- BGI
- Start Up Portugal
- Rede Nacional de Incubadoras
- Portugal Ventures
- Grosvenor Invest

Companies

- EurA
- Bondalti Chemicals
- Agroinsider
- Nelo
- Flexipol
- Connect Robotics
- Last2Ticket
- Sonae MC
- Smartwaste
- Cotec
- DIVA Partners



AGENDA

Call for action

Reinforce CITE role in the Topics of Innovation & Technology Management, Technology Exploitation and Entrepreneurship