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D.T1.3.2

Value chain innovation toolbox
Upgraded version

12.2021





Project information	
Project Index Number:	CE1519
Project Acronym:	CHAIN REACTIONS
Project Title:	Driving smart industrial growth through value chain innovation
Website:	https://www.interreg-central.eu/Content.Node/CHAIN-REACTIONS.html
Start Date of the Project:	01.04.2019
Duration:	36 Months
Document Control page	
Deliverable Title:	DT1.2.2 – Value chain innovation toolbox
Lead Contractor of the Deliverable:	BWCON
Authors:	BWCON
Contractual Delivery Date:	31.12.2021
Actual Delivery Date:	20.12.2021



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EXECUTIVE SUMMARY

The upgraded CHAIN REACTIONS Innovation Toolbox is divided into 3 parts:

- The initial toolbox, which is divided into three parts corresponding to the innovation journey model developed by CHAIN REACTIONS, namely analysis, development and testing. The focus is on the analysis and ideation/development phases, which are also the core of the CHAIN REACTIONS activities, whereas the testing phase is more specifically performed within the targeted companies. The tools are described in the form of method cards, which aim at providing practical information with respect the implementation of the methods.
- A simplified set of tools which enables to set up a structured process for the identification and elaboration of new business ideas. The four tools selected are:
 - Customer Empathy Map
 - Jobs To Be Done
 - Value Proposition Canvas
 - Business Model Canvas
- The CHAIN REACTIONS future readiness / resilience maturity model for assessing the future readiness of businesses through a set of questions covering the following dimensions of businesses:
 - Organisation: this dimension covers how the company's organisation mirrors its way of addressing innovation and preparing for the future.
 - Products and services: this dimension covers how the company develops new products and services
 - Resources: this dimension covers how companies allocates resources to innovation
 - Processes: this dimension covers internal innovation management processes
 - Value Network: this dimension covers how the company deals with strategic value networks

The tool can be used as a self-assessment tool or as support for an interview-based assessment of businesses.



1 INITIAL TOOLBOX

In the initial version of the CHAIN REACTIONS' Innovation Toolbox, the following tools supporting the phases of the VALUE CHAIN INNOVATION process model are made available. The focus is on the analysis and ideation/development phases, which are also the core of the CHAIN REACTIONS activities, whereas the testing phase is more specifically performed within the targeted companies.

PROCESS PHASE	TOOLS
ANALYSIS	<ul style="list-style-type: none"> Customer and expert interviews Customer empathy map Personas Customer experience cycle Non-customer analysis Structure-culture analysis Competence atlas Product service system status Business model canvas Strategy curve Unique selling point Stakeholder map External effects (extended PESTEL analysis) SWOT
IDEATION / DEVELOPMENT	<ul style="list-style-type: none"> Define vision Value proposition canvas 4-action framework (ERRC - Eliminate, Reduce, Increase, and Recreate) Inspiration cards Generation of product service system ideas 2x2 and scrum matrix Idea gallery
TEST	<ul style="list-style-type: none"> Service blueprint De Bono thought hats Wire frames

The tools are described in the form of method cards, which aim at providing practical information with respect to the implementation of the methods.



2 UPGRADE – SIMPLIFIED SET OF TOOLS

The initial value chain innovation toolbox, delivered in January 2020, encompasses a wide range of tools, which make it complex to master in its entirety and requires specific training and experience.

Therefore, following discussions with the project partners, a simplified core set of tools was defined to provide a simpler but efficient range of tools accessible to a wide range of business support providers or innovation managers with SMEs with a limited time investment. The tools selected are suited for using them without preliminary knowledge and learn by using them in multiple iterations. Explanatory documents - presentations and recorded videos – help to make the first steps.

Although the four tools selected can be used on their own, their combination enables to set up a structured process for the identification and elaboration of new business ideas, which is the aim of the CHAIN REACTIONS toolbox.

The four tools selected are:

- Customer Empathy Map
- Jobs To Be Done
- Value Proposition Canvas
- Business Model Canvas

This simplified set of tools was introduced to the partners between July and September 2020 in the framework of online training events.

The following documents are publicly available through the CHAIN REACTIONS website:

- An explanatory presentation (PDF file) for each tool
- An explanatory video (MP4 file) for each tool

3 FUTURE-READINESS / RESILIENCE MATURITY MODEL

Considering the surge of the Covid-19 pandemic, the focus of the work of the project partners has shifted towards the adaptation to the crisis. In this respect, the concepts of resilience and adaptability of businesses were gaining momentum compared to other topics and needed to be integrated into a maturity model. A working group was setup by the end of December 2020 in order to explore ways to develop a comprehensive and usable maturity model combining innovation and resilience / future readiness by the end of 2021.

This model is built in a similar way to the initial maturity model and covers the following dimensions of businesses:

- **Organisation:** this dimension covers how the company's organisation mirrors its way of addressing innovation and preparing for the future.
- **Products and services:** this dimension covers how the company develops new products and services
- **Resources:** this dimension covers how companies allocates resources to innovation
- **Processes:** this dimension covers internal innovation management processes
- **Value Network:** this dimension covers how the company deals with strategic value networks

The following documents are publicly available through the CHAIN REACTIONS website:

- D.T1.3.1 Maturity model – upgraded version, explains the background and use of the tool
- The maturity model tool, downloadable as Excel file.



ANNEX: RESOURCES – TEMPLATES

- Simplified set of tools – explanatory documents
 - Customer Empathy Map
 - Jobs To Be Done
 - Value Proposition Canvas
 - Business Model Canvas
- D.T1.3.1 Maturity model – upgraded version, explains the background and use of the tool