



# OPEN INNOVATION



SAPIENZA  
UNIVERSITÀ DI ROMA

Tools for Open Innovation  
TrainRDM – Bucarest Training week – 30.03.2023

# OI drivers: public-private

- ***Industrial empowerment:*** the presence of large high-tech industries (or many technology-based SMEs) investing in R&D, manufacturing facilities, interaction with other entities, and high-level educated employment
- ***Technology specialization:*** the existence of one or more key enabling technologies where public and private stakeholders of the ecosystem have demonstrable knowledge to develop and cooperate with
- ***Sectorial specialization:*** the concentration of enterprises (and capabilities of public departments) in one specific industrial or entrepreneurial sector
- ***Openness:*** the existence of an open innovation culture embedded in key industrial or academic partners to co-operate and co-create new products and services with other entities

# OI drivers: engage the context

- ***Long-term commitments:*** the existence of formal agreements between actors to facilitate long-term cooperation (in education, R&I) based on common commitments and a well developed time line
- ***Geographic scope:*** the links and impacts in a territory where Pas could complement the actions performed by executing actors.
- ***Public support:*** the availability of well-funded programmes for R&I from local, regional, or national administrations.
- ***User involvement:*** the participation of innovative users who could participate in demonstrators, pilots, public procurement, etc.

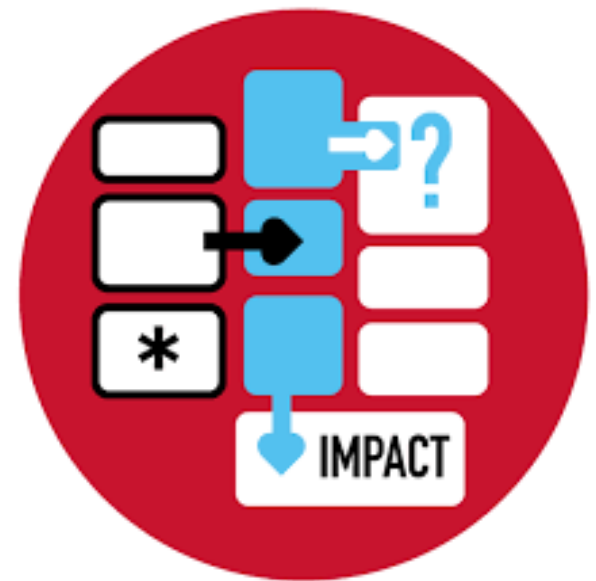
# OI tool box

1. Outcomes framework
2. Mission model canvas
3. Balance scorecard
4. PEST analysis

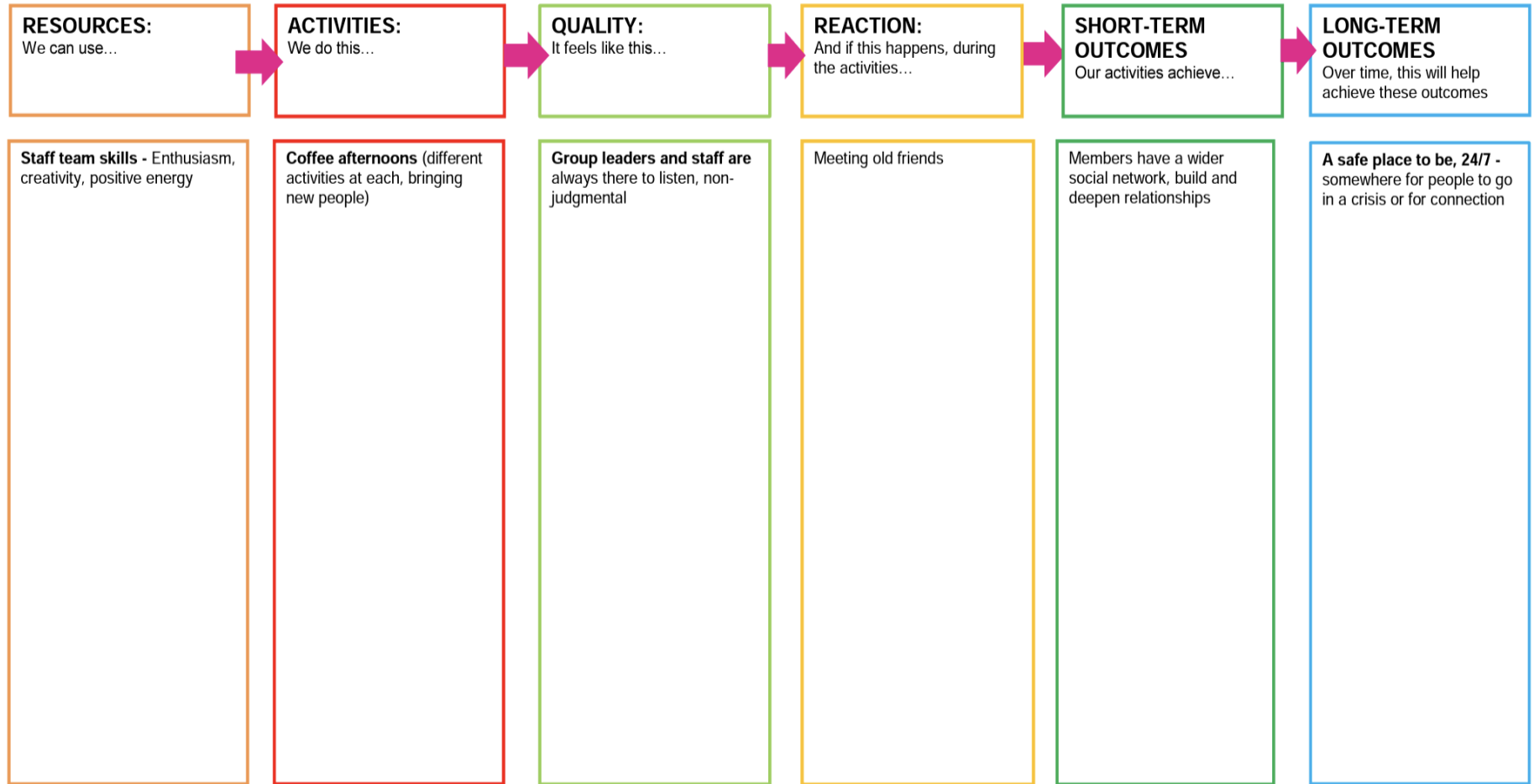


# Theory of change (Carol Weiss, 1992)

- to map out the **“missing middle”**
- to identify the desired **long-term impacts**
- to define precise link between **activities** and **impacts**
- to plan and to evaluate



# Outcomes framework



# Mission model canvas (Osterwalder,2016)



- an evolution of **BMC**
- a visualisation tool to find better ways of achieving **organisational missions**
- to make **public value** and **policy-making** more tangible

# Mission model canvas

## Mission Model Canvas

Mission (or "problem") Description goes here

|                                                                                             |                                                                                                                                                                                                                     |                                                                                                                                                      |                                                                                                                                                                                                                                            |                                                                                                                                                   |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Partners</b><br><br>Which of these activities can your company outsource to others?  | <b>Key Activities</b><br><br>What are the <i>unique</i> activities your company needs to deliver the value proposition?<br><br><b>Key Resources</b><br><br>Which of these activities does your company need to own? | <b>Value Proposition</b><br><br><i>For each beneficiary what is their value proposition?</i><br><br>What problem/pain/gain does this solve for them? | <b>Buy-in &amp; Support</b><br><br><i>For each beneficiary how does the team get "Buy-In"</i><br><br><b>Deployment</b><br>• What will it take to deploy the MVP to widespread use?<br>• " "<br>• What constitutes a successful deployment? | <b>Beneficiaries/ Stakeholders</b><br><br>• By title/function who are the individuals we are creating value for?<br><br>• What is their archetype |
| <b>Mission Budget (or cost)</b><br><br>What are the costs to deliver the value proposition? |                                                                                                                                                                                                                     | <b>Mission Achievement/Success (or "fulfillment" or "impact") Factors</b><br><br><i>For each beneficiary how does the team know they succeeded?</i>  |                                                                                                                                                                                                                                            |                                                                                                                                                   |



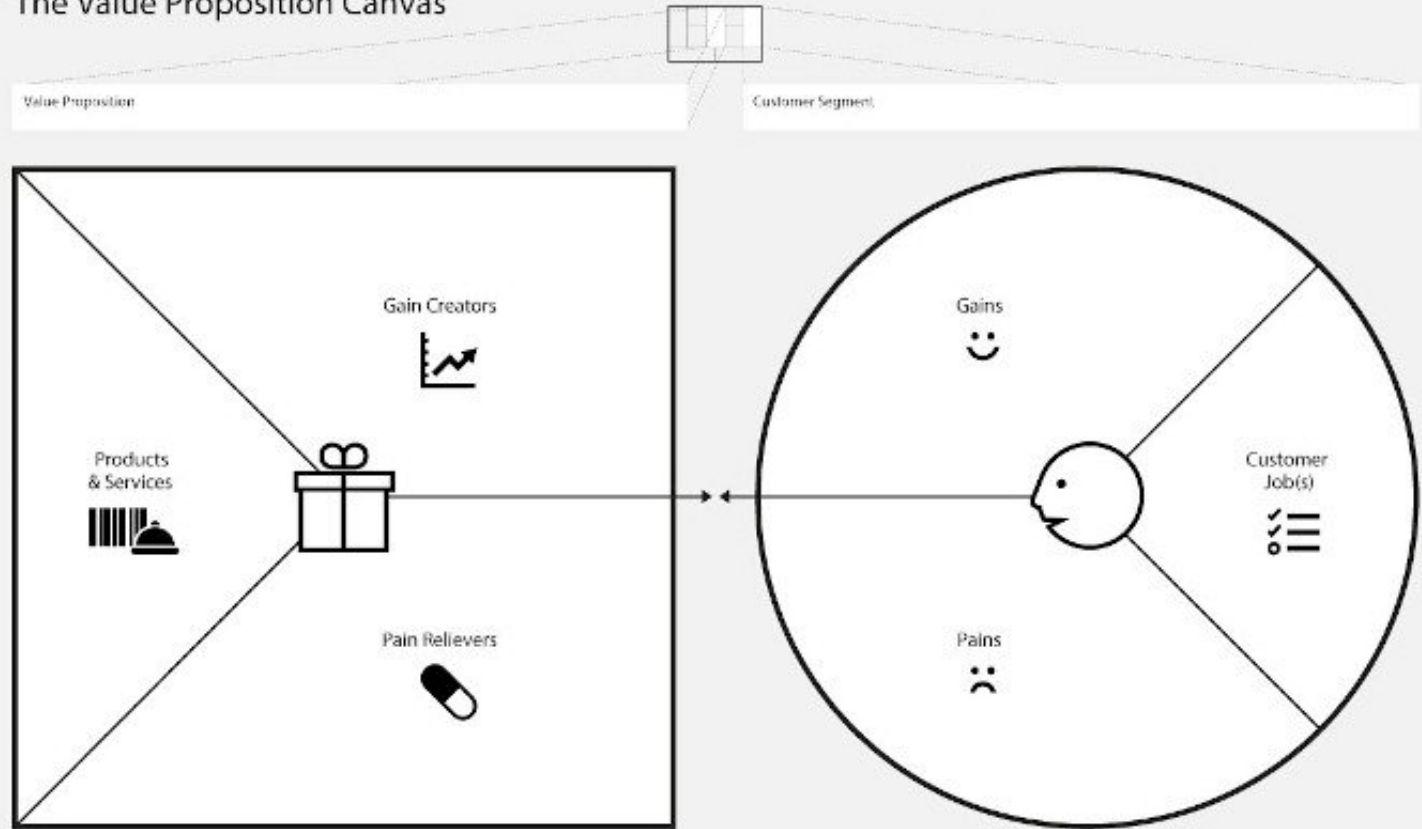
Templates are Business Model Foundry Grant, Barcelona  
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# Value proposition canvas

## The Value Proposition Canvas



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# Balance scorecard (Kaplan&Norton, 1992)

- to measure the **intellectual capital** and any other issue that gives competitive advantage
- BSC reinforces **good behavior** by isolating four separate areas of analysis



# Balance scorecard



# PEST analysis (Aguilar, 1967)



- assess major **external factors** to become more competitive
- stands for political, economic, social, and technological
- is commonly used in conjunction with **SWOT analysis**

# PEST model



Thanks!



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