

# 2A2CI, AN EFFECTIVE INNOVATION METHODOLOGY THAT MAKES TRIZ PEOPLE & BUSINESS COMPATIBLE

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« All models are wrong, some are useful »

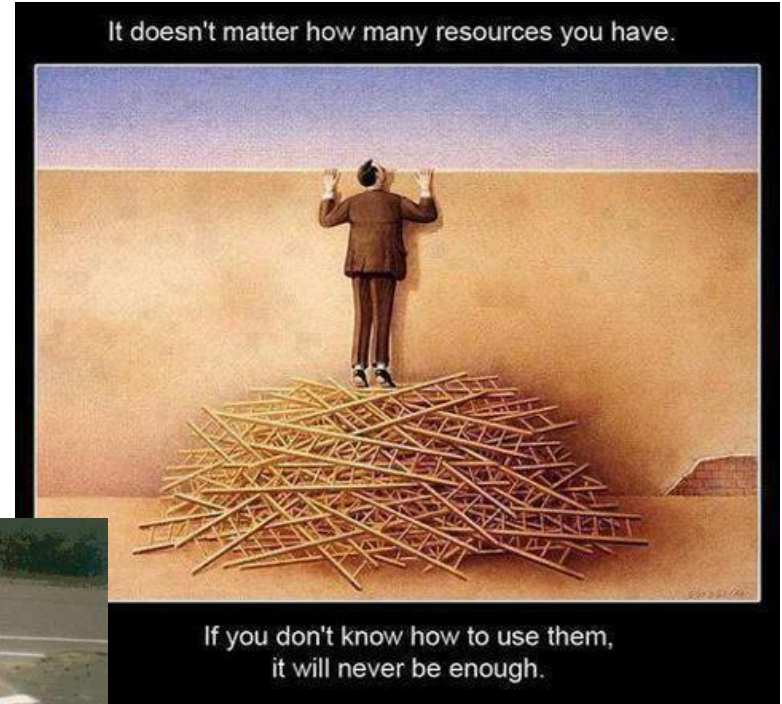
*Georges E.P. Box*

# Plan of the Presentation

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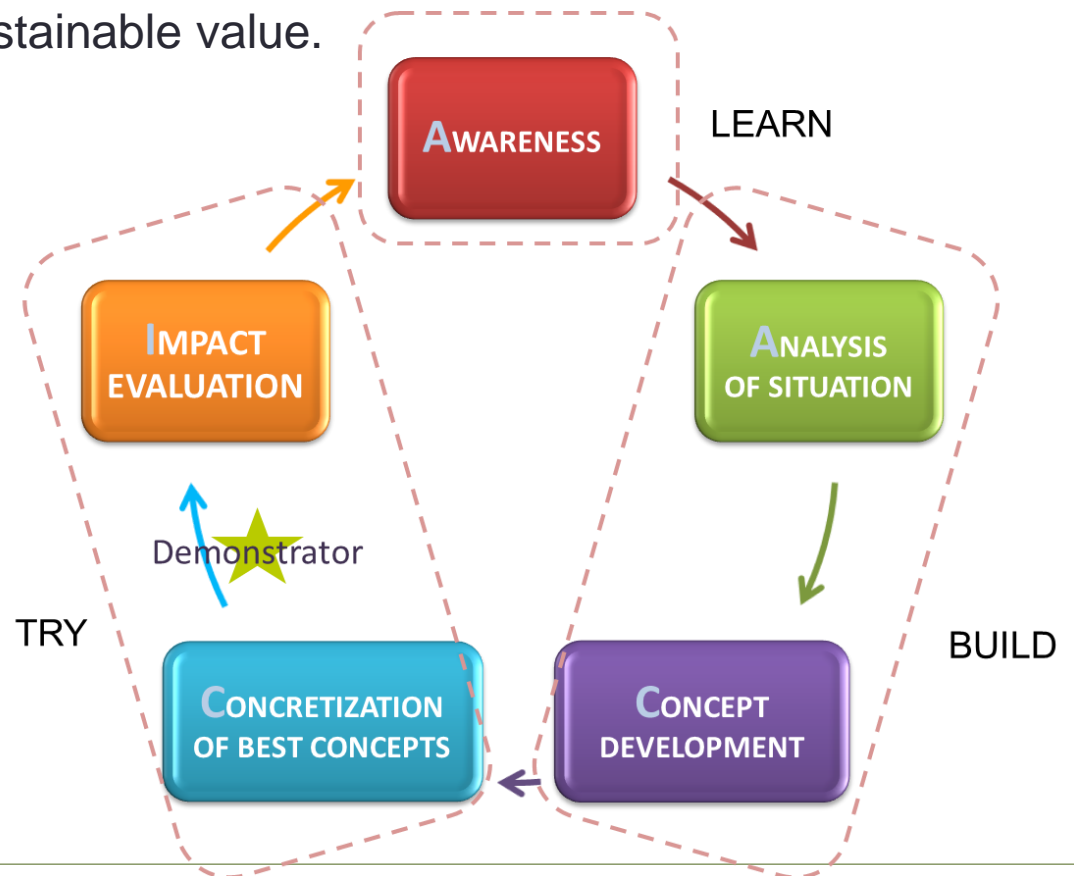
1. Why structure in innovation is key!
2. Our approach : 2A2CI
3. Why to improve our process?
4. Improving individual creativity and team efficiency during innovation process!
5. Integrating market dynamic into a value proposition that generates business!
6. Results
7. Next steps

# 1. Why structure in innovation is key !



## 2. Our approach : 2A2CI (1/2)

- 2A2CI (presented during ETRIA 2011) is a methodology :
  - drafted for SME,
  - useful for implementing Systematic Innovation Process
  - with as final goal to create sustainable value.
- 2A2CI stands for :
  - **A**wareness
  - **A**nalysis
  - **C**oncept
  - **C**oncretization
  - **I**mpact



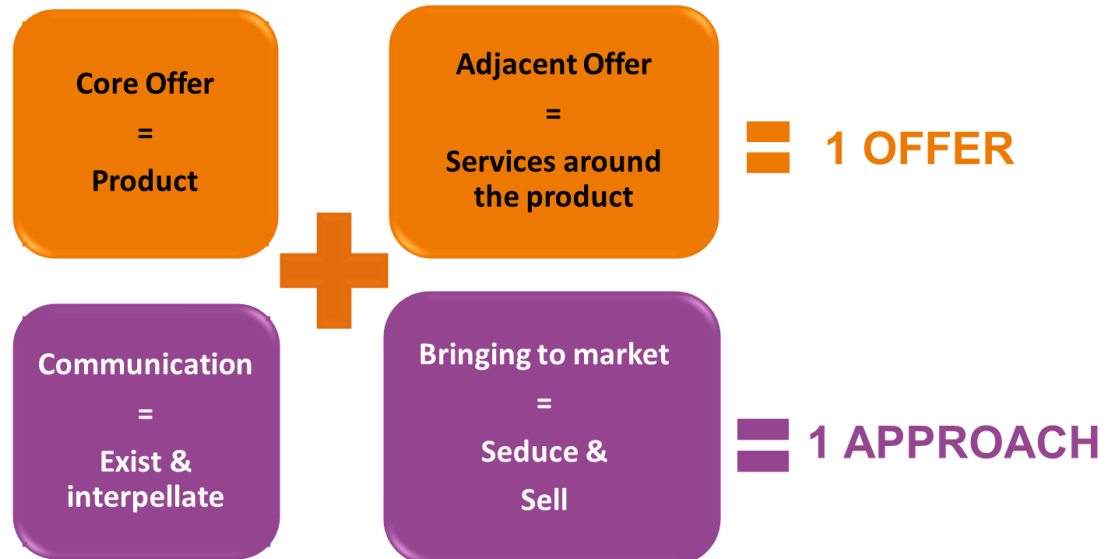
## 2. Our approach : 2A2CI (2/2)

- The deliverable of 2A2CI : a demonstrator, tested on market, so that the customer can decide on the potential of the value proposition for further go/no go on the project.

- Demonstrator :
  - Includes at least the key functionalities
  - Is not a prototype



Demonstrator



## 3. Why to improve 2A2CI ?

### **Application of 2A2CI methodology in SME has delivered good results :**

- New products as MOBI33, an e-Health mobile application for nurses
- New value proposition as ADER, a new way of selling services for plant protection & nutrition
- Improved production line definition as for protein purification in COSUCRA
- Etc...

**At the occasion of these successes, we have noted 2 major facts (one internal, one external to any innovation methodology) that are necessary to be embodied in the process :**

### **1st fact, internal to any process = RELUCTANCY TO METHODOLOGIES**

- People are reluctant on the long term to methodologies, especially if there is any link to creativity, because they feel that creative thinking and acting in a frame are contradictory terms.

### **2d fact, external to any process = THE MARKET DECIDES**

- Innovation is not decided by the people making innovation but by the market buying innovation. No adoption by the market means no innovation, at best invention...

# 4. Improving individual creativity & team efficiency (1/5)

- **Facts :**

- People do not like methodologies.
- People are resistant to change.
- Synergic team working is on the long run more effective than lonely efforts.
- Creativity is an individual, personal activity.
- Creativity is an essential ingredient of the inventive act.
- In organizations, there are many trainings oriented on work efficiency, and very few on directed creativity.



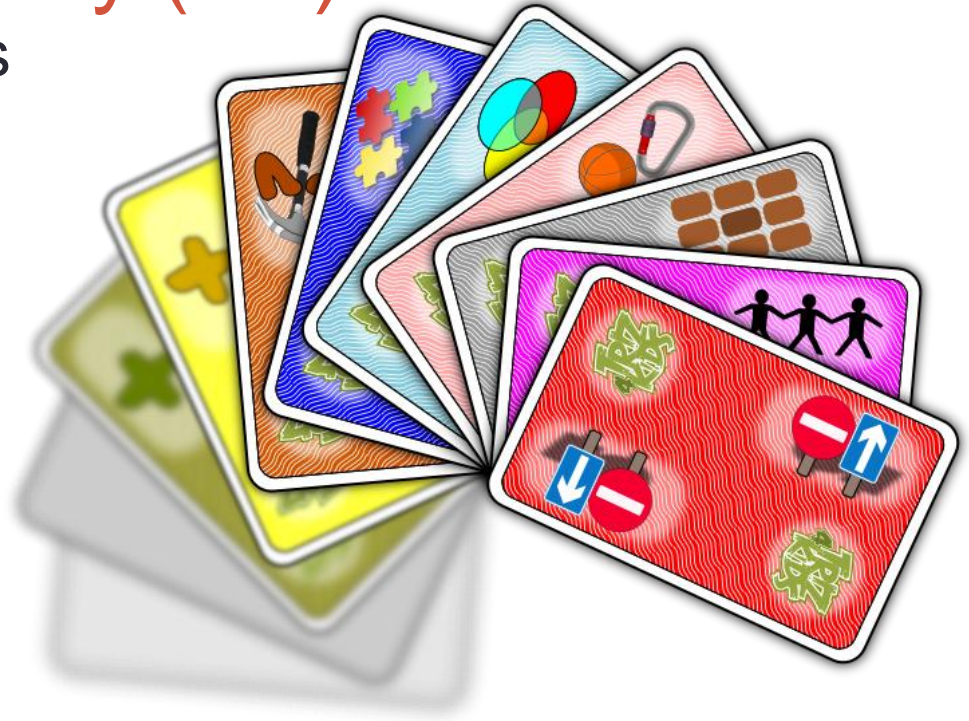


## 4. Improving individual creativity & team efficiency (2/5)

- **Our philosophy** : “Tell me, I'll forget. Show me, I'll remember. Involve me, I'll understand” – *B. Franklin*
- **Our proposal** : Integrate some activities into the first steps of 2A2CI, activities based on serious gaming, so that it lowers the barriers to creative thinking.
- **Séverine Baudrux** (a Belgian Teacher in elementary school) and **Yves Guillou** (R&D manager with TRIZ expertise) developed a set of TRIZ-based games.
- These games have been initially used in classroom. Then, together with **Axel Neveux** and **Xavier Lepot** (xFIVE founders with TRIZ expertise), they have been applied in different business cases with very good results.

## 4. Improving individual creativity & team efficiency (3/5)

- Set of 8 TRIZ-based games
  - Contradiction
  - Specialization / Generalization
  - Unification (sport)
  - Multi-screens
  - Division
  - Smart Little People
  - Imaginary animals
  - Similarities and differences
- Each set of game works on one dimension
- The game helps to prepare next steps of the process, putting people in an open attitude



# 4. Improving individual creativity & team efficiency (4/5)

## Similarities & Differences

### **SIMILARITIES AND DIFFERENCES**

- ☯ Find a similarity between the one object and the others.
- ☯ Then, find a difference.
- ☯ Make a riddle based on what you found.

Example:



Riddle: you can hold it like a cane, but it doesn't aid walking; it is shaped like a mushroom, but you cannot eat it; it can rotate like a ballerina, but it is not alive. What is it?

- The “similarities and differences” game helps people to identify the parameters of an object.
- It permits to find some similarities between situations as well as differences.
- It helps to point out which parameter can be adjusted to comply to the ideal solution

# 4. Improving individual creativity & team efficiency (5/5)

## Division

### **DIVISION**

- ☀ Draw any card and look at the object.
- ☀ Decompose the object into the constitutive parts.
- ☀ Describe the function of each part.

You can try to find the characteristics that enable the object to perform its function.

- ➔ Its shape
- ➔ Its material
- ➔ Its flexibility
- ➔ ...

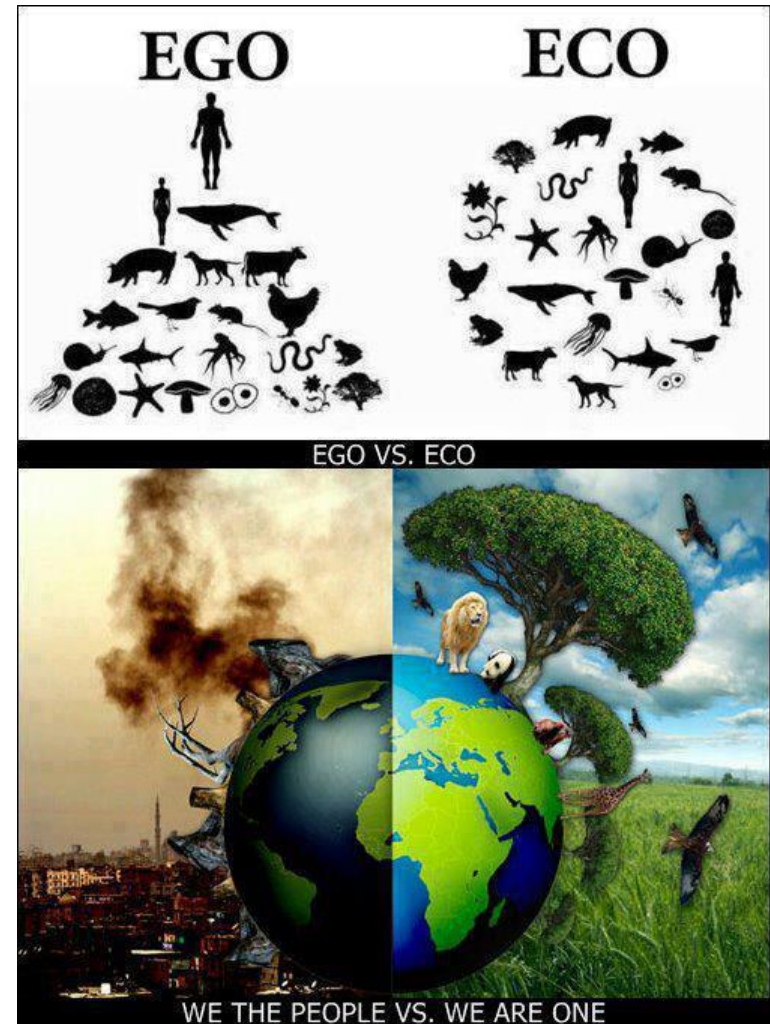
- The “Division” game helps people to identify each important parameter of an object.
- It is also a good starting point to think about new functions that could be satisfied by using parts of an object.



# 5. Integrating market dynamic in value proposition (1/5)

## • Facts :

- Market decides.
- There is a cultural bias (especially in the western way of making business) : one doesn't like to think about problems as opportunities for new perspectives but as handicaps that need to be fixed as quickly as possible.
- Ecosystems are seen mainly as “**Ego**” systems, which means that we look at external parts as we believe they exist, not as they are really acting.
- The foundation of a SME is mainly based on a product that answers a certain market need. Thus the SMEs are prone to remain product-oriented (more than market-oriented).



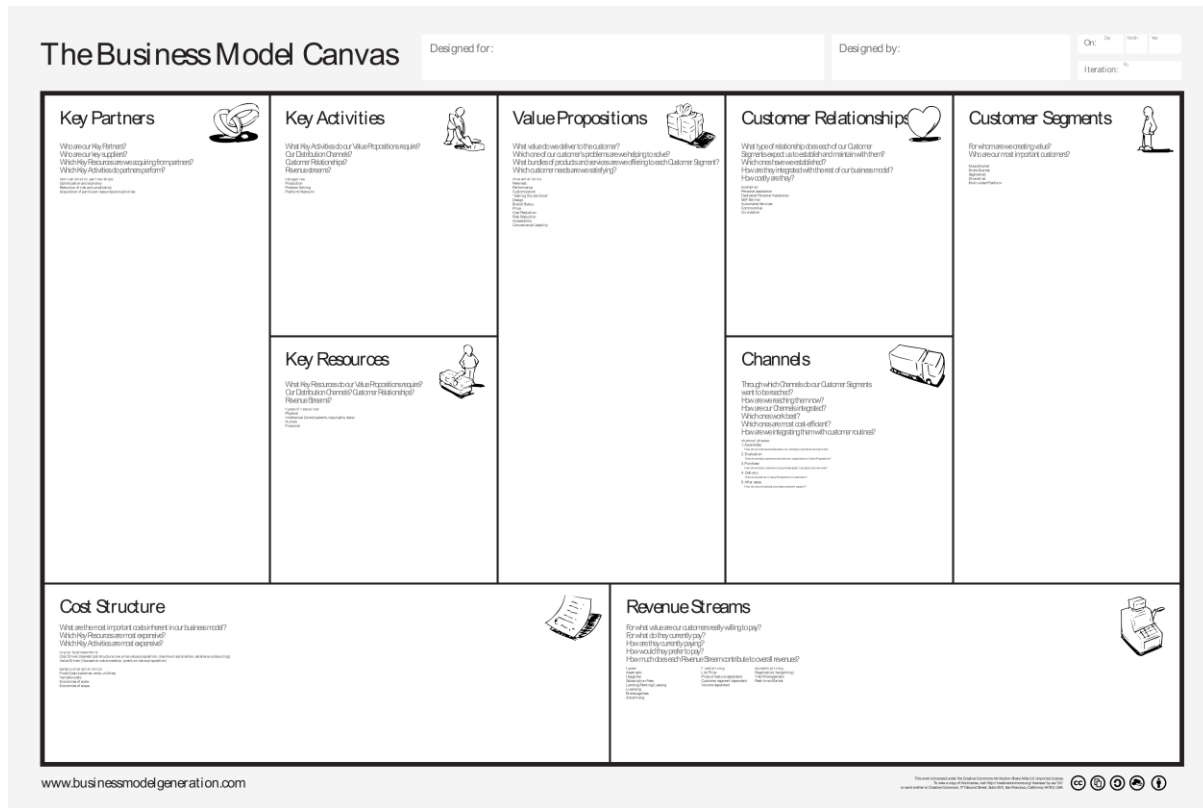


# 5. Integrating market dynamic in value proposition (2/5)

- **Our philosophy** : Ask to the people concerned what are their problems, not what are their solutions. “If I had asked people what they wanted, they would have said faster horses.” – *Henry Ford*
- **Our proposal** : Integrate Business Model Canvas into the 3<sup>d</sup> & 4<sup>th</sup> step of 2A2CI. Thanks to support of BMC, the demonstrator of the value proposition can be easily developed in 4 components :
  - The **product** itself (wherein inventive activities are mostly valuable)
  - The **service around the product** ( wherein it is important to understand what are the real problems of the customer chain)
  - How we **communicate** around the value proposition (need to exist & to interpellate)
  - How we **commercialize** the value proposition (need to seduce & sell)
- This approach has been applied in different business cases with very good results, by **xFIVE** together with **Cohesium** (company specialized in market positioning).

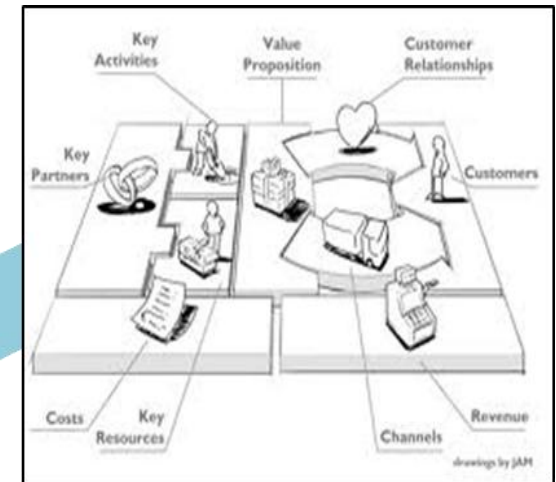
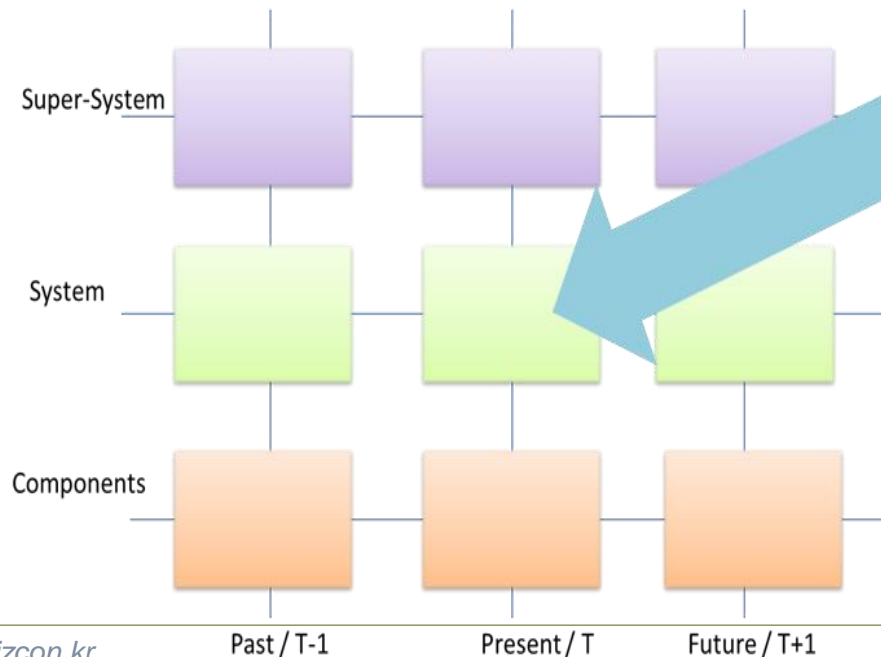
# 5. Integrating market dynamic in value proposition (3/5)

- Business Model Canvas is a great tool to understand how to create value, deliver value & capture value.
- *“How to bring my product on the market ?”*  
 Becomes  
*“How to bring value added proposal to my customer in the best way ?”*
- BMC helps to select the most promising concepts of solution (those who bring real added value in the marketplace).



# 5. Integrating market dynamic in value proposition (4/5)

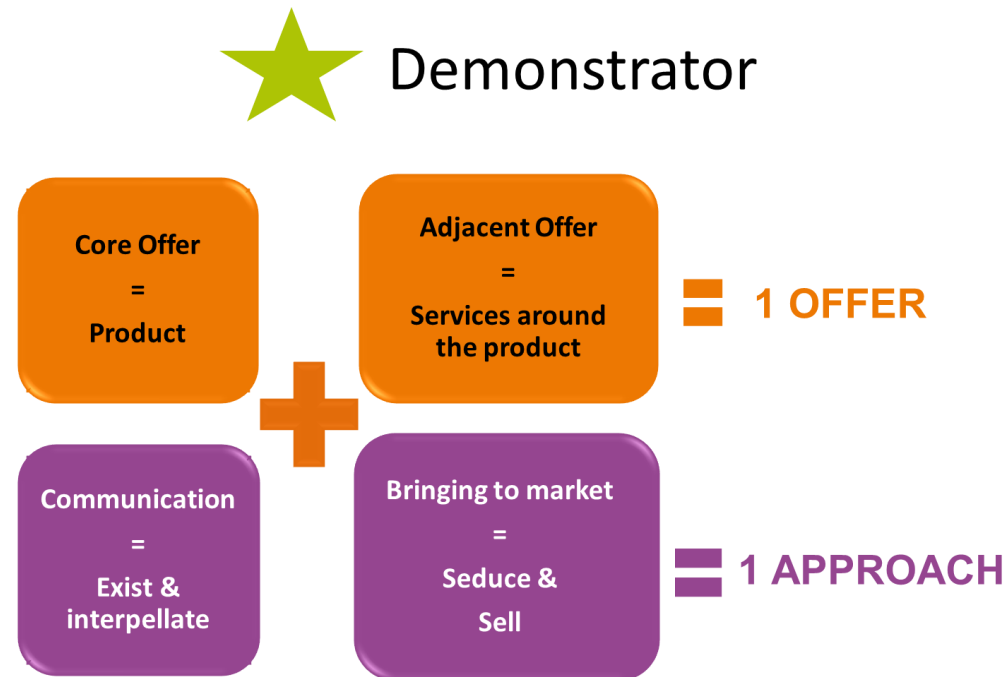
- Combining Business Model Canvas with multi-screen scheme brings new vision for the company and allows to define more precisely the strategy in accordance with the particularities of the company and its environment.





# 5. Integrating market dynamic in value proposition (5/5)

- Thanks to BMC, one can define what is the core product to be developed.
- BMC emphasizes the importance of service that goes with the product as this also defines the quality of the customer relationship as well as the way we make revenue streaming.
- Based on BMC model, it is easier to define how to communicate & how to commercialize product & service around the product.



## 6. Results

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- We have noticed a real improvement in creativity & group synergy for teams using TRIZ-based games.
- The use of BMC as a structure-giving frame for building demonstrators is really effective. A closer link between multiscreen analysis and BMC helps position the new value proposition and to upgrade it by using the evolution laws.

## 7. Next steps

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- 2A2CI is a methodology in constant evolution, in the search of “ideality” as any process. At each step, one could upgrade the efficiency of the tools that are used. For instance, it would be worthwhile to develop tools that are increasing “collective intelligence” in the teams.
- 2A2CI stops with the testing of a demonstrator. But customers are finally looking for the deployment of a new value proposition. So, it is important to add to 2A2CI a step of industrialization. 2A2CI would become 2A2C**2**I.

# THANK YOU QUESTIONS ?

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