



Co-funded by the  
Erasmus+ Programme  
of the European Union



# IBC

## KOLDING 2021

Michael Christiansen, IBC



# Welcome



CORONA –  
BEHAVIORS  
AT IBC



# BASIC IDEA – TEACHING OF TEACHERS



Co-funded by the  
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of the European Union



Digital customer-centric innovation

# STARTING POINT

“The aim of the project is to strengthen the innovation capacity of SMEs in Eastern Europe”



“In addition, selected best practices of customer-centric innovation activities are elaborated.”



## Purpose the following days in Kolding

The purpose of the training is to train digital skills to teachers and consultants, to qualify them and to enable them to provide sound training and advice to SME workers and managers with regard to the application of digital technologies for customer-centric innovation.

- 2 days program (15 hours)
- Curriculum
- Power points
- Software's used for innovation
- International Payment software

To be tested in Poland by PP3 IPRL, in Hungary by PP7 IPOSZ and in Denmark by PP6 IBC with 15 SME workers or managers

PROGRAM –  
PLEASE LOOK  
INTO THE  
BOOKLET



The background of the slide features a hand holding a magnifying glass over a dense field of various business and technology icons. The icons include a laptop, Wi-Fi symbol, gear, gift, padlock, target, lightbulb, globe, wrench, dollar sign, smartphone, mail, magnifying glass, and many others. The text 'Customer-centric Innovation' is centered over this background.

## Customer- centric Innovation

In a changing and uncertain world, the alignment of innovation with the current and potential customers' needs is necessary. To meet these challenges and to remain competitive, especially small and medium-sized enterprises (SMEs) must constantly innovate to add value.

In other words, they must design, develop and deploy new product and service offerings that meet the needs of the marketplace. In order to do this they must become customer driven.

(Griffin, 2004; Zahay and Griffin, 2004).

# What is “customers-centric innovation”?





**Table 1. Customer-centric Innovation compared to other consumer-engaging innovations**

**(Page 1)**

	<b>Customer-driven Innovation</b>	<b>Customer-centric Innovation</b>	<b>Customer-focused Innovation</b>
<b>Central entity</b>	Customer	Customer and organization	Organization
<b>Degree of customer involvement</b>	Innovation by customers	Innovation with customers	Innovation for customers
<b>Role of organization</b>	Coordinator	Communicator	Innovator
<b>Type of innovation</b>	Dynamic innovation	Open innovation	Closed innovation
<b>Degree of control</b>	Impossible to control	Difficult to control	Easy to control
<b>Degree of coordination</b>	Emergent coordination	Difficult to coordinate	Easy to coordinate
<b>Critical innovation stage</b>	Commercialization (Ideas are over-generated and developed, but difficult to commercialize)	Idea development (Ideas are abundant, but difficult to develop)	Idea generation (Ideas are scarce)
<b>Types of innovation to focus on</b>	Products and services, output interaction with products and services	Communication with customers; customer interaction with organization	Customer segmentation and customer analysis

**Table 1. Customer-centric Innovation compared to other consumer-engaging innovations**

	Customer-driven Innovation	Customer-centric Innovation	Customer-focused Innovation
<b>Critical issues with innovation types</b>	<p>“Sticky” and tacit knowledge transfer requires high levels of human interaction</p> <p>Customer must be segmented for proper analysis</p>	<p>Investment in infrastructure</p> <p>High-quality communication needed</p> <p>Risk of copycats</p>	<p>Analysis must be ongoing</p> <p>Systems must be integrated</p> <p>Information overload possible</p>

*Source:* K. C. Desouza, Y. Awazu, S. Iha, C. Dombrowski, S. Papagari, P. Baloh, J. Y. Kim, Customer-driven Innovation, Research Technology Management, Taylor & Francis 2008, pp. 35-44.

(Page 2)

In customer-centric innovation organizations can control the innovation process, coordination is done by organization and is quite complex, with multiple stakeholders involved.

Idea development, screening and refinement are central.

IMPORTANT TO  
REMEMBER !!!





## Definition



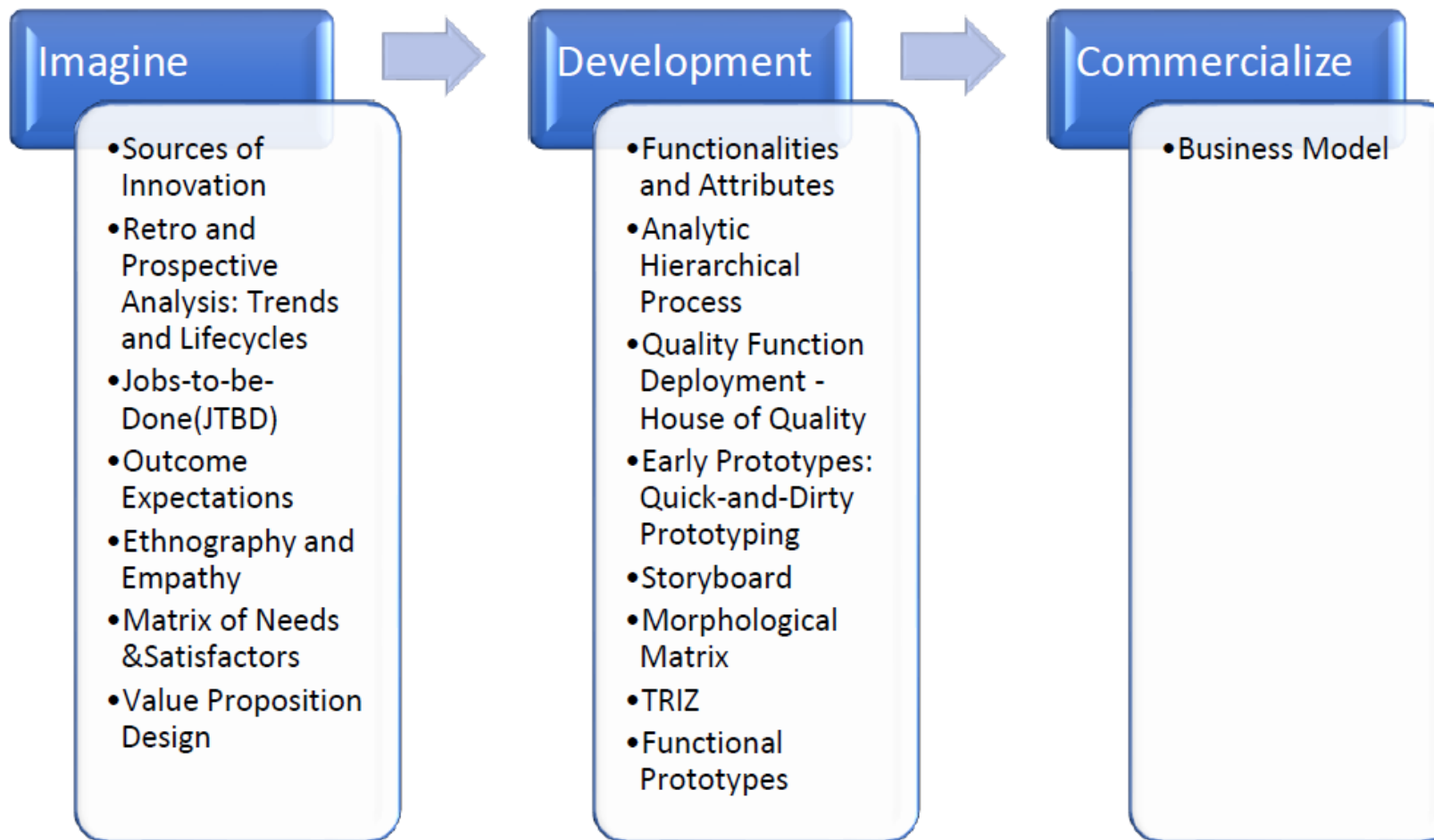
“Customer-centric innovation describes a change from innovating for customers to innovate with customers.

Therefore, the customer takes an active role in innovation processes and become the primary source of ideas to initiate innovation activities.

By integrating the customer-centric innovation philosophy, companies open their research and development activities, meaning that the innovation process happens with input from inside and outside of the company.

Customers are involved in all stages of the innovation process.”

## Customer-centric Innovation Process





# Digitalization

Eric von Hippel was one of the firsts to realize that companies' profits' increase dramatically compared to their competitors when they engage in more customer-centric innovation activities

(Schaubmair, 2017).



# Benefits and barriers of using digital tools to integrate customer-centric innovation in SMEs



The key benefits of applying new technologies to customer-centric innovation are data collection.

- 1) Open data collection (that the customer is engaged and involved)
- 2) Closed data collection (the customer does not know what data he/she delivers – also called “dark side data”)

Effective data analysis allows you to get to know your customers better, their needs, purchasing habits and preferences.



# BENEFITS

## Benefits


- Immediately react in real time
- Communicate directly with customers
- Identify the real demand
- Advantage over competitors





# Digital Barriers

## Barriers in SMEs

-  Digital maturity
- Digital skills and training costs
- Employees / IT specialist
  - Investment
  - Infrastructure
- What digital tools to use
  - Laws
- Misuse of data and manipulation

**A screening process to measure the maturity of the company – IT**

**A screening process to measure the maturity of the company – IT**

Digital Readiness/maturity level questions	YES	NO	Yes	NO
Do you have personal emails?				
Do you have a <u>web-site</u> ?				
Do you have a web-shop?				
Do you have a digital order system?				
Does your website have a chat function?				
Does your website have a FAQ section?				
Do you use e-Banking?				
Do you confirm online automatically?				
Do you have a CRM-system?				
Do you send out digital invoices?				
DO you save your documents in a sky?				
Do you save your documents locally on your computer?				
Does your company have a Facebook, LinkedIn etc presence?				
Do you do online training?				
Do you work with big/right data?				
Do you utilize online meeting systems, ie Zoom, Teams etc?				
Do you ever receive digital feedback from customers?				
Do you have an it-employee in the <u>company</u> ?				
Do you buy it-guidance/help externally?				
Do you have a marketing budget?				
Do you have a marketing employee?				
Do you have customers living + 50 kilometers away from you?				

# Innovation

Customer-centric innovation is part of the open innovation philosophy, meaning that the innovation process happens with input from inside and outside of the company to develop new products or services.

Research has shown that it is vital to involve the customer at all stages of the innovation process (e.g. Steinhoff & Breuer, 2014; Zajkowska, 2017).

In order to do this properly, the company has to know its customers well and gather as much knowledge on their lives, work processes, value chains and value systems, in other words the culture they are involved in. (Edgeman, 2012; Schaumair, 2017).

Trust relationships are thus strengthened and relationships are built (Hofbauer, 2013).



# Challenges of innovation in SMEs



The key challenge of applying skill of Innovation to customer-centric innovation

- 1) How innovative are the company
- 2) How innovative are the customers

## A screening process to measure the maturity of innovation

**A screening process to measure the maturity of innovation**

Is it normal in your business area to innovate? Yes / No  
Do you have an Innovation strategy in your company? Yes / No  
Do you have innovation financial statements? Yes / No  
Do you have KPIs to measure Innovation in your company? Yes / No

Do you involve employees in innovation projects? Yes / No  
Do you have project-managers to manage innovative ideas? Yes / No  
Do you guide your employees for Innovation Courses? Yes / No  
Do you use innovative-software in relation to customers? Yes/No

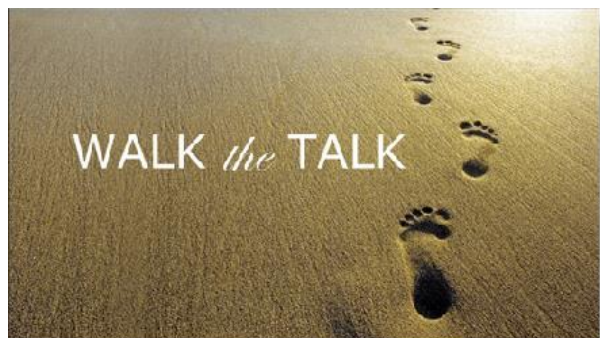
**Scale understanding.** 0 = Non 5 = medium 10 = All ways

How much is innovation a part of your culture in your company? Scale 0-10  
How much do you (as a company) normally involve your customers in an innovation process? Scale 0-10  
How much do you (as a company) normally involve your suppliers in an innovation process? Scale 0-10  
How good are you (as a company) to share knowledge/ideas with customers or suppliers? Scale 0-10  
How often do you do living labs? Scale 0-10  
How often do you do field tests? Scale 0-10  
How fast will you say you can improve new ideas in your own company? Scale 0-10

al

WALK *the* TALK

A photograph of a sandy beach with several sets of footprints leading away from the viewer towards the horizon. The text 'WALK the TALK' is overlaid on the left side of the image.



- 2 days program (15 hours)
- Curriculum
- Power points
- Software's used for innovation
- International Payment software

# Google docs



- Develop protocols to elicit knowledge
- Develop metrics to evaluate marketability of ideas
- Targeted segmentation of customer's involved in innovation process
- Think broad- is your customer private/corporate or a public actor?
- Targeted segmentation of personnel involved
- Prioritization of customer information
- Understand the 'story' of your target customers (e. g. value chains, culture)
- Customers are dynamic, specific training needed to capture desirable information
- Tools should be easy to use by personnel and customers
- Regular interaction with customers
- Align organization structure to fully match needs to customer-centric innovation in all fields
- Development of customer protection guidelines
- Active outreach for external knowledge by the company
- Development of a common language between company and customers
- Lack of general skills for customer-centric innovation might have a negative impact on customer-centric innovation process
- Matching company strategies to meet customer preferences
- Human-to-human interaction fosters the transfer of sticky knowledge
- In-person interaction helps to minimize communication issues

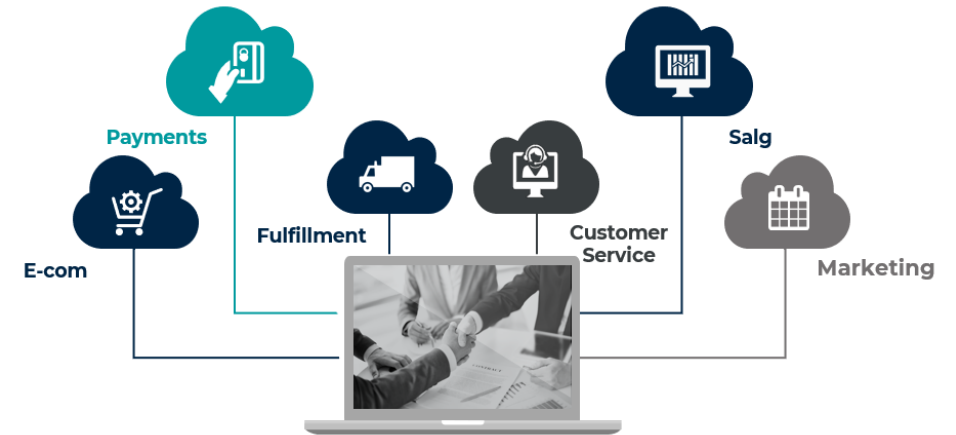
RECOMMENDATIONS  
FOR THE  
IMPLEMENTATION OF  
CUSTOMER-CENTRIC  
INNOVATION





“Synchronic” Feedback; ”We want to learn form you”

DIGITAL  
TOOL BOX  
FOR  
INNOVATION

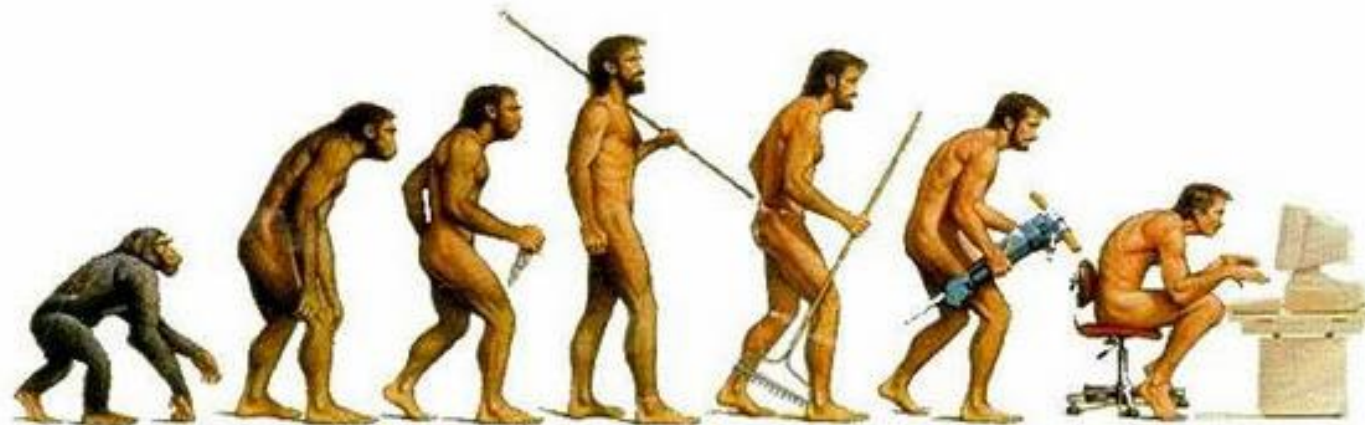



Need to  
be open  
source

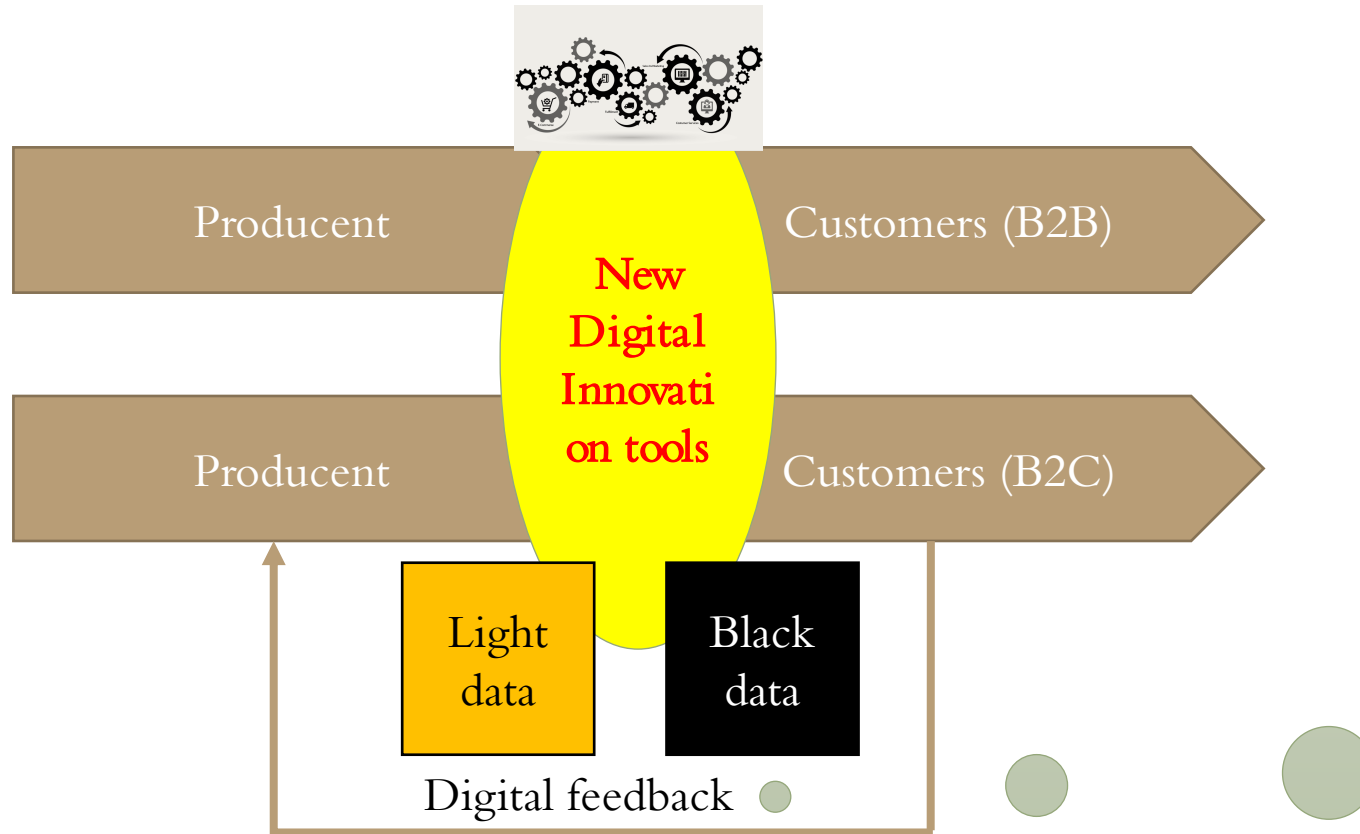
“Synchronous” Feedback – or perhaps I mean;  
the feeling of a Synchronic feedback

...(in real life it is “Asynchronous”)


And by “Learn” we in real life mean “LEARN AND DEVELOP”

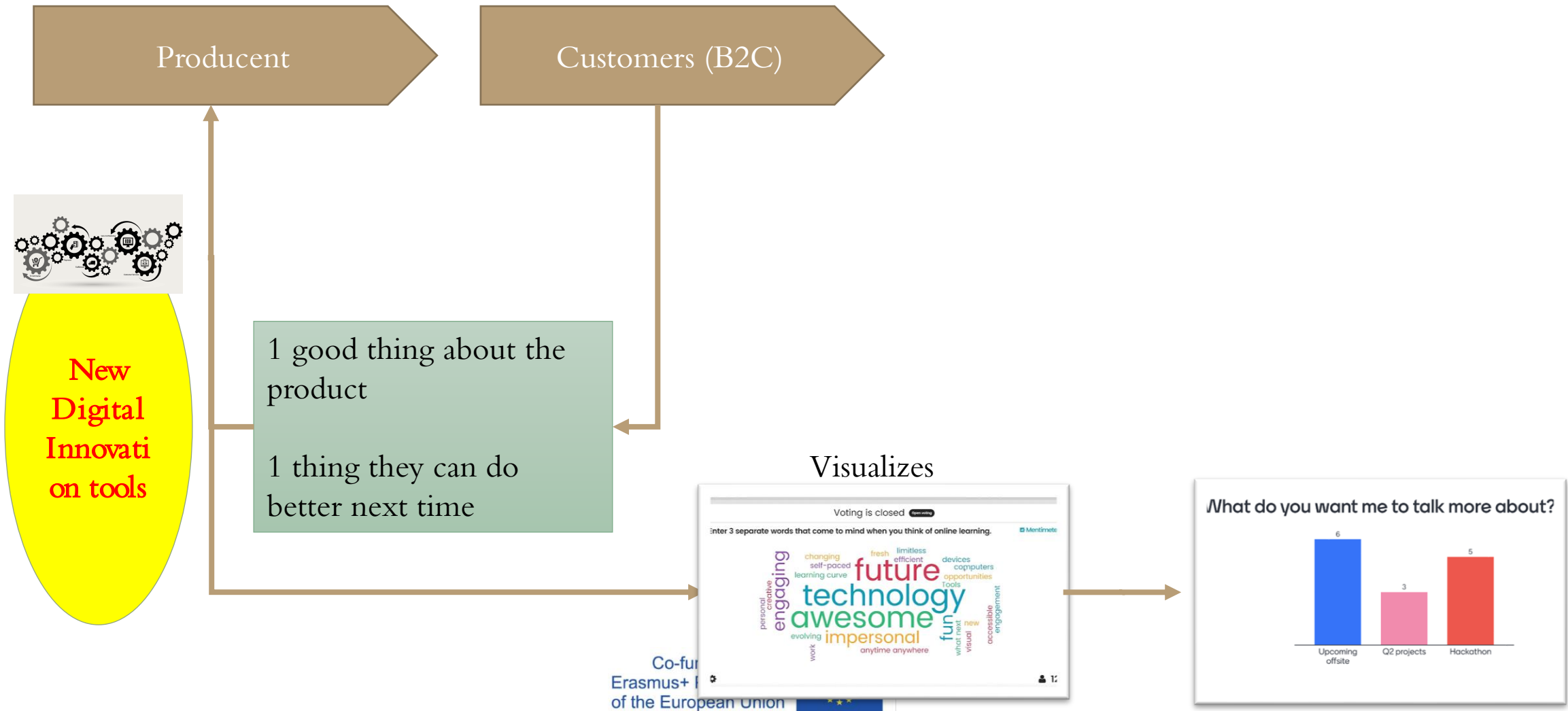



ICI  SMEs Synchronic Feedback; "We want to learn form you"

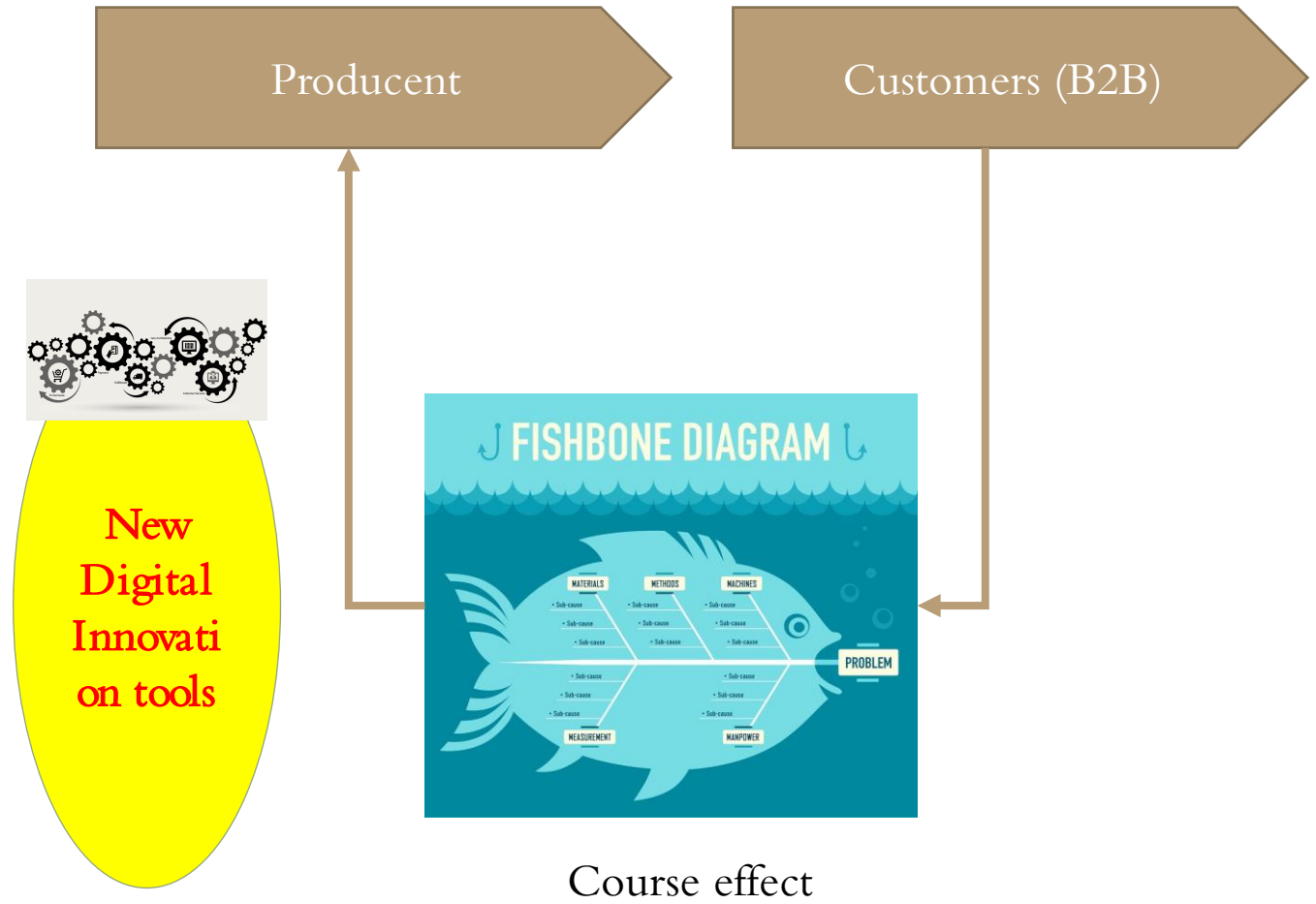


“Synchronous” Feedback – or perhaps I mean; the feeling of a Synchronic feedback

ICI  SMEs Synchronic Feedback; "We want to learn form you"



ICI  SMEs Synchronic Feedback; "We want to learn form you"



# Flow diagram; Synchronic Feedback; "We want to learn form you"

The process line;



QR-code

- The customers buy a product, receive the product and a QR-code.
- Scanning the QR-kode, welcome film, answers/new ideas/feedback (involvement), gift/voucher
- Payment – pay by e-invoice

# Example



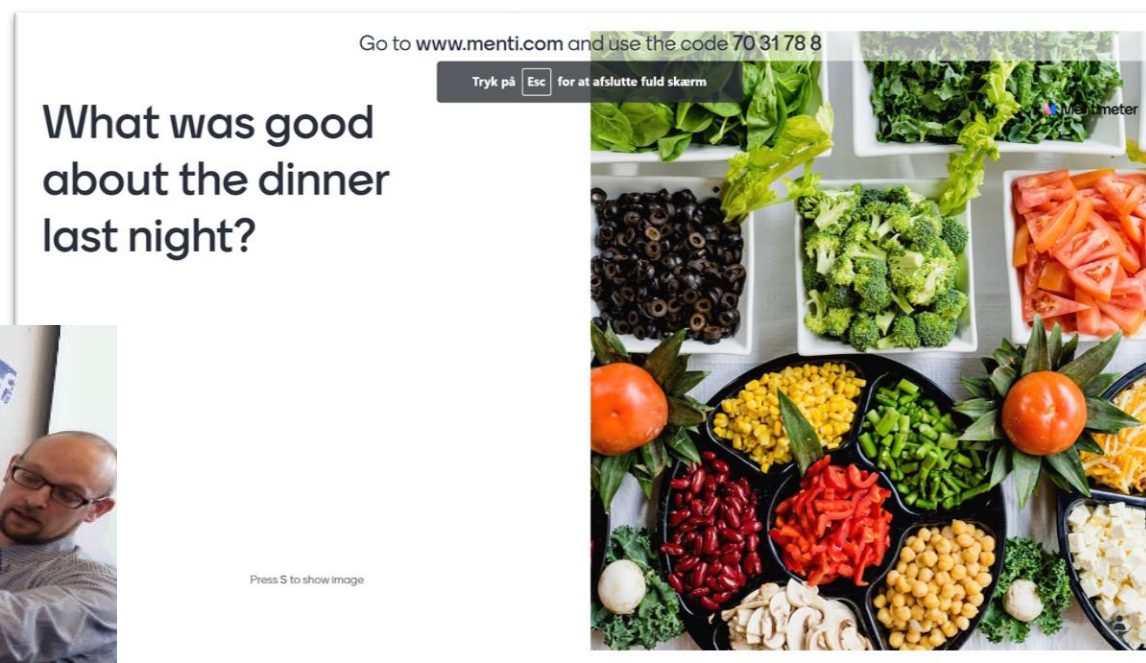
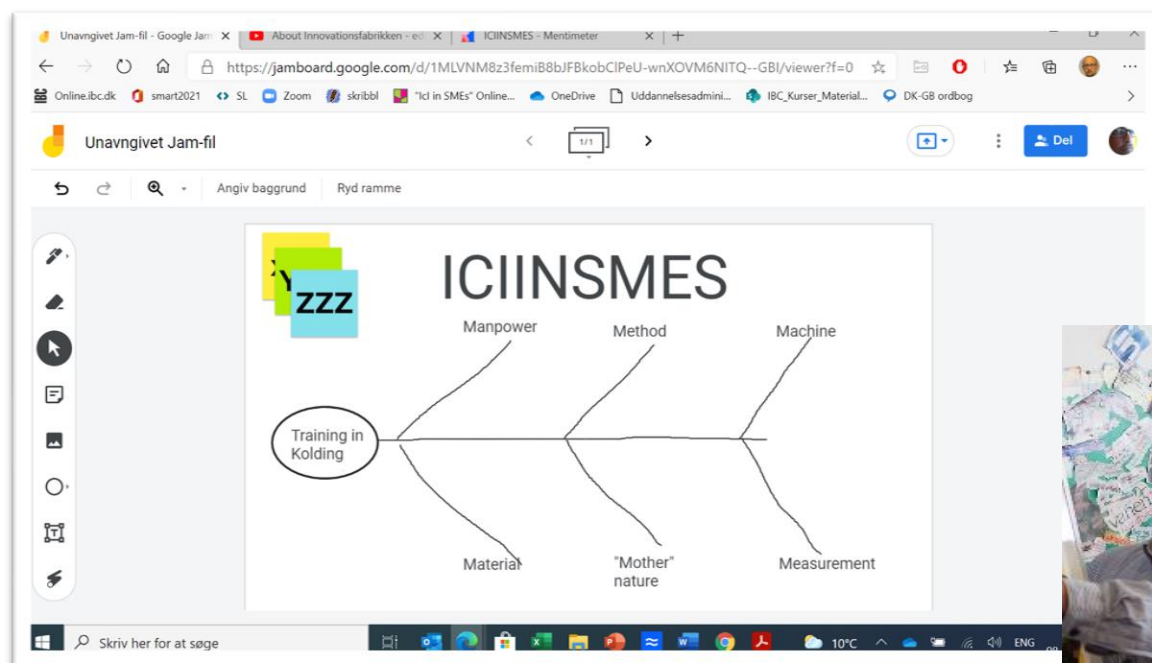
1. QR-kode link to
2. A short movie (10-15 sek)
3. Inset a databox



Hallo – my name is Michael Christiansen and as you can read in the Data box... (perhaps an avatar-figure?)

Data box ex.  
- Revenue  
- Most buys products  
- Good products

[www.menti.com](http://www.menti.com) / 7031 78 8

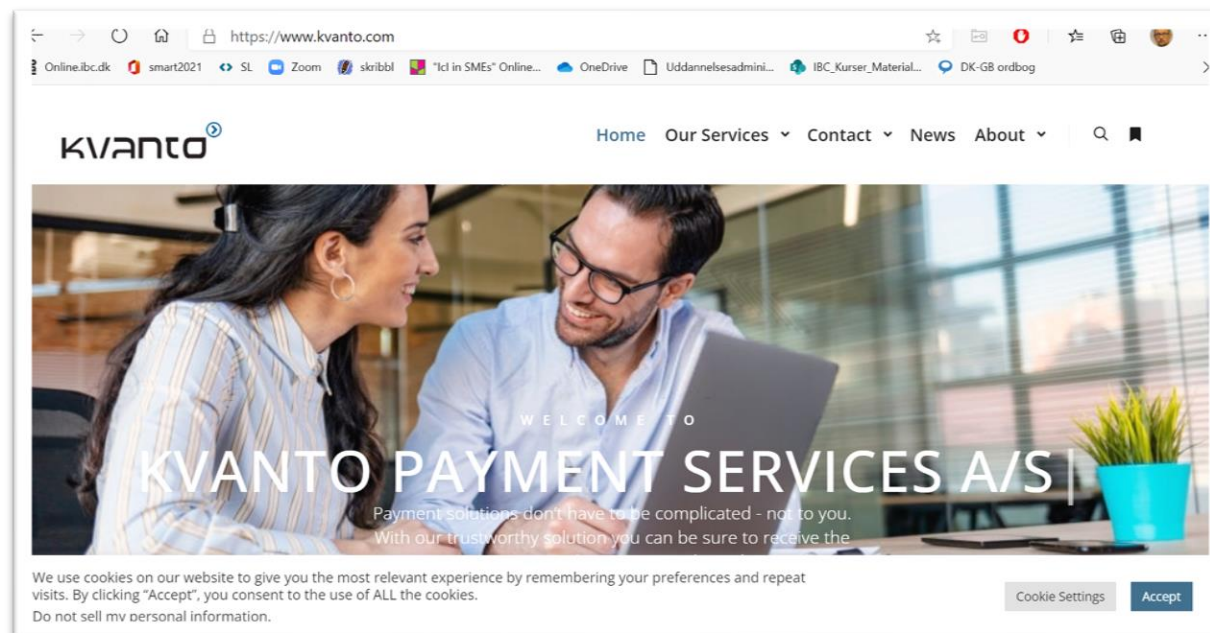


<https://jamboard.google.com/d/1MLVNM8z3femiB8bJFBkobClPeU-wnXOVM6NITQ--GBI/viewer?f=0>

<https://www.menti.com/aztiguvi>



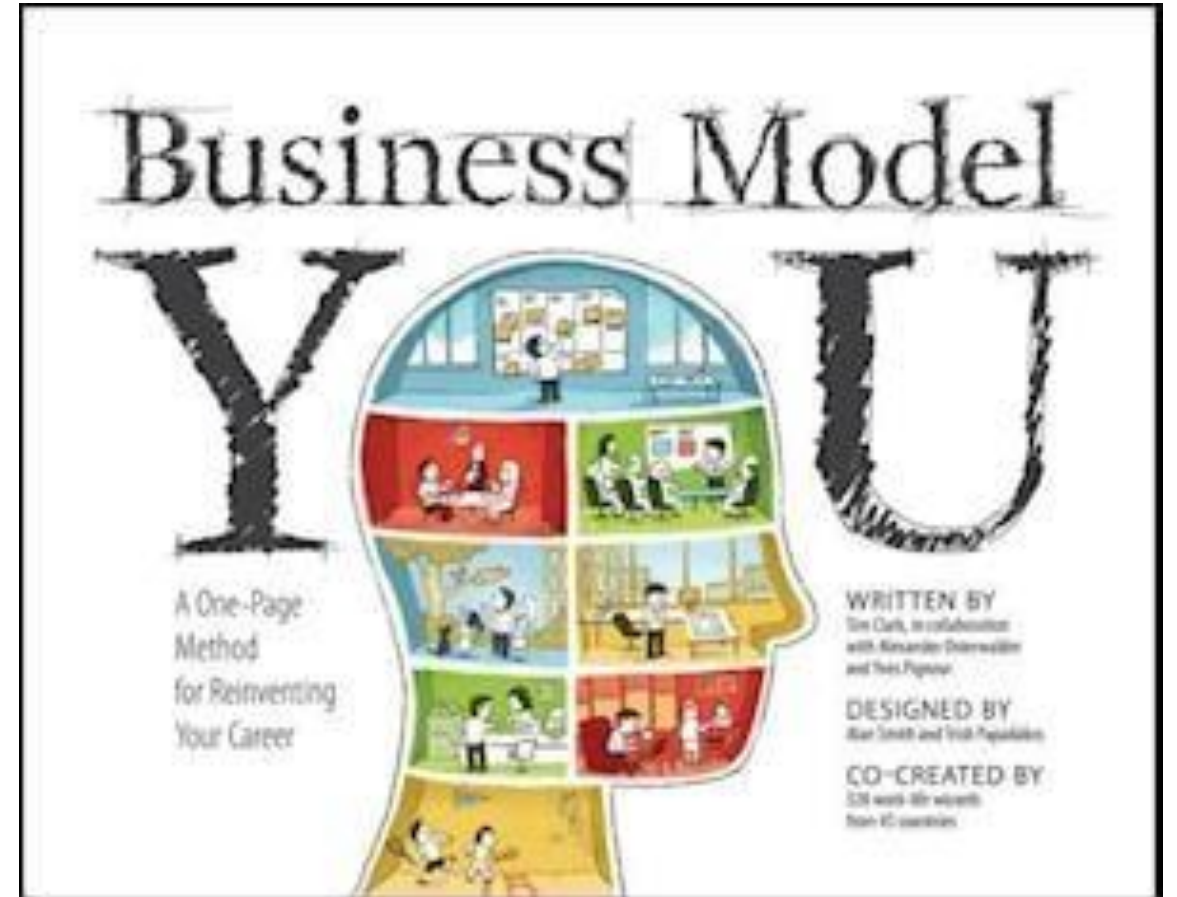
Kvanto payment (international e-invoice)  
Especially if international customers and “buy now – pay later)



<https://www.kvanto.com/>



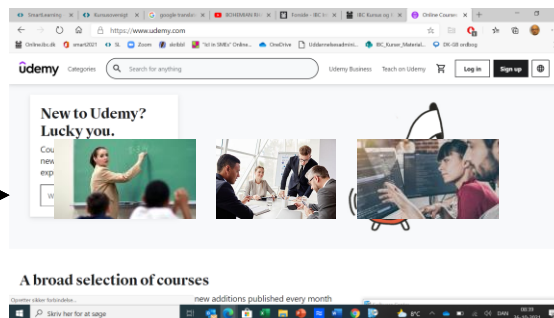
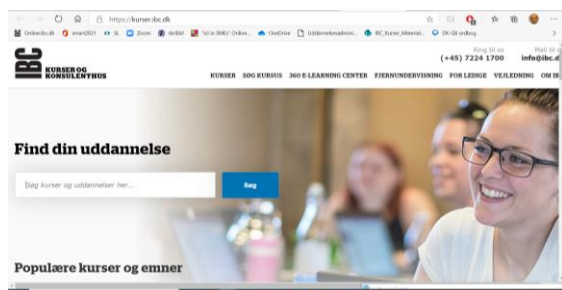
# BUSINESS MODEL



How and what are we going to do / offer after his project.

- ★ Why?
- ★ International Partners
- ★ Business model
- ★ Brochure
- ★ WEB-page
- ★ Selling part
- ★ Specialist teachers





Project Partners



My idea is (after this project) that all partners have a blended-learning-course for;

The target group for this course are...



Teachers

The target group for this course are...



Consultants

The target group for this course are...



Companies



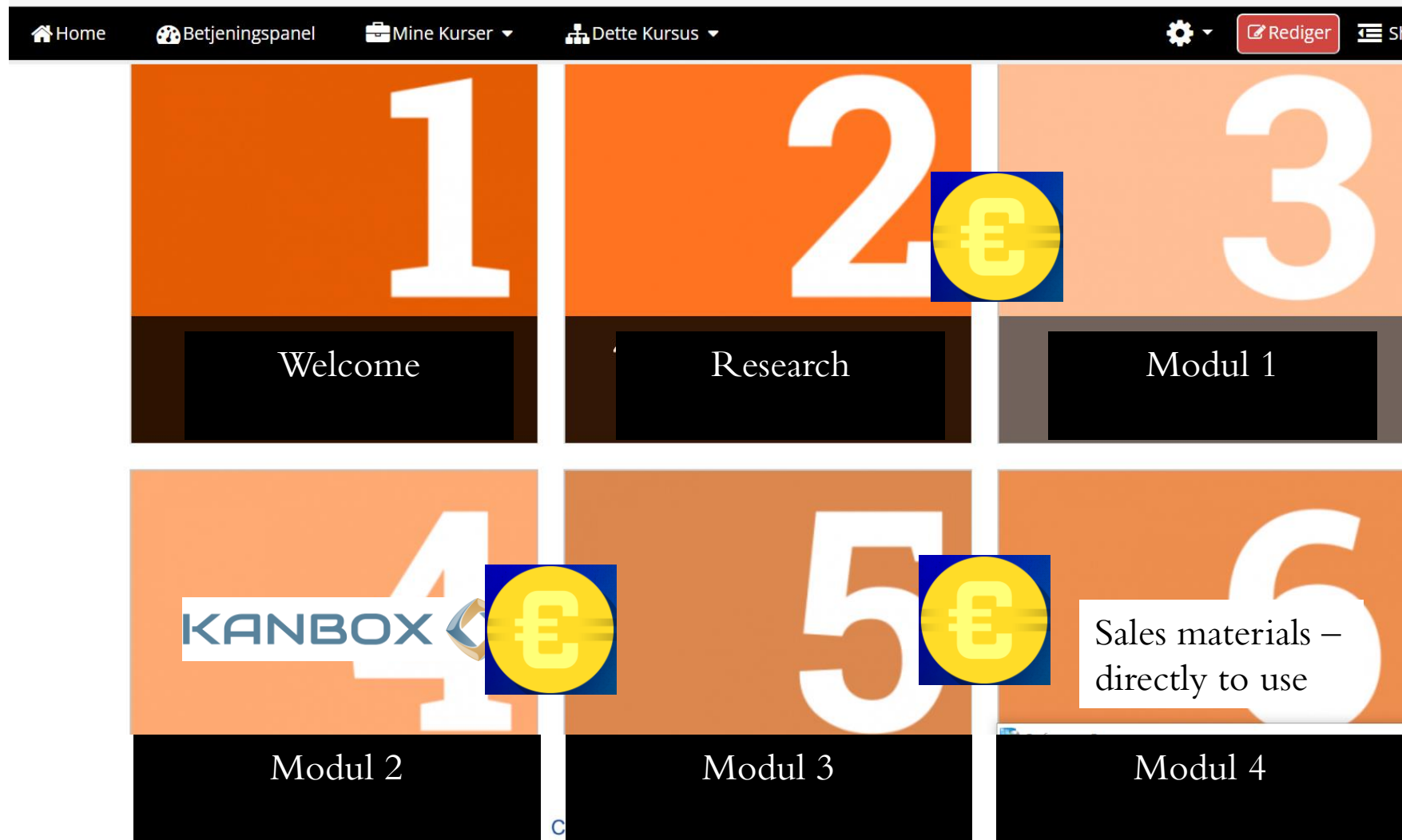
Teachers

Home Betjeningspanel Mine Kurser Dette Kursus Rediger

1 Welcome	2 Research	3 Modul 1
4 KANBOX Modul 2	5 Modul 3	6 Modul 4



Consultants



Home Betjeningspanel Mine Kurser Dette Kursus Rediger

1	2	3
Welcome	Research	Modul 1
4	5	6
Modul 2	Modul 3	Modul 4

KANBOX € Sales materials – directly to use





Compagnies

1	2	3
Welcome	Research	Modul 1
4	5	6
Modul 2	Modul 3	Modul 4





Welcome with video or Virtual Reality  
with a figure with national speak ex.  
Danish / English / German / Hungary





Certification



A online multiple choice





## Business model after the pilot project

### Denmark

100  
X0 Digital toolbox  
X0 IBC

### Germany

100  
X0 Digital toolbox  
X0 University

### Hungary

100  
X0 Digital toolbox  
X0 University

### XXX

100  
X0 Digital toolbox  
X0 University

