



# REWIND TRAINING PLANS

## **Methodological and process innovation:**

### Adapting to Digital and Technological Change for Business Transformation

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REWIND

Relaunching Enterprises through Workers' Innovation  
and New dynamics

December 2023

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## Introduction to the Module

This module is divided into 5 units, in the 1<sup>st</sup> Unit we will begin explaining Process Innovation and its importance for business operations as it aims to enhance the entire production process to make it more effective and efficient. We will continue with Unit 2, describing Business Process Redesign and its six steps which help to improve productivity and efficiency in business. Besides, its implementation and benefits will also be mentioned in Unit 3. Following with Unit 4, the impact, steps, benefits and best practices of Technology-based Business Process Redesign will be mentioned, which refers to the use of digital tools and solutions to transform and optimize existing processes. To finish with, in Unit 5, the importance of integration of digital technology into all areas of a business will be explained (Digital Transformation), together with some success and failure factors for methodological and process innovations.

### **Innovation Process – Understand The Problem:**

<https://www.youtube.com/watch?v=R5Zjq7a3ImU>

### **The 5 Stages of the Innovation Process| Kuczmariski**

<https://www.youtube.com/watch?v=Pz6mhbdD6WnQ>

### **Process mapping:**

<https://www.youtube.com/watch?v=Y7g8vWvIIVk>

### **Business process redesign:**

<https://www.youtube.com/watch?v=v-jAf7L2Uak>

### **Digital transformation:**

<https://www.youtube.com/watch?v=508CR1fd8ws>

## Learning Outcomes

At the end of the module, the learner should acquire the following knowledge, skills and competences:

**Description of the unit of learning outcomes:** This module focuses on enhancing the business production process through knowledge of process innovation, mapping, and optimization, as well as developing innovative thinking skills and digital transformation awareness for a total of 10 learning hours.

| Actions/achievements   | LEARNING OUTCOMES  |  |   |
|--|--|--|---|
|  | Knowledge  | Skills   | Attitudes   |
| Learn how to enhance the entire production process of your business to make it more effective and efficient. | <ul style="list-style-type: none"> <li>○ Know what process innovation means;</li> <li>○ Understanding of process mapping and optimization;</li> <li>○ Identifying the six steps of BPR;</li> <li>○ Understanding the impact of technology in BPR;</li> <li>○ Identifying the steps in Technology-driven BPR;</li> <li>○ Understanding digital</li> </ul> | <ul style="list-style-type: none"> <li>○ Innovative thinking skills</li> <li>○ Critical and innovative thinking, information literacy, compositiona l thinking, idea management</li> </ul> | <ul style="list-style-type: none"> <li>○ Apply basic innovation process in your business;</li> <li>○ Apply process mapping and optimization.</li> </ul> |



|  |                     |  |  |
|--|---------------------|--|--|
|  | transformatio<br>n. |  |  |
| <p>HandsOn/Guides Learning Hours: 5<br/>Self-Study Hours: 3<br/>Assessment Hours: 2<br/>Total Learning Hours: 10</p> |                     |  |  |

## Theoretical part

### 1. Process innovation

#### 1.1 What is Process innovation?

Process innovation refers to the implementation of a novel or significantly improved production or delivery method, which may include changes in techniques, equipment, and software. These changes are typically intended to decrease unit costs, increase quality, or introduce new or improved products.

Process innovation also encompasses novel or significantly improved methods for creating and providing services, which may involve changes in equipment, software, or procedures. For instance, this could include the adoption of GPS tracking for transport services, the introduction of a new reservation system in a travel agency, or the development of new project management techniques in a consultancy firm.

Moreover, process innovation also applies to ancillary support activities, such as purchasing, accounting, computing, and maintenance. The implementation of new or improved information and communication technology (ICT) is considered a process innovation when it is intended to improve the efficiency and/or quality of an ancillary support activity.

#### 1.2 Process mapping and optimization

Process mapping and optimization are essential methodologies used to identify inefficiencies in existing processes and implement improvements. The process mapping stage involves visualizing the current process flow and identifying areas that are causing bottlenecks, delays, or errors. This is typically achieved through a process map, which is a graphical

representation of the process that shows the flow of inputs, outputs, and actions taken at each stage.

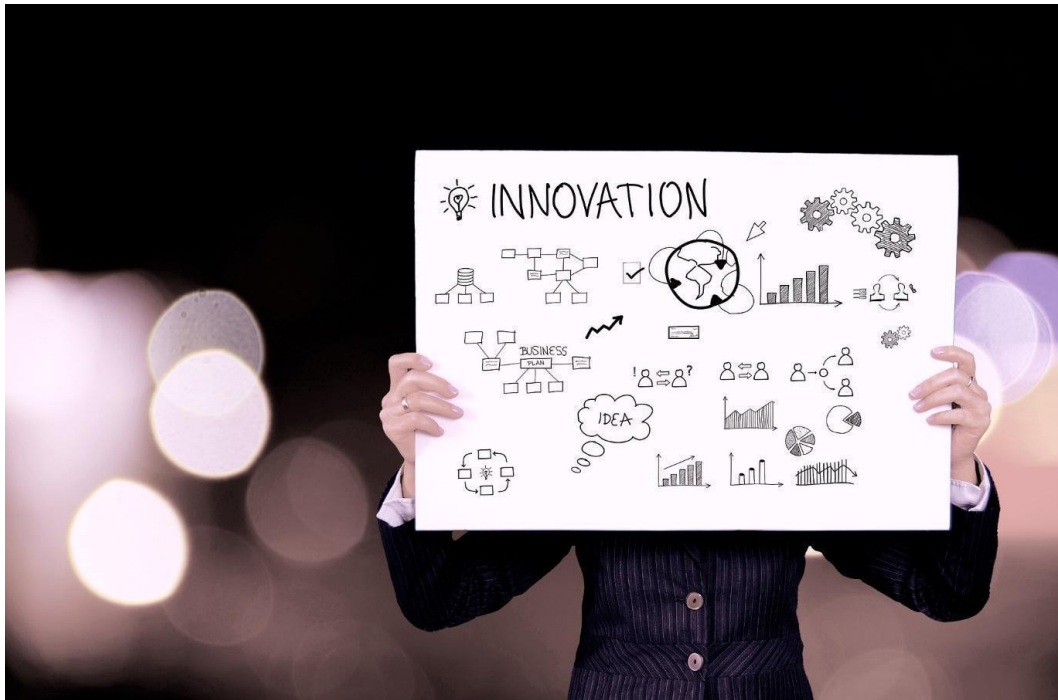


Figure 1: Innovation mapping (source: [pixabay](https://pixabay.com))

Once the current process is mapped, the next step is to optimize it. This involves identifying areas where improvements can be made and implementing changes to reduce waste, increase efficiency, and improve quality. There are several techniques that can be used to optimize a process, including value stream mapping (VSM), Six Sigma, lean manufacturing, and Kaizen.

Value stream mapping is a lean manufacturing technique used to analyze the flow of materials and information required to bring a product or service to a customer. This approach helps identify areas of waste in the process and develop strategies to eliminate them.

Six Sigma is a data-driven approach to process improvement that aims to reduce defects and variability in processes. This approach uses statistical

analysis to identify areas of improvement and develop strategies to eliminate defects.

Lean manufacturing is an approach that focuses on minimizing waste and maximizing efficiency in the production process. This approach involves identifying and eliminating non-value-added activities and streamlining the remaining steps.

Watch the video on Lean and Six Sigma [here](#)

Kaizen is a philosophy that encourages small, incremental improvements to processes over time. This approach involves empowering employees to identify areas for improvement and implement changes.

By using process mapping and optimization methodologies, businesses can identify inefficiencies and develop strategies to improve their processes. This can result in increased efficiency, reduced costs, improved quality, and better customer satisfaction.

### 1.3 Types of process innovation

Process innovation is a crucial aspect of business operations that aims to enhance the entire production process to make it more effective and efficient. It involves various types of innovation that help companies to improve their operations in different areas.

The first type of process innovation is production innovation, which focuses on improving the manufacturing processes. This can be achieved through the use of advanced technologies, equipment, and processes. For example, a company can adopt software to streamline the design department, resulting in more modern designs and an overall efficient and effective production process.

Another type of process innovation is support services innovation, which involves improving all the support services within the company. These services may include new product development, accounting, maintenance, and control. By enhancing these services, a company can make its operations more effective and efficient.

Delivery innovation is another important type of process innovation. It involves improving tools, software, and techniques that make the company's supply chain more efficient and effective. For example, the use of barcodes, shipping software, and tracking systems can help streamline the delivery process and ensure timely delivery of products.

Other types of process innovation include process efficiency innovation and business model innovation. Process efficiency innovation focuses on improving the efficiency of existing processes, while business model innovation involves the creation of new business models or the modification of existing ones to meet changing market demands.

Overall, process innovation plays a critical role in improving a company's operations and staying competitive in today's dynamic business environment. By understanding the various types of process innovation and identifying areas for improvement, businesses can enhance their processes, reduce costs, and increase productivity.

## 1.4 Examples of process innovations

Process innovation is a key aspect of business growth and development, and can take many forms.

Innovative methods of serving customers can be created using clever technology, offering a long-term solution that minimizes operational costs. For conferences, classes, and meetings, for instance, fitness and sports facilities, networking and event planners, and education providers have embraced popular platforms like Skype, Facebook Live, Instagram Live, and Zoom. They are also currently designing a new solution tailored specifically for the online market.

For example, during the pandemic, Brasserie La Marmotte introduced La Boîte, a significant change to its economic strategy. This little brewery in Bienne realized that their customers required meals delivered to their doors—not beer—after noticing a decline in beer sales as a result of the lockdowns. They were motivated by this, so while working from home, they made the decision to sell canned seasonal meals and deliver them to their

consumers. By changing their business strategy, they had to face their fear of losing the clarity of their value offer following the crisis and team up with other restaurants and chefs eager to develop original recipes that could be canned.

In conclusion, process innovations can take many forms and have played a crucial role in the growth and success of companies across various industries. By implementing new and improved methods for production, delivery, and support services, companies can increase their efficiency, reduce costs, and improve product quality, leading to a competitive advantage in the marketplace.

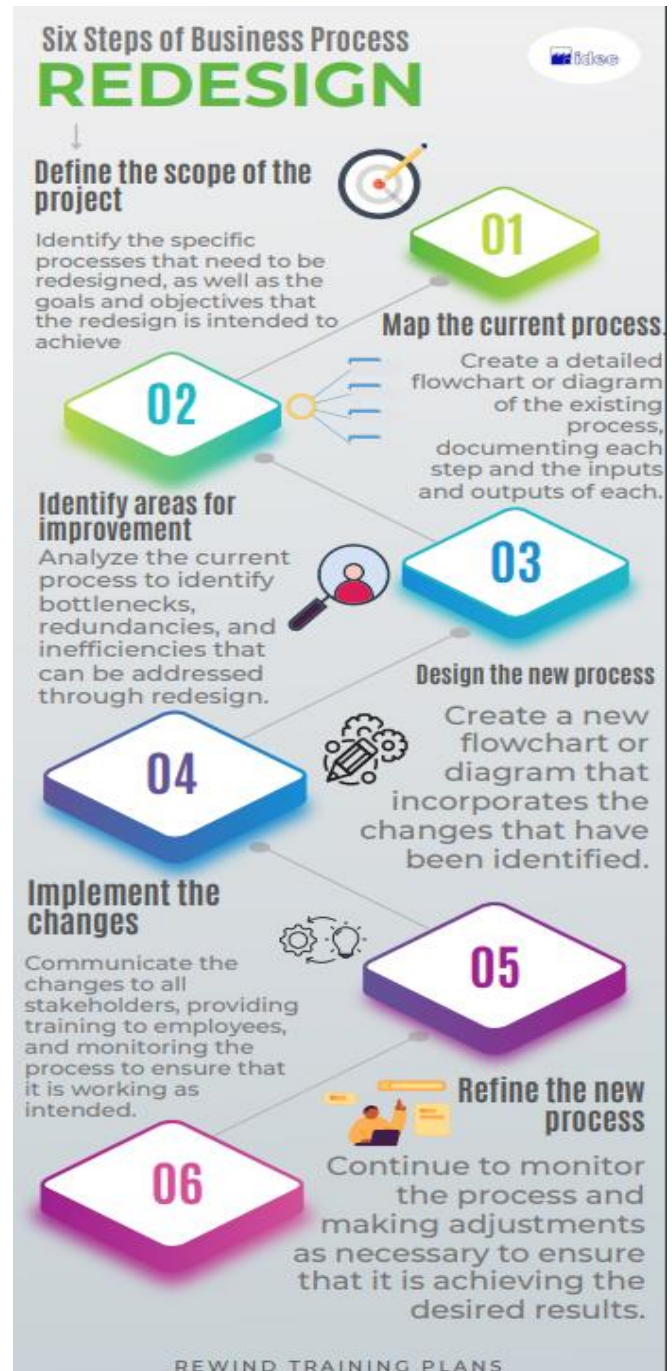
## 2. The steps of business process redesign

### 2.1 Six steps of business process redesign

Business process redesign is a complex and multifaceted undertaking that requires a significant investment of time and resources. However, the potential benefits of a well-executed business process redesign can be substantial, ranging from improved productivity and efficiency to increased customer satisfaction and loyalty. Figure 2: Six steps of business process redesign

To achieve these benefits, organizations must follow a systematic and rigorous approach to the redesign process, which typically involves several key steps.

Check this website:



<https://www.heflo.com/blog/bpm/business-process-reengineering-examples/> to learn more about BPR and some successful examples.

## 2.2 Setting Goals and Objectives

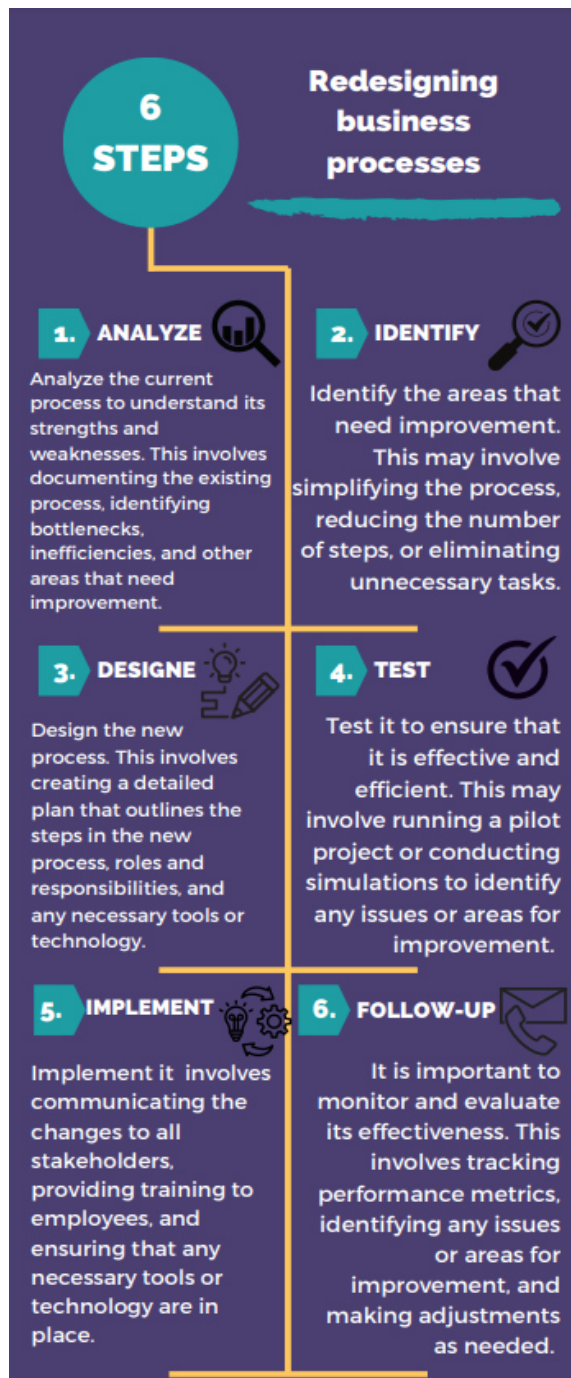
When embarking on a business process redesign project, setting clear goals and objectives is a critical step. The goals and objectives provide a roadmap for the redesign effort and define the scope of the project. Here are some best practices for setting effective goals and objectives for a business process redesign project:

1. Start by clearly defining the problem that the redesign project is intended to address. Analyze the current process to identify bottlenecks, inefficiencies, or other areas that are causing problems for the organization.
2. It is important to involve all stakeholders in the process of setting goals and objectives. This includes employees, customers, and other relevant parties who will be impacted by the redesign effort.
3. Goals should be specific and measurable so that progress can be tracked and evaluated. For example, a goal might be to reduce the time it takes to process a customer order from 10 days to 5 days.
4. Goals and objectives should be aligned with the overall strategic objectives of the organization. For example, if the organization's strategic objective is to increase customer satisfaction, the goals and objectives for the redesign project should be focused on improving the customer experience.
5. When setting goals and objectives, it is important to consider any constraints that may impact the redesign effort. This may include limitations on resources, time, or other factors that may impact the ability to achieve certain goals.
6. It is important to establish a timeline for achieving the goals and objectives of the redesign project. This can help ensure that progress is being made and that the project stays on track.

By following these best practices, organizations can set clear, achievable goals and objectives for their business process redesign project.

## 2.3 Redesigning Business Processes

Redesigning business processes involves analyzing the current process, identifying areas for improvement, and creating a new process that is more efficient and effective. To redesign a business process, the following best practices can be followed:



By following these best practices, organizations can redesign their business processes to be more efficient and effective. Redesigning business processes can help organizations to improve productivity, reduce costs, and enhance customer satisfaction. It is important to involve all stakeholders in the redesign process to ensure that the new process is aligned with the goals and objectives of the organization and that it is sustainable over the long-term.

Figure 3: Redesigning business processes



Figure 4: Redesigning business processes (source [envato](#))

## 2.4 Implementing the Redesigned Processes

Implementing a redesigned business process can be a complex and challenging task. To ensure that the new process is successfully implemented, it is important to follow a structured approach that includes communication, training, an implementation plan, technology, monitoring and evaluation, and continuous improvement.

Communication is a key factor in ensuring the successful implementation of a redesigned process. The organization must communicate the changes to all stakeholders, including employees, customers, and suppliers. This can be achieved through a variety of methods, such as meetings, email updates, and training sessions.

Employees must be trained on the new process to ensure that they are able to perform their roles effectively. This training should be tailored to the specific needs of each employee and should include practical examples and hands-on experience.

An implementation plan should be developed that outlines the specific steps that will be taken to implement the new process. This plan should include timelines, milestones, and responsibilities.

Technology can play a key role in the successful implementation of a redesigned process. The organization must ensure that any necessary technology is in place and that employees are trained to use it effectively.

After the new process has been implemented, it is important to monitor its performance and evaluate its effectiveness. This involves tracking performance metrics and identifying any issues or areas for improvement.

Continuous improvement is essential to ensure that the redesigned process remains effective and efficient over time. This involves ongoing monitoring and evaluation and making adjustments as needed.

Implementing a redesigned business process can be challenging, but following a structured approach can help to ensure success.

### 3. The benefits of redefining the key processes

Redefining processes involves rethinking how work is done and streamlining operations to improve efficiency and effectiveness. In this chapter, we will explore the benefits of redefining key processes and how it can help companies stay ahead of the competition.

Redefining key processes can help companies improve their efficiency, reduce costs, improve quality of their output, enhance customer satisfaction and increase innovation. Now we will explore further these benefits of redefining key processes.

- Improved Efficiency

This can reduce the time it takes to complete tasks and decrease the number of errors that occur. By automating certain tasks, companies can also reduce the need for manual intervention, which can further improve efficiency.

- Cost Reduction

By streamlining operations and eliminating unnecessary steps, companies can reduce their labor costs and improve resource utilization. For example, by automating certain tasks, companies can reduce the number of employees needed to complete a particular process.

- Improved Quality

By identifying and eliminating errors in the process, companies can ensure that the end product is of a higher quality. By implementing quality control measures and automating certain tasks, companies can also reduce the number of defects that occur.

- Enhanced Customer Satisfaction

By improving efficiency and quality, companies can deliver products and services faster and at a higher quality, leading to increased customer satisfaction. Additionally, by implementing customer feedback into the process, companies can better meet their customers' needs and expectations.

- Increased Innovation

By rethinking how work is done, companies can identify new opportunities for improvement and innovation. This can lead to the development of new products and services or the improvement of existing ones. By continuously redefining processes, companies can stay ahead of the competition and drive innovation.

In conclusion, companies should regularly evaluate their processes and identify areas for improvement to remain competitive and achieve success.

Check here <https://www.jcurve.com/blog/3-business-process-reengineering-examples/> some real-life examples of BPR.

## 4. How technology contribute to business

### Process redesign

#### 4.1 Technology-enabled business process redesign

Technology has revolutionized the way businesses operate in the modern era. With the increasing availability of digital tools and solutions, organizations can streamline and automate their processes to achieve greater efficiency, accuracy, and productivity. Technology-enabled business process redesign (BPR) refers to the use of digital tools and solutions to transform and optimize existing processes. By leveraging technology, businesses can improve their operations and better meet the evolving needs of customers and stakeholders.

Technology-enabled BPR involves a comprehensive assessment of existing processes, identifying inefficiencies, redundancies, and bottlenecks. By leveraging digital tools, businesses can streamline their processes, automate repetitive tasks, and optimize workflows. This approach enables organizations to achieve faster turnaround times, reduce operational costs, and enhance the overall quality of their products and services.

Check this video: <https://www.youtube.com/watch?v=cZQ4liMtam0> to understand better the importance of technology for the improvement of business processes.

#### 4.2 Impact of Technology on Business Processes

Technology plays a crucial role in business process redesign, with various types of technologies impacting business processes. Some of the most common technologies used for business process redesign include (see Figure 5) Enterprise Resource Planning (ERP) systems, Customer

Relationship Management (CRM) systems, Business Intelligence (BI) and Analytics tools, and Robotic Process Automation (RPA).

## 4.3 Steps Involved in Technology-driven Business Process Redesign

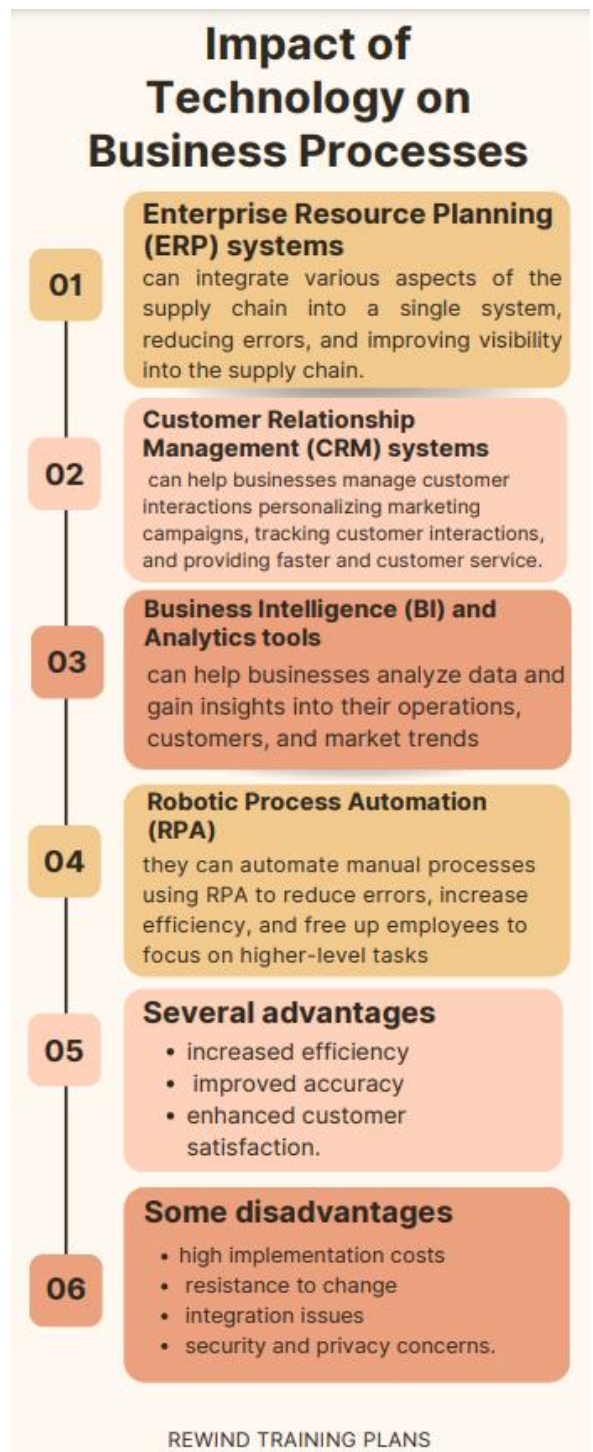
Business process redesign using technology requires a systematic approach to ensure successful implementation. This chapter outlines the steps involved in technology-driven business process redesign.

**1<sup>st</sup> step:** Identifying the processes to be redesigned. This involves identifying the key business processes that require improvement, such as those that are time-consuming, error-prone, or inefficient.

**2<sup>nd</sup> step:** Analyzing the current processes. This involves documenting the current processes, identifying bottlenecks, and analyzing the data to understand the root causes of the inefficiencies. This step provides a baseline for comparison with the new processes and helps to identify the areas that require improvement.

**3<sup>rd</sup> step:** Identifying technology solutions. This involves researching and identifying technology solutions that can address the inefficiencies identified in the current processes.

Figure 5: Impact of Technology on Business Process



4<sup>th</sup> step: Designing the new processes with the identified technology solutions in mind. The new processes should be streamlined, efficient, and aligned with the organization's strategic objectives. The process design should also consider the human factors, such as employee training and support, to ensure successful implementation.

5<sup>th</sup> step: Testing the new processes in a controlled environment to ensure they meet the organization's requirements and align with the strategic objectives. The testing should involve end-users and stakeholders to ensure their buy-in and support.

6<sup>th</sup> step is implementing the changes. This involves implementing the new processes and technology solutions in the organization. Implementation should be phased to reduce the risk of disruption and allow for continuous improvement.

In conclusion, technology-driven business process redesign requires a systematic approach to ensure successful implementation. By following these steps, organizations can streamline their operations, improve efficiency, and enhance customer satisfaction.

## 4.4 Benefits of Technology-driven Business Process Redesign

Technology-driven business process redesign offers numerous benefits to organizations. Increased efficiency, improved accuracy, enhanced customer satisfaction, cost savings, and better decision-making are just a few of the advantages. By leveraging these benefits, organizations can gain a competitive advantage, improve their operations, and better meet customer needs.

One of the main benefits is increased efficiency. By automating manual tasks and streamlining processes, businesses can reduce the time and resources required to complete tasks. This leads to increased productivity, reduced costs, and improved operational efficiency. With technology,

organizations can also monitor their operations in real-time, enabling them to identify and address inefficiencies quickly.

Another benefit is improved accuracy. By automating manual tasks, technology reduces the risk of human error. This results in fewer mistakes, reduced rework, and improved data accuracy. With improved accuracy, organizations can make better decisions, allocate resources more effectively, and minimize risk.



Figure 6: 3 Benefits of Technology-driven Business Process Redesign

## 4.5 Best Practices for Technology-driven Business

### Process Redesign

The first best practice for technology-driven business process redesign is involving stakeholders. This involves engaging all stakeholders in the process, including end-users, IT professionals, and executives. By involving all stakeholders, organizations can ensure that everyone has a clear understanding of the project goals, timelines, and expectations. This also promotes buy-in and ownership of the project, increasing the likelihood of successful implementation.

The second best practice is aligning with strategic objectives. Technology-driven business process redesign should align with the organization's strategic objectives and vision. This ensures that the redesign contributes to the organization's overall goals and mission. The redesign should also consider the organization's competitive landscape, ensuring that it provides a competitive advantage.

The third best practice is prioritizing processes. Organizations should prioritize the processes to be redesigned based on their impact on the business. This involves identifying the most critical processes that require improvement, such as those that are time-consuming, error-prone, or inefficient. By prioritizing processes, organizations can focus their efforts on those areas that provide the most significant benefits.

The fourth best practice is designing for scalability. Technology-driven business process redesign should be designed to accommodate future growth and change. This involves designing processes that can scale to accommodate increased demand and that can adapt to changes in the business environment. By designing for scalability, organizations can ensure that their processes remain efficient and effective over the long term.

The final best practice is monitoring and measuring performance. Organizations should establish key performance indicators (KPIs) to measure the success of the technology-driven business process redesign.

KPIs should be aligned with the organization's strategic objectives and provide measurable data on the impact of the redesign. By monitoring and

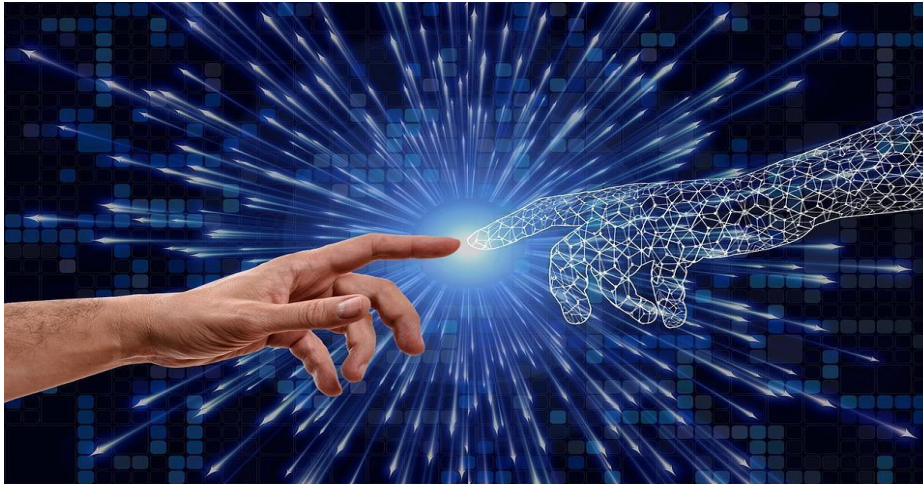


Figure 7: Technology-driven Business Process Redesign (source [pixabay](https://pixabay.com))

measuring performance, organizations can identify areas for improvement and ensure that the redesign is achieving its intended goals.

## 5. Digital transformation catalyst for process transformation

### 5.1 Understanding Digital Transformation

Digital transformation has become a buzzword in today's business world. It refers to the integration of digital technology into all areas of a business, resulting in fundamental changes to how businesses operate and deliver value to customers. Digital transformation has been driven by a range of factors, including changes in customer expectations, the rise of disruptive technologies, and the need for agility and innovation in the face of changing market conditions.

One of the key drivers of digital transformation is the changing expectations of customers. Today's consumers expect seamless digital experiences across all touchpoints, and businesses that fail to deliver risk falling behind. Disruptive technologies such as cloud computing, artificial intelligence, and the Internet of Things (IoT) are also driving digital transformation by providing new opportunities for automation, personalization, and optimization.

While digital transformation presents many benefits, it also presents significant challenges. One of the biggest challenges is the need to modernize legacy systems and processes. Legacy systems often lack the flexibility and agility needed to keep up with the demands of digital transformation, making it difficult to integrate new technologies and processes. Data silos and cybersecurity concerns are also common challenges that organizations must overcome.

Despite these challenges, digital transformation has become an essential driver of process transformation. In the next chapter, we will explore the role of digital transformation in process transformation in more detail.

## 5.2 The Role of Digital Transformation in Process Transformation

Digital transformation is a catalyst for process transformation, enabling organizations to reimagine their processes and create new value for customers. In this chapter, we will examine case studies of organizations that have successfully leveraged digital technologies to transform their processes and create new opportunities for growth and innovation.

One example of a company that has successfully leveraged digital technologies to transform its processes is Amazon. Amazon has transformed the retail industry by implementing digital-first processes that prioritize customer experience and convenience. The company has implemented a range of technologies, including machine learning algorithms that optimize product recommendations, robotic process automation that automates inventory management, and IoT sensors that enable real-time tracking of shipments.

Another example is GE Aviation which has transformed its manufacturing processes by implementing digital tools that enable real-time monitoring and optimization of production processes. The company has also implemented predictive analytics algorithms that enable it to detect potential problems before they occur, reducing downtime and increasing efficiency.

These examples demonstrate the significant impact that digital technologies can have on business processes.

## 5.3 Strategies for Leveraging Digital Transformation to Drive Process Transformation

Digital transformation offers organizations a powerful tool for driving process transformation, but it also presents a range of challenges. In this chapter, we will explore strategies for overcoming these challenges and leveraging digital transformation to drive process transformation.

One strategy for leveraging digital transformation is to design digital-first processes that prioritize customer experience and convenience. This involves reimagining processes from the ground up to take advantage of digital technologies such as artificial intelligence, machine learning, and the Internet of Things. By designing processes that are optimized for digital channels, organizations can improve customer satisfaction and reduce costs.

Another strategy is to build agile teams that are capable of responding quickly to changing market conditions. Agile teams are cross-functional and empowered to make decisions at the team level, enabling organizations to respond quickly to customer needs and market trends. By adopting agile methodologies, organizations can reduce time-to-market, minimize risk, and increase innovation.

A third strategy is to invest in data analytics and automation. This way organizations can streamline processes, reduce costs, and improve decision-making. This involves using data to identify inefficiencies and areas for improvement, and automating processes to reduce the burden on human employees and improve accuracy.

A fourth strategy would be building a culture of innovation that encourages experimentation and risk-taking. This involves empowering employees to experiment with new ideas and technologies, and providing them with the resources and support they need to succeed.

Finally, a fifth strategy for leveraging digital transformation is to prioritize data security and privacy, as organizations adopt new digital technologies and processes. This requires robust security measures and compliance with relevant regulations and standards.

## 5.4 Success factors

There are several critical success factors that organizations must consider to ensure that their innovation efforts are aligned with their goals and objectives and result in meaningful progress. In this chapter, we will explore some of the most critical success factors for methodological and process innovations.

One of the most critical success factors is having a clear understanding of the organization's goals and objectives. This includes defining what the organization hopes to achieve through innovation and how this will contribute to its overall strategy. A clear understanding of the goals will help ensure that innovation efforts are aligned with the mission, and resources are allocated effectively.

A structured approach to innovation is another critical success factor, as it helps identify opportunities, develop and test ideas, and implement them. The innovation process should be flexible enough to allow for changes as new information is gathered and new challenges arise. Innovation requires investment which include funding, expertise, and time. It is crucial to have a budget for innovation efforts and allocate the resources effectively to ensure that they are utilized to achieve the desired outcomes.

Collaboration and communication are also essential success factors for methodological and process innovations. Effective communication ensures that there is effective information sharing, which can help identify new opportunities and challenges that may arise during the innovation process. Collaboration helps to bring different perspectives and ideas together, which can lead to more innovative solutions.

Finally, continuous improvement of innovative process is a critical success factor for methodological and process innovations. It is also essential to create an environment that encourages experimentation, embraces failure as a learning opportunity, and rewards creative thinking.

## 5.5 Failure factors

Innovation failure can be costly, both in terms of time and resources, and can also negatively impact employee morale and confidence in the organization's ability to innovate. In this chapter, we will explore some of the most critical failure factors for methodological and process innovations.

One of the primary failure factors for methodological and process innovations is a lack of clear understanding of the organization's goals and objectives. Innovation efforts that are not aligned with the organization's mission, vision, and strategy are unlikely to deliver meaningful outcomes.

Another failure factor is a lack of a structured innovation process which can result in wasted resources and missed opportunities. Innovation requires a structured approach that includes ideation, evaluation, testing, and implementation.

Insufficient resources can also be a failure factor for methodological and process innovations. Organizations that lack the necessary resources (time and money) may struggle to make meaningful progress in their innovation efforts. In addition, resistance to change is another negative factor, as innovation requires a willingness to challenge the status quo and embrace new ways of doing things.

Finally, a lack of a culture of innovation can also be a failure factor. Innovation requires a culture that encourages experimentation, embraces failure as a learning opportunity, and rewards creative thinking.

## Short Summary

This Module focuses on Process innovation which refers to the implementation of novel or significantly improved production or delivery methods in business, with the goal of reducing costs, increasing quality, and introducing new products. It involves process mapping, optimization, and the use of methodologies like value stream mapping, Six Sigma, lean manufacturing, and Kaizen. Also, Business process redesign is mentioned which follows six steps: setting goals and objectives, analyzing current processes, identifying technology solutions, designing new processes, testing, and implementation. Redesigning processes can lead to improved efficiency, cost reduction, improved quality, enhanced customer satisfaction, and increased innovation. Apart from this, technology-enabled Business Process Redesign is also defined in this Module, which refers to the use of digital tools and solutions to transform and optimize existing processes. By leveraging digital tools, businesses can streamline their processes, automate repetitive tasks, and optimize workflows. Finally, Digital Transformation is mentioned together with its crucial role in process transformation, enabling organizations to reimagine processes and create new value. Strategies for leveraging digital transformation include designing digital-first processes, building agile teams, investing in data analytics and automation, fostering a culture of innovation, and prioritizing data security.

## Tips

4 simple ways to have a great idea | Richard St. John:  
<https://www.youtube.com/watch?v=mtn3lhh6kU4&t=222s>

How to Run a Process Mapping Workshop (In under 2 minutes)

<https://www.youtube.com/watch?v=JciKSImpeuw>

The Pitfalls Of Process Mapping And How To Avoid Them

<https://www.youtube.com/watch?v=RQSh2CyxdIA>

Explanation of business project redesign

<https://www.youtube.com/watch?v=v-jAf7L2Uak>

## Training Activities

The training activities should amount to 2-hours training. You can include for instance a case study, project based activity etc.

You and your colleagues have just acquired an SME and you are trying to support its process innovation. You should apply the six sigma methodology. The Six Sigma is a data-driven approach to process improvement that aims to reduce defects and variability in processes. This approach uses statistical analysis to identify areas of improvement and develop strategies to eliminate defects.

Watch this video <https://www.youtube.com/watch?v=4EDYfSI-fmc&list=PLEiEAq2VkuUIPW1oBXY5PNbdeV1frCQkT> to get support!

## Self-evaluation exercises

Please include 3 exercises for evaluation in multiple choice or true/false format.

What is the primary benefit of process innovation for a firm?

- A) Increased revenue
- B) Improved customer satisfaction
- C) Lower costs
- D) Increased market share

What is an example of process innovation?

- A) Developing a new product line
- B) Rebranding the company logo
- C) Implementing a new inventory management system
- D) Offering a new promotion to customers

What is the first step to implementing process innovation?

- A) Identifying goals
- B) Hiring external consultants
- C) Communicating clearly
- D) Starting small

What are some potential risks of redesigning a business process?

- A) Increased efficiency and improved customer satisfaction
- B) Decreased employee engagement and job satisfaction
- C) Streamlined operations and cost savings

What is a key component of implementing a redesigned business process?

- A) Lack of communication to stakeholders
- B) Inadequate employee training
- C) An implementation plan

What is a key factor in ensuring the successful implementation of a redesigned business process?

- A) Inadequate employee training
- B) Lack of communication to stakeholders
- C) Continuous monitoring and evaluation

Which of the following is a benefit of technology-driven business process redesign?

- A) Increased complexity and cost of processes
- B) Decreased efficiency and productivity
- C) Improved accuracy and quality of output
- D) Increased risk of errors and mistakes

What are the steps involved in technology-driven business process redesign?

- A) Identify business objectives, analyze current processes, redesign processes, implement new technologies, and monitor and improve
- B) Implement new technologies, analyze current processes, identify business objectives, redesign processes, and monitor and improve
- C) Identify business objectives, redesign processes, analyze current processes, implement new technologies, and monitor and improve
- D) Analyze current processes, identify business objectives, redesign processes, implement new technologies, and monitor and improve

Which of the following is a best practice for technology-driven business process redesign?

- A) Focusing on internal processes rather than customer needs
- B) Ignoring legacy systems and technologies
- C) Building a culture of innovation and experimentation
- D) Fostering silos and limiting collaboration between teams

What is the goal of digital transformation?

- A) To maintain traditional business practices
- B) To replace human workers with automation
- C) To leverage technology to transform business processes
- D) To increase the complexity of business operations

Which of the following is a critical success factor for methodological and process innovations?

- A) Lack of clear goals
- B) Resistance to change
- C) Structured innovation process
- D) Insufficient resources

What is the importance of a clear understanding of organizational goals in innovation efforts?

- A) It helps to identify potential innovation opportunities.
- B) It ensures that innovation efforts are aligned with organizational objectives.
- C) It reduces resistance to change.
- D) It helps to build a culture of innovation.

What is the significance of a culture of innovation in innovation efforts?

- A) It helps to identify potential innovation opportunities.
- B) It reduces resistance to change.
- C) It encourages experimentation and creative thinking.
- D) It ensures that innovation efforts are aligned with organizational objectives.

What is a significant failure factor for methodological and process innovations?

- A) A lack of a structured innovation process
- B) Resistance to change
- C) Clear understanding of organizational goals
- D) Culture of innovation

Why is a lack of a structured innovation process a failure factor for methodological and process innovations?

- A) It makes it difficult to measure the effectiveness of innovation efforts.
- B) It results in innovation efforts that are scattered and uncoordinated.
- C) It leads to a lack of direction and focus in innovation efforts.
- D) It causes resistance to change among employees.

Why is a lack of a culture of innovation a failure factor for methodological and process innovations?

- A) It makes it difficult to measure the effectiveness of innovation efforts.
- B) It leads to a lack of direction and focus in innovation efforts.
- C) It causes resistance to change among employees.
- D) It discourages experimentation and creative thinking.

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