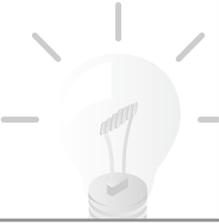


The Innovation Challenge Design Canvas

Challenge Name _____

WHY?	WHAT?	HOW?
<p>1. GOAL</p> <p>Innovation Challenges are ran to support Open Innovation in SMEs. However, an innovation agency may also wish to achieve specific strategic goals via a Challenge. For example, a Challenge could be expected to impact both SMEs and other participants. Clarifying these strategic aspects at the very beginning is crucial in order to avoid problems down the road.</p> 	<p>5. ACTIVITIES</p> <p>Activities are the problem-solving actions required to deliver solutions to the challenge. These include intellectual work related to specific and often innovative methodologies, requiring high level skills and know-how. Does the Challenge involve designing? Coding? Prototyping? Developing technology? Business modelling? Piloting / testing?</p> 	<p>9. GOVERNANCE</p> <p>To run an Innovation Challenge might require the contribution of diverse organizations: you might have a main sponsors (e.g. a public administration) that wants you to run the Challenge; or you could be involved in just the design of the Initiative, and outsource its execution. Most likely the Challenge will have to get onboard various stakeholders for maximizing its impact.</p> 
<p>2. SEEKERS</p> <p>Seekers are organizations (maybe more than one) that are facing one or more innovation problems and looking for answers. These might be the SMEs you want to support, or even Larger Enterprises (LE) you want to connect with SMEs. The seeker acts as "the client" of the initiative: the one who defines a specific problem or opportunity, and hopes to find some form of innovation via the Challenge.</p> 	<p>6. SOLVERS</p> <p>Solvers are the people or organizations conducting the activities and ultimately arriving at the solutions the seeker is hoping for. They can be individuals, teams, or even companies, and they normally compete to deliver the best solution. They act as the "suppliers" of the Innovation Challenge and they also must perceive obvious added value from taking part in the Initiative.</p> 	<p>10. BUSINESS MODEL</p> <p>One of the key aspects in a Challenge business model is financial sustainability. Seekers may be charged participation fees (solvers are normally not). Sponsors may help to cover costs. Ultimately, this decisions depends on the goal defined at the beginning. Some organizations have made a business out of offering Innovation Challenges as a service.</p> 
<p>3. CHALLENGE</p> <p>This is the innovation issue that entices seekers to take part to the Innovation Challenge. It could be a technical problem with a production process, a design problem related to the development of a new product, or an aspect of business. A challenge may also offer an opportunity. The challenge is what solvers will actively work on in their "problem solving" activities.</p> 	<p>7. INCENTIVES</p> <p>Incentives are the motivational elements that induce solvers to take part in an Initiative and try their hardest to deliver the best solution. Incentives can be financial or otherwise (e.g. improving know how, networking, visibility) and they might be awarded to certain solvers or all participants.</p> 	<p>11. IPR</p> <p>Intellectual Property Rights (IPR) must be astutely managed in Innovation Challenges since the cooperation between solvers and seekers generates exploitable assets and IPR. The ownership of the results and the rights of parties must be clearly defined. This includes under what conditions seekers will be allowed to exploit the solutions developed by solvers, how solvers will be acknowledged, etc.</p> 
<p>4. SOLUTIONS</p> <p>This is the usable value-adding result that the seeker hopes to obtain from the Challenge, which should be the solution to the innovation problem submitted by the seeker, or significant progress towards its solution. It is the main motivation for seekers taking part in the Challenge, and something they are prepared to pay for.</p> 	<p>8. TIMELINE</p> <p>This involves the timing of the whole Initiative, with all its milestones, stages, and events. The most significant part is the time required to carry out the activities. Preparatory actions need to be planned, including the promotion of the Initiative, selection of seekers and solvers, training (if applicable). Follow up is also important. Overall, the timeline should be consistent with the expected results.</p> 	<p>12. REGULATIONS</p> <p>What are the formal regulations and legal framework that you need to have in place to run the Initiative? What the legal constraints that you possibly need to consider? (e.g. abide with state aid legislation). Most likely, this may regard the way you will identify participants (seekers and solvers), set participation fees, and award incentives.</p> 