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InnoTools



INNOTOOLS: INNOPROJECT

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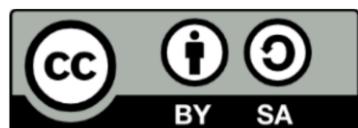
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INTRODUCTION

The development of this document is the result of the implementation of the contract BMP1/1.2/2370/2017, for the project “Innovations Platform and Tools for increasing the innovation capacity of SMEs in the Balkan – Innoplatform”, financed by the EU transnational cooperation programme “Balkan - Mediterranean” 2014-2020. The project "Innoplatform" is implemented under Priority Axis 1 - "Entrepreneurship and Innovation", SO2: Innovative territories and Investment priority 3d – supporting the capacity of SMEs to grow in regional, national, and international markets, and to engage in innovation processes.

OVERALL OBJECTIVE OF THE PROJECT

Developed by 6 PPs covering all 5 countries of the Balkan MED area, the main project objective is to facilitate innovation and support the commercialisation of innovation in SMEs with a focus on growth and internationalization.

MAIN ACTIVITIES TO ACHIEVE THE DEFINED MAIN OBJECTIVE:

1. assessing the current national and regional environment and its challenges when it comes to innovation, growth and internationalization of businesses;
2. advancing existing knowledge and developing common understanding on business model innovation with a focus on internationalization;
3. developing a set of specific tools to support the capacity of SMEs to introduce product and process innovations;
4. establishing a network of Centres of Excellence in Innovation as the knowledge and expertise holders providing advice and guidance to SMEs, consultants and public actors across the region; and
5. raising awareness and disseminating expertise through info days, trainings and conferences.

EXPECTED RESULTS OF THE PROJECT:

1. National and regional assessments on the current environment for innovation, growth and internalization; and
2. Two specific web based services (1) InnoScorecard for assessing and ranking the nations/regions; and (2) InnoRegion, a collaborative and informative web based service focused on the dominant industry in the region of each partner.
3. Common knowledge and understanding on business model innovations for internationalization in a form of a Study and Guidelines developed though field research
4. Set of innovations tools based on web 2.0 (InnoTools) to strengthen SMEs capacity to systematically and successfully introduce product and process innovations
5. Establishment of 6 Centres of Excellence to provide outside expertise and support SMEs in introducing innovations and facilitating their cooperation with the research institutions.

I BACKGROUND

The importance of innovation for economic development and growth is explicitly stressed in the European Union's economic policy and is confirmed in the assumptions of the most recent strategy for Europe. According to the Europe 2020 strategy the major driving forces, leveraging countries' development and competitiveness will be: research, innovations and education. "Innovation Union" flagship describes innovation in various aspects including new or upgraded products, processes, services, new business models, and new forms of organization and collaborations. Innovation is defined as an advantageous eco-system for new ideas' generation and implementation. The focus is placed on innovation in SMEs, identified as the backbone of the EU economy. According to Eurostat data, the number of SMEs in all EU countries exceeds 99% of total companies' number. They employ an increasing number of people which makes SMEs the prevailing part of the economy and its driving force. Therefore European Commission policy in relation to SMEs is mainly focused on the promotion of entrepreneurship and skills; fostering the innovation and growing potential; the improvement of their access to markets and strengthening dialogue and consultation with SME stakeholders. Most SMEs, especially micro- and small ones, are independent and do not belong to any enterprise group, but medium-sized enterprises are often part of a group. This is most widely spread in manufacturing and to a lesser degree in innovative and knowledge-intensive business services, where SMEs traditionally play an important role.

The growth and innovation generating potential of SMEs has been the subject of many studies during the last decades. SMEs are also important in terms of employment and gross value added, especially in smaller countries such as the Balkan-Mediterranean programme countries. In all countries SMEs are open to internal and international trade. According to SME's Performance Review (EC DG E&I), the Balkan MED region lags behind the EU average when it comes to innovations in SMEs. At the same time according to the Global Competitiveness Index, the region as a combination of efficiency driven (Macedonia, Albania, Bulgaria) and innovation led economies (Greece and Cyprus) lags behind the averages in both groups. Balkan MED is also regionally uneven and may benefit from a stronger transnational cooperation, especially in research and innovation.

There are a number of obstacles SMEs encounter when trying to apply innovations in their products, services and management:

- Deficiency of a strategic plan, particularly in innovation planning and development
- Inappropriate management, which does not tolerate risk taking, failure or anything "out of variance"
- Lack of resources or time for innovation planning, management and execution
- No processes, models or approaches available for moving ideas into execution
- Deficiency of education/training on creative problem solving, idea management and innovation management concepts

These weaknesses could be alleviated by business plans and innovation support management, whether done by independent experts, by special innovation centers or by online web-based tools. These innovations tools, services and guidelines will be useful in strengthening the

capacity of SMEs to introduce process and product innovations. The advantages of this approach are the following:

- The web-based services will be available 24x7 regardless of location, while the established Centre of Excellence could assist SMEs from a limited area;
- The web-based services will grant the SMEs a number of scenarios they could follow or adjust to their specific needs;
- The web-based services could be applied as a complement to the local Centre of Excellence. The SME could try various scenarios in their business model creation and innovation support using the web-based tools and then they can contact the CoE experts to adjust the details, to obtain assistance in product prototyping or to discuss the process or product innovation.

The major purpose of each enterprise is to become a successful organization which achieves its goals efficiently. With purpose to do so, SMEs often establish a set of principles the management department follows. As it is known, the innovation development and management is not a single step, but a continuous process, which requires dedicated efforts for innovation culture, mindset and discipline within and across the company. Based on this assumption, SMEs could use the web-based services with purpose to examine new models, products or services and evaluate their plans against different scenarios.

II. GENERAL TERMS – DEFINITION AND SCOPE

There are several general terms used in all InnoTools Guidelines. These are:

SMEs (Small and Medium Enterprises) are defined as "enterprises, or enterprises that employ a maximum of 250 employees with an annual turnover/annual balance sheet that does not exceed 50 million euro." (European Commission, 2005). In the process, we make clear distinction of:

- Micro enterprises - consist of 10 or fewer employees and have annual turnover/annual balance sheet that does not exceed 2 million euro;
- Small enterprises - have 50 or fewer employees and an annual turnover/annual balance sheet of maximum 10 million euro; and
- Medium enterprises - have 250 or fewer employees with annual turnover/annual balance sheet that is no more than 50 million euro.

In InnoPlatform, the focus is placed on the number of employees.

EU uses the definitions of **innovations** coming from the OECD Manual (OECD, 2005), which recognizes four distinctive types of innovations:

- “A **product innovation** is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics.” (p. 48).
- “A **process innovation** is the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.” (p. 49)
- “A **marketing innovation** is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.” (p. 49)
- “An **organizational innovation** is the implementation of a new organizational method in the enterprise’s business practices, workplace organization or external relations.” (p. 51).

Business Model Innovations have not yet been sufficiently operationalized neither as a separate type of innovation, nor as a combination of other innovation types. InnoPlatform perceives BMIs as changes of all three components of the business models: 1) value creation, 2) business systems, and 3) revenue generation. In operational terms, innovation activities which result in all four types of innovations are recognised as business model innovations.

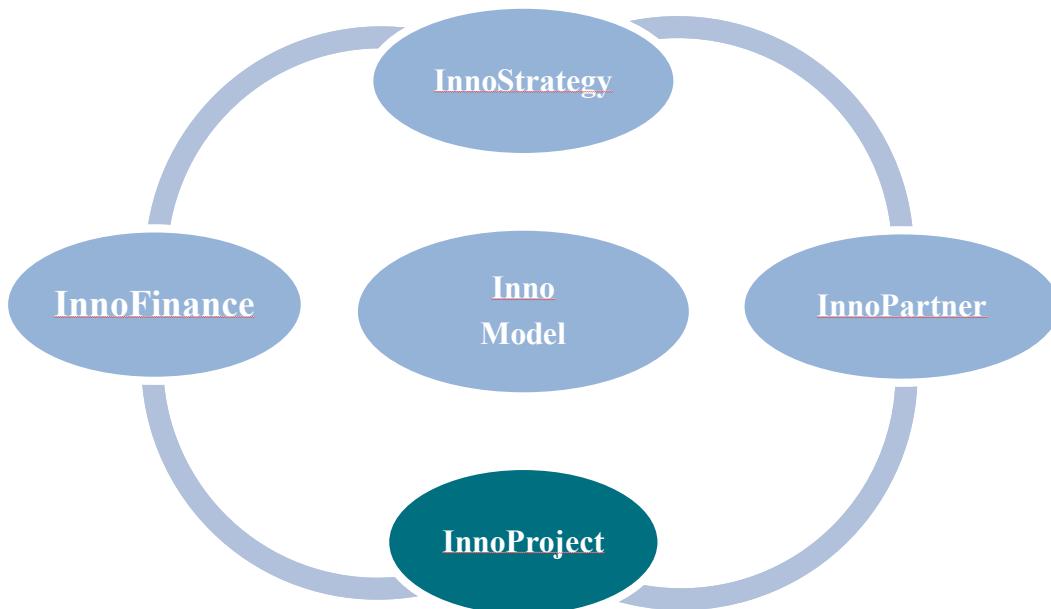
III. INNOPROJECT

3.1. Description

InnoProject is one of the tools from the 5 InnoTools:

1. **InnoModel** is knowledge derived from the Business Canvas model. The main aim of the InnoModel is to provide a snapshot of the current business model of SMEs and start-ups as a reflection of their strategic approach, i.e. business strategy.
2. **InnoStrategy**, is a know-how on how to methodologically connect the critical elements of SMEs development strategy, the technological plan, and the plan for positioning of new product/service at markets. The main aim of InnoStrategy is to provide a systematic approach towards the development of innovations, creating a good base for every individual innovation project the SME plans to undertake in the near future.
3. **InnoPartner**, is a know-how on how to identify, approach and solicitate Partners for Innovation activities deriving from SME's technological strategy and identified needs in the process of developing and launching new products and services. The main aim of the InnoPartner is to provide a systematic approach in the acquisition of new technology and knowledge required for the innovation projects of SMEs.
4. **InnoFinance**, is a know-how on how to approach the financial evaluation and assessment of the company given its business model, and to assess and evaluate its potential innovation projects. The main aim of InnoFinance is to provide a systematic approach in deciding which projects should be pursued given a company's development goals.
5. **InnoProject**, is a know-how on how to successfully introduce new products/services at the market. The focus of InnoProject is on a single new product/service; therefore, the tool reflects the knowledge from the new product development processes adjusted to the context of SMEs.

Figure 1.InnoTools



Source: Project InnoPlatform, (2018)

InnoProject helps SMEs manage the process of introducing innovations in their organisations, by adjusting agreed standards and methodologies for design and launch of new products or services. The scope of InnoProject is twofold:

- to provide a know-how/methodology for successfully introducing innovations in an enterprise - the design and plan of the concept development, the product planning, the product / service engineering and the pilot production in a way that should be **easy to use and understand**; and
- to design and foster the collaboration between the Academic & Research sector with the SMEs.

In general, InnoProject will constitute **a guide for SMEs**, with an innovative service or product idea that will cover all steps from the stage I, of just having an innovative idea for a product or service, to the implementation of it, and finally to the successful entry of the products/services into the market.

3.2. Methodology

According to Project management Institute (PMI 2018), *projects are defined as onetime events, with a beginning and an end, with measurable outcomes (time, quality, cost), consisting of many interrelated activities focused on delivering a predefined objective. The definition of a project fully reflects the scope of the innovation activities in enterprises.*

For example, the process of developing and launching a new product/service at the market is a one-time event with a beginning and an end and with measurable outcomes in terms of time, quality and cost.

As a result the theoretical base of the InnoProject are:

- the new product/service development process, which consists of four phases, accompanied with
- the standard project management methodologies.

These two theoretical concepts are further adjusted to the requirements of the innovation projects, specifically focused on product/process innovation.

3.2.1. Project Management Standards

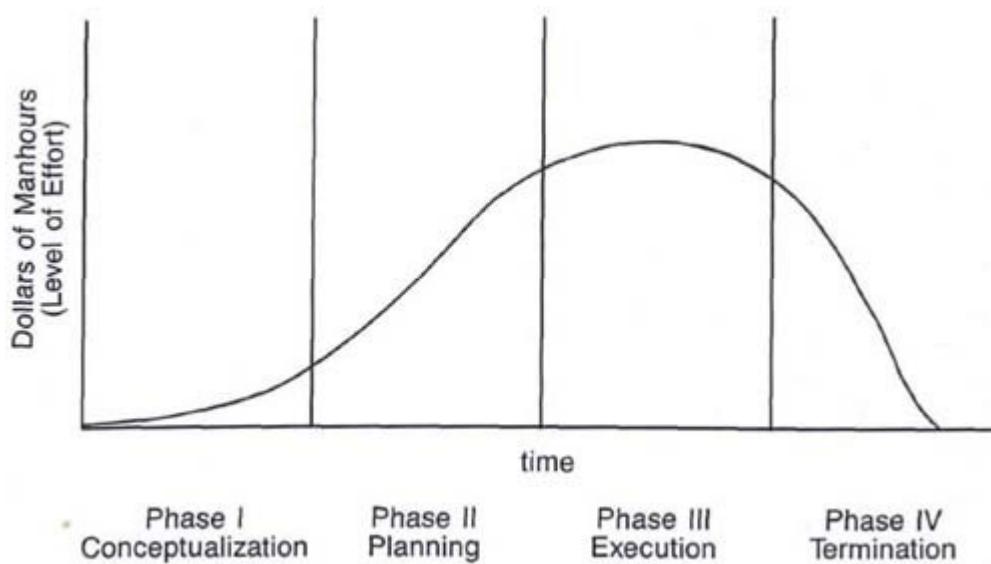
Contrary to the term of project, the concept of ‘contemporary project management’ defined as “an application of knowledge, skills, tools and techniques to project activities to meet the project requirements” (PMI 2008, p.6), lacks an agreement among practitioners and researchers regarding its contents. There are two widely accepted and practiced standards of project management methodologies. This first one is the PMBOK* standard of the Project management Institute (PMI). The second one is PRINCE2 (Projects IN Controlled Environments) of the UK government. Both, are based on the system’s approach towards project management as described by Kerzner (2009).

The main difference between the two will enable a better understanding of the context in which they should be applied. PMBOK standard of PMI, is a micro-management standard

where all activities, outputs, accompanied with specific indicators for quality, cost and time, need to be specified before the project's initiation. It results into a long and complex planning phase of the project lifecycle. Described with the words of the American General and later, a US President Eisenhower. "*The plan is worthless, the planning is priceless.*"

A very important element of all projects, one which provides an operationalisation of the project's scope is the Work Breakdown Structure (WBS). WBS is the process of breaking down project activities according to a specific output. In the PMBOK standard, the Work Breakdown Structure of the projects can be phase-based (following the project lifecycle phases as presented in Figure 2.1.) and it can be product based (following specific set of outputs as described by the project). The use of the phase-based WBS is the one which is used to describe the new product development process (NDP).

Figure 2. Project Life Cycle Phases



Source: PMI (2018)

Compared to PMBOK, PRINCE2 is a macro-micro approach in project management, where the details of the project are not fully known i.e. specified at the beginning of the project. Rather, PRINCE2 takes a phase approach, where once one phase of the project is filled, the project team specifies the activities, time, cost and other variables for the next phase. PRINCE2 was developed for government projects; however it later found large application in the IT projects, where reiteration between project activities is frequent. Agile project management standard of PMI was developed for the same reason. PRINCE2 WBS is only phase-based and follows the project life cycle.

As a result, in projects involving development of new products and services, the choice of the project management approach will depend on the type of innovation project at hand. If it is related to the development of technology and knowledge, i.e. R&D, services and solutions, the application of PRINCE2 phase approach which fully follows the project lifecycle phases is more appropriate. If it is related to the deployment of new technology for the purpose of

improving processes or launching new products, the application of PMBOK standards would be more appropriate.

In both cases, we distinguish the following two important outputs of the project management process:

- **The Project plan** which scope and Work or Product Breakdown Structure will reflect the project life cycle phases as indicated in Figure 2.1., and
- **The Project organization/Team**, which consists of internal and as well as external project stakeholders (Researchers, Patent holders, Institutes, other companies, Public).

New Product Development

The methodology of new product development, covers eight generic phases of interest for practitioners. These are:

1. Development Strategy (InnoStrategy)
2. Idea generation.
3. Screening.
4. Concept testing.
5. Business analysis.
6. Product development.
7. Market Testing.
8. Commercialization.

3.2. InnoProject - application for SMEs

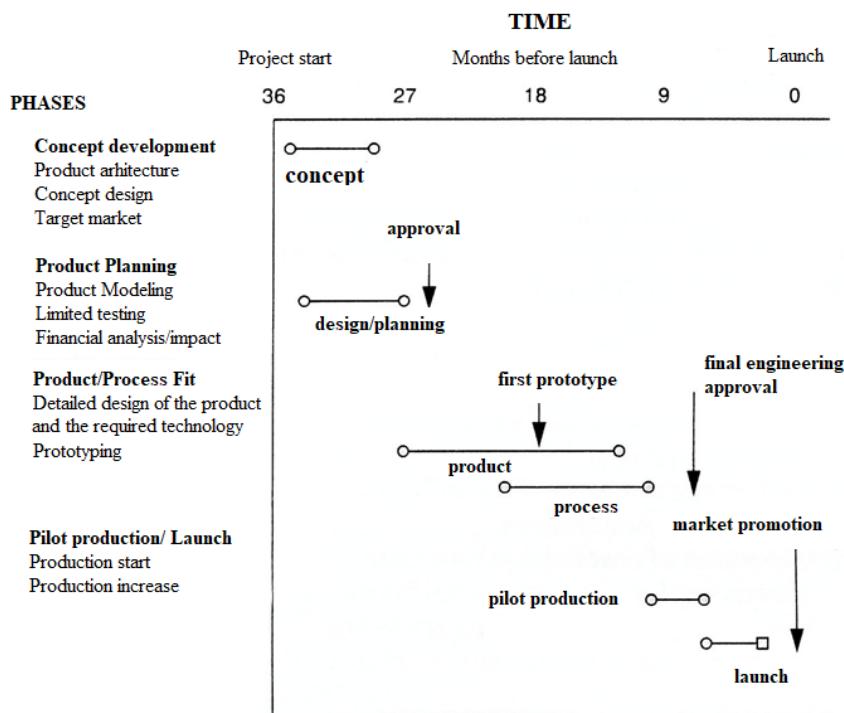
As part of the overall innovation activities of the enterprise, each innovation project is not only marked successful when it meets the planned indicators for time, quality and cost. It can only be successful if it also reflects the overall development strategy of the enterprise i.e. it is chosen as a tool to achieve specific identified development goals.

This part of the development process as described and covered with the development strategy is a part of the InnoStrategy tool. As a result, the scope of the InnoProject tool is placed on successfully identifying, setting, and realizing the indicators for time, quality and cost.

3.3. Managing Innovation Projects

The Project Life Cycle of InnoProject follows the phases of the New Product Development process as described in section 3.2; however, it is organised in four phases to reflect project life cycle visualised in Figure 2. The phases are presented in Figure 3.

Figure 3. InnoProject Phases



Source: Modified from Dukovski (2001)

3.3.2. Phase 1 - Concept Development

The concept development phase includes a set of organised steps regarding the new product or service development. It covers the development of the product architecture, the development of the concept design, and a clear identification of its target market.

In the process, the main activities of the project management team include:

- Suggesting new technologies, developing ideas for the product,
- Researching and reviewing of the changing needs and trends at the market; and
- Suggesting and exploring the process requirements.

The main output of this phase is the CONCEPT, while the main tool is the **mapping** of the market requirements along with the product and process characteristics compared to the competition. This is done in order to identify the overall product characteristics, which offer the highest value for customers.

3.3.3. Phase 2- Product / Service Planning

The product or service planning phase includes the procedures of modelling and limited testing of several product alternatives.

In the process, the main activities of the project management team include to:

- Collect information and knowledge from suppliers regarding available components
- Clearly define the parameters of the target customers
- Develop several product architectures/models

- Set revenue and costs projections
- Define the architecture of the processes
- Simulate the processes

The main output of this phase is Product and Process Architecture, while the main tools include Scenario analysis with business case elements as provided in the InnoFinance tool. This is done in order to identify the specific product and process characteristics which will guide the further product development.

The digital Smartworld is a platform that allows users, with the only requirement of creating an account, to digital create its project idea and to preview it, allowing SMEs an opportunity to see the impact of various project models.

3.3.4. Phase 3 - Product / Service Engineering

The product or service engineering phase includes a detailed design of the product or service and the construction of a prototype accompanied with testing. In the business analysis, a system with metrics to monitor progress is advised.

In the process, the main activities of the project management team include:

- Detailed design of the product and the required technology;
- Detailed process development and development of tools if required;
- Development of a real prototype
- Engineering testing of the prototype – product metrics and safety;
- Market testing of the prototype – product attractiveness for the markets

The main output of this phase is **Detailed and Agreed Product and Process specification**, while the main tool is the **Prototyping**. This is done in order to identify the specific product and process characteristics which will guide the further product development. These product characteristics not only guide the further product development, they also represent important quality indicators for the successful implementation of the project – Key product Performance Indicators. The Key Performance Indicators role is about providing a total of performance information that informs the SMEs about their progress, and it is accomplished with a use of unique metrics. The Metrics section provides a list with the metrics commonly used by product development organisations.

The Prototyping can be performed in-house or outsourced. In both ways, it is an expensive activity for SMEs. The Centres of Excellence in Innovations established with the InnoPlatform Project foresee creation of a Prototyping lab within all project partners. In these, a 3D scanner and printer is included, which will be available for the SMEs to use, in order to create their first prototype. This mostly addresses to the SMEs with a product development, and the 3D printed object can have dimensions up to 200 mm X 200 mm X 250 mm. In addition, the development of a new product can be accomplished virtually to a range of free online platforms. In that case, the SMEs could avoid unnecessary expenses and test a new product concept virtually.

For the testing part, a specific group can be arranged and try out beta versions and then the creation of test panels after the trial procedures of products or services, will provide to the SME valuable information for improvement.

3.3.5. Phase 4 - Pilot Production / Production Start

In the final phase, the project team perfects the technical aspects without any alterations on the products or services. More units are produced in order to test the ability of the technological process to produce the commercially-anticipated production. This stretch test will also include the supplies and the ability to deliver on time the requested materials for the product or the requested feedback for services. The production department has to make plans to produce, the marketing department to distribute, the finance department to provide the finance for introducing the new product or service and the whole system has to become and work as a complete one.

The refreshing of advertisements will keep the products' or services' brand stable in the customers mind, but the distribution line has to be kept as an integral part of the whole process, as no one prefers to give free spaces for competition.

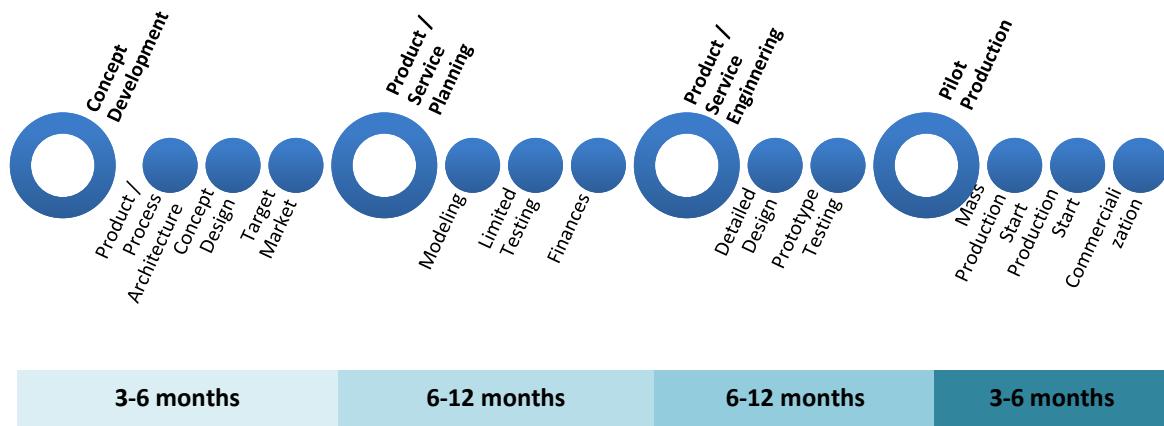
The efficiency of new product or service development should be reviewed again for further improvements. Most new to market products and services are introduced with very low prices in which the final processes are nailed down. The cost of goods sold should be calculated in order to make sure that internal costs are not overlapping the new profit while forecasting profits and improving delivery processes whether on physical or digital products.

Let's take an example of a company manufacturing cars with an idea of developing an all-electric car. The task in the first phase for the enterprise is to separate the idea to different concepts, which is going to help them at pointing to a specific group of customers (e.g. some customers will be more attracted to coupe cars, others to sedans and the rest of them in SUVs). The company will next create a concept design of the categories mentioned above (coupes, sedans and SUVs), which can be reviewed by a group of customers to provide feedback. The company will look for suppliers regarding the necessary equipment for the creation of electric cars (e.g. the R&D department will have to research for new technologies regarding the electric batteries, the methods to calculate and show their consumption and remaining percentage in real time and methods to recharge them in an innovative and environment friendly type). The marketing and business teams will start making assumptions of the product's final price, distribution channels, budget and profit. Having all the mentioned above elements, it is time for the company to create its first prototype. The development will be done in order to test the distribution channels, the required production time and to test the electric car in technical terms. The process of creating a good first version of the product might take a lot of time. Finally, the total version of the electric car will be introduced in the market. The company will have to find a facility to house its manufacture processes and also fund the promotion and advertising procedures.

Project Plan

The appropriate management of time is one of the most critical parameters when an innovative project or service is planned to be launched. The previous phases and their sub-phases are presented in the next figure (fig4). Timeline of new product or service development) in a sequential dot-graph in order to visualize the relationship between time and phases and to illustrate those steps that should be followed towards a successful project implementation process. The timeline of a new product or service development is considered to last about 18 and 36 months.

Figure 4.. Timeline of new product or service development



3.4. Project Metrics

Specific key-metrics [4] can be used in each phase of the development of an innovative product or service in order to monitor specific indicators that affect the overall project implementation. At the next table a generic Key Performance Indicators index is presented, that depending on the type of product or service, can be used as a tool for choosing the appropriate indicators and monitor the project growth in qualitative and quantitative level. A Key Performance Indicator is a measurable value that demonstrates if the key business objectives of the SME are achieved and their efficiency levels. SMEs should use KPIs at multiple levels, in order to track their success at accomplishing targets. KPIs are often confused with business metrics, but the difference is that KPIs need to be defined according to critical business objectives.

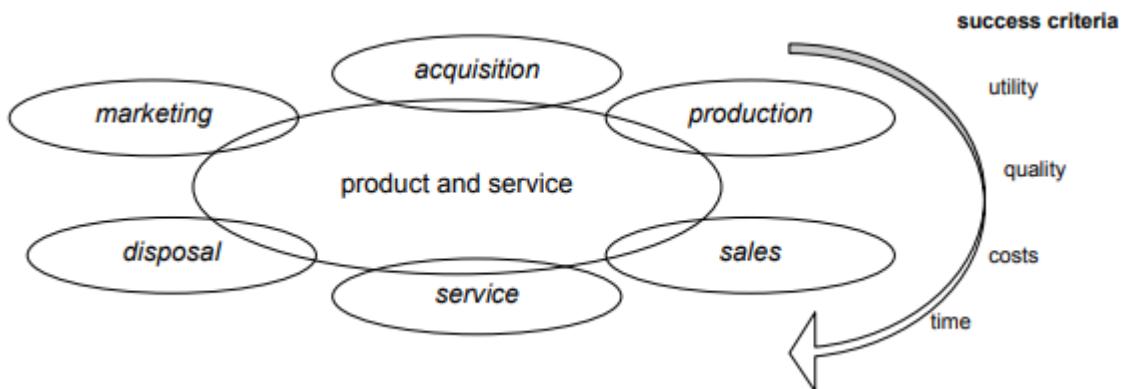
The creation of effective metrics demands that the metrics have to be simple, based on business objectives and the business process and to be practical, without requiring significant additional data collection and effort.

One of the simplest ways for an SME to create their metrics is to have in mind four different types of product or service development. The first one concerns the **Process metrics**, short-term metrics that measure the effectiveness of the development of the product or service and can be further used to predict program and product performance. The second one titled as **Project metrics**, includes the medium-term metrics that measure effectiveness in executing the development of the project. Next, the **Product / Service metrics**, are medium-term metrics that express the effectiveness in meeting the product or service objectives, combined with the technical performance. Finally, the **Enterprise metrics**, are long-term metrics that express the effectiveness of the enterprise in undertaking Independent Research and Development and on the development of new products or services.

3.5. Project Management tools

The companies that are able to organise innovation projects according to the decisive success factors like market and customer demands and implementing them efficiently, are most capable of introducing innovative products and services in the market successfully. The necessary components that are required to create successful products and services for the customers, form together the products and services system.

Figure 5. Products and Services System



Project management is the management necessary to get a project successfully made with a specific method, on a pre-defined time schedule and with limited or specific resources. The procedure of management will be accomplished successfully by a project order containing the clear pre-defined project goals, the demands of the solution, the framework and the risk analysis.

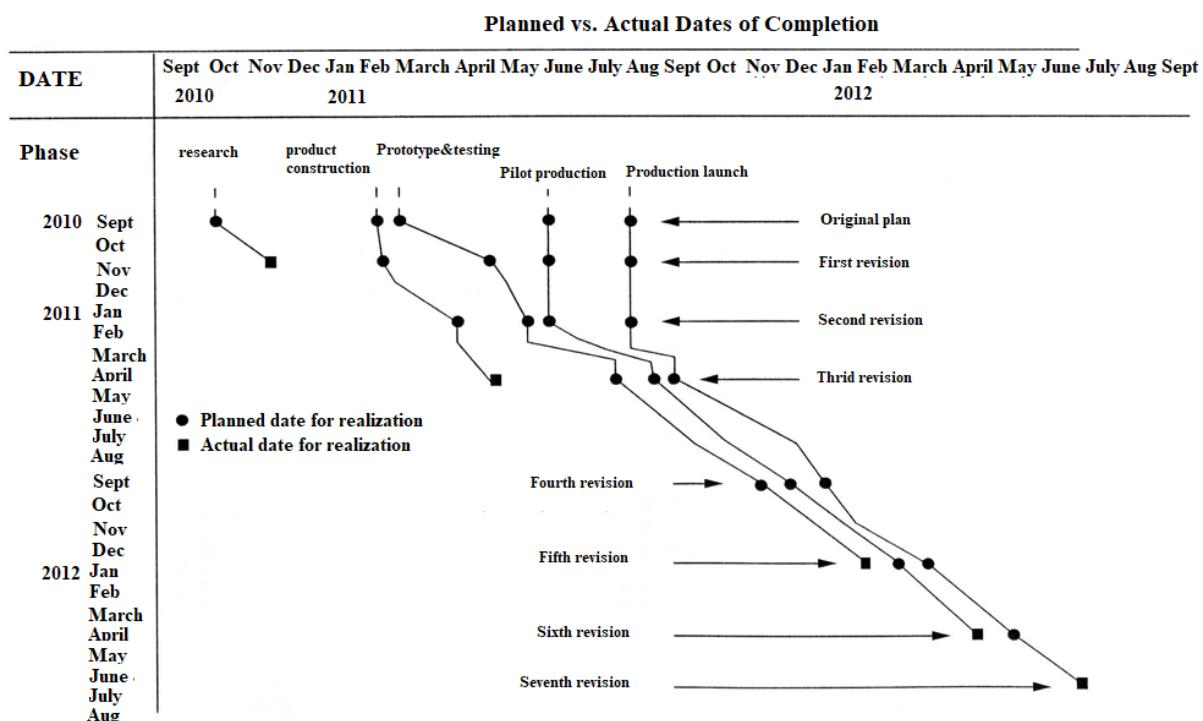
The project management tools consists of a collection of digital and non-digital tools that help the SME to organise, prioritize and visualize each task of their project. These are accomplished by setting priorities for tasks and by visualizing the progress of these tasks as they pass through the stages of completion. Tasks management tools are easy to update in case of any direction change or of any additional changes made.

Depending on what each SME needs, the tools can be simple or provide in-depth information. In some cases the management tools are represented by a grid system of rows and columns, others include indicators or symbols used to represent various tasks or elements of a task. Regarding the SMEs category, the project management will not be stable by containing the same work flow over and over again. The tasks differ from time to time and contain tasks with various descriptions and priorities, besides working with remote team members. The project management tools, can be constituted by physical items such as internal dashboards, whiteboards or even corkboards, but there is no virtualization behind these tools. If this method is chosen by the SME, the visualisation can be achieved through other means such as Gantt charts, Logic Networks, PERT charts, PBS and WBS.

The Gantt chart is a popular project management bar chart that tracks tasks across time and is used in order to show the phases, tasks, milestones and resources needed as part of the project. A Logic Network indicates the sequence between activities of a project over time. It distributes and enumerates the project's activities. The Program Evaluation and Review Technique, commonly used as PERT, is a method for analysing the tasks of a project, regarding specifically the required time of each task, and to calculate the minimum time needed for the entire project to be completed. The Product Breakdown Structure or PBS, can help the SME to comprehend the project's purpose and contribute to the creation of a work breakdown structure.

Finally, the Work Breakdown or WBS is the SME internal share of the task that the project requires to be completed. It helps the breakdown of the required tasks into manageable workflows that can be time scheduled, costed and assigned to persons.

Figure 6. Time modified Gantt Chart



Source: Modified from Dukovski (2001, p.29)

In addition, the SMEs have the choice of digital management tools, such as online platforms. There are plenty of online task management tools that offer services as reporting, analytics and easy transfer of files over the internet. Most online platforms are cloud based which offers the users the advantages of online editing and task improvement monitoring, and the ability to backup critical information without overloading their internal networks. The most appropriate example of an online platform that operates in the above text is Asana. The Asana platform can provide to the SME a general overview of the task that needs to be done on a specific time period, the assignment of each task to an individual or to a group of persons and the total completion percentage of each task separately. Also, the platform separates the completed with the in progress tasks and alerts the corresponding assigned people about the tasks that come to an end.

IV CONCLUSION

InnoTools - InnoProject, which is a subject of the document, contributes towards the realization of the Deliverable 4.3. of the project Innoplatform:

1. Identification of the 5 InnoTools and the concept of the know how that will be developed; and
2. Development of the scope, methodology and application of each of the InnoTools;

By meeting the preceding objectives, the methodology becomes the input for the Deliverable 4.5. Development of the scope and technical specification of the 5 InnoTools of InnoPlatform.

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Appendix 1. Guideline for application of InnoProject in SMEs**Appendix 2. Powerpoint presentation for InnoProject****Appendix 3: Innovative Project Plan Template**

INNOVATION PROJECT WORK PLAN			
TITLE OF PROJECT:			
ACRONYM OF PROJECT:			
MAILING ADDRESS	TELEPHONE and EMAIL		
	TELEPHONE: EMAIL:		
TOTAL BUDGET: \$_____	OVERALL PROJECT SCHEDULE		
<u>SOURCES</u>	<u>AMOUNT</u>	START DATE:	
.....	\$		
.....	\$		
.....	\$	END DATE:	
.....	\$		
.....	\$	PROJECT LENGTH (MONTHS):	
KEY PERSONNEL			
PROJECT MANAGER			
NAME:			
TEAM (<i>include below any additional personnel whose participation is essential for the success of the project</i>)			
ROLE ON PROJECT: NAME: POSITION/TITLE:	ROLE ON PROJECT: NAME: POSITION/TITLE:		

INNOVATION PROJECT WORK PLAN: OVERVIEW

PROJECT DESCRIPTION (Maximum 1 page) Provide a concise description to give an understanding of what will be done in this project, who will do it, how long it will take, and if the proposed project is coordinated with other projects, programs or decisions (insert text):

OBJECTIVES (Answer these questions):

- 1) What problem or need is addressed by this innovation project?
- 2) What has been attempted in the past to address this problem or need, and what are the barriers?
- 3) How does the proposed project build upon previous research? If this is a research work plan, why does similar previous research not solve the problem being addressed and why is further research needed?
- 4) What are the outputs that will be developed as a result of this project to help end-users (practitioners, managers or decision-makers) do their jobs better?

IMPACT (Answer these questions):

- 1) Who are the targeted users and/or customers and why will they want to buy your product/service (unique selling point)? Are they new or already part of your user/customer base? What is your relation with them (e.g. market survey, testing/feedback, letters of intent)?
- 2) What is the market in terms of type (e.g. niche/high volume, new/mature, growth rate), size (e.g. volume, value, geographical score) and growth? What is your envisaged market share?
- 3) Who are your main direct and indirect competitors? (Competitors, substitutes and alternatives).
- 4) Which are the barriers to entry? How do you intend to overcome them?

INNOVATION PROJECT WORK PLAN: SCOPE

PROJECT STRUCTURE Provide a listing of the major components of the project and how they will be procured.

WORK PLAN TASKS In chronological order, list and number the major tasks necessary to complete the project, including the elements listed below. The tasks, deliverables and task budgets will form the basis of the scope of work. The work on each task will be reviewed to track progress of the project.

Description: For each task, describe the work that will be included in the task (the scope of work for the task).
Identify why the task is necessary to achieve the project scope or objective.

Responsibility: For each task, identify who is responsible for performing the work. Consultants, contractors, company personnel, or others may perform work. More than one party may be responsible for a task if the roles are clearly identified. If someone other than a company employee will perform the work, identify the person who will oversee or manage the task.

Duration: For each task, indicate the amount of time needed to complete the task, in terms of the number of months. The contract time and task completion dates will be based upon the task durations provided in the work plan

Deliverables: For each task, list all deliverables that will result from the work on the task, such as reports, test results, maps, software, etc. The minimum deliverable for any task is a 1 – 2 paragraph write-up describing the outcome of the task.

Budget: For each task, provide the total cost to complete the task.

TASK 1: (add text here)

TASK 2: (add text here)

OTHER ASSISTANCE If the project requires specialized help or input including data, materials, equipment, facilities, etc., it should be documented. Include names or job titles if necessary:

INNOVATION PROJECT WORK PLAN: SCHEDULE

PROJECT SCHEUDLE Include the proposed project schedule in a format similar to the one shown here (Check the sample below). Because the start of a project is sometimes delayed the task durations in the schedule should be listed by number of months from the kick-off time of the project, not Jan, Feb, Mar, etc., unless the work must be done in a certain season.

TASKS	Task Duration (Months)								
	1	2	3	4	5	6	7	8	9
Task 1	X	X	X						
Task 2			X	X	X				
Task 3					X	X	X		
Task 4 – Draft final report							X	X	X
Task 5 – Final Report									X

PROJECT MILESTONES AND SCEDULE RESTRICTIONS List any specific dates or activities that should be considered as project milestones.

SCEDULE RISKS Provide a brief discussion of schedule risks and uncertainties:

InnoTools – InnoProject



Interreg 
Balkan-Mediterranean
INNOPLATFORM

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