

# PROPOSAL

FOR MOME INNOVATION CENTRE

LĀSMA IVASKA

FEB 2021

1

How would you approach the transformation process to reposition the Innovation Center externally towards the market?

2

*How would you communicate the offer for market players so that they understand the difference between the research-based projects and "agency" projects?*

3

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# MOME Innovation centre strategic positioning elements

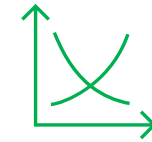
for cooperation with the private sector



## VALUE PROPOSITION



## COMPETENCE OFFERING



## MARKET RELEVANCE

AIM	Identifying strategic focus	Establishing brand personality	Understanding external needs
MAIN QUESTION	What value MOME can bring to the industry?	What is «uniquely MOME» about the offering?	What elements are important to the industry?
NEXT STEPS	See initial proposal next page	TBD together with MOME	TBD through market research & interviews

# MOME Innovation centre strategic positioning

Value proposition & differentiation

University  
innovation centre

Private research  
and design centre

COOPERATION

## **STRATEGIC PARTNERSHIP**

Building medium to long-term research relationships, alignment of interests

## **BUSINESS DEAL**

Short to medium term collaboration, one-off projects

INNOVATION  
ECOSYSTEM

## **PLATFORM FOR ECOSYSTEM COLLABORATION**

Neutral cooperation ground for companies interested in the same research area

## **ECOSYSTEM MEMBER**

Little or no engagement in organizing cooperative projects for competitors

FOCUS

## **DELIVERING IMPACT**

Focus on delivering social impact, flexibly adding extra resources through student engagement & consultations with Innovation centre pool of 70+ experts

## **DELIVERING PROJECTS**

Focus on delivering research project results, using the agreed upon resources and timeline.

1

2

How would you turn the Innovation Center into a place for inspiration and development for the citizens of MOME?

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# MOME as a place of inspiration

Focus on inspiration from within

## PROBLEM

Academic institutions often lack strong marketing & comms office that help researchers communicate their findings and their importance to the general public. This is a lost opportunity for building «leadership of thought» brand as well as celebrating success stories.

## APPROACH

1. Understand current practices & challenges,
2. Develop communication assistance offering to researchers,
3. Create a systematic approach to research communication:
  1. Consider creating a dedicated *Innovation comms lead* position in MOME Innovation centre,
  2. Create research comms KPIs,
  3. Set up motivation system for researchers.

## IMPACT

Innovation centre's communication strategy with MOME people and their work at its core will increase the team's perceived self-worth, develop their communication skills as well as build MOME's brand.

## POTENTIAL ELEMENTS of communication assistance



Help with 1-pager for general comms



Ensure media communications



Presentation design service



Public speaking consultations available



MOME platform (open talks, podcasts, etc.)



Public conference participation coordination

1

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What would be the first area you would focus on once taking the position?

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# Collaborative transformation instead of instant change

Co-creation of Innovation centre's strategy

1

Listening

1:1 meetings with all 70+  
MOME Innovation centre  
team members within first  
3 months

2

Research

Research competitors  
and their offering,  
operational models,  
strategies, etc.

3

Co-creation

Organize 2-3 workshops with  
Innovation centre team to set  
the centre's values, future  
strategy, KPIs



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How would you finish the sentence?

*For the Innovation Center to be successful it is essential, that...*

5

# For the Innovation Center to be successful

it is essential that there is a **proactive approach to partnership development with the private sector**.

## PROBLEM

Public and academic institutions often devote little resources to sales activities and operate in a reactive mode. To successfully reorientate MOME Innovation Centre towards private market, its important a adopt a proactive approach to business development.

## APPROACH

1

Create initial offering for private sector with several options  
– joint project proposals, new research directions , etc.

2

Set criteria for potential partners, create a longlist, set KPIs

3

Start systematic, proactive communication  
– calls, emails, meetings  
– to inform about offering & understand overall interests

+

*Consider setting up a motivation system for business development reps*

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Let's imagine that the purpose defined for the Innovation Center could not be achieved in the next few years. What could have been the problem?

# Potential failures

that can undermine the success of MOME Innovation centre

1

Proclaiming transformation but failing to act accordingly, incl. but not limited to

- Claiming focus on private collaboration, but not proactively seeking partnerships,
- Claiming focus on social impact and sustainability, but not enforcing such policy on the grounds (not recycling, overusing plastic, priority for cars, etc.),
- Claiming thought leadership, but not being able to communicate research & project results in a simple way.

2

Focusing on rapid transformation without sensitive and meaningful inclusion of the Innovation centre people:

- High chance of damaging the organization's overall morale and team's confidence;
- Does not promote interest in adopting transformation and new routines.

THANK YOU!

LĀSMA IVASKA

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