

Indispensable Tools for Managers

**Acquiring competitive advantages
and reducing costs
thanks to improved project selection and
management**

**IpOp Model + GDPM
New tools for Better Allocation and Management of Resources**

The Issues and Challenges

Experience confirmed by research shows that decision-makers generally use an insufficient number of criteria to evaluate the merits and feasibility of projects and innovation.

The consequence is that:

- Only 12% of projects are completed on time and within budget.
- About 30% of the projects are interrupted before completion.
- Many innovations do not deliver the expected results.
- Rewarding innovation or initiatives are overlooked because they are not presented well or are not well understood

This translates into obvious waste of precious resources or missed opportunities. To avoid this waste and since allocating and managing resources are at the core of any manager's duties, a robust and reliable governance means to master the process of evaluating opportunities and projects.

Once the right projects have been selected the next challenge is to ensure through efficient monitoring that they are implemented within time and budget without using time-consuming project-management tools. Unfortunately, for most team projects traditional project-management methods are too sophisticated and time-consuming.

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In addition to the challenge of deciding which projects should receive the (always limited) available resources decision-makers must deal with more challenges, including:

- Increasing the agility of the organization to handle increased uncertainty and competition
- Promoting innovation and the acquisition of competitive advantages
- Managing the process of innovation without losing focus from core objectives
- Engaging employees to become effective change agents committed to strategic objectives

The Solution

The novel IpOp Model is the **first process** that addresses these issues by:

- Clarifying which clear **universal decision tree** should be used to select or eliminate projects or applications for resources;
- Introducing a simple tool that helps management **better evaluate** at a very early stage the actual chances of success of any initiative presented to them
- **Reducing the cost** and probability of failure of any project or initiative (thanks to a better selection)
- **Increasing the agility** of both people and organizations
- Turning employees into **proactive change agents**
- Promoting and stimulating innovation at all levels in the organization
- Leading employees to **identify and seize opportunities** that support the corporate strategy and objectives
- Stimulating the acquisition of competitive advantages, including those exploiting **non-tech innovation**
- Showing how project should be **presented for better decisions** and for obtaining **buy-in**

The novel IpOp Model provides managers and decision makers a **framework for validating** the feasibility and real potential of any project presented to them, regardless of their nature. By harmonizing their presentation, it becomes easier to compare **different** projects. This means a more efficient **allocation of resources** and a **more rigorous project selection**.

The IpOp Model is considered by the organisations that have implemented it as a **best practice** to support resource allocation and the acquisition of competitive advantages. It is not only relevant for R&D or technology based innovation but also for any new project (marketing, non-tech innovation, HR, etc.). It helps select new IT solutions, new equipment, new processes, etc.

Since Goal Directed Project Management (GDPM) is a simple and proven project-management technique that is very effective for managing small- to medium-sized projects it is particularly appropriate for managing and implementing the Action Plans produced by the IpOp Model. As the perfect complement to the IpOp Model GDPM is simple enough to be learned in a few hours while providing a very robust monitoring mechanism.

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Target audience

- Decision makers (even board members) who
 - select projects (Go – No Go decisions)
 - allocate and monitor resources
 - need to manage and supervise projects and/or the innovation process
 - want simple project-management tools to effectively monitor implementation
 - want to promote innovation and the acquisition of competitive advantages
 - are responsible to promote a culture of innovation and change while increasing the engagement level of their teams
- Managers who want to use a structured model to supervise and assess projects at the “ideation” stage before monitoring the project implementation within time and budget
- Officers (often financial experts) who must assess the merits of request for money or for investments and who must verify the appropriate use of those resources
- Project managers as well as anyone involved in projects or project management
- Executives who want to contribute to the success of their organizations and give a boost to their career by showing what they are capable of through innovation and intrapreneurial behaviour. This helps them become change agents from the analysis stage until complete implementation
- Innovators, entrepreneurs and intrapreneurs who want to present their project to decision makers or their superiors in a more convincing manner and who want to successfully implement their project
- Marketing, R&D as well as business development experts who want to structure the analysis of their initiatives to obtain buy-in from their target
- Anyone who wants to learn how to seize opportunities and increase the chances of success of existing or future projects

Impact

Introducing the IpOp Model in organizations usually brings the following benefits:

- Increasing the number of projects that are **delivered on time and on budget**
- Giving decision-makers **more control** (but less work!)
- Acquiring new **competitive advantages** (including non-tech initiatives)
- **Reducing the cost** of project failure and the number of projects that are stopped before completion
- **Saving resources** by eliminating weak projects at an earlier stage

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- Promoting a result-oriented **culture of innovation and agility**
- Increasing **customer orientation**
- **Breaking silos** and encouraging cross division collaboration
- Stimulating intrapreneurial behaviour and **emerging innovation** (bottom-up initiatives) by enticing employees to become proactive change agents
- **Decreasing the resistance to change**
- Using a clear and cost effective **process** for evaluating projects and ideas at the pre-project stage
- Using a **structured and transparent methodology** for evaluating the feasibility of innovations and initiatives for the whole organization (from cost or process improvement to new services innovation)
- Introducing a step-by-step **roadmap** that helps employees identify and turn an opportunity into a feasible plan of action, or realize that it is not worth pursuing; it particularly helps those who unfortunately:
 - are not convinced that their idea is robust enough (lack of confidence),
 - have not been taught how to validate their idea to verify actual feasibility,
 - do not know how to present their idea in a convincing manner to their management,
 - do not know what criteria management uses for selecting projects,
- Boosting employees' motivation, **engagement** and **retention**
- Sharing a **common vocabulary** and methodology to handle innovation
- Deploying an effective and non-constraining innovation **knowledge management** system supporting a learning organization
- Improving the "stage-gate" process for managing innovation
- Complementing the "six-sigma" methodology by expanding the scope of innovation

Using Goal Directed Project Management for project-management brings the following benefits:

- Improved visibility for management thanks to a straightforward monitoring system that can be used for a single project or a portfolio of projects
- Minimizing the delays and budget overruns
- An improved focus on delivering results rather than process management
- Minimizing the time required to manage projects
- A simple project-management methodology that anyone can learn in half a day and which does not require sophisticated software
- A shared terminology and methodology for managing projects
- Minimizing the resistance to use project-management techniques
- Simplifying communication amongst project Stakeholders and reducing resistance to change
- Better Stakeholders management

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The Workshop process

The IpOp Model toolbox and GDPM are taught in an entertaining compact and interactive workshop combining humor, thought-provoking concepts and challenges. Several traditional views and common beliefs will be challenged.

Through group work and discussions participants quickly learn each step of the IpOp Model to the point where they are capable of independently using it at a later stage for their own purposes, either as decision-makers or as innovators. They will further learn how to use GDPM for reducing Unknowns and project implementation.

During the workshop, participants will also learn how to identify opportunities including non-tech innovation that can also bring phenomenal competitive advantages.

Adopters

Several organizations are already using the IpOp model. They include multinationals like Nestlé, Airbus, Sanofi, the French Post, Orange, Bühler as well as banks, public administrations, startups and non-profit organizations. It is often included in initiatives focusing on talent development, intrapreneurship and business development. This diversity illustrates the **generic use of the model**. It can also be customized for specific industries or public sector administrations.

The model is part of the different executive education programs taught in HEC Geneva, ESCP-Europe and other leading business schools in different countries.

GDPM has been developed more than 45 years ago and has been used by many organizations including CERN.

Company testimonials are available on request.

Optional software and knowledge management

For large organizations, one of the most attractive benefits of the model is that it can be supported by software available under license (developed at the request of Oracle). This **optional** intranet or web-based application (IpOp Tools) structures users thought-process by easily following the appropriate roadmap. Besides the fact that it really helps innovators validate and turn their idea into a feasible action plan, some of their employer's benefits include:

- **Unique process** for managing and capturing any kind of pre-project; it is not only for R&D but also for marketing, IT, production, HR, etc

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- **Centralized management** of all innovation projects for better control
- Producing and capturing **standardized Business Cases** for all projects
- **Standardization of the project selection process** with transparent criteria throughout the whole organization; this helps identifying projects most likely to support the corporate strategy; the transparency it provides increases employees' confidence in their ability to obtain buy-in and management support
- **Comparing projects in a standardized manner**; having a homogeneous presentation is very helpful to decide which project must continue and which ones must be dropped.
- **Capturing in a database all the knowledge, information and thinking associated with all innovations**, attempted innovations or change efforts; this allows effective **knowledge management**. What distinguishes this knowledge management tool is the fact that entering data into the system is not perceived as a constraint but as an opportunity to mature one's project and produce a more convincing business case (in their own interest)
- **Monitoring** progress of all innovation projects without being present in the various groups involved in innovation or change; this allows managers to remain in control and not feel threatened by challenging innovators
- **Remotely coaching** innovators and teams (possible since all critical information is in the database)
- **Managing paternity/maternity of ideas and innovation**, which allows recognizing and rewarding of employees who come up with interesting ideas; this software removes the fear of having their ideas "stolen" by someone else.

Faculty

Prof. Raphael H Cohen is a keynote speaker and an expert in professional agility, "weapons of mass innovation" and in the levers for maximizing team engagement. As business angel and intrapreneur, he has already mentored more than 250 intrapreneurial and entrepreneurial projects exploiting real innovation opportunities in many industries.

He has conceived the *IpOp Model*, which is presented in his book "*Concevoir et lancer un projet*" (2016 and previously 2006) that has been a bestseller since its first publication. It has been published in Spanish ("*Oportunidades Ganadoras*") and in English "*Winning Opportunities, proven tools for converting your projects into success... without a business plan*". The IpOp Model that is taught in executive education seminars and MBA programs empowers entrepreneurs as well as intrapreneurs to identify, analyze and seize opportunities that bring competitive advantages to their company. He has also developed the *fair and caring leadership* with its corresponding tools to maximize employees' engagement. In large organizations, Raphael's tools boost innovation, entrepreneurial behavior, selling effectiveness, business development as well as employees' commitment.

Because of his extensive experience in innovation Raphael has been actively engaged in designing a new set of ISO standards for managing innovation. As convenor of WG 3 for TC 279 he has been responsible for several years for coordinating the contribution of all international experts committed to produce ISO 56003, the standard on innovation partnerships, which has been adopted in 2019.

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Raphael H also designed and runs AgilityBoosters / MicroMBA MB executive education programs customized to stimulate the agility and intrapreneurial behavior of middle and upper management in large companies such as Nestlé, Microsoft, banks as well as public sector organizations such as university hospitals. Since participants must produce and exploit real opportunities, their projects generate measurable profits exceeding by far the cost of the training programs. This profit generating approach represents a paradigm shift in executive education.

MicroMBAs MB are the corporate version of the first four CREATE courses of Entrepreneurship for engineers and scientists in Switzerland (at both University of Geneva and EPFL, the Swiss Federal Institute of Technology) that Raphael has designed and run until 2002, when he started the AgilityBooster/MicroMBA MB programs.

He is currently the Academic codirector of the DAS in Entrepreneurial Leadership (= 2nd year of the eMBA) of the University of Geneva (postgraduate Diploma of Executive Education), which he launched in 2001. He has also been the MBA European Academic Program Director of the Thunderbird School of Global Management (Phoenix, Arizona), where he holds the title of clinical professor. He is also the only non-French member of scientific committee of Institut du Management, the French Post corporate university teaching management.

As serial entrepreneur, active CEO and business angel, Raphael H Cohen brings his hands-on experience in his lecturing and consulting activities providing training, mentoring and management services to senior executives, bankers, directors and entrepreneurs. He has been serving on the board of directors of several companies, including one Swiss bank for 27 years, and is a regular contributor to several business publications.

He obtained his Ph.D. in Economics in 1982 while managing an international group of companies. His diversified working experience on 3 continents and in many industries led him to develop expertise in innovation, leadership, strategy, business development, management, negotiation, sales, HR, coaching and mentoring, financial engineering, legal affairs (international taxation, licensing, real estate, M&A, etc.), asset management, turning-around businesses, interim and crisis management.

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