



Development and Implementation of an Accredited Cross-Universities Innovation Management Master Programme in Tunisia





The Focus: Innovation



A model of innovation



General points



- Overlaps and reinforcement – key challenge of integration
- Resources – books, journals, online.
- New 'Managing innovation' website with 100+ cases, toolbox, exercises and teaching aids, multimedia
- Developing the resources in and with Tunisia

Thanks for your attention



Prof. Dr. John Bessant



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Project Partners



University of Leipzig



- University of Leipzig was founded 1409
- World-renowned scientists have studied in Leipzig like Goethe or Nietzsche
- University of Leipzig is an interdisciplinary, international comprehensive university
- Crossing boundaries of traditional academic disciplines, international collaboration, networking with non-university research institutes and business
- University of Leipzig is the applicant and coordinator of DICAMP



Universität Leipzig/Pressestelle Randy Kühn

HHL (Leipzig Graduate School of Management)

CLIC (Center for Leading Innovation & Cooperation)



- HHL was founded in 1898, oldest business school in Germany and is today considered one of the leading business schools
- Excellence of the programs: MSc, MBA, EMBA
- State-recognized university with the right to award doctorates and post-doctoral lecture qualifications
- Participating department is the Center for Leading Innovation & Cooperation (CLIC) with a long tradition in innovation management teaching and research
- Research has been so far supported by many sources of third-party funds such as the federal ministry of education and research in Germany, research foundations and local industry



Fraunhofer MOEZ

(Centrum for Central and Eastern Europe)



- Fraunhofer MOEZ is the strategic partner of industry, research, and politics for networking and collaborations with policy makers in Europe
- As experts for innovation and network management, strategy development and research marketing
- MOEZ develops research-based holistic solutions – from potential analysis to the conception and realization of customized business models all the way to knowledge and technology transfer



HSWT

(The University of Applied Sciences of Weihenstephan-Triesdorf)



- The University of Applied Sciences of Weihenstephan-Triesdorf currently consists of 7 scientific departments, including biotechnology, agriculture, forestry and horticulture
- Several professors and scientific researchers are dealing with aspects of biogenic renewable resources from an agricultural, technological, processing, economical and social point of view
- HSWT is active in the Straubing Centre of Science, the Chair of Marketing and Management of Biogenic Resources focuses on the „role of new technologies (e.g. renewable resources) as well as on „systems of innovation and management of innovations“



University of Exeter



- Business been one of the cornerstones of the University of Exeter since it was founded
- 1997 saw the School of Business and Economics at the University of Exeter emerge as an international Business School and in 2008 the School was renamed simply Business School
- Offers a wide range of business programs for undergraduate, postgraduate and executive students and clients from all over the world
- With students from 82 countries, and staff from 18, UNEXE provides a truly international business school experience



- MPT is a leading actor in French innovation system, due to high level of industrial research contracts, its investments in education innovation (MSc. And PhDs) and research program on innovation management
- Since 1994, the design and innovation team has initiated a novel education program on Innovative Design with groundbreaking results: C-K theory, by Hatchuel & Weil, which shows that creative design reasoning results from a rigorous but unexpected rationality
- Creative design activities with two main axes:
 1. Formal models of design and experimental approaches;
 2. the management of Innovative design and collaborative innovation



ENIT (École Nationale d'Ingenieurs de Tunis)



- ENIT founded in the late sixties, oldest engineering school in Tunisia
- ENIT was and continues to be an expanding pool of experts and senior executives of the Tunisian state with acknowledged expertise in the fields of higher education, research and engineering
- Academic training consists of 8 subjects: civil engineering, hydraulic engineering and environment, electrical engineering, electrical engineering, industrial engineering, mechanical engineering, computer science, telecommunication and advanced technologies



ESSEC (École Sup. des Sciences Economiques et Commerciales de Tunis)



- ESSEC, Management school, is part of the University of Tunis and offers 8 master programmes
- School brings together research teams from the fields of business administration and informatics
- Doctoral school of the University of Tunis has three laboratories and 8 units of research with focus on marketing, finance, quantitative analysis & optimization, communication, economics, international management, sustainable development and innovation
- ESSEC has almost 400 Phd students



IHEC (Institut des Hautes Etudes Commerciales Carthage)



- IHEC is a leading management institute in Tunisia, it is the first Tunisian academic institution for management education and business administration studies, was founded in 1942
- Institute could establish a large network of companies and partner universities
- IHEC offers four master programs focused in research and seven master programs with a professional orientation
- 6 Departments: Management, Economics, Finance, Law, Accounting and Quantitative Methods
- Innovation management is a field that IHEC wants to develop intensively during the next years



ANPRI (The National Agency for Research Promotion)



- The national agency for research promotion was established in august 2008, under the supervision of the Ministry of Higher Education and Scientific Research
- It is positioned at the interface between research environment and social and economic environment for the aim to boost National Innovation System (NIS)
- Its missions make it a center for mobilizing skills and expertise to researchers who make the partnership a search mode and socio-economic actors who make innovation a way of production
- They focus on principal strategic axes and sustainability for preparing the future



CITET (Centre Intern. des Technologies de l'environnement de Tunis)



- Since its creation in June 1996, a public institution and part of the Ministry of Environment and sustainable development, has been committed to develop Tunisian qualifications for a better mastery of environmental technologies in order to ensure sustainable development
- CITET's core missions are providing technical assistance to enterprises in setting up environmental management systems and streamlining, transfer, and innovation of eco-technologies and promotion of clean technologies



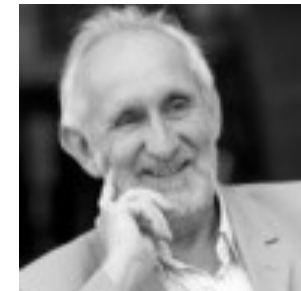
Thanks for your attention



Prof. Dr. Kathrin M. Möslin



Dr. Anna Trifilova



Prof. Dr. John Bessant



Anis Allagui



Zeineb Ben Ammar Mamlouk



Memya Cherif



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The DICAMP-Website



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Welcome!

The project **DICAMP** contributes to the modernization of study programmes curricula in Tunisian universities, by introducing a **new master programme in innovation management**. The project focuses on the conceptual development of a master programme as well as its implementation by European and Tunisian institutions. → [learn more about DICAMP](#)

DICAMP welcomes the class of 2012

News

24.09.2012

It took us a while but we finally managed to write the mini-reports of the DICAMP workshop in september for our website. So, check out the news on www.dicamp.eu. Furthermore we will make the presentation slides of the workshop available as soon as possible.



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Master Programme

Key questions in innovation management

In the world of practice – whether in public or private sector – the challenge of innovation is significant. If organizations fail to change what they offer the world – products and services – and the ways they create and deliver those – processes – then they risk losing competitiveness and will lack the ability to grow. But recognizing the need to innovate is not the same as knowing how to do this effectively – there is also a need to understand how to manage innovation. This raises some key questions for any organization, as shown below:



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20.09.2012

Okay that is the greatest and most famous folk festival in Germany. Everybody knows it and many tourists come to Munich to celebrate.

By the way a "Mass" is one liter beer. And it is normal during the "Wiesn" to drink three to five Mass.



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In order to put documents, video or audio files here you have to contact us at

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Every person who visits the website has access to this area.



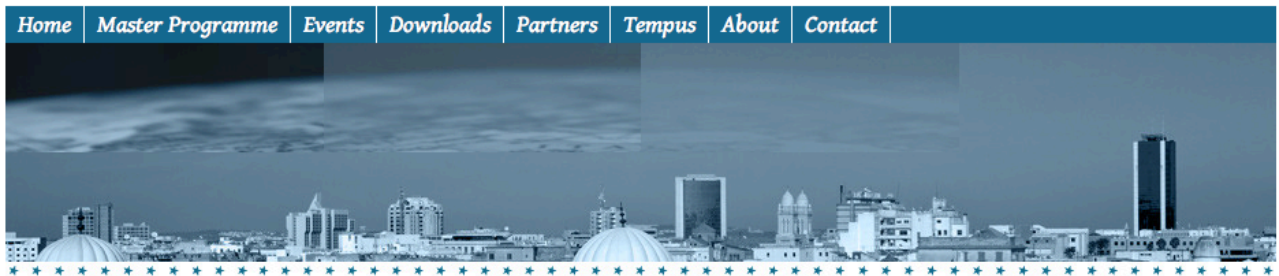
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Each partner has one login

We could give each student login

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DICAMP welcomes the class of 2012

We were quite overwhelmed by the interest "DICAMP" generated in past weeks and months. Roughly 950 students wanted to be part of the programme and applied for one of the 30 available spots. During the 3rd DICAMP-workshop on the 4th and 5th of September the selected students were invited to get to know the lecturers and the organizational team. Integrating both – academia and industry – the overall picture of the class of 2012 is diverse and fascinating due to the various backgrounds. We are excited to teach and grow with our first 30 DICAMP-students and also curious to see how they will enrich the bigger picture of innovation in research and practice.

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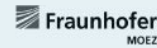
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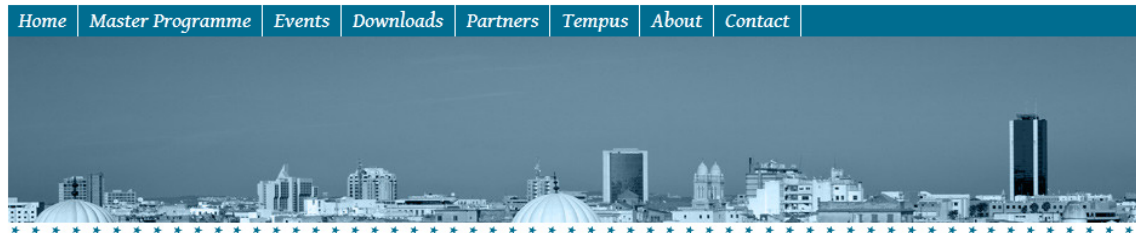
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Teachers can send us teaching material for their module e.g. syllabi, presentations, papers we upload them and the students can download them at any time

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That sounds very interesting



Future of Work: Invitation by Lynda Gratton to join Research Consortium clicresearch.org

Today, we would like to bring the following invitation from the Hot Spots Movement, led by Professor Lynda Gratton, to your attention. Our great colleague and CLIC Senior Fellow, Lynda Gratton, Professor at London Business School, invites companies to join the Future of Work Research Consortium (FoWV...



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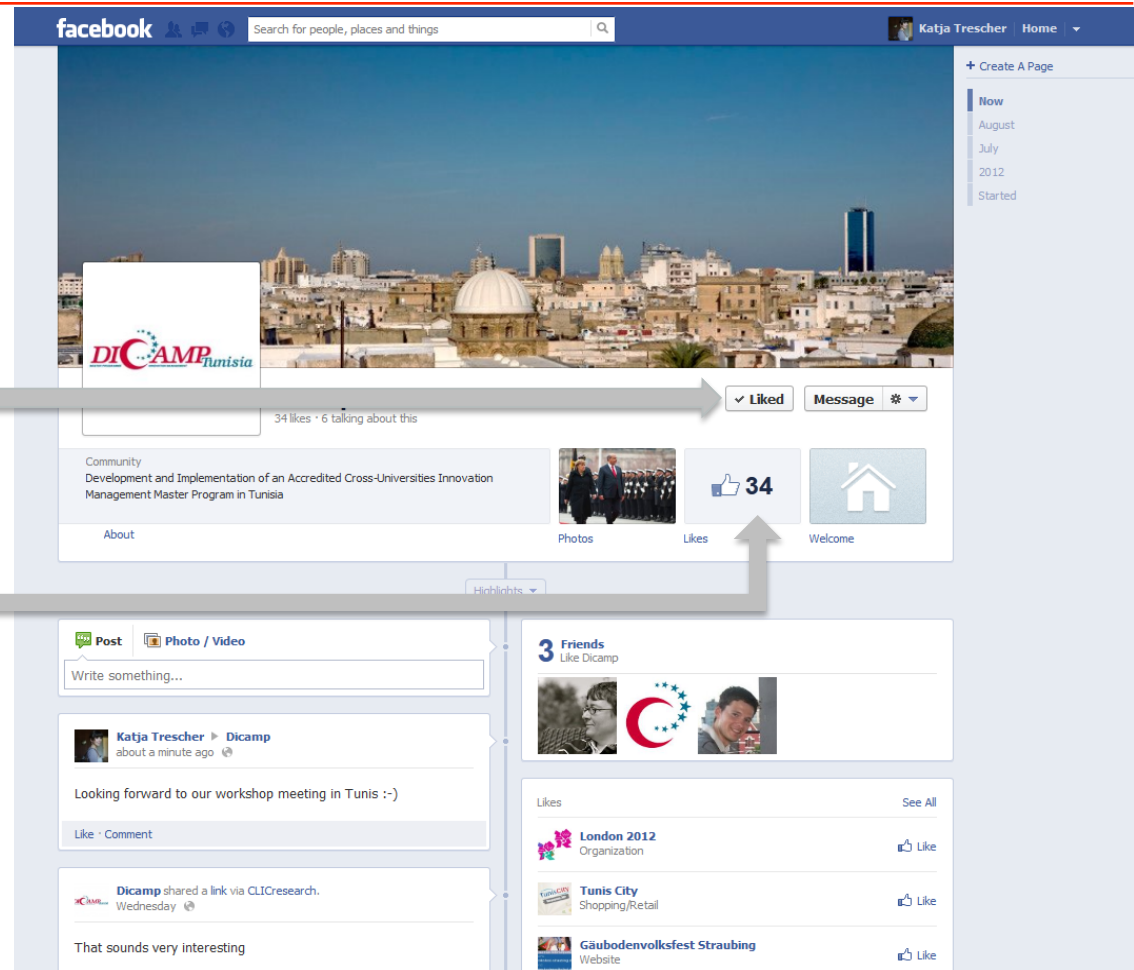
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facebook page please
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[stephan.melchert@mo
ez.fraunhofer.de](mailto:stephan.melchert@moez.fraunhofer.de)

The page is connected
with our website



Thanks for your attention



Katja Trescher



Development and Implementation of an Accredited Cross-Universities Innovation Management Master Programme in Tunisia





Getting European experience as part of the project work and master thesis abroad



Introduction



European Commission
TEMPUS

Form version : 1.1 EN Adobe Reader version : 9.406



Tempus IV

F. 1 Identification

Workpackage Number *:

WP.5

Workpackage type *:

Development

X

Work package title *:

Coordinate and Carry out the Project Studies and Master Theses

Start (month number) *:

17

End (month number) *:

36

Duration (in months)

20

Description of Workpackage



Students will have the opportunity to do a project study or a master thesis in Europe. As **project studies (6 weeks)** are shorter than **master theses (12 weeks)**, European institutions will supervise more project studies than master theses to keep the workload at a reasonable level.

18 students join European research teams to work on their project studies, and **12 students** do their final theses in Europe. That is, every European institution receives **5 students** in total. Students are not allowed to do both works in Europe or in Tunisia; every student carries out one work within a local institution and one abroad.

CITET, which represents the ministry of environment, offers many topics related to innovation and sustainability. Note that if a student who did the work in Europe fails, he or she may not be able to repeat the work in Europe again.

Description of workpackage (continued)



As a work package leader, **HSWT** coordinates all the related activities.

Every institution – be it European or Tunisian – **identifies a list of project and master topics**, elaborates appropriate descriptions (motivation; activities; Thesis preliminary structures, and necessary skills) and **sends them to HSWT**.

HSWT sets a deadline for the reception of applications. Students send their applications to **HSWT via Email, while specifying three topics**, ordered from most to less preferred.

Students are allocated to topics, depending on criteria such as their motivation, results achieved so far in the master program, etc. In the case of equal qualifications, **the student who submitted the application first will be served first**.

Description of workpackage (continued)



After finishing their works, students submit their **final reports** to their supervisors for evaluation. The evaluation sheet, used in this regard, is approved during the conception phase.

Students' presentations take place in Tunisia.

A representative from every European institution should go to Tunisia, to be present during the final presentations. These presentations are evaluated and **the final degree is calculated.**

In a nutshell



Project studies: → Duration: 6 weeks

→ European institutions: 18 projects studies

→ Tunisian institutions: 12 projects studies

Master thesis:

→ Duration: 12 weeks

→ European institutions: 12 master theses

→ Tunisian institutions: 18 master theses

Number of students for each European partner organisation

DICAMP on facebook



Partner organisation	Master Thesis (3 months)	Project work (1,5 months)
P1. UL	1 student (ENIT) 1 student (IHEC)	1 student (ENIT) 1 student (ESSEC) 1 student (IHEC)
P2. HHL	1 student (ENIT) 1 student (IHEC)	
P3. MOEZ	1 student (ENIT) 1 student (ESSEC)	
P4. HSWT	1 student (ENIT) 1 student (ESSEC)	
P5. UNEXE	1 student (ESSEC) 1 student (IHEC)	
P6. MPT	1 student (ESSEC) 1 student (IHEC)	
Total:	12 students	18 students

Thanks for your attention



Dr. Anna Trifilova



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Student Life in Leipzig



Welcome

- The economy, science, politics and society are becoming increasingly internationalized and the interdependencies between sectors are growing.



- The institute provides its clients and customers from the economy, science and politics with support in meeting these challenges successfully.

- The Fraunhofer MOEZ focuses on the fundamental change processes in a globalized world.

Universität Leipzig & Science Faculty



- **Mission Statement - A tradition of crossing boundaries**



Facts And Figures

- **Statistics**
 - Founded: 1409
 - Faculties: 14 with 128 institutes
 - Students WS 2011/2012: 28125
- **Degree Programmes of the University Leipzig**
 - Offer: 136 degree programmes
- **The University is a place of international cooperation in research and teaching**
 - 50 bilateral agreements on the university level
 - approximately 350 ERASMUS agreements associate the University with universities all over the world
 - 21 International study programmes



Study Opportunities – An Example

- **Management Science**
- **Qualification**
- Master of Science (M.Sc.)
- **Entry requirements**
- Bachelor degree with mainly business and economic content, aptitude test
- **Programme description**
- four-semester study programme
aims to enable students to analyse and prepare solutions
to complex business problems in theory and practice
using scientific methods.



Leipzig – The City

- 7th-9th: First Slavic settlement



- Population: About 522.000



- The hometown of Johann Sebastian Bach

Leipzig – The Student Life



Thanks for your attention



Kristin Becker



Romy Hilbig



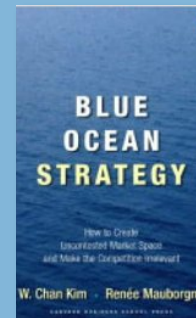
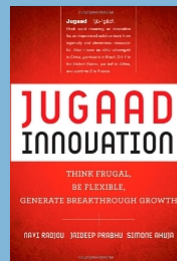
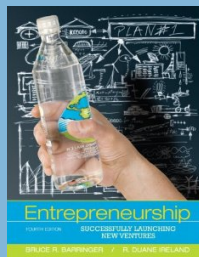
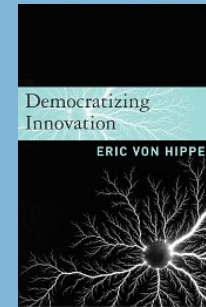
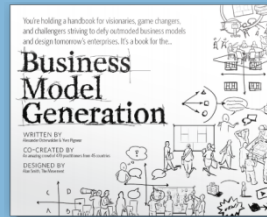
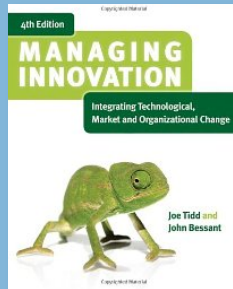
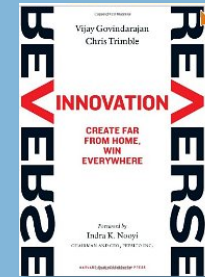
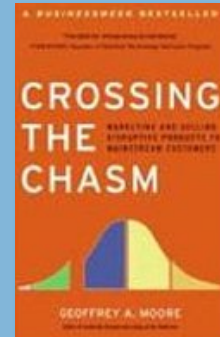
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Books on Innovation and more





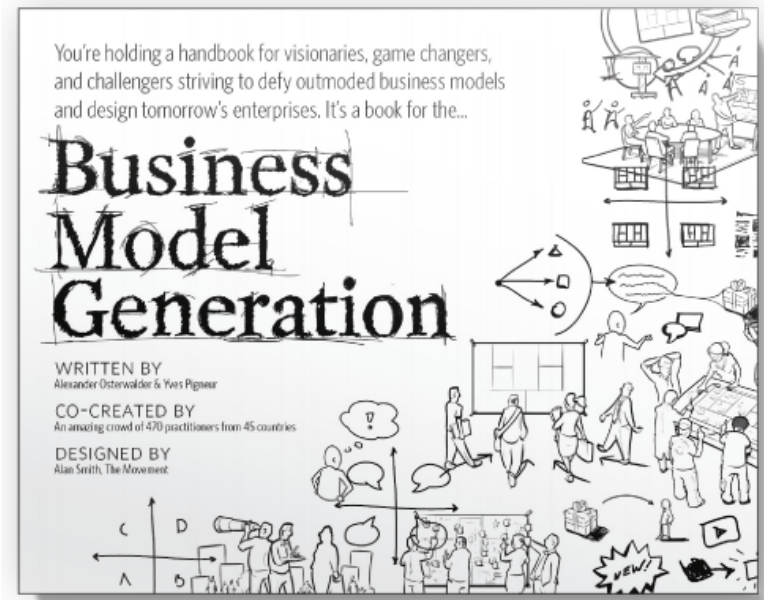
The book categories

1. Business Models
2. Business Model Innovation
3. Marketing Innovations
4. Open Innovation
5. Reverse Innovation and Jugaad Innovation
6. General Books on Innovation Management and Entrepreneurship

Business Models

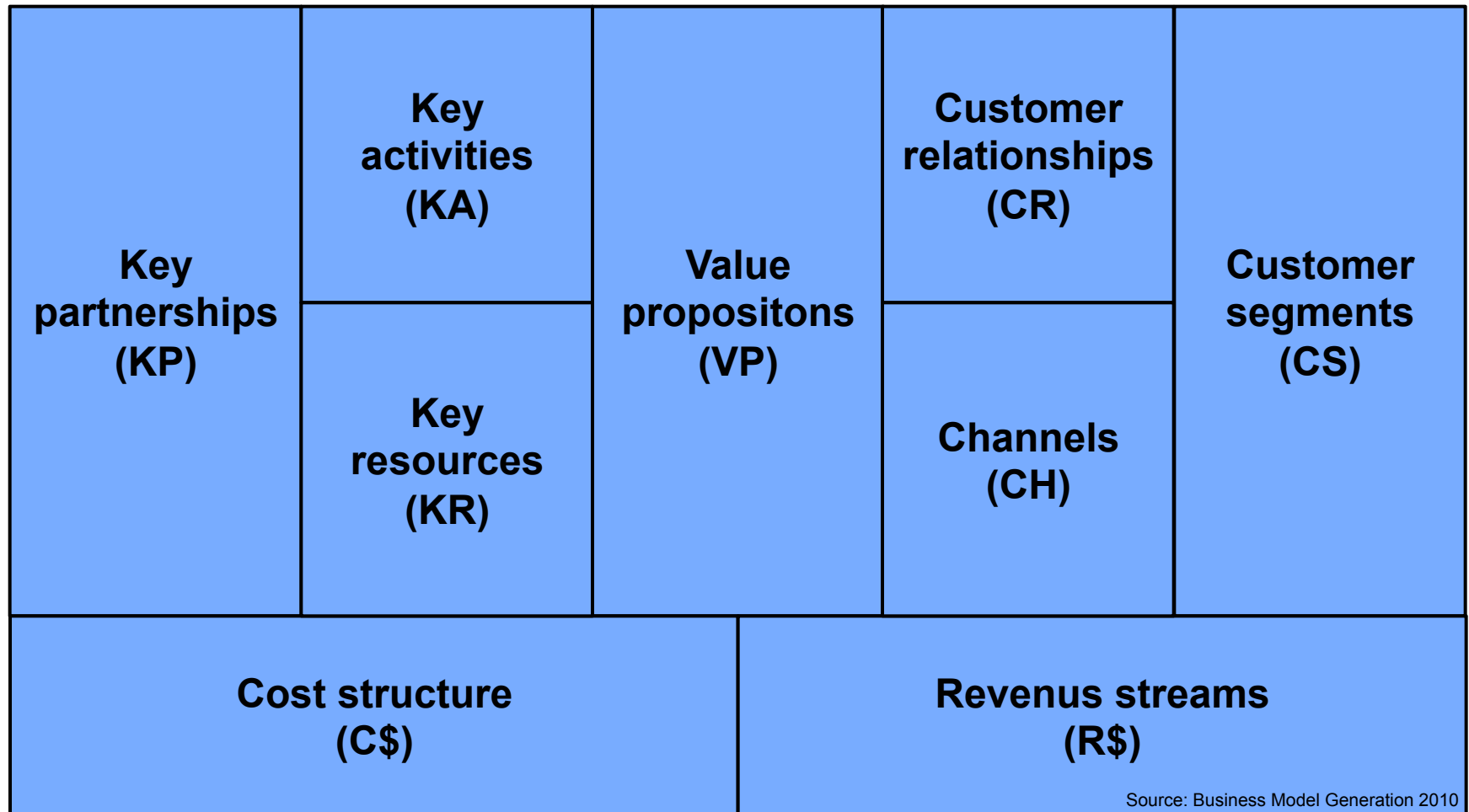
What is a Business Model?

- Business Model Generation will teach you powerful and practical innovation techniques used today by leading companies worldwide. You will learn how to systematically understand, design, and implement a new business model -- or analyze and renovate an old one
- Introduces the business model canvas and looks in the nine components that compromise a business model



The business model canvas

A business model consists of 9 building

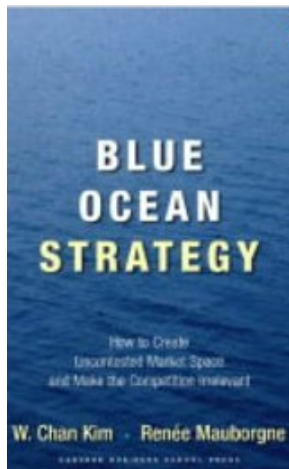


Business model innovation

Why, What, How, & Where



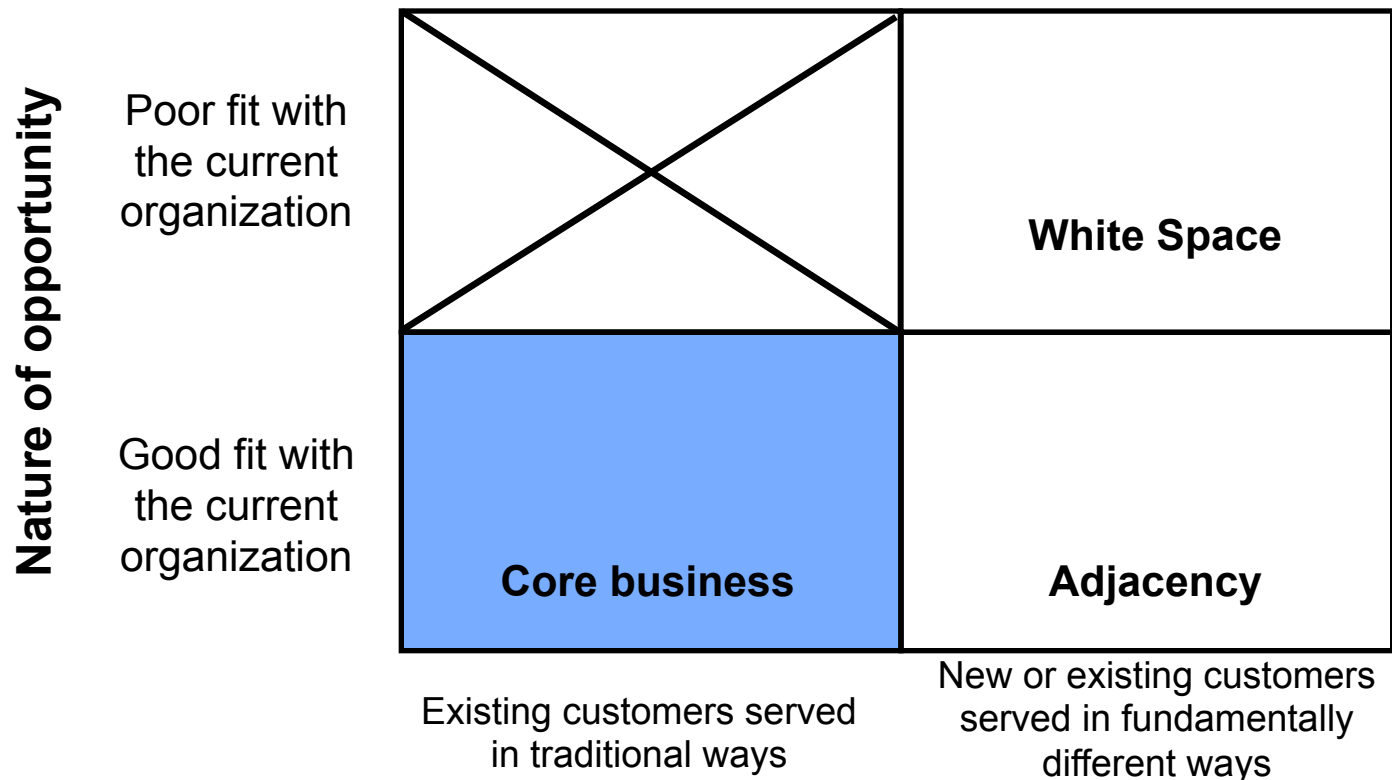
- "Seizing the White Space", lays out an eminently practical framework that identifies the four fundamental building blocks that make business models work.
- Through a series of in-depth case studies, the books vividly illustrate how companies are using innovative business models to seize their white space and achieve transformational growth



- "Blue Ocean Strategy" continues to challenge everything you thought you knew about competing in today's crowded market place.
- Based on a study of 150 strategic moves spanning more than a hundred years and thirty industries, authors argue that lasting success comes from creating 'blue oceans': untapped new market spaces ripe from growth.






What is the white space

Definition of the white space:



In the business world, white spaces occur in various forms and independent of any industry patterns

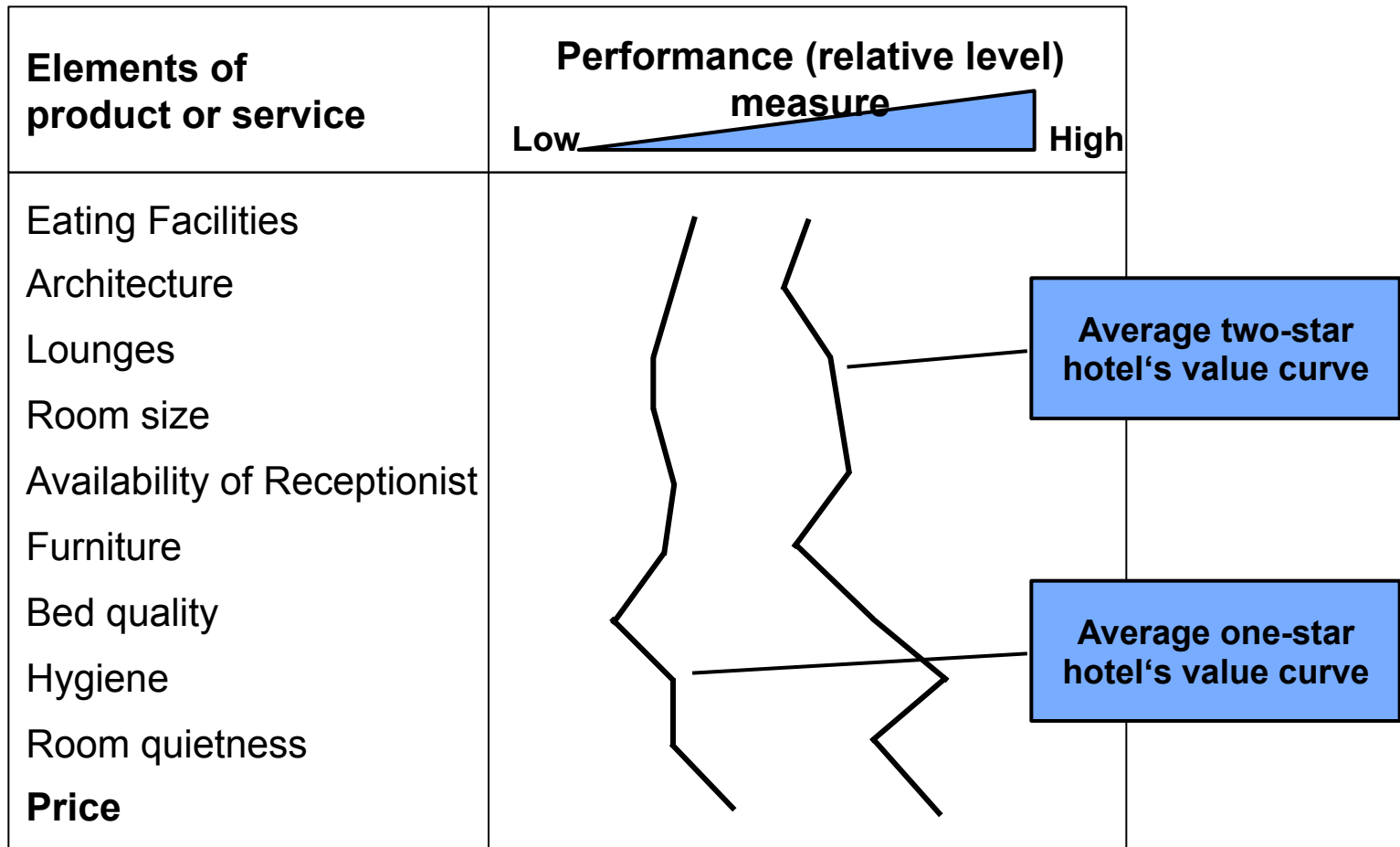
Examples of business model innovations:

	Industry	Dimension of business model innovation	Description
	Hand tools	Service portfolio	<ul style="list-style-type: none"> Escaping commoditization by turning from manufacturing into service business
	Furniture	Product cycles	<ul style="list-style-type: none"> Furniture moved from durable good to every-year fashion play
	Electronics	Value creation	<ul style="list-style-type: none"> Give music away cheaply Lock customers in for high-margin hardware
	Automotive	Profit formula	<ul style="list-style-type: none"> Opening market to people who had been shut out
	E-commerce	Cash flow	<ul style="list-style-type: none"> Customer paid for books before they received them

Blue Ocean Strategy

Analysis French hotel industry:

Value curves for one-star and two-star hotels in 1985

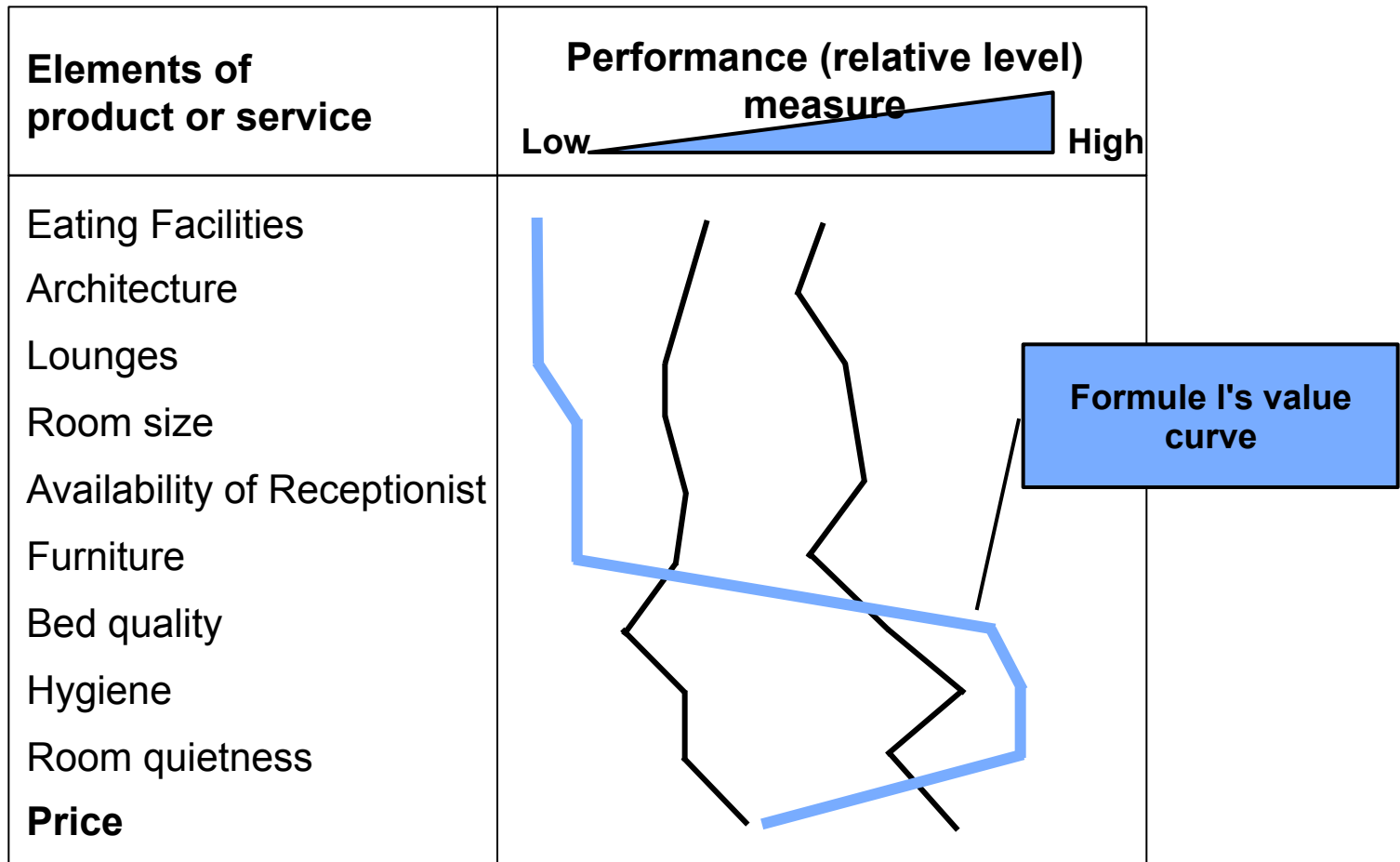


Source: Kim & Mauborgne 1997

Blue Ocean Strategy

Analysis French hotel industry:

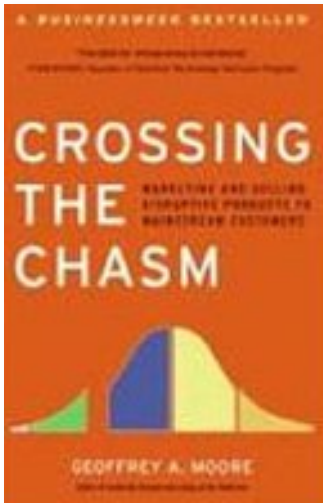
The value curve of Accor group "Formule 1" hotel chain



Source: Kim & Mauborgne 1997

Marketing Innovations

Crossing the chasm



- “*Crossing the Chasm*” has become the guideline for bringing cutting-edge products to progressively larger markets
- The bestselling guide that created a new game plan for marketing in high-tech industries

Negative aspect

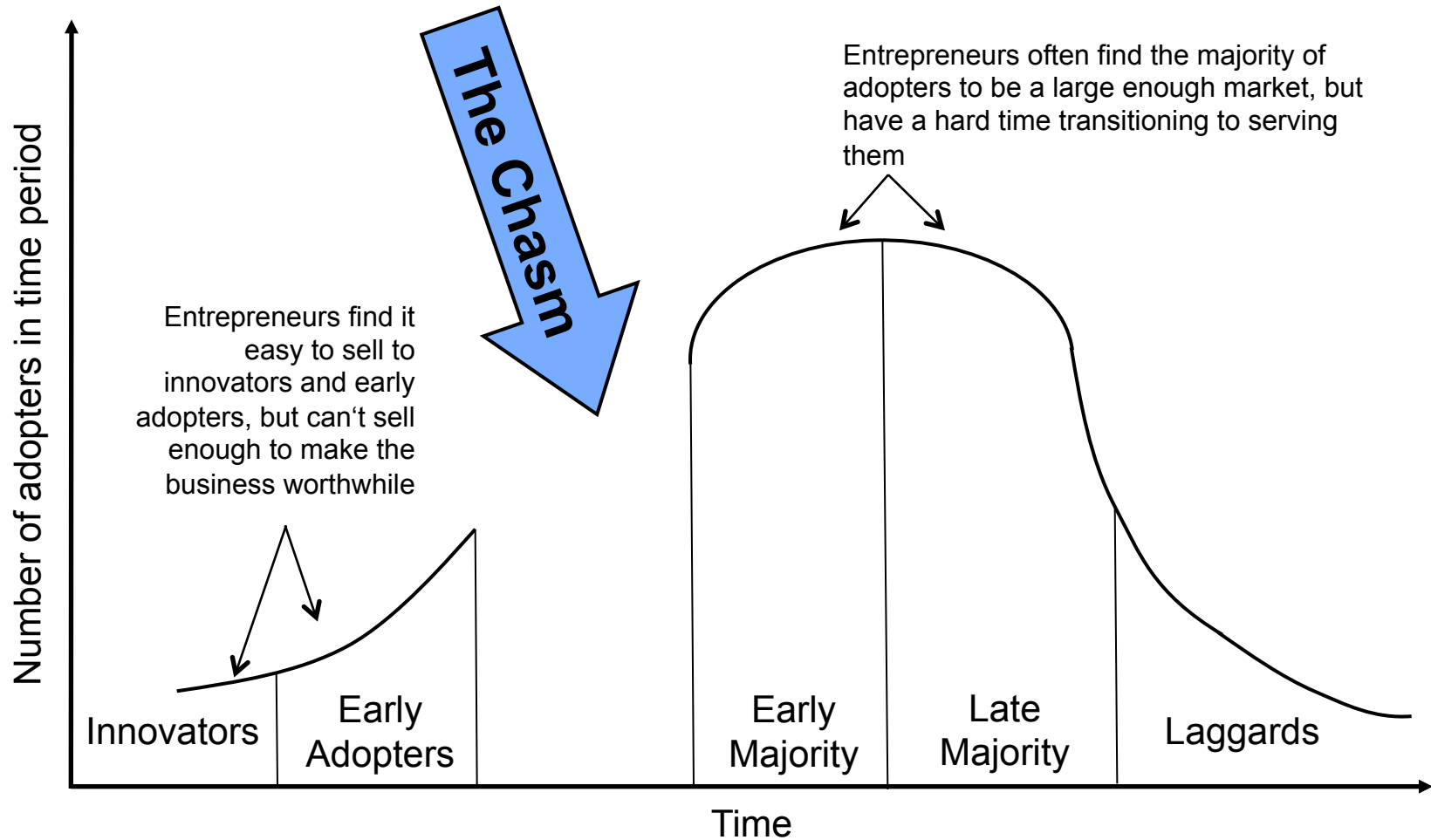
- Focusses solely on the high-tech industry

Positive aspect

- Delivers crucial information in an engaging, readable tone
- Helps entrepreneurs understand the pitfalls in marketing new products

Marketing Innovations

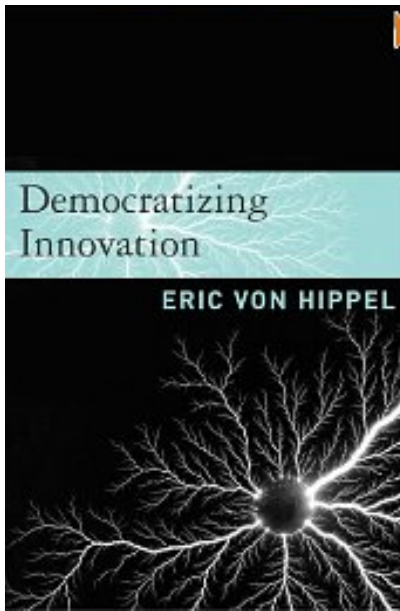
Crossing the chasm



Source: Baron and Shane 2008

Open innovation

Why Integrate Users



- Democratizing Innovation, looks closely at this emerging system of user-centered innovation
- The trend toward democratized innovation can be seen not only in software and information products but also in physical products
- The book provides many examples of user innovation from surgical equipment to surfboards to software security features
- The book advocates that manufacturers should redesign their innovation processes and that they should systematically seek out innovations developed by users.

Reverse Innovation

What and Why?

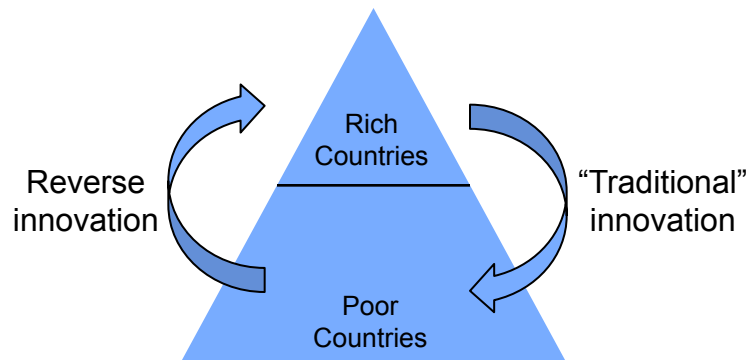
What is reverse innovation?

- If innovation is adopted first in emerging economies before trickling up to rich countries
- Reverse innovation is **clean-slate innovation** - in order to capture best growth opportunities by developing new solutions from scratch

Why is reverse innovation so important?

Innovations occurring in developed economies tend to (only) involve technological breakthroughs

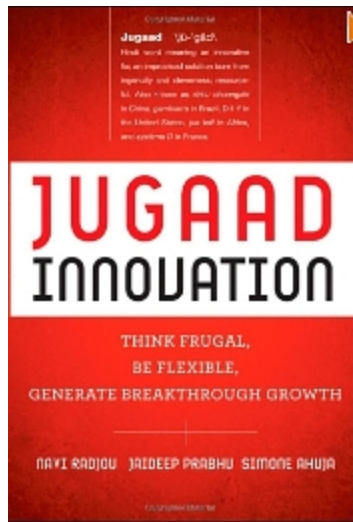
Reverse innovations include novel and innovative combinations of existing knowledge and technologies by using new processes and business models



Sources: Govindarajan & Ramamurti (2011); The Economist (2010); Govindarajan & Trimble (2012)

Jugaad Innovation

(a Hindi word meaning an improvised solution born from ingenuity and cleverness)



- A frugal and flexible approach to innovation for the 21st century
- Innovation is a key directive at companies worldwide. But in these tough times, we can't rely on the old formula that has sustained innovation efforts for decades—expensive R&D projects and highly-structured innovation processes.
- *Jugaad Innovation* argues the West must look to places like India, Brazil, and China for a new approach to frugal and flexible innovation. The authors show how in these emerging markets, *jugaad* is leading to dramatic growth and how Western companies can adopt *jugaad* innovation to succeed in our hypercompetitive world
- Features twenty case studies on large corporations from around the world—Google, Facebook, 3M, Apple, Best Buy, GE, IBM, Nokia, Procter & Gamble, PepsiCo, Tata Group, and more—that are actively practicing *jugaad* innovation

General Books on Innovation Management and Entrepreneurship

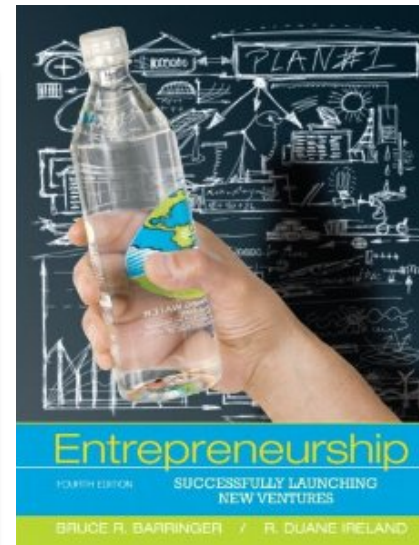
Mix and Match the following books (not exhaustive)



**Joe Tidd
and
John Bessant
2009**



**Keith Goffin
and
Rick Mitchell
2009**



**Bruce R.
Barringer and
Duane Ireland
2011**



**John Bessant
and
Joe Tidd
2011**

Thanks for your attention

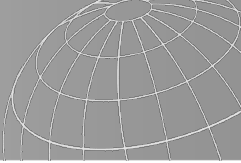


Prof. Dr. Kathrin M. Möslin



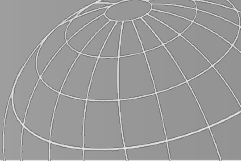
Development and Implementation of an Accredited Cross-Universities Innovation Management Master Programme in Tunisia





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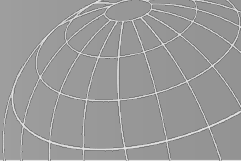
**The Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH**



Broad-based expertise for sustainable development

- As a federal enterprise, we support the German Government in achieving its objectives in the field of international cooperation for sustainable development.
- We offer demand-driven, tailor-made and effective services for sustainable development.
- The services delivered by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH draw on a wealth of regional and technical expertise and tried and tested management know-how.





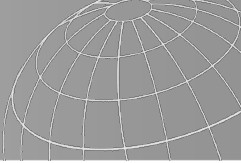
GIZ worldwide

- GIZ operates in more than 130 countries worldwide.
- In Germany we maintain a presence in nearly all the federal states.
- GIZ employs more than 17,000 staff members across the globe – some 70% of whom are employed locally as national personnel

In addition there are around:

- 1,000 development workers
 - 599 integrated and 453 returning experts
 - 493 *weltwärts* volunteers
- In 2011, GIZ had a business volume of EUR 2 billion

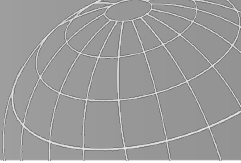




Who we work for

- German Federal Ministry for Economic Cooperation and Development (main commissioning party)
- Other government departments:
Federal Foreign Office, Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Federal Ministry of Defence, Federal Ministry of Economics and Technology, Federal Ministry of Education and Research
- Federal States and municipalities
- Public and private clients:
Governments, European Commission, United Nations, World Bank, private sector, private foundations

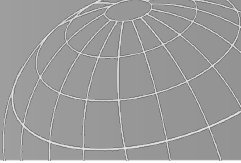




What we offer

- Human resources
 - Long-term experts
 - Short-term experts
 - Experts seconded under the provisions of the Development Workers Act
 - Integrated experts
 - Returning experts
- Human capacity development
- Financing arrangements (grants, subsidies, etc.)
- Materials and equipment



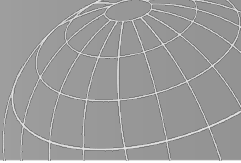


GIZ worldwide

(June 2011)

Stand: Juni 2011

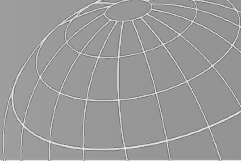




Our Vision

We are the world's leading provider of international cooperation services for sustainable development.





Mission Statement

- **We manage change.**

We work holistically, draw on extensive implementation experience and share responsibility for achieving objectives with our partners.

- **We provide know-how.**

Our services are built on a wealth of regional and technical competence and tried and tested management expertise.

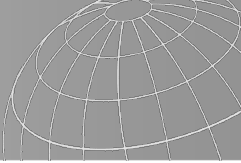
- **We develop solutions.**

We use our wide range of instruments and networks flexibly and innovatively to create value for our commissioning parties and to empower people to shape their own development processes.

- **We act as an intermediary.**

Our core competencies include balancing diverse interests in sensitive contexts and providing entry points for the private sector and civil society





Mission Statement

- **We are value-driven.**

As a federally owned enterprise, we are guided by the principles of our social order, act in the interests of Germany and, first and foremost, support the development policy of the German Government.

- **We advise policymakers.**

At home and abroad, we help decision-makers accomplish their political objectives.

- **We secure results.**

Our work is about producing results in a transparent, efficient and partner-oriented way and in line with good commercial practice.

- **We are a global player.**

Decentralised structures, intercultural competence and a highly professional workforce are the factors that fuel our success.



Thanks for your attention



Fatma Mselmi



Development and Implementation of an Accredited Cross-Universities Innovation Management Master Programme in Tunisia





Workshop Agenda 03.09.2012

Meeting DICAMP Students



Participants: All teachers and all students



10:00 - 10:15	Welcome to the first master degree students studying innovation management as part of the DICAMP Tempus project (Chiheb Bouden, Zeineb Mamlouk & Olfa Zeribi)
10:15 - 10:45	Presenting partner organisations (Kathin Möselein & present partners)
10:45 - 11:00	Overview of the curriculum and getting European experience as part of the project work and master thesis abroad (Anna Trifilova)
11:00 - 11:15	Learning objectives and outcomes of the course (John Bessant)
11:15 - 11:25	Introducing DICAMP Teaching Team (ENIT, ESSEC, IHEC and EU Partners)
11:25 - 11:40	www.dicamp.eu as a meeting point (Katja Trescher)
11:40 - 11:55	Networking and socializing with European students (Romy Hilbig & Kristin Becker)

Participants: All teachers and all students



11:55 - 12:10	Opportunities for further career-making (Anis Allagui) <i>Invited speakers:</i> Mr Wissem Krifa , an expert in innovation development projects Ms Fatma Mselmi , GIZ, German Technical Cooperation Organisation in Tunisia
12:10 - 12:25	The world of books on innovation as one way to start with (Kathrin Möslein)
12:25 - 12:40	Introduction of the students
12:40 - 12:50	FAQs: the way to find administrative answers (Anna Trifilova)
12:50 - 13:25	Questions and answers
13:25 - 13:30	Closing the meeting (All participants)
12:30 - 13:30	Lunch time