

Lebanon Innovate: Capacity Building Program on Innovation Management.

A. Introduction & Objectives:

The following is intended to show the iteration procedure of the Capacity Building agenda to 30 representatives of Lebanese industry, 10 per each of the targeted sectors (ICT, Health, Agrifood). To this end, the following is the general objective of the course, as well as a detailed explanation of the content and activities to be developed during the capacity building and coaching sessions.

Capacity Building Focus: This activity is dedicated to R&D personnel working as independent researchers or in the industry: here, the focus will be on innovation management from the private point of view, including marketing of new products, competitiveness and opportunities for new businesses offered by the innovation.

General Objective: The aim of this capacity building is to explain the concept of innovation and to raise awareness of its importance for business competitiveness. To do this, we will work on clarifying the concept itself and inform and encourage about the advantages and benefits of having an innovative business culture, we will explore the entire value chain of the innovation process and the different stakeholders to be considered in each phase, as well as the existing mechanisms for its development and the importance of collaboration as a multiplying tool. Practical case studies along the course will be developed in which participants will have to collaborate and put into use the lessons learned during the different sessions for its development.

- Specific objective 1: Raise awareness about the importance of innovation.
- Specific objective 2: Understand the innovation life cycle (from idea to market).
- Specific objective 3: Understand the different stakeholders that appear during the different stages and how to collaborate with them.
- Specific objective 4: Inform and facilitate tools to encourage a business (and open) innovative culture.
- Specific objective 5: Facilitate methodologies for the project management of innovative action to minimize risks (Innovation is always risky).
- Specific objective 6: Address industry challenges through coaching sessions.

B. Agenda and content

Innovation Capacity building and coaching:

Considering the objectives and vision, the tentative proposed agenda for the Capacity Building and Coaching Development of R&D representatives is as follows (please note that this schedule is subject to change based on challenges encountered during training): A hybrid kickoff meeting is scheduled for formal presentations by the trainer and selected applicants, along with an explanation of the methodology. The methodology will comprise four distinct sessions, with coaching sessions being assessed continuously after each topic to facilitate knowledge implementation.

| Hybrid Kick Off Meeting Session May 1st, 2024 | Innovation Life Cycle Session | Ideation Session | Project Management session | Case Study Session | Feedback Session |
|--|-------------------------------|------------------|----------------------------|--------------------|------------------|
| Introduction | Topic 1,2 | Topic 3,4,5,6 | Topic 7,8 | Topic 9 | Workshop |

Session Breakdown

Kick of Meeting Session: The Capacity Building Kick off will be a hybrid meeting. The expert and participants will be introduced to foster knowledge and collaboration among them. The Work program and calendar will be introduced.

Session 1: Innovation session: Principles of innovation will be introduced to settle a general knowledge to all participants. The concept of innovation will be explained and how experienced companies approach to it to establish an innovative business culture. Different types of innovation (Disruptive & Incremental Open & Closed) will be explored with case studies and open discussions to display the importance of collaboration and synergies for their success. To conclude the first topic, the life cycle of an innovation (from idea to market) will be explained, introducing the Technology Readiness Level ,which actors may be involved (public administration, academia, research and technology organizations, associations, and clusters & industry) and how they collaborate with each other. This first session will set the floor to the more specific topics like Ideation and Project Management.

Session 2: Ideation session: During the second session of the capacity building, we aim to focus on the project's ideation process. Having Benefit from a 40-hour blended online learning program into account the values learnt from the first block, the idea of the innovation life cycle will be introduced. To do so, participants companies structures will be identified, strengths and weaknesses, and added values that can be brought to the market. After this, we will advance into the importance of understanding participants companies position in the market, where are our competitors stronger and how to proceed on a business development strategy. With this information we will be able to define and implement a business roadmap. In addition, we will study which tools (lobbying, platforms, etc.) can help our institutions or companies get better results.

Continuously, we will translate the knowledge shared towards the innovation life cycle and business development into two specific funding schemes the Lebanese institutions can benefit from. First, we will focus on the European R&D projects, analysing the different funding instruments and the relevance Lebanon can play in them. Also, we will study how innovative solutions can make an impact for International Funding Schemes programs. In this regard, we will analyse the characteristics of the main public procurement donors, such as the European Commission or the World Bank, and how to participate in their tender process.

Session 3: Project Management session: Maximizing Success in Horizon Europe Projects through Effective Project Management. In this comprehensive session, we will explore the vital role of project management skills in achieving success within the Horizon Europe framework. Our journey took us through key topics, emphasizing not only the significance of these aspects but also practical strategies to navigate them effectively.



- **Projects Strategic Change:** We will begin by unravelling the strategic objectives of Horizon Europe and how projects should align with these goals. Understanding the ability to adapt project strategies to meet evolving priorities was a central theme.
- **Novel Projects:** Novelty and innovation are at the heart of Horizon Europe projects. We delved into what constitutes a "novel" project and the associated challenges and opportunities.
- **Execution Projects:** Effective execution is the backbone of any project. We explored the phases of project management, including planning, implementation, monitoring, and evaluation, equipping participants with valuable tools and methodologies.
- **Managing People and Teams:** People are the driving force behind project success. We focused on team dynamics, leadership styles, communication, and conflict resolution, enabling participants to build and maintain motivated and high-performing project teams.
- **Governance:** Compliance and governance are paramount in Horizon Europe projects. We examined the governance structure, roles, responsibilities, risk management, and reporting processes to ensure a seamless project operation.
- **Partners and Learning Integration:** We will discuss the art of selecting, managing, and leveraging project partners. Moreover, we stressed the importance of continuous learning and knowledge integration into project activities.
- **Stakeholder Management:** We will understand the stakeholders influence under different type of projects and how to create a stakeholder management plan.

Our interactive approach will engage participants in hands-on exercises, discussions, and real-world case studies. We will also provide practical demonstrations of project management tools and software that can be directly applied to Horizon Europe projects.

Effective project management, aligned with Horizon Europe's strategic goals, will undoubtedly enhance project success, and contribute to the advancement of cutting-edge research and innovation in the European landscape.

Session 4: Case Study: The objective of the fourth block of trainings is to support the attendees in accelerating their innovation journey to grow and improve their performance. In this regard, the capacity building will focus on analysing specific business opportunities and assessing them from the lessons learnt during previous trainings. Thus, the attendees will have to implement their acquired knowledge in identifying, designing, obtaining funding, implementing, and commercializing their research and innovation ventures. The recently acquired capacities will be supported by a specific session on tendering approach and bidding strategy.

The training will focus on a practical case. Firstly, focusing on proposal development and grants writing. Meaning, understanding how to approach each specific opportunity and how to adapt your knowledge to meet the client's needs. Then, in second place, we will focus on a specific tender opportunity, letting the participants develop their own tenders. This session will allow participants to put into practice all the concepts and ideas developed during the capacity building sessions.

Session 5: Feedback: The last session of the capacity building will focus on workshops focused on the challenges that raised during the coaching sessions and trainings. Attendees will learn how to approach real case scenarios, apply solutions and how to exploit the results.

A final exit survey will close the seminar.

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Breakdown of topics:

Topic 1. Introduction Innovation: Basics of innovation, different types of innovation (incremental, disruptive, radical, etc.), and the importance of innovation in the current business landscape.

- 10 types of Innovation
- Innovation Funnel
- Open Innovation
- Corporate Innovation

Topic 2. Innovation Strategy and Vision: Developing an innovation strategy aligned with business goals, understanding the innovation lifecycle, and integrating innovation into the business model.

- Mission - Vision- Roadmap- Innovation projects

Topic 3. Idea Generation and Creativity: Techniques for brainstorming and creative thinking, fostering a culture of innovation, and tools for idea management.

- Idea generation and brainstorming techniques
- Design sprint technique.
- Design thinking, user centred approaches and service design
- Lean Canvas/Idea validation framework
- Innovation experimental approach

Topic 4. Technology Trends, road mapping and Digital Transformation: Overview of emerging technologies (like AI, IoT, blockchain), and how they can be leveraged for innovation.

Topic 5. Business Model Innovation: Exploring new business models, value propositions, and revenue streams.

- Business Model Canvas
- Value proposition canvas
- Go-to-market roadmap.

Topic 6. Market Opportunity Analysis and Customer Insights: Techniques for market research, understanding customer needs, and using insights to drive innovation.

- Market Opportunity assessment tool

Topic 7. Project Management for Innovation Projects: Agile and lean methodologies, managing innovation projects, and balancing risk.

- European projects, funding, and management

Topic 8. Intellectual Property and Legal Aspects: Understanding IP rights, patents, and legal considerations in innovation.

Topic 9. Case Studies and Best Practices: Analysis of successful innovation examples in relevant industries, lessons learned, and strategies for implementation.



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C. Companies' Selection Criteria

As previously outlined, the Capacity Building initiative aims to accommodate a minimum of 30 representatives from the Lebanese Industry, whether individuals or companies. With a primary objective of enhancing industrial competitiveness, the sessions will concentrate on three key sectors: ICT, Health, and Agrifood. It is anticipated that at least 10 representatives from each sector will participate in every session.

Interested parties are invited to submit applications, demonstrating their eligibility for participation. Please note that the deadline for submissions is **April 1st, 2024**.

Following that objective, LeitAt has developed an Application & Scoring Process detailed in clarified in the following sections. This process will be open to every interested institution; nevertheless, selection criteria have been set to ensure the participation of the most relevant representatives from the three targeted sectors:

1- Taking this into account, candidates are required to demonstrate their suitability in their application letter according to the following criteria:

- **Introduction and Rationale:** Briefly introduce the institution represented, including its field of expertise, professional background, size, and history of innovation.
- **Strategic Vision for a Culture of Innovation:** Outline the institution's strategic vision for fostering a culture of innovation among faculties and researchers, including any identified challenges.
- **Objectives for Applied Research and IP Commercialization:** Describe the institution's key objectives in supporting the development of applied research and intellectual property commercialization.
- **Institutional Capacity and Resource Availability:** Summarize the institution's ability and the availability of resources (human capital, facilities, etc.) to benefit from Lebanon Innovate.
- **Motivation, Willingness, and Commitment:** Describe interests and suitability to participate in the initiative

2- Additionally, applicants must meet the following eligibility requirements:

- Hold a position within their institution directly related to research and development (R&D), innovation management, or strategic development.
- Possess at least a bachelor's degree in a relevant field or discipline related to innovation management, business administration, or technology management.
- Have a minimum of 3 years of professional experience in their sector, demonstrating involvement in innovation projects, R&D activities, or implementation of new technologies or business strategies.
- Demonstrate strong motivation to participate in the training and a commitment to applying gained knowledge and skills to foster innovation.
- Proficiency in English to ensure full participation and comprehension.

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D. Companies Application & Scoring Process :

To ensure the most relevant minimum 30 representatives of the Lebanese industry from the ICT, Health and Agrifood areas attend the seminar, an application and scoring process has been developed. This procedure will allow interested Lebanese companies to show their capabilities and motivation to participate in the capacity building.

To attend such seminar Lebanese companies will have to submit an online MICROSOFT FORM document that has been designed for this opportunity. This document will be evaluated carefully analysed to select the most relevant industry representatives.

To accomplish such goal, an online survey will be available for the interested bodies to apply for the capacity building event. To do so, the companies will have to submit the mentioned survey. This process will be carried out in the following link <https://forms.office.com/e/x2Q3Tr3TvX> which will be available for **3 weeks**.

As mentioned before, the body in charge of assessing the surveys will be the Evaluation Committee. Such board will be formed by members of the Leitac and Innovation Expert; they will focus on selecting 10 firms or representatives per each of the LI targeted sectors. To do so the board will follow the criteria mentioned in section "C. Companies' Selection Criteria".

This process will follow the steps described below:

- 1. Initial Screening**
- 2. Applications assessment**
- 3. Final Evaluation**
- 4. Notification**

Communication:

In order to follow lead the applicants through the application process, a communication plan has been developed and will be implemented from the application process to the notification award.

1. Application:

The application process will be made in the Microsoft Forms specified before. All data will be gathered from this survey will be collected by the Consortium Implementing Partners' internal repository - Leitac. Only these responsible bodies will have access to this repository under a password and username.

The implementing bodies will allow in the Microsoft Forms survey a direct communication box to address any doubt or request for clarification to the responsible bodies.

2. Evaluation and Selection

Once the evaluation process is completed the following communications will take place:

- Selection Notice: After the selection process an email will be sent to successful applicants with follow up and next steps document.
- Feedback to all applicants: After the selection process all unsuccessful applicants will receive feedback email from the selection committee.

F. Timeline:

We have set a tentative timeline showing the steps to be taken from the moment this document is issued to final exit survey. It shows as follows:

| GANTT CHART Procedure Timeline | Month 1 | | | | Month 2 | | | | Month 3 | | | | Month 4 | | | | Month 5 | |
|---|---------------------|----|----|----|---------|----|----|----|---------|-----|-----|-----|---------|-----|-----|-----|---------|-----|
| | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | W9 | W10 | W11 | W12 | W13 | W14 | W15 | W16 | W17 | W18 |
| Publication of the ToR | [Gantt bar: W1] | | | | | | | | | | | | | | | | | |
| Tender Notice | [Gantt bar: W1] | | | | | | | | | | | | | | | | | |
| Open Application Phase | [Gantt bar: W2-W4] | | | | | | | | | | | | | | | | | |
| Initial Screening & Platform Settlement | [Gantt bar: W2] | | | | | | | | | | | | | | | | | |
| Open Registration Survey | [Gantt bar: W3-W4] | | | | | | | | | | | | | | | | | |
| Evaluation Phase | [Gantt bar: W5-W6] | | | | | | | | | | | | | | | | | |
| Application Assessment | [Gantt bar: W5] | | | | | | | | | | | | | | | | | |
| Final Evaluation Notification | [Gantt bar: W6] | | | | | | | | | | | | | | | | | |
| Capacity Building & Coaching | [Gantt bar: W7-W18] | | | | | | | | | | | | | | | | | |
| 12-Week Seminar | [Gantt bar: W7-W18] | | | | | | | | | | | | | | | | | |
| Introduction | [Gantt bar: W7] | | | | | | | | | | | | | | | | | |
| Coaching Session 1 | [Gantt bar: W8] | | | | | | | | | | | | | | | | | |
| Coaching Session 2 | [Gantt bar: W9] | | | | | | | | | | | | | | | | | |
| Coaching Session 3 | [Gantt bar: W10] | | | | | | | | | | | | | | | | | |
| Coaching Session 4 | [Gantt bar: W11] | | | | | | | | | | | | | | | | | |
| Coaching Session 5 | [Gantt bar: W12] | | | | | | | | | | | | | | | | | |
| Coaching Session 6 | [Gantt bar: W13] | | | | | | | | | | | | | | | | | |
| Coaching Session 7 | [Gantt bar: W14] | | | | | | | | | | | | | | | | | |
| Coaching Session 8 | [Gantt bar: W15] | | | | | | | | | | | | | | | | | |
| Coaching Session 9 | [Gantt bar: W16] | | | | | | | | | | | | | | | | | |
| Coaching Session 10 | [Gantt bar: W17] | | | | | | | | | | | | | | | | | |
| Exit Survey | [Gantt bar: W18] | | | | | | | | | | | | | | | | | |



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FG. Logistics:

The details for the hybrid Capacity Building Kickoff meeting, including the date, time, and location, are yet to be determined. Selected partners will meet in person, while expert and international partners will join online.

1. Hybrid Kick off Meeting.

In the case of a face-to-face scenario, the meeting will take place in Lebanon.

- **Venue address:** The venue will be selected with the appropriate facilities for presentations, workshops, and group activities. It will be communicated through Leitat email services and Microsoft Teams External chat.
- **All printed materials** such as program schedules, handouts, and reference materials will be delivered at the beginning of the kick off meeting, also digital accessibility to materials will be granted in advance for easy reference through Microsoft Teams.
- **Feedback Forms:** Feedback forms and surveys will be distributed between the participants to provide input on the program. A survey forms will be sent to participants 7 days after the finalization of the program with a Microsoft Forms link through a Leitat institutional email.
- **Networking Opportunities:** During the face-to-face Kock off meeting networking opportunities will take place to facilitate interaction among participants and create synergies during the working hours.
- **Collaborative Activities:** group activities are developed to encourage collaborations between industries representatives and relationship-building.
- **Safety and Security:** Emergency procedures will be handed ahead of the meeting, including contact information and evacuation plans. All procedure documents will be sent by email to participants and filed in the Microsoft External Teams.
- **Documentation:** Participants must present their personal document as well as an institution letter to confirm their participation.
- **Certificates:** with the finalization of the capacity building, certificates will be prepared and signed by experts in the field and Leitat Technological Centre authorities and be sent to participants by email within 2 weeks after the conclusion of the program.

2. Online sessions

Coaching and training sessions will take place online and all participants will be provided with the necessary information and tools to attend.

- **Platform Selection:** Applicants will receive a formal invitation to a Microsoft External Teams where continuous communication and program documents will be filed. Every communication will be automatically sent to applicants by email. Tools: Microsoft Teams.
- **Participant Guidelines:** Any specific required document will be communicated to participants in advance through Microsoft Teams live chat and email. Tools: live chat support, Microsoft Teams
- **Digital Resources:** All materials will be accessible online, including presentations, handouts, and supplementary materials. Tool: Microsoft Teams
- **Interactivity Tools: Polls and Surveys:** Interactive features will be accessible for participants and gather real-time feedback. Tool: Microsoft Forms
- **Collaboration Tools: Group Activities:** virtual group activities and collaboration tools will be implemented. Tool: Miro

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- **Communication Channels: Chat and Messaging:** clear communication channels for participants will be established. Tool: Chat within the virtual platform. Microsoft Teams
- **Networking Opportunities: Virtual Breakout Rooms:** Virtual breakout rooms for smaller group discussions will be encouraged. Tool: Microsoft Teams channels
- **Schedule Flexibility: Recording Sessions:** Record sessions for participants with technical problems will be available. Tool: Session recording features within the virtual platform.
- **Security Measures: Access Control:** access controls will be delivered to ensure the security of online sessions. Tool: Password protection and waiting room features in virtual platforms.
- **Pre-Event Training: Orientation Session:** an orientation session before the program will be held to familiarize participants with the online tools. Tools: Pre-event webinars using Microsoft Teams.
- **Post-Event Resources: Archived Materials:** Participants will have access to recorded sessions and additional resources post-event. Tool: Shared folders in Microsoft Teams
- **Feedback Mechanisms:** feedback through online surveys will be gathered to evaluate the effectiveness of the online program. Tool: Microsoft Forms

Additional information

Any additional information can be requested to tenders@leitat.org adding in CC: fjulia@leitat.org.

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