

Smart Innovation Set

coordinated by
Dimitri Uzunidis

Volume 32

Entrepreneurship and Innovation Education

Frameworks and Tools

Marcos Lima

Color Section

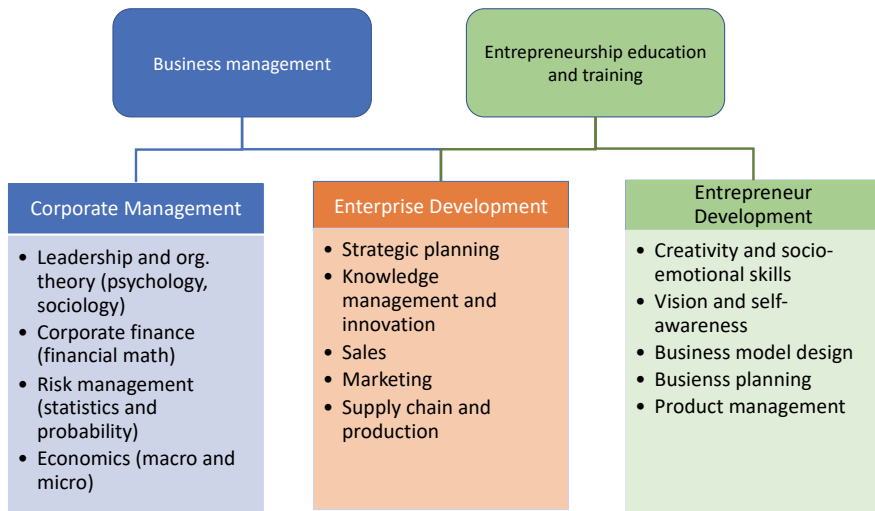


Figure 1.1. *Business management versus entrepreneurship education (adapted from Valerio et al. 2014)*

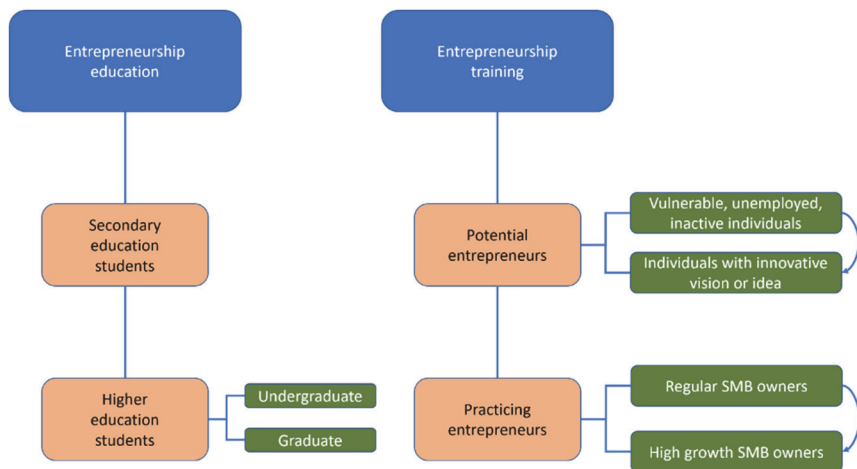


Figure 1.2. *Differences between entrepreneurship education and training (adapted from Valerio et al. 2014)*

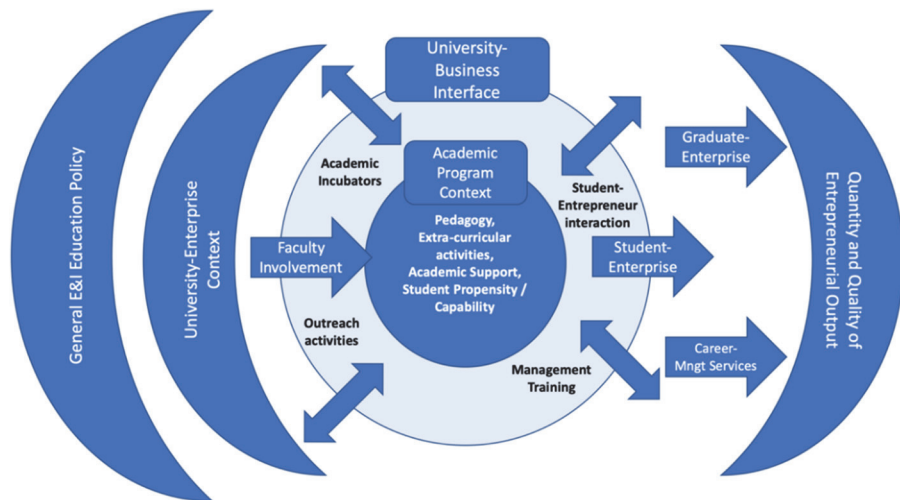


Figure 1.3. *University–enterprise interface and the entrepreneurial ecosystem (adapted from Pittaway and Cope 2007)*

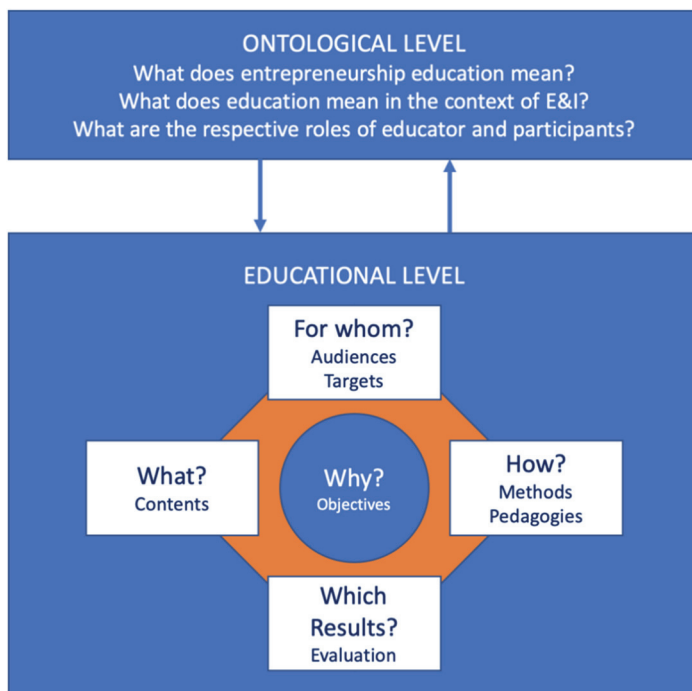


Figure 1.5. *Key questions in entrepreneurship education (adapted from Fayolle and Gailly 2008)*

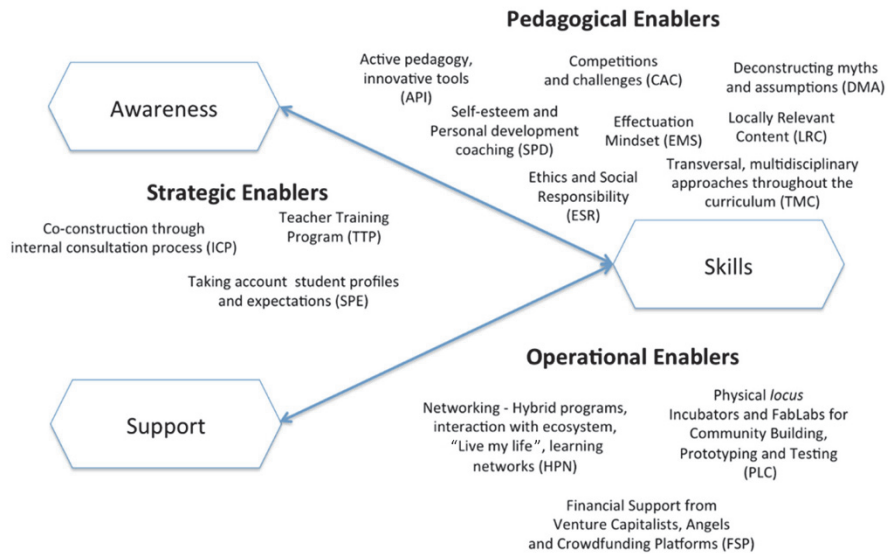


Figure 1.6. Framework for evaluating effectiveness of entrepreneurship education (Albertini et al. 2019)

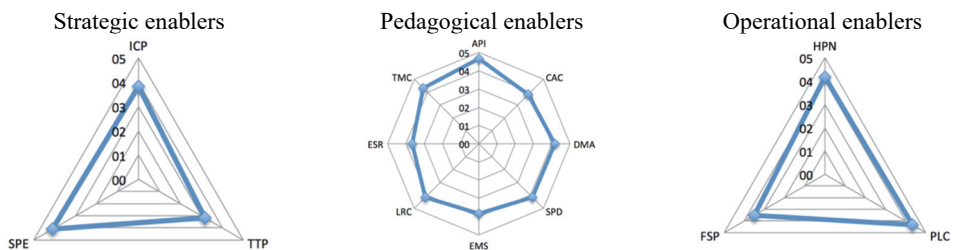


Figure 1.7. Enablers of the entrepreneurial environment at University of Corsica (Albertini et al. 2019)

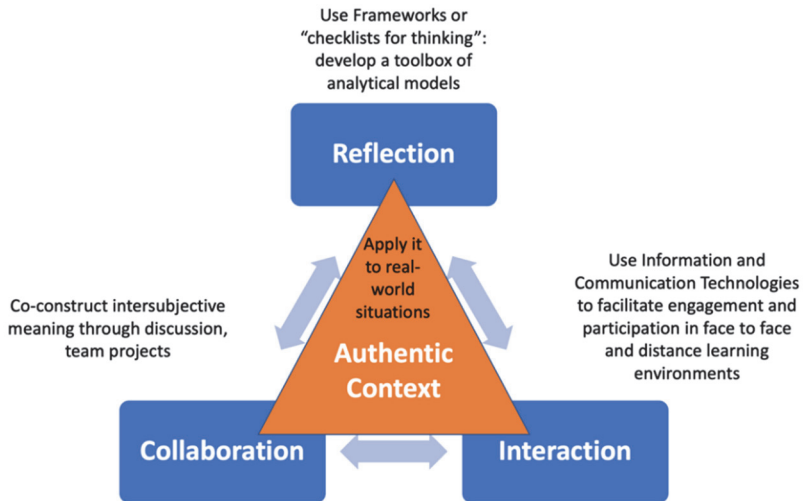


Figure 1.8. *Concept of Collaborative Interactivity (adapted from Lima 2003)*

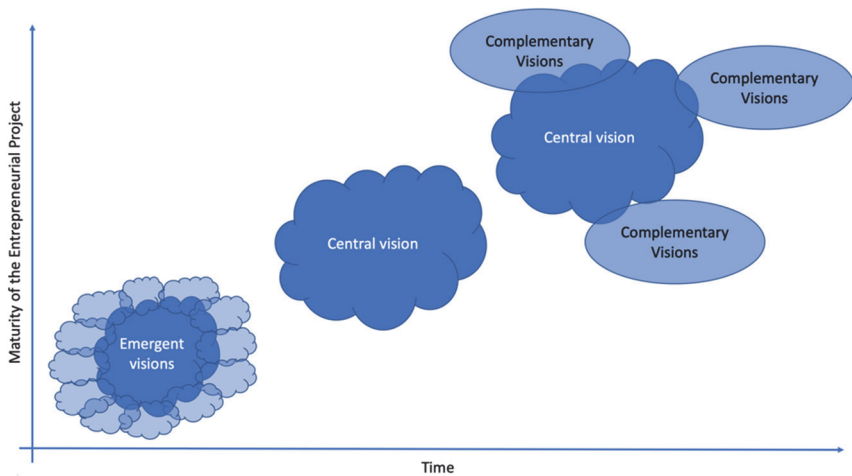


Figure 2.1. *Progression from emergent to central to complementary visions (based on Filion 1991)*

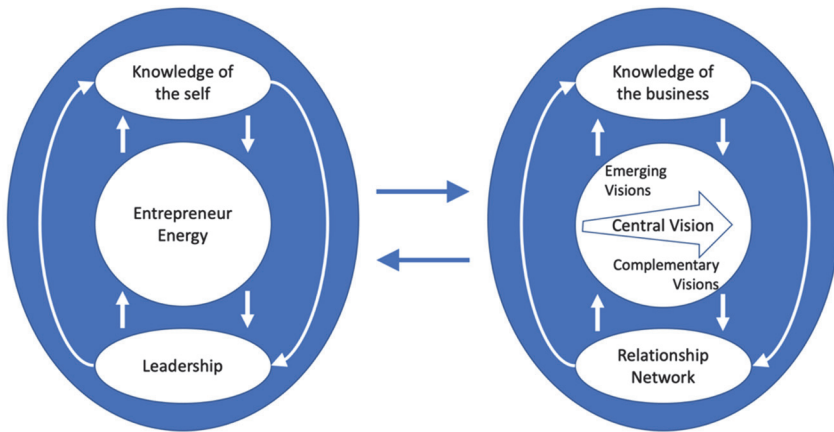


Figure 2.2. Relationship between elements supporting the entrepreneur's visionary process (adapted from Filion 1991)

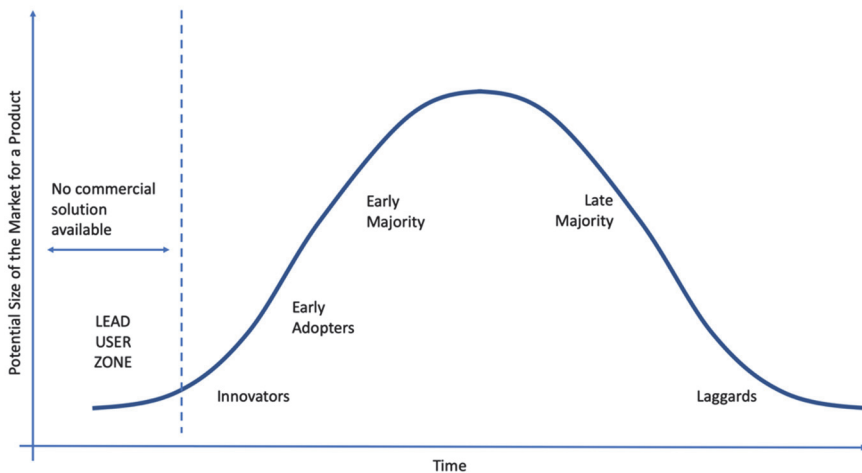


Figure 2.3. Lead users develop a solution to a deeply felt need before it is commercially available (adapted from Von Hippel, 1988)

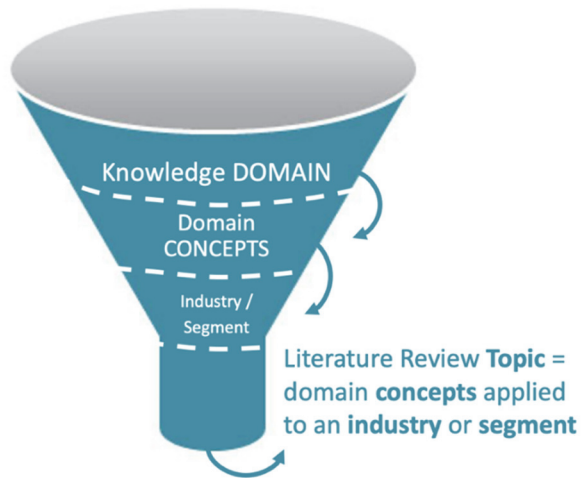


Figure 3.1. *Elements of a funnel-like literature review structure (developed by the author)*

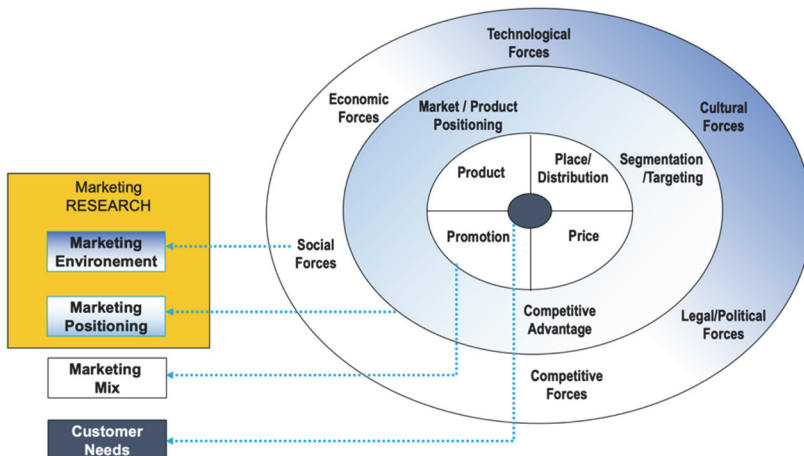


Figure 3.2. *Market analysis: from the marketing environment to the marketing mix*

P	E	S	T	E	L	C
<ul style="list-style-type: none"> • Government policy • Political stability • Corruption • Foreign trade policy • Tax policy • Trade barriers 	<ul style="list-style-type: none"> • Economic growth • Exchange rates • Interest rates • Inflation • Overall Disposable Income trends • Inequality • Unemployment • Infrastructure 	<ul style="list-style-type: none"> • Population growth • Age distribution • Career attitudes • Safety emphasis • Health attitudes • Lifestyle attitudes • Cultural traits 	<ul style="list-style-type: none"> • Technological trends • Tech incentives • Level of innovation • Automation • R&D • Technological change • Technological awareness 	<ul style="list-style-type: none"> • Climate change impacts • Environmental policies • Pressure from NGOs • Weather 	<ul style="list-style-type: none"> • Antitrust laws • Employment laws • Consumer protection • Copyright and patent protection • Health safety laws 	<ul style="list-style-type: none"> • Existing competitors • New entrants/Entry barriers • Substitutes • Bargaining power of suppliers • Bargaining power of buyers

Figure 3.3. *The Political, Economic, Socio-Cultural, Technological, Environmental, Legal and Competitive external environment framework*

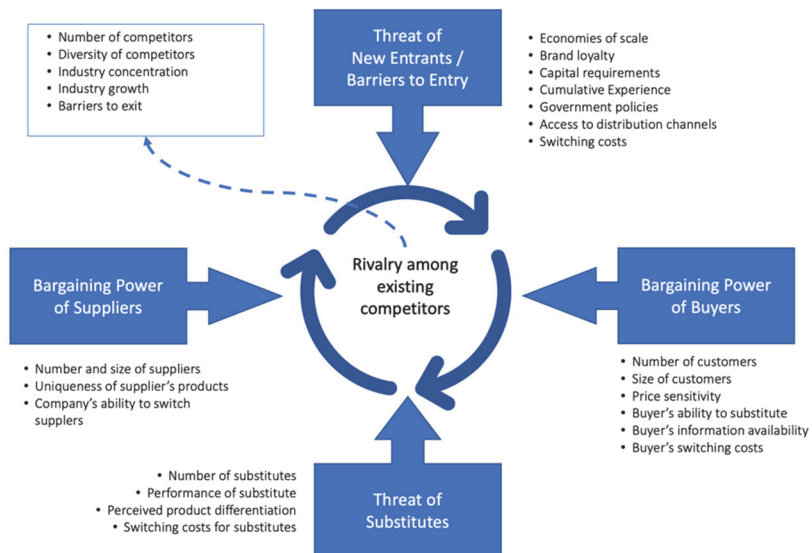


Figure 3.4. *Porter's extended rivalry model (1980)*

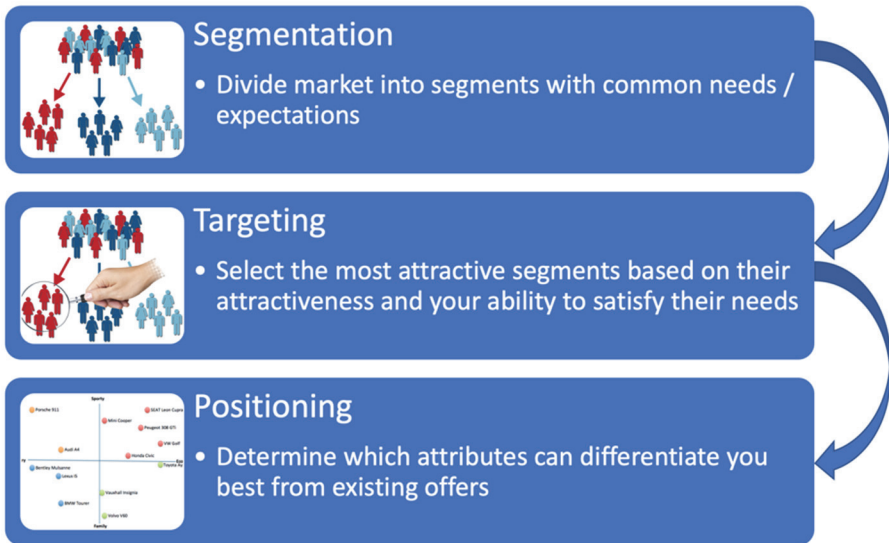


Figure 3.5. Segmentation–targeting–positioning process

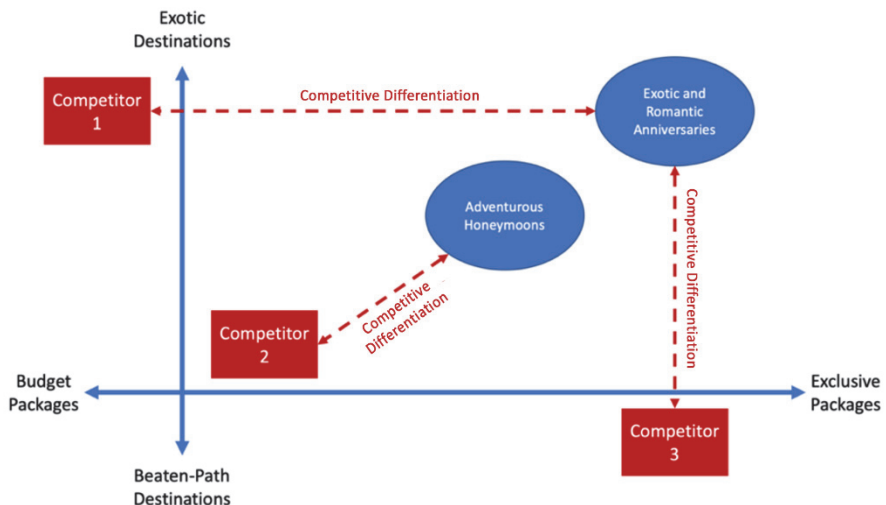


Figure 3.6. Example of perceptual map for the segmentation table above

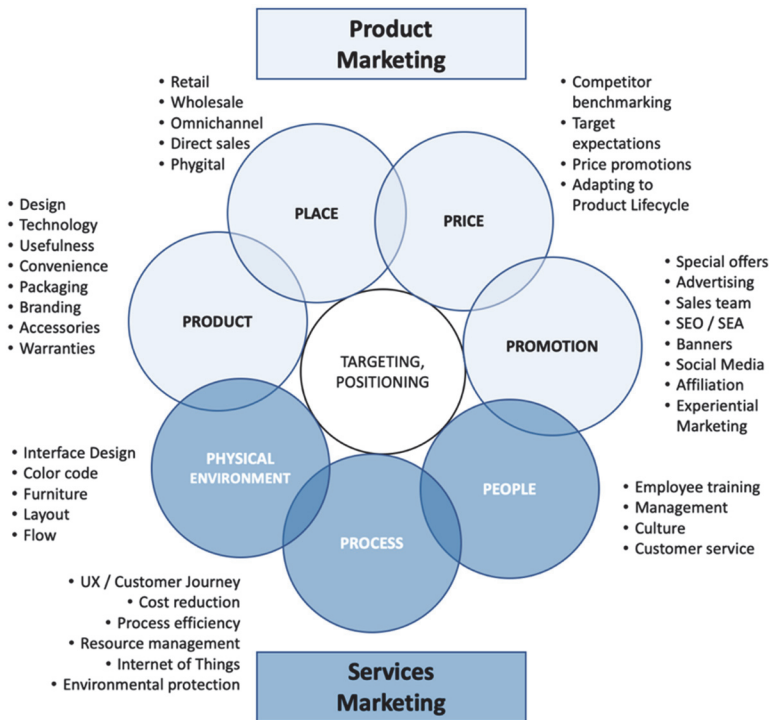


Figure 3.7. *The 4Ps of product marketing and the 3Ps of service marketing*

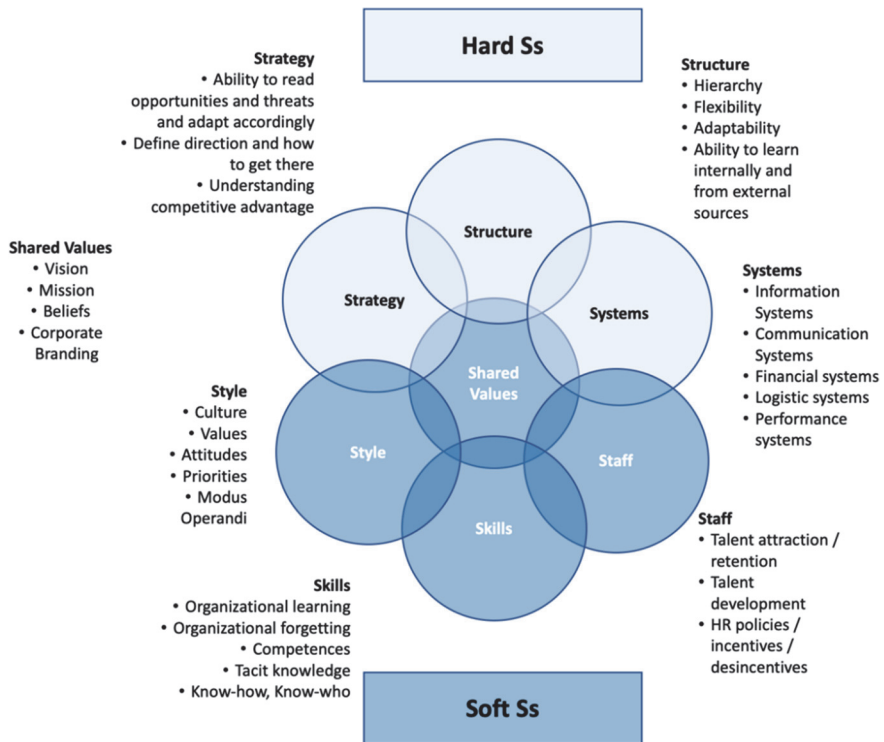


Figure 3.8. McKinsey's 7S framework

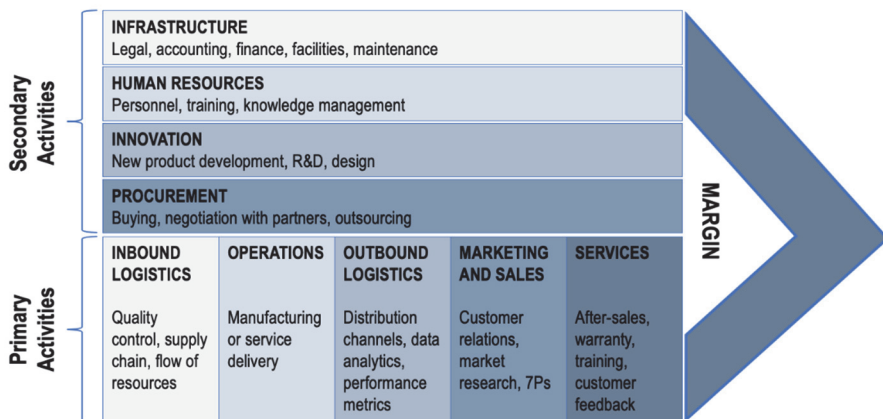


Figure 3.9. Value Chain model (adapted from Porter 1980)

	Strengths S1. ... S2. ... Sn. ...	Weaknesses W1. ... W2. ... Wn. ...
Opportunities O1. ... O2. ... On. ...	Offensive (SO) S2O3. Action plan S3O4. Action plan SnOn. Action plan	Offensive-Enabling (WO) W4O4. Action plan W3O1. Action plan WnOn. Action plan
Threats T1. ... T2. ... Tn. ...	Defensive (ST) S1T3. Action plan S4T1. Action plan SnTn. Action plan	Defensive-Enabling (WT) W3T4. Action plan W2T2. Action plan WnTn. Action plan

Figure 3.10. TOWS matrix with offensive and defensive strategies

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	A	B	C	D	E	F	G	H	I	J
1	BP Dashboard	Link to Business Plan	Opportunities and Threats			Strengths and Weaknesses				
2			External Environment Analysis			Strategic Marketing	Operational Marketing	Organization	Value Creation	Financial Plan
3	Framework		PESTEL	Porter 5F	Market Research	STP	4P or 7P	7S	Porter's Value Chain	
4	Due Date		Due Date 1	Due Date 2	Due Date 3	Due Date 4	Due Date 5	Due Date 6	Due Date 7	Due Date 8
5	Student A	Link A	Peer Review A	Peer Review A	Peer Review A	Peer Review A	Peer Review A	Peer Review A	Peer Review A	Peer Review A
6	Student B	Link B	Peer Review B	Peer Review B	Peer Review B	Peer Review B	Peer Review B	Peer Review B	Peer Review B	Peer Review B
7	Student C	Link C	Peer Review C	Peer Review C	Peer Review C	Peer Review C	Peer Review C	Peer Review C	Peer Review C	Peer Review C
8	Student D	Link D	Peer Review D	Peer Review D	Peer Review D	Peer Review D	Peer Review D	Peer Review D	Peer Review D	Peer Review D
9	Student n	Link n	Peer Review n	Peer Review n	Peer Review n	Peer Review n	Peer Review n	Peer Review n	Peer Review n	Peer Review n

Figure 3.11. Example of a Google Docs shared sheet as a peer-review dashboard

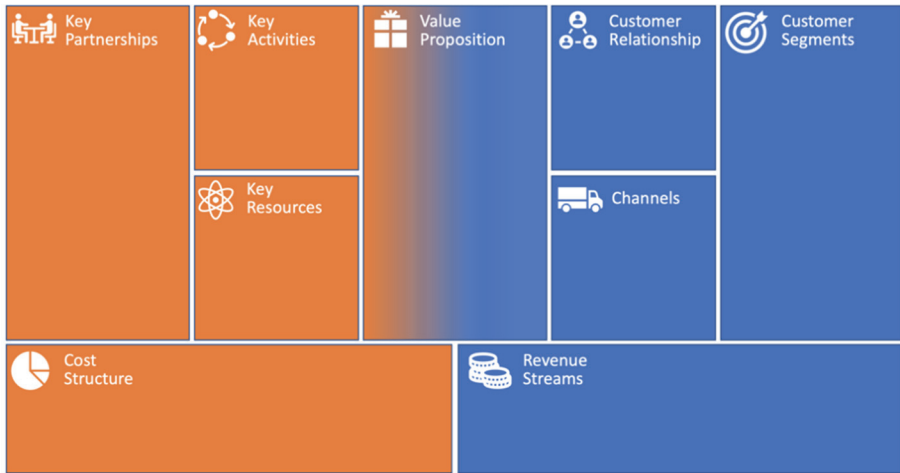


Figure 4.1. *The Business Model Canvas (adapted from Osterwalder and Pigneur, 2010)*

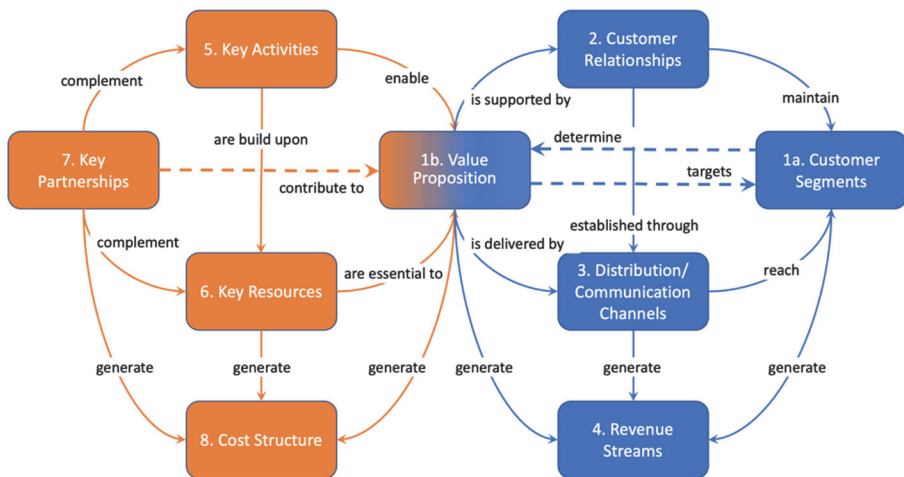


Figure 4.2. *Value flow in the ontology diagram of the Business Model Canvas (adapted from Fritscher and Pigneur 2010)*

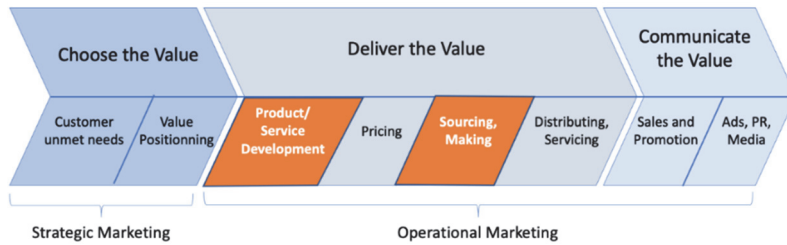


Figure 4.3. Value delivery system (adapted from Lanning and Michaels 1988)

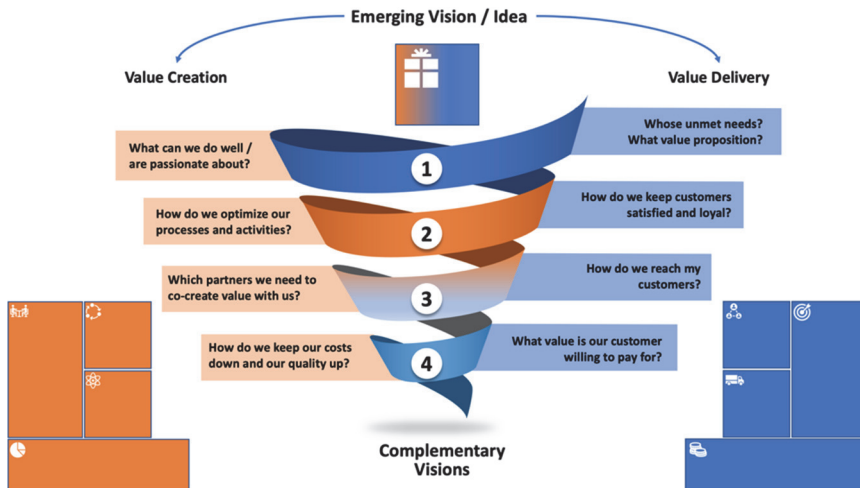


Figure 4.4. Iterative approach between the value creation and value delivery sides of the BMC (source: the author)

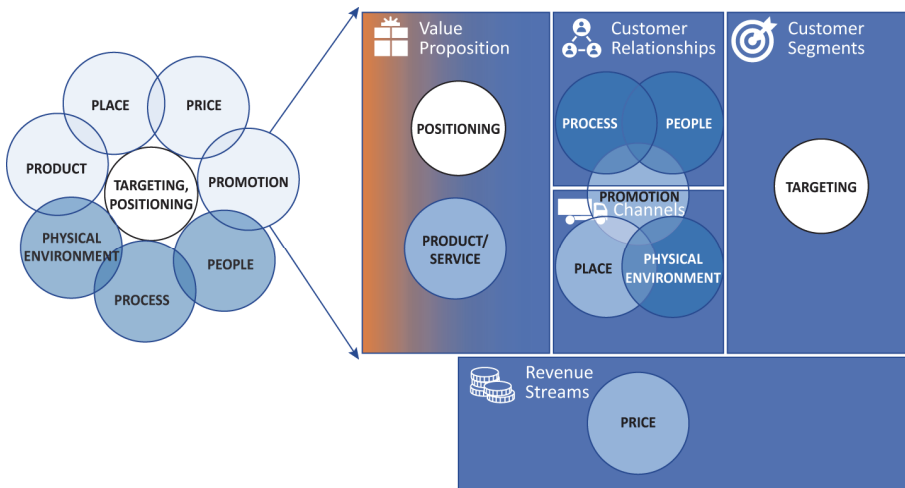


Figure 4.5. Equivalence between 7P framework and the right side of the BMC

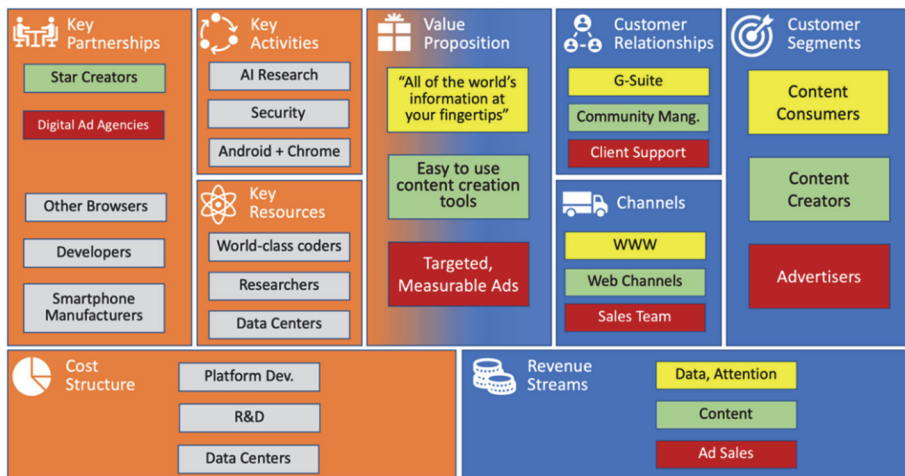


Figure 4.6. An example of a color-coded multiple-sided business model: Google Search (created by the author)

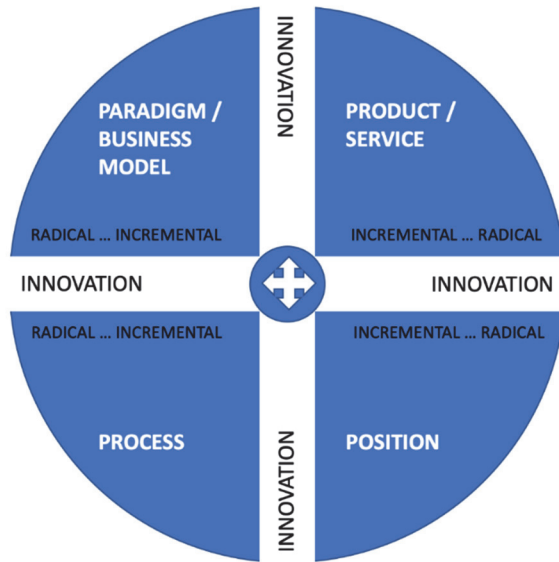


Figure 4.7. Tidd and Bessant's innovation wheel (adapted from Tidd and Bessant 2013)

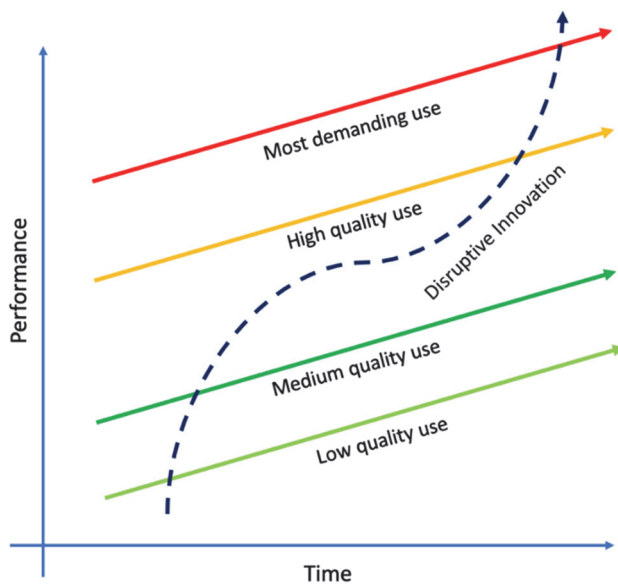


Figure 4.8. Adoption rate of disruptive innovations (adapted from Christensen 1997)

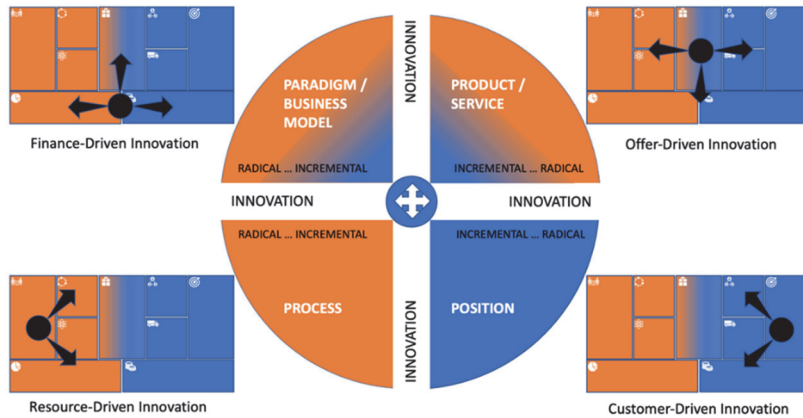


Figure 4.9. Tidd's 4Ps (2013) associated with Osterwalder and Pigneur's (2010) innovation typology (compiled by the author)

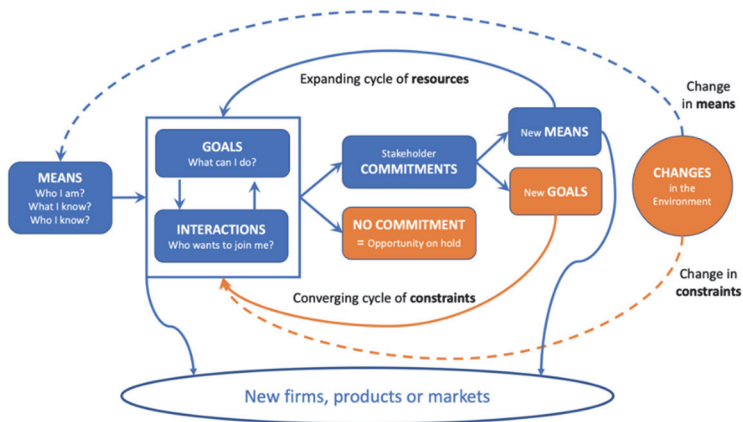


Figure 4.10. The effectuation process (adapted from the Society for effectual Action, <https://www.effectuation.org/>)

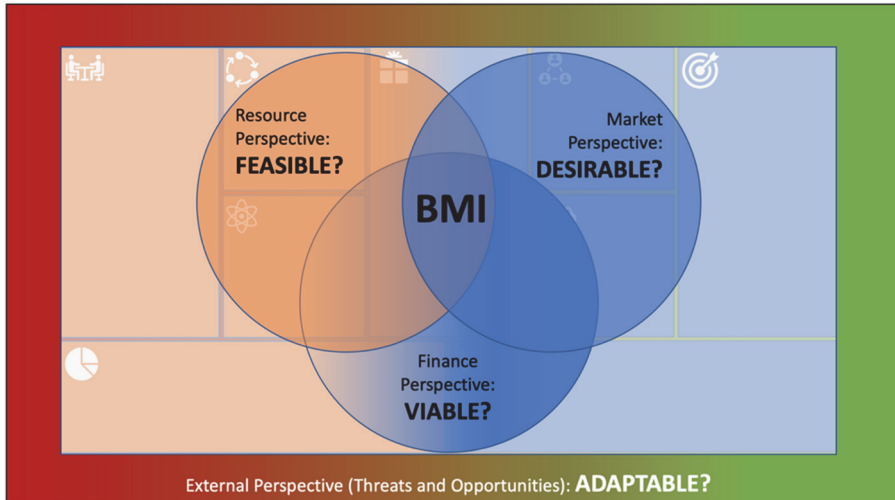


Figure 4.11. Four key questions to ask about any innovation opportunity (adapted from Osterwalder 2016)

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	A	B	C	D	E	F
1	Business Model Innovation Dashboard					
2	Role	Leadership function	Group A	Group B	...	Group N
3	Chief Executive Officer (CEO)	Strategy / External Environment	Student A1	Student B1	...	Student N1
4	Chief Marketing Officer (CMO)	Value Delivery, right side of BMC	Student A2	Student B2	...	Student N2
5	Chief Operating Officer (COO)	Value Creation, left side of BMC	Student A3	Student B3	...	Student N3
6	Company	Uber	Netflix	Starbucks	IKEA	
7	Business Model Innovation Idea		Uber for Pets	Social Layer	Starspresso	AR Shopping
8	Link to Group PPT		bit.ly/ALZhFH	bit.ly/amlrkje	bit.ly/LKEJRL	bit.ly/LKEJre

Figure 4.12. Collaborative dashboard to create multiple-role teams for innovation project (source: author)

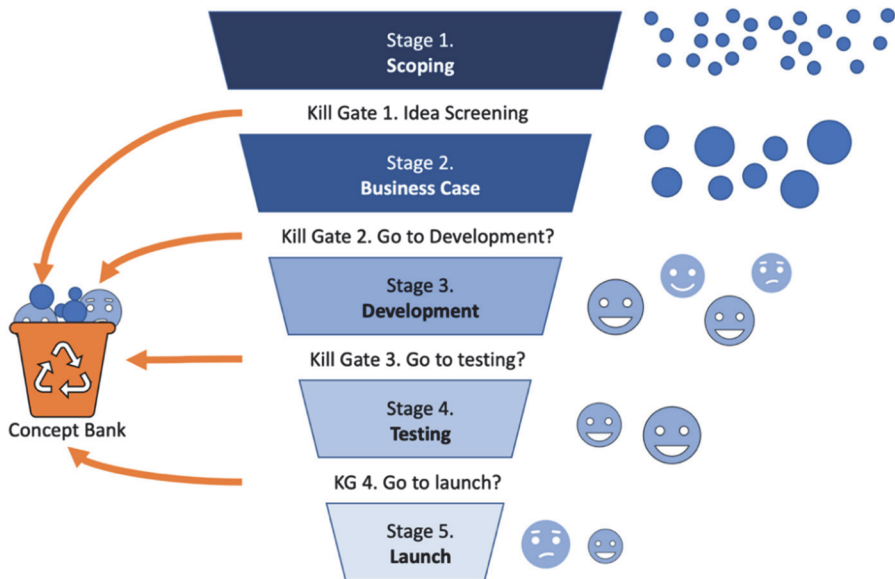


Figure 5.1. *The stage-gate system (adapted from Cooper 1990)*

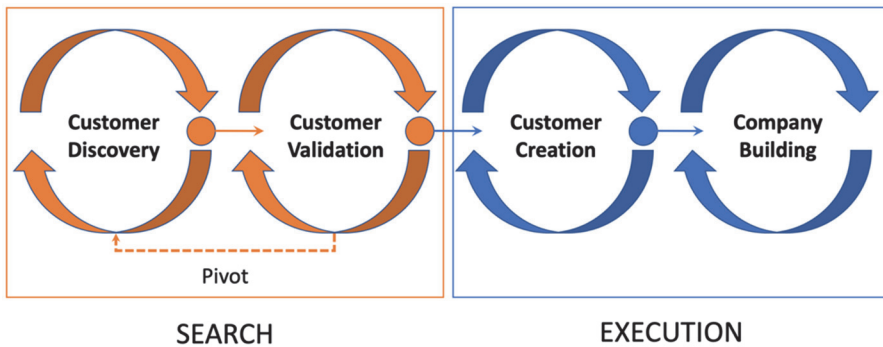


Figure 5.2. *The Customer Development Model (Blank 2020)*

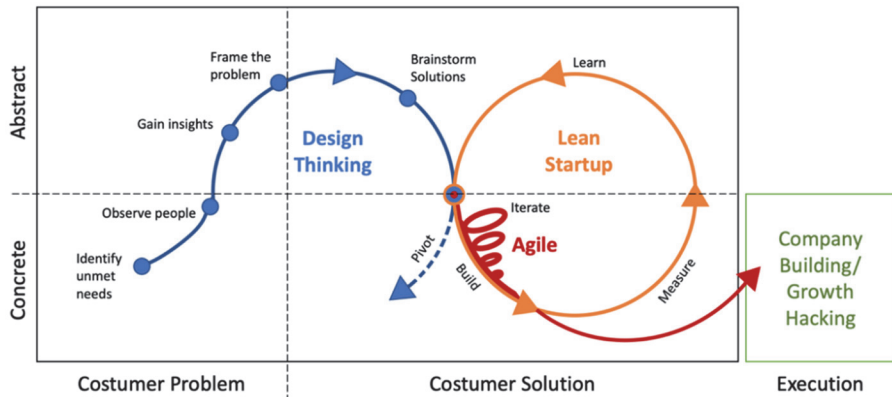


Figure 5.3. *Design Thinking and Lean Startup approaches to innovation (adapted from Brand et al. 2019)*

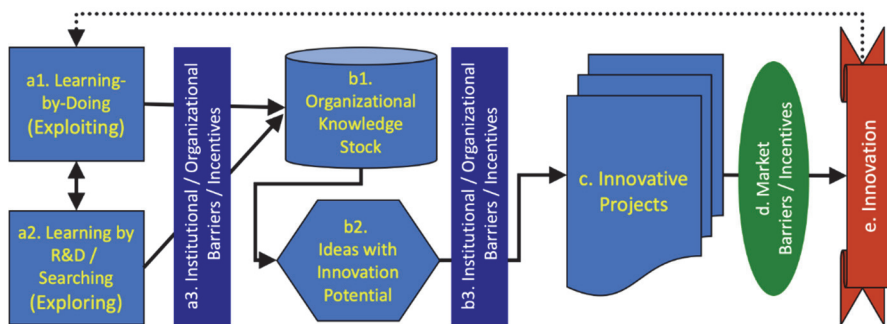


Figure 5.4. *Traditional organizational learning and innovation (based on Lima 1997)*

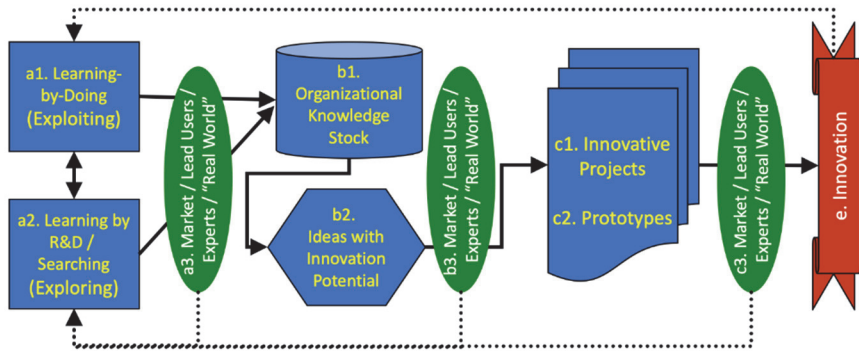


Figure 5.5. Learning in an organization embedded with DT principles

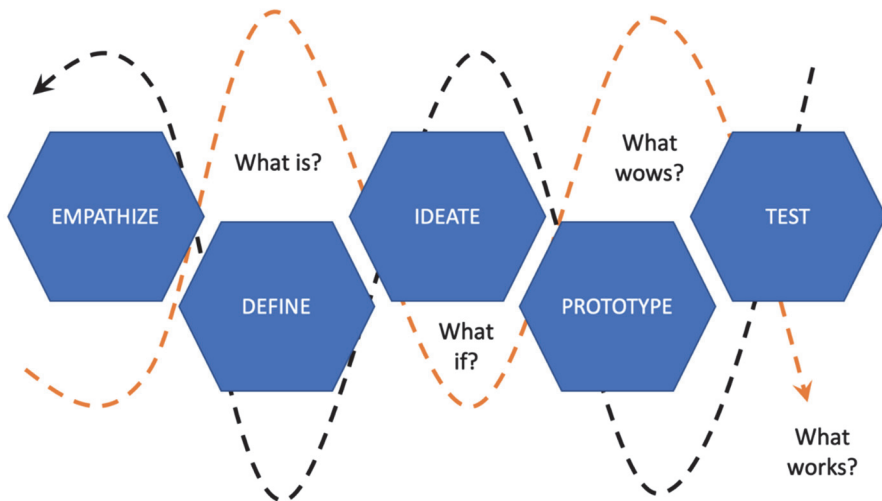


Figure 5.6. Design Thinking stages (adapted from the d.school framework, Stanford)

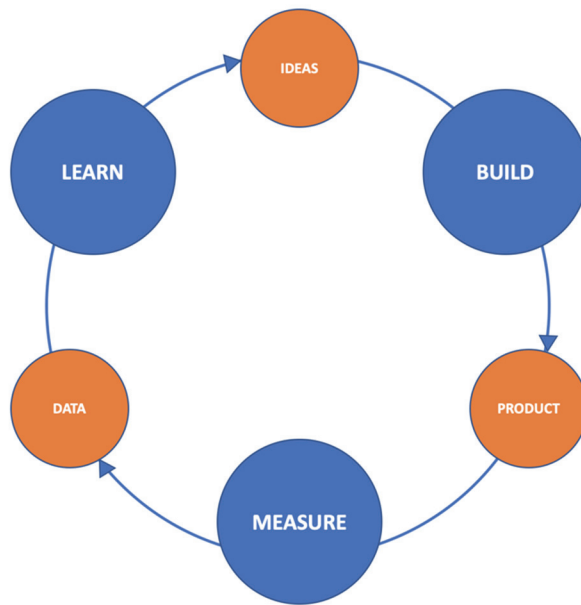


Figure 5.7. *Lean Startup cycle (Ries, 2011)*

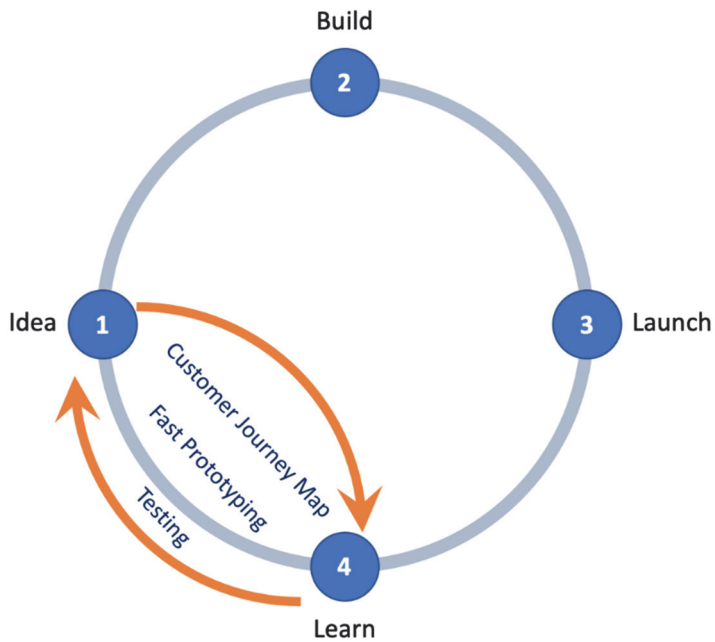


Figure 5.8. *Simplified design sprint stages (adapted from Knapp et al. 2016)*

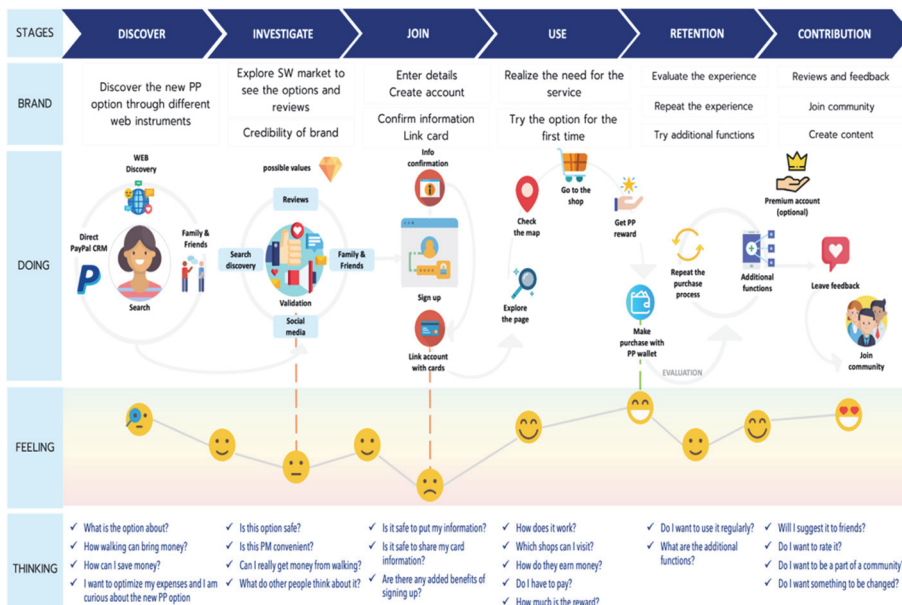


Figure 5.9. Example of CJM created by student Manon Ray and a group of colleagues in an innovation class at Skema Business School (reproduced with permission from the authors)

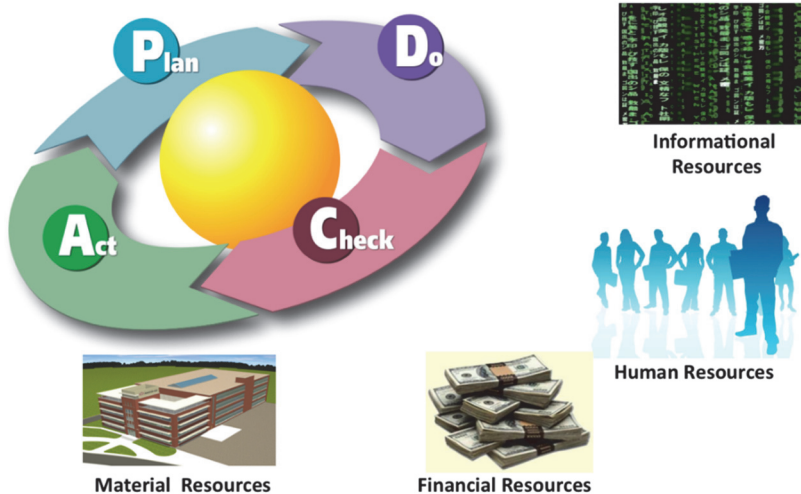


Figure 6.1. The “DNA” of management problems

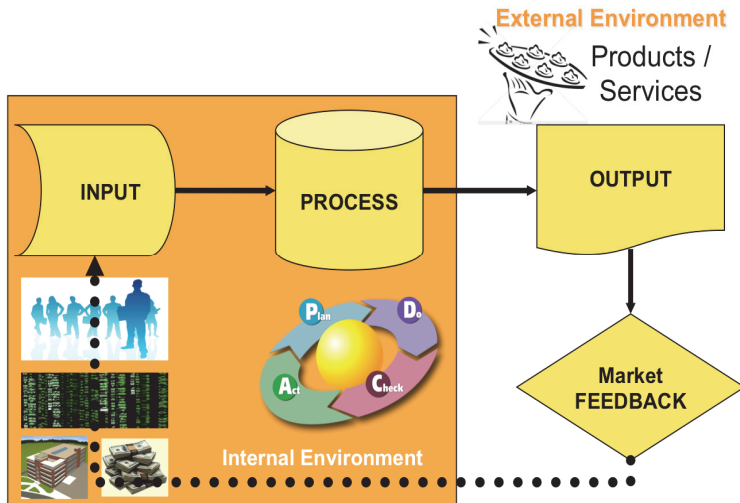


Figure 6.2. Illustration of a management system

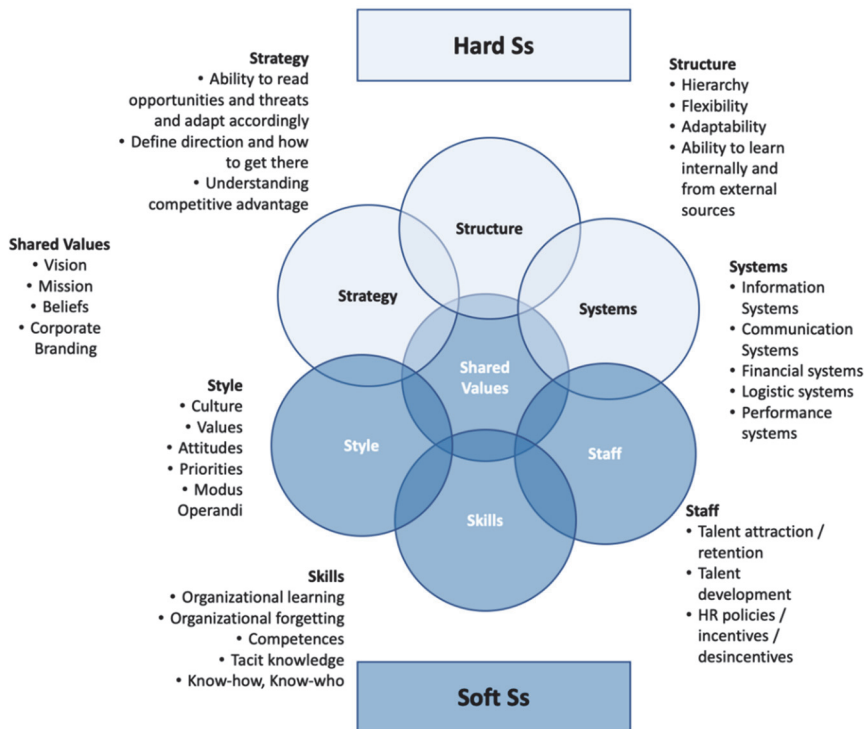


Figure 6.3. Revisiting McKinsey's 7S framework

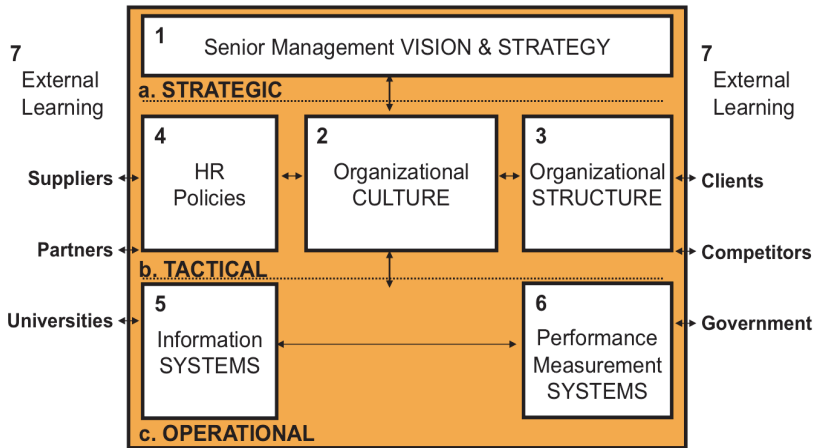


Figure 6.4. The seven dimensions of knowledge management (Terra, 2001)

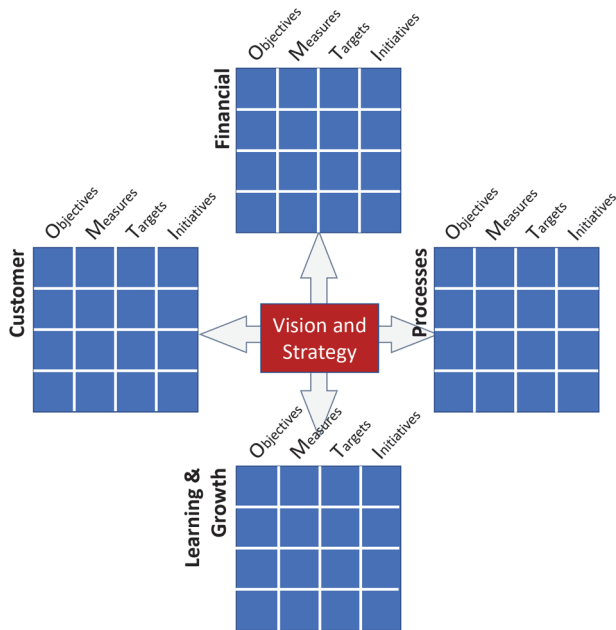


Figure 6.5. The Balanced Scorecard (adapted from Kaplan and Norton 1996)

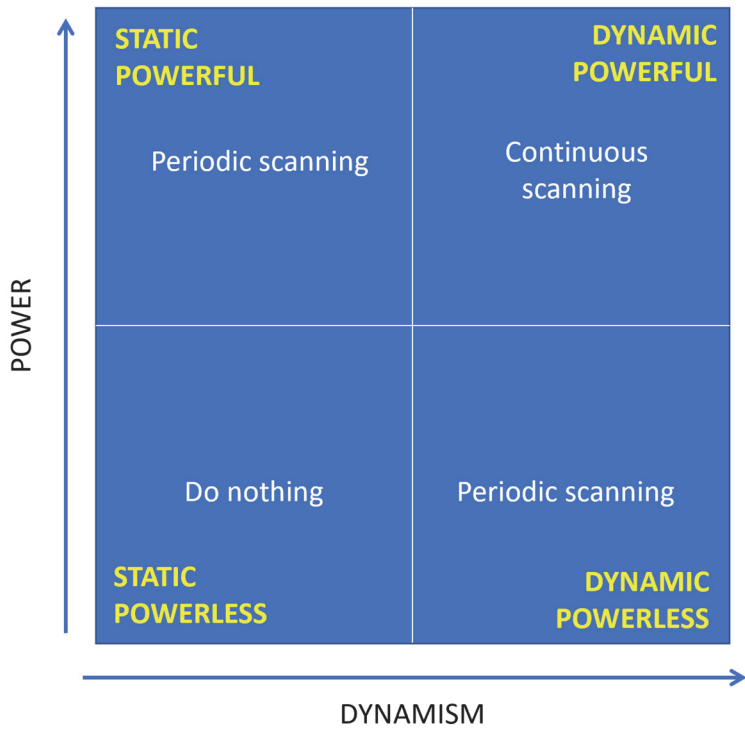


Figure 6.7. Stakeholder priority mapping (adapted from Mendelow 1981)