

FHV

Vorarlberg University
of Applied Sciences

A lecture on „Linking Innovation to Business Objectives“

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RUN-EU InnoBoost

Innovation Pedagogy Workshop Series for Educators

5th Nov 2025

Overview



- Introduction & definitions
 - Creativity, Ideas & Innovation
 - Entrepreneurship
- Design Theory
 - Theory at a glance
 - Circular Entrepreneurship & Method: Circotrack VCF
- Bringing Innovation to market: implementation & management
 - Scrum
 - Balanced Scorecard
- Q&A

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What is creativity? What is an idea?

- Phenomena such as inventing and discovering, as well as productive and creative thinking
- The constructive; constructive and creative process
- The ability of people to produce compositions, products or ideas ... the creative product



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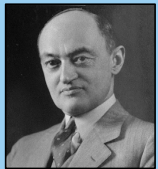


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What is an innovation?

- Innovation, imitation, invention (Schumpeter, 1911)
- Creative destruction (Schumpeter, 1934)
- Technological progress (Schumpeter, 1954)



Production innovation

Process innovation

Development of new sales markets

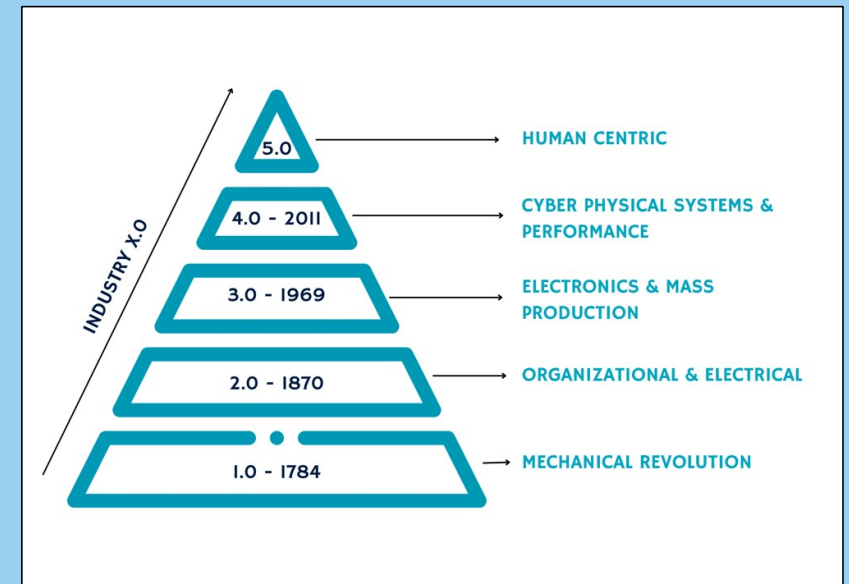
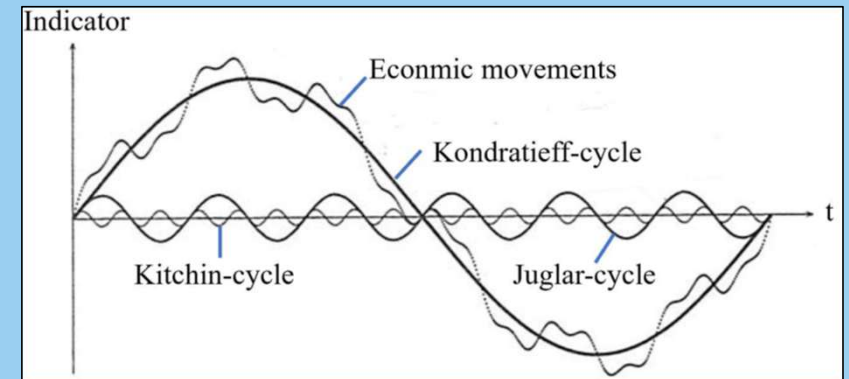
Development of new sources of raw materials
and semifinished products

Re-organization, monopolistic organization

Breaking monopoly

Technology

Organizational measures



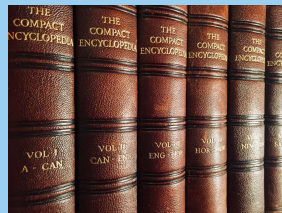
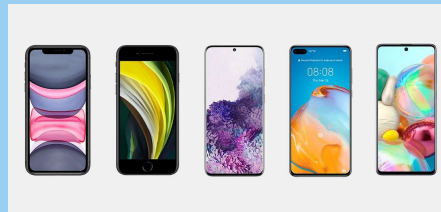
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A possible solution: what is innovation?



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Common summary: ideas, creativity – innovation

- **Creativity** is mostly considered as the foundation for **generating ideas** and therefore can be associated as a factor leading to innovation (Kowalski, 2018)
- ... no general agreement between researchers how to define the term “**innovation**” and how to clearly separate it from the terms “creativity” and “idea” (Anderson, Potocnik, & Zhou, 2014)
 - production of ideas
 - implementation of ideas

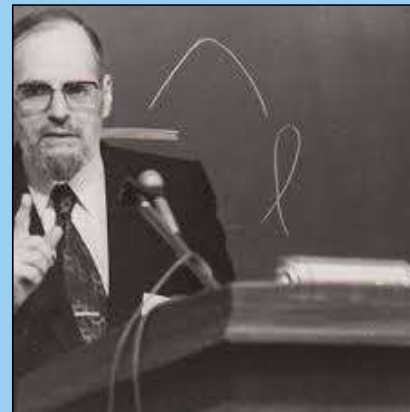
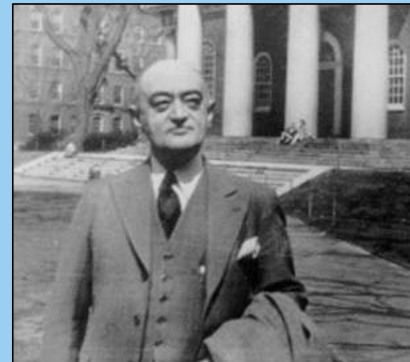
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Entrepreneurs



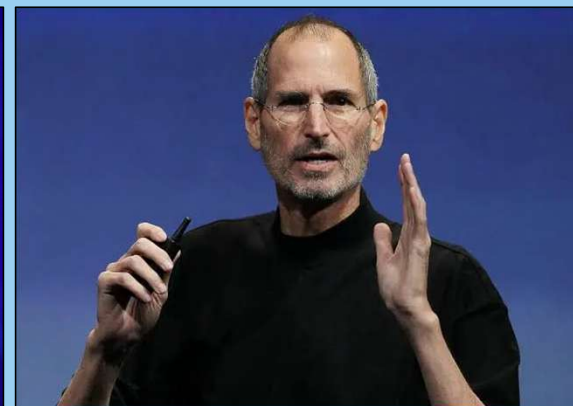
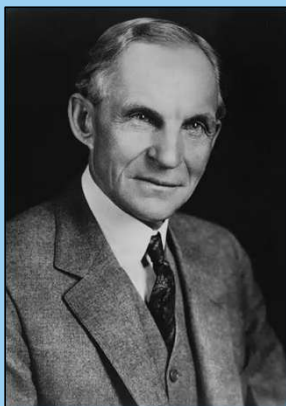
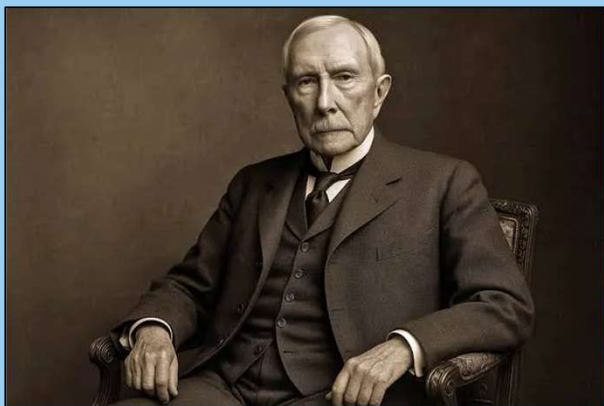
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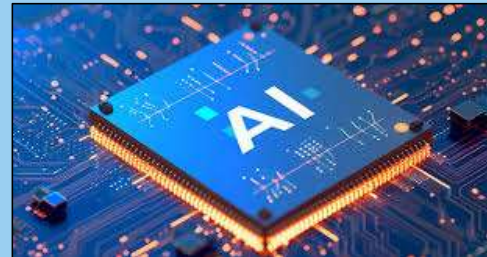
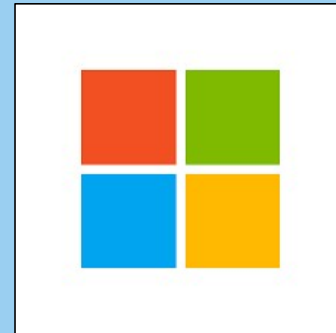
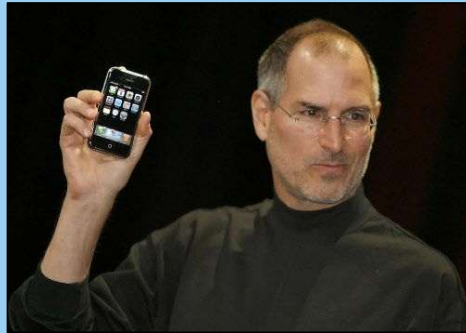
Entrepreneurs



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How entrepreneurs changed the world?



+ millions more

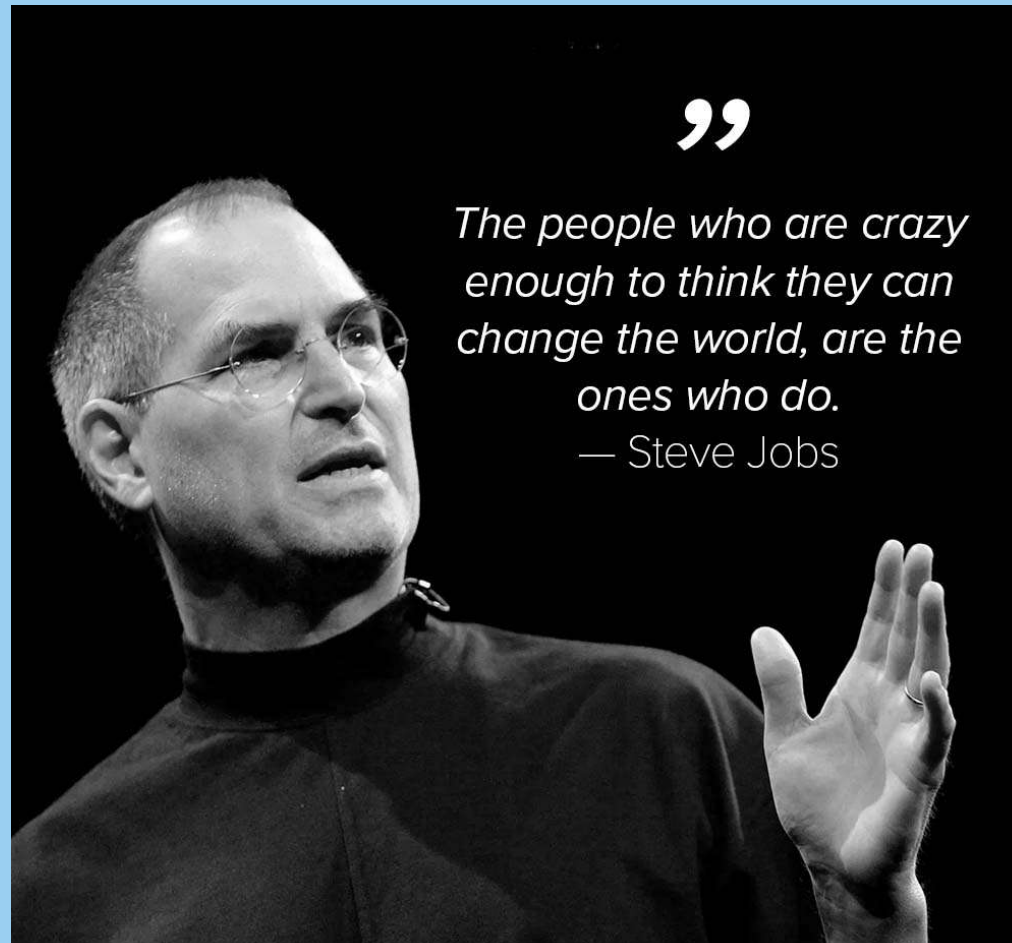
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How entrepreneurs changed the world?



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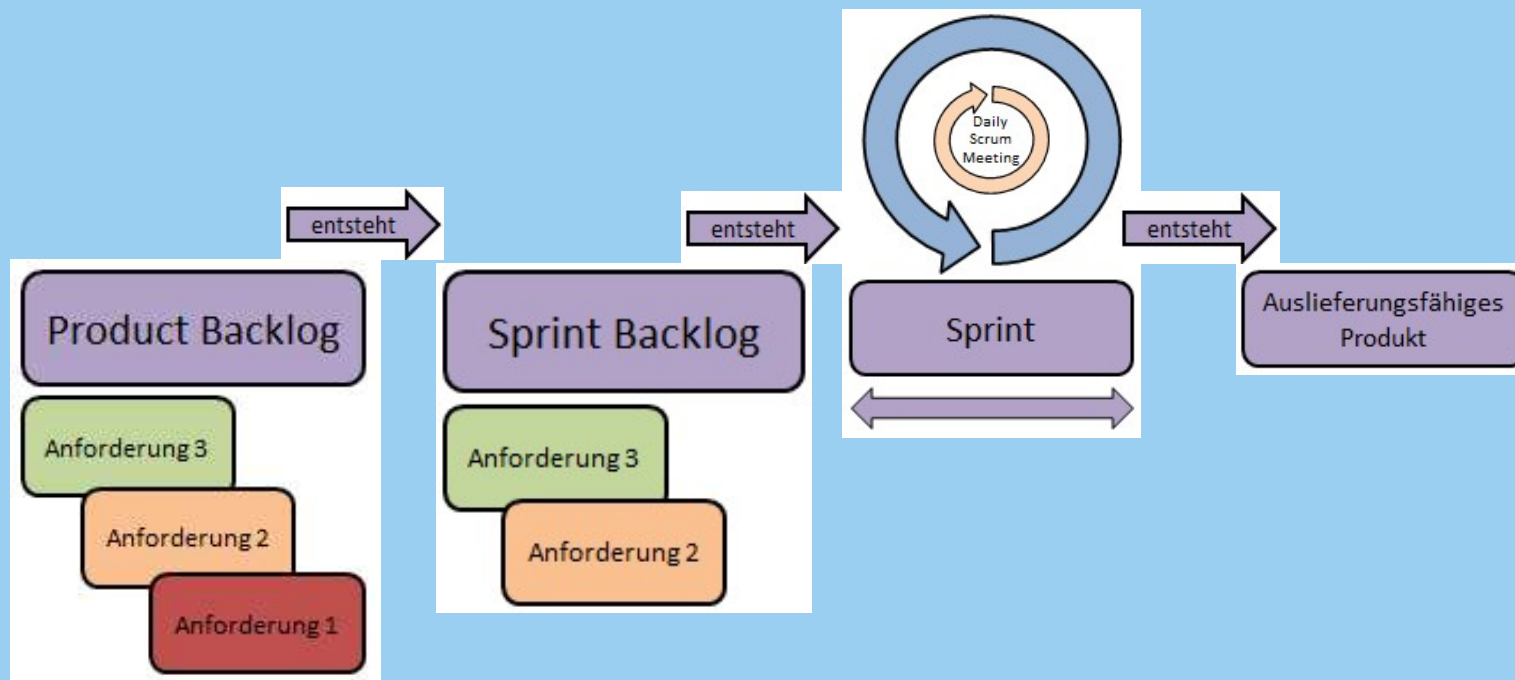
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Implementation: i.e., Scrum



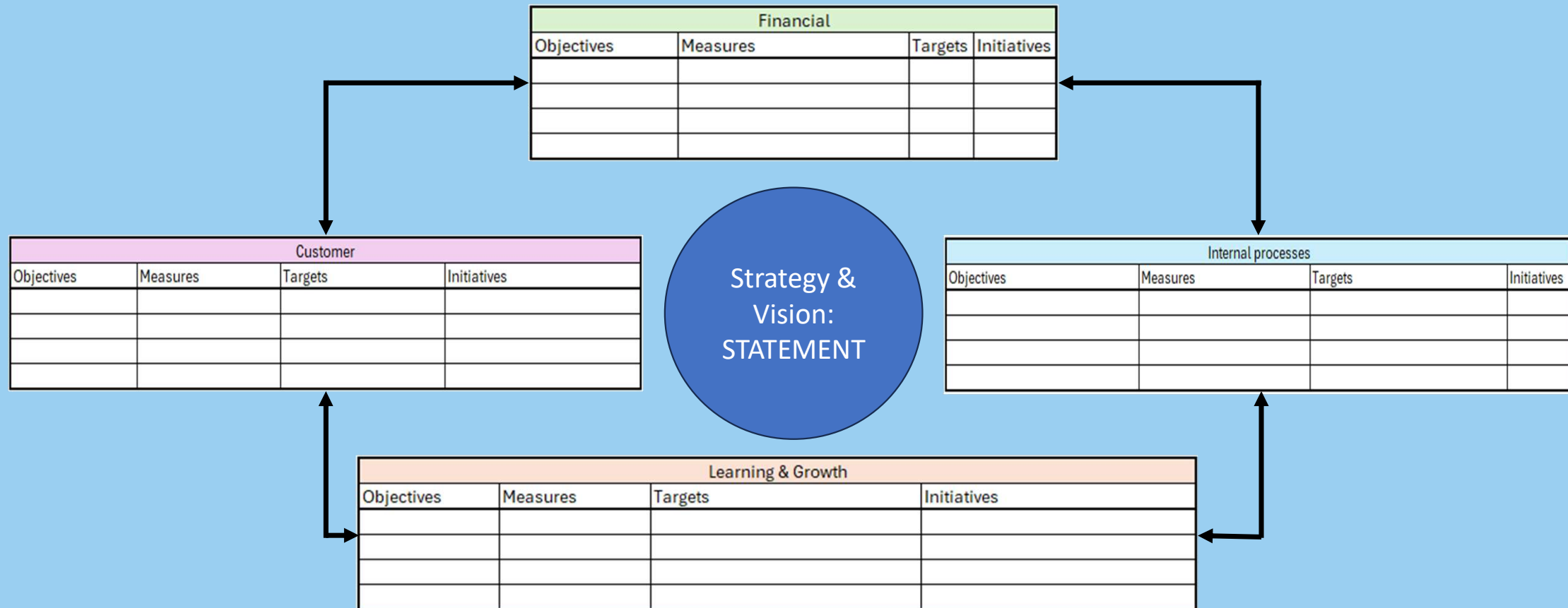
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Management: i.e., Balanced Scorecard



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Management: i.e., Balanced Scorecard

Financial			
Objectives	Measures	Targets	Initiatives
Increase Turnover	Decrease purchase costs	+5%	
Reduce Costs	Decrease rework & standstill	-15%	

Customer			
Objectives	Measures	Targets	Initiatives
Customer Requests	Number of customers	+15%/YEAR	Marketing
High Quality	Quality Leader		Product / service improvement
Functionality	Customer satisfaction	Grade A / Five stars *****	Customer survey



Internal processes			
Objectives	Measures	Targets	Initiatives
R&D: innovation	Cooperation with universities	2 projects / year	RUN-EU
Ideation / Internship	Develop a process	10 ideas / year	Employees
Turnover produced by innovation	Time to market	> 20% of innovations contribute to the overall turnover	

Learning & Growth			
Objectives	Measures	Targets	Initiatives
Creativity & ideas	Intrapreneurship	2 new products / services per year	Creative processes
Image	New HR processes	Employee training	1 training per Employee per year
Motivation	Reduce absences	-5%	Organizational Health programme

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