

# THE MINDSET OF INNOVATION

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# CONTENTS

What is this booklet about?	3
What is Innovation Mindset?	4
The Three Lenses of Innovation	5
Desirability Lens	7
Feasibility Lens	9
Viability Lens	11
Key Innovation Tools	13
Challenge Brief	14
Project Vision & Challenge Statement	16

# WHAT IS THIS BOOKLET ABOUT?

This booklet is an introduction to BIM's innovation process and the mindset required to innovate at an early stage. It is applicable to BIM staff and industry clients where its purpose is to assist the user to develop their innovative idea through the Three Lenses of Innovation; **Desirability**, **Feasibility** and **Viability**.



# WHAT IS INNOVATION MINDSET?

The innovation mindset is the ability to produce creative ideas to problems which improves performance.

"What is now proved  
was once only imagined."

—William Blake

"If you want something  
new, you have to stop  
doing something old."

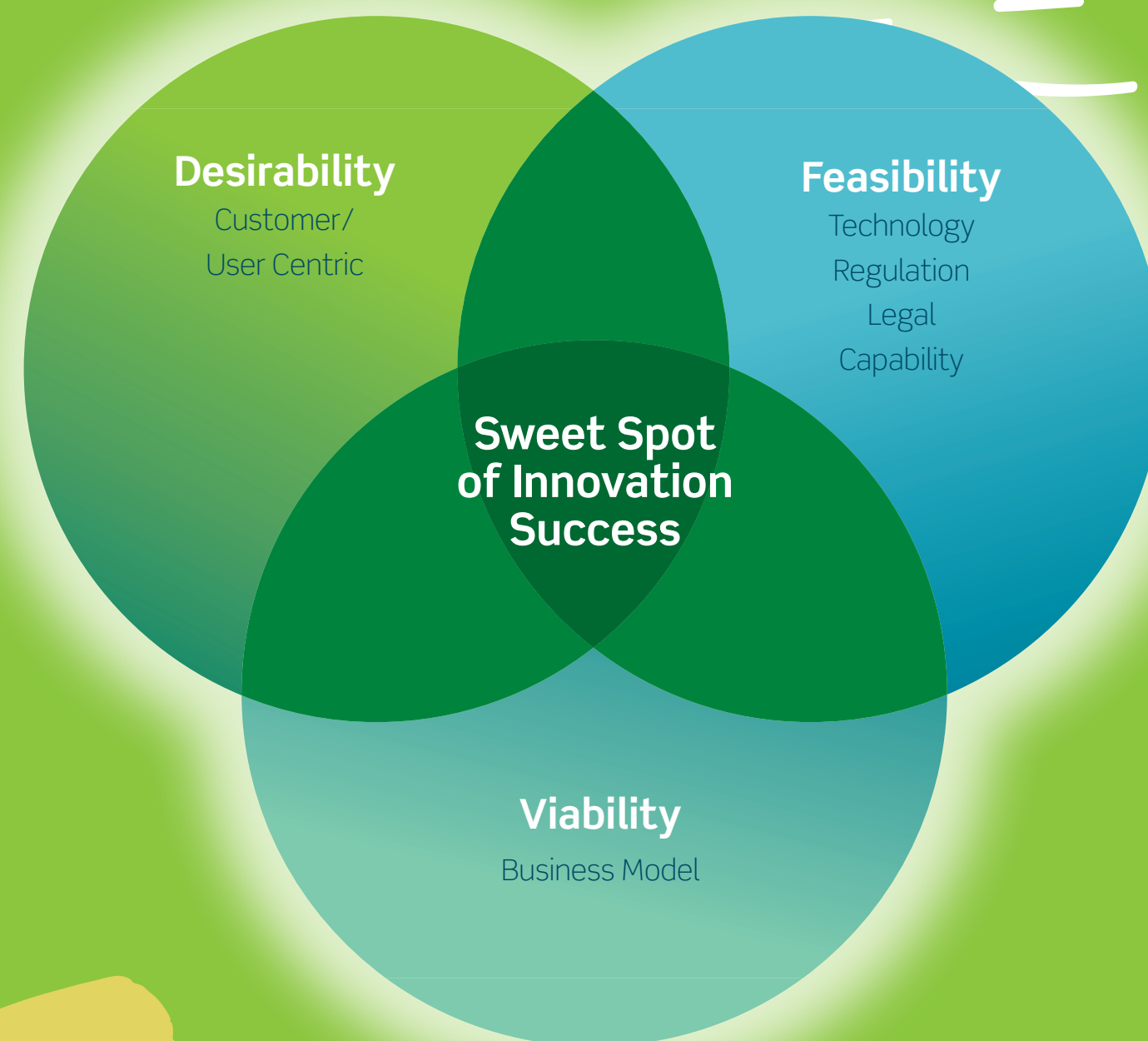
—Peter F. Drucker

"The only way  
to discover the limits of the  
possible is to go beyond them  
into the impossible."

—Arthur C. Clarke

# THE THREE LENSES OF INNOVATION

To allow for successful innovation, one must look through three lenses to create a product or service that is **desirable** (do people want it?), **feasible** (can we do it?) and **viable** (can we afford to do it and scale up?).



# DESIRABILITY LENS

## Purpose Statement

The desirability lens seeks to understand your customer and the marketplace (e.g. Trends, Performance & Competition).

## Action

Talk with clients and/or customers to understand their challenges, opportunities, and knowledge of the market.

## Early questions to ask yourself

- What is your current understanding of the target market?
- What is the approximate size of the opportunity?
- Describe who the customer is?
- What do you know about them and their challenges?

## Who is the customer?

The person that buys your product or uses your service.

## Who is the end consumer?

The person that consumes the product or uses the service.

NOTE: The customer and end consumer can in some instances be the same person/group.

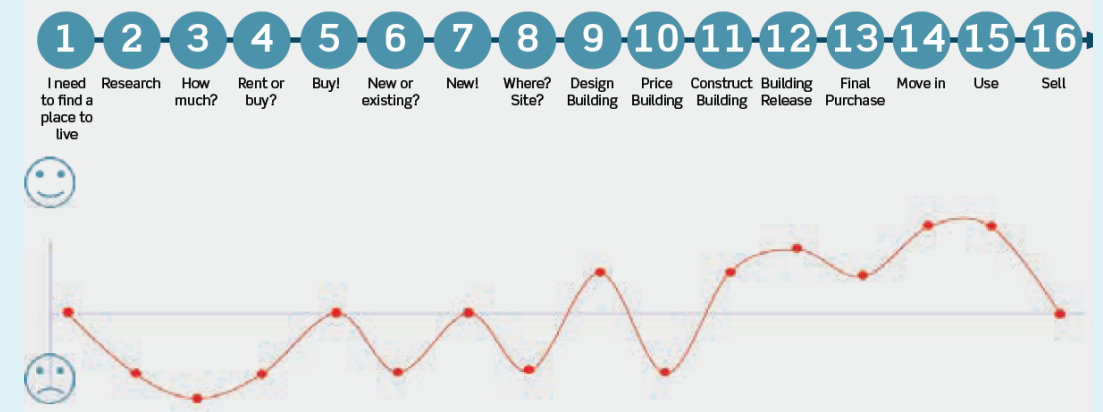
## Early-stage innovation tools

Journey Map

## Example:

Journey mapping is the representation, in a flowchart or similar graphic format, of the customer or user's experience as they work to accomplish the job they are trying to get done. These maps can depict the customers' actual or imagined ideal journey. This makes Journey Maps useful in testing both your understanding of the problem and solution ideas directly with the customer.

Journey Map example of buying and selling a house  
(adapted from Jeanne Liedtka and Tim Ogilvie's Designing for Growth)



# FEASIBILITY LENS

## Purpose Statement

The feasibility lens seeks to identify what is achievable technically, operationally, legally and capability-wise to develop and implement a solution.

## Action

Identify initial ideas on potential technology which could be used, developed, or acquired.  
Conduct a first pass research study to understand what is available, its capabilities and applicability to your challenge.

## Early questions to ask yourself

- What equipment is required to deliver the product or service?
- What know-how, skills, resources & technology are required to implement the product or service?
- What inputs are required to produce the product or service? (Ingredient's, raw materials, or technology).
- How can you make it happen? (Team formation)

## Technology/skills

Take onboard the lesson learned from past projects when conducting your research.

## Team Formation

Identify & engage with the expertise required for the project as part of the project initiation.

## Early-stage innovation tools

Value chain analysis

## Example:

Value chain analysis is the study of your interaction with partners upstream and downstream of you. Important clues emerge from this analysis about your partners' capabilities and intentions, and your own vulnerabilities and opportunities.

Value chain analysis for a Coffee Shop chain

	Key Inputs	Manufacturing	Distribution	Sales	Service	End Customer
Key resources	<ul style="list-style-type: none"><li>Coffee beans</li><li>Tea</li><li>Milk</li></ul>	<ul style="list-style-type: none"><li>Coffee roasting</li></ul>	<ul style="list-style-type: none"><li>Stores</li><li>Barista</li><li>Logistics</li></ul>	<ul style="list-style-type: none"><li>Barista</li><li>Point of sales in store</li><li>Pre-paid loyalty card</li></ul>	<ul style="list-style-type: none"><li>In-store</li><li>Website</li></ul>	<ul style="list-style-type: none"><li>Nice cup of coffe/tea</li></ul>
Who	<ul style="list-style-type: none"><li>Coffee growers</li><li>Tea Growers</li><li>Dairy Company</li></ul>	<ul style="list-style-type: none"><li>Coffee shop</li><li>Equipment supplier &amp; maintenance</li></ul>	<ul style="list-style-type: none"><li>Coffee shop</li><li>Logistics partner</li></ul>	<ul style="list-style-type: none"><li>Coffee shop</li><li>Bank</li></ul>	<ul style="list-style-type: none"><li>Coffee</li><li>Amazon Web Services</li></ul>	<ul style="list-style-type: none"><li>End customer</li></ul>
Key Activities	<ul style="list-style-type: none"><li>Supplier sourcing</li><li>Ordering Process</li><li>Payment process</li></ul>	<ul style="list-style-type: none"><li>Roasting process control</li></ul>	<ul style="list-style-type: none"><li>Order tracking</li></ul>	<ul style="list-style-type: none"><li>CRM</li></ul>	<ul style="list-style-type: none"><li>Customer service Process</li></ul>	<ul style="list-style-type: none"><li>Order</li><li>Enjoy</li><li>Feel special</li></ul>
Who	<ul style="list-style-type: none"><li>Coffee shop</li><li>ERP provider</li></ul>	<ul style="list-style-type: none"><li>SW vendor</li></ul>	<ul style="list-style-type: none"><li>DHL</li></ul>	<ul style="list-style-type: none"><li>Salesforce.com</li><li>Coffee shop</li></ul>	<ul style="list-style-type: none"><li>Coffee shop</li></ul>	<ul style="list-style-type: none"><li>End customer</li></ul>

# VIABILITY LENS

## Purpose Statement

The viability lens seeks to determine if projects make financial sense at an early stage before making a significant investment which allows stakeholders to make informed commercial decisions.

## Action

Estimate the potential demand and revenue of the product or service.

Determine the price points and potential volumes that the market demands in collaboration with the Desirability lens.

## Early questions to ask yourself

- What is the cost of producing the product/service?
- What price are consumers willing to pay for the product/service?
- What is the estimated capital investment required?

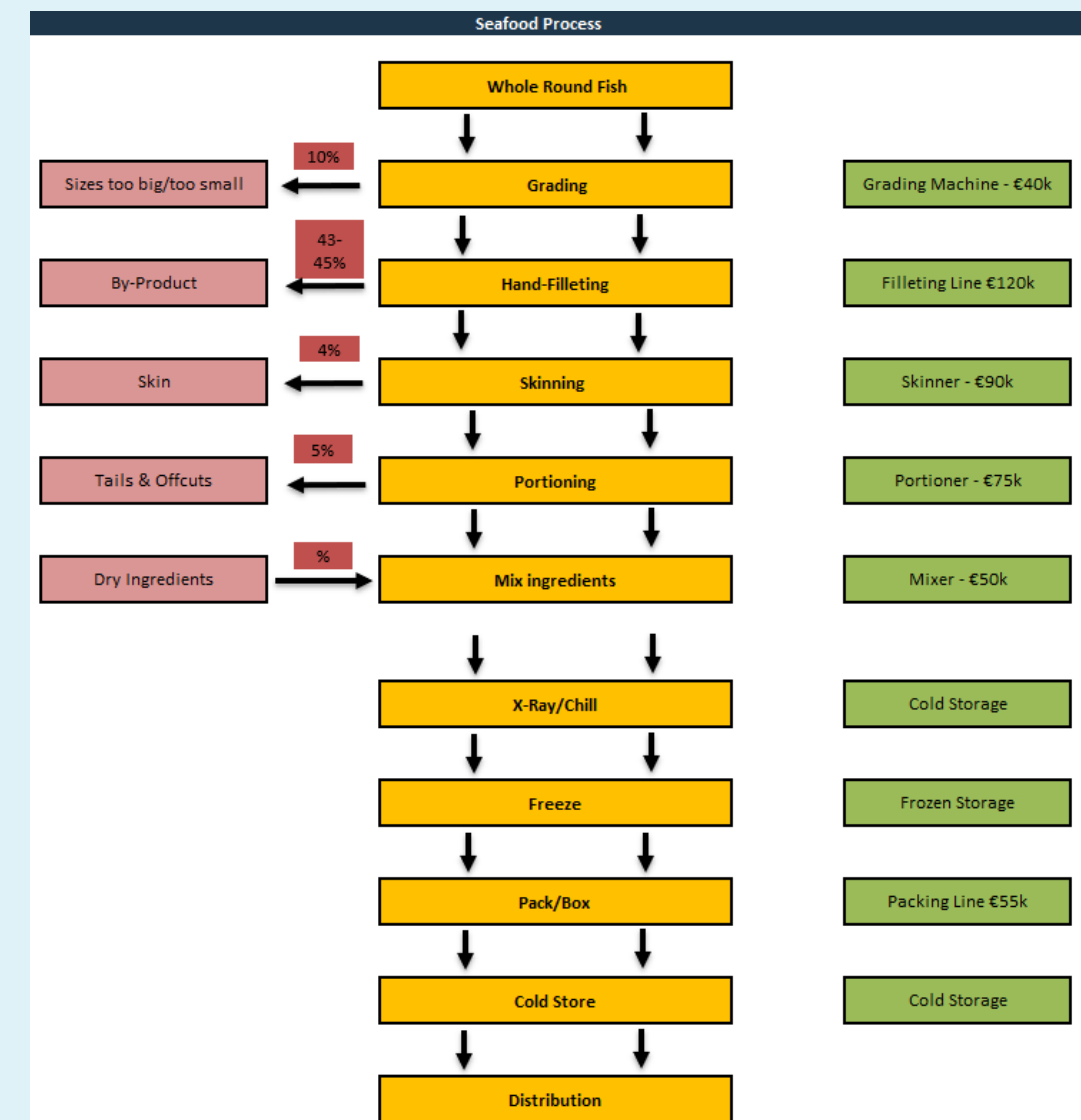
**Note** that the Process Mapping Tool is step 1 of a 6 - step process.

## Early-stage innovation tools

Process Mapping

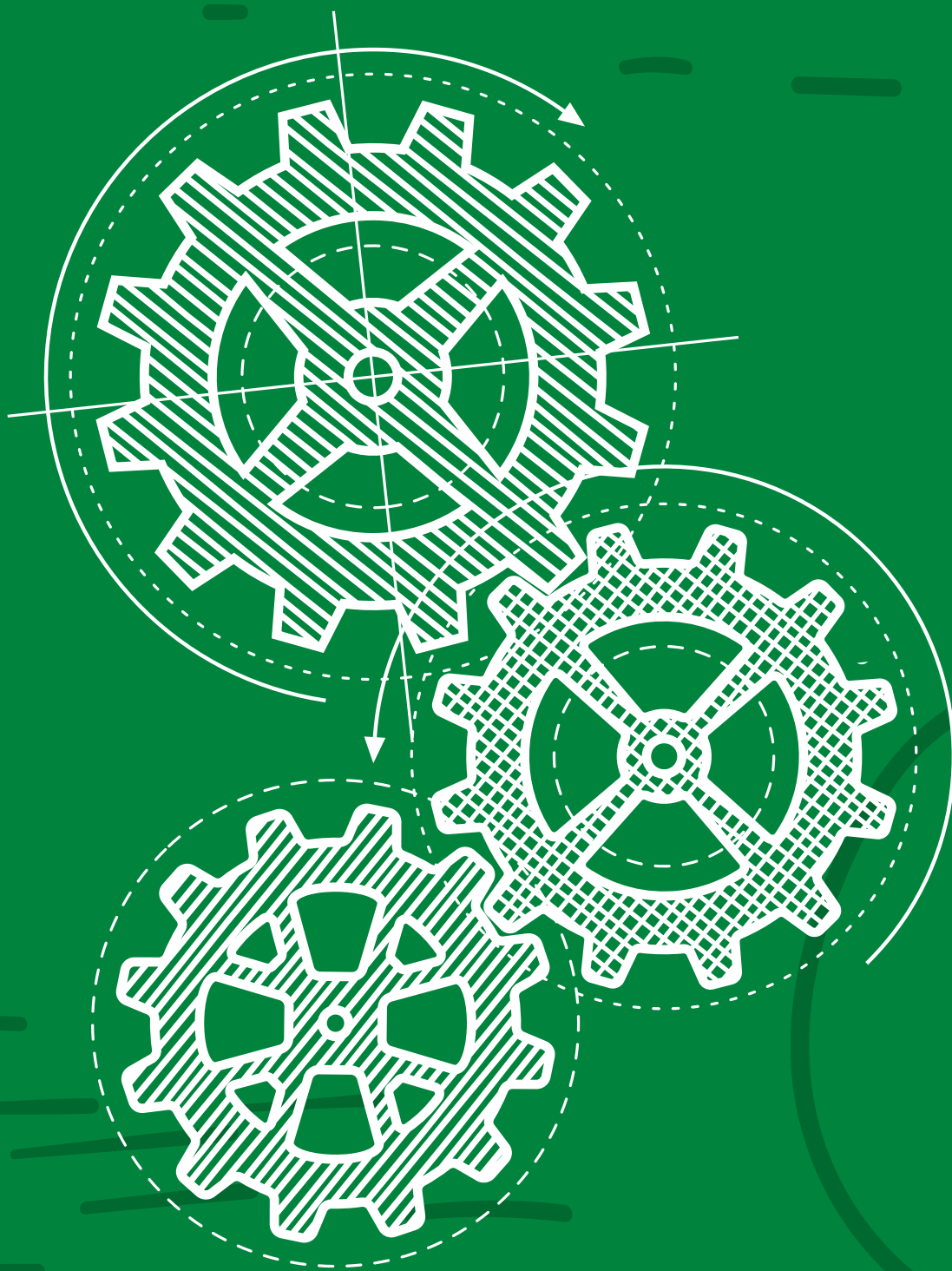
## Example:

Seafood Process Map from raw material & ingredients to finished product. Each stage highlights what machinery/equipment is required with inputs/outputs also identified (e.g. ingredients, weight/yield loss).





# KEY INNOVATION TOOLS





# CHALLENGE BRIEF

Change the box colour to green if your project has any of the following

Expand the Raw  
Material Base

Decrease Costs of  
Goods or Services

Increase the  
Mark Up Price

## INTRODUCTION

Background of the project.

## COMPANY PROFILE

Company Infomation (values, vision, mission...) Please attach any Vision notes from the Growth workshop.

## SECTORS & MARKET PROFILE

What Sectors and Markets do the current company work in?

## CUSTOMERS & MARKETS

Who are the customers you want to target and in what Markets?

## TRENDS

What trends are affecting your industry?

## PROJECT OBJECTIVE

What is the goal of this project? Detail the scope of work.

## PROJECT DEADLINES

Are there any deadlines that will influence the success of the project?

## NEEDS

What are the sustomers needs?

## TECHNICAL FEASIBILITY

Has the company the technical capability to carry out this project? Are there additional technical requirements needed?

## COMMERCIAL VIABILITY

Has an initial financial study been conducted? What is the expected outcome of this project (additional revenue, NPV)?

## BUDGET & RESOURCES

What will be the maximum project budget? What resources will be utilised?

### Example: Challenge Brief - BIM Live Mussels Strategic Project

# CHALLENGE BRIEF

Change the box colour to green if your project has any of the following

Expand the Raw  
Material Base

Decrease Costs of  
Goods or Services

Increase the  
Mark Up Price

## INTRODUCTION

Background of the project.

The current live shelf-life in 1kg net bag achieved approx. 7 days shelf-life after which significant loss in quality is observed and increase in morts. This project will explore optimised SOP's for maximising shelf-life of live rope grown mussels with a +24hour target over current shelf-life. The RPO will be required to explore all aspects of the chain including optimised post-harvest handling, debyssing, recouperation processes followed by trial and testing of packaging mediums (no single use plastics) to achieve 8-10 days shelf-life with less that 3% mortality. The project team will link directly with major mussel processors to understand dynamics of the growing, harvesting and processing/packaging chain and develop industry guidelines. A thorough feasibility study of each process/packaging solution will be developed.

## COMPANY PROFILE

Company Infomation (values, vision, mission...) Please attach any Vision notes from the Growth workshop.

BIM is the state agency responsible for adding value to the Irish seafood industry.

## SECTORS & MARKET PROFILE

What Sectors and Markets do the current company work in?

The Irish mussel industry was valued at €11.7 million in 2018 (BIM Business of Seafood report). The rope grown sector produces in the region of 9,000 tonnes each year. Rope grown mussels contributed approx. €9million in 2018 with a further €1million sold throughout Ireland with an average purchase frequency of 2.4 times per annum. The Blue mussels (Mytilus edulis) sector has just achieved MSc status which can potentially be used a a USP and competitive marketing tool to differentiate Irish mussels with competitors.

## CUSTOMERS & MARKETS

Who are the customers you want to target and in what Markets?

1 million domestic and €9million export. twenty four mussels go to the Netherlands with a value-add products (e.g. mussels in sauce) going to Ireland and UK markets. Bulk commodity is still strong for bottom mussels however.

## TRENDS

What trends are affecting your industry?

9000 to 10,000 tonnes annually output Fresh market @750 € tonne, principally to France and Holland. To processors for a little less or less, then off to the same markets plus other European destinations. Home market said to be growing but is it really? Harvested fresh traditionally into 25 kg onion bags or 1 tonne bags. Product sent to e.g. Holland is not declumped by harvested straight into 1 tonne bags, sent to Holland where the value-add takes place. De-clump, de-byss, pack and 6 day chilled shelf-life.

## PROJECT OBJECTIVE

What is the goal of this project? Detail the scope of work.

To define optimised SOP for achieving 8+ days shelflife for 1kg mussel packs taking into account optimised post harvesting handling and processing protocols and optimised packaging solution.

## PROJECT DEADLINES

Are there any deadlines that will influence the success of the project?

12 months from start date but to cover at least 1 x summer harvesting period.

## NEEDS

What are the sustomers needs?

Standard Operational Procedure around how to harvest, process, package and distribute live de-byssed mussels to minimise mortalities and maximise quality and shelf-life.

## TECHNICAL FEASIBILITY

Has the company the technical capability to carry out this project? Are there additional technical requirements needed?

Yes

## COMMERCIAL VIABILITY

Has an initial financial study been conducted? What is the expected outcome of this project (additional revenue, NPV)?

No

## BUDGET & RESOURCES

What will be the maximum project budget? What resources will be utilised?

Max budget €150k

# PROJECT VISION & CHALLENGE STATEMENT

Review the Challenge Brief and the Challenge Diagram to make sure the team and key project stakeholders understand it. Extract the essence of the Challenge and capture it in the Project Vision and Challenge Statement Template. Key points to capture are End goals, Measures of success, Big constraints and risks, Timeline for implementation and Refined Challenge Statement.

PROJECT VISION & CHALLENGE STATEMENT

END GOALS

What are the long term goals of the project?

BIG CONSTRAINTS/RISKS

What will be the big constraints for this project? What are the big risks?

MEASURES OF SUCCESS

What will be measure against at the end of this project?  
How will we know we have been successful?

TIMELINE FOR IMPLEMENTATION

Draw out a timeline for the project with the major tasks to be completed.

CHALLENGE STATEMENT

Take all the above and define a Challenge Statement for the project.

Example: BIM Live Mussels Strategic Project

PROJECT VISION & CHALLENGE STATEMENT

END GOALS

What are the long term goals of the project?

To develop a report discussing factors affecting variability of 80-100 grade Blue mussels from different harvesting sites and how the sector can achieve minimum +24 hours extra shelf-life above current 7 days as in 1kg and 15kg de-byssed formats.

BIG CONSTRAINTS/RISKS

What will be the big constraints for this project? What are the big risks?

Need to link closely with both mussel growers and processors. Need in-house BIM team comprising Processing, aquaculture, quality and feasibility.  
Need to identify RPO with requisite skillsets including methods for determining quality of Blue mussel species, process optimisation, packaging and microbiological and organoleptic analysis.  
Need to monitor at least 2 x sites over 12 month period to reflect variability in raw material e.g. shell thickness, aquaculture variability e.g. grading frequency.  
Need to identify optimised post-harvesting processing steps used in industry and provide best practice advise to achieve packaged shelf-life e.g. de-clumping, de-byssing, depuration, packaging, cold-chain management Need to ensure sites are representative of e.g. North and South of the Shannon.

MEASURES OF SUCCESS

What will be measure against at the end of this project?  
How will we know we have been successful?

Final report detailing SOP (s) to achieve current 7 days + 24hours (minimum) for de-byssed Blue mussel spp in 1 and 15 kg formats in cold chain (0-4 deg C)

TIMELINE FOR IMPLEMENTATION

Draw out a timeline for the project with the major tasks to be completed.

12-18 months - Call and award by November 2019  
  
Challenge workshop with successful RPO to agree approach  
  
Q1 - meeting with RPO to understanding baseloine findings and agree next steps  
  
Q2 Best of 3 scenarios tested  
  
Q3 whittle down to optimized SOP's for target sites/conditions  
  
Q3-Q4 - Validate and compile report  
  
Workshop with industry as often as possible e.g. IATiP/IFA etc

CHALLENGE STATEMENT

Take all the above and define a Challenge Statement for the project.

Identify optimised SOP's for growers and processors to extend shelf-life for live de-bysed Blue mussels by at least +24hours in the cold chain.

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