



## Dossier common terminology for European Network of Summer Academy

POLIMI - BWCON - UAEGEAN - UNN - HKU  
RRA - UL - ESN - TBI

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## **DELIVERABLE 3.1.1**

### **DOSSIER COMMON TERMINOLOGY FOR EUROPEAN NETWORK OF SUMMER ACADEMY**

This document collects the vocabulary developed as part of the CREA Summer Academy research work. It has been developed in order to clarify the meaning of the key words used during the project and especially for the Summer Academies.

The aim of the glossary is to provide a common terminology and a background useful to set up the theoretical framework at the base of the Summer Academies developed by the CREA Consortium.

The set up of a common terminology document has started to the three main pillars of CREA: Entrepreneurship, Creativity and ICT (Information communication technology). The pillars have been indicated as the most relevant topics for the whole project and around those pillars have been built the words galaxy of glossary.



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## A

### ACCELERATION

Authors	TBI
Description	<p>Business acceleration programmes support start-ups by comprising five main features:</p> <ul style="list-style-type: none"> <li>• An application process that is open yet highly competitive.</li> <li>• Provision of pre-seed investment, usually in exchange for equity.</li> <li>• A focus on small teams not individuals.</li> <li>• Time-limited support comprising programmed events and intensive mentoring.</li> <li>• Startups supported in cohort batches or 'classes'.</li> </ul>
Sources	Paul Miller, Kirsten Bound; <i>The Startup Factories. The rise of accelerator programmes to support new technology ventures</i> , 2011

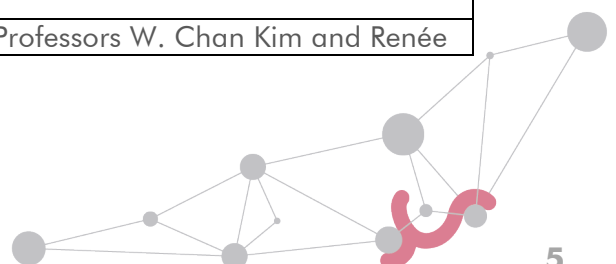
## B

### BEST PRACTICES

Authors	HKU
Description	<p>Best practices are leading examples from the working field. A best practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success.</p>
Sources	<a href="http://searchsoftwarequality.techtarget.com/definition/best-practice">http://searchsoftwarequality.techtarget.com/definition/best-practice</a>

### BLUE OCEAN STRATEGY

Authors	UNN
Description	According to the creators, Professors W. Chan Kim and Renée



	<p>Mauborgne, Blue Ocean Strategy (BOS) is a strategic way of thinking that enable businesses to reposition their innovation efforts away from competing directly with existing business competitors and market definitions, to develop whole new spaces of business and market opportunities. They depict this strategy as transitioning from the 'Red Ocean' – the traditional space where companies compete in 'bloodied' waters – across to the 'Blue Ocean' that provides an uncompetitive space for a business or product to flourish.</p>
Sources	<p>Kim, W.C. and Mauborgne, R. (2005) Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant. Boston, Mass.: Harvard Business School Press</p>

## BOOTCAMP

Authors	BWCON
Description	<p>The term Bootcamp refers to an intensive training program usually lasting from 4 to 6 days. Although the term was originally used by military to refer to recruiting and training camp, nowadays it is used to refer to all general training programs which are usually concentrated in a short time and provide a deepening in a particular subject. In the start-up world the term Bootcamp has had a rapid diffusion and it is now used to indicate several training and acceleration program.</p>
Sources	<p><a href="https://en.wikipedia.org/wiki/Training_camp">https://en.wikipedia.org/wiki/Training_camp</a></p>

## BRAINSTORMING

Authors	HKU
Description	<p>Brainstorming is a group creativity technique by which efforts are made to create new ideas or find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s).</p> <p>Brainstorming involves lateral thinking; an indirect and creative approach, using reasoning that is not immediately obvious and involving ideas that may not be obtainable by using only traditional step-by-step logic</p> <p>Four general rules are used to reduce social inhibitions, to stimulate idea generation and to increase overall creativity. The four rules are: 1. Focus on quantity, 2. Withhold criticism,</p>



	3. Welcome unusual ideas, 4. Combine and improve ideas.
Sources	De Bono, E. 1970 <i>Lateral Thinking: creativity step by step</i> . Osborn, A.F. 1953, <i>Applied Imagination</i>

## BRAINWRITING

Authors	HKU
Description	Brainwriting is a group idea-generating method, it enables a group to generate ideas and solutions simultaneously on paper. Brainwriting is an alternative method to brainstorming that tries to encourage a more uniform participation within a group by letting participants write their ideas on paper. The group involvement is focused and individualistic, yet it taps into collective input as participants build on each other's ideas. There are several methods for conducting a brainwriting session. Usually its a repeating process in which each person in the group writes down their idea on a piece of paper, those papers (with ideas) are passed on to someone else, who reads the idea(s) and adds new idea(s).
Sources	kstoolkit.org (Knowledge Sharing Toolkit Organisation)

## BUSINESS COACHING

Authors	UAEGEAN (A. Constantelou, K. Kutsikos)
Description	A collaborative solution-focused, results-orientated and systematic process in which the coach focuses on supporting an employee, either as an individual or as part of a team and/or organization to achieve improved business performance and operational effectiveness by giving performance feedback, delegating, motivating, and so on. (Compiled by the authors based on definitions found at <a href="http://www.associationforcoaching.com/pages/home/">http://www.associationforcoaching.com/pages/home/</a> )  The difference between coaching and mentoring: Chakravarthy, P. (2011): "For a coach, the task at hand is most important. The coach has to help the person <b>learn</b> the requisite attitude, behavior and skills needed to perform the job successfully within the agreed success parameters. The task is therefore well defined and the conversation happens with a clear focus and specific timelines... Mentoring focuses on the individual and the conversation transcends more



	<p>broadly into the general work life. This means the interaction can be more philosophical, more focused on attitudes and behaviours than on specific skills. Of course, these talks could also have the same level of focus and timelines but the entire individual is the topic of discussion and exploration and not just a specific task. [...] The role of the coach is to create a specific agenda, split the task into manageable sub-tasks which have clear skill components and look at the different ways a person can learn them”.</p>
Sources	<p>Chakravarthy, P. (2011), “The Difference Between Coaching And Mentoring”, <a href="http://www.forbes.com/sites/infosys/2011/12/20/business-leadership-for-smarter-org-2/">http://www.forbes.com/sites/infosys/2011/12/20/business-leadership-for-smarter-org-2/</a> (last accessed 29/5/2015)</p> <p>Coutu, D., and Kauffman, C. (2009), “What Can Coaches Do for You?”, Harvard Business Review. Available at <a href="https://hbr.org/2009/01/what-can-coaches-do-for-you">https://hbr.org/2009/01/what-can-coaches-do-for-you</a> (last accessed 29/5/2015)</p> <p>Josée Audet, Paul Couteret, (2012), “Coaching the entrepreneur: features and success factors”, Journal of Small Business and Enterprise Development, Vol. 19 Iss 3 pp. 515 – 531</p> <p>Kutzhanova, N., Lyons, T. S., &amp; Lichtenstein, G. A. (2009), “Skill-based development of entrepreneurs and the role of personal and peer group coaching in enterprise development”. Economic Development Quarterly, 23, 193-210</p> <p>Stout-Rostron, Sunny (2013), “Gender Issues in Business Coaching”, in Jonathan Passmore, David B. Peterson, and Teresa Freire (eds) The Wiley-Blackwell Handbook of the Psychology of Coaching and Mentoring, First Edition. John Wiley &amp; Sons, Ltd.</p> <p>Yemini, M., &amp; Haddad, J. (2010), “Engineer-Entrepreneur: Combining Technical Knowledge with Entrepreneurship Education—The Israeli Case Study”, International Journal of Engineering Education, 26(5), 1220</p>

## BUSINESS MODEL

Authors	UAEGEAN (A. Constantelou, K. Kutsikos)
Description	<p>A plan designed by a company for the profitable operation of a business, which defines the functions of a business, the key expected sources of revenue, the intended customer base, and the expenses it incurs.</p>



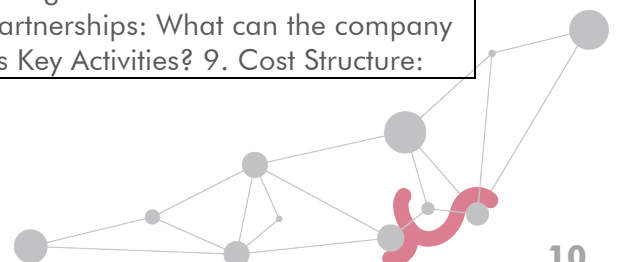
	<p>A business model, from our point of view, consists of four interlocking elements that, taken together, create and deliver value Customer Value Proposition [...], A Profit Formula [...], Key Resources [...] and Key Processes" (Johnson, 2008)</p> <p>There are 23 million small businesses in America, and 543,000 more are started every month. So if you've got a business idea and you want to stand out from the crowd and succeed, you better have a unique value proposition, diverse revenue streams and loads of creativity. To inspire you, we've rounded up 17 unique businesses that have proven their model works. From retail apps to fashion upstarts, these companies are rethinking revenue and creating compelling value for parties on both sides of the transaction... 15. Airbnb. Like Uber, Airbnb is not without its legal troubles, but the "space marketplace" is a \$10 billion business that has become the poster child for the sharing economy and the behavior known as "collaborative consumption." The site hosts 300,000 listings and has helped more than 4 million travellers book stays. Not content with just the space booking element, the site is also experimenting with group dining experiences. Lesson: Sharing is caring — peer-to-peer models save consumers money, help owners make money and create a more authentic, local experience for travel (Drell, 2014).</p>
Sources	<p>Blass, F. R., &amp; Ketchen, D. J. (2014), "So, you want to be an entrepreneur? Lessons from the Entrepreneurship Bootcamp for Veterans with Disabilities", Business Horizons, 57(1), 5-9</p> <p>Drell, L. (2014), "17 Business Models Shaking Up the Marketplace", <a href="http://mashable.com/2014/06/16/unique-business-models/">http://mashable.com/2014/06/16/unique-business-models/</a></p> <p>Ghezzi, A. (2014), "The dark side of business models: the risks of strategizing through business models alone", Strategic Direction, 30(6), 1-4</p> <p>Gudiksen, S. (2015), "Business Model Design Games: Rules and Procedures to Challenge Assumptions and Elicit Surprises", Creativity and Innovation Management</p> <p>Jain, R. (2014), "Business Model Innovations for Information and Communications Technology-Based Services for Low-Income Segments in Emerging Economies", Journal of Global Information Technology Management, 17(2), 74-90</p> <p>Johnson, M. Clayton M. Christensen, and Henning Kagermann (2008) "Re-Inventing Your Business Model". Harvard Business Review, pp.57-68</p>



	<p>Lehoux, P., Daudelin, G., Williams-Jones, B., Denis, J. L., &amp; Longo, C. (2014). "How do business model and health technology design influence each other? Insights from a longitudinal case study of three academic spin-offs", <i>Research Policy</i>, 43(6), 1025-1038</p> <p>Ovans, A. (2015), "What Is a Business Model?", <i>Harvard Business Review</i>. Available at <a href="https://hbr.org/2015/01/what-is-a-business-model">https://hbr.org/2015/01/what-is-a-business-model</a> (last accessed 29/5/2015)</p> <p>Thomas, D. F., Gudmundson, D., Turner, K., &amp; Suhr, D. (2014), "Business Plan Competitions and Their Impact on New Ventures' Business Models", <i>Journal of Strategic Innovation and Sustainability</i>, 10(1), 35</p>
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## BUSINESS MODEL CANVAS

Authors	UAEGEAN (A. Constantelou, K. Kutsikos)
Description	<p>«The <u>Business Model Canvas</u> is a strategic management and entrepreneurial tool that allows entrepreneurs to describe, design, challenge, invent and pivot their business model. It was developed by Alexander Osterwalder and is detailed in his book, <i>Business Model Generation</i>. The nine building blocks of the canvas are customer segments, value proposition, channels, customer relations, revenue streams, key resources, key activities, key partnerships, and cost structures».</p> <p>Source: <a href="http://www.entrepreneurship.org/emed/emed-blog/2014/june/definition-business-model-canvas.aspx">http://www.entrepreneurship.org/emed/emed-blog/2014/june/definition-business-model-canvas.aspx</a> (last accessed 29/05/2015)</p> <p>The Business Model Canvas (BMC) gives you the structure of a business plan without the overhead and the improvisation of a 'back of the napkin' sketch without the fuzziness. The Canvas has nine elements: 1. Customer Segments: Who are the customers? What do they think? See? Feel? Do? 2. Value Propositions: What's compelling about the proposition? Why do customers buy, use? 3. Channels: How are these propositions promoted, sold and delivered? Why? Is it working? 4. Customer Relationships: How do you interact with the customer through their 'journey'? 5. Revenue Streams: How does the business earn revenue from the value propositions? 6. Key Activities: What uniquely strategic things does the business do to deliver its proposition? 7. Key Resources: What unique strategic assets must the business have to compete? 8. Key Partnerships: What can the company not do so it can focus on its Key Activities? 9. Cost Structure:</p>



	<p>What are the business' major cost drivers? How are they linked to revenue?... The Canvas is popular with entrepreneurs and intrapreneurs for business model innovation. Fundamentally, I find it delivers three things: A. Focus: Stripping away the 40+ pages of 'stuff' in a traditional business plan, I've seen users of the BMC improve their clarity and focus on what's driving the business (and what's non-core and getting in the way); B. Flexibility: It's a lot easier to tweak the model and try things (from a planning perspective) with something that's sitting on a single page; C. Transparency: Your team will have a much easier time understanding your business model and be much more likely to buy in to your vision when it's laid out on a single page (Cowan, 2013).</p>
Sources	<p>Blank, S. (2014), "A Great Way to Test Your Business Model", <a href="http://www.inc.com/steve-blank/the-business-model-canvas.html">http://www.inc.com/steve-blank/the-business-model-canvas.html</a></p> <p>Cowan, A. (2013), "The 30 Minute Business Plan: Business Model Canvas Made Easy", <a href="http://www.alexandercowan.com/business-model-canvas-templates/">http://www.alexandercowan.com/business-model-canvas-templates/</a></p> <p>Richardson, S. (2014), "Business Model Canvas and Strategy Map Fusion - Your Best Approach for Business Success", <a href="https://www.linkedin.com/pulse/20140911153223-3251275-business-model-canvas-and-strategy-map-fusion-your-best-approach-for-business-success">https://www.linkedin.com/pulse/20140911153223-3251275-business-model-canvas-and-strategy-map-fusion-your-best-approach-for-business-success</a></p> <p>Video series "From Idea to Business", available at <a href="http://www.entrepreneurship.org/bmc">http://www.entrepreneurship.org/bmc</a></p>

## C

### CO-DESIGNING

Authors	UNN
Description	<p>Co-design or codesign is a product, service, or organization development process where design professionals empower, encourage, and guide users to develop solutions for themselves. Co-design encourages the blurring of the role between user and designer, focusing on the process by which the design objective is created [1]. This process believes that by encouraging the trained designer and the user to create solutions together, the final result will be more appropriate</p>



	and acceptable to the user. It is generally recognized that the quality of design increases if the stakeholders' interests are considered in the design process [2]. Co-design is a development of systems thinking, which according to C. West Churchman "begins when first you view the world through the eyes of another." [3]. As it is, co-design in the different research fields is tightly connected to the conception or creation of artefacts in communities context through a shared vision, social learning and mutual understanding among all key stakeholders, taking in consideration different perspectives and expectations that should be held in consideration during the co-design process [4].
Sources	<p>1. <a href="http://www.seainsideproject.com/wp-content/uploads/2011/12/CoCreation_Sanders_Stappers_08_preprint.pdf">http://www.seainsideproject.com/wp-content/uploads/2011/12/CoCreation_Sanders_Stappers_08_preprint.pdf</a></p> <p>2. E.g. Albinsson, L., M. Lind, et al. (2007). Co-Design: An approach to border crossing, Network Innovation. eChallenges 2007, The Hague, The Netherlands. <a href="http://echallenges.org/e2010/outbox/eChallenges_e2007_ref_195_doc_3562.pdf">http://echallenges.org/e2010/outbox/eChallenges_e2007_ref_195_doc_3562.pdf</a></p> <p>3. Churchman, C. W. (1968). The systems approach. New York: Delacorte Press. p 231</p> <p>4. David, el all. Co-design improvement action in community multimedia centres in Mozambique. IFIP 9.4, Jamaica. p 4</p>

## CREATIVITY

Authors	POLIMI
Description	<p>Creativity becomes a quality evidenced in work. It is present when a person or people undertaking an activity can employ understanding, skill, fluency, and capabilities to gain a new and different perspective on this activity and, through the combination of their imagination and their preexisting understanding, are able to arrive at a genuinely unique and original perception. Terms such as "inspired," "genius," "aha moments," "eureka," and so on are often used to identify precisely those moments of creative breakthrough and new insight that can happen in every and any activity (Marshall 2008).</p> <p>Creativity is the ability to produce original and unusual ideas, or to make something new or imaginative strategic assets for the innovativeness and competitiveness at international level. It's a lever for the ability to create new companies, jobs and area of growth.</p> <p>Creatiity is a function of three components:</p>



	<ul style="list-style-type: none"> <li>- expertise is knowledge-technical procedural and intellectual;</li> <li>- creative-thinking skills determine how flexibly and imaginately people approach problems.</li> <li>- Motivation: not all motivation is created equal. An inner passion to solve the problem at hand leads to solutions far more creative than do external rewards, such as money. This component, called intrinsic motivation, is the one that can be most immediately influenced by the work environment (Amabile,</li> </ul>
Sources	<p>Green Paper of 27 April 2010, Unlocking the potential of cultural and creative industries, European Commission</p> <p>Michael Erlhoff and Tim Marshall, Design Dictionary, published by Birkhäuser, Basel (2008)</p> <p>Amabile T.M., How to kill creativity, Harvard Business Review 1999</p>

## CULTURAL AND CREATIVE INDUSTRIES

Authors	POLIMI
Description	<p>Cultural industries: industries producing and distributing goods or services that at the time they are developed are considered to have a specific attribute, use or purpose that embodies or conveys cultural expressions, irrespective of the commercial value they may have. Besides the traditional arts sectors, they include film, DVD and video, television and radio, video games, new media, music, books and press.</p> <p>Creative industries: industries that use culture as an input and have a cultural dimension, although their outputs are mainly functional. They include architecture and design, which integrate creative elements into wider processes, as well as subsectors such as graphic design, fashion design or advertising.</p>
Sources	Green Paper of 27 April 2010, Unlocking the potential of cultural and creative industries, European Commission

## CROWDFUNDING

Authors	POLIMI, UNN
Description	Crowdfunding (or crowdfinancing, crowdsourcing) is where individuals and organisations raise funds and/or leverage



	<p>support from their friends, professional networks and the wider public. Through collective cooperation and the pooling of small sums (whether through non-financial pledges, donations, revenue sharing arrangements, debt finance or equity investments), crowdfunders use the goodwill, excitement, and enthusiasm for their endeavour to raise funds and support from as many people as possible. This process of 'democratising finance' is increasingly used for a variety of social and cultural causes from humanitarian relief, political campaigns, micro-finance, artists seeking patronage, to fans buying stakes in their sports clubs, citizen journalism or funding a start-up social venture.</p> <p>With crowdfunding, an entrepreneur raises external financing from a large audience (the "crowd"). There are two forms of crowdfunding:</p> <ul style="list-style-type: none"> <li>- entrepreneurs solicit individuals either to pre-order the product or to advance a fixed amount of money in exchange for a share of future profits (or equity);</li> <li>- "crowdfunders" enjoy "community benefits" that increase their utility.</li> </ul> <p>Entrepreneur prefers pre-ordering if the initial capital requirement is relatively small compared with market size and prefers profit sharing otherwise. Crowdfunding has implications for managerial decisions in the early development stage of firms, when the entrepreneur needs to build a community of individuals with whom he or she must interact (Belleflamme <i>et al.</i> 2014).</p>
Sources	<p>Belleflamme P., Lambert T., Scwienbacher A., Crowdfunding: Tapping the right crowd, <i>Journal of Business Venturing</i> 29 (2014) 585–609  <a href="https://www.clearlyso.com/wp-content/uploads/2013/03/ClearlySo-Guide-for-the-Ambitious-Social-Entrepreneur-3rd-Edition.pdf">https://www.clearlyso.com/wp-content/uploads/2013/03/ClearlySo-Guide-for-the-Ambitious-Social-Entrepreneur-3rd-Edition.pdf</a></p>

## D

### DESIGN-AS-CIVICS

Authors	UNN
Description	Design-as-civics (DAC) is envisioned as a 'practical philosophy' – a reflexive praxis of citizens potentially cooperating alongside professional designers to address social



	<p>issues.</p> <p>DAC is a response to the condition that design is an amoral discipline (Jonas 2008). It possesses no intrinsic ethical position to govern its practice. Consequently, design as is, 'supports' today's unsustainable environmental, economic and social problems.</p> <p>Civics is a reflective and reflexive praxis. It asks its practitioners, 'are our interventions 'good' for the community?' And then reflexively, 'is our current approach the best intervention process available?</p> <p>The praxis of DAC, is developed through the community researching its history, occupations and geography to create a 'knowledge platform:' A context for discourse reflecting on how a community's shape was formed over time such that they can ask what is a community's sufficient needs for today's and future generations to live the 'good-life?'</p> <p>With shared understanding and insight, a community may build argumentations that 'aim' their design interventions towards their understanding of the 'good-life.'</p>
Sources	<p>Jonas, W., Morelli, N., and Münch, J. (2008) 'Designing a Product Service System in a Social Framework: Methodological and Ethical Considerations'. in Undisciplined!, 'Design Research Society Conference 2008' [online] held 2008 at Sheffield. Sheffield Hallam University. available from &lt;<a href="http://shura.shu.ac.uk/526/">http://shura.shu.ac.uk/526/</a>&gt; 18 July 2014</p>

## DESIGN DRIVEN INNOVATION

Authors	POLIMI
Description	<p>Design driven innovation is an innovation strategy that leads to products and services that have a radical new meaning: they convey a completely new reason for customers to buy them. Their meaning are so distinct from those that dominate the market that they might take people by surprise, but they are so inevitable that they convert people and make them passionate. Design in its etymological essence means "making sense of things". Design Driven Innovation is the R&amp;D process for meanings (Verganti, 2010).</p>
Sources	<p>Verganti, Design Driven Innovation, Harvard Business Press 2009</p>



## DESIGN MANAGEMENT

Authors	POLIMI
Description	<p>The term “design management” has been used to describe a range of micro and macro-level practices for planning and implementing design processes within the context of business performance.</p> <p>At the micro level, design management encompasses tasks relevant to the completion of individual projects. Spanning the life cycle of a project, these tasks can include proposal writing, design briefing, contracting, budgeting, staffing, scheduling, sketching, prototyping, day-to-day workflow management, production oversight, quality control, documentation, and archiving. At the macro level, design management encompasses tasks relevant to the utilization of design for competitive advantage and the fulfillment of business objectives (Loretta Staples in Erlhoff, Marshall 2008)</p> <p>In management discourse design is treated as referring to a finished product, or an established way of doing things in an organization. Design is so central to the actual process of managing. Successful managers and successful organizations are ones that engage in design as if it mattered—they actively design and redesign products, processes, and services in order to create new markets and to succeed in existing ones. Entrepreneurs are wonderful examples of the designing managers—giving form to valuable new products and services, and sometimes creating whole new industries.</p>
Sources	<p>Michael Erlhoff and Tim Marshall, Design Dictionary, Springer 2008</p> <p>Bolland R.J., Collopy F., Lyytinen K., Yoo Y., Managing as Designing, Design Issues 24, 2008</p>

## DESIGN THINKING

Authors	POLIMI
Description	<p>Design thinking is a methodology that imbues the full spectrum of innovation activities with a human-centered design methods. Innovation is powered by a thorough understanding, through direct observation, of what people want and need in their lives and what they like or dislike about the way particular products are made, packaged, marketed, sold, and supported.</p>

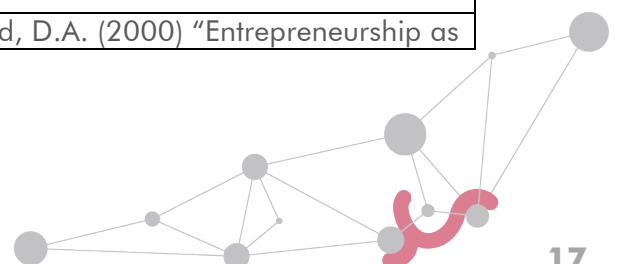


	Design thinking is a discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity. Design thinking has much to offer a business world in which most management ideas and best practices are freely available to be copied and exploited. Leaders now look to innovation as a principal source of differentiation and competitive advantage; they would do well to incorporate design thinking into all phases of the process (Brown 2008)
Sources	Tim Brown, Design Thinking, Harvard Business Review June 2008

## E

### ENTREPRENEURSHIP ATTITUDE

Authors	UAEGEAN (A. Constantelou, K. Kutsikos)
Description	<p>A mental state that exerts a dynamic influence upon an individual so as to organize and manage a new business venture, which normally involves considerable amount of risk.</p> <p>The motivation to behave entrepreneurially is explained by the utility-maximizing theory of entrepreneurial behaviour – viz: that the individual is motivated to become self-employed (or otherwise behave entrepreneurially) because that course of action promises the greatest psychic utility (Eisenhauer, 1995; Douglas &amp; Shepherd, 2000). Underlying this motivation is the strength of the individual's abilities (human capital) and his/her attitudes to elements provided by entrepreneurship, which include autonomy, risk, work effort, income, and net perquisites. In general, individuals desiring more income, more independence, and more net perquisites are more likely to want to engage in entrepreneurial behaviour. Likewise, an individual with a higher tolerance for risk and less aversion to work effort should be expected to be more likely to want to engage in entrepreneurial behaviour (Douglas &amp; Shepherd, 2000).</p>
Sources	Douglas, E.J. and Shepherd, D.A. (2000) "Entrepreneurship as



	<p>a Utility-Maximizing Response" Journal of Business Venturing 15(3): 231-251</p> <p>Eisenhauer, J.G. (1995) "The entrepreneurial decision: Economic theory and empirical evidence" Entrepreneurship Theory and Practice Summer: 67-79</p> <p>Fitzsimmons, J.R., Douglas, E.J. (2005), "Entrepreneurial Attitudes and Entrepreneurial Intentions: A Cross-Cultural Study of Potential Entrepreneurs In India, China, Thailand And Australia", Babson-Kauffman Entrepreneurial Research Conference, Wellesley, MA. June 2005</p> <p>Global Entrepreneurship Monitor, <a href="http://www.gemconsortium.org/">http://www.gemconsortium.org/</a></p> <p>Llopis, G. (2013), "Working with an Entrepreneurial Attitude is a Powerful Addiction", <a href="http://www.forbes.com/sites/glennllopis/2013/01/15/working-with-an-entrepreneurial-attitude-is-a-powerful-addiction/">http://www.forbes.com/sites/glennllopis/2013/01/15/working-with-an-entrepreneurial-attitude-is-a-powerful-addiction/</a> (last accessed 26/5/2015):</p> <p>"A Systems Approach to Fostering Innovation Ecosystems within Academic and Business Communities", <a href="http://techtv.mit.edu/videos/30621-a-systems-approach-to-fostering-innovation-ecosystems-within-academic-and-business-communities">http://techtv.mit.edu/videos/30621-a-systems-approach-to-fostering-innovation-ecosystems-within-academic-and-business-communities</a></p> <p>"Non-Profit Entrepreneurs Vs. For-Profit Entrepreneurs", <a href="http://www.forbes.com/video/3717749791001/">http://www.forbes.com/video/3717749791001/</a></p> <p>"Malcolm Gladwell Punctures the Risk-Taker Myth", <a href="http://www.businessweek.com/smallbiz/running_small_business/archives/2010/01/malcolm_gladwel.htm">http://www.businessweek.com/smallbiz/running_small_business/archives/2010/01/malcolm_gladwel.htm</a></p> <p>Sandra Ma Sánchez Cañizares, Fernando J. Fuentes García, (2010) "Gender differences in entrepreneurial attitudes", Equality, Diversity and Inclusion: An International Journal, Vol. 29 Iss: 8, pp.766 – 786</p> <p>Symonds, M. (2013), "Unlocking the B-School Entrepreneur Within", Bloomberg Business, 28/1/2013, <a href="http://www.bloomberg.com/bw/articles/2013-01-28/unlocking-the-b-school-entrepreneur-within">http://www.bloomberg.com/bw/articles/2013-01-28/unlocking-the-b-school-entrepreneur-within</a> (last accessed 26/5/2015)</p>
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## EMPATHIC DESIGN

Authors	POLIMI
Description	Empathy is the capacity to step into other people's shoes, to understand their lives, and start to solve problems from their perspectives. Human-centered design is premised on empathy, on the idea that the people you're designing for are your roadmap to innovative solutions. All you have to do is



	<p>empathize, understand them, and bring them along with you in the design process.</p> <p>This approach in entrepreneurial journey not only open up to new creative possibilities, but it allows entrepreneurs to leave behind preconceived ideas and outmoded ways of thinking. Empathizing with the people allow to design the best route to truly grasping the context and complexities of their lives. But most importantly, it keeps the people designing for squarely grounded in the centre of the entrepreneur work (IDEO 2015). Empathic Design is a variation of user observation. It is matters of how observe users.</p>
Sources	<p>IDEO, Field guide to Human-Centered Design, 2015  <a href="http://www.designkit.org">http://www.designkit.org</a>            Kraft C., User Experience Innovation, Apress 2012</p>

## G

### GAME

Authors	HKU
Description	<p>Collaborative practice based group sessions in the form of a game. These games are based on design thinking and are aimed to engage people in the project, to get better traction and move more quickly with groups, to make things happen, get better and faster decisions and results.</p> <p>There are five basic components: a well defined (virtual) game-space, a set of boundaries, clear rules for interaction, artifacts to keep track of progress and a predefined shared goal.</p>
Sources	Gray, Brown, Macanuso 2012 Gamestorming

## H

### HACKATHON

Authors	BWCON
Description	Sessions with developers and startupper for the production of



	<p>the first prototype. It's a product or service event in which computer programmers and others involved in software development, including graphic designers, interface designers and project managers, collaborate intensively on software projects. Occasionally, there is a hardware component as well. Hackathons typically last between a day and a week. Some hackathons are intended simply for educational or social purposes, although in many cases the goal is to create usable software. Hackathons tend to have a specific focus, which can include the programming</p>
Sources	

## K

### KEYNOTES

Authors	HKU
Description	<p>A talk, lecture and/or discussion by a leading expert in the field.</p> <p>A keynote establishes the main underlying theme, deals with a determining principle or presents important issues in line with what is being taught in the Summer Academy.</p>
Sources	Dictionary and wikipedia

## I

### ICT

Authors	BWCON
Description	<p>ICT stands for Information and communications technology and it is an extension of the acronym IT. It refers to all communication technologies, which are used to communicate, create, manage and storage information such as internet, computers, network hardware and software, broadcasting technology (radio and television) and all applications which are associated with them as VoIP, videoconferencing etc..</p> <p>ICT is a transversal topic for many industries as it provides a way to manage always increasing quantity of information. In the last decades several new jobs associated to the ICT sectors have emerged and it several applications in fields as health,</p>



	mobility, manufacturing makes of ICT one of the most promising field of development in the coming years.
Sources	<a href="http://en.wikipedia.org/wiki/Information_and_communications_technology">http://en.wikipedia.org/wiki/Information_and_communications_technology</a> <a href="http://en.wikibooks.org/wiki/ICT_in_Education/Definition_of_Terms">http://en.wikibooks.org/wiki/ICT_in_Education/Definition_of_Terms</a>

#### ICT BUSINESS IDEA CONTEST

Authors	BWCON
Description	The ICT Business Idea Contest is an international event in which the best ideas emerging from the six Summer Academies will have the chance to pitch in front of investors. The contest wants to raise awareness on the topic of ICT and Entrepreneurship among young people in Europe. Winners of the contest will have the chance to be introduced to an incubation program and/or to a crowdfunding platform.
Sources	

#### IDEA PITCHING

Authors	TBI
Description	A verbal explanation of an idea
Sources	Alan Gleeson, <a href="http://articles.bplans.co.uk/starting-a-business/the-business-pitch/407">http://articles.bplans.co.uk/starting-a-business/the-business-pitch/407</a>

#### INCUBATION

Authors	TBI
Description	Business incubation programs are designed to accelerate the successful development of entrepreneurial companies through an array of business support resources and services, developed or orchestrated by incubator management, and offered both in the incubator and through its network of contacts. A business incubation program's main goal is to produce successful firms that will leave the program financially viable and freestanding. Critical to the definition of an incubator is the provision of management guidance, technical assistance, and consulting tailored to young, growing companies.



Sources	David A. Lewis, Elsie Harper-Anderson, and Lawrence A. Molnar, "Incubating Success. Incubation Best Practices That Lead to Successful New Ventures", 2011
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## INCUBATOR

Authors	TBI
Description	A business incubator is a multitenant facility with on-site management that directs a business incubation program.
Sources	David A. Lewis, Elsie Harper-Anderson, and Lawrence A. Molnar, "Incubating Success. Incubation Best Practices That Lead to Successful New Ventures", 2011

## INTELLECTUAL PROPERTY RIGHTS

Authors	POLIMI
Description	<p>The protection of intellectual property is crucial for the EU's ability to compete in the global economy because some of the innovation has been generated by creativity and culture. The law on Intellectual Property Rights of the European Union was born in order to harmonize the diverse laws on intellectual property of EU member countries.</p> <p>Intellectual Property Rights (IPR) are represented, for example, by patents, trademarks, designs, copyrights and geographical indications. All of them can be applied to different creations and inventions. Intellectual Property is divided into two categories:</p> <ul style="list-style-type: none"> <li>- Industrial property, which includes inventions, trademarks, industrial design, and geographical indications of source;</li> <li>- Copyright, which includes literary and artistic works (performing arts included).</li> </ul> <p>IP rights allow inventors, creators and businesses to prevent unauthorized uses of their productions and distinctive signs or to permit their uses in return for compensation.</p> <p>In order to pursue this objective, the European community developed several strategies. One of the most important is that to work in the World Trade Organization (WTO) in order to protect and enforce globally European IP rights. Indeed, EU collaborated to the stipulation of the agreement on trade-related aspects of intellectual property rights.</p> <p>According to World Intellectual Property Organization (WIPO) data, in 2010 trademarks and patents were worldwide the most represented in IP protection strategies.</p>



Sources	<a href="http://www.wipo.int/portal/en/index.html">http://www.wipo.int/portal/en/index.html</a>
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## L

### LAB

Authors	HKU
Description	<p>Collaborative practice based group sessions in which the ideas are developed in practice, with coaching of teachers and mentors. A lab is a more independent learning environment than workshops, the group decides what to do instead of following the guidance of the facilitator.</p> <p>Usually labs are designed to test something in context and experience the risks and consequences associated with this choice.</p>
Sources	IRISS Institute for Research and Innovation in Social Services

### LEAN START UP

Authors	TBI
Description	<p>The Lean Startup provides a scientific approach to creating and managing startups and get a desired product to customers' hands faster. The Lean Startup method teaches you how to drive a startup - how to steer, when to turn, and when to persevere - and grow a business with maximum acceleration. It is a principles-based approach to new product development.</p> <p>The Lean Startup process builds new ventures more efficiently. It has three parts: a business model canvas to frame hypotheses, customer development to get out of the building to test those hypotheses and agile engineering to build minimum viable products... If you're familiar with the Lean Startup you know that the Business Model Canvas is the tool to frame all the hypotheses of your startup. Of all the 9 boxes of the canvas, the two most important parts of the business model are the relationship between the Value Proposition (what you're building) and the Customer Segment. These two components of the business model are so important we give</p>



	them their own name, "Product/Market Fit." The Value Proposition Canvas functions like a plug-in to the Business Model Canvas and zooms into the value proposition and customer segment to describe the interactions between customers and product more explicitly and in more detail. This keeps things simple by giving you the big picture at the business model level and the detailed picture at the "product/market fit" level (Blank, 2014).
Sources	<a href="http://theleanstartup.com/principles">http://theleanstartup.com/principles</a>

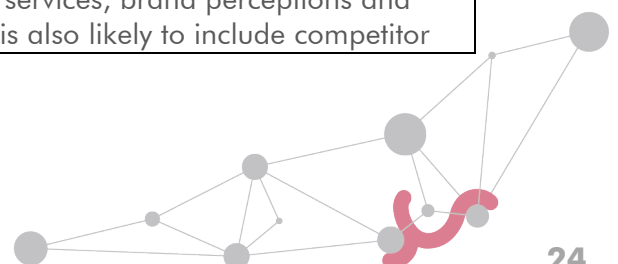
## M

### MACHERTHON

Authors	BWCON
Description	Macherthon is a two days event for Makers and DIY (Do-It-Yourself) Enthusiasts which enables creative people to implement their creative ideas with the help of analogic and digital tools and the support of experienced mentors. Macherthon is a concept firstly developed in Germany by Daniel Heitz. It is inspired from the makers movement and as the Hackathon, is an event which enables in a short time to create a prototype using very different tools (3D printing, Laser, wood, plastiline etc..)
Sources	

### MARKET RESEARCH

Authors	UNN
Description	"One source of information that can lead to the development of new products and services is market and research data. This can mean the outputs from companies' own internal marketing, consumer insight or research teams, who commission and manage regular information and data from key target customer groups. It involves tracking perceptions and attitudes related to the company, its products and services, brand perceptions and customer satisfaction, and is also likely to include competitor



	analysis, and gathering feedback on the commissioning company's performance and reception in contrast to that of their competitors. Through the analysis of such data by designers and other members of a project team, gaps in the market and areas for improvement and innovation are identified."
Sources	<a href="http://www.designcouncil.org.uk/sites/default/files/asset/document/ElevenLessons\_Design\_Council%20(2).pdf">http://www.designcouncil.org.uk/sites/default/files/asset/document/ElevenLessons\_Design\_Council%20(2).pdf</a>

## MEANING DRIVE INNOVATION

Authors	POLIMI
Description	<p>Talking about entrepreneurship in creative and cultural sector it is important to understand the nature of this field of innovation. They frequently operate in specific market conditions, producing goods or services that are intrinsically "cultural" or "creative". They work around what Norman and Verganti called "Meaning Drive Innovation" (Norman, Verganti 2012). User needs, personal aspirations, motivation and abilities are the starting point and focus of the companies activities because entrepreneurs in this sector "starts from the comprehension of subtle and unspoken dynamics in socio-cultural models and results in radically new meanings and languages, often implying a change in socio cultural regimes" (Norman, Verganti, 2012).</p> <p>Innovation in Creative and Cultural sector is almost never a technology drive innovation (it could sometimes include the use of existing technology in a new context of use). We are in presence of a typology of incremental innovation where small changes in a product, the introduction of new services, the design of new experience among ICT technology help to improve the user behavior and the social needs.</p> <p>Companies in these sectors would to generate new value for market and users among new products or services, new experiences, new process, new events etc. To make this they are working in a new innovation dynamic system: they face the challenge of shifting their strategies from product design to new systems development (product, service and communication), in order to develop projects focused on user experience (Utterback, 2008).</p>
Sources	Norman, D. Verganti, R. (2012). Incremental and radical innovation: design research versus technology and meaning change, Design Issues 2012



	Utterback, J.M. (2006). Design-inspired innovation. World Scientific Publishing Company Vignati A., Entrepreneurship in Creative and Cultural Sector, Cumulus Conference, Milan June 2015
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## MENTORING

Authors	UAEGEAN (A. Constantelou, K. Kutsikos)
Description	<p>Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé) (Bozeman, Feeney, 2007).</p> <p>The importance of having a mentor in business”,  <a href="http://www.virgin.com/richard-branson/the-importance-of-having-a-mentor-in-business">http://www.virgin.com/richard-branson/the-importance-of-having-a-mentor-in-business</a> (last accessed 26/5/2015):          “What do Larry Page, Steve Jobs and yours truly [i.e. Richard Branson] have in common? We’ve all received guidance from mentors. Yes – even the famously individually-minded Apple Founder got by with a little help, advice and support from time to time. No matter whom you are, where you’ve come from, or what you have achieved, a good mentor is an invaluable asset in business... The first step to finding a good mentor, is of course, coming to terms with the fact that you actually can benefit from having one. Understandably there’s a lot of ego, nervous energy and parental pride involved, especially with one- or two-person start-ups– factors that tend to manifest themselves in a cocoon-like state of mind where, ‘Only I/we get it and nobody else can possibly help make this thing work’. Trust me: they can and they will. Going it alone is an admirable but foolhardy and highly flawed approach to taking on the world... So please, take it from me: no matter how incredibly smart you think you are, or how brilliant, disruptive or plain off-the-wall your new concept might be, every start-up team needs at least one good mentor. Someone, somewhere, has already been through what you are convinced nobody else has ever confronted! Okay, so their version may have been analogue rather than digital, but trust me, many of the business fundamentals are exactly the same. Building a new business takes more than technological skills and creative</p>



	genius – it needs people, and if you’re going to create a great culture as well as a great product, those people need tending to in a plethora of different ways (Branson, 2014).
Sources	<p>“Confused About the Mentoring Process? 6 Tips to Help”, <a href="http://www.entrepreneur.com/article/228046">http://www.entrepreneur.com/article/228046</a></p> <p>Bozeman, B.; Feeney, M. K. (October 2007). "Toward a useful theory of mentoring: A conceptual analysis and critique". <i>Administration &amp; Society</i> 39 (6): 719–739</p> <p>Branson, R. (2014), "The importance of having a mentor in business", <a href="http://www.virgin.com/richard-branson/the-importance-of-having-a-mentor-in-business">http://www.virgin.com/richard-branson/the-importance-of-having-a-mentor-in-business</a>, (last accessed 26/5/2015)</p> <p>Carlsson Scot (2014): "A caring professor may be key in how a graduate thrives", <i>The Chronicle of Higher Education</i>, May 6. Available on line at <a href="http://chronicle.com/article/A-Caring-Professor-May-Be-Key/146409/">http://chronicle.com/article/A-Caring-Professor-May-Be-Key/146409/</a> (last accessed 26/5/2015)</p> <p>Caroline P. D'Abate &amp; Erik R. Eddy (2008). "Mentoring as a learning tool: enhancing the effectiveness of an undergraduate business mentoring program", <i>Mentoring &amp; Tutoring: Partnership in Learning</i>, 16:4, 363-378</p> <p>Drexler, P. (2014), "Can Women Succeed Without A Mentor?", <a href="http://www.forbes.com/sites/peggydrexler/2014/03/04/can-women-succeed-without-a-mentor/">http://www.forbes.com/sites/peggydrexler/2014/03/04/can-women-succeed-without-a-mentor/</a> (last accessed 26/5/2015)</p> <p>Gallo, A. (2011), "Demystifying Mentoring", <i>Harvard Business Review</i>. Available on line at <a href="https://hbr.org/2011/02/demystifying-mentoring.html">https://hbr.org/2011/02/demystifying-mentoring.html</a> (last accessed 26/5/2015)</p> <p>Kirby, D. (2006), "Creating Entrepreneurial Universities in the UK: Applying Entrepreneurship Theory to Practice", <i>The Journal of Technology Transfer</i> September 2006, Volume 31, Issue 5, pp 599-603</p> <p>Kochan, F. Kent, A. and A. Green (2014) <i>Uncovering the Cultural Dynamics in Mentoring Programs and Relationships: Enhancing Practice and Research</i>. Information Age Publishing</p> <p>Talia Esnarda, Deirdre Cobb-Robertsb, Vonzell Agostob, Zorka Karanxhab, Makini Beckc, Ke Wud &amp; Ann Unterreinere (2015), "Productive Tensions in a Cross-Cultural Peer Mentoring Women’s Network: A Social Capital Perspective", <i>Mentoring &amp; Tutoring: Partnership in Learning</i>, 23:1, 363-378</p>



OPEN INNOVATION



Authors	UL FRI, RRA LUR
Description	"Open innovation is the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively. [This paradigm] assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as they look to advance their technology."
Sources	Henry Chesbrough, Open Innovation: Researching a New Paradigm (2006)

## P

### PROTOTYPING

Authors	BWCON
Description	<p>Prototyping is the act of creating a prototype, meaning a sample or a model which is designed to test the feasibility of a concept, product or service. Prototyping is used in a variety of fields ranging from design to software development. Its aim is to collect so many information and feedback as possible on a product or service, before it is released in its final form. By developing a prototype it is possible to prove the viability of a business idea and run some trials with real customers. These latter can provide valuable feedback to improve the product and even indication of features that need to be added or removed. By developing a prototype companies can save a lot of money in the realisation of a product/process/service that on the market would finally prove to need improvement or even to be wrong.</p> <p>In the framework of the CREA Summer Academy participants will have the opportunities to concretely prototype their business ideas with the support of mentors.</p>
Sources	

## R

### RAPID PROTOTYPING

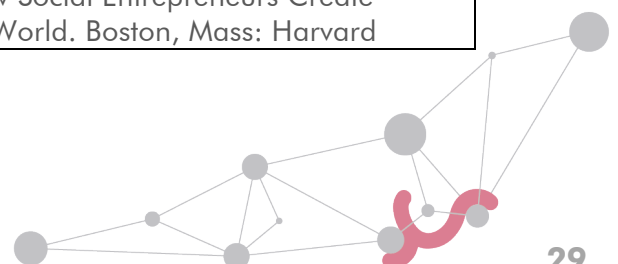


Authors	BWCON
Description	Rapid prototyping is the umbrella term for the various methods for rapid production of sample components from design data. It is used to quickly fabricate scale model of a physical part using instruments as CAD and 3D printing. As such is a manufacturing process that produces components starting from data without the requirement of hand-production process. Per extensions, the term "Rapid prototyping" is sometime used to indicate the act of creating a prototype in a very short time.
Sources	<a href="http://en.wikipedia.org/wiki/Rapid_prototyping">http://en.wikipedia.org/wiki/Rapid_prototyping</a>

## S

### SOCIAL ENTREPRENEUR

Authors	UNN
Description	Social entrepreneurs look to develop businesses and enterprises that help redress social issues, working to create sustainable interventions in spaces not attended to by traditional businesses. To achieve this some engage the assistance and support of the local 'community' they serve. Social issues addressed range from those specific to a single locality, to issues of national or international significance. The Grameen Bank, founded by social entrepreneur Muhammad Yunus – a Nobel Peace Prize awardee – is an oft referenced example of a large social enterprise. To expose the difference between a social entrepreneur and a traditional entrepreneurial business, we refer to the ideas espoused by former leading American economist Milton Friedman (1912 - 2006). His teachings influenced the beliefs and actions of 'traditional' western businesses – and were advocated by President Reagan of the USA and Prime Minister Thatcher of the UK. Friedman proposed how there; "is only one social responsibility of business – to use it resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud."
Sources	Elkington, J. and Hartigan, P. (2008) The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World. Boston, Mass: Harvard



	Business School Press Friedman, M. (1970) 'The Social Responsibility of Business Is to Increase Its Profits'. The New York Times Magazine 13 September, 32–3
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## SOFT SKILLS

Authors	POLIMI, UNN
Description	Recent studies suggest the existence of a significant positive relationship of intellectual capital with business performance. Intangible assets are important in management processes since they are considered to be a critical source of sustainable competitive advantage. Business start-up success can be partially explained by human, organizational and relational capital elements. Each of these factors deals with intangible elements such as skills of entrepreneurs, strategic decision-making, market adaption, networking ability and so on (Dollinger 2008). Soft Skills are regarded as vital skills by business, and are identified as an individual's ability and talent for team working, self-reliance, oral communication, assertiveness, local problem solving, patience, listening and understanding.
Sources	Dollinger, M. J. (2008). Entrepreneurship : strategies and resources. Illinois: Marsh Publications Llc, U.S.A. Gardner H., Multiple Intelligences, 2011 <a href="http://webarchive.nationalarchives.gov.uk/+http://www.berr.gov.uk/files/file11008.pdf">http://webarchive.nationalarchives.gov.uk/+http://www.berr.gov.uk/files/file11008.pdf</a>

## SUMMER ACADEMY

Authors	HKU
Description	A short course during summer that offers an intensive tuition in a certain subject, combined with extracurricular activities.
Sources	N.A.

## SERVICE DESIGN

Authors	POLIMI
Description	During the last three decades, economic conditions have changed fundamentally in western industrial nations. Without doubt, a fundamental change from a manufacturing society to



	<p>an information- and service-based economy is discernable. While the share of services in the gross economic product is around 60-70%, business start-ups and new jobs can almost exclusively be found in the tertiary sector. Along with such rapid developments came new economic challenges. In the past, investments within research and design were made primarily in the manufacturing industry. Means and processes of production were optimised, products innovated, and investments in market research, marketing and design of products were made as a matter of course while research, development and design for services was an exception. This situation is now changing essentially – and this is where Service Design comes in. Within Service Design, Service Interfaces are designed for intangible products that are, from the customer's point of view, useful, profitable and desirable, while they are effective, efficient and different for the provider. Service Designers visualize, formulate and choreograph solutions that are not yet available. They watch and interpret needs and behaviours and transform them into potential future services. In the process, exploring, generating and evaluating approaches are used similarly and a redesign of existing services is just as much a challenge as the development of new innovative services. An exhaustive definition of the term service design can be downloaded below (Birgit Mager in Erlhoff and Marshall, 2008)</p>
Sources	Michael Erlhoff and Tim Marshall, Design Dictionary, published by Birkhäuser, Basel (2008)

## SERVICE INNOVATION

Authors	UL FRI, RRA LUR
Description	<p>"Service innovation is the multidisciplinary process of designing, realizing and marketing combinations of existing and/or new services and products with the final attempt to create valuable customer experiences"</p> <p>It could be an innovation in products, processes or firms. Therefore it means that innovation can be exploded in the following possibilities: 1) new or improved service products (commodities or public services) 2) new or improved ways of designing and producing services 3) organizational innovations and the management of innovation processes, within service organizations.</p>
Sources	Flikkema, M., Spaargaren, F., & Kwakman, F. (2010). NL Dienstensector, Typologie, Cijfers en Toekomst. Not yet



	published. ( <a href="http://essay.utwente.nl/60173/1/MA_thesis_H_Vos.pdf">http://essay.utwente.nl/60173/1/MA_thesis_H_Vos.pdf</a> )
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## SOCIAL INNOVATION

Authors	UL FRI, RRA LUR, POLIMI
Description	<p>Social innovation refers to new ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and planet. A true social innovation is system-changing – it permanently alters the perception, behaviours and structures that previously gave rise to those challenges...Even more simply, a social innovation is an idea that works for the public good.</p> <p>Social innovation can be seen as a process of change emerging from the creative re-combination of existing assets (social capital, historical heritage traditional craftsmanship, accessible advanced technology) and aiming at achieving socially recognized goals in new ways. A kind of innovation driven by social demands rather than by the market and/or autonomous techno-scientific research, and generated more by the actors involved than by specialists (DESIS Network).</p>
Sources	<p>Centre for Social Innovation, Toronto  <a href="http://www.desis-network.org/content/vision">http://www.desis-network.org/content/vision</a>            Mulgan G, Social Innovation, Oxford Business School 2007</p>

## STRATEGIC DESIGN

Authors	POLIMI
Description	<p>Strategic design is intended to promote the performance and efficiency of a company in the eyes of its designers, consumers, and competitors alike. Toward this end, strategic design is based on the articulation of both internally and externally oriented business practices. Internally oriented strategies typically focus on how well an organization promotes inter-organizational communication, knowledge, and understanding. Externally oriented strategies, on the other hand, are often market driven, and focus on how effectively the design reaches the target market, promotes a consistent brand identity, and gives the company its competitive edge. Naturally, internally and externally oriented design strategies are closely related, and dependent upon one another to succeed (Ikeda in Erlhoff and Marshall, 2008)</p>



	<p>Strategic design is a process that tries to create sense, both for the company, the customers and the environment, optimizing the plurality of media (buildings, logo, products, services, distribution choices, display etc.) through which the company presents itself on the market, defining its identity and in the meantime shaping its strategy.</p> <p>This plurality of elements is the product-system (Zurlo, 2010)</p>
Sources	<p>Michael Erlhoff and Tim Marshall, Design Dictionary, published by Birkhäuser, Basel (2008)</p> <p>Zurlo F., Design Strategico, <a href="http://www.treccani.it/enciclopedia/design-strategico_(XXI_Secolo)/">http://www.treccani.it/enciclopedia/design-strategico_(XXI_Secolo)/</a></p>

## T

### TEAM BUILDING FOR ENTREPRENEURS

Authors UAEGEAN	<p>A. Constantelou K. Kutsikos</p>
Description	<p>The process of selecting and organizing a group of people with complementary capabilities committed to a common entrepreneurial objective for which they are mutually accountable.</p> <p>Team building is a tough nut for entrepreneurs to crack; as the saying goes, there is no "I" in team. Yet without a super-strong ego, entrepreneurial ventures would never happen. To work 24/7, endure rebuffs, naysayers, and harsh competition, yet never abandon a dream, entrepreneurs must have a bigger-than-average sense of healthy narcissism... Consider the following thoughts about a team that can work [...] 1. Rely On Teams For Important Stuff; Have Specialists Address What's Mundane; ..2. Teams That Succeed Are Diversified; ...3. Impose Zero Oversight On Teams Unless or Until They Ask For It;... 4. Do Not Dictate The Decorum You Expect From A Team; ...5. Never Promise Bonuses or Rewards For Success (Berglas, 2011).</p>
Sources	<p>Berglas, S. (2011), "5 Ways To Build A Spectacular Team Without Damaging Your Ego", <a href="http://www.forbes.com/sites/stevenberglas/2011/05/12/5-ways-to-build-a-kick-ass-team-without-damaging-your-ego/">http://www.forbes.com/sites/stevenberglas/2011/05/12/5-ways-to-build-a-kick-ass-team-without-damaging-your-ego/</a></p> <p>Pentland, A. (2012) "The New Science of Building Great Teams" Harvard Business Review, April.</p>



	<p>Senyard, J. M. (2014), "Entrepreneurial bricolage and young firm performance : the moderating effect of team composition". In Davidsson, Per (Ed.) Australian Centre for Entrepreneurship Research Exchange Conference 2014 Proceedings, Queensland University of Technology, Sydney, NSW, pp. 1024-1039</p> <p>Visintin, F., &amp; Pittino, D. (2014), "Founding team composition and early performance of university—Based spin-off companies.", Technovation, 34(1), 31-43</p> <p>Yang, T., &amp; Aldrich, H. E. (2014), "Who's the boss? Explaining gender inequality in entrepreneurial teams", American Sociological Review, 79 (2), 303-327</p>
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## TECHNOLOGY DRIVEN INNOVATION

Authors	BWCON
Description	<p>There are very different ways to innovate. Innovation can be defined as a new product, service or process which improves the state-of-art in a given field.</p> <p>Technology-driven innovation usually originates in scientific discoveries and specifically indicates any improvement that can be achieved in a specific sector thanks to a new or improved technology. Particularly the high tech sector is pushed under the constant need to innovate. Companies invest in Research and Development (R&amp;D) because new discoveries and technologies could give them a competitive advantage.</p> <p>In the framework of the CREA Summer Academy we refers to Technology driven Innovation especially to indicate the role that the implementation of ICT could have in sectors as the creative one to boost innovation.</p>
Sources	<a href="http://www.triz-journal.com/innovation-theories-strategies/technology-driven-innovation-just-high-tech/">http://www.triz-journal.com/innovation-theories-strategies/technology-driven-innovation-just-high-tech/</a>

## U

## USER CENTERED DESIGN

Authors	POLIMI
Description	User-Centered Design (UCD) is a multidisciplinary design approach based on the active involvement of users to improve



	<p>the understanding of user and task requirements, and the iteration of design and evaluation. It is widely considered the key to product usefulness and usability—an effective approach to overcoming the limitations of traditional system-centered design.</p> <p>Human-centered design offers problem solvers of any stripe a chance to design with communities, to deeply understand the people they're looking to serve, to dream up scores of ideas, and to create innovative new solutions rooted in people's actual needs (Ideo, 2015).</p>
Sources	<p>Mao, Vredenburg, Smith, Carey, 2005, <i>User Centered Design Practice</i></p> <p>IDEO, <i>The Field Guide to Human-Centered Design</i>, 2015</p>

## W

### WORKSHOPS

Authors	HKU
Description	<p>Collaborative, practice-based group sessions in which the theory is applied into practice, under the supervision of teachers and mentors. The participants work individually and/or in groups to solve actual work related tasks to gain hands-on experience.</p> <p>The aim is to improve the recipient's performance or to help him or her attain knowledge or skill.</p>
Sources	businessdictionary.com

