**PROJECT PARTNERS**

**Scientific Partners**

University of Udine (Italy) leads the project. A. F. De Toni, full professor in Operations Management and Strategy at the Faculty of Engineering, is the project manager. [www.dieqm.uniud.it](http://www.dieqm.uniud.it)

University of Maribor (Slovenia) is involved with the Laboratory for Production and Operations Management, whose main focus is the relationship between competitiveness and organizational capabilities. [www.uni-mb.si](http://www.uni-mb.si)

SINTEF Group (Norway) is the largest independent research organisation in Scandinavia. SINTEF Solutions integrates the whole Group’s knowhow and acts as a channel towards the market. [www.sintef.no](http://www.sintef.no)

**Consulting Partner**

Innova S.p.A. (Italy) is a private company specialised in Technology Transfer services. It has branches in Italy, Europe (Portugal, Belgium, Luxemburg, Hungary and France) and USA. [www.innova-eu.net](http://www.innova-eu.net)

**Industrial Partners**

Merloni Elettrodomestici (Italy) is one of the top three manufacturers in the household appliances segment in Europe. Its main brands in Europe are Ariston, Indesit and Scholtès. [www.merloni.com](http://www.merloni.com)

DERBI (Nacional Motor S.A.U) is the first Spanish manufacturer in mopeds and light motorcycles as well as the sport trademark in Piaggio Group. [www.derbi.com](http://www.derbi.com)

**Title:** Creative Processes for Enterprise Innovation

**Priority:** IST-NMP

**Instrument:** Specific Support Action

**Start-End:** January 2004 - March 2005

**Website:** [http://www.createproject.net](http://www.createproject.net)

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**OBJECTIVES**

In present competitive business environment, **global competition** forces companies to perpetually seek ways of improving their products/services. Organisations increasingly aspire to **become more creative** and perceive the development of conditions that encourage creativity within their working environment as a **long-term process** rather than a quick solution to their current problems.

**FROM A SELECTION OF CREATIVE TECHNIQUES**

Our project starts from a comparative analysis of **over 100 techniques** and **16 methodologies** developed by the main authors about creativity (De Bono, Jaoui, Foster and Kaplan, ...)

Then we developed a **comprehensive methodology** consisting of **5 phases** and **6 techniques**:
- **Easy** to apply inside **organizations**
- **Effective** on **many processes**

We successfully tested it in the following processes:
- **Strategic Planning**
- **New Product Development**
- **Customer Care**

**CREATE METHODOLOGY**

1. **Predisposition**
   - Creation of a work environment that allows the employees to free their own creativity

2. **External mapping**
   - Analysis of the environment external to the company in order to find new opportunities

3. **Internal mapping**
   - Analysis of the company climate and of the skills of human resources

4. **Idea Generation**
   - The proper creative session and generation of new ideas

5. **Evaluation**
   - Assessment of the results coming out from the idea generation phase