




Values-Based &
Sustainable
Innovation

Recent Developments & Future Challenges

Henning Breuer & Florian Lüdeke-Freund at ISPIM 2021

Sorry not to see you here with our SIG
co-hosting the conference.

- 
- There is a growing awareness that we should **align the way we** do business and **manage innovation** should **with what we care about - as individuals, organisations and society**. This is what we call values-based innovation.
 - It enables up us to **leverage values to generate and evaluate ideas, to direct collaborative efforts and to integrate stakeholders** into innovation activities.

Purpose of the SIG



The purpose of the SIG is to better understand the functions and impact of values, culture, and sustainability considerations on innovation and its management. The goal is to develop suitable research and facilitation methods to establish values and culture as sources, levers, and orientation marks for sustainable innovation.

<https://www.ispim-innovation.com/sig-values-based-innovation>

Why do we need this SIG?

- **Human values*** still remain widely untapped as **sources** and **drivers** of innovation. However, their potential to integrate diverse stakeholders into innovation processes, to direct collaborative efforts, and to generate innovations that matter has been acknowledged.
- Existing innovation frameworks barely cover the role of different **stakeholder values** (e.g. of entrepreneurs, intrapreneurs, innovation managers, customers / clients).
- Novel **facilitation methods** are needed to manage values for innovation – reframing existing methods and developing new approaches (e.g. for impact assessment).

* (1) concepts or beliefs (2) about desirable end states or behaviors that (3) go beyond certain situations or events, (4) guide the selection or evaluation of behavior or events, are (5) structurally ordered according to their relative importance (Frey 2016).

New Resources */// Lab of Tomorrow Manual*

Kickstarting businesses and development in emerging markets



lot 10

lot 9

lot 8

lot 1
lot 2
lot 3
...

Challenge
Identification

Research

Innovation
workshop

Business
Design

Market Pilot

Business



Federal Ministry
for Economic Cooperation
and Development

New Resources /// A MURAL template to facilitate values-based business modelling using sustainable business design patterns.

BRAINWRITING TO WORK WITH SUSTAINABLE BUSINESS MODEL PATTERNS

USE THIS MURAL TO WORK WITH THE PATTERNS, JOINTLY TRYING TO UNDERSTAND THEM AND DEVELOPING YOUR OWN IDEAS.

OUR BUSINESS MODELLING CHALLENGE:

■ **Review the problem and refine the challenge focus and take notes**
 Start with a problem and develop a clear business focus. Identify the problem and develop a clear business focus. Identify the problem and develop a clear business focus. Identify the problem and develop a clear business focus.

■ **Business Model Ideation: Come up with ideas for different business model components using the patterns.**
 Use the patterns to generate ideas for different business model components. Use the patterns to generate ideas for different business model components. Use the patterns to generate ideas for different business model components.

■ **Review the pattern (e.g. Freemium)**
 Review the pattern and its components. Review the pattern and its components. Review the pattern and its components. Review the pattern and its components.

Alternative Business Model Canvas #1

Alternative Business Model Canvas #2

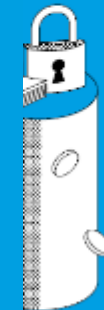
Freemium

Ecologically and socially superior offerings often face a lack of demand. Limited purchasing power of target groups, competitors' lower prices, and a lack of market barriers, overcoming these.

Green Razor and Blade

Most companies depend on growing sales volumes and revenues – but how to avoid similarly growing negative impacts on the environment? While products that last can be an answer to this question, companies are still challenged to develop new revenue channels. The Green Razor and Blade pattern unbundles long-living products and short-lived consumables and thus enables business models that can mitigate the negative effects of growing businesses.

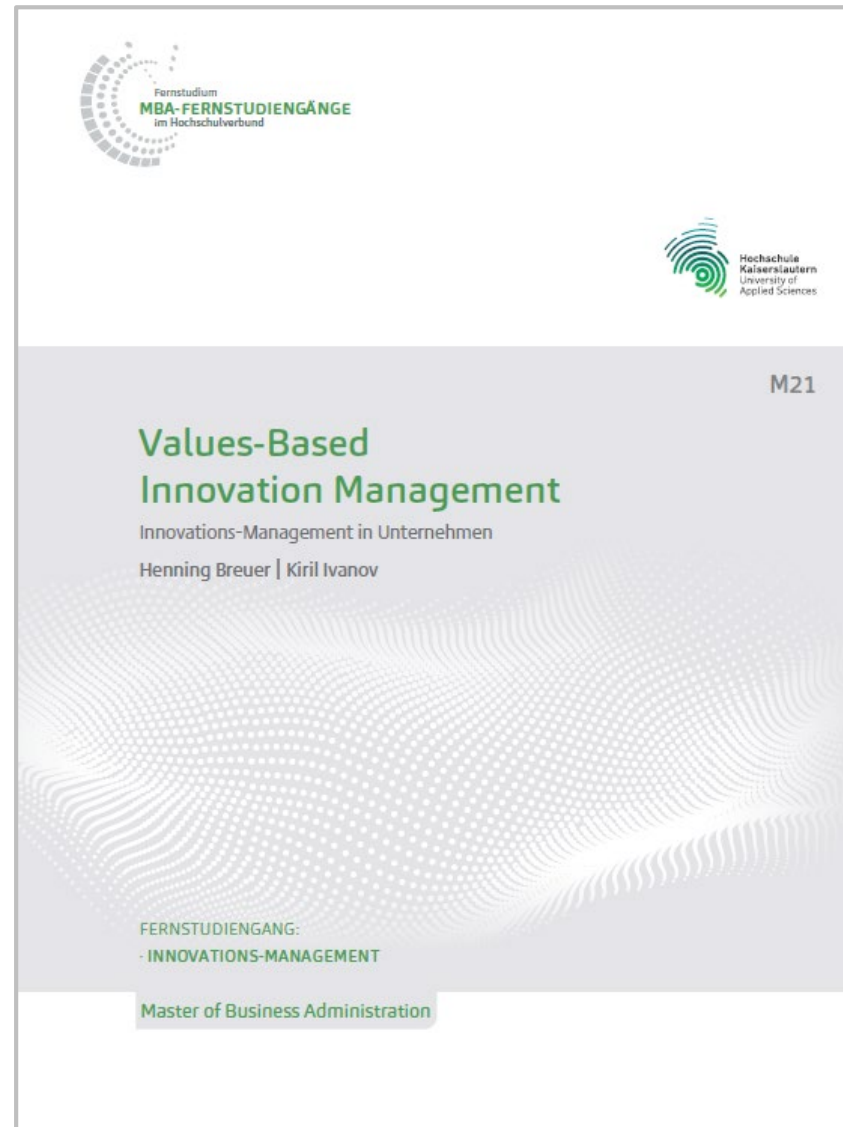
#durable products
 #resource efficiency
 #unbundling
 #product as a service



14

17

New Resources /// Teaching Letters (MBA Innovationmanagement)



New Resources /// Corporate Sustainability Innovation Game

[HOME](#)[ABOUT](#)[OUR GAMES](#)[ACTIVITIES](#)[MATERIALS](#)[CONTACT](#)

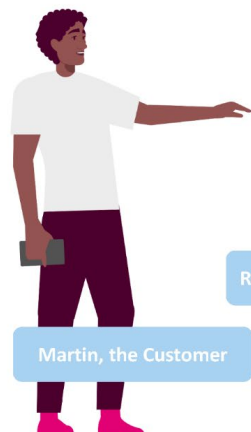
Corporate sustainability innovation game

Turn sustainability challenges at the workplace into seeds for innovation.



Corporate sustainability dilemma game.

Raise awareness for issues of corporate sustainability.



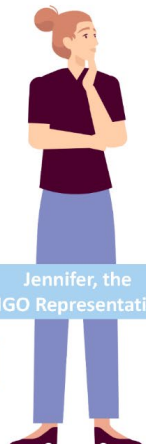
Martin, the Customer



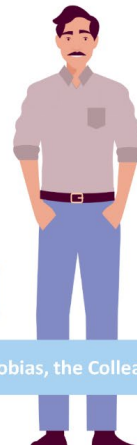
Robert, the Shareholder



Sara, the Journalist



Jennifer, the
NGO Representative



Tobias, the Colleague

New Resources /// 36 Gamification Design Patterns for the creation of games formats to facilitate values-based and sustainable innovation.

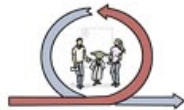
Flow Patterns

Agile Retrospective

Innovation challenge: How can we structure team reflection in order to improve agile collaboration?

Solution: To ensure adaptability, agile teams use agile retrospectives to strategize to reflect on previous and improve ongoing iterations in the course of a project. These games are typically designed with only one or a few games.

Example: Games and flow prompts participating team members to write and map to three categories: things they can control, influence or control change.



Business Modelling

Innovation challenge: How can we facilitate collaborative business modelling to create a common reference and generate new ideas without major efforts for preparation and facilitation of workshops?

Solution: Standard business modelling formats provide a reusable framework and methods to create, compare and evaluate alternative business models.

Example: The Business Innovation Kit provides a gamified and iterative approach and a self-explanatory format to model values-based business with collaborative and iterative exercises.



Dilemma Solving

Innovation challenge: How can we turn abstract, organizational values into actionable behaviors?

Solution: The dilemma solving flow helps employees to understand 'difficult' values through simplified situations and associated actions. It helps to align individual and organizational values and services employees for potentially conflicting values.

Example: AIC provides a simple version of the dilemma solving flow. Customer driven and Together (Chubbson & Smit, 2017). In the game players identify specific dilemmas and give points on how much they affect the flow of the game. Then they suggest different ways to deal with the given dilemma.



Gamified Learning

Innovation challenge: How can we convey required knowledge and skills to innovation?

Solution: Gamified learning flows provide viable means for imparting knowledge or developing innovation competences. They facilitate teaching and coaching of innovation by enabling participants to acquire experience, reflect upon the task at hand, build abstract knowledge and experiment in a safe environment.

Example: Doodle Academy uses cartoons, rewards and business acumen to encourage and enable company executives to stay up to date with important trends and latest practices.



Innovation Markets

Innovation challenge: How can we enable employees participation in the assessment of market potential?

Solution: Innovation markets enable participants to invest virtual currency in order to screen, select and promote innovative ideas. To ensure the decision phase and ensure the implementation, ideas often need a pre-defined threshold of innovation votes.

Example: IDEO is a position market platform that is used for the collaborative generation and evaluation of innovation ideas. IDEO allows players to look through a large number of ideas and decide whether they wish to buy their corresponding choices or not.



Workshop Facilitation

Innovation challenge: How can we facilitate according methods in semi-structured ways?

Solution: Interactive facilitation formats and methods structure a sequence of collaborative activities in an innovation field domain. Modular fragments of background information on physical or virtual cards support knowledge when it is needed and allows learning while doing.

Example: The Business Innovation Kit facilitates exploration and evaluation of values-based business models. Cards with instructions, business model components, challenges and covers enable entrepreneurial teams to explore the range of ideas and create business models for a new or existing business.



Awareness Raising

Innovation challenge: How can we raise awareness for the practical implications of organizational values?

Solution: Experiential workshops raise awareness and foster the adoption of values and related practices. They allow participants to experience, apply, interpret and better understand a certain notion and apply it to their practice.

Example: A gamified workshop involves employees of a large insurance group to experience the four key behaviors for becoming a 'Values partner' (customership) i.e. generosity, human touch, innovation and simplification.



Business Simulation

Innovation challenge: How can we anticipate and prepare for alternative courses of action and development?

Solution: Business simulation allows participants to practice behaviors and experience the impact of decisions, in safe and realistic environments. They aid the exploration of future scenarios, thereby reducing uncertainty and enabling innovation activities.

Example: Labs of industry simulation have established in an innovation ecosystem to allow to develop a systemic comprehension of their interests, objectives and behaviors. Through playing participants obtain insights regarding the optimal strategies of the key stakeholders, which can be used to reflect their subsequent interactions in the real world.



Gamified Crowdsourcing

Innovation challenge: How can we mobilize the problem-solving potentials of a crowd?

Solution: Gamified crowdsourcing can enhance the engagement and motivation of the crowd as well as the quality of contributions from its members. It motivates participants through competition, usually facilitated through rewards or compensation by a change of feedback through likes and comments.

Example: The commercial business model of Threadless is built upon gamified crowdsourcing. The website integrates a variety of game elements and mechanisms to motivate its community members and continuously receive new ideas for textile prints from them.



Ideation

Innovation challenge: How can we foster idea generation?

Solution: The ideation flow creates a safe atmosphere and a safe space where participants explore diverse perspectives and approaches to a given problem. Games rules and templates stimulate and activate creative ideas for innovation structures between business and customer in the creative process.

Example: Ideation cards enable participants to engage in a structured and collaborative environment where they generate solutions/ideas for a particular challenge, need or problem.



Warm-ups

Innovation challenge: How can we prepare for engaged collaboration?

Solution: Warm-ups help participants to get to know each other and to break down communication barriers. They establish safe environments where participants can build a rapport, strengthen friendships, prepare for a wider range of activities or be temporarily distracted in order to better focus afterwards.

Example: The Game of Thrones, built that at different virtual teams based on a check-out and check-in activity. Each team member provides an individual status update using a card template to select a reflection topic or communication topic.



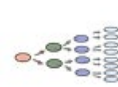
Component Patterns

Branching Choices

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Collective Decisions

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Day in the Life

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Humor

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Modelling Materials

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Pitch

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Resources

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Storytelling

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Voting

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Cards

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Competition

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Dedicated Facilitators

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Mapping

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Mutual Goals

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Prioritization

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Rewards

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Surprise

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Challenges

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Cooperation

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Epic Meaning

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Metaphors

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Negotiation

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Quizzes

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Roles

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Trade-offs

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New Project /// Building values-based innovation cultures for sustainable business impact / IMPACT (www.impact-project.site)



Explore and understand
SOIE practices,
methods and barriers



Facilitate and introduce
new practices
to foster SOIE culture



Educate and learn
new practices
and methods

New Project */// An emerging maturity model for values-based innovation with according barriers, practices, methods and cases.*

	1. Implicit	2. Defined	3. Differentiated	4. Managed	5. Reflective
Overarching Barriers		Knowledge acquisition (1); lack of resources (2)			
Barriers	Short-termism (3); low congruence of values (4)	Resistance to change (5); low congruence of values (4)	Systemness and radicalness (6); institutionalized organizational memory (7); tensions in 'valuing values' (8)	Lack of engagement and cooperation (9); receptiveness to new technology with lock-in business models (10)	Functional culture (11)
Practices		Anticipation (12); inclusion and deliberation (13); framing (14); integration; codification (15)	Anticipation (12); inclusion and deliberation (13); joint problem solving (16)	Anticipation (12), impact estimation (17); proactive monitoring of stakeholders' behavior (18)	Proactive monitoring of stakeholders' behavior (18); reframing & managing for stakeholders (19); reflexivity (13), collective orchestration and continuous search (20)
Methods		Policy (values, purpose, mission, vision) review (21)	Values jam (22); back-casting (23), lead user / expert interviews (24); sense-making events (25)	Normative scenarios (26); result chains modeling (27); ethnography (28); co-innovation (29); configuration and engaging tactics (30); sustainable business modelling (31)	Responsibility navigator (32); RRI self-reflection tool (33)
Cases & Examples			IBM values jam (34)	Lab of Tomorrow (35); EnERgioN sustainable energy region business model (36); Interface, Aravind (37); Startup Healthy Food Pizzeria (38); Palm (39)	Palm (39); Ecosia (40)

New Online Resources /// Podcasts, Videos and Interviews

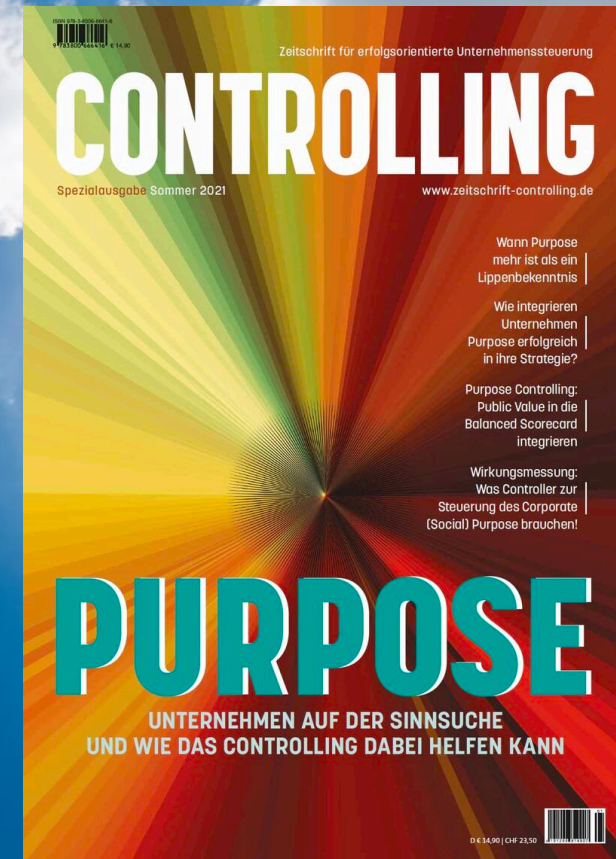
1. The Corporate Sustainability Innovation Game, introduction video by Henning Breuer and Kiril Ivanov, 2021:
<https://www.youtube.com/watch?v=i70UPui0iGU&t=6s>
2. How to teach gamification for innovation and entrepreneurship using gamification design patterns. Video summary of a train-the trainer workshop 2021: <https://www.gamify.site/post/train-the-trainer-workshop>
3. Values-Based Innovation Management, Webinar with CreativeLabs by Henning Breuer (6.7.2020, 55 min, covering ethnography, business model patterns and values to vision): <https://youtu.be/IFYEzvRn2ho>
4. Values-based and Sustainable Innovation Kick-off (14.07.2020, SIG introduction and topics): <https://www.youtube.com/watch?v=-CGB28KQYbE>
5. Values-based Innovation (Matthias Rauterberg: Human values-based design Sven-Uwe Müller: Values-based business model innovation in the Lab of Tomorrow, 14.07.2020, 63 min, ISPIM Thought Leader Presentations): <https://youtu.be/p2jcKnVrQrw>
6. From good will to good practice (with Values-Based and Sustainable Innovation), (14.07.2020, ISPIM Panel Discussion):
<https://youtu.be/56CFvyFwgQk>
7. The Road to ISPIM Berlin 2021 – from coping with the current crisis to caring for our common future, Joana Breidenbach, Allen Alexander, Henning Breuer & Klaus Fichter (14.07.2020, 32 min):
<https://youtu.be/TY9tN7cswXA>
8. Values-Based Innovation Management - with Dr. Henning Breuer, 24.6.2020, 41 min Podcast at Mothers Earth's Hero Show:
<https://radiopublic.com/the-mother-earths-heroes-show-8jvXnl/s1!0dddc>
9. Values-Based and Sustainable Innovation SIG by Henning Breuer and Florian Lüdeke-Freund (22.06.2020, 3 min, short introduction):
<https://youtu.be/phBUw1FYobQ>
10. Webinar: The use of remote games to foster innovation, by Henning Breuer, Sune Gudiksen & Kiril Ivanov (22.06.2020, 51 min):
www.gamify.site/post/the-use-of-remote-games-to-foster-innovation
11. Webinar - Values-Based Innovation Management: Concepts, Methods and Applications (29.10.2019, focus on ethnographic research):
<https://www.youtube.com/watch?v=l2gUryMeRyU>
12. Dive into values-based innovation management (12.07.2019, 10 min, introductory keynote by Henning Breuer at NBM Conference 2019 focussing on personal values and business models):
<https://youtu.be/3djyBA2Bjpo>
13. Fishbowl Discussion with Philip Baumann, Head of Product at Ecosia and Roman Meier-Andrae, Divisional Head of Corporate IT & Digitalisation & Member of the Executive Board at TÜV Nord Mobilität (20.8.2019, 30 min): <https://youtu.be/AHPEI5p2PBo>
14. Innovating with Values, PODCAST with Prof. Breuer & Meier-Andrae (14.7.2018, 54 min): <https://www.ispim-innovation.com/post/henning-breuer-roman-meier-andrae-innovating-with-values>
15. Values-Based Innovation Management, Interview with Henning Breuer (2017, 3 min, ISPIM short interview): <https://youtu.be/Gi4iiKZ87hQ>
16. Kundenzentrierte Geschäftsmodellinnovation (German), by Henning Breuer (04.11.2016, 15 min, at World Usability Day 2015):
<https://youtu.be/PIDXXcl7OH0>

Which challenges did we notice? */// Widespread misconceptions of the role of values for innovation management persist.*

1. Dealing with values is **optional**, e.g. values-based leadership as management approach.
 2. The definition of values is a leadership responsibility of senior **top management**.
 3. Values are above all a subject of **normative** management.
 4. Values are mostly **fuzzy** and difficult to handle.
 5. The search for possible innovations should not be **constrained** by predefined values.
 6. Values are **stable**, anchored in one's own development (usually in early childhood with reference to the individual).
1. However: Every company and start-up pursues values that are managed or implicitly effective.
 2. However: Values can play an important role in all decisions and can be reworked by all employees.
 3. However: Values also fulfill necessary (heuristic, directive and integrative) functions for strategic and operational management.
 4. However: Values can become very concrete (e.g. if violated). Proven methods help to identify values and utilize them to facilitate innovation.
 5. However: Correctly understood values enable innovation and its successful management.
 6. However: Values change - in terms of their meaning and relative importance - due to critical life events, experiences and reflection.

Some future challenges to address

- **Increasing awareness** and popularity of associated concepts (such as purpose) among practitioners **meets** oftentimes **superficial treatment** of values as vague “cultural stamps” that do not translate into a framework for action
- **Need for research** on actionable conceptual foundations and theoretical contributions, empirical insights, innovation research methods, facilitation methods.
- **Enhance synergies** among researchers and practitioners – through this SIG.
- **JOIN US** with your experience, research and participation in already running and upcoming projects!



Which issues do ISPIM 2021 papers address?

- **Systemic change:** Systemic change, values of sustainability (Alcorta de Bronstein et al., 2021); Ecosystem approach to sustainability-oriented change (Saltevo, 2021), Thinking methods for sustainable, systemic innovation (Teubert, 2021)
- **Culture:** Values-based innovation in R&D intensive firms, networking among partners with dissimilar cultural profiles (Ceicyte & Petraite, 2021); National Culture, Decision-making, Values-based innovation, Shared values, Schwartz' cultural values orientation (Sabbagh, 2021); Building values-based innovation cultures for sustainable business impact (Breuer et al. 2021); Alignment of employees' individual aspirations and the firm's social commitment in values-based innovation strategy (Neukam & Bollinger 2021).
- **Scaling impact,** organizational growth (Penz, 2021), Financing sustainability-oriented ventures (Dinh et al., 2021).
- **Collaborative business models:** Multiple value creation, upscaling, co-creation (commitment), transparency and traceability (trust), partner association (shared values) (Jansen & van Diepen, 2021)
- **Inclusion:** Virtual Inclusion of Elderly Users in Firms' Innovation Process (Thomas et al., 2021), Youth & intergenerational science & innovation ecosystems (de Jong et al., 2021), Gender Bias and youth entrepreneurship (Hartwig & Volk, 2021)
- **Society and social dimension:** Social innovation in universities, Social Innovation Ecosystem, Solutions for Grand Challenges, Third Mission (Berg & Leicht-Scholten, 2021); Changing consumer behaviour in sustainable ways (Schneider et al., 2021)
- **Industry perspectives:** Opportunity recognition, converging industries (Simon et al, 2021); Values-based innovation in the digital content industry (Serirungsun, 2021)

Which challenges for future research do you see?

- **Lack of clarity about what kind of businesses would help to achieve the SDGs given the many divergent concepts** (Alcorta de Bronstein et al., “Introducing transformational sustainability entrepreneurship to achieve the Sustainable Development Goals”)
- **Establishing networks among partners with dissimilar cultural profiles** (Ceicyte et al., “Values-Driven Innovation, Culture and Networks in R&D Intensive Firms”)
- **Recognizing opportunities to engage in industry convergence despite a lack of prior knowledge and industry experience** (Simon et al, “Recipes for a high opportunity recognition in converging industries”)
- **How organisations scale their sustainable impact?** Previous research tries to capture innovation scaling processes in singular process models that describe sustainable impact as the result of either organisational growth or growth beyond the organisation. However, it remains unclear how these explanations are related. (Penz, “Scaling impact, organisational growth, or both? A qualitative meta-analysis”)
- **Social innovation does not play an important role in research and teaching as the results show that social innovation has so far been little addressed in research and teaching** (Berg & Leicht-Scholten “Social Innovation at Technical Universities - State of the Art”)

Which challenges for future research do you see?

- **How to support values-based innovation on its way to the market?** Experts and professionals in values-based innovation might lack the capabilities needed to bring this new type of innovation to the market (Value-based Innovation in the Thai Digital Content Industry, Serirungsun et al., 2021)
- **How to better understand the contexts and drivers and barriers of sustainable consumer behaviour change?** Subjectivity on the side of the researchers as well as a lack of contextualised knowledge limit insights into changes of customer behaviour (Consumers' motivators and barriers for the adoption of plant-based milk, Schneider et al., 2021)
- **Is youth-led innovation more likely to be values-based, compared to innovation by other innovators?** (Working toward a theory of intergenerational innovation ecosystems, de Jong et al., 2021): "... 'the key to value-co-creation in networks is to match the particular capabilities of different network members...[to] perform the task(s) he or she can perform most efficiently and effectively'(Breuer & Lüdeke-Freund, 2017, p. 160). We feel that this logic is incorrect, and that the key to value co-creation in networks and the key to valuable networks in general, is not the specialisation of its actors, but to increase the capacity of its actors to perform different behaviours or engage in different ways of thinking." Does value co-creation result from specialization or deviation? (Working toward a theory of intergenerational innovation ecosystems, de Jong et al., 2021)

Now /// Special Interest Group at ISPIM 2021

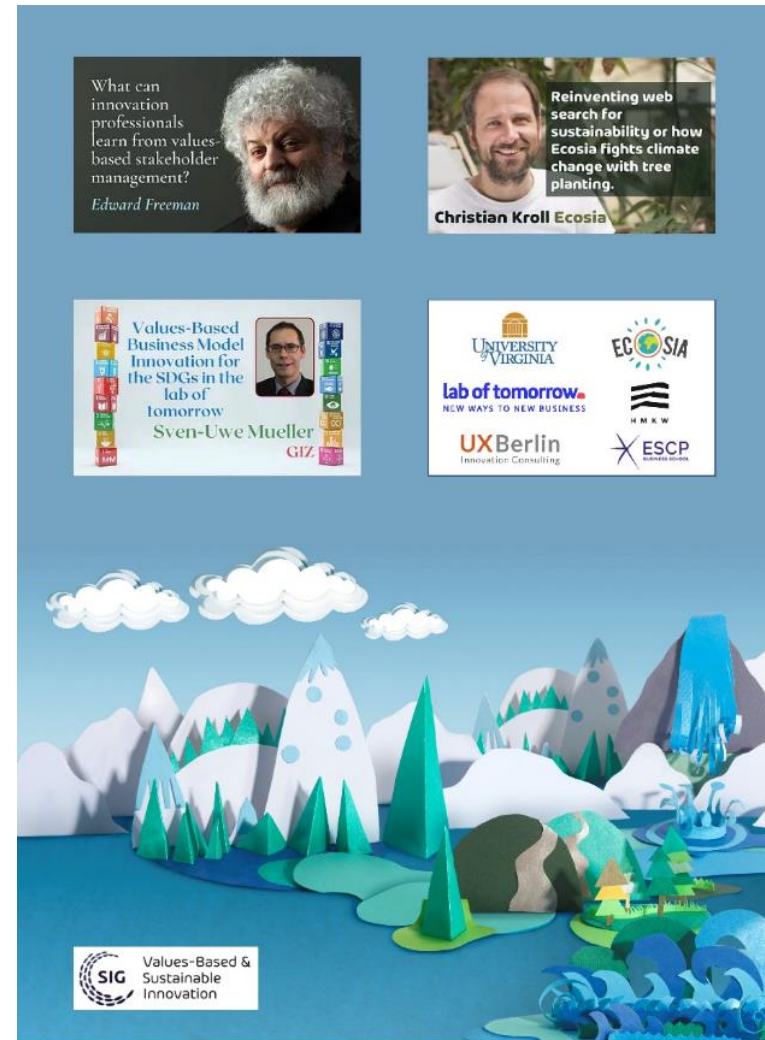
Values-Based and Sustainable Innovation Management

Special Interest Group at ISPIM 2021 Conference, June 20 -23



Values provide a source, lever, and orientation mark for innovation. Understand the functions and impact of values on innovation and its management. Develop suitable research and facilitation methods. Discover your own and your organisation's values as untapped sources of sustainable innovation.

- **Values-Based and Sustainable Innovation Track**
 - Recent developments and future challenges for research, consulting & education by Henning Breuer & Florian Lüdeke-Freund (Tue 9.25)
 - 18 paper presentations (Mon 11.35 – Wed 11.15)
 - Introduction to the SIG at the Junior Research Lab (Sun 13.00)
- **IMPACT Project** - Building values-based innovation cultures for sustainable business impact
 - Foundational paper & values-based innovation maturity model (Mon 12.05)
 - Values-Based Innovation Challenge by TÜV Nord Mobility (Tue 10.05)
- **Fireside chats with**
 - **Edward Freeman (University of Virginia)** & Henning Breuer (Tue 16.05): What can innovation professionals learn from values-based stakeholder management?
 - **Christian Kroll (Ecosia)** & Kiril Ivanov (Tue 16.45): Reinventing web search for sustainability or how Ecosia fights climate change with tree planting
 - **Sven-Uwe Müller (GIZ)** & Henning Breuer (Wed 12.25): Values-Based Business Model Innovation for the SDGs in the lab of tomorrow




What can innovation professionals learn from values-based stakeholder management?
Edward Freeman

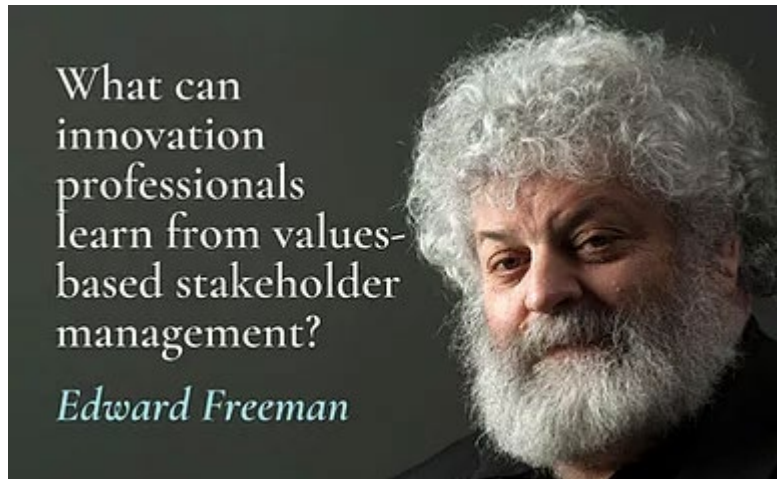
Reinventing web search for sustainability or how Ecosia fights climate change with tree planting.
Christian Kroll Ecosia

Values-Based Business Model Innovation for the SDGs in the lab of tomorrow
Sven-Uwe Müller GIZ

UNIVERSITY OF VIRGINIA
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NEW WAYS TO NEW BUSINESS
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 Values-Based & Sustainable Innovation

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Coming Up /// Sustainable Business Model Design



Values-Based &
Sustainable
Innovation

Sustainable Business Model Design

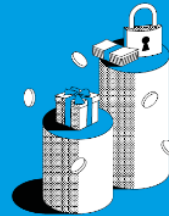
Florian Lüdeke-Freund
Henning Breuer
Lorenzo Massa

45 Patterns

Freemium

Ecologically and socially superior offerings often face a lack of demand. Limited purchasing power of target groups, competitors' lower prices, and a lack of experience can lead to critical market barriers. The Freemium pattern helps in overcoming these barriers with free basic offerings.

Barriers:
Ecological barriers
Economic barriers
Social barriers



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Buy One, Give One

Some social groups need a product or service, but lack access to it or cannot afford to buy it. In the Buy One, Give One pattern a company donates goods or services to those in need in a fixed ratio to regular sales, thereby creating both commercial and social value.

Barriers:
Ecological barriers
Economic barriers
Social barriers

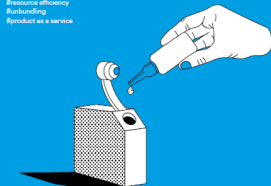


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Green Razor and Blade

Most companies depend on growing sales volumes and revenues - but how to avoid similarly growing negative impacts on the environment? While products that last can be an answer to this question, companies are still challenged to develop new revenue channels. The Green Razor and Blade pattern unbundles long-living products and short-lived consumables and thus enables business models that can mitigate the negative effects of growing businesses.

Barriers:
Ecological barriers
Economic barriers
Social barriers

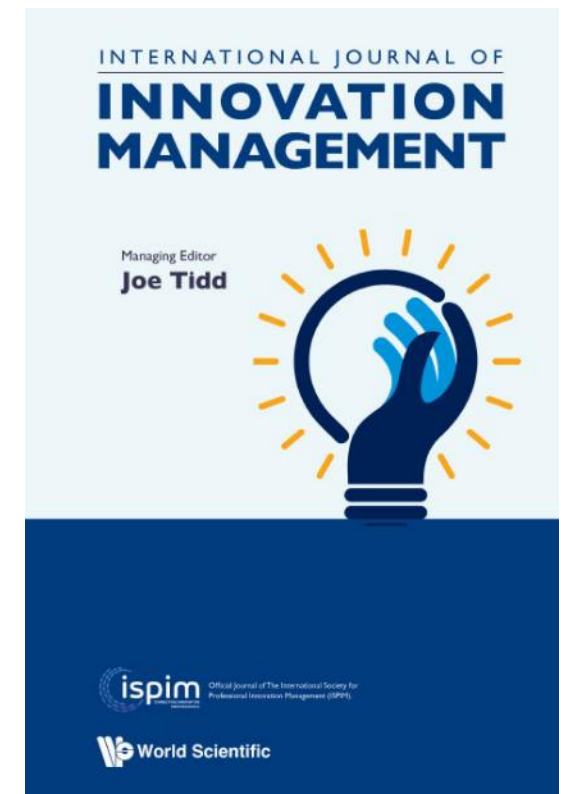


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*Introduction to sustainable business model patterns research,
Florian Lüdeke-Freund, keynote at NBM Conference 2020 (download)*

Coming Up /// IJIM Special Issue & *Position Paper* 2022

- Participate as co-author in a **position paper after ISPIM 2022** – looking back and synthesizing your publications from three years in this Special Interest Group, and looking ahead (just contact Henning if you are interested at [h.breuer\(at\)hmkw.de](mailto:h.breuer(at)hmkw.de)).
- Also coming up our IJIM Special Issue 2021/22 on Managing Values for Innovation — Cases, Methods, and Theories, edited by Henning Breuer, Florian Lüdeke-Freund and John Bessant



Thank you for your attention! See you at ISPIM 2022



Values-Based &
Sustainable
Innovation



Impact

