



# BBS React Innovation Program

*Tool Review*



## INTRODUCTION

<b>Tool Name</b>	BBS React Innovation Program
<b>Organisation</b>	Bologna Business School
<b>Location</b>	Bologna
<b>Website</b>	<a href="https://www.bbs.unibo.eu/react/">https://www.bbs.unibo.eu/react/</a>
<b>Overarching aim</b>	The BBS React Innovation Program’s aim is helping companies of the area to redefine their business models according to the necessity of what we call “the new normal”, the post-Covid world.
<b>Level of case</b>	<input type="checkbox"/> Government policy level (e.g. law, funding framework) <input checked="" type="checkbox"/> Organisational strategy level (e.g. university/business/agency) <input type="checkbox"/> Faculty sub-unit (e.g. centre, lab, office) <input type="checkbox"/> Individual
<b>Focus of tool / framework</b>	<input type="checkbox"/> Research <input checked="" type="checkbox"/> Education <input type="checkbox"/> Commercialisation <input checked="" type="checkbox"/> Engagement <input type="checkbox"/> Other (explain)
<b>Short description</b>	<p>The BBS React Innovation Program project is an initiative of Bologna Business School, led by the Department of Management of the University of Bologna, designed to make a real contribution to the post-Covid recovery, involving students and Alumni divided into specific rescue teams. The aim is helping companies of the area to redefine their business models, and adapt to the new necessities defined by Covid-19. To provide them innovative design responses.</p> <p>The BBS React process was born from an original merger of the Design Thinking methodologies and more business-oriented approaches in a Lean perspective. Every team, made up of 4 to 6 MBA students who have different backgrounds and come from different countries, works on a challenge presented by a company. The fundamental element is that the ideas that are developed will not actually remain abstract concepts, but they will be implemented and immediately tested in the market, turning students into proper “intra-preneurs”, entrepreneurs in the partner companies.</p>

## HOW IT WORKS

<p><b>Background</b></p>	<p>BBS React Innovation Program responds to the needs of local organizations that do not have all the skills to face the uncertainty of the Covid-19 period and need to rethink their business.</p>
<p><b>Customer / user</b></p>	<ul style="list-style-type: none"> <li>- Companies, that will be the subject of the re-design process. There are no limits for dimension or sector, but the companies are selected according to their impact on employment, industry and generated value.</li> <li>- Bologna Business School students, as member of the teams that will design the new business model.</li> <li>- Bologna Business School alumni that will give their time to act as mentors for the teams involved.</li> </ul>
<p><b>Content</b></p>	<p>The program provides innovative design responses, that may trigger the cultural change that organizations need to undertake. The goal is rethinking the business models of the companies partners and help them readapt to what we call “the new normal”, the post-Covid world.</p>
<p><b>Process</b></p>	<p>Companies that are interested can send an email to <a href="mailto:react@bbs.unibo.it">react@bbs.unibo.it</a>, describing their situation. The program last 12 weeks, in which a business plan and a business road map will be designed.</p>
<p><b>Format</b></p>	<p>BBS React is divided into 3 stages: <i>discovery, ideation and definition</i>:</p> <ul style="list-style-type: none"> <li>- <b>Discovery</b>: To identify latent needs and the most interesting market opportunities to tackle, the team investigates in depth the partner company, its reference sector and its main stakeholders.</li> <li>- <b>Ideation</b>: Starting from the opportunities that were identified, the team focuses on the ideation of possible solutions, testing them and quickly measuring their performances.</li> <li>- <b>Definition</b>: The Team, together with the company, transforms the solution that was found into a proper functioning pilot.</li> </ul> <p>For a more details, see attachment 1.</p>

<b>Functionality</b>	The tools leverages on companies' expectations and peculiarities and is designed to match them and to build on them through a standard method approach that is open to customization.
<b>Time</b>	12 weeks
<b>Acceptance</b>	The first wave of the program involved 11 companies (from fashion to services), and 54 BBS students (from 8 different masters, from the Global MBA to New Media), and 13 Executives from as many companies.
<b>Usability</b>	<ul style="list-style-type: none"> <li>- For the companies, it is easy to apply, sending just an email. Furthermore, it is free of charge.</li> <li>- For the students, they are fully supported by mentors, coaches, and by a circle of professor.</li> </ul>
<b>Additional services/tools</b>	The tool is part of a more articulated set of initiatives and mechanisms favouring connections between SMEs and Universities that have been put at place by BBS, AlmaCube (incubator of innovative companies of the university of Bologna) and by ILOs (office for university-industry relations) at the University of Bologna
<b>Visualisation of results</b>	Through a roadmap of the new business plan designed.
<b>Methods of assessment</b>	During each stage, the team prototypes, tests, validates and gathers feedback, according to the design thinking approach.
<b>Awards/recognition</b>	There is no specific award. Nevertheless, the program is very much appreciated by SMEs and other stakeholder of the ecosystem.

## RELEVANCE IN TERMS OF ENGAGEMENT READINESS

1. BBS React is designed to actively promote collaboration between companies and university, combining educational and business goals in a unique program that aspires to have a strong and long-lasting impact (social and economic).
2. BBS react uses a clear methodology and academic knowledge to provide innovative design responses, that may trigger the cultural change that organizations need to undertake. It leverages on research competencies and expertise of the Open Innovation group at the University of Bologna (Referent Prof. Matteo Vignoli).

## ATTACHMENT 1 – BBS React Innovation Program Process

Week	Mission	Suggested tools	Output
0	General Intro		
<b>UNDERSTAND THE NEEDS AND CONTEXT</b>			
1	Discover & Understand	Proto BMC   Stakeholders Map   Mindmap   Benchmark	Proto BMC
2	Observing users and context: needfinding	Proto BMC   Interview   Value exchange map   Trend matrix   Insights cards	Design Brief
3	Needs investigation	Personas   HMW   Brainstorming   Pretotypes   business model design space	HMWs
4	Converge the discovery phase results and redefine your challenge	Problem-opportunity-evidence	Challenge reframe
<b>FIND THE STREAM</b>			
5	Solution space exploration	Brainstorming   Prototyping   Trend maps	Prototypes
6	Testing and reflect	Prototypes   Provisional profit and loss	Desirability and feedbacks
7	Finding the criteria to converge	Insight-need-DP   Proof of concept	Design Principles
8	Solution convergence	Impact-effort matrix   SWOT analysis	3 solutions
<b>DESIGN THE FLOW</b>			
9	Design your pilot	Value Proposition Canvas   Project premortem   BMC	Hypotesis and Value prop
10	Test, learn, iterate	BMC   Business model validation plan   Provisional P&L   Provisional ROI   KPIs	Validation plan
11	Test, learn, iterate	BMC   Business model validation plan   Test   Interview   KPIs	Updated validation plan
12	Pass the baton	BMC   Unit Economics   Reverse financial	Business Plan Road map

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