NOVA SBE
iNNOVATION
ECOSYSTEM

INNOVATION PROJECT

Rui Coutinho | Leonor Jardine Neto | MIEI | 05.02.2025

TEACHING TEAM

Rui Coutinho

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Leonor Neto

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(Intro)

Rui Coutinho

Director of the Future @ Nova SBE
Adjunct Professor of Innovation @ Nova SBE
Non–Executive Board Member @ MEXT: Mota Engil Next
Strategic Advisor to the Board @ Sogrape
Innovation Committee Member @ José de Mello
Global Senior Advisor @ LLYC
Chief Visionary Officer @ Ignition

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AGENDA

1. Course Structure
   - Syllabus
   - Timeline
   - Project Details
   - Deliverables
   - Evaluation
   - Moodle
2. Innovation Projects Showcase (and next steps)
3. Methodological Framework: Life-Centric Innovation

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COURSE STRUCTURE

SYLLABUS

1. Life-Centric Innovation Framework
2. Innovation 4 Impact Project
3. Innovation Methodologies and Tools for an Innovation Project
    - 3.1 Generative AI for Innovation
    - 3.2 Scenarios & Foresight for Innovation
    - 3.3 Business Model Innovation
    - 3.4 Impact-Driven Innovation
    - 3.5 Impact Metrics for Innovation

TIMELINE

	05/02	12/02	26/02	28/02	17/03	02/04	04/04	09/04	23/04	30/04	07/05	09/05	14/05	22/05
PROJECT	INTRO / PROJECTS PRESENTATION EXPRESSION OF INTEREST LIFE-CENTRIC INNOVATION	PROJECT KICK-OFF TEAM DYNAMICS	GROUP WORK TOUCHBASE	GROUP WORK TOUCHBASE	GROUP WORK TOUCHBASE	SCENARIOS & FORESIGHT GENERATION BATTLE WITH "JOSÉ DE MELLO"	GROUP WORK TOUCHBASE	HALFWAY SHOW	GROUP WORK TOUCHBASE	GROUP WORK TOUCHBASE	GROUP WORK TOUCHBASE	GROUP WORK TOUCHBASE	GROUP WORK TOUCHBASE	FINAL PRESENTATIONS
TOPIC		MISSION 1: IMMERSE	GEN A.I. FOR INNOVATION	MISSION 2: DREAM	MISSION 3: IDEATE		BUSINESS MODEL INNOVATION		MISSION 4: VALIDATE	IMPACT-DRIVEN INNOVATION	MISSION 5: PERFECT	IMPACT METRICS FOR INNOVATION	MISSION 6: IMPACT	

+ 1H MENTORING PER WEEK

+ 1H MEETING WITH CORPORATE EVERY TWO WEEKS

+ 1 HALFWAY TOUCHPOINT WITH TEACHING TEAM

TIMELINE

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CHANGES IN ORIGINAL SCHEDULE:

05/03 is now 28/02 (18h30 to 21h30)
12/03 is now 04/04 (18h30 to 21h30)
17/03 is now 09/05 (18h30 to 21h30)

PROJECT DETAILS

1. Mission Based
    i. Every two weeks (+-), a new mission;
    ii. One halfway elevator pitch;
    iii. One final presentation;
    iv. One final report.
2. Support
    i. 1 hour per week with mentor;
    ii. 4 mandatory touchpoints with corporate liaison;
    iii. 1 mandatory touchpoint with Teaching Team
    iv. Touchpoint with Rui every two weeks, in class;

DELIVERABLES

Individual Reflection

i. Two-pager with individual reflection about innovation methodologies applicability, team dynamics and lessons learned

ii. Guidelines to be communicated on Moodle.

Final Presentation (Group)

iii. To be delivered on May 22nd.

iv. Guidelines to be communicated on May 5th.

Final report (Group)

i. Maximum 25 pages (plus annexes);

ii. Must include the documentation of all 6 missions, including decision rationale, methodologies used, ;

iii. To be delivered until May 25th.

EVALUATION

Team grade:

1. Team commitment throughout the project (informed by corporates and mentors) (20%)
2. Quality of final deliverable (40%)
3. Quality of final presentation (20%)

Individual grade:

1. Peer assessment (10%)
2. Individual reflection (10%)

MOODLE

Course ENROLMENT key:

Innov_2425_S2

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INNOVATION PROJECTS

PROJECT #1

GRUPO BRISA

www.grupobrisa.pt

CHALLENGE

“How might we help BRISA and its ecosystem of partners radically reduce Scope 3 emissions while creating new sustainable business opportunities and driving profitability?”

Type: Large Company

Sector: Mobility; Infrastructure

Keywords:

Environmental Sustainability; Decarbonisation; Scope 3 Emissions; Business Model Innovation; Sustainable Supply Chains

Innovation Project

PROJECT #2

MEXT: MOTA ENGIL NEXT

www.motaengilnext.com

CHALLENGE

“How might we develop an innovative business model for M-ODU Innovation Lab - Future Worlds, that can diversify revenue streams beyond traditional real estate lease models and traditional co-working fees?”

Type: Large Company

Sector: Real Estate, Urban Renewal, Collaborative Innovation

Keywords:

Business Model Innovation, Urban Renewal, Innovation Labs, Open and Collaborative Innovation, Real Estate

Innovation Project

PROJECT #3

SIBS

Partner
in Payments

www.sibs.com

CHALLENGE

"How might we evolve Card Factory's business strategy to remain sustainable in a world where digital solutions are increasingly replacing plastic cards?"

Type: Large Company

Sector: Financial Services

Keywords:

Strategic Renewal; Business Model Innovation; Sustainability

Innovation Project

PROJECT #4

OCEANO FRESCO

www.oceano-fresco.pt

CHALLENGE

“How might we better understand the perceived value of 'a sustainable food' and translate that into more effective business and go-to-market strategies?”

Type: Startup

Sector: Food, Seafood

Keywords:

Sustainability, Consumer Behaviour, Go-to-market Strategies

Innovation Project

PROJECT #5

SOGRAPE

SOGRAPE
ORIGINAL LEGACY WINES

https://sogrape.com

CHALLENGE

“How might we leverage Artificial Intelligence to shape the future of the wine industry, ensuring a lasting legacy for local communities and future generations?”

To address this question, we seek a high-level assessment of the wine value chain, identifying key opportunities where AI-driven innovation can create meaningful impact.

Type: Large Company

Sector: Beverages

Keywords:
Artificial Intelligence, Wine, Value Chain, Positive Impact

Innovation Project

PROJECT #6

ALMASCIENCE

https://almascience.pt

CHALLENGE

“How might we create a new value proposition for Almascience around the creation of a community-of-practice that can generate new revenue streams and that can diversify their current membership business model?”

Type: R&D Lab; Non-Profit

Sector: Science, Research & Development, Technology, Sustainable Functional Materials, Green Electronics

Keywords:
Community, Membership Business Models, Business Model Innovation, Everything-as-a-Service

Innovation Project

PROJECT #7

JOSÉ DE MELLO

JOSÉ DE MELLO

www.josedemello.pt

CHALLENGE

“How might we leverage innovation to bridge the early childhood development gap, ensuring every child under five has the foundation needed to thrive in school and life?”

Type: Group; Holding

Sector: Multisector

Keywords:

Social Innovation; Education; Underprivileged Communities; Infancy

Innovation Project

PROJECT #8

HEALTHCARE
INNOVATION
SPECIALIZATION

www.cuf.pt

CUF

CHALLENGE

“How might we design a market entry strategy that ensures the successful adoption of AI solutions by healthcare providers, balancing affordability, trust, regulatory compliance, and patient literacy?”

Type: Large Company

Sector: Healthcare

Team:

Anna Esmekhani Minaei | Julia Theresa Moll | Emely Thiele | Henrik Sutor | Matilde Caffi Rodrigues | Laura Kirchschlager | Greta Sauter

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DECLARE YOUR PREFERENCES

DEADLINE:

SUNDAY

FEBRUARY 9TH

23H59

https://forms.office.com/e/FDAGGp6YZy

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LIFE-CENTRIC INNOVATION

The History of

INNOVATION CYCLES

Below, we show waves of innovation across 250 years, from the Industrial Revolution to sustainable technology.

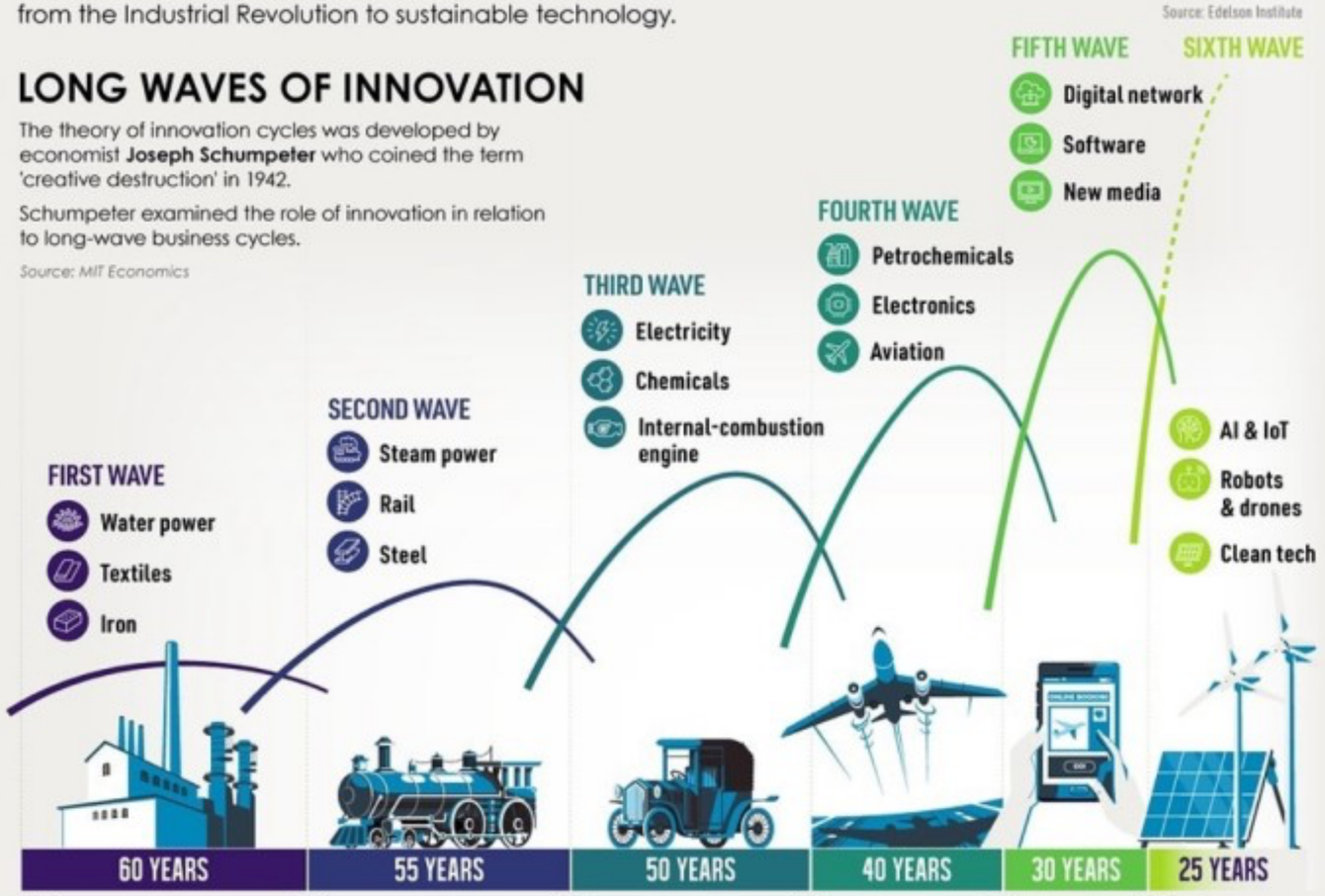
Source: Edelson Institute

LONG WAVES OF INNOVATION

The theory of innovation cycles was developed by economist **Joseph Schumpeter** who coined the term 'creative destruction' in 1942.

Schumpeter examined the role of innovation in relation to long-wave business cycles.

Source: MIT Economics



FIRST WAVE

During the Industrial Revolution, the first factory emerged– a cotton mill in Britain.

SECOND WAVE

As railways proliferated, their networks strongly influenced urban growth.

Source: Nacima Baron, HAL

THIRD WAVE

Henry Ford's Model T introduced the assembly line, revolutionizing the automotive industry.

FOURTH WAVE

Aviation gains mass adoption on a global scale, providing a lever to economic integration.

FIFTH WAVE

In 1990, 2.3M used the internet–by 2016 this reached 3.4B.

Source: World Bank

SIXTH WAVE

As climate challenges intensify, clean tech may reshape business models and consumption patterns.

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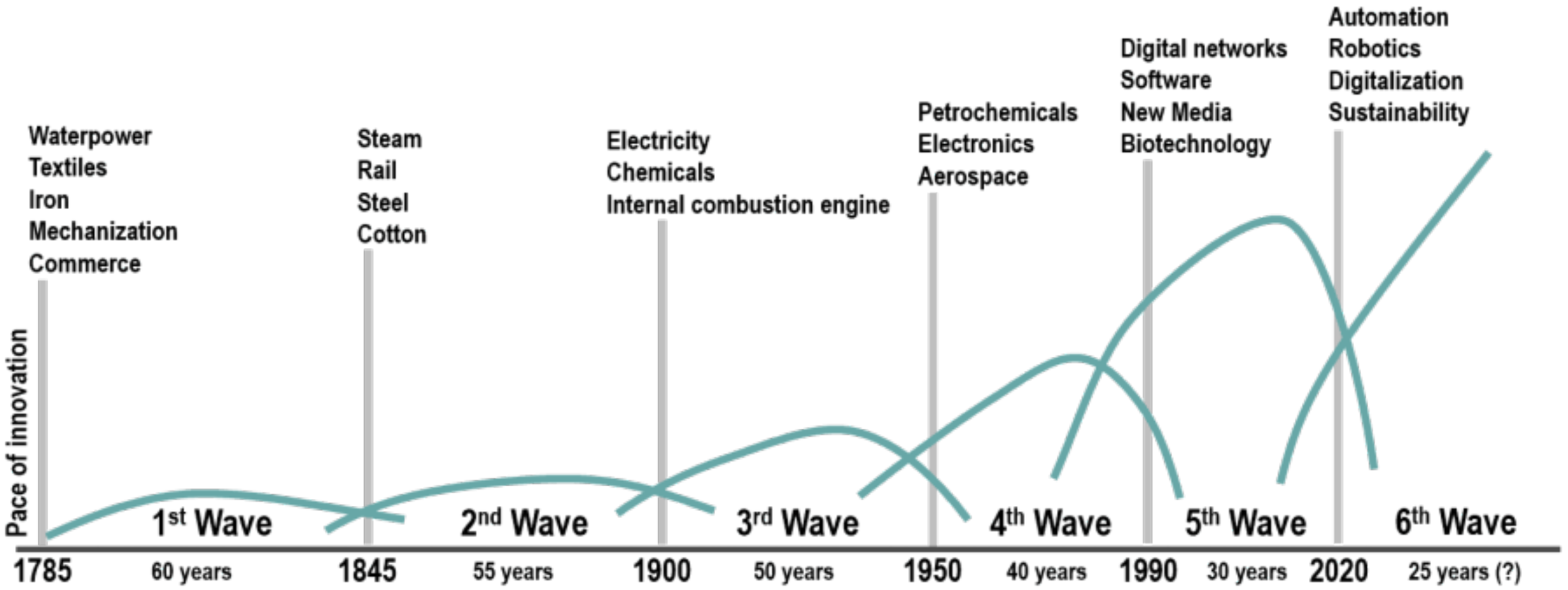

Process-Centred Innovation ····· Human-Centred Innovation

Innovation Project

and striking was that business,

“Practically everything we do today needs to change. We are still doing most things as if we own nature and have unlimited resources. We work as if waste is not a problem. We treat nature lake a pantry and a toilet. We think short term, party like there’s no tomorrow, and pass the check to future generations. We dump problems we can’t solve into places we can’t see. And many of our solutions create more problems than they correct.“

Things gotta change. Now.

—Bruce Mau

"A human being is a part of the whole called by us Universe, a part limited in time and space. He experiences himself, his thoughts and feelings as something separate from the rest, a kind of optical delusion of his consciousness. This delusion is a kind of prison for us, restricting us to our personal desires and to affection for a few people nearest to us.

Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living creatures and the whole of nature in its beauty."

—Albert Einstein

Systemic challenges cannot be solved in isolation.

Innovation must go beyond a narrow approach focusing on the next best evolution, instead it needs to develop a much broader perspective to find new systemic approaches.

We need visionary innovation...

... that expands the scope of responsibilities for the longer-term sustainability of all life, society, and our planet.

Vision building is the most relevant and rare asset in our society.

We do not live in a world where data and knowledge are missing. Indeed, it is just the opposite. The amount of information is overwhelming.
What is rare is the capability to make sense of this enormous and complex picture, to go beyond the past and existing patterns and imagine what is not there.

But having a vision is not enough.

Visionary ideas are frequent: actual implementation of these visions is rare.

Innovation requires that the vision is fulfilled, a task that requires immense courage, fortitude, and conviction.

The new frontier is to explore the path to innovation by understanding the nature of vision building.

For this purpose, we need new frameworks. We need to investigate the slippery intangible dimensions of thinking, the capability to unveil what is hidden into the mirror that reflects our role in the society.
We need to understand the dreams of people, to change the marketplace from the ordinary to a world that is still not there.

This is essential if we want to leave in a sustainable world.
A sustainable society can only be the result of visions that look beyond today, beyond immediate issues.

“Visionary innovation refers to the development and application of groundbreaking ideas, technologies, and approaches that have the potential to significantly disrupt existing systems, create new opportunities, and drive transformative change on a large scale.
It involves thinking beyond incremental improvements and envisioning novel solutions that can reshape industries, societies, and even the way we perceive and interact with the world.”

—Roberto Verganti

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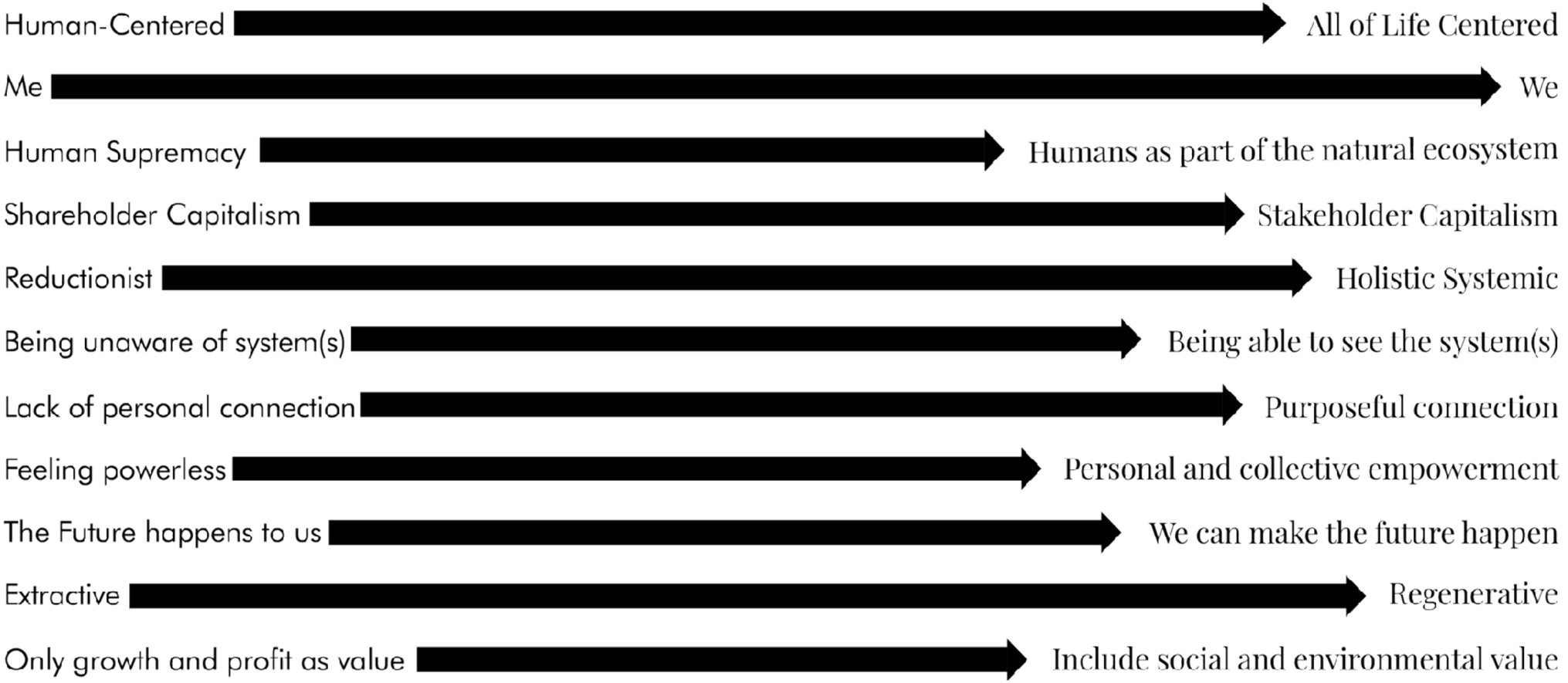
Life-centred innovation is an emerging innovation approach that expands human-centred innovation to also include consideration of sustainable, environmental, and social implications. It connects micro-level innovation to global goals by increasing the stakeholders from just ‘user and business’ to ‘user, non-user, local and global communities, ecosystems, and planetary boundaries’.

This approach aims to create innovations that not only benefit the user and the business, but also consider the impact on the environment and society as a whole.

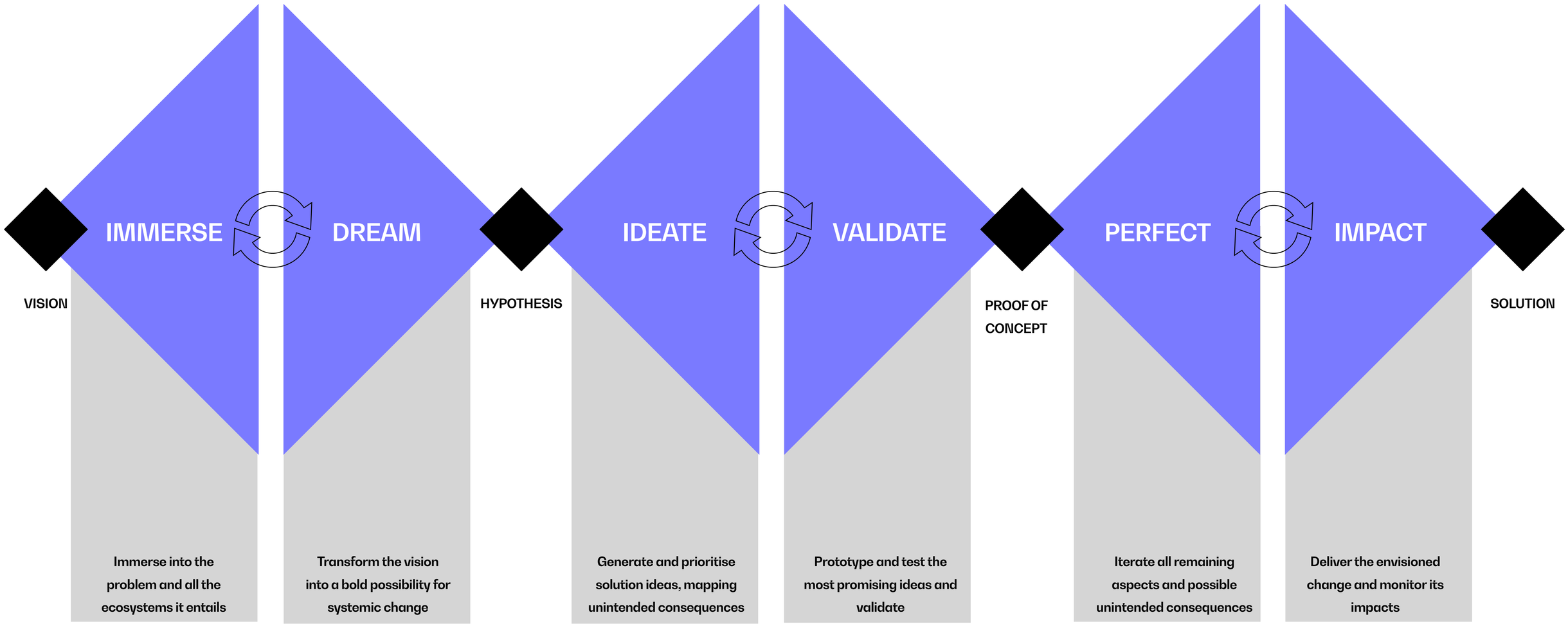
From human-centricity to life-centricity



Our belief:

Life-Centred Innovation

Life-Centred Innovation



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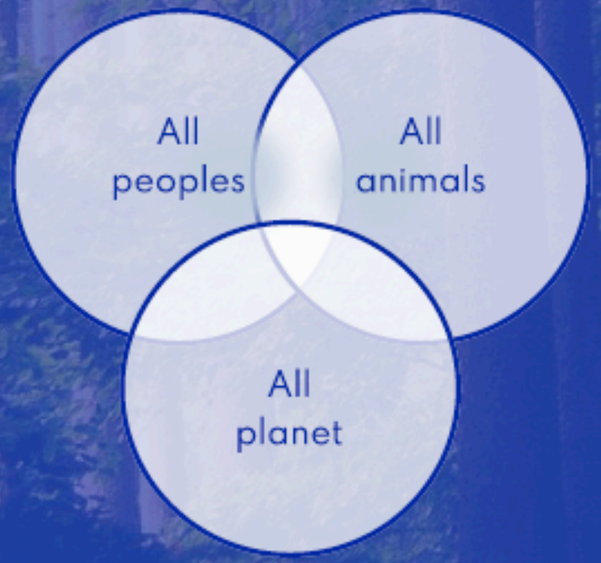
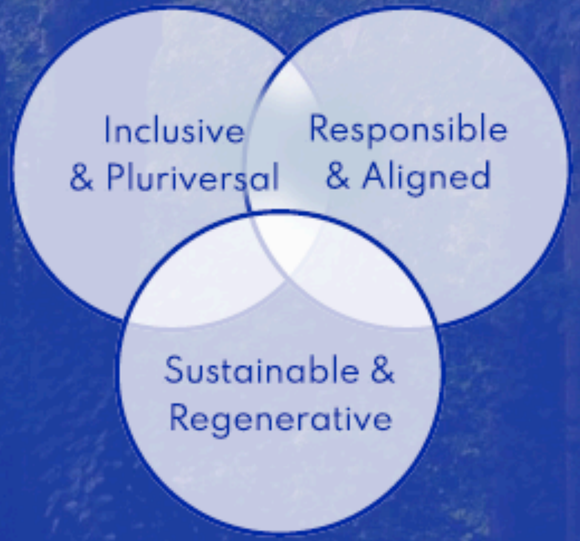
Life-Centred Innovation

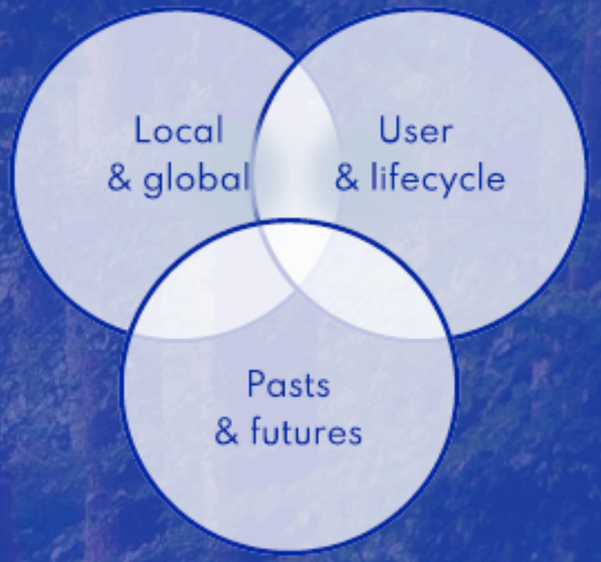
Expand our sharehodlers



Expand our design values



Expand our views



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Life-Centred Innovation

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NOVA SBE INNOVATION ECOSYSTEM

VISIONEURSHIP 2035

TRENDS AND SCENARIOS FOR INNOVATION ECOSYSTEMS

NOVA SCHOOL OF BUSINESS & ECONOMICS

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/thank you.

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