The Innovative Bakery Dialogue
A methodology for SME bakeries to develop innovative sustainable products and services in a participatory process with their stakeholders

SCORE! Conference
10-11 March 2008, Brussels

Andrea Ebner, ÖGUT - Austrian Society for
Environment and Technology

ÖGUT

Background

- **The Innovative Bakery Dialogue is the output of research project INTOKI:** Development of a practical participation - toolkit including instruments and methods for interactive stakeholder processes for the design and development of sustainable product service systems

- Financed by: "Factory of Tomorrow", Austrian Federal Ministry of Transport, Innovation and Technology

- Project duration: 20 months (12/05 to 07/07)

Target group: SME bakeries

- **Representative of the food sector in Austria**
- **Majority of 1.855 Austrian bakeries are SMEs**

Number of employees	Percentage
More than 50 employees	2,8%
20-49 employees	9,6%
10-19 employees	17,8%
5-9 employees	27,2%
1-4 employees	29,2%
No employees	13,5%

WKO, Beschäftigtenstatistik der österreichischen Bäckereien 2004

Research questions
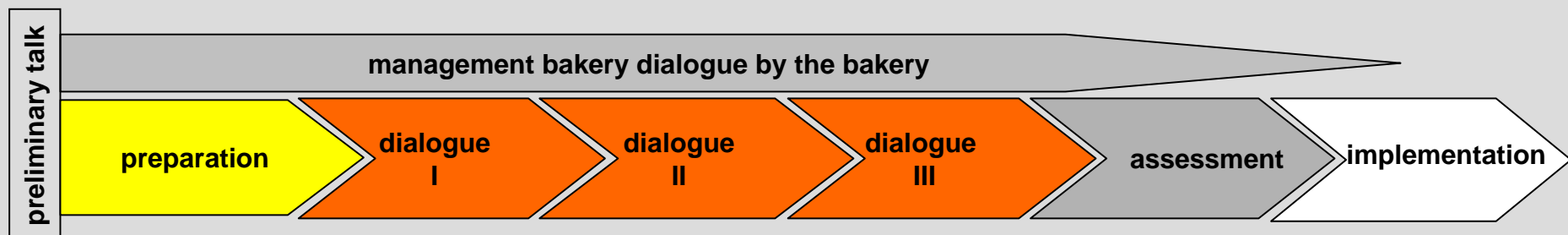
Which methods and what kind of development process

- **are suitable to integrate stakeholders' needs, interests and expectations?**

- **are adapted to the specific conditions of SMEs?**

- **result in a clear innovative benefit from the viewpoint of the SME?**

Methodological approach

- **Installation of an advisory board**
- **Focused literature research**
- **Screening matrix / requirement profile**
- **Toolkit development – the Innovative Bakery Dialogue**
- **Testing Phase**
- **Formative evaluation**
- **Refinement and finalisation**

Innovative Bakery Dialogue

Structure and Key elements:

preliminary talk	management bakery dialogue by the bakery				
	preparation	dialogue I	dialogue II	dialogue III	assessment	implementation

- **Preparation inside the SME**

- **Dialogue phases I-III**
  - **State of the Art**
  - **Creativity**
  - **Action Plan**

- **Assessment and Outlook with SME and SME's stakeholders participating**

preparation

Testing phase:
Preparation phase

- **Preliminary talk:**
  - Information about the concept of the Innovative Bakery Dialogue
  - Typical products/ services of the bakery
  - Identification/ prioritisation of relevant themes for the dialogue
  - The bakery's "stakeholder-landscape", selection
  - Rules and capacities in the dialogue process, capacities during the dialog

- **Invitation of selected stakeholders**

dialogue I

Testing phase:
Dialogue phase I: State of the Art

- **Information about the results of preparation phase**

- **Agreement for the rules during the dialogue process**

- **Inputs: concept of the dialogue, general information about sustainability**

- **Discussion of the status quo and selection of the relevant theme for the dialogue**

dialogue II

Testing phase:
Dialogue phase II: Creativity

- **Input: consumer behaviour and consumption patterns**

- **Creativity: new ideas**

- **Development of methods to find solutions for implementation**

dialogue III

Testing phase:
Dialogue phase III: Action Plan

- **Implementations of working groups, work further on business ideas**

- **Involvement of further stakeholders**

- **Presentation of the intermediate results**

- **Input: Marketing and USP for bakeries**

- **First ideas for the marketing of the "product"**

  – Developing of new marketing-strategies

  – Continuation of the implementation
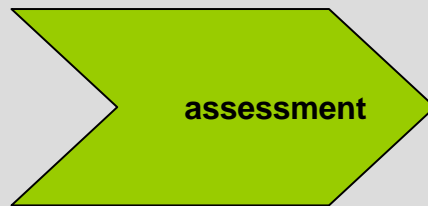
assessment

Testing phase:
Assessment

- **Input: general information about evaluation**

- **Assessing results, satisfaction, potential of improvements**

- **Assessment by SME, SME stakeholders, further external inputs possible**

Participants of the first INNOVATIVE Bakery Dialogue in Austria 2007

Result: The Handbook

- **Part A: Introduction and general information**

- **Part B: The recipe – the Innovative Bakery Dialogue step by step**

- **Part C: The toolbox**

- **Part D: Background texts on Sustainable Development, Consumer Behaviour and Consumption Patterns, USP & Marketing, Evaluation**

- **Part E: Glossary**

The Toolbox

- **45 different tools**

- **Examples specifically adapted to bakeries**

- **Flexible application (intensity, duration, set of methods)**

- **„Light", „Plus" options**

Rot = „Light" - Variante							Grün = „Plus"-Variante hier "Intensiv" genannt	
Nr.	Die „Backdialog - Werkzeugkiste" – alphabetisch	Backdialogphase					Version	Seite
		VB / I / II / III / BW					„Light" / Intensiv=plus	
1	6-3-5 (Methode)							2
2	Ablaufschema Backdialog (Modell)							3
3	Aktionsplan (Beispiel)							4
4	Analogieübung (Übung)							5
5	Attribute – Auflisten (Methode)							6
6	Beispielindikatoren (Tabelle)							7
7	Blitzlicht (Methode)							8
8	Brainstorming / Metaplantechnik (Methode)							9
9	Einpunktfrage (Methode)							10
10	Entscheidungsbaum							12
11	Evaluationsfragen (Beispiele)							13
12	Feedback geben/nehmen (Tipps)							14
13	Fragebogen - Erstellung (Tipps)							15
14	Fragen der Rückbindung (Beispiele)							17
15	Heiß-Kalt-Protokoll (Methode)							18
16	Ideengenerator (Methode)							19
17	Identifizierung der Stakeholder (Checkliste)							20
18	Interview – Durchführung (Tipps)							21
19	Killerphrasen gegen neue Ideen (Beispiele)							23
20	Kopfstand (Methode)							24
21	Kreativer Einstieg 1: „Dingsda" (Übung)							25
22	Kreativer Einstieg 2: „Der schnelle Ball" (Übung)							26
23	Kriterien der Einladung von Stakeholdern (Checkliste)							27
24	Kurzreflexion +/-/? (Methode)							28
25	Mind Mapping (Methode)							29
26	Portfolio-Analyse (Methode)							30
27	Positivkonzept							31
28	Pro und Contra- Auflistung							32
29	Produktlebensweg (Modell)							33
30	Produkt – Lebensweg / Dienstleistungen (Fragenliste)							34
31	Projekttagebuch (Tipps)							35
32	Ranking (Methode)							36
33	Regeln für das Dialogforum (Checkliste)							37
34	Stakeholder – Landschaft (Modell)							38
35	Stakeholder – Beschreibung (Checkliste)							40
36	Stakeholder - Beschreibung (Tabelle)							41
37	Stimmungsbarometer (Methode)							42
38	SWOT (Methode)							43
39	Themen - Auswahlkriterien (Beispielliste)							44
40	USP für Bäckereien (Beispiele)							45
41	USP - Café							46
42	W – Fragen (Beispiele)							47
43	Walt Disney Strategie (Methode)							48
44	„Was bisher geschah …" (Vorschlag für eine Präsentation)							49
45	Zielgerichtete Vorstellungsrunden (Checkliste)							50

Evaluation & Feedback

- **Evaluation**
  - accompanying formative evaluation during pilot project in selected bakery

- **Feedback**
  - testing of toolkit by different bakery SMEs
  - feedback to toolkit from advisory board

Evaluation & Feedback - Results

- **Plus**
  - Very detailed and good structured documents
  - Good description of the dialogue process
  - Many different aspects are taken into account
  - Sustainability is described comprehensively

- **Minus**
  - Very demanding: sometimes too detailed and too theoretical
  - The handbook seems to meet the needs and possibilities of innovative companies and could be too demanding for a typical SME bakery

Innovative Bakery Dialogue: Benefits and Limits

- **Temporarily installed discussion and working platform**

- **Process and result oriented**

- **Various benefits: broader perspective – innovative solutions – better secured solutions – identification and satisfaction**

- **Possible Limitations: time, human resources (bakery dialogue facilitator / manager)**

Success factors I

- **Framework conditions**
  - close cooperation with interest groups (e.g. chambers, boards)
  - integration of these representatives in advisory board
- **Design of toolkit**
  - as simple and easy-to-apply as possible
  - understandable, non-scientific language, practical examples, appealing layout
  - adaption of whole toolkit to the SME sector (e.g. sector specific examples)
  - condensed version of the handbook: 20 pages max.

Success factors II

- **Quality management**
  - to secure high quality of participatory process itself
  - recommendation of targeted training of managers, employees of bakery and participating stakeholder in terms of process and project management

- **Facilitation of participatory process**
  - certain external support for process management should be provided

- **Dissemination among target audience**
  - spreading methodology using efficient and innovative ways
  - utmost important of close cooperation with interest groups (e.g. chambers, boards)

Follow up

New research project - main issues:

- **Enhancement of necessary competencies in bakeries to carry out a structured stakeholder participation process**

- **Strengthening of sustainability in product-service-portfolio of bakery sector**

- **Dissemination of project's results among target audience in Austria**

Project Partners INTOKI and further information

– **ÖGUT – Austrian Society for Environment and Technology, Vienna**

  Andrea Ebner
  andrea-ebner@oegut.at
  www.oegut.at

– **JOANNEUM RESEARCH, Graz (*lead partner*)**
  gudrun.lettmayer@joanneum.at

– **IFZ – Inter-University Research Centre for Technology, Work and Culture, Graz**

  Factory of tomorrow: www.fabrikderzukunft.at