

The Innovative Bakery Dialogue

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

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Environment and Technology**



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

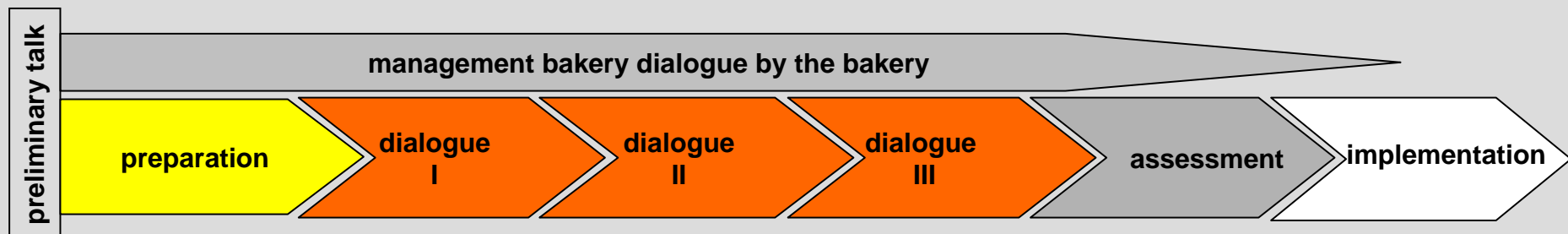
- **are suitable to integrate stakeholders' needs, interests and expectations?**
- **are adapted to the specific conditions of SMEs?**
- **result in a clear innovative benefit from the viewpoint of the SME?**

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:



- **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**



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



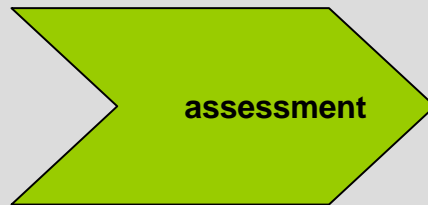
Testing phase: Dialogue phase II: Creativity

- **Input: consumer behaviour and consumption patterns**
- **Creativity: new ideas**
- **Development of methods to find solutions for implementation**



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



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

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	Projektagebuch (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**

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Factory of tomorrow: www.fabrikderzukunft.at