

## Chapter 27

# INMATE–Innovation Management Technique: An Innovation Management Tool with Emphasis on IT Information Technology

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### ABSTRACT

*The main objective of this chapter is to present an innovative tool for innovation management with emphasis to the information technology-IT management called INMATE- Innovation Management Technique. In order to arrive at this tool an analysis on the current market tools was conducted. This analysis observed that none of the existent tools gives the due importance to the role of information technology-IT for the innovation process. In this way, the chapter presents a brief discussion of two of these market tools: an international, called TEMAGUIDE, and a Brazilian, called NUGIN. Then the chapter introduces the INMATE tool with its main dimensions. Next, the chapter gives a detailed account on how the IT management is dealt inside INMATE, which is done via the concept of Enterprise Architecture, a concept from the Computing Science and Engineering. From this concept the chapter presents a methodology, in an analogy to the Structure-Conduct-Performance Paradigm (that is traditionally used on the empirical market analysis), which identifies the firm according to three linear connected approaches: its architecture, its governance, and its growth strategy.*

### INTRODUCTION

Nowadays is practically impossible not to deal with technology and innovation. Despite the vast amount of technology tools at our disposal, every day one sees the emergence of innovations turning obsoletes the tools we have been used to.

In this way, the management of *innovation* <sup>(1)</sup> is becoming a business imperative. This condition was the main reason for the development of a research that could analyse an innovation management tool which could be simultaneously simple, fast e effective. Hence, some available tools have been assessed in order to benchmark one tool which could generate simplicity, speed and effectiveness, and more than that, it could

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fit to the current technology and innovation new environments, mainly to the Web 2.0 and Web 3.0 business environments.

Amongst the analysed innovation management tools one aspect called the attention: despite the current importance of the information and communications technologies, none of those tools pays the due attention to the role of these technologies to innovation. Therefore, it seemed reasonable the development of a new innovation management tool with a competitive differential in its emphasis on the information technology- IT management. In other words, a tool which paid attention to the impact of: the information content management, the information systems management, and the information and communications technology management, on the technological and organizational internal choices of the innovative firm, organization or institution.

This paper is divided into five sections. Section 2 briefly presents an international innovation management tool called TEMAGUIDE. Section 3 presents some aspects of a Brazilian innovation management tool called NUGIN. Section 4 introduces the INMATE - Innovation Management Technique, a tool conceptualized and developed by this author whose main competitive differential is its emphasis on the information technology - IT management. Section 5 presents how the information technology management is dealt inside the INMATE tool. This section is subdivided into two sub-sections: the first shows the concept of Architecture, and the second introduces the methodology of *Architecture-Governance-Enterprise Growth*, also developed by the author. Finally, section 6 presents the final conclusions.

## **TEMAGUIDE: AN INTERNATIONAL INNOVATION MANAGEMENT TOOL**

Within the arena of the international innovation tools it is worthwhile mentioning the TEMAGUIDE tool. TEMAGUIDE, a contraction of the

words Technology Management and GUIDE, is the result of a research conducted by a group of European organizations, such as Fundación COTEC (Spain), coordinator of the project, SOCINTEC, CENTRIM (from the University of Brighton, United Kingdom), IRIM (from the University of Kiel, Germany), and the Research and Development Unit of the Manchester Business School (United Kingdom). The project was financially backed by the Innovation Programme (Directorate General XIII), of the European Commission.

The basic structure of the TEMAGUIDE project contains three components: a) a description of the Technological and Innovation Management aspects from the business perspective. Its proponents look at it as being more than a description; they see it as a model that can be used either at a practical level for managing the innovation process or at an strategic level for ensuring that the Technological Management is completely integrated to business and gets the praise it deserves; b) a set of tools for assisting in specific activities of the Technological Management and the promotion of Technological Management as an important aspect of the practice of good businesses; c) a set of study cases that illustrates problems, needs and solutions from typical enterprises. These components are shown in Figure 1.

By considering that Technology Innovation is not something only related to innovating with success once or twice, but rather about frequent innovations and improvements, in other words, about enterprise *innovativeness*, TEMAGUIDE recommends a simple conceptual framework (or model) which facilitates this *innovativeness* approach. The model is based on five elements that remind the enterprise what frequently needs to be done in different points in time, and in different kinds of situations: SCAN (indicating a scan of the environment in search of signs of needs for innovation and potential opportunities), FOCUS (expressing attention and efforts in a particular strategy for business improvements and innovation, or a particular solution for a problem),

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