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### Fit 4 Innovation Programme Promoted by Luxinnovation and Championed by Alipa Group

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As part of their series of "Fit for" programme, Luxinnovation operates the "Fit 4 Innovation" programme which monitors and stimulates innovation for local small and medium enterprises (SMEs).

The Fit 4 Innovation programme was launched two years ago; in that time it has provided diagnosis to 29 companies and 18 others are currently involved in the project phase. Leverage is important because SMEs can claim a return of 400% on the investment provided. John Paul Schuler, CEO of Luxinnovation, believes that for the 4,400 companies in Luxembourg with 10 to 250 employees, "All these SMEs could achieve similar gains without major investments!".

The Fit 4 Innovation programme is getting ready to expand the list of consultants partners to offer more choice to enterprises and increase the capacity of projects monitored.

One such case study was recently presented, concerning the Alipa Group and its No-Nail Boxes company, one of the pioneers of the Fit 4 Innovation programme. Michèle Detaille, Managing Director of Alipa group, spoke about her experience and the benefits of the programme for her company. She confirmed that the impact has been positive because the project objectives were achieved and, above all, the results are now sustainable.

#### Innovation through organisational change

The key success factors can be summarised in three key areas: communication, organisation and sustainability.

Michèle Detaille explained that she has seen the Fit 4 Innovation programme from within and stated "What a company can accomplish alone is limited. To succeed in the sphere of innovation, we must overcome the reluctance and inform all employees of thinking and the progress of the project, define key roles both internally and externally and implement good practices in the duration. Any move in the Fit 4 Innovation framework implies an excellent balance between the steering committee in charge of monitoring the project, internal teams, essential links of the project, the external consultant who provides expertise, and Luxinnovation, guaranteeing programme quality," confirmed Michèle Detaille. Entering the Fit 4 Innovation programme in order to improve its competitiveness, No-Nail Boxes has exploited the recommendations formulated by teams of Resurgence, the consultant in charge of the project, which allowed the production workshop increase sustainably its efficiency by 15%. "Innovation is not always inventing new technology products, it is also making organisational changes that create value within the company."

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