Good Practices on Open Innovation & Cooperation Coaching Support

Instruments for SMEs2B

Services from Intermediaries for SMEs

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Overview

Innovative Strategies for Success

- Introduction
- Regional Services
- Good Practice
  - STRATEG/
  - EDIM
  - smE-MPOWER
Activities

• Regional Contact Point for EU Programmes for Training, Research and Technology Programmes for the Vienna Region - Vienna, Lower Austria, Burgenland
• Consultancy, Support and Service Provider for national and transnational Technology Transfer and RTD-Projects
• Regional Promotor for Vocational Training in Europe
Innovation & TT Activities

• Regional Contact Point for national and transnational TT-RTD Activities. Member in several Technology Transfer Networks (www.tii.org)

• Organisation of Technology-Transfer-Days (WASTE, Renewable Energies, Water, etc.)

• Transfer Office for Dissemination, Validation and Search for RTD-Results for SMEs, Universities and Institutes

• Active Partner Search for Technology Transfer
Good Practices

- STRATEG/
  Modernisation in work organisation.
  Knowledge Management

- EDIM –
  More Successful through Innovation Management

- smE-MPOWER –
  Strategic Business Innovation Coaching
1. Awareness

2. Training and Audits

3. Web Portal
Partner Institutions

- ASSOCIAÇÃO INDUSTRIAL DO DISTRITO DE AVEIRO
- DANUBE
- FUNDAÇÃO UNIVERSIDAD EMPRESA REGIÓN DE MURCIA
- CONFEDERACION REGIONAL DE ORGANIZACIONES EMPRESARIALES DE MURCIA
- UNIVERSIDAD DE MURCIA
- DEPARTAMENTO DE ORGANIZACIÓN DE EMPRESAS
- EXA Group Consultants
Phases

AWARENESS CAMPAIGN

TRAINING AND AUDIT

Training Inventory Strategic Analysis Critical Factors Selecting Indicators Improvement Plan

PORTAL WEB

www.kmstrategi.com
2.1. Audit Results. Model

Identifying Key Success Factors → Indicators → Knowledge Management Practices (Diagnosis)

External Analysis: “PEST” Analysis and “Porter” Model
Internal Analysis: Tangible and Intangible Resources

Key Success Factors → Intellectual Capital Measurement System → Design of Knowledge Management System

New Strategy → Reports

Strategy

Inventory

Strategic Analysis

Design IC and KM Systems
Phases
AIM: To go more deeply into and apply IC and KM concepts on a set of interested companies.

ACTIONS

1. Training the companies
2. Audit and Advice
3. Base for comparison
1. Training A: specialization courses for different functions: 6 courses, 15h each = 90h, within a period of 4 months

2. Training B: courses for each interested company: 12 courses, 9h each = 108h, within 3 months
Good Practices - EDIM

• STRATEG/
  Modernisation in work organisation. Knowledge Management

• EDIM
  More Successful through Innovation Management
  (Erfolgreich durch InnovationsManagement)

• smE-MPOWER –
  Strategic Business Innovation Coaching
Good Practices - EDIM

- Austrian Project within the protec+ 2000 INNO Programme Initiative of Ministry for Economic Affairs
- Project Partners: Regional Offices, Consultants
- Project Duration: 2 years
Good Practices - EDIM

- Project Content
  - Adaptation available IM process tools
  - www.unternehmenscheck.at
  - Awareness events
  - Testing
  - Teleconsulting/Telecoaching - Audit
Good Practices – smE-MPOWER

- STRATEG
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- smE-MPOWER – Strategic Business Innovation Coaching
Coaching throughout the SME’s lifecycle

Reference frame

Absorptive capacity

Recognize the value → Acquire → Assimilate → Exploit → Transform

Creation of significant added values for customers and the firm
Good practice methodologies

Operational activities

- First contact & orientation
- Business development coaching
- Cooperation coaching
- Organisational development coaching
- Fund raising coaching

Business innovation model
Lifecycle model
Absorptive capacity method / tool
Need analysis tool
Resource based strategy, business strategy, business model, business architecture
Specific methods & tools

Support activities

Training and quality (accreditation etc.) of coaches
Indicator system

Strategic activities

Governance (horizontal, vertical), financing, business model
Analysing innovation opportunities in enterprises
Cooperation Coaching Process of smE-MPOWER

**Support Phases, Entry after Mobilisation Process (if necessary)**

**Stage I**
- (1) Sign NDA
- (2) Identify business innovation options
- (3) Evaluate strategic project options
- (4) Decide on action plan (next steps)

8-16 hours

**Stage II**
- (1) Sign NDA
- (2) Design business concept and identify strategic partners
- (3) Evaluate public financing options
- (4) Decide on strategic commitment (LoI)

up to 42 hours

**Stage III**
- (1) Design project concept & organisation
- (2) Complete consortium
- (3) Clarify IPR
- (4) Compile budget and financing
- (5) Assess risks & contingencies
- (6) Prepare and submit proposal
- (7) Proposal evaluation

several weeks

**Stage IV**
- (1) Manage negotiation
- (2) Prepare documents
- (3) Establish Consortium Agreement
- (4) Sign contract

Several months

**BUSINESS INNOVATION:**
Analysis of Project Consortia Opportunities

**PROJECT DESIGN:**
Development of Cooperation Project

**CONTRACT:**
Project Contract Negotiation

**STRATEGIC PARTNERING:**
Set-up of Strategic Interest Group

**CONTRACT:**
- Manage negotiation
- Prepare documents
- Establish Consortium Agreement
- Sign contract

**Several months**

**Cooperation Coaching Process of smE-MPOWER**

Analysing innovation opportunities in enterprises:
Cooperation Coaching Process of smE-MPOWER

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**Several months**
Pre-industrial firms

Seed stage
Feasibility; Proof of concept; Prototype; Demonstrator; Pilot customer

Upscaling stage
Scalable solutions for market segments; Supply chain; Distribution; M&A

Point to point stage
Series of projects in “point to point” relationship with customers

Industrial firms

Expansion stage
New markets; New distribution channels; Organisation & resources; Management

Consolidation stage
M&A; Optimisation; Restructuring; MBO

Renewal stage
Diversification; New offerings; New client segments; Lead customers

Business challenges along life-cycle
Business Innovation:
Creation of significant added value for the customer and the company through modification of one of the four vectors:
Tools, Methods, Experience, Practices

- **STRATEG**
  Modernisation in work organisation. Knowledge Management

- **EDIM**
  More Successful through Innovation Management

- **smE-MPOWER** –
  Strategic Business Innovation Coaching