IN-BUSINESS GROWTH

Innovative Sustainable Business Growth at Global Level
Long term impact and lessons learnt from the IBG project

EURADA brokerage event
January 23rd 2018

Antti Toivanen, Managing Director
Reminder of the IBG project process
Objective
Improving innovation management services innovation agencies offer to their clients.

Problem
Innovation management becomes standardised and ever more sophisticated; innovation agencies need awareness of, access to and skills for providing state of the art innovation management services to their (usually) SME clients.

Duration: 1.2.2016- 16.2.2017
Budget: 50 000€, 100% Horizon2020 funded.
Partners
- the Technology Park of Andalucía (Spain) (lead partner), coordinating Action 2.
- the University of Algarve (Portugal), through its Division of Entrepreneurship and Technology Transfer, coordinating Action 4.
- the Regional Development Company of Kainuu (Finland), coordinating action 1.
- the Bulgarian Development Agency (Bulgaria), coordinating Action 3.

Collaborative entities
- **Bosnia-Herzegovina:** • Sarajevo Economic Region Development Agency, • INTERA Technology Park
- **Finland:** • Regional Council of Kainuu
- **Hungary:** North Hungarian Regional Innovation Agency
- **Portugal:** • Business Association of the Region of Algarve • National Association of Young Entrepreneurs • National Institute of Industrial Property • University Technology Enterprise Network
- **Spain** • International Campus of Excellence from the University of Malaga • Municipal Company of Business Initiatives and Activities of Malaga
- **Turkey** • Eastern Anatolia Development Agency • Izmir Development Agency
ACTIVITIES: One Work Package (WP1), four (4) actions:

**ACTION 1** - Exchange of experiences and common analysis of the State of Art in the participating regions and beyond identify good practices and the gaps detected, using the Twinning process. Kainuun Etu coordinates Action 1.

**ACTION 2** - Sharing of the results obtained and identification of the most efficient solutions for the design of the guide of best practices and the establishment of an innovative methodology (design options papers), Technology Park of Andalucía coordinates Action 2.

**ACTION 3** - Transfer of good practices to SMEs and third parties. The Bulgarian Development Agency coordinates Action 3.

**ACTION 4** - Dissemination, exploitation of results and communication: The University of Algarve coordinates the communication and dissemination activities.
Planned outputs and results

Outputs
1 Design options paper; 1 GP report synthesising the IBG good practices collected, assessed and accepted / rejected / improved

Results
Adoption of selected good practices by the participating innovation agencies
In retrospect & lessons learnt

1) WHAT WORKED
1.1) We sought a solid conceptual base for discussing GPs and agreed the reference area
IBG project is at the intersection of knowledge intensive business services [KIBS] as part of innovation management, innovation agencies (as infrastructures delivering KIBS), and knowledge spill over theory.

Reference area: Non-technological KIBS; professional services to the private and public sector.
In retrospect & lessons learnt

1) WHAT WORKED
1.2) We dedicated considerable resources to GP themes & description & linkages to the design options paper
We sought a solid methodological base for identifying, describing and discussing GPs; the GP preparation document went in depth into the GP themes, linking them explicitly to innovation agencies services; the design options paper structure was introduced from the beginning; the GP assessment and transfer was a priority integrated into the GP description issues from the beginning.

Preparation for the GP document: analysis of all 9 GP themes in terms of each theme’s key question (-s) explicit description criteria, and common GP description template


Design options paper

Benchmarking workshops, assessment & selection of GPs for transfer
1) WHAT WORKED

1.3) Good practice themes & contributions

- Theme 1 Adaptation to the real needs of SMEs
- Theme 2 Demand-led approaches
- Theme 3 Easy access to the existing supports
- Theme 4 Promotion and Dissemination of information
- Theme 5 Technology transfer
- Theme 6 Commercialisation of innovation
- Theme 7 Follow-up of the progress of the SMEs
- Theme 8 Establishment of constant means of improvement and
- Theme 9 Access to resources through networked development.

Contributions: 17 GPs from BG, ES, FI, FR, HU, IT, PT.
Profile: GPs usually relevant to more than one GP themes.
1) WHAT WORKED
1.4) The design options paper

- Documentation of the outputs
- Further insights into concrete contributions of the GPs
- Transnational GP transfer methodology: Communication —> identification of interests and needs —> agreement preparation —> transfer
- Transfer of good practices to SMEs methodology: Problem identification and & issue review —> GP adaptation references to the local context —> stakeholder (SME & its operational context) analysis —> Assess existing resources and need for new ones required for the GP transfer —> Assess facilitators and dissemination channels, including target group —> Adapt GP to the SME operations —> Post implementation evaluation and monitoring —> Sustain acquired knowledge and adapt procedures regularly —> Case study.
1) WHAT WORKED

1.5) The “plus” in the added value of the project

• Intensive learning

• New tools for innovation management identified through the GPs, of interest to all

• A very useful experience for any RDA (regional development agency)

• KE case study: GPs adopted on 1) Internal way of cooperation (CEN/TS 16555-5); 2) Projects we will undertake in the future (GP7); 3) Methodologies and functions in Kainuun Etu to more effectively support university-industry interactions. The need of industry (rather than sector or entrepreneurship only) support functions and competences got back; strengthened ecosystem approaches (GP 16)
2) WHAT WAS LIMITING, RESTRICTING & RECOMMENDATIONS

- The limits of the GP transfer: not enough time, not enough common enabling environment
- Improvement cannot be forced maybe, but there needs to be more shared encouragement
Annex

Slides 15 - 31 GP summaries
GP 1 – PROGRAM YUZZ (Spain)

National program of training & launch of entrepreneurial projects (48 centers in Spain)

For businessmen and entrepreneurs, students & citizens.

Transferable at international level (starting in 2017 in Argentina and soon in Brazil & England) – Joint collaboration crucial between strategic actors (education and business institutions)

Establishment of 500 new companies Around 70 new companies yearly

Financed by Santander Universidades
GP 2 – PROMALAGA (Spain)

Local public network of technological, creative and cultural incubators for the development of ideas and projects of innovation and urban technologies

Possibility to transfer the methodology at national and international level (requires local public commitment, infrastructures & financial resources)

169 companies hosted
463 companies created
535 employments created
Survival rate of 75.47% (2015 annual accounts)

For Entrepreneurs

Financed by the own resources from the City Council of Málaga
GP 3 – CADE (Spain)

Support Centers for Entrepreneurship Development in all the Andalusian Territory

For Entrepreneurs and existing companies

Transferable at national and international level (requires regional public commitment, infrastructures & financial resources)

215 CADES in Andalusia
15,408 companies created
2,933 business trainings
127,235 beneficiaries
(2015 annual accounts)

Financed by Andalusian Regional Fund

2015 annual accounts
GP 4 – Business Development Model of the Technology Park of Andalucía (Spain)

Programs of creation and consolidation of new/existing companies

For entrepreneurs and existing companies

High Possibility to transfer at national and international level (requires strong commitment of the local eco-system actors, infrastructures and financial resources)

626 companies actually 16.774 employees 7,35% of the province GDP

Private and Public Investments (22% public and 78% private)
GP 5 – Ardan Program (France)

Regional system allowing the integration of new skills and competences in SMEs through the recruitment of professional responsible of piloting new activities within the company

Focusing on small enterprises and associations

Transferable at international level with the commitment of strategic actors, infrastructures and financial resources

10 000 enterprises supported & developed
Almost 90 % of direct employment
Performed in 11 French regions

Private and Public Investments

Co-funded by the Horizon 2020 Framework Programme of the European Union
GP 6 – Growth for Kainuu project (Finland)

Program of growth and internationalization, business transfers & generation shift, education and training of the companies

For micro and medium sized businesses

Fully transferable with the commitment of strategic actors, infrastructures and financial resources

400 registered SMEs
100 companies interested in business transfers/ generation shift

Local Structural Funds (64%)
Municipal funding (18%)
Private cofounding (18%)
GP 7 – Project of Financial Education Edufinet (Spain)

Actions aiming at promoting financial education

Current or future users of financial services (students, entrepreneurs, businessmen and citizens)

Transferable with the commitment & involvement of strategic actors and experts (counts with the active support of UNICAJA)

Financial Education Platform
3.783.396 online visits
300 annual in-person training sessions
75,000 people joined conferences & meetings (73% youth)

Banking Foundation Unicaja
GP 8 – Green Ray and Link by UMA-Atech (Spain)

Largest space for business, university and innovation coexistence in Andalusia for the development of global entrepreneurial projects (inaugurated at the end of 2015)

Students, entrepreneurs and companies

Transferable at national and transnational level with commitment of strategic actors, infrastructures and financial resources

Creation of 20 companies
15-20 weekly training and dissemination activities
Ideas Factory Contests (Ikea, Microsoft)
Open challenges (Google)

Own resources from the Technology Park of Andalucía and the University of Málaga
GP 9 – Alimenta2Talent (Italy)

Annual program of Business Acceleration in the areas of agrofood and bio-economy (Circular Economy)

For innovative entrepreneurs, serial startupper and international innovators

Transferable at national and transnational level with commitment of strategic actors, infrastructures and financial resources

Creation of 5 startups/year

Public and private founds (50:50)
GP 10 – Regional Agency for entrepreneurship and innovation / High technology business incubator (Bulgaria)

Business Incubator, Center of Technology Transfer and Technology Park

For newly emerged SMEs

Transferable at national and international level with commitment of strategic actors, infrastructures and financial resources

Creation of an high-tech eco-system in the region

European Structural Funds, EU programs
GP 11 – National Science to Business platform (Bulgaria)

National Transfer Platform of the academic development and scientific research results to the business field

For young academic workers and entrepreneurs

Transferable at international level with commitment of strategic actors, infrastructures and financial resources

Creation of a favourable environment for active interaction between science and business

European Operation program “Regional Development” (ERDF)
GP 12 – Large research infrastructure services for SMEs (Finland)

Knowledge management to create products more competitive, secure and sustainable (Science Link Network)

For regional innovation intermediaries, industrial research centers, SMEs of all industries & universities (material research departments)

Fully transferable with political or managerial decision, commitment of strategic actors, infrastructures and financial resources

66 products from 66 companies received synchrotron material measurements, leading to better, safer & more sustainable products
52 SMEs screened & assessed Enhanced cooperation with economic & development actors

EU Structural Funds (Interreg IV, V) and ERDF
GP 13 – Eco-Point Service (Italy, Slovenia, Austria, Hungary, Czech Republic and soon in Greece)

System promoting the use of environmentally friendly technologies for business growth, showing the economic advantages of greener production & consumption patterns.

For any type of SMEs (preferably working in production)

Very much transferable and easy to implement

Practical IT tool, freely available to any companies in Europe and worldwide
European Eco Point Network
536 companies involved

Central Europe Program
2007-2013
Horizon 2020 Program
GP 14 – Regional Business Idea - CI Caixa (Portugal)

Contest of ideas and workshops "Create your business" performed in 16 municipalities, in order to promote innovative entrepreneurial initiatives and young entrepreneurship.

For students, entrepreneurs, businessmen & coverall citizens

Transferable & easy to implement (low level of financial mechanisms, “user-friendly” methodology and capacity to adapt)

81 new companies created 74% survival rate 66% of business volume are international sales Enhancement Regional Innovation Eco-system

Regional Funds / University Own funds / CGD Bank (grant for the winner)
GP 15 – Focus Groups and Innovation Communities (Portugal)

6 communities of innovation in tourism, maritime economy, energy and environment, ICT and creative industries, agro-food, health & well being

For researchers, businessmen, entrepreneurs, policymakers & technology transfer offices

Transferable & easy to implement (low level of financial mechanisms, capacity to adapt and to address common problems)

Increase of R&D and cooperation Projects
- Increased nº of patents and license agreements
- Regional increase of competitiveness & capacity for knowledge absorption

Regional Funds
<table>
<thead>
<tr>
<th>GP 16 – Science to business (Portugal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant mapping of innovation opportunities based on RIS3 strategy, according to the needs of the identified companies and the solutions that can bring research centers or research groups from the University to the problem detected</td>
</tr>
<tr>
<td>Transferable &amp; easy to implement (low level of financial mechanisms, “user-friendly” methodology and capacity to adapt)</td>
</tr>
<tr>
<td>Strong Regional Networks among Science and Industry</td>
</tr>
<tr>
<td>More than 127 U-E joint ventures</td>
</tr>
<tr>
<td>Around 30 Million euros investment for the region</td>
</tr>
<tr>
<td>71 Patents submitted (29 granted)</td>
</tr>
<tr>
<td>For university researchers and professors and new &amp; existing companies in the region</td>
</tr>
<tr>
<td>Own funds</td>
</tr>
<tr>
<td>Framed on European Projects whenever possible (MED Program, Atlantic Area, POCTEP)</td>
</tr>
</tbody>
</table>
GP 17 – Innovation Vouchers (Hungria)

Transnational voucher system for SMEs to introduce innovations (new products, processes or services) in their business operations with the support of universities and institutes of R&D at transnational level.

System transferable however the feasibility depends on the committed business support intermediaries & the available financial sources for the implementation.

34 concrete transnational cooperation between SMEs and R&D institutions.

For SMEs (All industries and sectors)

ERDF – 100% funding
FOR MORE INFORMATION

For more information on the Good Practices presented and the opportunities to replicate the model in your environment, please contact your national contact point:

**Portugal**
University of Algarve - CRIA, Divisão de Empreendedorismo e Transferência de Tecnologia
Eurídice Cristo emcristo@ualg.pt
Hugo Barros hfbarros@ualg.pt

**Spain**
Technology Park of Andalucia
Sonia Palomo: spalomo@pta.es
Aline Daniel: aline@pta.es

**Bulgaria**
Bulgarian Development Agency
Simeon Toptchiyski simeon.toptchiyski@gmail.com
Denitza Toptchiyska denitza.t@gmail.com

**Finland**
Kainuun Etu Oy
Ninetta Chaniotou, +358 44 5514559
ninetta.chaniotou@kainuunetu.fi