

**Networking Innovation for Added Value Networking Alliances
(NIR-VANA)**

Deliverable 1.1.

**Study report to characterise the target groups in relation to the project
topics: SMEs and innovation advisors**

The NIR-VANA Consortium

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Table of Acronyms

Acronym	Full description
BM	Business Model
CI	Collaborative Innovation
EEN	European Enterprise Network
IA	Innovation Advisor
ICT	Information and Communication Technology
IIP	Intellectual and/or Industrial Property
IM	Innovation Management
IP	Intellectual Property
NIR	Networking and Innovation Room
OI	Open Innovation
SME	Small and Medium size Enterprise
WP	Work Package



Project, Work Package and Task

The key goal of the NIR-VANA project is to develop an ICT-based layer that will facilitate the work of the innovation agents and will also promote a change of mentality of the SMEs. Some services will be provided online using a new **Networking and Innovation Room (NIR)** where the innovation agents and the SMEs interact to facilitate partnerships. These services will allow direct and ongoing support provided by the innovation agents to the SMEs, links to other external services (orchestration logic), increased efficiency for the management and monitoring of the collaboration, and services aimed at encouraging SME's involvement. One key aspect of these services is, that they provide a process for building new partnerships and collaborating. This process should greatly benefit SMEs as well as innovation advisors and agencies.

Work package 1: Analysis

The goal of this work package is to analyse the state of the art and the problems of the existing experiences about online-collaboration support services for SMEs and to understand SMEs behaviours, needs and barriers when going online. At the same time, it is fundamental to consider what support agencies really can offer in terms of services, competence and skills in order to fulfil their expected targets and in which way the supporting process could be as lean as possible. Through a literature review and a survey of innovation agencies and SMEs' behaviours, needs and skills available, this analysis will lead to the identification of the optimal feature set for the Networking Innovation Room (NIR) guaranteeing an effective impact in terms of facilitated collaborations and innovation results and a more efficient use of resources for the innovation agencies dealing with open innovation support.

Task 1.1: Conduct a literature review and survey of innovation agencies and SMEs to identify the optimal feature set of Networking Innovation Room (NIR)

The consortium has worked with two different target groups whose feedback is essential for the project:

- **Study problems, needs, state-of-the-art of the work with SMEs:** With this task the consortium has conducted a survey in order to understand what works and what does not work, which solutions have been tried before and which are the key factors for the success of the new services to be designed for facilitating SMEs with online-collaboration for innovation projects and activities. This survey was addressed to both SMEs and SME associations.



- **Identification of concrete needs and priorities of the innovation advisors:** The advice provided by the innovation advisors for supporting and facilitating online collaboration for SME innovation activities is crucial for the effectiveness of the results and the success. Through a series of interviews with the EEN and innovation agencies supporting processes and the different dynamics of collaborations among SMEs, the consortium gained a better understanding of the gaps and has identified the vision of the innovation advisors regarding both the innovation management system adopted by companies and collaboration management with external partners.

The operational targets are summarised as follows:

- Develop a **questionnaire**
- Identify **target audience** and select representative sample group (taking into account a balance of age groups, genders, different attitudes to IT and change, etc.)
- Conduct remote **survey** with SMEs and innovation agency staff; At least 400 viewpoints gathered from at least 10 different countries across the EU
- Conduct **one-to-one or small group interviews** with SMEs and innovation agency staff; at least 30 interviews

The present report presents an overview of the process followed as well as the most relevant findings. After identifying main sources of inspiration related to the objective conducting a literature review including existing surveys on open innovation, relevant scientific publications and also reports, two instruments were developed. The development was followed by their application/administration addressing two main target groups of the NIR-VANA project, SMEs and innovation advisors. The results and their interpretation represent the main contribution of Task 1.1. gathered and summarized in Deliverable 1.1.



Section 1: Selected literature on Open Innovation and SME

The present section presents the most **relevant and related sources of literature** relative to open innovation and SME, as well as issues relative to (new) technology and innovation diffusion. In the framework of the current task *literature* is understood in a broad sense. This means that various sources and types of documentation have been reviewed including scientific literature (SCOPUS scholarly articles), institutional literature (EU reports and statistics) and consultancy reports, existing surveys and available measurement instruments. It is not the objective of the present document to present an exhaustive literature review, but rather to show the current state of the phenomena (SME x open innovation x technology/platforms).

A selection of most relevant pieces of the reviewed documentation is presented in Table 1.

Table 1: Selection of key literature

Document reference	Title	Main value to NIR-VANA
Spithoven et al. (2013)	Open innovation practices in SMEs and large enterprises	Barriers of SMEs to OI
Podmetina et al. (2014)	Towards open innovation measurement system – a literature review	OI measurement in SMEs
Van de Vrande et al. (2009)	Open innovation in SMEs: Trends, motives and management challenges	OI in SMEs
Arthur D. Little (2014)	Global Open Innovation Survey	Questionnaire
UK-IRC (2011)	Survey of New Modes of Innovation: Managerial and Strategic Business Practices and Open Innovation	Questionnaire
Chesbrough and Brunswicker (2013)	Managing Open Innovation in Large Firms	Report and questionnaire
Breunig et al. (2014)	Incentives and performance measures for open innovation practices	OI practices



The literature review stage was the initial and fundamental phase of this task. This helped participants to identify the “*what we know*” matter. It was also helpful in identifying the conceptual complexity and fuzziness of the phenomena, possible definitions and management models.

In the following section, the methodology applied is presented.



Section 2: Methodological aspects

This section includes the description of the main features of the methodological process followed to collect the data relevant for the Task's objective, namely **capturing the viewpoint of possible users of the future service, especially focussing on SMEs and innovation advisors**. It distributes in two main distinguished sub-sections: one regarding the survey targeting the former and one relative to the interviews addressing the latter.

A schematic representation of the process is showed in Figure 1.

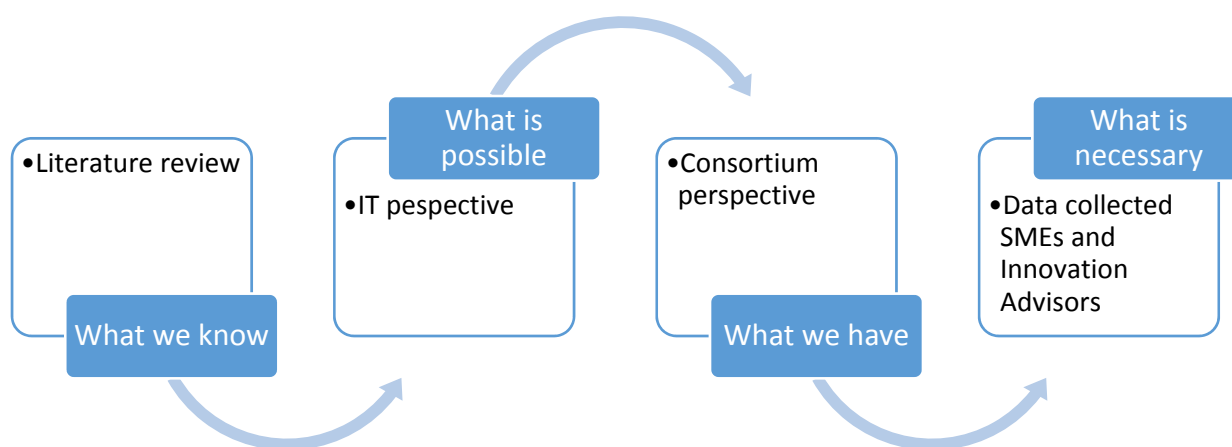


Figure 1: Scope of Task 1.1.

Section 2.1: Survey instrument

The survey instrument was developed taking into account two important inputs:

- Existing surveys on innovation, open innovation and SMEs
- Existing knowledge in the consortium regarding the current situation as well as project-relative objectives and targets

Initially a set of relevant topics were agreed. These would represent the initial thematic sections of the questionnaire. These **topics** were: 1) Company details; 2) Strategy and Innovative culture; 3) market needs, opportunity and trend analysis; 4) Technology Intelligence; 5) Collaborations at the different stages of innovation processes.

The kick-off meeting allowed the consortium to discuss and agree on a series of relevant details such as:



- **Language of questionnaire**¹: initially the consortium worked with a core English version questionnaire. With the aim of increasing comprehensiveness assuring a higher reliability of answers the majority of the consortium partners considered that targeted companies should receive a questionnaire in original language. Exception Belgium who opted for an English version questionnaire due to mainly two reasons: i) collaborative projects are often international and this fact implies a fair English language knowledge and use, ii) Belgian companies targeted with the NIR-VANA SME survey are often used to receive information in English from EEN Brussels
- **Focus**: even though a surveying exercise is interesting and could bring valuable information from participants, the questionnaire had to be focused and all questions had to be formulated in a way to bring *sufficient, valuable and relevant information* to the central issue of the project. Therefore, the questionnaire was kept to a minimum length but detailed enough not to be considered as superficial and still providing the sufficient information allowing decision-making
- **Timing of fieldwork**: all partners informed about their (and possible respondents) limited availability during summer months. Fieldwork status reports were facilitated on a weekly basis calling for reminders according to each partner's situation and data achieved by the time of the status report
- **On-line survey**: the consortium was considering various options of on-line survey administration and partners shared their experience in using some (surveymonkey, typeform, google docs, etc.). Due to the positive experience of one of the partners the consortium finally opted for the service offered by www.freeonlinesurvey.com. The English version questionnaire was introduced and transposed from WORD form to the on-line form in a way that best represented the agreed final version. All other questionnaires were a replication of the English on-line survey and the introduction of the content in the translated version. The software resulted effective for the purpose. The solution is valuable due to the various options of data visualisation and formats. All partners received their data in two differentiated formats: pdf report generated by the platform and individual data for further excel analysis.

The main milestones in the questionnaire development are presented in Table 2.

¹ Annex 1 contains the English version questionnaire in its most advanced form in WORD. Translated versions of the questionnaire are not included, but they are available on explicit request from the authors of the present document.



Table 2: Milestones in questionnaire development

Date	Channel	Action	Main achievement
24.05	WP1 skype meeting	Agreement to develop a 1 st draft for the Kick-off meeting in Girona	Topics agreed
13.06	Kick-off meeting	Presentation of the 1 st draft to the consortium	1 st draft
			Constructive comments
14.06	Platform	Revision by IT	New version
	Platform	Example of other project instrument by BE	No overlapping with other project/survey
17.06	Platform	Refinement of questions and transformation of regular word doc to word form	Questionnaire approximating to on-line version
18-25.06	Platform	Improvements in content and layout	Optimised version of questionnaire
25.06	Platform	Agreement on definitive version of SME questionnaire in English	Final version of SME questionnaire
27.06	Freeonlinesurvey	English questionnaire is translated and published in on-line version	Link to SME survey in English
July	Freeonlinesurvey	The English questionnaire is translated and published on-line in Italian, Spanish, Turkish, Swedish and German	Links to SME survey in all languages

In its final form, the **SME open innovation mind-set, capacity and practice questionnaire** (see Annex 1) includes *10 questions* organised around *6 central topics* (i) introduction, ii) company details, iii) strategy and innovation culture, iv) collaborative innovation including enablers and barriers, v) tools and platforms for collaborative innovation, vi) innovation advisors for cooperative and open innovation) and it is considered to contain all the necessary information for its correct administration.



Section 2.2: Survey administration

Once the SME open innovation mind-set, capacity and practice questionnaire was ready and on-line the fieldwork was ready to start. In its planning, a series of aspects have been discussed and foreseen, always taking into account the target according to the **initial project proposal**, namely to *conduct remote survey with SMEs and innovation agency staff, at least 400 viewpoints gathered from at least 10 different countries across the EU.*

The survey administration implied high levels of commitment and effort from all members of the consortium, both EENs and non-EENs. One of the biggest **problems** was the *coincidence of the work task's execution calendar (June, July, and August) with summer holidays* of both potential survey participants (SMEs) and consortium members. Another difficulty to address was also the *surveying operation*, as a task itself. Companies are oversaturated by mandatory surveys or other project surveys receipt. Possible solutions to address these were: i) an attractive, differential, compelling **introductory message** inviting companies to participate (see **Annex 2**), ii) regular weekly reminders, iii) variety of channels (e-mail, social media, linkedin, etc.) and diversity of targeted participants, iv) maximum possible extension of the task's timing.

An attachment containing a brief **project description (Annex 3)** was sent out jointly with the e-mail message.

The main methodological details of the survey administration process are presented in Table 3.

Table 3: Methodological summary of SME survey administration

	Belgium	Germany	Italy	Sweden	Spain	Turkey
Type of partner	EEN	Non-EEN Research Institution	EEN	EEN	Non-EEN Business	Non-EEN Business association
SMEs contacted	EEN and non-EEN service users	Patent database	EEN service users	EEN service users	EEN service users	SMEs associated
Survey sent out in	English	German	Italian	Swedish	Spanish English	Turkish
Link to survey	EN	DE	IT	SW	ES	TR
Type of reminders	Targeted E-mails; Social networks; EEN forums;	E-mail	E-mails Social networks	E-mails Social networks	E-mails	E-mails



	Direct contact with other EEN members (Flanders, Wallonia, Grand Region and Austria)					
Reminders	4	2	4	3	2	4
Field work starts	23 rd June	10 th August	28 June	6 th July	29 th June	14 th July
Field work ends	15 th of September 2016					
Total number of responses: 286						

Against all difficulties faced especially in the fieldwork phase, the consortium reached the number of valid responses corresponding to the SME survey in the **286 responses collected from 8 countries**. This absolute number has a positive reading when relativizing it. It represents 72% of the aimed target. Going beyond the numerical figure the experience shows that collecting data corresponding to other countries taking the advantage of translations (for example, German for Austria, or English to some) was not possible, at least in the NIR-VANA project experience and in the given timeframe.

Country	N
Italy	65
Turkey	65
Spain	49
Sweden	48
Belgium	32
Germany	24
USA	2
The Netherlands	1
Total	286

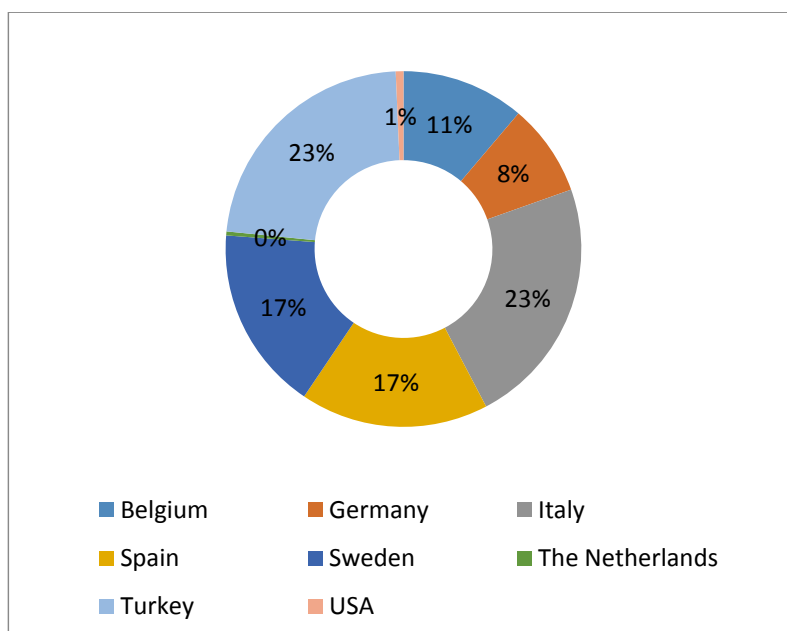


Figure 2: Overall sample distribution (%) by country



Section 2.3: Interview guideline

The interview guideline (see **Annex 4**) was developed through high collaboration between EEN partners, namely Belgium, Italy and Sweden.

The interview is organized in 5 sections and it contains a total of 30 questions structured as follows:

- Section 1: general data (Q0-Q4)
- Section 2: collaborative innovation (Q5-Q10)
- Section 3: online collaboration (Q11-Q15)
- Section 4: collaborative innovation tools (Q16-Q23)
- Section 5: innovation advisor competences (Q24)
- Section 6: collaborative innovation and EEN services (section exclusively for EEN innovation advisors) (Q25-Q30)

Due to the international character of the project the consortium decided not to translate the interview to other languages.

The main milestones in the interview development are presented in Table 4.

Table 4: Milestones in interview development

Date	Chanel	Action	Main achievement
24.05	WP1 skype meeting	Discussion about interview guideline compared to SME questionnaire	Objective of the interview agreed
13.06	Kick-off meeting	Agreement to develop a 1 st draft after SME questionnaire ready	Topics and common blocks with SME questionnaire agreed
06.07	Platform, skype, meeting	EEN partners work on initial development	First full draft of interview
08.07	Platform	Content and layout modifications	Second draft of interview
15.07	Platform	1st interview takes place	Modifications in scales used
15-30.07	Platform	Non-EEN partners provide constructive comments	Final version of interview



Section 2.4: Interview administration

With the aim of homogenising and harmonising the process of data collection, transcripts and digitalisation, various recommendations were given. **Annex 5** represents the ones relative to the data collection process and it is titled **recommendations for the interview**.

An excel template with a real case transcript has been facilitated in order to have a shared vision on how the results should be recorded and codified. The main methodological details of the interview administration process are presented in Table 5.

Table 5: Methodological summary of innovation advisors interview

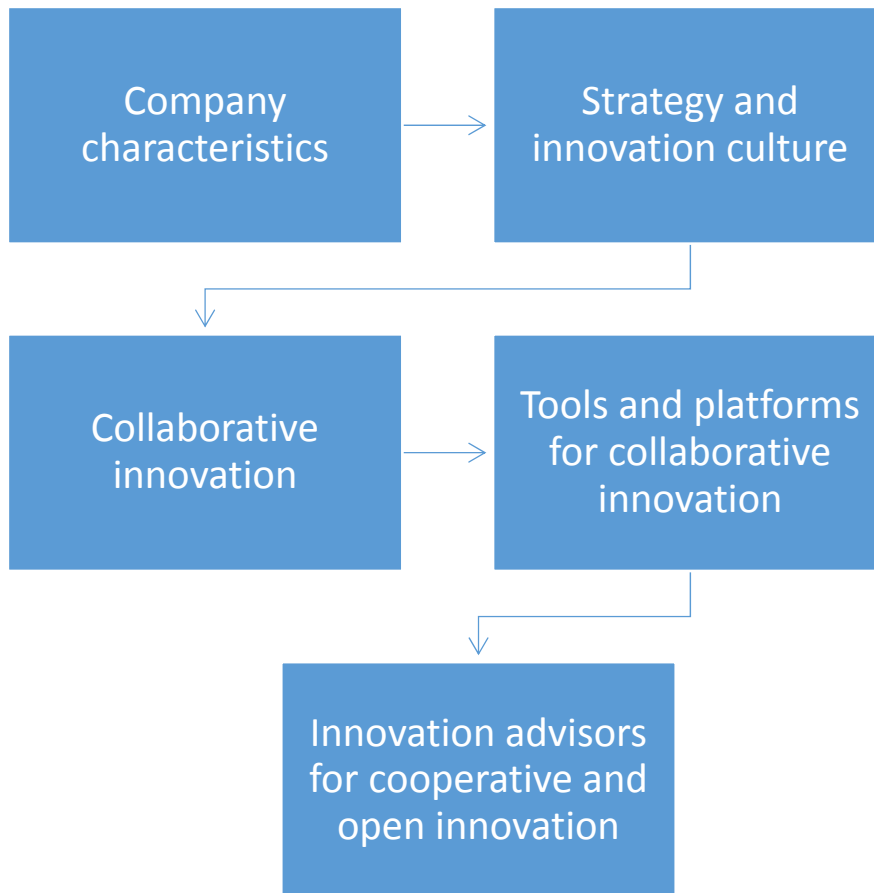
	Belgium	Italy	Sweden	Spain	Turkey
Type of partner	EEN	EEN	EEN	Non-EEN <i>Regional Development Agency</i>	Non-EEN <i>Business association</i>
Contacting EEN	<i>Enterprise Europe Brussels</i>	<i>Venice Veneto Innovazione SPA</i>	<i>Halmstad Swerea IVF AB</i>	<i>Barcelona ACC1Ó</i>	Istanbul
Interviews	Face-to-face and Skype	Face-to-face	Face-to-face	Face-to-face and Skype	Face-to-face
Field work starts	15 th of July				
Field work ends	08.09	31.09	08.09	07.09	08.09
Number of valid interviews	10	6	6	7	6
Total	35				

The interview fieldwork resulted less complex than the SME survey. EEN partners showed high commitment and all achieved the minimum target proposed (6 per country). Two partners outperformed the proposed target resulting in a total of **35 interviews from 7 countries** (Belgium interviewed innovation advisors from Belgium, France and Austria).



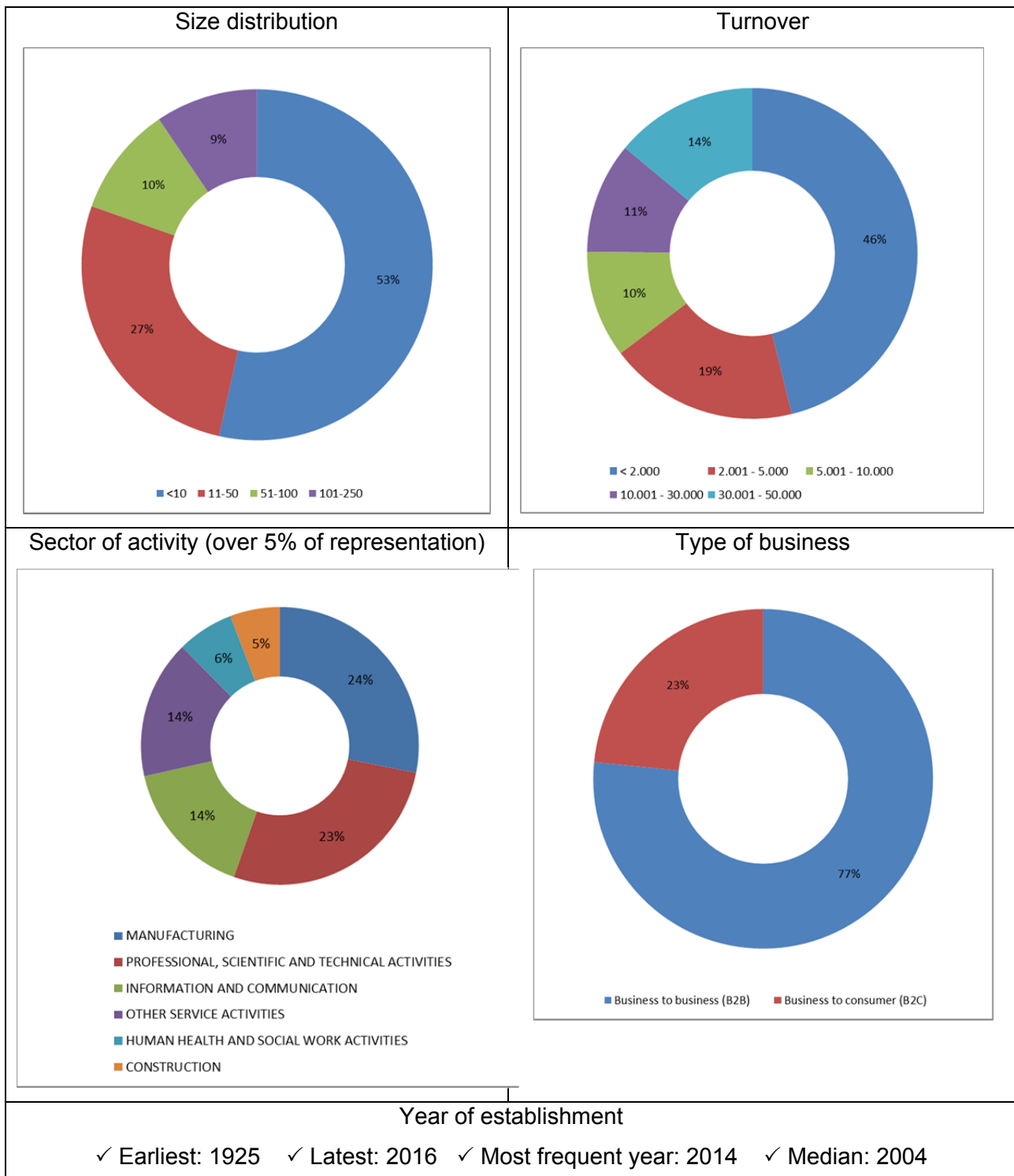
Section 3: Results

The results section contains the **presentation of the global findings** gathered through the different instruments. A further **interpretation of the results** is object of Task 1.2. described in D1.2. The results follow the logic of the questionnaire:

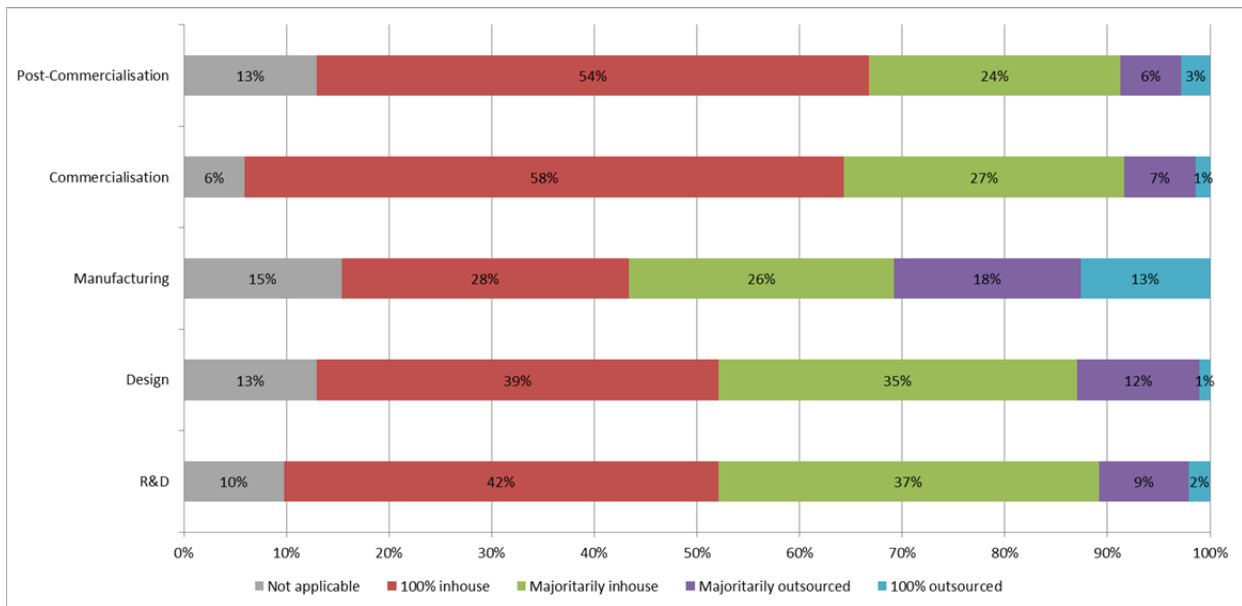


Section 3.1: Global results of the SME survey

Company characteristics



Value chain management



Highlights

- ✓ Predominance of **micro companies**, over ½ of the sample
- ✓ ¾ of participant companies deploy a **business to business** type of activity
- ✓ Majority of companies belong to manufacturing representing one quarter of the entire sample. They are followed by companies catalogued in the following sectors: professional, scientific and technical activities, information and communication, other service activities, human health and social work activities and construction
- ✓ Most primary value chain activities are deployed in-house. The highest percentages of **outsourced activities** (100% outsourced and majority outsourced) are in **operations/manufacturing** stage. **Less outsourced** activities (100% in-house or majority in-house) are **commercialisation, post-commercialisation, R&D and design**

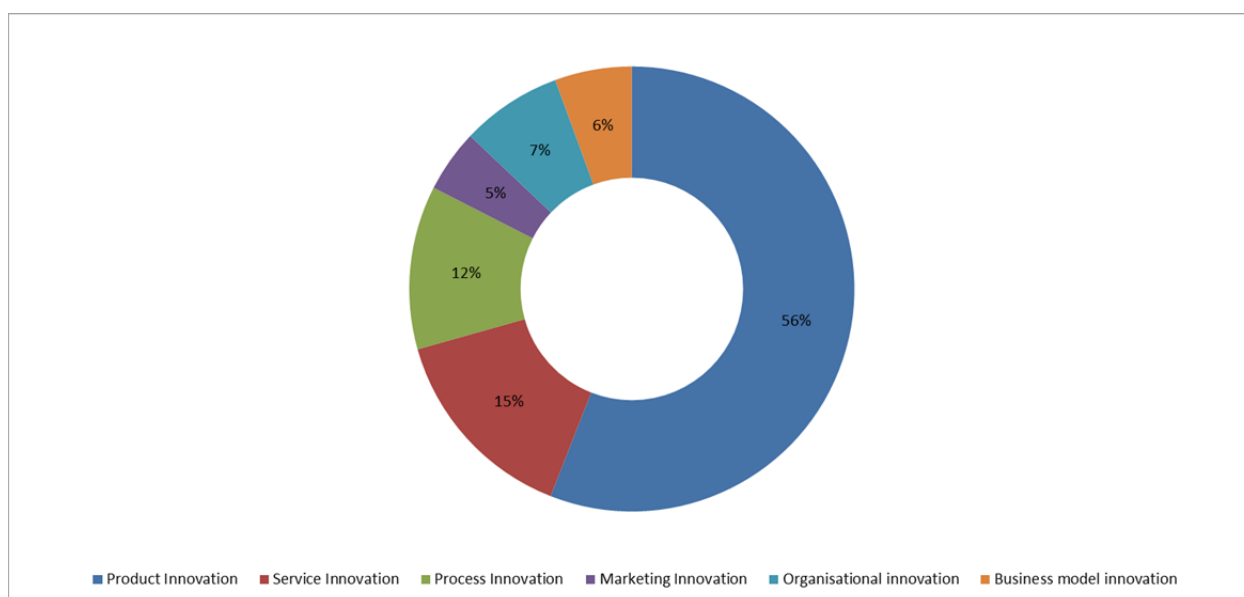


Strategy and innovation culture

Competitiveness factors

Rank 1 (Most important)		Rank 2 (2nd most important)		Rank 3 (3rd most important)	
Innovative product/service	46%	Quality	34%	Price	17%
Quality	21%	Innovative product/service	15%	Service	16%
Customisation	13%	Customisation	13%	Customisation	14%
Service	7%	Price	9%	Quality	12%
Price	5%	Service	8%	Brand/Image	9%
Intellectual/Industrial Property	3%	Time to market	6%	Innovative product/service	8%
Brand/Image	2%	Delivery on time/Short delivery times	5%	Intellectual/Industrial Property	8%
Delivery on time/Short delivery times	2%	Brand/Image	4%	Delivery on time/Short delivery times	7%
Time to market	0%	Intellectual/Industrial Property	4%	Time to market	3%
Time to profit	0%	Time to profit	1%	Time to profit	2%

Types of innovations introduced in the period 2014-2015

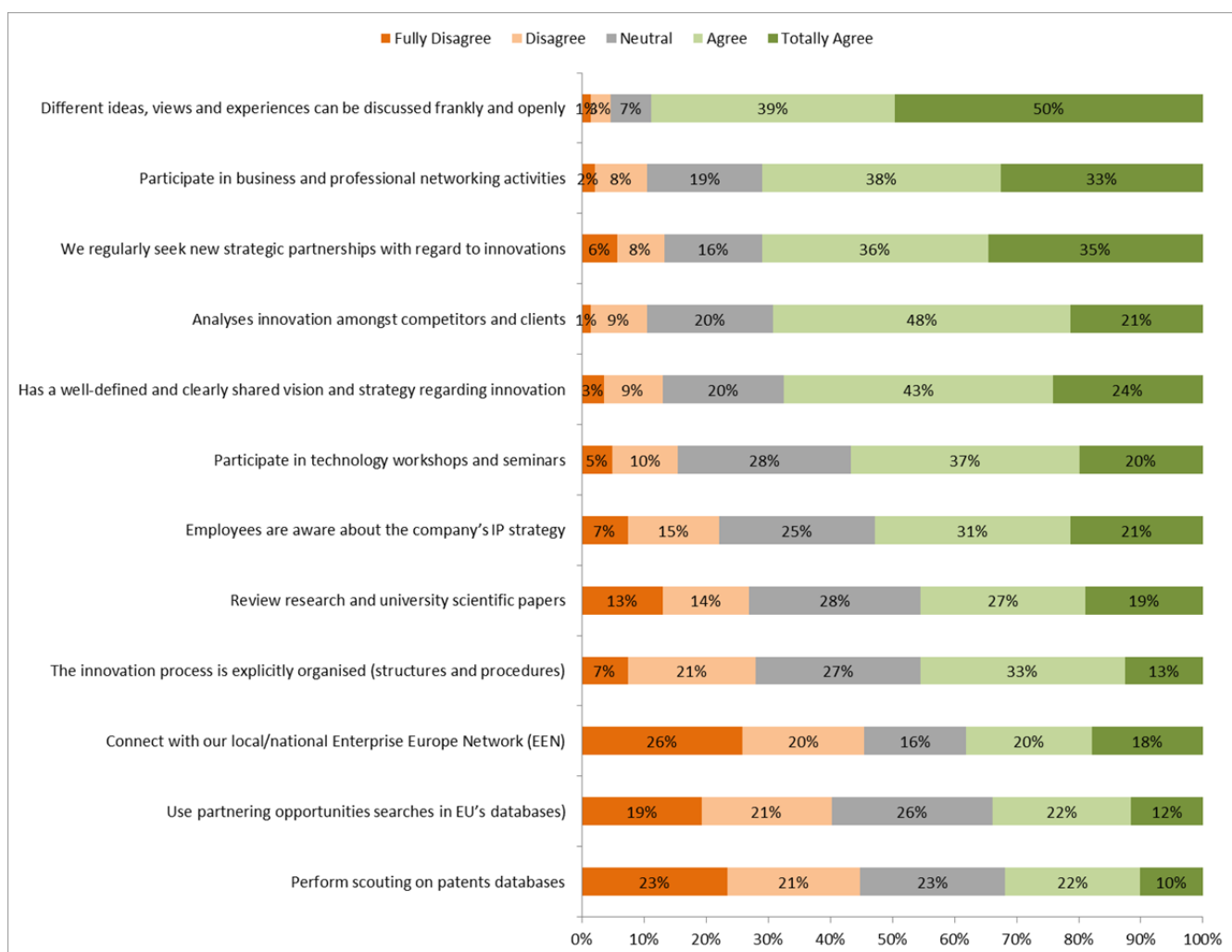


Degree of newness > Radical and incremental innovation

	Radical innovation	Incremental innovation
	%	%
Min	0	0
Max	100	100
Mean	43,7	55,8
Median	50	50



We/our company...



Highlights

- ✓ Participant companies name **innovative products and services** as primary competitiveness factors, followed by quality and price and service
- ✓ Predominant types of **innovations are product, service and process innovations**. Less explored typologies marketing and business model innovations
- ✓ In general terms **radical innovation is less introduced** than incremental innovation
- ✓ Companies agree the most with the following three statements: i) Different ideas, views and experiences can be discussed frankly and openly; ii) We regularly seek new strategic partnerships with regard to innovations; iii) [we] Participate in business and professional networking activities

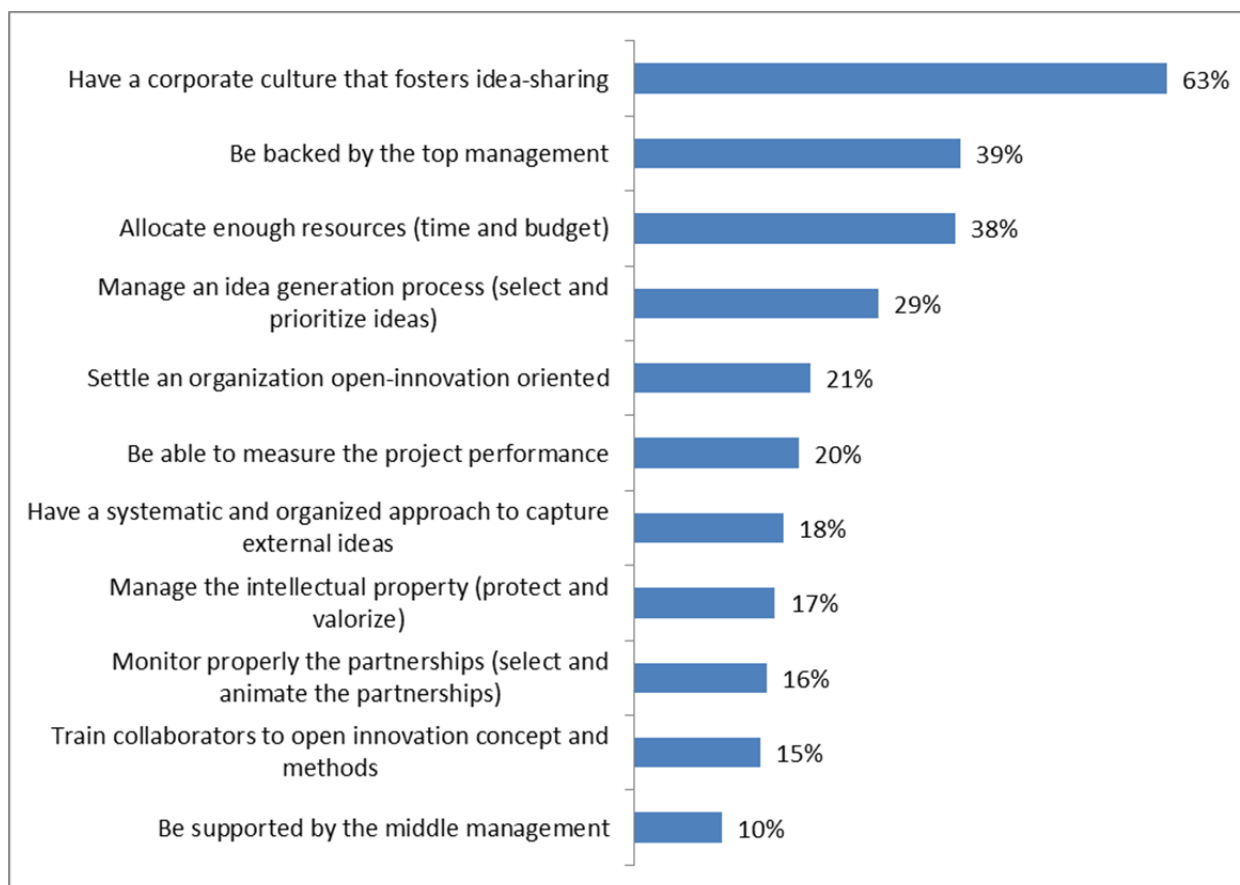


Collaborative innovation

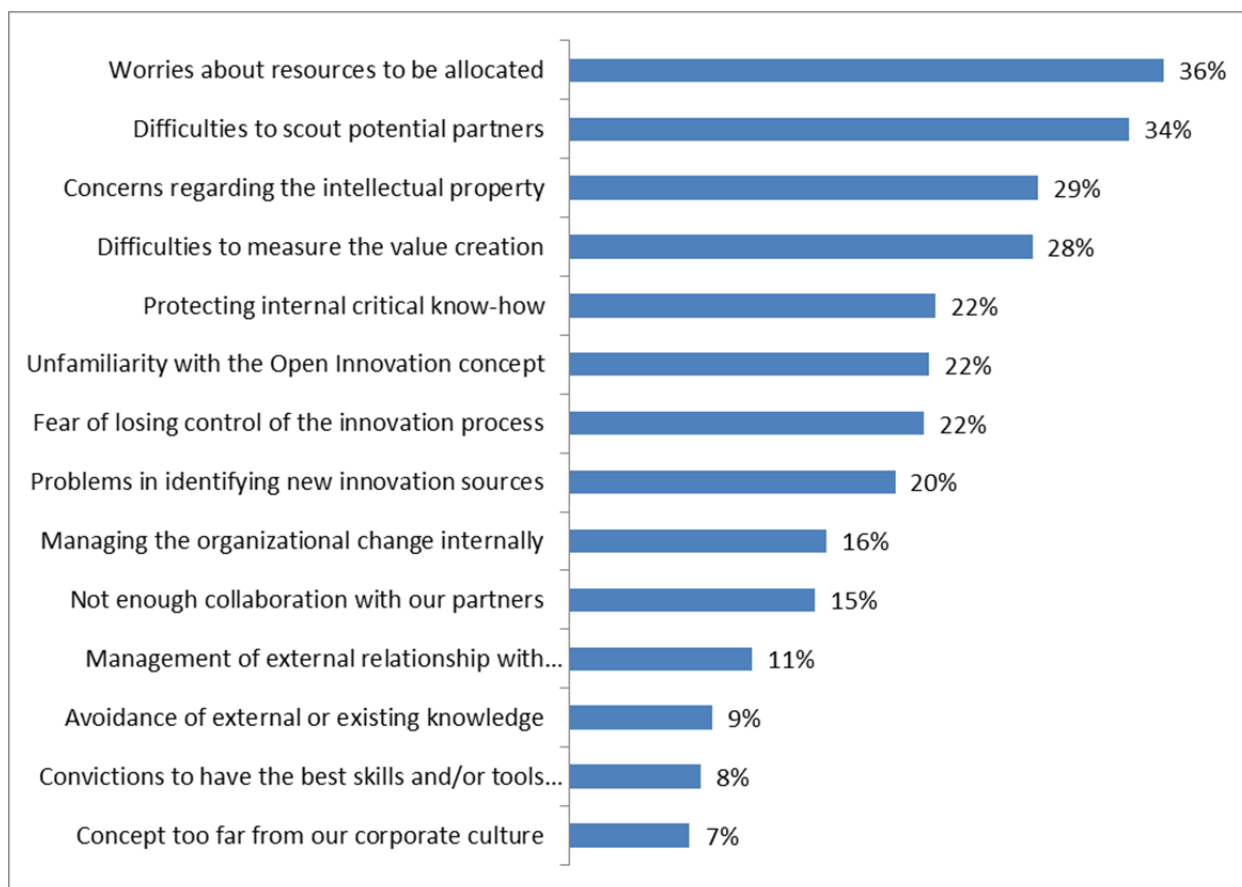
Company used recently (last 3 years) the following cooperation types during the innovation process

	Cooperation with				
	Providers, suppliers	Customers	Other companies	Universities, research centres	Final consumers, users
Idea Management	42%	60%	39%	51%	26%
Development of projects	42%	59%	49%	48%	24%
Exploitation and protection	26%	40%	38%	25%	12%
Market introduction	28%	57%	48%	13%	28%
Assessment and improvement	32%	64%	34%	27%	36%

Enablers for collaborative innovation



Barriers for collaborative innovation



Highlights

✓ **Customers and other companies are the most used type of partner** when engaging in collaborations. Final consumers and users are most frequently valuable in the assessment and improvement step. Universities and research centres are most used in the idea and development phase

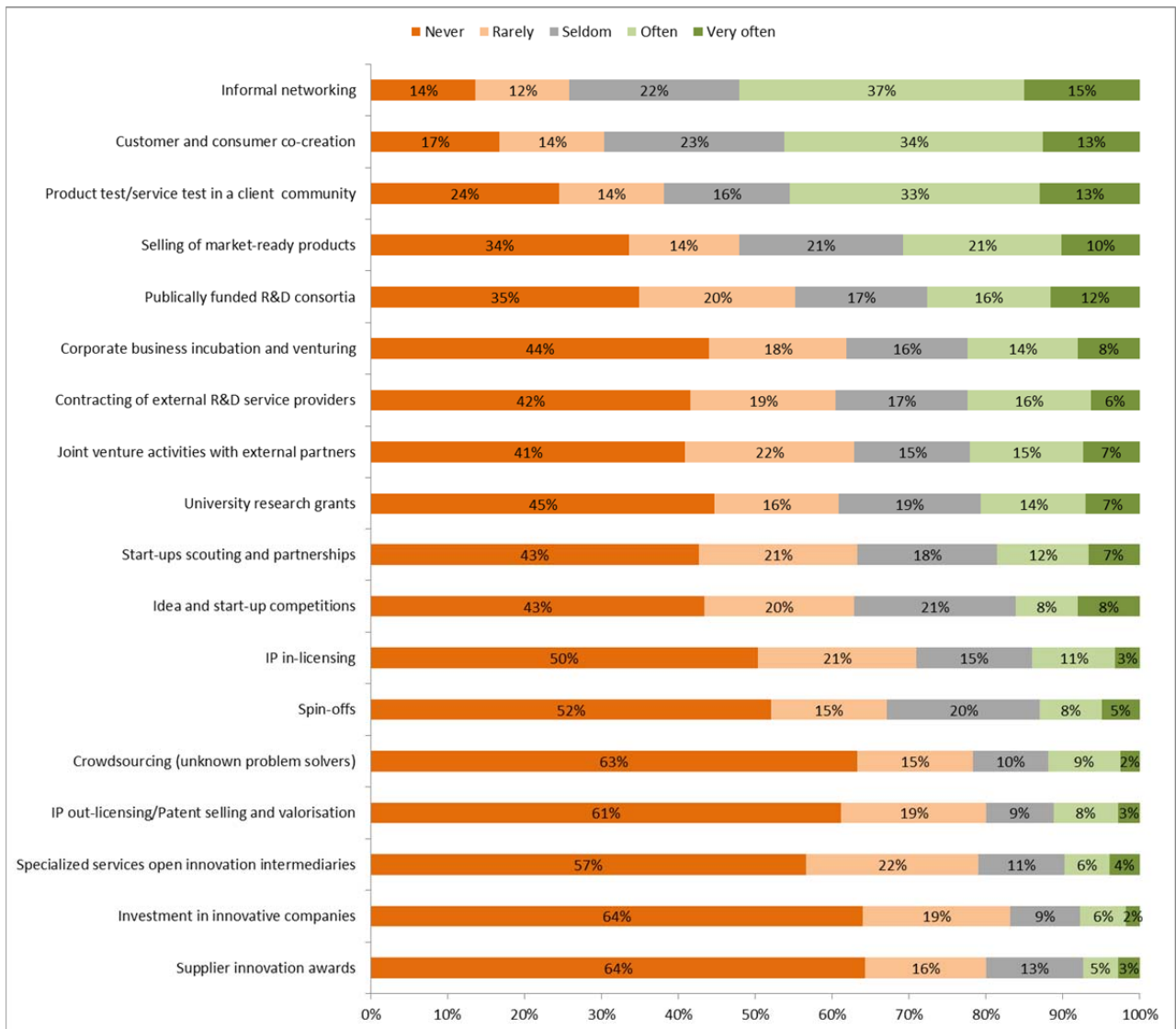
✓ The three **main OI enablers** selected by participating companies are: i) Have a corporate culture that fosters idea-sharing ii) Be backed by the top management, iii) Allocate enough resources (time and budget)

✓ The three **main barriers to OI are perceived as:** i) Worries about resources to be allocated; ii) Difficulties to scout potential partners; iii) Concerns regarding the intellectual property



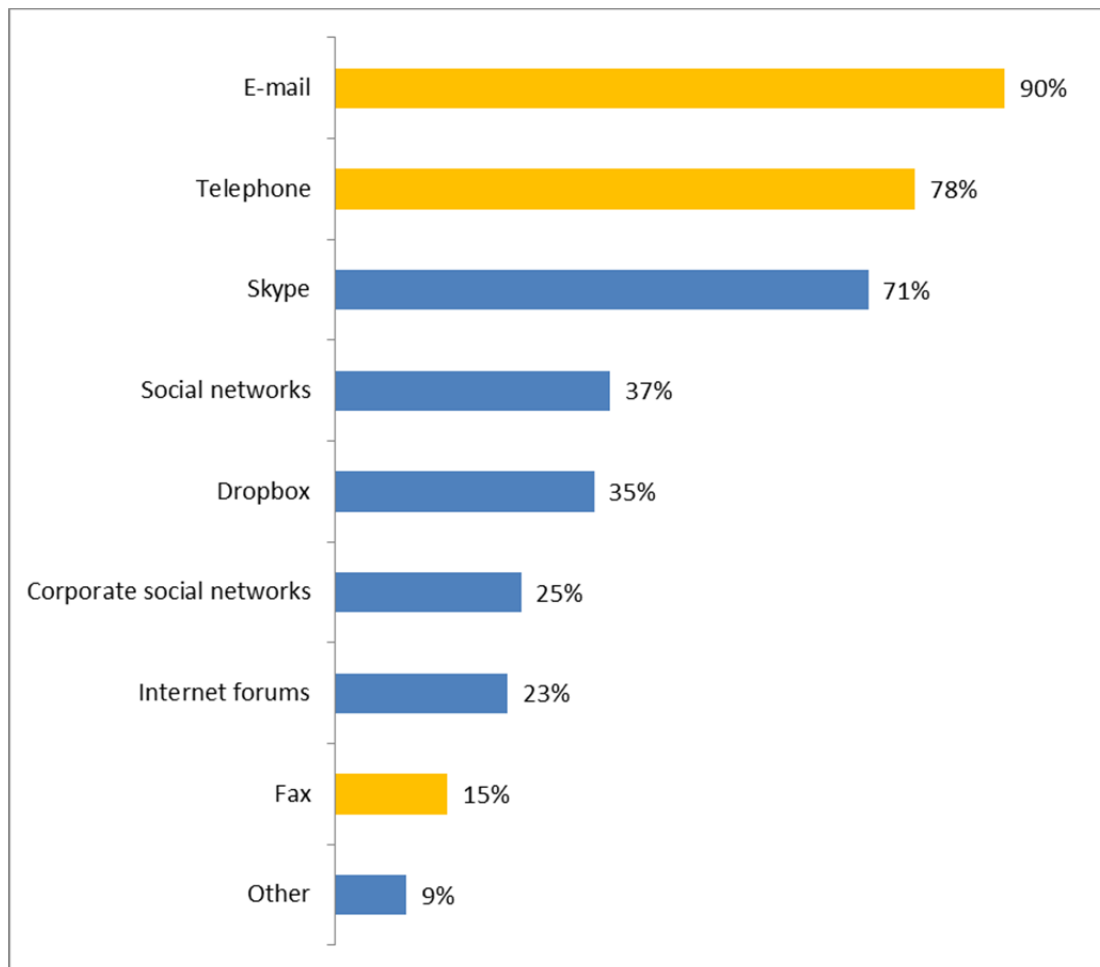
✓ Companies agree that often or very often they do **informal networking, co-creation with the customer and consumer, product or service test in a client community**. They almost never participate in supplier innovation awards, invest in innovative companies or use specialised services of open innovation intermediaries

Frequency of collaboration activities that your company used recently (last 3 years)



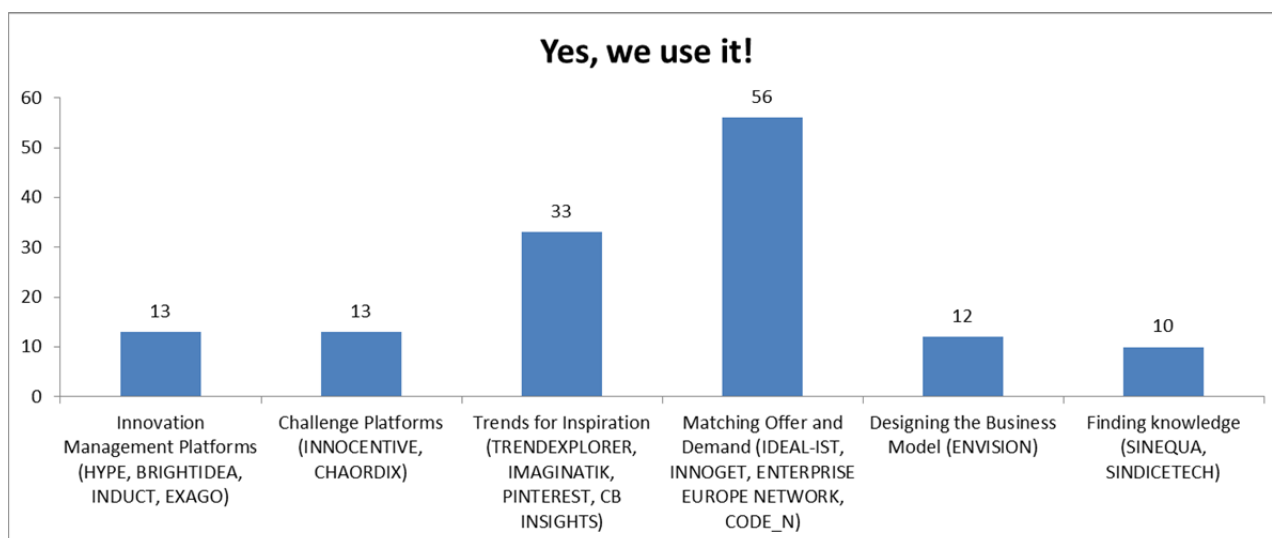
TOOLS and PLATFORMS for collaborative innovation

Communication and collaboration tools

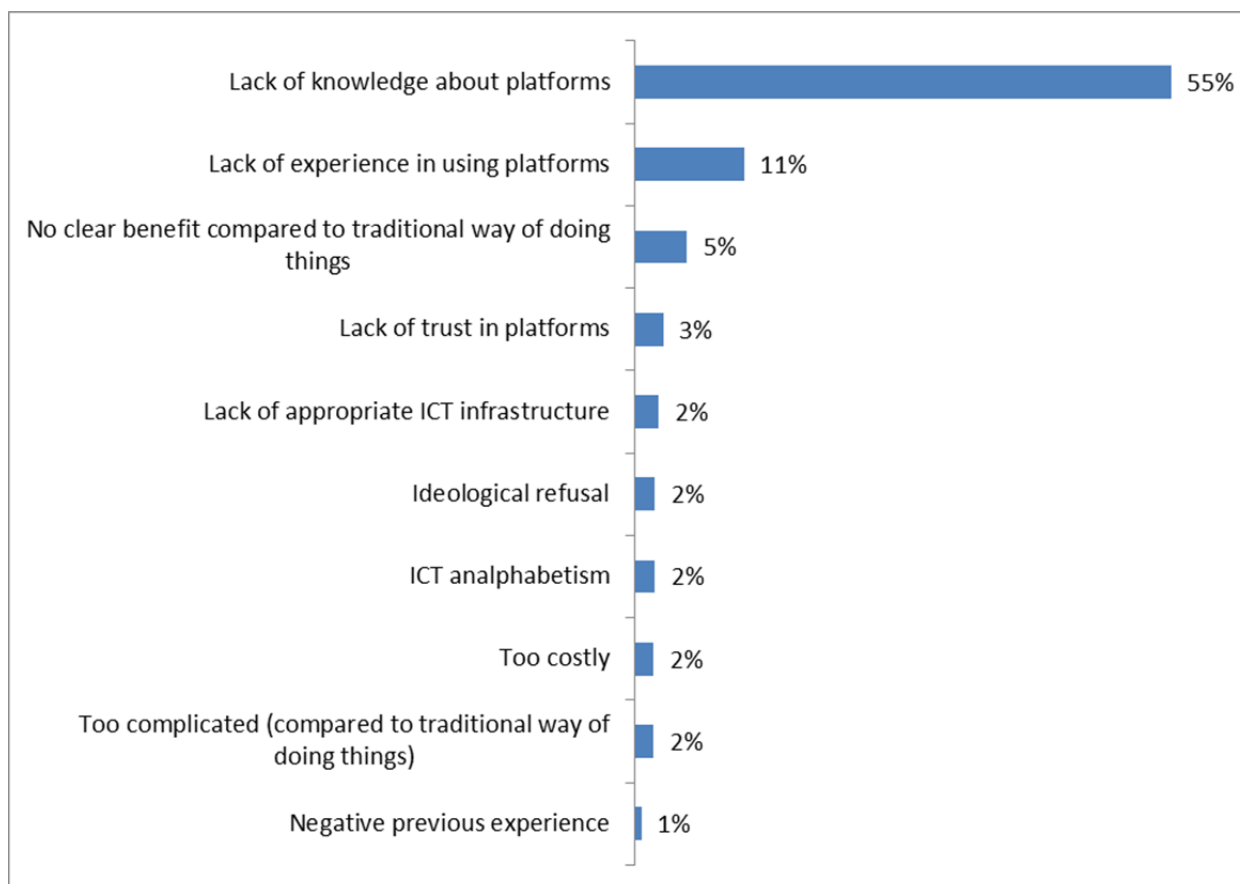


Note: blue bars correspond to collaboration tools; orange bars are communication tools

Advanced collaboration tools: use of selected tools



Reasons for no use



Highlights

- ✓ **E-mail, telephone and skype** are the most used tools
- ✓ A classification of the advanced collaboration tools shows that the most used tools are for **matching offer and demand**, followed by trend inspiration tools
- ✓ The three **main reasons for no use are**: i) Lack of knowledge about platforms; ii) Lack of experience in using platforms; iii) No clear benefit compared to traditional ways of doing things
- ✓ The three **must have features of the future platform** are: i) Be simple, visual and clear; ii) Establish trust, iii) Facilitate technical support (a person) if needed



Features of a new service for collaborative innovation

Must have it		Nice to have		Not important	
Be simple, visual and clear	72%	Suggest templates and tools	59%	Implement gamification mechanisms	13%
Establish trust	61%	Informing about specific innovations my company can adopt proactively	58%	Be accessible with already existing user data (Facebook, LinkedIn, others)	10%
Facilitate technical support (a person) if needed	49%	Facilitate a contact to talk to (someone who succeeded)	55%	Give an answer in less than 24h	9%
Help in finding experts and companies proactively	48%	Provide tools to simulate different business model configurations and their outcomes	54%	Dispose of a multi-language interface	9%
Provide with contextual relevant knowledge (documents, links, related info, etc.) proactively	43%	Give an answer in less than 24h	53%	Accessible from any device (including mobile)	7%
Suggest (public and private) financial opportunity/investors according to concrete necessity	43%	Provide market and business information and trends that inspire proactively	52%	Integrative with other solutions	6%
Provide a showcase (success case) if needed	42%	Propose a workflow for effective collaboration	52%	Enable digital means to manage NDAs, contracts and IP agreements	6%
Facilitate a contact to talk to (someone who succeeded)	42%	Suggest (public and private) financial opportunity/investors according to concrete necessity	50%	Provide tools to simulate different business model configurations and their outcomes	5%
Provide market and business information and trends that inspire proactively	40%	Enable digital means to manage NDAs, contracts and IP agreements	50%	Propose a workflow for effective collaboration	5%
Accessible from any device (including mobile)	40%	Provide a showcase (success case) if needed	49%	Provide a showcase (success case) if needed	4%
Propose a workflow for effective collaboration	40%	Be accessible with already existing user data (Facebook, LinkedIn, others)	49%	Provide with contextual relevant knowledge (documents, links, related info, etc.) proactively	4%
Integrative with other solutions	38%	Provide with contextual relevant knowledge (documents, links, related info, etc.) proactively	49%	Provide market and business information and trends that inspire proactively	3%
Suggest templates and tools	37%	Help in finding experts and companies proactively	47%	Suggest (public and private) financial opportunity/investors according to concrete necessity	3%
Informing about specific innovations my company can adopt proactively	36%	Dispose of a multi-language interface	46%	Facilitate technical support (a person) if needed	3%



Dispose of a multi-language interface	34%	Facilitate technical support (a person) if needed	45%	Informing about specific innovations my company can adopt proactively	6%
Enable digital means to manage NDAs, contracts and IP agreements	33%	Integrative with other solutions	42%	Help in finding experts and companies proactively	6%
Provide tools to simulate different business model configurations and their outcomes	30%	Implement gamification mechanisms	41%	Suggest templates and tools	4%
Give an answer in less than 24h	24%	Accessible from any device (including mobile)	41%	Establish trust	4%
Be accessible with already existing user data (Facebook, LinkedIn, others)	22%	Establish trust	35%	Facilitate a contact to talk to (someone who succeeded)	3%
Implement gamification mechanisms	10%	Be simple, visual and clear	27%	Be simple, visual and clear	2%



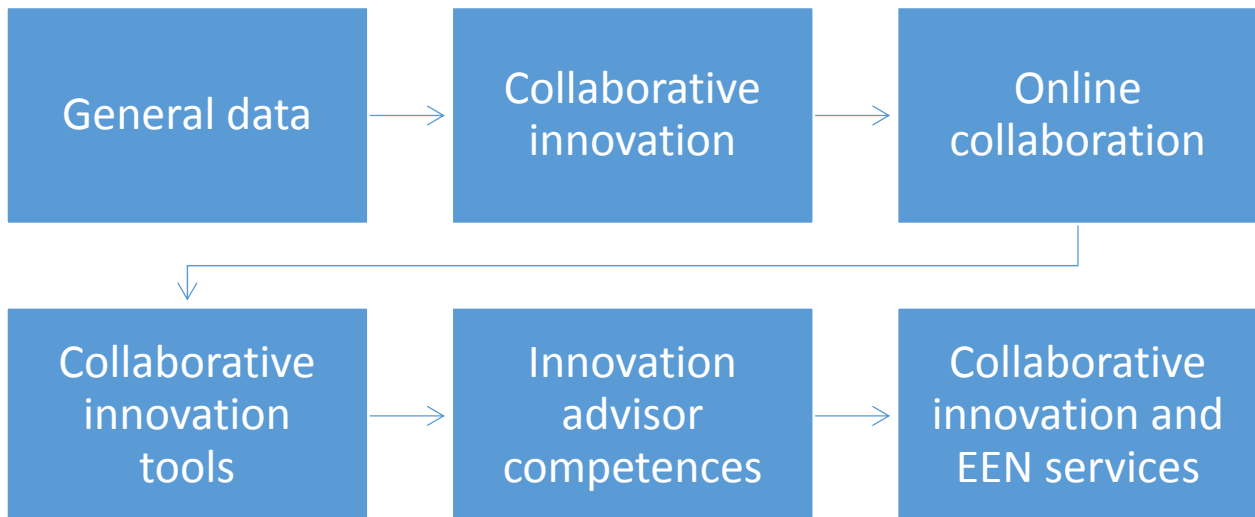
INNOVATION ADVISORS for cooperative and open innovation

Must have it		Nice to have		Not important	
Discretion (respect of confidentiality)	64%	Change management, conflict and crisis management	54%	Industrial and intellectual property	36
Innovation management and processes	63%	Business administration and entrepreneurship	53%	Different modalities of possible collaborations (and their impact)	28
Good listener and communicator	63%	Industrial and intellectual property	52%	Business administration and entrepreneurship	26
Trust and confidence (how to establish)	63%	Compliance with standards and regulation	46%	Change management, conflict and crisis management	25
Collaborative innovation workflow management	56%	Facilitating interpersonal relationships	43%	Facilitating interpersonal relationships	19
Connecting strategy, innovation and leadership	55%	Teamwork	43%	Compliance with standards and regulation	18
Teamwork	55%	Coaching skills	43%	Coaching skills	17
Practical previous experience	54%	Practical previous experience	43%	Connecting strategy, innovation and leadership	15
Coaching skills	52%	Different modalities of possible collaborations (and their impact)	42%	Collaborative innovation workflow management	13
Facilitating interpersonal relationships	51%	Collaborative innovation workflow management	41%	Discretion (respect of confidentiality)	12
Different modalities of possible collaborations (and their impact)	49%	Connecting strategy, innovation and leadership	41%	Trust and confidence (how to establish)	11
Compliance with standards and regulation	48%	Good listener and communicator	34%	Innovation management and processes	10
Change management, conflict and crisis management	38%	Trust and confidence (how to establish)	34%	Good listener and communicator	10
Business administration and entrepreneurship	38%	Innovation management and processes	34%	Practical previous experience	10
Industrial and intellectual property	36%	Discretion (respect of confidentiality)	32%	Teamwork	9



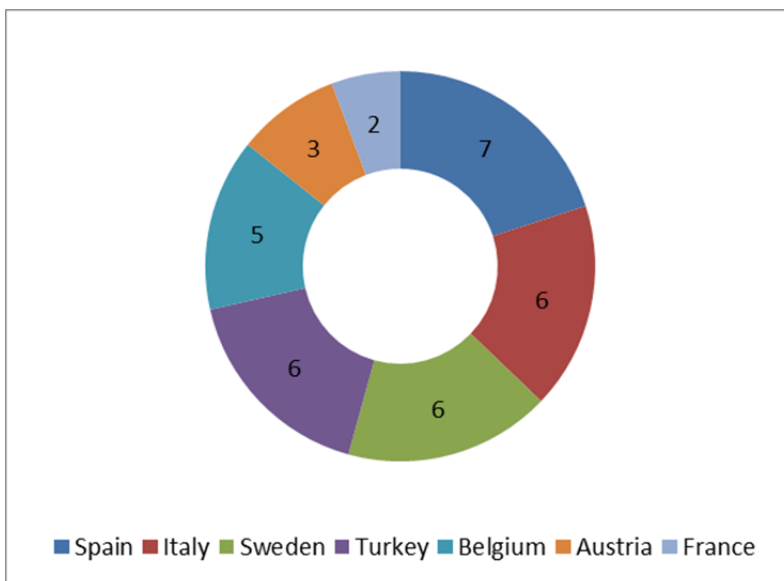
Section 3.2: Global results of the Innovation Advisor interview

In this section the results of the innovation advisor interviews are presented. They follow the logic of the interview guideline showed in the figure below.



General data on innovation advisors

Distribution of innovation advisors



Years of **experience** as innovation advisor

- ✓ Minimum: 1 year
- ✓ Maximum: 40 years
- ✓ Average: 11,4 year
- ✓ Mode: 10 years
- ✓ Median: 10 year

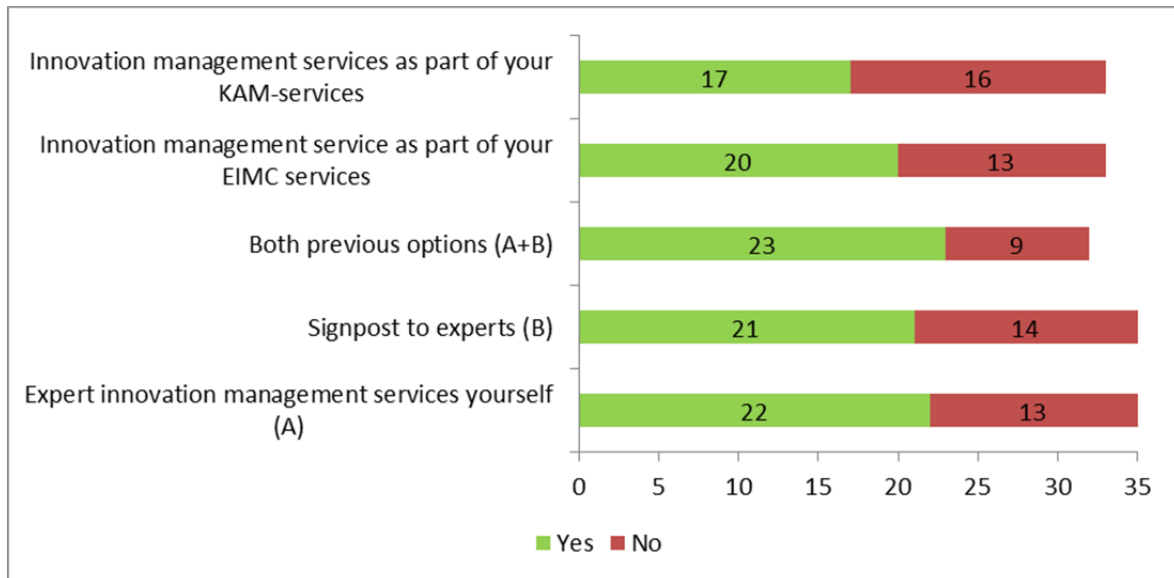
Predominant type of

organisation advised: SME (18), All types (3), Start-ups (2)



✓ **Domains of expertise:** innovation management, technology management, technology transfer, exports, proof of concept, financing innovation, IP

Innovation advice



✓ **Experts** used are from complementary fields: lawyers; regulation; norm; standards; IP; IP attorneys

Selected literal cites

✓ *I am not focused on IM. I am focussed on Technology Management*

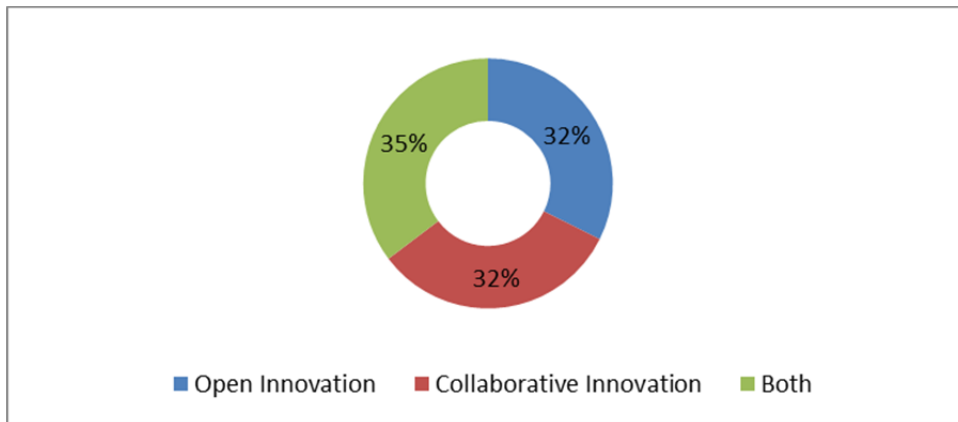
✓ *I am an engineer. My advice covers different fields of engineering (materials, chemical, etc.)*

✓ *It depends on the request of the clients: transnational brokering services: myself, for more specialized issues (finance, IP, marketing/ BD) mainly internal experts from our EEN*

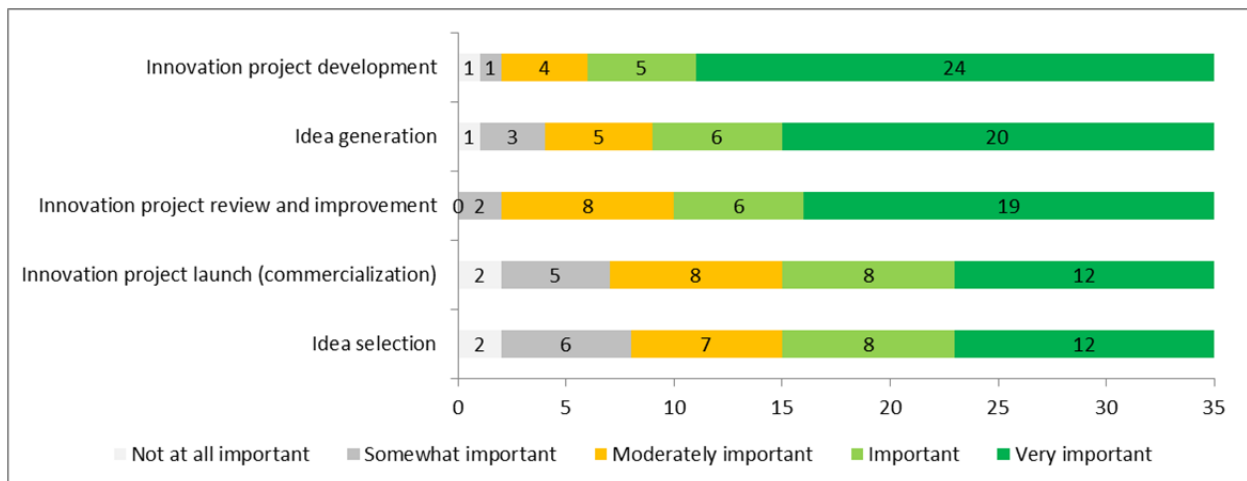


Collaborative innovation

Terminology used



Importance of collaborative innovation in the innovation management process

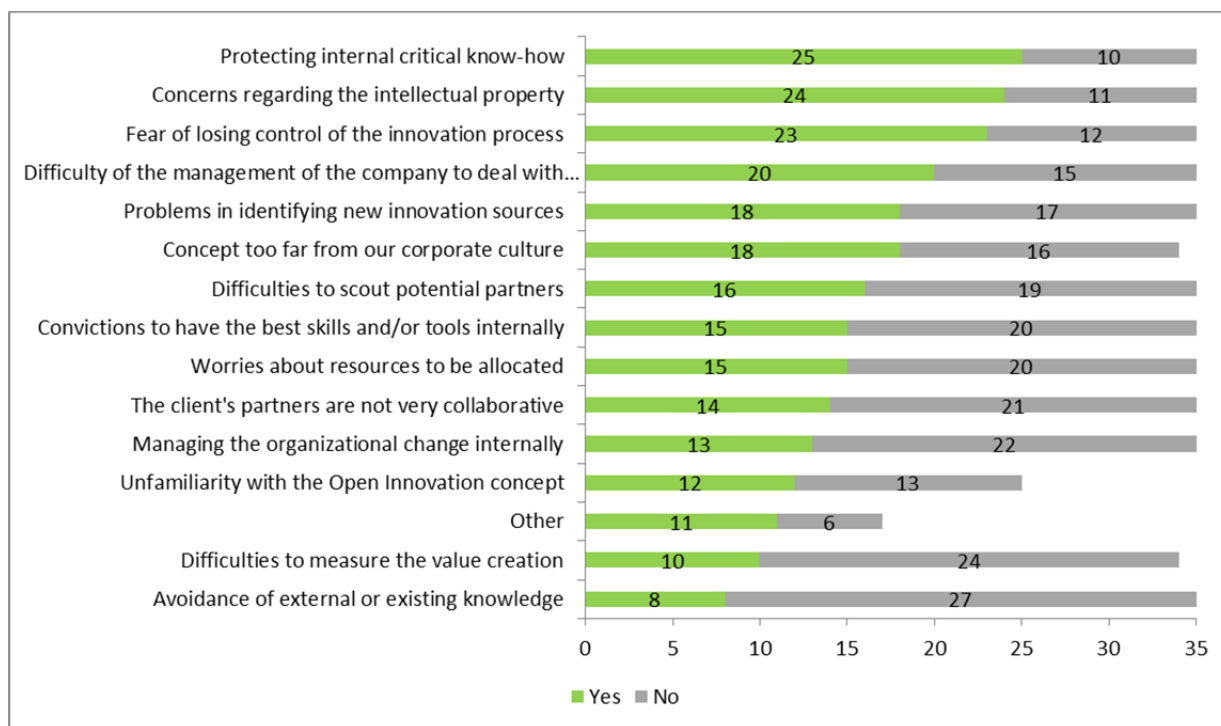


Main ingredients needed for successful collaborative innovation and impact

Key success ingredient 1	Key success ingredient 2	Key success ingredient 3
Trust	Flexibility	Capacity
Confidence	Shared vision	Rules (working, sharing, IP)
Openness	Common goals	Ability to adapt
Communication	Be open and able to listen	Win-win, fairness (inputs, outputs)
Leadership	Organisation (team)	



Reluctance from clients to participate in collaborative innovation · main reasons



Selected literal cites

✓ *My role [as innovation advisor] is to empower collaborative innovation between my client and its partners; an opportunity that I always promote to my client*

✓ *Collaborative innovation is part of my daily work. I agree 100%. For me the [EEN] services' main performance indicator is 'collaborative innovation projects'*

✓ *Our daily work is to help companies defining their own model of innovation management. CI is just one possible option.*

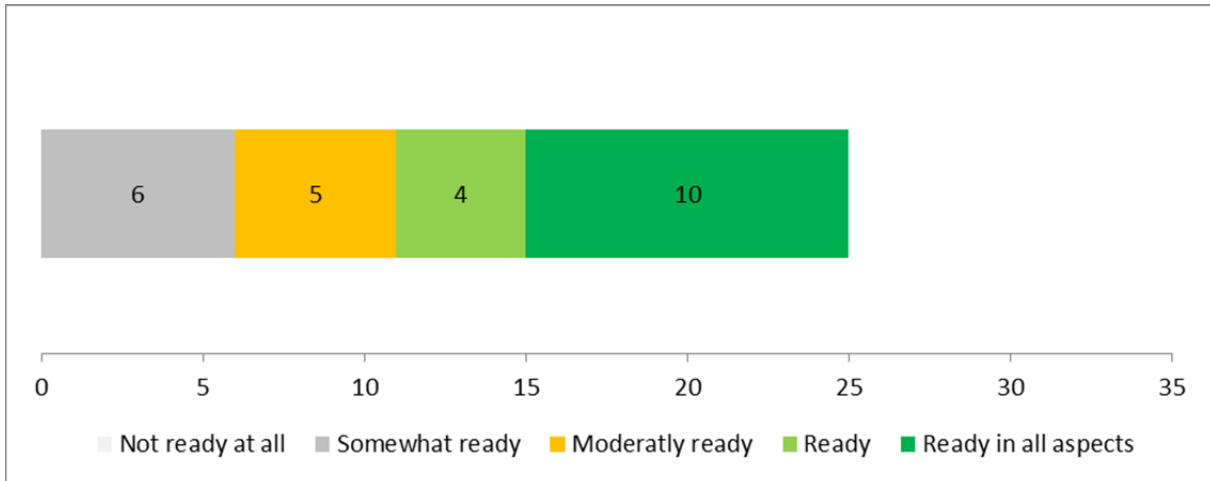
✓ *In order to have a sustainable competitive advantage, companies have to collaborate with their suppliers, customers, distributors and universities. Not only ideas from inside the company but also ideas from outside of the company should be considered. Collaboration during project development with customers makes the commercialisation process easier.*

✓ *Value added of the innovation has to be well-thought so it is more important to concentrate the efforts at the beginning (idea and conception). Open innovation can also help to stop a project.*

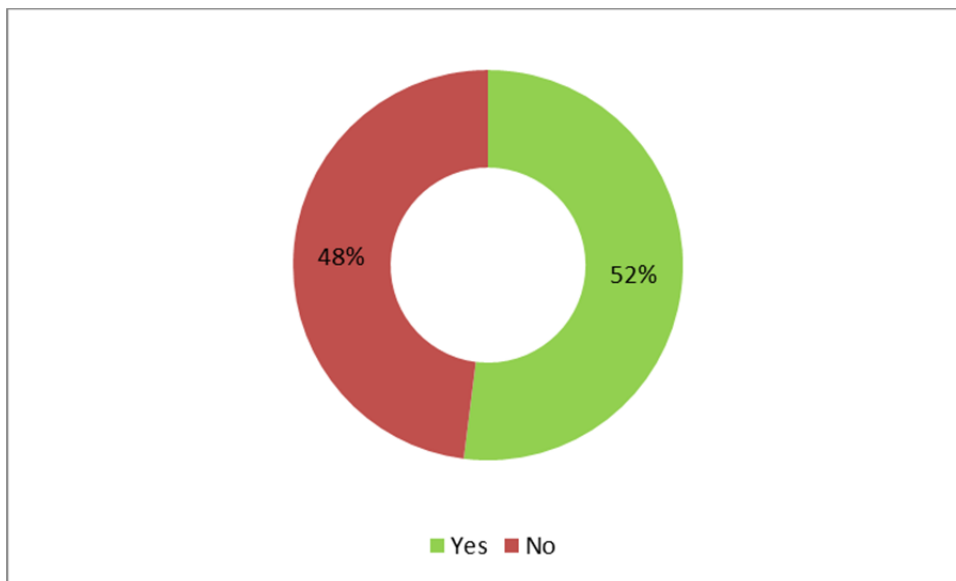


Online collaboration

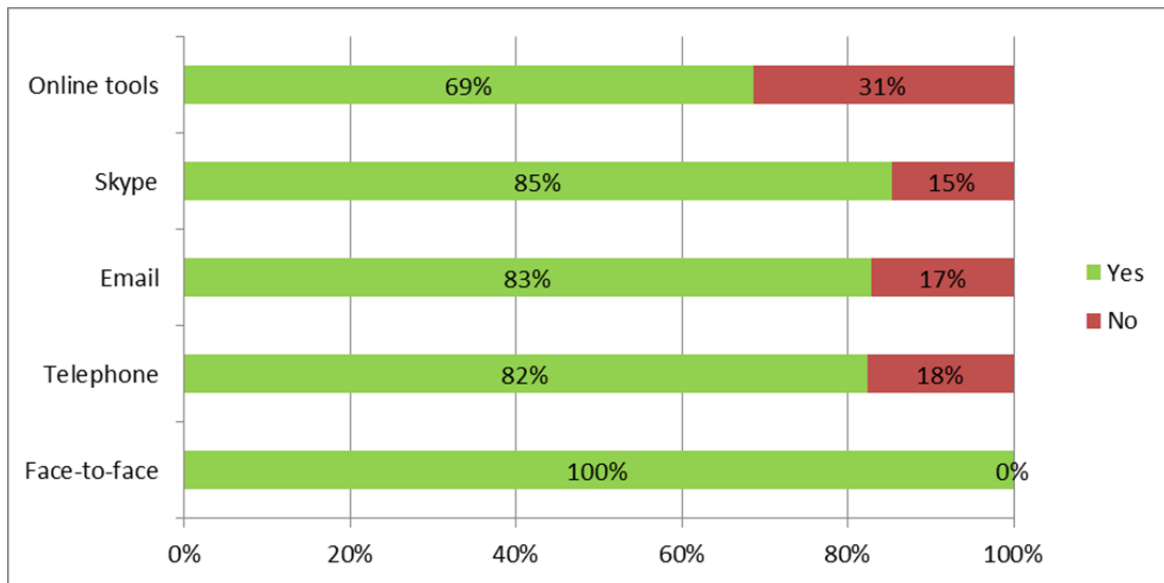
Degree of readiness of IA to advise SMEs on online collaboration tools



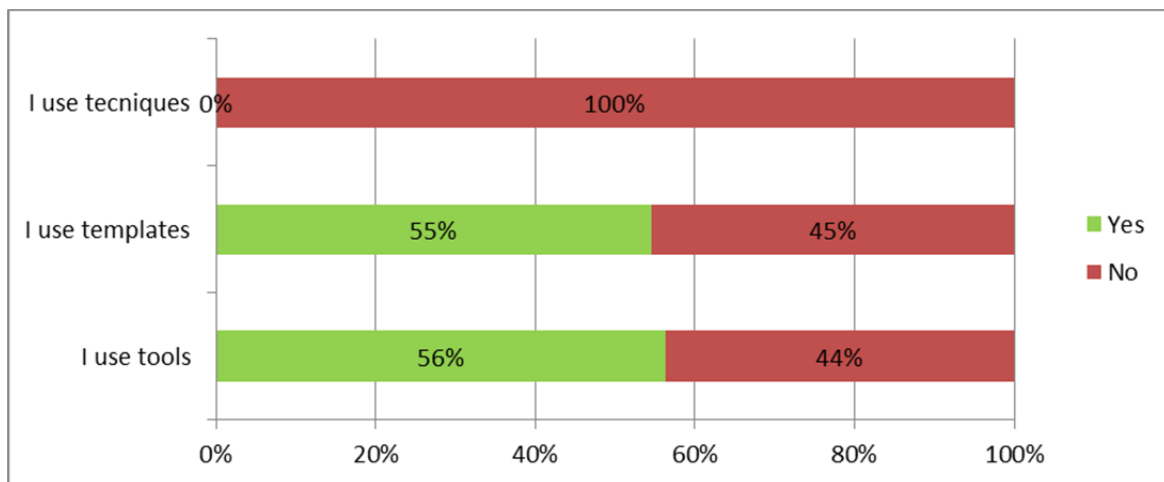
SMEs experience problems during online collaborations



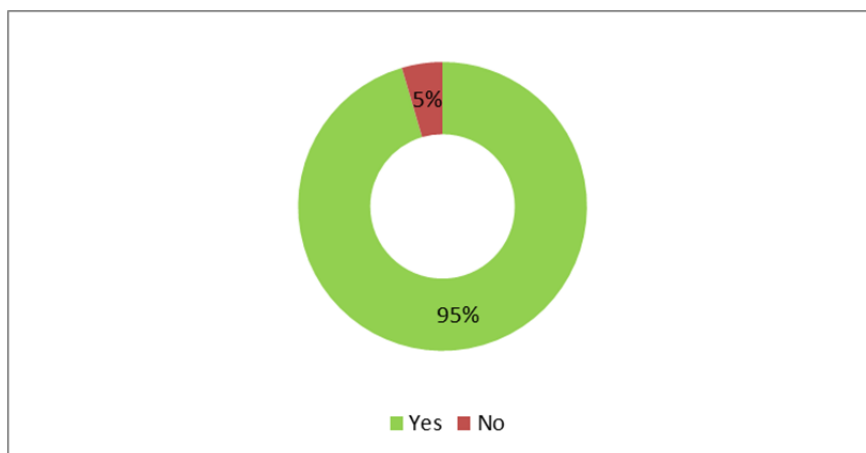
Preferred way of supporting clients



Means of helping SMEs to foster a culture for collaborative innovation



Helping SMEs to include collaborative innovation in their (innovation) strategy

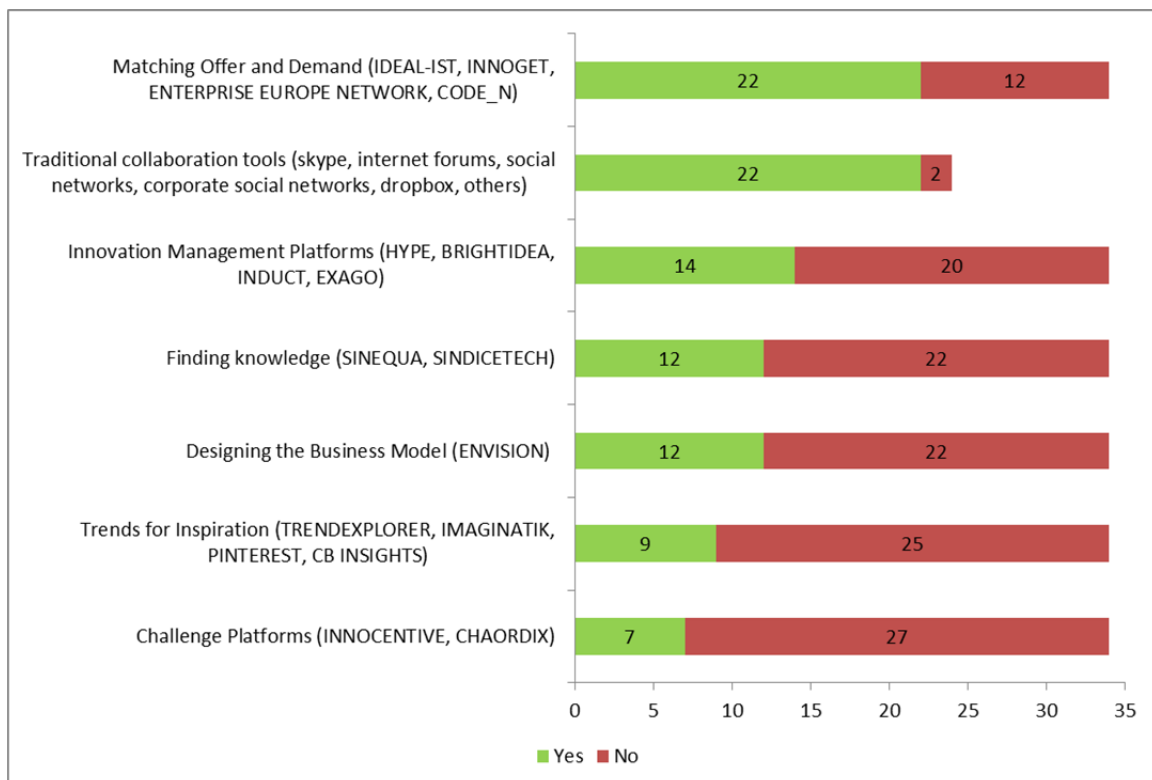


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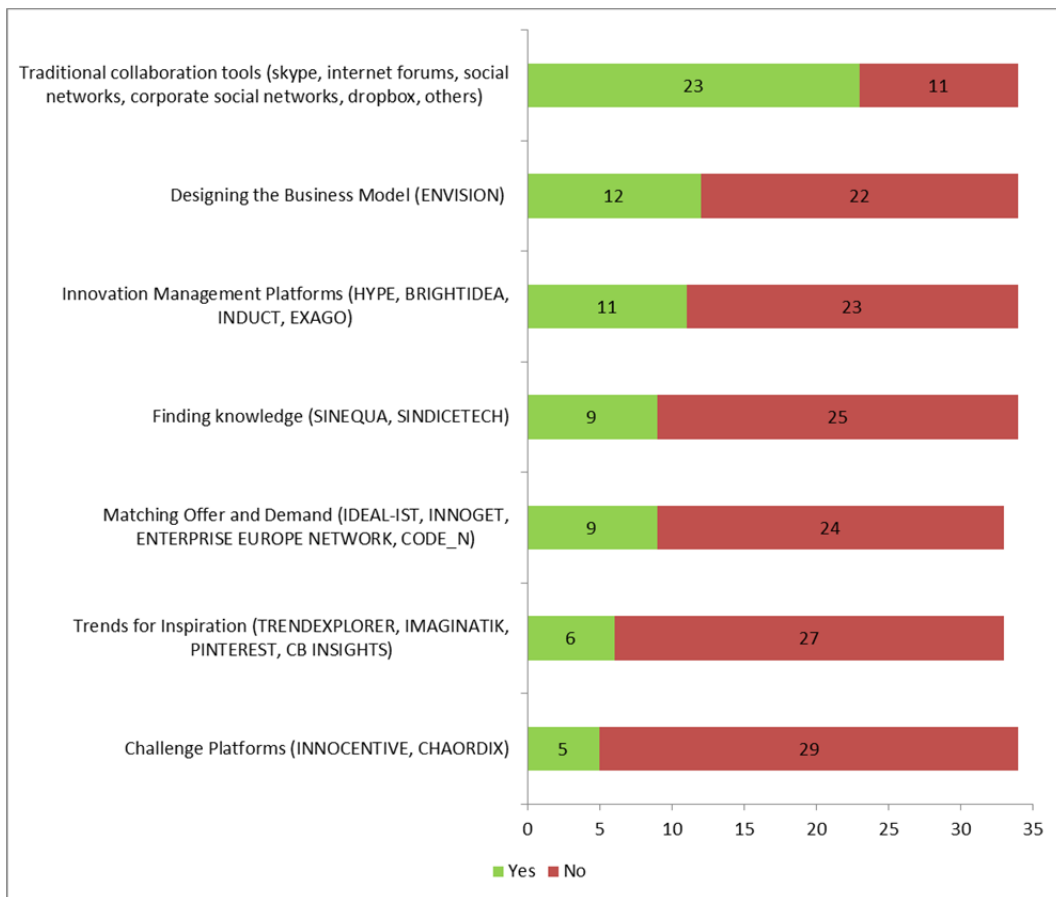
- ✓ We offer success cases, examples of similar companies; we create awareness through technological surveillance
- ✓ *We use examples and success stories*
- ✓ *We use external consultants specialised in creating an innovation culture ... By just being present we contribute to an innovation culture*
- ✓ *Overall we have designed our own model including known methodologies and can easily adapt and customise for each SME according to their needs and conditions. Then we have a unique model for each SME.*

Collaborative innovation tools

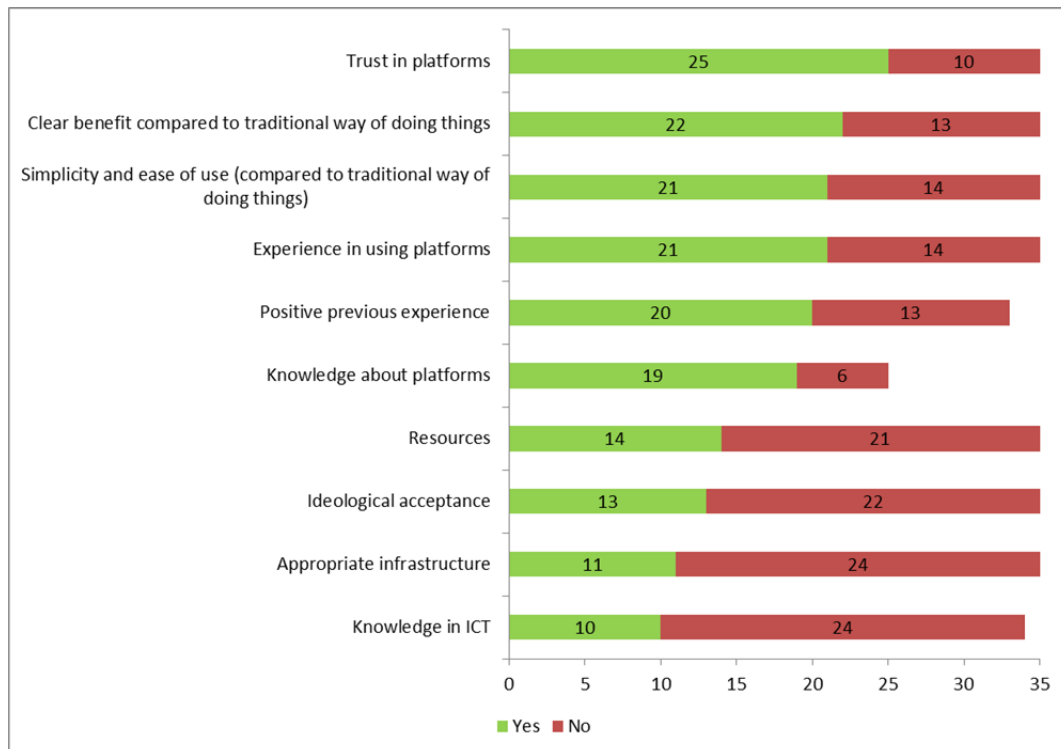
Innovation advisors' degree of familiarity with collaborative innovation tools



SMEs degree of familiarity with collaborative innovation tools



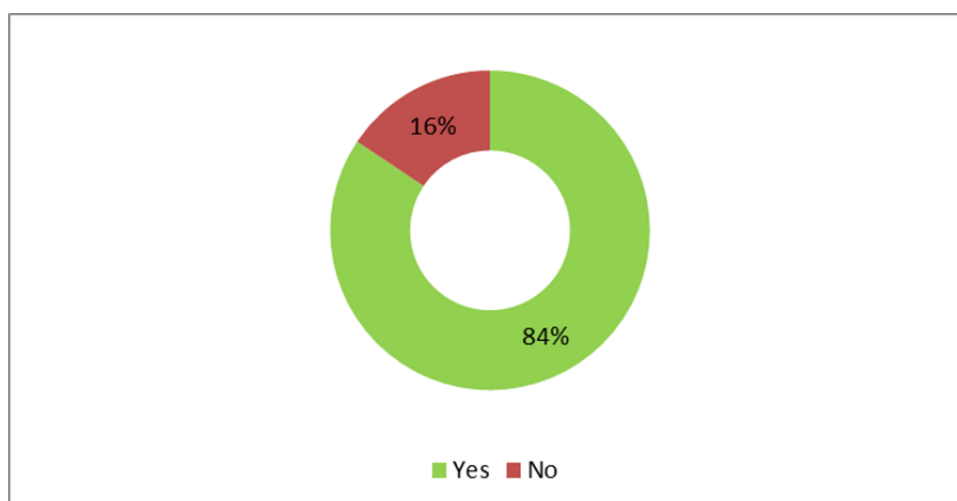
Currently missing in existing collaborative innovation tools



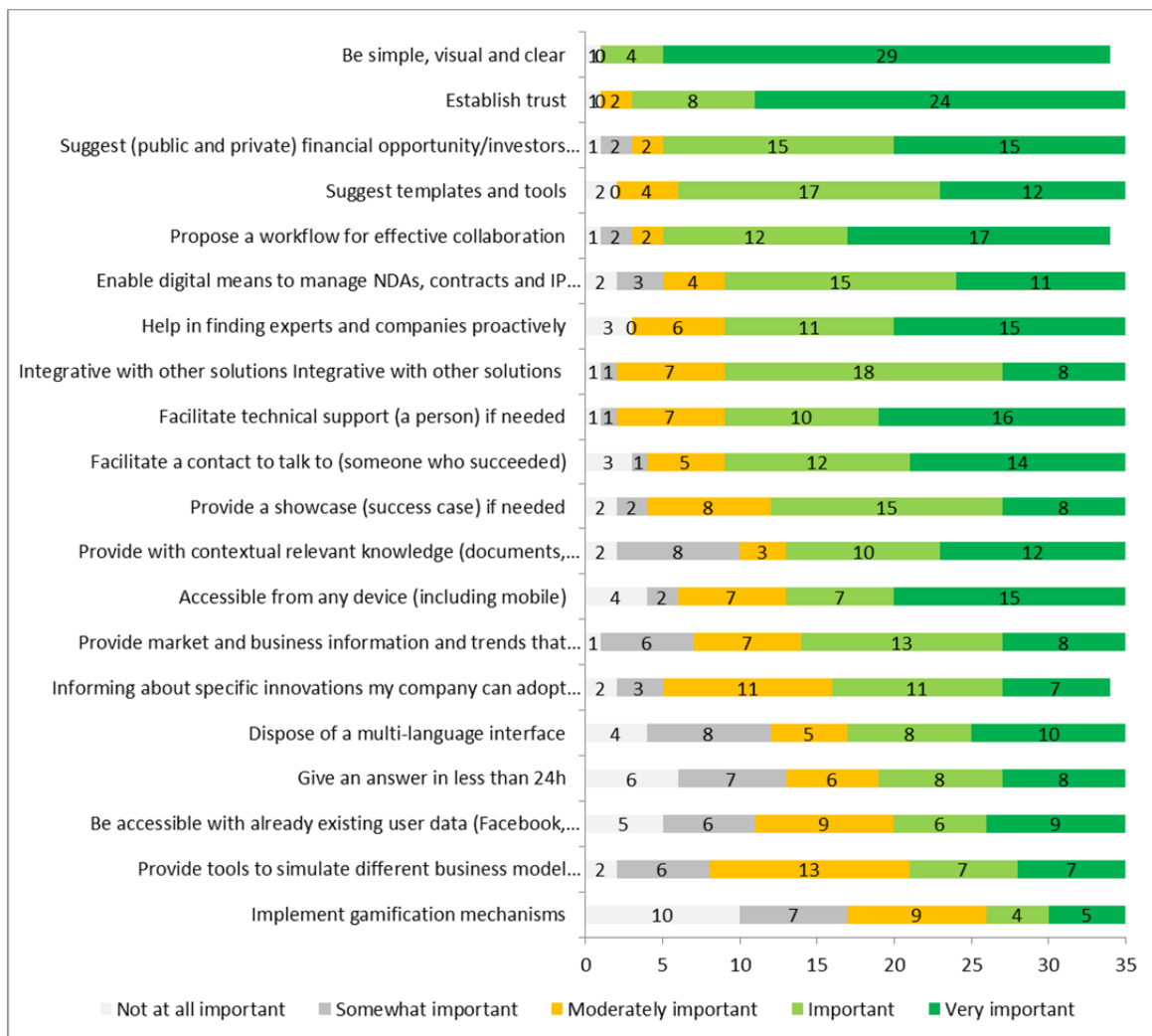
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- ✓ *Tools are free, visual. They can help in organising better ideas in an initial phase.*
 - ✓ *They are useful and to support the development of innovation and because it usually happens by chance ... it is helpful to use tools to find solutions or to find ideas*
 - ✓ *No – we tend to envisage collaborative innovation via traditional contact / traditional tools – too complex tools. No resources to use those tools. The more junior the innovation advisor, the more he/she needs those tools. Experiences innovation advisors need less those tools (tools = reminder) not useful to ask the questions. Tools = cruise control.*
 - ✓ *Our client SMEs are not prepared for tools.*
 - ✓ *It's easy when you know how the platform works. There is a threshold, reluctance to try something new. Everyone must be motivated, not only the enthusiasts.*
 - ✓ *The possibility to test them in order to avoid the feeling of “being so far away” from the “right” diploma, so they do not dare to use them; important to have “testimonials” ✓*
-

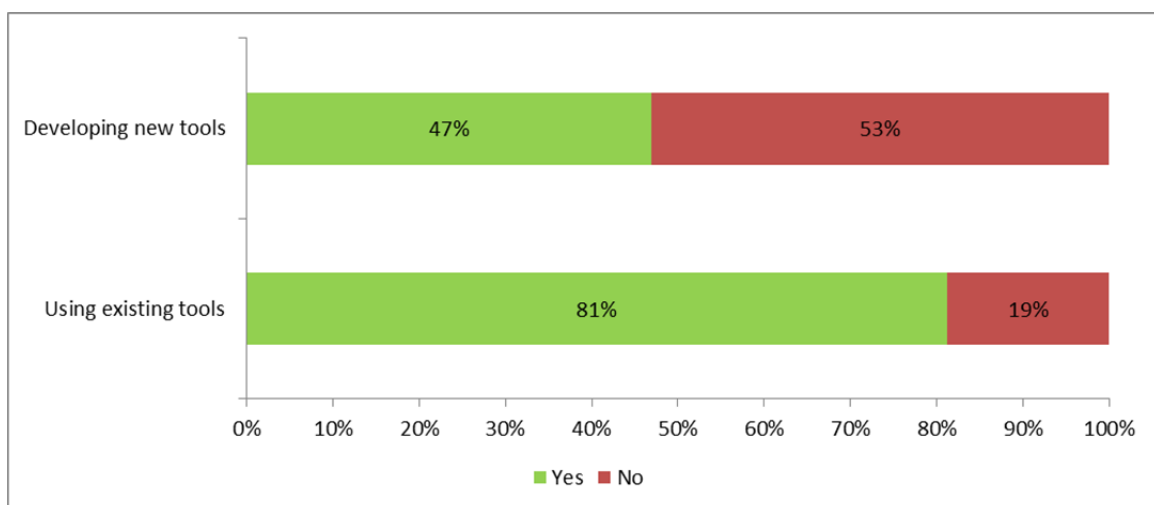
Is there a clear workflow on how to deal with collaborative innovation?



Features of the ideal collaborative innovation solution



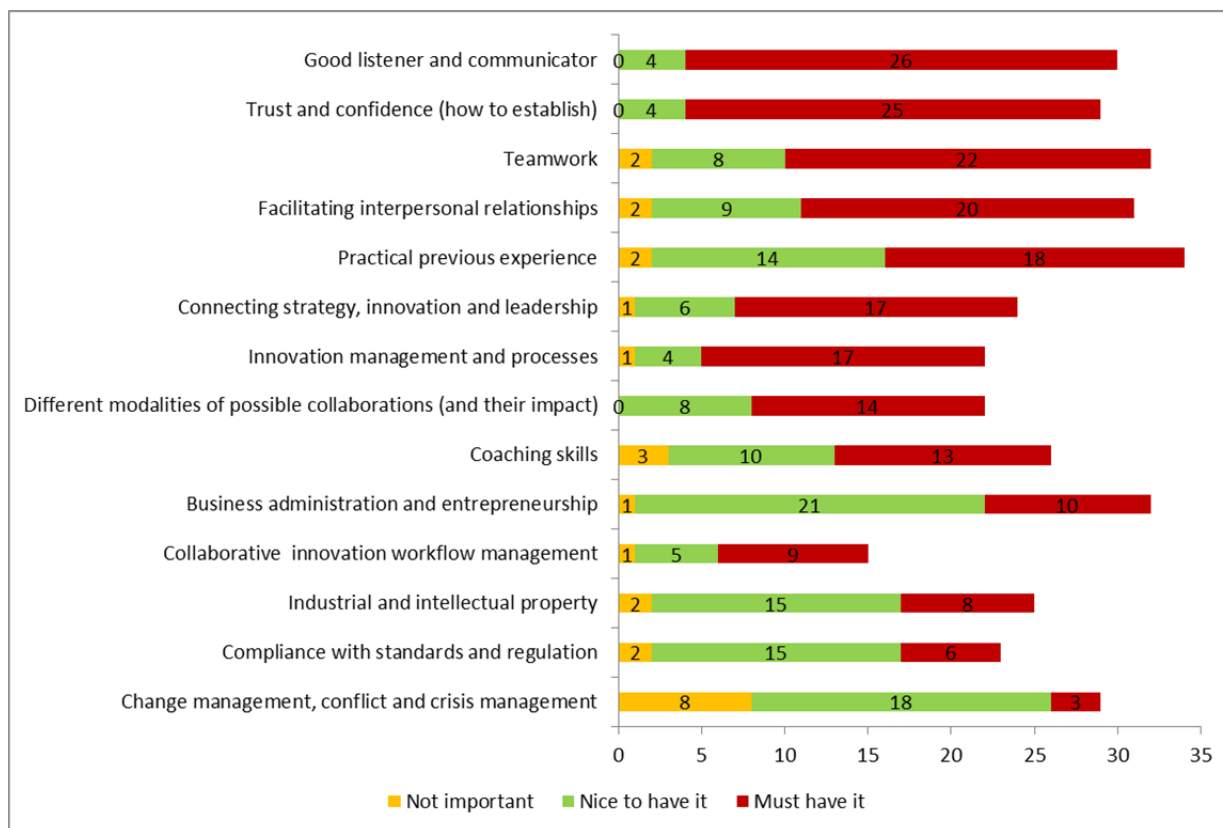
Using existing tools versus developing new tools



Innovation advisor competences



Competences innovation advisor need in light of a new service facilitating collaborative innovation



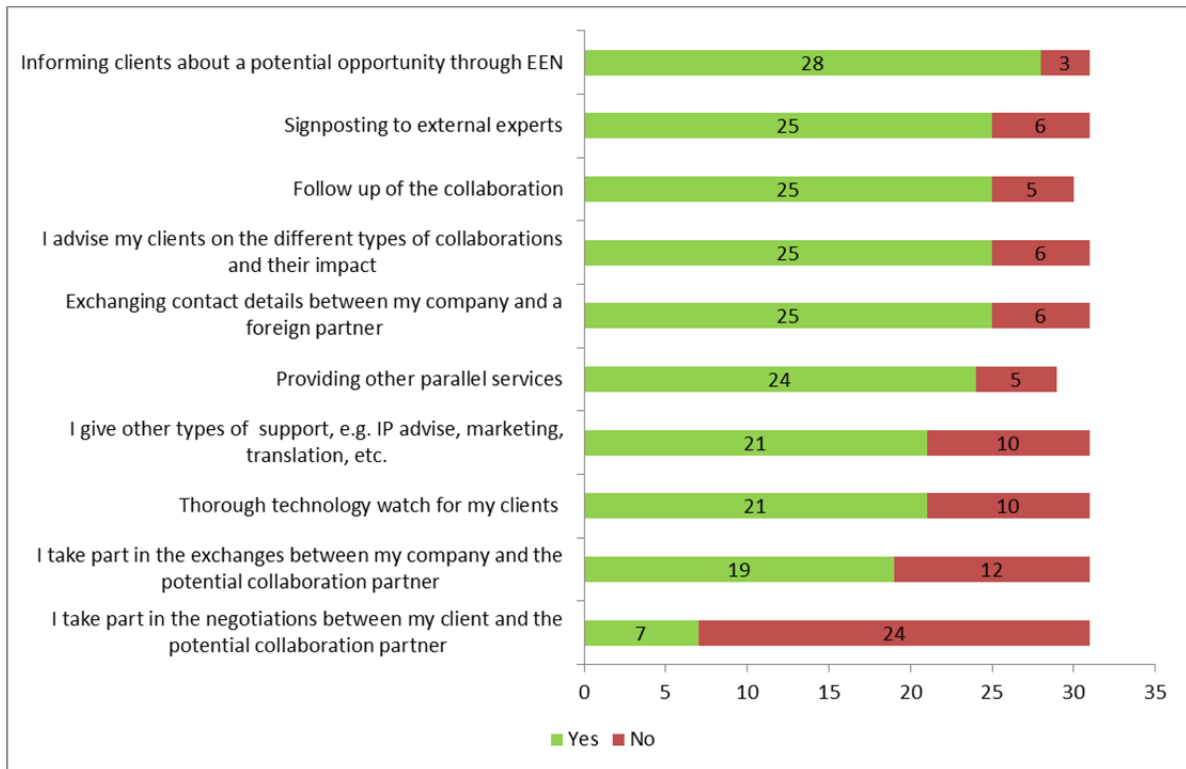
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- ✓ [Other skills mentioned] Common sense, communication skills, trouble shooting, market and marketing
- ✓ IA should be aware of agile methodology, BM applied to innovation, Lean approach
- ✓ *The innovation advisor must have a network of people to whom to refer to: the IA is the wheel in the middle who will be able to redirect the SME to the right persons according to their needs. Current collaborative online tools are equivalent of a jungle for the SME. It is the job/skill/competence of the IA to clear the way for the SME. The IA has to have knowledge about SME, empathy and sympathy for the SME.*

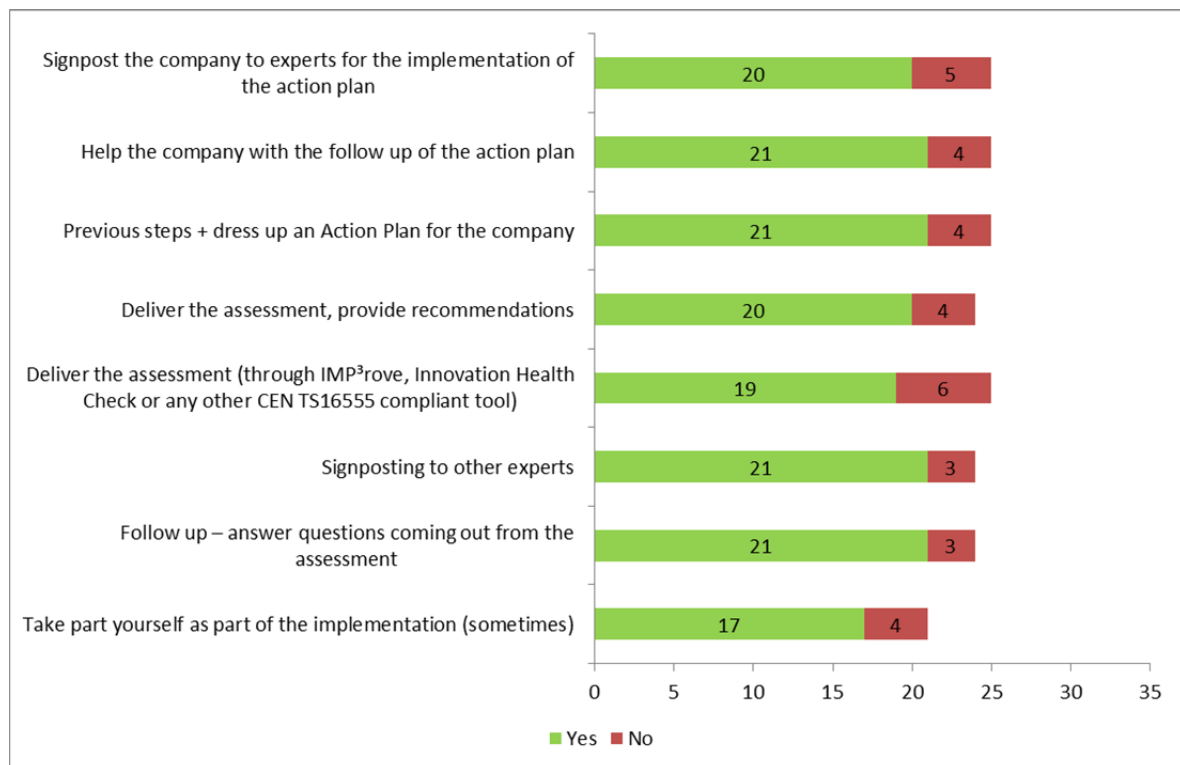


Collaborative innovation and EEN services

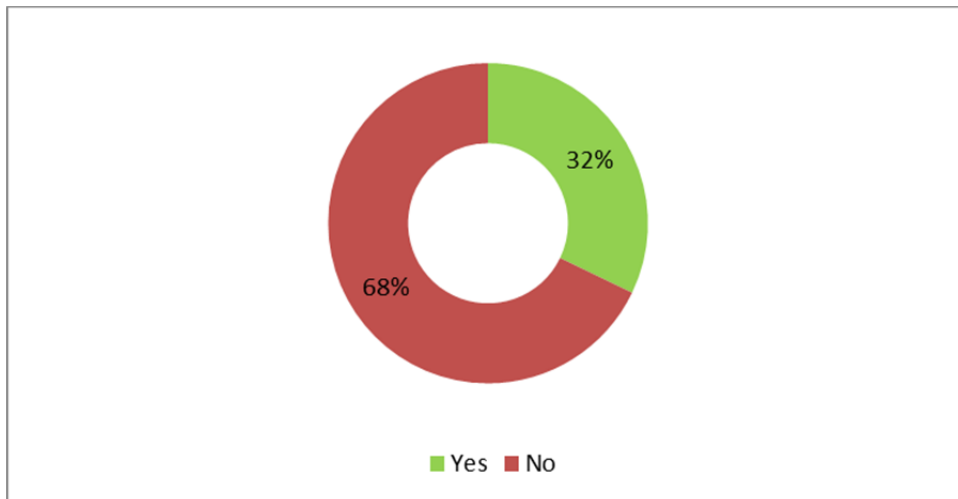
IA support stops (today) when connecting two partners via the EEN database



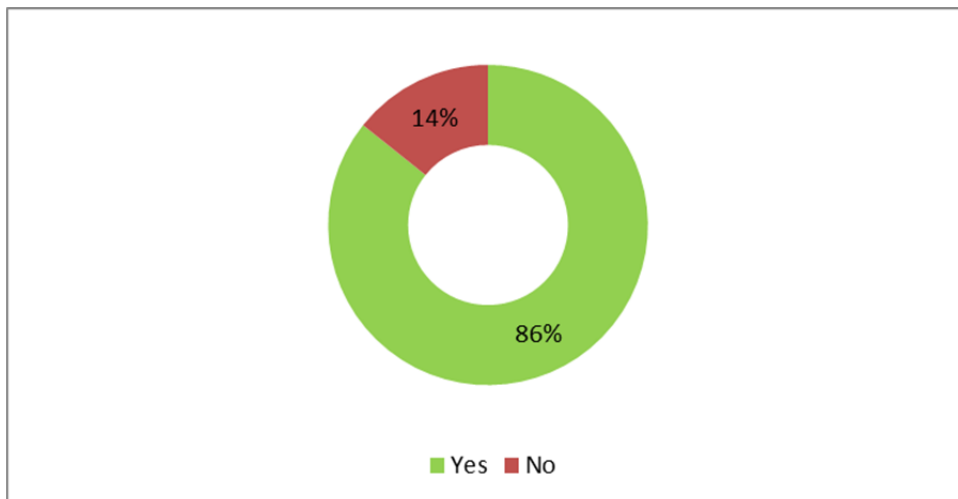
IA support stops (today) when delivering the EIMC services



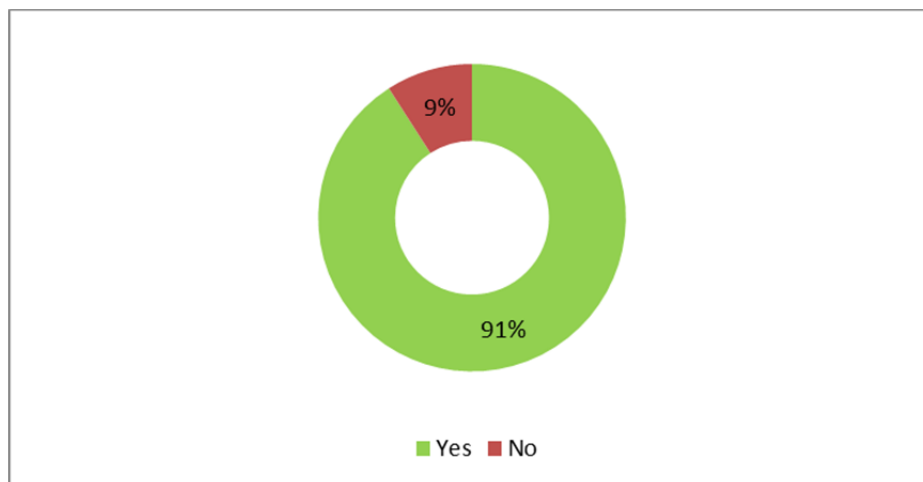
Current support through EEN traditional services is sufficient



Clients use EEN's POD profiles (offers, requests and research proposals) and its watch service in their technology, business and market intelligence when developing a solution, product, service, technology, process or method?



When delivering the EIMC services the question of collaborative innovation is addressed



Section 4: Desired/optimal features of NIR

In this section the focus is on those results that explicitly point towards the features that the new service should have resulting from the SME survey and innovation advisor interviews.

	According to SME survey	According to IA interviews
Feature	<ol style="list-style-type: none"> 1. Be simple, visual and clear 2. Establish trust 3. Facilitate technical support (a person) if needed 4. Help in finding experts and companies proactively 5. Provide with contextual relevant knowledge (documents, links, related info, etc.) proactively 6. Suggest (public and private) financial opportunity/investors according to concrete necessity 7. Provide a showcase (success case) if needed 8. Facilitate a contact to talk to (someone who succeeded) 9. Provide market and business information and trends that inspire proactively 10. Accessible from any device (including mobile) 	<ol style="list-style-type: none"> 1. Be simple, visual and clear 2. Establish trust 3. Suggest (public and private) financial opportunity/investors according to concrete necessity 4. Suggest templates and tools 5. Propose a workflow for effective collaboration 6. Enable digital means to manage NDAs, contracts and IP agreements 7. Help in finding experts and companies proactively 8. Integrative with other solutions 9. Facilitate technical support (a person) if needed 10. Facilitate a contact to talk to (someone who succeeded)

Note: top 10 features (based on “Must have it” characteristic’s punctuation); ordered from high to low equivalent with 1 very important to 10 decreasing order of importance. A total of 20 characteristics were queried.

The question capturing the data presented in above is present in both instruments.

An additional question tackling the same issue was included only in the interview and it gives full liberty to respondents to continue the phrase “How would you imagine an on-line tool that would



Section 5: Conclusions

In order to summarize the **main achievements and their level of accomplishment** in the framework of **Task 1.1**. Conduct a literature review and survey of innovation agencies and SMEs to identify optimal feature set of Networking Innovation Room (NIR) described in **Deliverable 1.1. Study report to characterise the target groups in relation to the project topics: SMEs and innovation advisors** Figure 3 is presented.

Figure 3: Planed and realized achievements

Planned achievements	Realized achievements		Level of accomplishment
Develop questionnaire	✓ SME questionnaire ✓ Innovation advisor interview		100%
Identify respondents	✓		100%
400 viewpoints from 10 countries	286 from 8 countries	×	72%
30 interviews	35 interviews from 7 countries	✓	117%

Overall the objectives have been accomplished exception the initially targeted SME survey results collecting 72% of the planned viewpoints due to the reasons already exposed. In order to compensate, planned interviews have been outperformed. The combination and complementary nature of qualitative and quantitative approach applied aims to bring a **dual but still initial picture of the optimal feature set of the future Networking Innovation Room service, which will be further developed in D1.2 and WP 2.**

Attached to the present deliverable different Annex documents are aimed to clarify and further contribute to a better understanding of the current report. **Annex 1** represents the *SME open innovation mind-set, capacity and practice* questionnaire in its final English version. The message inviting SMEs to participate in the survey is presented in **Annex 2**. The document titled **Annex 3** contains a *brief project description* and it was used when contacting SMEs requesting them to participate in the project. Furthermore, the *interview guideline for innovation advisors* is presented in **Annex 4**. Finally, **Annex 5** contains the *interview protocol* recommended to be used by all partners.

