

TAKE IT UP methodology papers

How to access and exploit the portfolio of services and tools for innovation support developed in Europe

FOREWORD

This handbook provides an introduction to the TAKE IT UP Warehouse of Services and Tools for Innovation that can be accessed at www.takeitup.eu. It discusses the merits and usefulness for services providers, policy makers and users of investing in such services/tools.

Europe INNOVA is a European initiative which aspires to become the laboratory for **the development, testing and promotion of new tools and instruments in support of innovation, with the aim of helping innovative enterprises to innovate faster and better....**

Europe INNOVA has the ambition to become the main pan-European platform for **innovation professionals**, which will enable them to discuss, develop, test and exchange 'better practices' in support of innovators To this end, Europe INNOVA will be driven by innovation agencies and other public or private innovation support providers that are interested in working together in partnerships to search for new forms of innovation support at European level.

To maximise its potential impact, Europe INNOVA will follow a 'strategic approach' by identifying which new innovation support mechanisms need to be developed at European level.

From the mission statement of Europe INNOVA

FOREWORD	2
INTRODUCTION	5
THE DOMAINS	9
Human capital	9
Why is this service important for innovative SMEs ?.....	9
Aims of support services	9
Typology of services / tools	10
Tools/services overview	11
Financing Innovation	12
Why is this service important for innovative SMEs ?.....	12
Aims of support services	12
Typology of services / tools	13
Tools/services overview	13
Knowledge, technology, know how	14
Why is this service important for innovative SMEs?.....	14
Aims of support services	14
Typology of services / tools	15
Tools/services overview	15
Internazionalisation	16
Why is this service important for innovative SMEs ?.....	16
Aims of support services	16



Typology of services / tools	17
Tools/services overview	17
Strategy	18
Why is this service important for innovative SMEs ?.....	18
Aims of support services	18
Typology of services / tools	18
Tools/services overview	19
Business partnership and networks	20
Why is this service important for innovative SMEs ?.....	20
Aims of support services	20
Typology of services / tools	20
Tools/services overview	21
Infrastructures/facilities	22
Why is this service important for innovative SMEs ?.....	22
Aims of support services	22
Typology of services / tools	22
Tools/services overview	22

INTRODUCTION

This handbook follows the structure of the TAKE IT UP Warehouse (<http://www.takeitup.eu/warehouse.asp>) and will deal with the seven main domains of support services considered by the TAKE IT UP Project:

1. Human capital
2. Financing innovation
3. Knowledge, technology, know-how
4. Internationalisation
5. Strategy
6. Business partnerships, networks
7. Infrastructures / facilities.

Before starting to discuss the merits of the different services and tools supporting enterprise innovation, we have to keep in mind the five following principles:

1. It is not the framework conditions nor the support services which create jobs and growth, but only enterprises, entrepreneurs and start-ups. Therefore, embedding the end users in the design and testing of the framework conditions and tools is important in order to ensure that the framework conditions fit the stakeholders' needs. The public sector should develop a new approach based on the response to demand instead of boosting its offer of support.
2. All services and tools are useful by their own. Nevertheless, they do not maximize their potential if they are not integrated in a complex value chain or an ecosystem.
3. Services and tools for innovation support have to be integrated in a supply chain. A chain supposes that the elements are bound together and the chain will be as strong as its weakest element is.
4. In the field of innovation, public policy makers should assist and incentivise all stakeholders both public and private ones to generate, absorb and use new ideas, products and services. Turning ideas into reality requires knowledge and capacity to deliver in a form expected by the market. Business is not about science, it is about trading, i.e. creating a product or a service so good that people will pay to buy it!

5. For many enterprises, non technology innovation is as important as high-tech innovation. A capacity to absorb and adapt new ideas is becoming critical as specific knowledge. If some innovation is still coming in the form of products and services, in the near future most innovations will come through business model transformation.

For the purpose of this handbook, the concepts of services and tools are defined as follows:

→ Services: set of actions to support enterprises in order to strengthen their innovation potential;

Tools: instruments to implement support services.

They can be clustered in two main categories: (1) soft support and (2) smart money. Tools can also be clustered in four main categories according to the intensity of the added value provided to the beneficiaries: (1) awareness, (2) advice, (3) interaction and (4) funding.

These four categories show the gradation of the intensity of knowledge provided by the tools/ services described in the warehouse. This is to show the differences between the tools/services aiming at just providing basic information (awareness) from those helping enterprises to get ready to develop new activities (advise) or to find partners to implement those new activities (interaction) and offering financial means to run those activities (funding).

Tools/services can take different forms: handbook, toolkit, self-assessment guide, infodays, workshops, rewards, benchmarking system, voucher, access to infrastructure and equipment, financial support, advice, audit, training, talent hiring, market intelligence, information and awareness newsletters, matchmaking events, investment fora ... The tools can directly address enterprises' needs or target service providers/ intermediaries.

It is also useful to remember that services and tools have different purposes ranging from awareness raising to financial engineering and that they are requesting different levels of knowledge intensity ranging from the provision of information to financial support aiming at lowering barriers to innovation. Services and tools can also be designed to target all types of enterprises or only enterprises facing a specific need. This supposes that support service providers need to invest in human capital and potential service users must check their investment readiness before considering to acquire a new support service.

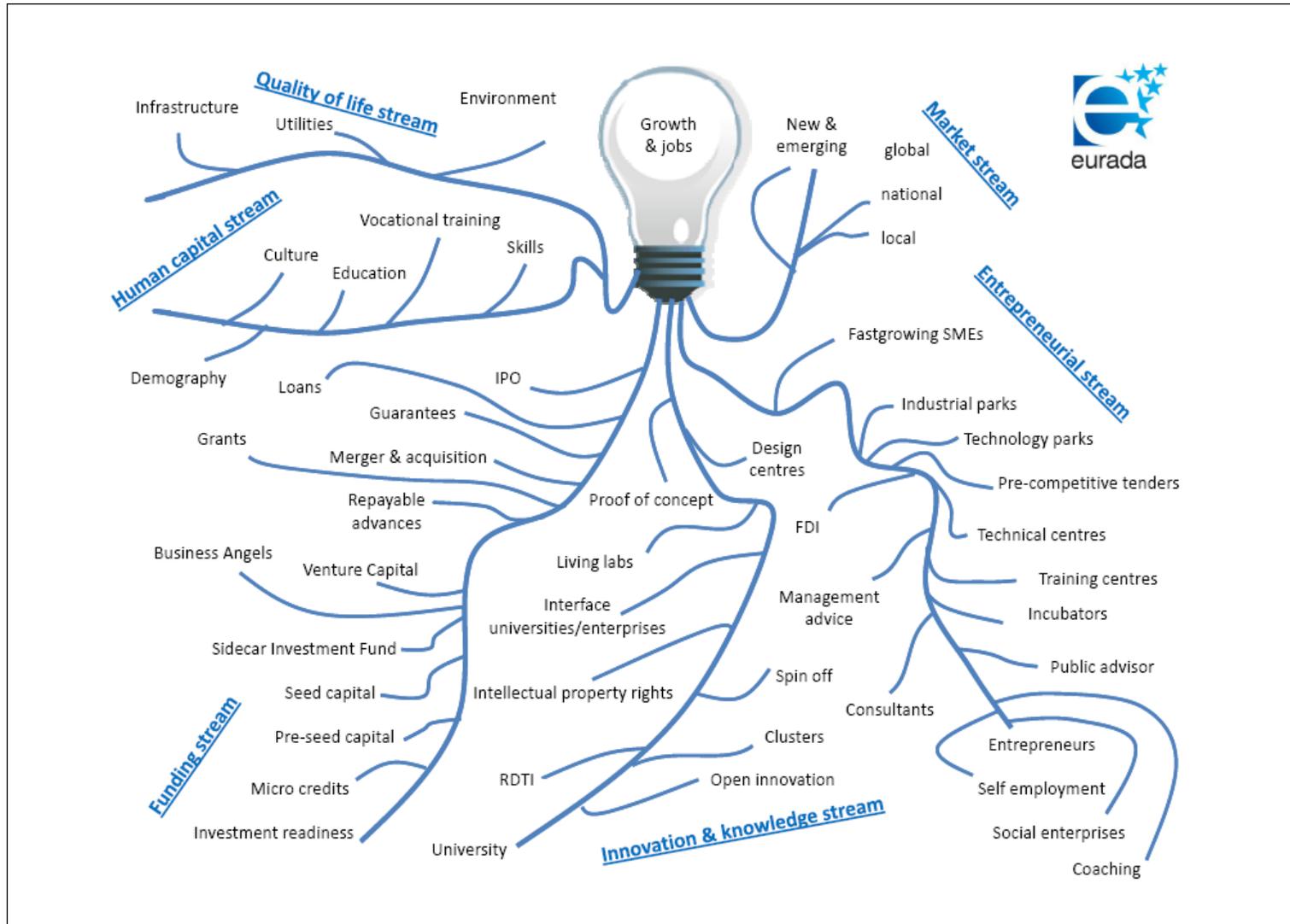
Support services have to address major bottlenecks to grow: lack of management skills and poor business plan, insufficient availability of equity capital and debt finance, asymmetry between innovative ideas and commercial opportunities, lack of good reliable partners, obsolete mid- to long-term vision, poor internationalisation strategy, unrealistic expectations.

Support services and tools for innovation have different purposes, levels of knowledge intensity and various target groups, and address specific needs of SMEs. Some services address basic needs for a lot of potential users (touch and go). Others have higher added value components.

The graph below is an attempt to visualize as holistically as possible the services and tools to be made available in order to support entrepreneurship and innovation. The services and tools have been clustered into 7 streams: quality of life, funding, innovation and knowledge, entrepreneurship, internationalization, market and human capital.

In this graph, you will recognize the 7 core support domains/needs of the TAKE IT UP warehouse, some are represented by a stream, others are integrated inside a stream.

Based on the above-mentioned arguments, we will try in this handbook to help stakeholders and policy-makers (the support services providers and entrepreneurs looking for further support services) to visualize the whole chain of support services corresponding to a specific need and so to be able to speed up the process to design new support services (for the provider) or to benefit from the most efficient support services responding to its needs (for the entrepreneur



THE DOMAINS

Human capital

Why is this service important for innovative SMEs ?

In the regional knowledge economy, the human capital of any organisation, including enterprises, is its core asset. This is why investors (business angels and venture capitalists, for instance) are spending more and more time to review this type of assets when doing their due diligence.

Innovation can be based on technology or non technology ideas or research results and strongly relies nowadays on the ability of the human capital to transform new ideas into new or improved products and services.

According to the annual Senior Executive Innovation Surveys of Boston Consulting, it appears that CEOs of multinational firms year by year recognise that human capital is the key asset of their innovation strategy.

In the knowledge global economy, human resources need to become more flexible, creative, adaptive and collaborative or "co" something in order to be able to cope with trends such as co-design, co-marketing, co-competition, co-innovation, etc. The "glocalisation" concept will increase its relevance. To cope with it, European enterprises will have to adapt their products/services to the needs, means and cultural values of a set of markets (EU, US, BRIC, muslim countries, ...). Indeed, European enterprises will no longer be able to just export their "star products and services" to new middle-class clients of emerging countries. To enter the emerging markets, they will have to adapt their products/services to new specific requirements. This needs extra investments in human capital.

Investment in human capital is needed to support changes in staff behaviour allowing innovation and in skills to implement innovation.

Aims of support services

Support services in the field of human capital are useful to help enterprises:

- enhance the creativity and innovation potential of their managers and workers,
- close the asymmetric information gaps with specialised stakeholders such as investors, researchers, technology transfer officers, end users, ...
- identify and exploit sleeping ideas/potentials,

- protect intangible assets,
- recruit talents,
- build start-up management teams
- assess their training needs
- implement learning labs
- update their knowledge and competencies.

Typology of services / tools

Innovation support providers can develop a wide range of services and tools in the field of human capital.

Added value's intensity	Services	
	Soft support	Smart money
Awareness	<ul style="list-style-type: none"> • Infodays • Handbooks • Self-assessment guides • Web 2.0 networks • Management games • Database 	
Advice	<ul style="list-style-type: none"> • Workshop • Incubation • Investment readiness • Training • Recruitment advice/audit 	<ul style="list-style-type: none"> • Voucher
Interaction	<ul style="list-style-type: none"> • PHD students outplacement • Investment pitch • University/enterprise clubs 	
Funding		<ul style="list-style-type: none"> • Grants for student's outplacement • Proof its concept grants • Pre-seed

Tools/services overview

In the TAKE IT UP Warehouse, tools are gathered under three headings: awareness raising, recruitment/mobility and training. Those tools are delivered in different ways:

- innovation management games (Midas Innovation Management)
- training for consultants and intermediaries (IMP³rove-training)
- toolkit (Creationsuite)
- integrated training [self-assessment, coaching, training] for entrepreneurs (Investor Readiness Course and Investor Readiness Training)
- training workshop (Achieve-Mastering Marketing Information and Developer of Innovative Projects)
- database (Innoscope)

Financing Innovation

Why is this service important for innovative SMEs ?

Innovation requires more sophisticated financial resources, since technology, product/service development and market research are becoming more and more expensive. Most European SMEs are undercapitalised, and thus have not the opportunity to fund their innovation strategy through their own financial assets. Start-ups are not able to reinvest a share of past profits and are not financial nor investor ready.

Services providers have to develop a good product mix of financial instruments (offer) and non financial services aiming at improving the demand for funding by enterprises. In some cases, financing innovation requires innovative financing tools. Enterprises have to understand that all money is not the same and that each type of investor has its own expectations and requirements and that the different financial tools are designed to match a given position of the enterprise life cycle.

Aims of support services

Support services in the field of financing innovation can help enterprises:

- close the asymmetric information gaps with investors,
- access finance (loans, grants or equity),
- increase the "bankability" by offering collaterals/guarantees or interest rate rebates,
- improve their business proposals,
- organise the matchmaking with potential investors,
- enhance the valorisation of their assets (IPR, trade marks, know-how, ...).

Typology of services / tools

Added value's intensity	Services	
	Soft support	Smart money
Awareness	<ul style="list-style-type: none"> • Business plan competition • Handbook • Investment readiness 	
Advice	<ul style="list-style-type: none"> • Proof of concept • Digital story telling for pitching 	
Interaction	<ul style="list-style-type: none"> • Investment pitch • Matching with angel investors • Investment fora • Speed dating events 	
Funding		<ul style="list-style-type: none"> • Loans • Grants • Micro-credit • Business angel side cars • Pre-seed capital • Seed capital • Spin-off funding • Early stage • Venture capital • Mezzanine • Guarantee • Research tax holidays • Reimbursable loans

Tools/services overview

Under the title "Financing Innovation" (Line 2), the TAKE IT UP Warehouse describes support services in the field of debt finance, guarantees, risk capital and grants. The support services aiming at improving the demand are stored in the heading "Human Capital " (Line 1).

Knowledge, technology, know how

Why is this service important for innovative SMEs?

Very few SMEs are able to develop in house a full RDTI value chain. This means that they need to access in an optimal way the knowledge, technology and know-how created and valorised by different types of dedicated suppliers (research centres, technology centres, competitors, suppliers, clients, ...). Some of the solutions are available locally, others internationally which makes their availability even more complicated for a SME.

Knowledge, technology and know-how can be protected by different legal forms and can be acquired in more or less standard ways. Support services can help SMEs access the right owner, understand future sectoral trends and improve their negotiation capability.

Aims of support services

Support services in the field of knowledge, technology and know-how can help enterprises:

- access knowledge, technology and know-how owners,
- formalise a deal
- protect and valorise their own assets
- access technology watch.

Typology of services / tools

Added value's intensity	Services	
	Soft support	Smart money
Awareness	<ul style="list-style-type: none"> • Handbook • Self-assessment tool box • Alert newsletters and sectorial briefs • Infodays 	
Advice	<ul style="list-style-type: none"> • Training • Technology watch 	<ul style="list-style-type: none"> • Voucher
Interaction	<ul style="list-style-type: none"> • Database • Fairs / technology events • Matchmaking events • Web 2.0 • Portfolio of technology opportunities • Innovation labs • Value chain toolkit • University/enterprise clubs 	
Funding		<ul style="list-style-type: none"> • Pre-seed • Proof of concept • Spin-off funding

Tools/services overview

The TAKE IT UP Warehouse contains project description in the field of database/repository, generic information and targeted/specialised information. Those tools are delivered in the following forms:

- database matching process (Techimpulse-Consultancy Package)
- tool box of core topics [opportunities, IP management, human resourc management, value creation, networking and clustering, ...] (Fitt toolbox)
- Web 2.0 (MoreInspiration)
- Toolkit for a value chain standard (Innovafun-funStep toolkit)
- Handbook (BioHealth Standards' Repository)

Internazionalisation

Why is this service important for innovative SMEs ?

A regional/national market is often too limited for innovative enterprises to reach a critical mass of potential clients or to access the knowledge needed to innovate.

In order to overcome this bottleneck, geographical diversification through internationalisation is often the only solution.

Of course, internationalisation is more than just export. It can indeed encompass a joint venture, co-reply to public procurement, co-research, subcontracting/outsourcing, offshoring, technology transfer...

Aims of support services

Support services in the field of internationalisation can offer enterprises:

- market intelligence,
- partner search
- export grants
- feasibility support and grants
- coaching/mentoring
- soft landing space/package
- reverse fairs (meet-the-buyer events)
- participation in fairs
- staff hiring

Typology of services / tools

Added value's intensity	Services	
	Soft support	Smart money
Awareness	<ul style="list-style-type: none"> • Handbook • Infodays 	
Advice	<ul style="list-style-type: none"> • Market intelligence • Audit • Parenthood / mentoring • Internationalisation readiness 	<ul style="list-style-type: none"> • Voucher
Interaction	<ul style="list-style-type: none"> • Participation in fairs • Enterprise hotels • Enterprise networks/clubs • Portfolio of technology/market opportunities abroad 	
Funding		<ul style="list-style-type: none"> • Export grants • Staff hiring grants • Grants for office rent in enterprise hotels • Feasibility study grants

Tools/services overview

The TAKE IT UP Warehouse consists of four categories of support services in the field of internationalisation: advice, business intelligence, housing and matching opportunities. The tools identified in the warehouse are in the form of:

- web-based handbook (Innovafun-Good practice handbook)
- networking opportunities (WIN Atlantic-Internationalisation services)
- market intelligence (Achieve-Partnership tool)

Strategy

Why is this service important for innovative SMEs ?

In the global economy, the life cycle of product/services and of business models is becoming shorter and shorter. Therefore, enterprises need to review their strategies on a regular basis. This review can tackle the business model, the product/service portfolio, the technology process, the markets (sector and geography), the skills, the innovation management, the design, ...

Remember that a high percentage of start-ups fail to overcome the so-called death valley (3-5 years of existence), mainly due to the lack of long-term vision. Those who survive even after incubation support have difficulties to become gazelles.

Aims of support services

Support services in the field of strategy can help enterprises:

- assess and review their current strengths and weaknesses
- support the design of the mid/long-term plans
- access data on future trends and needs
- benchmark their position in the market or in their sectorial value chain
- acquire added value advices (IPR, innovation management, fund raising...)

Typology of services / tools

Added value's intensity	Services	
	Soft support	Smart money
Awareness	<ul style="list-style-type: none"> • Management game • Self-assessment tool • Toolkit 	
Advice	<ul style="list-style-type: none"> • Market intelligence • Foresight • Proof of concept • Technology audit 	<ul style="list-style-type: none"> • Voucher
Interaction	<ul style="list-style-type: none"> • Living labs • Prototyping • Open innovation • Inno labs 	
Funding		<ul style="list-style-type: none"> • Pre-competitive tendering • Pre-seed

Tools/services overview

The TAKE IT UP Warehouse contains tools focusing on strategic advice, assessment/benchmarking and foresight. They are delivered in the form of:

- assessment (diagnostic) tool (Innovation Navigator)
- management game (ANTRI 3)
- toolkit (Gate2Start-How-to-guide and Gate2Start-Self-assessment tool)
- market intelligence (Achieve-Market demand intelligence)
- Benchmarking database (IMP³rove Assessment)

Business partnership and networks

Why is this service important for innovative SMEs ?

In a more and more complex economy, very few entrepreneurs and enterprises can pretend to manage an entire value chain. Therefore, they have to build relationships with partners they trust. Even multinational enterprises are involved or are developing a series of interactions with different types of partners (cf. open innovation and cluster concepts). This is a recognition that enterprises better innovate if they are part of a cooperative environment, i.e. places (physical and virtual) where open minded talents and skilled people meet.

Aims of support services

Support services in the field of business partnership and networks can help enterprises:

- access collective intelligence
- join forces for pre-competitive collective knowledge/activities
- support regional branding and marketing actions
- share ideas and talent or skilled people
- participate in investment fora and speed dating events.

Typology of services / tools

Added value's intensity	Services	
	Soft support	Smart money
Awareness	<ul style="list-style-type: none"> • Partnership days 	
Advice	<ul style="list-style-type: none"> • Mentoring 	<ul style="list-style-type: none"> • Voucher
Interaction	<ul style="list-style-type: none"> • Enterprise clubs • Clusters / Pôles de compétitivité • Investment fora • Meet-the-buyer events • Electronic platforms • Intercluster events 	<ul style="list-style-type: none"> • Voucher
Funding		<ul style="list-style-type: none"> • Mutual guarantee scheme • Grants to support networks • Grants for cluster member projects

Tools/services overview

The tools described in the TAKE IT UP Warehouse relate to matchmaking / brokerage events as well as to network set up and development:

- toolkit for matchmaking events [interclustering for existing automotive clusters] (BelCAR-Guidelines for matchmaking)
- consultants and intermediary clubs (IMP³rove-Partner service)

Infrastructures/facilities

Why is this service important for innovative SMEs ?

Start-ups often lack the financial means to afford to pay market rent fees or to invest in up-to-date research or prototyping equipment.

Aims of support services

Support services in the field of infrastructures/facilities can help enterprises access

- incubation facilities
- easy in / easy out workspaces
- equipment (living labs, prototyping, testing, ...)

Typology of services / tools

Added value's intensity	Services	
	Soft support	Smart money
Awareness	•	
Advice	<ul style="list-style-type: none"> • Pre-incubation • Incubation 	
Interaction	<ul style="list-style-type: none"> • Prototyping • Equipment • Time sharing 	
Funding		• Rent grants

Tools/services overview

The TAKE IT UP Warehouse provides details on tools giving enterprises access to equipment, infrastructure or space.