

KNOWLEDGE BRIDGES TO GROWTH

How to succeed with SME driven innovation



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Morten Solgaard Thomsen
REG LAB



REG LAB

REG LAB IS THE LARGEST NETWORK AND THINK TANK IN DENMARK FOCUSING ON REGIONAL DEVELOPMENT AND INNOVATION POLICY.

REG LAB HAS MORE THAN 100 MEMBER ORGANISATIONS, INCL. REGIONS, MUNICIPALITIES, KNOWLEDGE INSTITUTIONS, BUSINESS SUPPORT ACTORS ETC.

REG LAB COLLECTS, DEVELOPS AND SHARES BEST PRACTICE WITHIN REGIONAL DEVELOPMENT AND INNOVATION POLICIES.

OUR ACTIVITIES INCLUDES SEMINARS, WORKSHOPS, ANALYSIS, KNOWLEDGE DISSEMINATION, NETWORKING ETC.

REG LAB IS FINANCED BY MEMBERS AND IS INDEPENDENT OF POLITICAL INTERESTS

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THE PARTNERS

Ministry of Education and Research

Regions: Capital Region, Zealand, North Denmark,
Central Denmark, Southern Denmark

Danish Confederation of Trade Unions,

Danish Confederation of Professional Associations

Municipalities: Thisted, Frederikssund, Slagelse, Vejle,
Silkeborg, Herning

Dialogue meetings with educational institutions and
business support actors

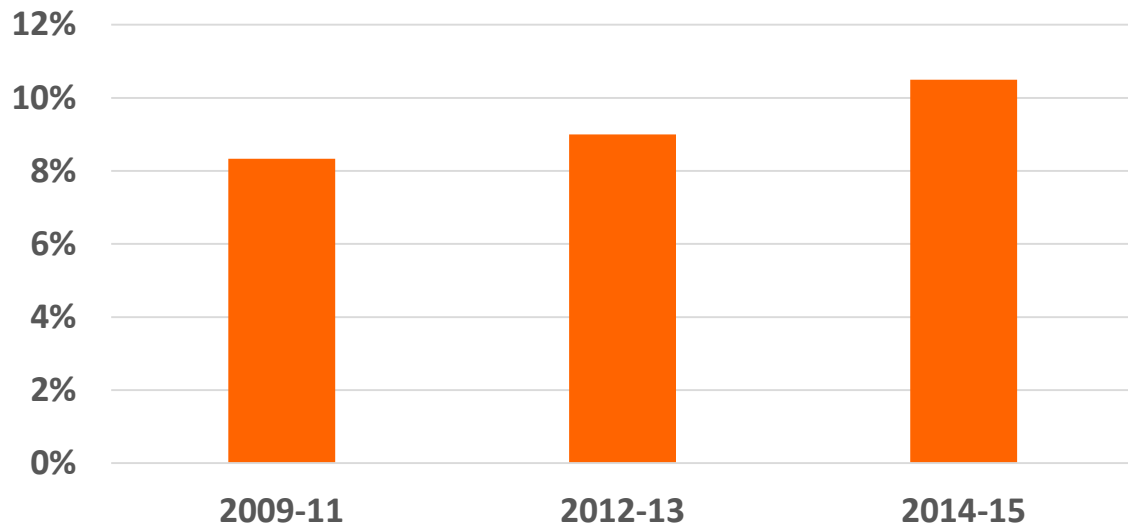
Consultants: Iris Group



THE STARTING POINT

- Significant impact of knowledge collaboration
- Growth in knowledge collaboration
- Great potential for more collaboration
- But still many barriers for SMEs to overcome
- Lack of evidence about critical factors of successful collaborations

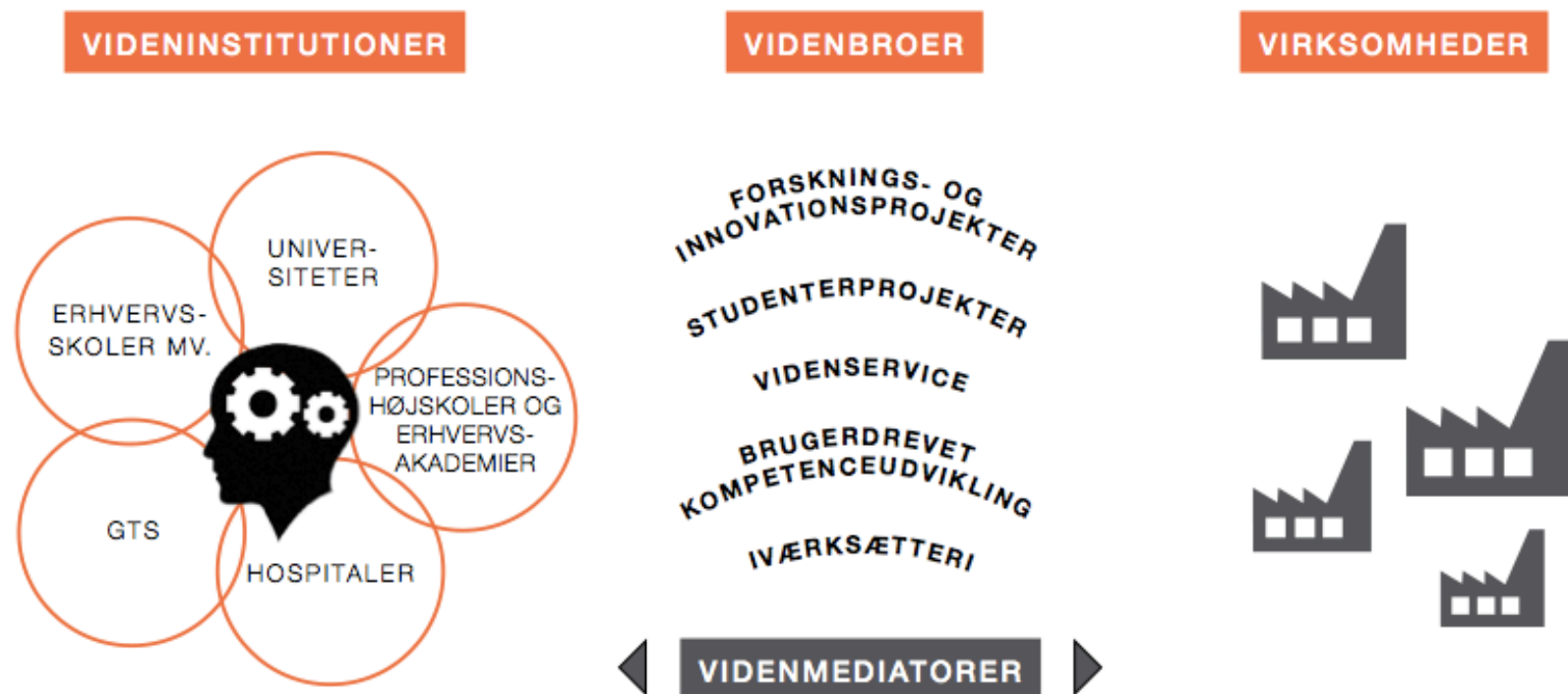
Share of innovative companies collaborating with knowledge institutions



THE MOST COMPREHENSIVE ANALYSIS OF SME KNOWLEDGE COLLABORATION – 50 CASES

FIGUR 3.1. VIDENBROER – VEJE TIL VIDENUDVEKSLING

Kilde: Iris Group



COMPANIES HAVE DIFFERENT OBJECTIVES FOR KNOWLEDGE COLLABORATION

1. Get solutions for concrete challenges/realise growth potentials
2. Get new perspectives on the company
3. Clarify the potential and possibilities of the new technologies
4. Recruitment of students and graduates
5. Better branding
6. Influence the corporate culture
7. Network building
8. Contribute to regional development



MAIN CONCLUSIONS

1. GREAT POTENTIAL FOR MORE COLLABORATION
2. THE PRE- AND AFTER PHASE OF THE PROJECT IS CRITICAL FOR SUCCES
3. 14 SUCCES CRITERIAS FOR KNOWLEDGE COLLABORATION
4. THE ECO SYSTEM PLAYS A KEY ROLE

SUCCESSFUL KNOWLEDGE COLLABORATION – THREE PHASES AND 14 CRITICAL FACTORS

Before

Under

After

1. Structured needs identification
2. Cost-benefit specification
3. Matchmaking of qualifications and skills
4. Assessing the capacity of the enterprise
5. Optimizing project design
6. Trust-based collaboration platform

7. Support and prioritization from the management level
8. Agile and committed project management
9. Practical/authentic tests and cases
10. Operationalization of knowledge

11. Evaluation and follow-up
12. Implementation and creation of value
13. Adjustment of the organization and qualifications
14. Follow-up with new projects

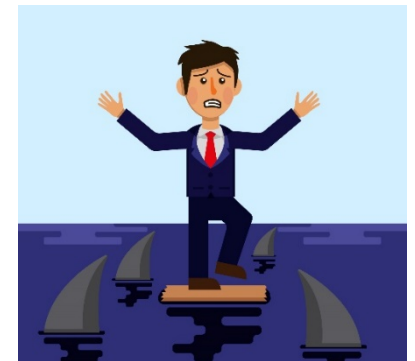
TYPICAL CHALLENGES IN MANY KNOWLEDGE COLLABORATIONS

Pre phase:

- Inadequate or unstructured assesment of needs
- Weak potential clarification (cost, risk and potential benefit are not mapped enough before the start of the project)
- Inadequate clarification of capacity for knowledge collaboration in the company prior to the project
- Inflexible project design

After phase:

- Implementation and value creation is left to the company, which in many cases lacks competencies for this



CONCEPTS AND INITIATIVES THAT CONTRIBUTE TO SUCCESSFUL KNOWLEDGE COLLABORATION

"Pre" and "During"-phases:

- In-depth needs assessments among end-users - eg through workshops, camps or field observations
- Initial meetings about the company's challenges and ambitions and how knowledge collaboration can contribute
- Proactive facilitators, strongly involved throughout the process, follow up and provide feedback to the parties
- Flexible workshop concepts with continuous customization of inputs and competencies
- Management based on value creation rather than predetermined goals and milestones
- Testing in user scenarios



CONCEPTS AND INITIATIVES THAT CONTRIBUTE TO SUCCESSFUL KNOWLEDGE COLLABORATION

After phase:

- Continued sparring with knowledge partner after project completion - sliding transition from project to implementation
- Business support system is involved - sparring and perhaps subsidies for the development of "Go-to-market strategy"
- Recruitment of new employees and students from collaboration projects
- Establishment of development function - eg highly educated with insight into both project management and business development
- Knowledge institution as "external R&D Department"
- Commercialisation through spinoffs



RECOMMENDATIONS





SME 'S WITHOUT COLLABORATION EXPERIENCE

- SMEs without any experience in collaboration is more challenged on a number of the 14 succes factors
- They can start with smaller and more practical collaborations, such as :
 - Student projects – also as a way to recruitment
 - Collaboration with Vocational colleges
 - Participation in clusters and innovation network
- Often they can benefit from support from a matchmaker and facilitator



THE FACILITATOR CAN PLAY A KEY ROLE

The knowledge mediator/facilitator is a neutral third party, who can help in both the “pre-, during- and after phase”, eg. with:

- Finding the right collaboration partners (matchmaking)
- To clarify the company's internal capacity to boost a knowledge collaboration
- To create a trustworthy foundation for cooperation between different cultures and participants
- To ensure focus and momentum in the project itself, including facilitating the exchange of knowledge along the way and adapting activities and content to needs and the challenges along the way
- The after phase: support the road to commercialization, new projects etc



FOR POLICY MAKERS – PROGRAMS & PROJECTS

- 1 Reserve funds for activities in the "pre-phase" such as needs and potential clarification, eg in the form of pre-projects
- 2 Apply a matchmaking function as a component in programs and projects where companies can get help to identify the relevant academic environments.
- 3 Increase the flexibility of program requirements for projects, so it's possible to adjust along the way, including in the partner circle
- 4 Ask for systematic follow-up and evaluation to the company in all projects, both at project completion and 3-6 months after.
- 5 Provide opportunities for ongoing facilitation throughout the project
Strengthen the use of knowledge mediators - especially for SMEs

THE OUTPUT

1. Main report based on 50 successful collaborations
2. Guide with concrete advice and action suggestions
3. International report with 3 successful programs
4. Folder with key points



INTERNATIONAL
CASES –
KNOWLEDGE
BRIDGES FOR
GROWTH

**VIDENBROER
TIL VÆKST**

**INTERNATIONAL
CASERAPPORT**

Succesrige erfaringer med vidensamarbejde
fra Tyskland, Skotland og Norge



INTERFACE - SCOTLAND

- A one point of entry for companies to all universities
- Professional matchmaking organisation
- Initiated 1500 collaboration projects from 2006-2017



Define the
**PROBLEM TO
BE SOLVED**



Find the
**RIGHT
CAPABILITY**



SCOPE the
PROJECT



Determine
the right
INCENTIVE or
MECHANISM



Assist with
**CONTRACT
AGREEMENT**

17 REGIONAL SME 4.0 COMPETENCE CENTERS + 4 NATIONAL KNOWLEDGE CENTERS

Regional Competence centers:

Objective: Spread the digital technologies to SMEs

Financing: Appr. 4 mio. Euro for 3 years per center

Organization: Consortia of research institutions and business support actors

National knowledge centers:

Collects knowledge on important themes and supports the professionalism of the regional centers



SME 4.0 COMPETENCE CENTERS

- A VALUE CHAIN OF SERVICES

ON YOUR WAY TO "INDUSTRIE 4.0" ENABLING SME'S ON DIFFERENT MATURITY LEVELS

