

NATURE OF INNOVATION

SOCIAL INNOVATION

PRODUCTS / SERVICES

PROCESS

ORGANISATIONAL INNOVATION

MARKETING INNOVATION

ENTERPRISE'S OWN RESOURCES

WAYS TO INNOVATE

INTERNAL (in-house innovation)

CO-CREATION (collaborative project)

LIVING LABS

OPEN INNOVATION

TRANSREGIONAL COOPERATION

COMMERCIALISATION OF R&D RESULTS

TYPE OF INNOVATION

Incremental innovation

Innovation at cross-sectorial frontiers

Innovation through knowledge absorption / KETs integration

Re-design of the product / service/business model/marketing

Breakthrough innovation

User/community of interest-centered innovation

SUPPORT SERVICES

High value support:

- R&D+I support
- IPR management
- Technology watch
- **Market intelligence**
- Proof of concept
- Pre-commercial procurement

Demonstrators / Prototype

Grants

Access to external funding sources

Tangible investment

Qualified supplier:

- Clusters
- Meet the buyer

Specialised skills

International partners

RESPONSE TO MARKET

Resource efficiency

Improvement of products / services

New use of an existing product / service

Solution to a client's requirements

Needs not well satisfied

Solution to an unsolved problem

New values

COMPETITIVE ADVANTAGE NEEDS TO BE BUILT

Cost structure

Revenue flows

Market penetration:

- Range upscaling
- Geographical diversification
- New types of clients
- Production of systems instead of parts

Rent formation:

- Client « addiction »
- Intangible resources
 - Skills
 - World niche leader

Reshaping of the value chain

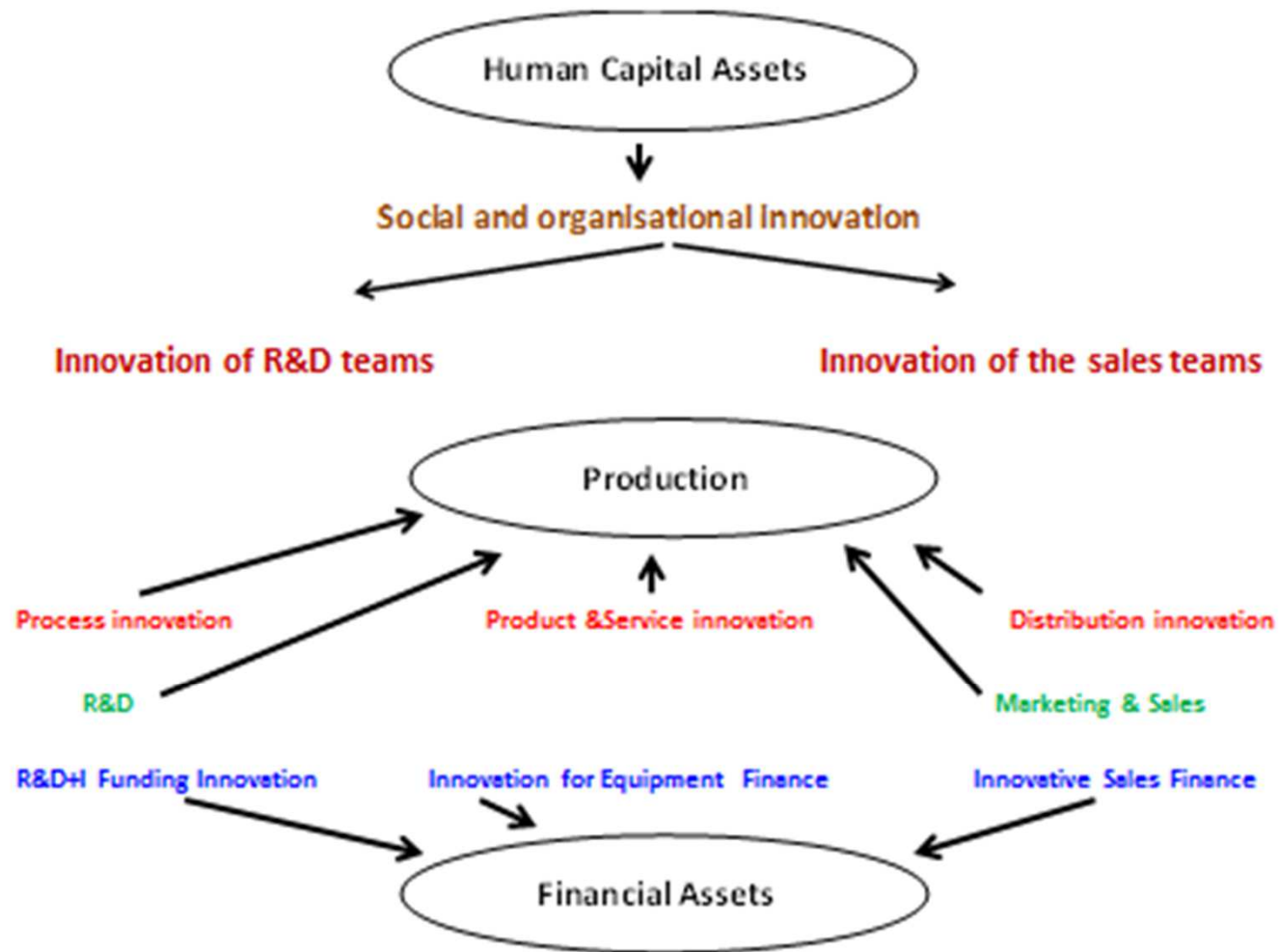
First technology provider/new technology integrator

SOURCE: EURADA

4 types of firms' needs

- **The obvious ones**, for instance: innovation, access to external sources of finance, e-commerce, export, digitalisation of the production process, networking with academia,...
- **The expressed ones**, for instance: lack of money to invest, lack of time or of skilled workforce to innovate or export, simplification of the administrative process, ...
- **The real ones**, for instance: the capacity to absorb and maximise the benefits of public support, skilled staff, diversification of the product range or of geographical sale zones, modernisation of the production process, search for the first clients for the new products or services, enhancing or accelerating the innovation pipeline, finding international partners,...
- **The cultural or hidden ones**: no entrepreneurial spirit of the population, entrepreneurs do not desire to grow their business, lack of cooperation trust between entrepreneurs and researchers, insufficient working capital of the VC instruments, too many family-owned or life style enterprises, dogmatic or bureaucratic approaches of the public penholders, ...

INNOVATION DIAMOND & ENTERPRISES' NEEDS



Source: The Innovation Diamond by Marc GIGET

What can entrepreneurs expect from academics?

- Patents, licenses, knowledge and know-how
- Collaborative R&D+I projects
- Coaching for knowledge/technology absorption
- Access to equipment
- Expertise through student/PhD outplacement
- Training and consultancy
- Technology and knowledge adaptation for regional key industries
- Support to start-up/spin-off/spin-in enterprises
- Technology foresight
- Briefing sessions made by beneficiaries of the Marie Skłodowska - Curie programme
- Networking
- Incubation, pre-seed and seed capital