

European Trend Chart on Innovation

Workshop 7

Valorising the Innovation Capacity of the Firm

The value of intangible assets in the knowledge economy

The European Commission (DG Enterprise) has endorsed the decision to carry out a “policy review workshop” on the above theme. In order to prepare this exercise properly, we kindly ask you to fill in the following questionnaire. Your response will assist us in identifying the structures in your country and current developments within the theme, in addition it will provide input into identifying the policy practitioners that may benefit from participation in such a workshop. **Please read the WKS 7 scoping paper first**, which outlines the specific considerations for the topic and should act as a guide to what type of answers we are looking for from the questionnaire. As one of 33 country briefings we would appreciate your answers to be as concise as possible. If you have any questions please contact:

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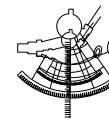
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The workshop will address two related themes; the valuation of intangibles (e.g. IP) and the certification of Innovation Management Techniques. Your input is mostly requested on the latter theme but we also ask for your input on the issue of valuation of intangibles.

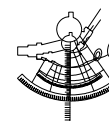
Definition of Innovation Management Techniques and Certification

Innovation does not always mean employing the very latest cutting-edge technology. On the contrary, it is less a question of technology and more a way of thinking and finding creative solutions within the company. In this context, innovation management techniques (IMTs) can be seen as a range of tools, techniques and methodologies that help companies to adapt to circumstances and meet market challenges in a systematic way. We define an IMT (Innovation Management Technique) to be any methodology or tool which facilitates the management of innovation within firms. An Innovation Management Certificate is a label which states that the certified company has put in place “good management practises”, incorporated good Innovation Management Techniques.



European Trend Chart on Innovation

Personal Information Country: Estonia Surname: Kurik Email: silja@eti.ee		
Innovation Management Techniques		
<p>Q 1a. Are there any policy programmes aimed at promoting the <i>creation</i> of any of the following types of Innovation Management Techniques? These would be schemes addressed to management consultancies, public and private innovation centres, government agencies, trade associations, etc to develop these tools. <i>Please tick the box below (Q1a)</i></p>		
<p>Q 1b. Are there any policy programmes aimed at promoting the <i>use</i> of any of the following types of Innovation Management Techniques by firms? These could be either addressed to intermediaries or directly to firms to take up these techniques. <i>Please tick the box below (Q1b)</i></p>		
Type of Innovation Management Technique	Q 1a Creation IMT	Q 1b Use IMT
Knowledge Management Tools	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Market Intelligence Techniques	<input type="checkbox"/>	<input type="checkbox"/>
Cooperative And Networking Tools	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources Management Techniques	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Interface Management Approaches	<input type="checkbox"/>	<input type="checkbox"/>
Creativity Development Techniques	<input type="checkbox"/>	<input type="checkbox"/>
Process Improvement Techniques	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Innovation Project Management Techniques	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Business Creation Tools	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<p><i>Source: Innovation Management and the Knowledge Driven Economy. January 2004. European Commission, DG Enterprise</i></p>		
<p>Q 1c. Provide name and short description (max 10 lines) of the most interesting policy programme in the area Innovation Management Techniques (if available in your country).</p> <p>Example 1 Name of programme Innovation Audit Programme (pilot) Description The nature of the programme is that trained consultant carries out an innovation audit (IA) in the company. After that IA reports are compiled and the bottlenecks and opportunities are discussed with the company. Based on the IA results, the consultant in collaboration with the audited company puts together action plan, which brings out both short and longer term activities. Taking into account the results alternatives are proposed to the company on how to implement the above-mentioned activities, including e.g. implementing different management techniques, the opportunities of financing those activities via EU programs. The objective of the Innovation Audit Programme is: 1. to raise the innovation awareness of company leaders, 2. to motivate and encourage the enterprise's management to start, support and implement innovative activities in his/her company.</p> <p>Example 2 Name of programme Enterprise Incubation Programme Description Main goal of the Enterprise Incubation Programme is to support the incubation services development and provision in Estonian enterprise incubators. The whole programme could be considered as business creation tool. In the frame of incubation services development different innovation management techniques could be worked out and also the provision of these services to the tenants will be supported by the programme.</p>		



European Trend Chart on Innovation

Certification of Innovation Management

Q 2. The challenge this workshop addresses is the development of a certification of innovation management competences. This requires organisations setting the standards and disseminating this certification as a credible quality label. *Are there any public or private initiatives aimed at promoting the creation of an innovation management certificate?* If yes, please give example(s) and provide name and short description (who has initiated this, how does it work?, where can we find information?)

Example 1

Name of programme

Description

Example 2

Name of programme

Description

Q 3. In those countries that have such a certification of innovation management competences companies need to be encouraged to use them. *Are there any policy programmes aimed at promoting the use of innovation management certificates by companies?* If yes, please give example(s) and provide name and short description

Example 1

Name of programme National Quality Award

Description The aim of the award is to enhance the competitiveness of organisations via promoting management quality. This project is not focused on innovation management, but more widely to the whole management quality of the company. Estonian companies mainly use three types of quality management techniques: ISO, TQM and Sigma 6.

Example 2

Name of programme

Description

Valuation of intangibles (e.g. patents)

Q 4. Do you know of any public-private initiatives supporting the valuation of intangibles, such as IPR, with the purpose of acquiring finances for innovation? Examples could be joint assessment of innovation plans by technologists, financiers and agencies to underpin the request for loans or equity funding.

Example 1

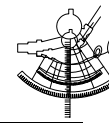
Name of programme R&D Financing Programme - Feasibility Study

Description Enterprise Estonia's feasibility study grant has been designed for the purpose of preparing the development of new products, technologies and services in enterprises. Within the framework of feasibility studies Enterprise Estonia grants funds for compiling business plans and the technological strategies of planned projects for conducting market and patent research, preparing international projects, specifying project plans and other activities relating to preparing projects.

Example 2

Name of programme SPINNO Programme

Description The general objective of the current implementation period of the programme is to enhance the competitiveness of the Estonian enterprise sector through a more



European Trend Chart on Innovation

intensive application of the knowledge available and results obtained from research. The specific objective of the programme is to create a favourable entrepreneurial environment within the research and development institutions (R&D institutions) and applied higher educational establishments of Estonia. It is also proposed to develop the potential for effective co-operation existing between enterprises and the institutions of Higher Education and to increase the benefits from research and development activities. Among other spheres of activities of the programme also the active assessment of the applicant's intellectual property is put through.

Q 5. Please indicate a possible policy maker(s) from your country who is actively involved in policy initiatives promoting the *valuation of intangibles*

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Q 6. Please indicate a possible policy maker(s) from your country who is actively involved in policy initiatives promoting *innovation management techniques and/or certification of innovation management*

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