

## European Trend Chart on Innovation

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### 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:

**Jan-Frens van Giessel**, Technopolis BV, Amsterdam, The Netherlands

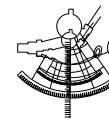
Telephone +31 (0) 20 535 22 44

E-mail [jfvg@technopolis-group.com](mailto:jfvg@technopolis-group.com)

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.

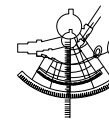
#### **Definition of Innovation Management Techniques and Certification**

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.



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<b>Personal Information</b> Country: Ireland Surname: Wafer Email: brendan.wafer@circa.ie		
<b>Innovation Management Techniques</b>		
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>		
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>		
<b>Type of Innovation Management Technique</b>	<b>Q 1a Creation IMT</b>	<b>Q 1b Use IMT</b>
Knowledge Management Tools	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Market Intelligence Techniques	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cooperative And Networking Tools	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Human Resources Management Techniques	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Interface Management Approaches	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Creativity Development Techniques	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Process Improvement Techniques	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Innovation Project Management Techniques	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Business Creation Tools	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<i>Source: Innovation Management and the Knowledge Driven Economy. January 2004. European Commission, DG Enterprise</i>		
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>Example 1</p> Name of programme    Enterprise Ireland's Innovation Management Initiative. Description            Training for Innovation and R&D Training Programmes (1) Introduction to Innovation and R&D Management. Delivered by: Innovator. (2) i2p (Innovate to Profit) - a programme for achieving international best practice in this area Delivered by: Genesis Strategic Management Consultants (3) BA in Technology Management - A one year Degree programme which is designed for employees. Delivered by: Institute of Technology, Tallaght (4) MSc in Technology Management and research (see the next section). Delivered by: NITM (5) MSc in Technology Management by distance education (see the next section). Delivered by: The Atlantic University Alliance (AUA) (5) Champions of Innovation Programme - A support action for consultants, trainers and industry professionals providing Seminars, Workshops and Regional Networking on innovation and R&D Management tools and techniques. Delivered by: Enterprise Ireland. Ref: <a href="http://www.enterprise-ireland.com/ResearchInnovate/Companies/Innovation_Management.htm">http://www.enterprise-ireland.com/ResearchInnovate/Companies/Innovation_Management.htm</a>		
<p>Example 2</p> Name of programme    Intellectual Propoerty Advice Description            Enterprise Ireland provides Intellectual Property advice on the		



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protection, development and commercialisation of patentable technology. In appropriate cases, it can provide financial assistance to companies with the cost of patenting.

Ei provides advice on:

- The use of intellectual property rights (patents, copyright, designs and trademarks);
- Confidentiality agreements;
- Licensing (negotiations, royalty rates etc.); See also Technology Transfer;
- TechSearch - acquiring technologies external to your company, not readily available from commercial sources;
- Technical development.

Ref: [http://www.enterprise-ireland.com/ResearchInnovate/Companies/Intellectual\\_Property.htm](http://www.enterprise-ireland.com/ResearchInnovate/Companies/Intellectual_Property.htm)

### 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 National Institute of Technology Management (NITM)

Description The National Institute of Technology Management is the flagship organisation for technology management in Ireland. The Institute was established in 1997 with the support of Enterprise Ireland, as part of the Government's initiative to develop innovation and transform Ireland into a Knowledge Based Economy. Its mission is to develop the capability of Irish based companies to manage technology for competitive advantage to the highest international standards. In addition to its research and teaching roles NITM has also an objective to be Ireland's informed voice in Technology Management issues locally and in international fora and debates. Its specific role is to develop the technical entrepreneurs and professional managers of technological innovation who will lead Irish companies to the international forefront. NITM pursues its mission by teaching, research, industry outreach and input to national policy.

The courses and certification provided are: the Masters in Technology Management (2 years) and the Higher Diploma in Technology Management (1 year) - both are provided as part-time courses on University College Dublin's campus. The MSc degree is supported by Enterprise Ireland's Innovation management Initiative.

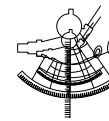
Source: <http://www.ucd.ie/nitm/>

#### Example 2

Name of programme Master in Technology Management - Distance Learning

Description The Atlantic University Alliance (NUI, Galway, University College Cork, and the University of Limerick), provides this Masters Degree in Technology Management. It is designed for managers, R&D personnel and other professionals within SMEs and larger organisations. It is particularly relevant for staff in the area of new product development, technology transfer and R&D processes. This programme is approved by Enterprise Ireland for assistance under the Innovation Management Initiative.

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



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### Example 1

Name of programme Enterprise Ireland's Innovation Management Initiative.

Description This programme, including the certification, is actively promoted by Enterprise Ireland staff on all available occasions - either directly through personal contact with individual firms, through industry exhibitions, workshops and conferences, and via its website.

### 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 General equity funding

Description Evaluation of business plans for seed capital and for venture capital investment

### Example 2

Name of programme Industrial liaison offices in the Third Level sector

Description Evaluation of spin-off companies (often based on IPR) and the sale of licenses from HE research - essential for negotiations with funders/unvestors

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

Name: Michael English

Organisation: Department of Enterprise, Trade and Employment

Position: Head, Intellectual Property Unit

Role/Experience with workshop theme The Intellectual Property Unit is responsible for the development of intellectual property policy, the preparation of legislation and the provision of an intellectual property regime which reflects the international law environment and best practice. The Unit also acts as a liaison section between the Department and the Patents Office on policy and legislative matters.

Telephone: +353 1 631 2121

Email: michael.english@entemp.ie

Postal address: Department of Enterprise, Trade & Employment, 23 Kildare Street, Dublin 2.

Name: Michael Sharp

Organisation: Enterprise Ireland

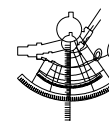
Position: Responsible for EI's intellectual property service

Role/Experience with workshop theme Has to financially and technically evaluate the intellectual property presented to him everyday

Telephone: +353 1 808 2000

Email: michael.sharp@enterprise-ireland.com

Postal address: Enterprise Ireland, Glasnevin, Dublin 9



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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*

Name: Dr Pat Frain

Organisation: University College Dublin

Position: Director - Industrial Liaison

Role/Experience with workshop theme Runs IPR programmes for academics; also involved in IPR valuation for sale of licences.

Telephone: + 353 1 706 1676/1696

Email: pat.frain@ucd.ie

Postal address: University College Dublin, Belfield, Dublin 4, Ireland

Name: Kevin Sherry

Organisation: Enterprise Ireland

Position: Advisor - Investment Capital

Role/Experience with workshop theme Responsible for Ei's investment.

Telephone: +353 1 808 2000

Email: kevin.sherry@enterprise-ireland.com

Postal address: Enterprise Ireland, Glasnevin, Dublin 9