

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:

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

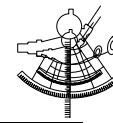
Telephone +31 (0) 20 535 22 44

E-mail 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.

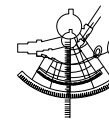
Definition of Innovation Management Techniques and Certification

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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Personal Information Country: UK Surname: MALIK Email: khaleel.malik@manchester.ac.uk		
Innovation Management Techniques		
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>		
Type of Innovation Management Technique	Q 1a Creation IMT	Q 1b Use IMT
Knowledge Management Tools	<input type="checkbox"/>	<input type="checkbox"/>
Market Intelligence Techniques	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cooperative And Networking Tools	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Human Resources Management Techniques	<input type="checkbox"/>	<input type="checkbox"/>
Interface Management Approaches	<input type="checkbox"/>	<input type="checkbox"/>
Creativity Development Techniques	<input checked="" type="checkbox"/>	<input checked="" 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 type="checkbox"/>	<input 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 'Achieving best practice in your business' (UK_49) Description Originally an online-based information service that provided small business with advice on using information and communication technologies to assist performance and competitiveness, which was set up in 2000. Now using case studies, guides and interactive tools "Achieving best practice in your business" looks at how businesses of all sizes have grown and succeeded. Topics covered range from business strategy and HR issues through to technology and marketing. More information available at: http://www.dti.gov.uk/bestpractice/		
<p>Example 2</p> Name of programme 'National Occupational Standards for Management and Leadership' Description Although this is not an example of an explicit programme for 'innovation management techniques', it provides an example of how important it is to enhance general management techniques, which are important building blocks for innovation management techniques. These new standards address a number of functions, such as leading people and innovation, which were previously underrepresented in NOS. The new national occupational standards for management and leadership are the 3rd edition to be produced and are the product of an extensive research project carried out by the Management Standards Centre between 2002 and 2004. The standards are designed to act as a benchmark of best		



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practice.

More information available at: <http://www.management-standards.org/>

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 Queens Award for Enterprise

Description These awards recognise and reward outstanding achievement by UK companies. They are presented in three separate categories: international trade; innovation; and sustainable development. The Prime Minister's Advisory Committee makes the final selection. For the innovation category, businesses may apply under the following criteria:

- Outstanding innovation, sustained over not less than two years.
- Continuous innovation and development, sustained over not less than five years.

Achievements may be assessed for any of the following: the invention, design, production (of goods), performance (of services, including advice), marketing, distribution, and after sale support, (of goods or services).

Further information can be found at: <http://www.queensawards.org.uk/business/business.html>

Example 2

Name of programme BS 5750/ ISO 9000 Quality Certifications

Description The British Standards Institution (BSI) published the first edition of its BS 5750 series of quality assurance standards in 1979. These were intended for general use by any manufacturer. They enabled organizations to become certified; allowing them to display a mark of registration issued by the body that carried out the assessment. British Standards is the National Standards Body of the UK, responsible for facilitating, drafting, publishing and marketing British Standards and other guidelines. Since ISO 9000 pioneered the pursuit of externally-validated standards of excellence, many other initiatives have been introduced, such as Investors in People, the Business Excellence Model and Charter Mark - all of which are process-driven.

Further information at: <http://www.bsi-global.com/News/Information/index.xalter>

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

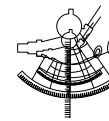
Name of programme We are not aware of any policy programmes in this area

Description

Example 2

Name of programme

Description



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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 Web-based Toolkit (UK_67)

Description The Government recently unveiled a set of model agreements to help business-university collaborative working and speed up negotiations for Intellectual Property (IP). The model agreements are part of a "web-based toolkit". The toolkit will help take the hassle out of negotiating collaborative research agreements. It particularly focuses on financial contribution, the use and exploitation of IP, academic publication and confidentiality. This is toolkit was one of the recommendations that came out of the Lambert Review, commissioned by the Government, to strengthen collaboration between Britain's strong science and business communities. The Patent Office facilitated the Lambert Working Group on IP, which brought together over 40 stakeholders, including businesses both large and small, and universities both old and new.

The Lambert Model Agreements can be found at <http://www.dti.gov.uk/lambertagreements>

Example 2

Name of programme "Creating Value from your Intangibles - A self assessment tool for business" (March 2004)

Description This DTI publication been designed for companies to act as a complementary aid to financial accounting by focussing on the non-financial aspects of a business which influence future cash flows and, ultimately, the value of the business to its shareholders and stakeholders. This self assessment tool concentrates on identification of the competencies and distinctive capabilities necessary for the business to compete in its chosen markets. By comparing perceptions of importance and ability of selected critical success factors, this tool helps businesses to focus their thoughts on what they are trying to achieve and where to focus their investments for future success.

More information available at: http://213.219.8.102/pdfs/dti/innovation/creating_value.pdf

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: Mr. Tony Pedrotti

Organisation: DTI Business Finance and Investment Unit

Position: Director of Business, Finance & Investment Unit

Role/Experience with workshop theme His main role is to head up the Business Finance & Investment Unit which concentrates on seeking to improve flows of finance in support of innovation by promoting a more supportive environment and by inspiring a more ambitious investment culture

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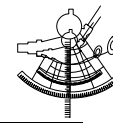
Postal address: DTI, 151 Buckingham Palace Road, London. SW1 9SS.

Name: Mr. Tim Hoad

Organisation: DTI Business Finance and Investment Unit

Position: Senior Industrialist

Role/Experience with workshop theme Provides 'Introduction' to the "Creating Value from your Intangibles" publication mentioned above in Q. 4.



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Postal address: DTI Innovation Group, 151 Buckingham Palace Road, London. SW1 9SS.

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: Mr. Alan Ward

Organisation: Department of Trade and Industry (Innovation Group)

Position: Industrialist

Role/Experience with workshop theme Has experience relating to promotion of innovation management in companies and has been recommended as a suitable person to attend this workshop by the Trendchart UK GSO.

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Email: A.Ward@dti.gsi.gov.uk

Postal address: DTI Innovation Group, 151 Buckingham Palace Road, London. SW1 9SS.

Name:

Organisation:

Position:

Role/Experience with workshop theme

Telephone:

Email:

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