

L'innovation, une question de réseaux

Réalités, questionnement et perspectives du paysage européen

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“L'innovation et le développement de entreprises”

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The EBN network

- The European Network of BI³Cs, incubators, innovation and entrepreneurship & start-up Centres >>> « Innovation-based incubators » >>> Business & Innovation Centres (BICs)
- An organised Network of 200+ Business & Innovation Support Centres covering most regions of EU 27 + and neighbouring as well as partnering countries
- An initiative taken @ 25 years ago by the EC, public authorities, industry leaders, and Universities >>> A pioneer in PPP, a connector between knowledge and business
- A dynamic cluster of clusters with 25.000+ entrepreneurs within the active portfolio >> with *Village Tronic, Paravision, cyberMD, Idratek, Semiotix, Biofly, Altrabio, Skvely, ...inside*
- A community of qualified & committed intermediaries, with NOVACITE (cci lyon) inside !



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EBN : Innovation in action, Incubation in motion, Networking by passion

- Standing alone being not an option, do design a network
- A network: a non-linear process, a fractal subject, with fuzzy logic, playing expert systems, semi-chaotic, with its own open source language, inter-operable and pluggable...
- A true new profession: insert this in academic education
- A strange business object developing a series of functions:
 - collective reputation builder & roadmapping
 - internal quality insurance & external branding
 - total benchmarking & resources centre
 - intra-community networking & thematic groupings
 - idea-lab, toolkit, projects factory
 - hub & spoke connecting platform



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What's the problem with Europe ?

poor growth rates,
lack of Venture Capital,
competitiveness falling behind,
ageing population, cost of wages,
accelerating downsizing and delocalisation,
"single market" rather multiple than unique
no European patent,
outsourcing killing jobs,
public sector looking for improved governance and escaping
from the Lasagna syndrome,
lack of true entrepreneurship,
persistent gaps in innovation,
inadequate and not focussed enough business/R&D&I support,
difficult access to EC-funds,
predominance of R on D, of S on T/E



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not enough collaboration between Large Entreprises and small innovative firms,
not enough market-driven and innovation-centric intermediaries
not enough pragmatic, focussed, open, & simple collaborative platforms
not enough emphasis on services, notably added value services
not good and **focussed enough intermediaries**
need to cut red tape & simplify admin for entrepreneurs
wheel permanently re-invented
fragmentaion of policies and of instruments
temptation for centralisation vs searching better coordination
no real open innovation and collaboration spirit
quality and staticity of diagnostics and of innovation strategies



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Unlocking the innovation & entrepreneurship potential of europeans is the real critical point

- Avoid centralization, encourage localization
- Think small again and again
- Generate constellations of micro-particles
- Promote radical cultural revolution within the research communities
- Give trust to the human factor, all humans (academic or not!)
- Maximize genetic diversity (gazelles and cash cows, but also rabbits, avoid dinosaurs), and mutations
- Simplify grant schemes & professionalize e-gov initiatives
- Create a favourable legislative & fiscal environment
- Invent a simple and clear language and a direct efficient communication style with the civil society
- Avoid to fall into the trap of corporatists requirements
- Don't be afraid with targeted well-governed state interventions



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Innovation Policy *hot topics*

- Regulations & standards
- Convergence & interoperability
- State aids & public procurement
- IPR, patenting, licensing & trademarks
- Lead users & markets
- Clusters, poles, platforms,
- Networks
- University/Industry partnering
- LE/SME partnering
- Open & customer-led innovation
- Innovation in advanced services
- Early-stage finance & business angels
- SMEs and Entrepreneurship
- Gazelles... what else ?



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B2Policies : EC innovation policies essentials

- Lisbon strategy (revisited)
- Growth and jobs
- Economic & social cohesion
- Fragmentation but dissemination and adoption on all agendas
- Main « funded drivers » being FP7, ERDF, Cohesion fund, and CIP(to a lesser extent)
- Interesting programme : Europe-Innova
- NRP, NIS and RIS : members states and regional governments + subsidiarity/additionality
- Sector-specific innovation policies : to be accelerated, as well as relationships with other int'l organizations such as ESA, OECD, CERN, EMBL,...



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EC innovation policies – *new features*

- New FP7 instruments (ETPs/JTIs, ERC)
- New Human Capital investments (EIT & the KICs, mobility, ...)
- New prospective ICT policy vision (new frontier technology)
- New EIB instruments (micro-finance, mezzanine, jeremie, ...)
- New Structural Funds orientation (competitiveness objective), and regional/urban policies leverage & alignment effect
- New Regions of Knowledge + Regions for Economic Changes
- New CIP test-beds (KIS, Lead Markets, ...)
- New SUSDEV initiatives (IEE, ETAP, ...)
- New SME framing initiative : SBA for Europe
- New regulations initiatives (VAT, State Aids, Eur. Cy statute)
- New formal Clusters strategy (nothing new actually!)
- New Networks (EEN), new Networks Networking (EEN/EBN, ...)
- New partnerships outside Europe (India, China, ... Canada !)
- New specific promising areas (Galileo and GMES)



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B2Wisdom + B2Basics

- Innovation through collaboration (*co-development, collaborative/cooperative R&D, joint-venturing, ad-hoc consortium,...*)
- Competitiveness through Community development (*this is about building purpose driven networks*)
- Realism through customer-centric approaches (*the customer is king, what's your USP*)
- Realism through « thinking small & agile »; look at dinosaurs!
- Creating wealth through the stimulation of the offer (*Market-driven PUSH strategy !*)
- *Differentiation on branding, emotional values, and acute sense of advanced services*
- *Breakthrough thanks to creativity at the periphery (on emerging or niches aspects of the business)*
- *Business Model first, then embed technology.*
- *Stimulating the emergence of knowledge-intensive entrepreneurial initiatives*



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B2Values : back to yesterday evening (official opening of the 21st entretiens Jacques Cartier)

- « décloisonnement, ouverture, pluridisciplinarité, multilatéralisme, passion, travail, rigueur, conviction, talents, émotions, dépassement, curiosité, courage, audace, ténacité, solutions, leadership, esprit visionnaire, risque, éducation, engagement social, capacité d'adaptation, éthique, conscience, CSR, substance, recherche, connaissance, durée, mobilité, rapprochement transatlantique, référentiel métier, solidarité, échanges, partage, réseautage»
- Tout est dit ! Peut-être les mots pour le dire, pour communiquer, pour transmettre !



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The technology landscape: B2downstream

*Changing Technology landscape...affected by
disruption, but more by:*

- @ a hunger for applications,*
- @ the emergence of niches,*
- @ an extreme diversity in applications,*
- @ serial "opportunity spotting", fast movers and
integrators of market intelligence*
- @ by customer-lead innovation routes*
- @ by pervasive solutions approaches*
 - >>> output : hard, soft & data downstream
applications for usable products & services*



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« Innovation support agent »: B2delivery

*Delivering innovation requires “**innovation support Agent**”, powered by a dream team, guided by visionaries, endorsed by leading stakeholders, totally credible to the private sector, mandated by the public sector, sustainable and politically independent, making impact on the civil society, stimulating the entrepreneurship culture, **embedding innovation by all means and with all** (from academic sources or not) , serving a multi sectors entrepreneurs communities, open to external partnerships and a connectors of small businesses to the global landscape, acting as an idea-lab and development centre for growing firms, providing knowledge and creativity centres facilities, finally an interactive cross-road for people, projects, know-how, technologies, IP, Investment, researchers and entrepreneurs.*



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Innovation intermediaries should be:

- **incubator** of new business ideas/models
- **creator** of new innovative start-ups
- **generator** of spin-offs
- **developper** of innovative SME projects
- **accelerator** of growth
- **animator** of clusters
- **reality check-pointer**
- **proximity connector** local/global
- **multiplier** of public policies
- **networking hub** to experts, agents, players, investors, intelligence
- **Opportunity spotter**
- **Coaches, mentors, strategic advisors,...**



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Innovation & SME Support is a very serious discipline!

- Serious/relevant **people/team**
- Serious **processes**
- Serious **technologies**
- Serious **commitment**
- Serious **time-frame**
- Serious **input (resources)**
- Serious **output (results)** with focus
- Serious **partnership** outside **core-competences**
- Serious **networks !**
- Serious **impact & performances**
- Serious **levers (political, financial)**
- Serious/relevant **recognition (public sector)**
- Serious **alignment/integration** with **RIS/NIS**



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A multi-multi discipline !

- Multi-skills
- Multi-talents
- Multi-players
- Multi-individuals
- Multi-funders
- Multi-time (across the value chain)
- Multi-criteria (across process and performances indicators- next slides)



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In search of a quality & evaluation culture

- **Indicators** : accountability & traceability
- Macro-, mezzo- & micro-economic indicators
- National, regional and sub-regional levels
- Quantitative and qualitative approaches
- Quality management
- Impact assessment
- Policy-driven scoreboard
- Down-to-earth monitoring
- Benchmarking
- Clever ratios
- Credibility, marketing and market-positioning



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Assess & Measure inputs, outputs, & performances, regularly & with transparency

SECTION 1: MISSION & MANAGEMENT

- Section 1.1: Creation of the BIC
- Section 1.2: Legal Status of the BIC and/or of the Hosting Organization
- Section 1.3: Shareholders and Stakeholders

SECTION 2: ORGANIZATIONAL DEVELOPMENT

- Section 2.1 BIC Strategic Alliances (structural and formal agreements)
- Section 2.2: BIC Human Resources (team)
- Section 2.3 Catchment area
- Section 2.4 EBN Talent Pool

SECTION 3: FINANCIAL ASSESSMENT (INCOME & EXPENDITURE)

- Section 3.1: Income 2004
- Section 3.2: Expenditure 2004 (BIC or BIC cost centre inside hosting organization)
- Section 3.3: Assets / Property

SECTION 4: GENERAL INTEREST BIC MISSIONS

- Section 4.1: Promotion of Innovation / Entrepreneurship
- Section 4.2: Events, Programmes and Activities

SECTION 5: SERVICES TO NEW ENTREPRENEURS

- Section 5.1: Evaluation/Strategic Guidance/Coaching tools & process in 2004
- Section 5.2: Housing
- Section 5.3 : Training Activities

SECTION 6: SERVICES TO EXISTING SMEs

SECTION 7: SIGNPOSTING TO PARTNER ORGANIZATIONS

SECTION 8: QUALITY

- Section 8.1: General indications
- Section 8.2: Transferable best practices

SECTION 9: PERFORMANCE AND EFFICIENCY

- Section 9.1: Enterprise creation
- Section 9.2: Enterprises supported (existing)
- Section 9.3: Breakdown by nature and sector



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B2Humans: In search of *serial networkers* !

- **Learning** : knowledge, know-how, tools
- **Finding Models**: business, role, leadership, admiration
- **Sharing efforts**: work, investment, risk, reward
- **Help taking decisions**: right or wrong
- **Sharing values**: ethics, integrity, reputation
- **BV social-club**: trust, affectivity, emotion, solidarity
- **Exploring the world**: trends, idea & opportunity spotting
- **Teaming-up talents**: teams, core competences, collaborative management, know-who & outsourcing
- **ICT skills**: connecting, pervasive & viral
- **Making Business & money**: of course !



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B2Territories: A couple of places where BICs help Entrepreneurs to innovate & accelerate!

- Serious Gaming at Coventry (entrepreneurial) University
- Birmingham (real SMEs) Photonics Clusters
- Chem2biz basf spin-off incubator in Ludwigshafen
- KIS Biotherapies in Nantes
- Knowledge Dock regeneration in the Docklands
- Creative computer graphics in Darmstadt
- Cleantech platform in Lahti
- Software development centre for start-ups in Cork
- SatNav Galileo applications incubated in Stevenage
- An IT community of 100+ start ups downtown Barcelona
- An integrated TT-Incubation-VC-cluster animation system on micro/nano-electronics at Imec in Leuven
- Creativity and design crash courses in Sunderland
- Mechatronics in Haute-Savoie, Photovoltaics in Savoie, the Novacité & partners dynamics in Lyon, and several fascinating clusters & poles across the Rhone-Alpes region



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B2Projects : Networks' project factory

- Networks are ideal **collaborative platform** for European projects
- European projects = **communities** of BICs, Companies and other players co-developing
- Projects = a networking place with **institutions** (EC, ESA, GSA, ...)
- Projects = a platform where hundreds of clustered innovative small businesses **MEET big players** (Oracle, HP, BT, P&G, NXP, BASF, Dassault Systèmes!)
- Int'l Project management: A living micro-management **school!**



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