

Supporting SMEs at Innovation Strategy And Business Planning

Introduction to
Best Practice Methodologies
Koper, Nov. 15, 2012

Antonio Sfiligoj



2007-2013

cooperazione territoriale europea
programma per la cooperazione
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- Banka Koper d.d.
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- Gorenjska Banka d.d.



**EUROPE
INNOVA**

Innovation Management

IMP³rove

Invitation to IMP³rove for Small and Medium Sized Enterprises

How to improve your Innovation Management Performance

Antonio Sfiligoj – Imp3rove Expert

Agenda

- **IMP³rove – A Europe INNOVA project to enhance Innovation Management performance**
A short overview on scope and objectives
- **The benefit for Small and Medium Sized Enterprises (SMEs):**
Knowing your strengths and weaknesses
- **Access to IMP³rove:**
The portal for Innovation Management

Your challenges:

- **Branding your company as innovation leader to customers**
- **Professionalisation of innovation management**
- **Generation of profitable growth through innovative products, processes, services and business models**
- **Access to strategic partners and VC investors (europe-unlimited)**
- **Improve bank credit rating**

IMP³rove – The Europe-INNOVA project for Innovation Management will support SMEs throughout Europe in enhancing their Innovation Management performance

Based on “House of Innovation”, IMP³rove will help assess your strengths and weaknesses

A.T. Kearney's 'House of Innovation'



Business Impact

- Impact of Innovation Management linked to business success
- Database for comparisons to companies in industry sector and size

Clients with advanced Innovation Management capabilities are able to achieve profitability that is twice as high and grow 5 to 9 percent faster than their less innovative competitors.

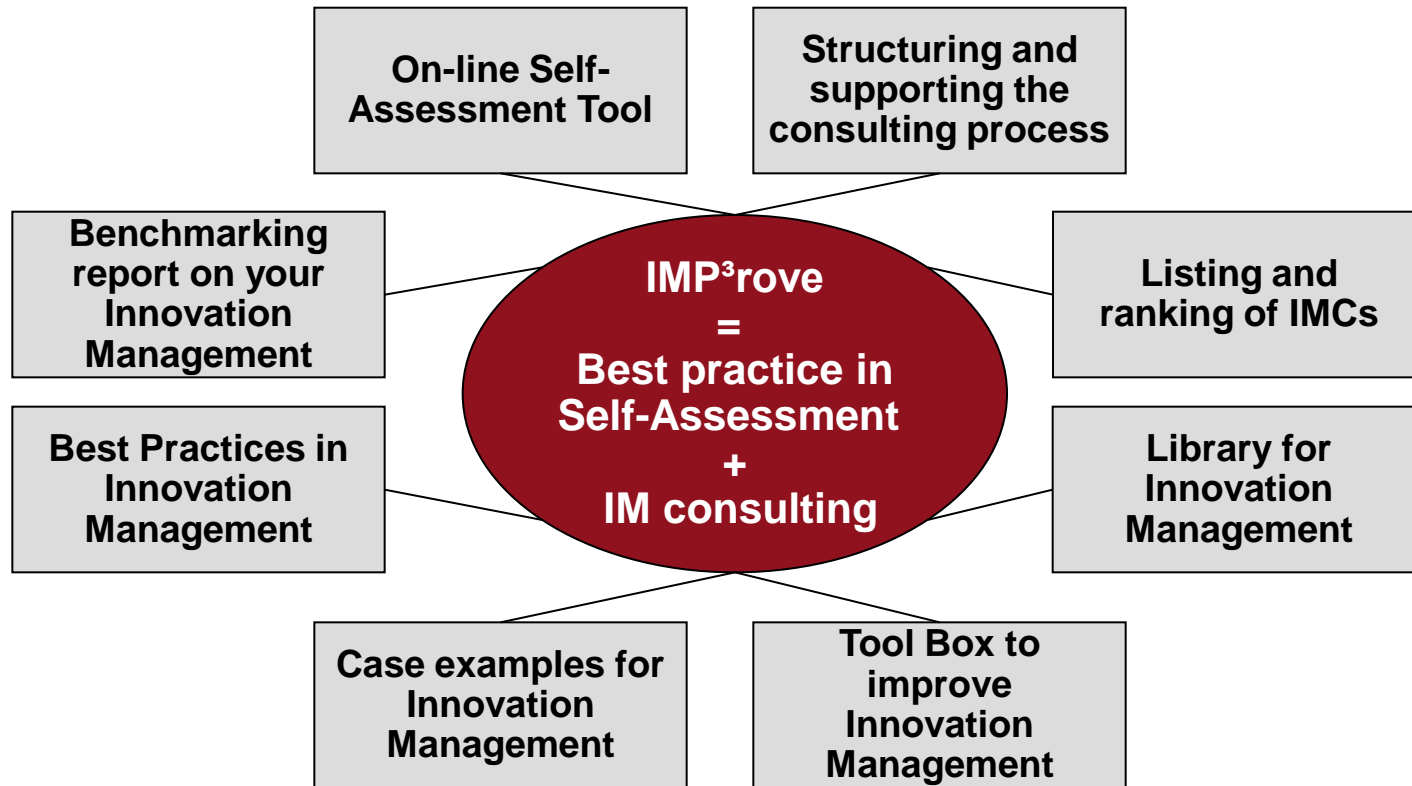
Two issues are of top priority:

- Speed - bringing the right idea successfully to market
- Networking - orchestrating the internal and external capability network towards the best innovation

IMP³rove addresses the major elements of the innovation process:

- Generating better ideas
- Minimizing development time
- Commercializing new products effectively

IMP³rove is the platform for Innovation Management related issues designed for SMEs

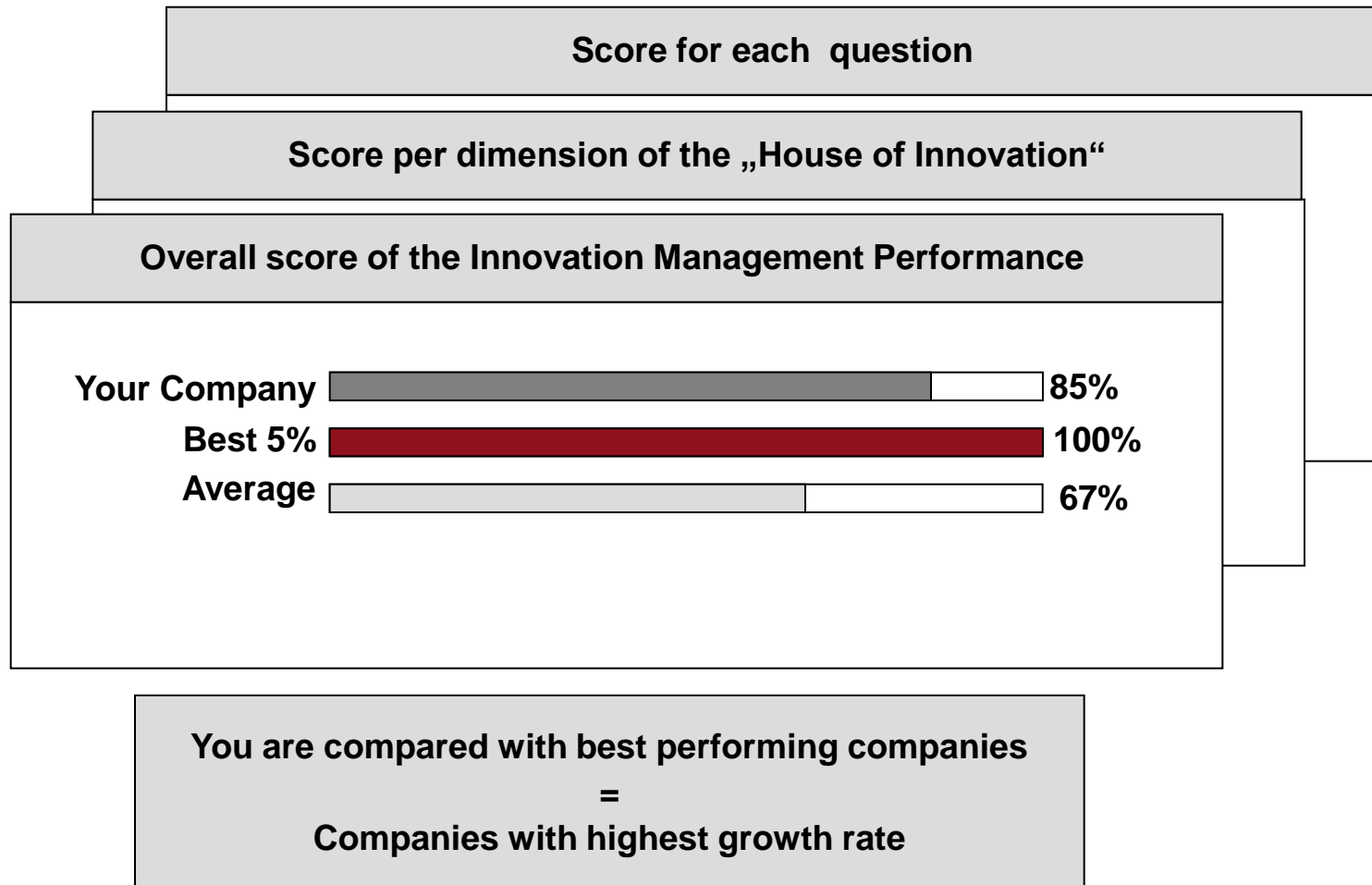


Do you know, how you perform in the following selected criteria of Innovation Management?

A.T. Kearney's Stages of Excellence in Innovation Management

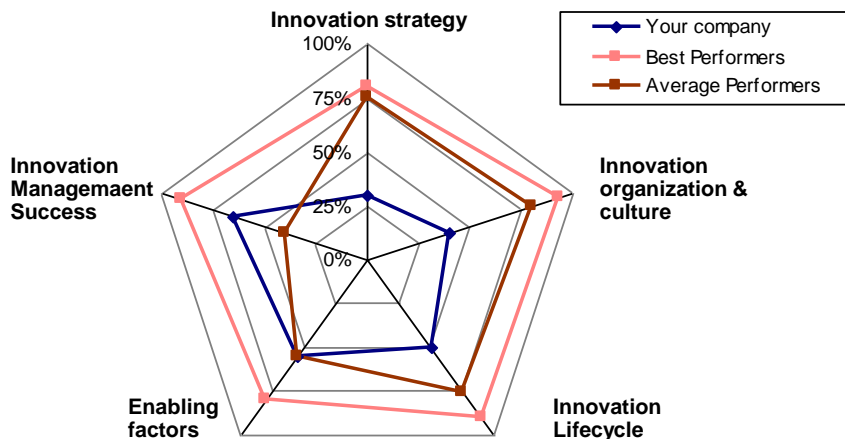
	<i>I Traditional</i>	<i>II Emerging</i>	<i>III Entrepreneurial</i>	<i>IV World Class</i>
Vision / mission / values	Innovation not part of vision/mission statement	Innovation only indirectly part of the vision/mission statement	Vision/mission/values focused on innovation within the enterprise	Vision/mission/values focused on continuous innovation within the extended network
Innovation strategy	Continuous innovation is not part of the corporate strategy	Innovation happens "by accident"	Innovation is considered as major value driver	Innovation is what drives all aspects of the enterprise
Innovation processes	No explicit innovation processes	Fragmented innovation processes	Life cycle management defining processes	Fully integrated innovation processes
Innovation Organization	Separate R&D department	Continuous improvement teams in selected areas	Cross functional innovation teams	Entire organization focusing on innovation
Teams	Functional teams without innovation objectives	Ad hoc project teams	Teams supporting the life cycle management process	Integrated innovation focus in all teams
People	Focused on function	Sharing ideas via employee suggestion scheme for promised incentives	Sharing innovative ideas for personal career development	Driving innovative ideas as integrated part of day-to-day work within entire network
Incentive systems	Innovation not part of incentive system	Individual reward for successful suggestion	Fast track for strong contribution in innovation	Leadership supporting and rewarding organizational innovation
Infrastructure	Supporting the various functions	Supporting exchange of knowledge	Allowing comprehensive knowledge management	Driving highly sophisticated learning in the network

In the benchmarking you will be compared to the best performing companies



The benchmarking report will give you a detailed understanding where your strengths and weaknesses are

Score per dimension



Question per dimension (Example)

Innovation strategy

Is your innovation strategy clearly linked to your business strategy?

Innovation organization & culture

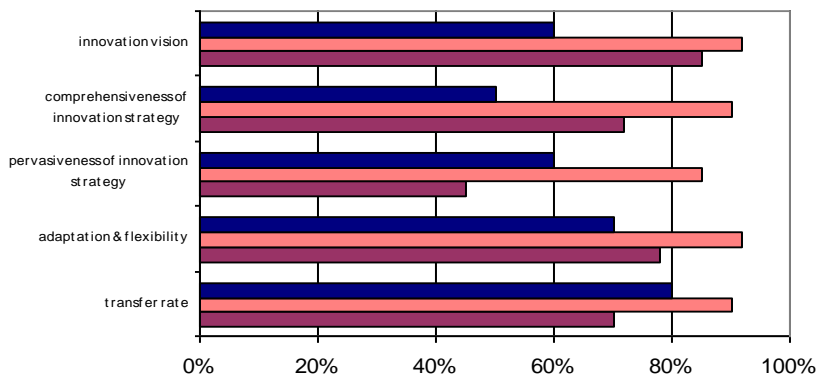
How would rate your company's readiness for innovation?

Innovation lifecycle

What is the average time-to-market for your most important products/services?

Profile of each dimension (Example)

Innovation strategy



Enabling factors

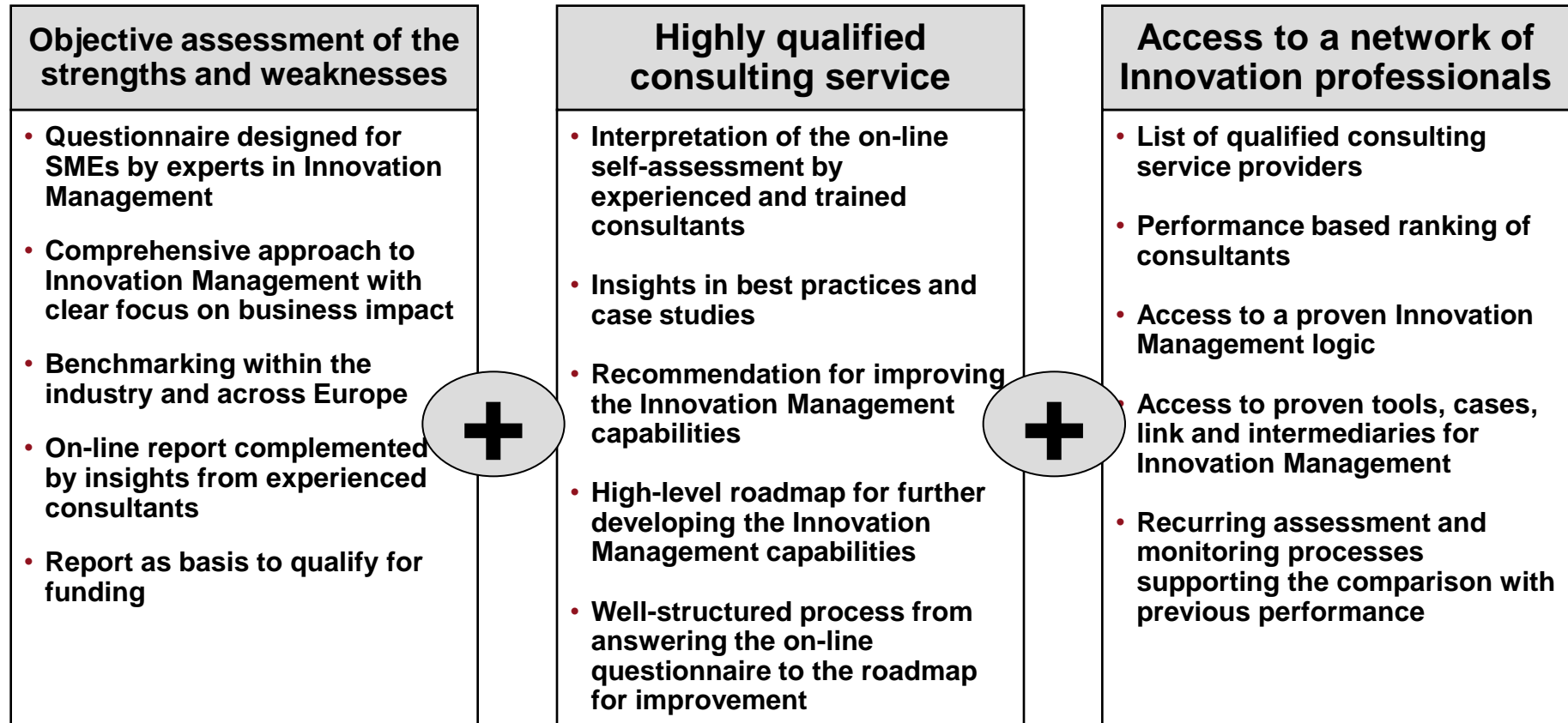
What percentage of your innovation projects have you completed within the defined time, budget and quality?

Innovation Management Success

What is your estimation of profit share from innovation? Please specify with respect to different innovation types.

In summary: SMEs will highly benefit from IMP³rove

Benefits for SMEs



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MONTPELLIER BUSINESS PLAN INTERNATIONAL EDITION

EBN, Brussels



EU bestpractice tool: Montpellier Business Plan



Montpellier Business Plan (MPB), a line of software designed to help entrepreneurs elaborate business plans and financial forecasts.

- **Features include:**
 - ✓ A tried and proven **writing method** to help entrepreneurs elaborate their strategy in an organized manner (exportable in RTF format)
 - ✓ A 5-year **financial forecasting tool** developed in MS Excel

Montpellier Business Plan International Edition

Preface

Customise titles

- Summary
- Introduction
 - 1. Project overview
 - 2. Company overview on mm/dd/yyyy
 - 3. Market overview

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Montpellier Business Plan

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Montpellier Business Plan International Edition

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MONTELLIER BUSINESS PLAN International Edition is a powerful software tool developed specifically for Montpellier BIC's Anglophone clients.

This product is part of the Business Plan software line, which provides a user-friendly environment that helps entrepreneurs elaborate business plans. Montpellier BIC designed Montpellier Business Plan software with innovative startups in mind.

Just like all of our software, **MBP International Edition** is available for **free download**.

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International edition MBP Montpellier business plan

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PERSONNEL 2008
Monthly forecast - year 3

Management & Administration


FTE	Gross monthly salary	Monthly forecast - year 3														
		Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08			
N° employees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross annual salary		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross salaries		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Sales & Marketing

FTE	Gross monthly salary	Monthly forecast - year 3														
		Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08			
N° employees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross annual salary		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross salaries		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

R & D

FTE	Gross monthly salary	Monthly forecast - year 3														
		Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08			
N° employees		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross annual salary		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gross salaries		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

 [Customise titles](#)

- Summary
- Introduction
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- **2. Company overview on mm/dd/yyyy**
- 3. Market overview
- 4. Business strategy and action plans
- 5. Project calendar
- 6. Resources and organization
- 7. Risks and opportunities
- 8. Conclusion
- 9. Financial data
- 10. Appendices



**A guided method for
putting business plans
into words**



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[Summary](#)



[Outline](#)



[Help](#)



[Examples](#)

2.2. Management



Not done

method full text

Objective

Introduce the company creator(s), including key positions and external partnerships.

Potential partners are going to evaluate the following four main parts of your project to create a company:

- the people (the entrepreneur and his/her team)
- the project itself
- the match between people and the project
- the method chosen for transforming the project into a company

Clearly structured leading questions

Questions

The founding team

- Who is the founder of the company?
- Who can the founder rely on for help in preparing the project?
- If there are several founders, which one is considered as "the leader"?
- Give a brief resume for each creator (a mini-resume with 5-10 lines is enough for this section; you will be able to include complete resumes as Appendices)
- How did the team come together? What are some of the strong and weak points?

The "extended" team (enriching the company with new skills)

Arial 10 B / U [List icons] [Color icon] [Image icon]

A text editor to write and format content



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Summary



Outline



Help



Examples

2.B – Financial forecasting tool

The financial method is comprised of a series of steps for filling in forecast tables. This allows people to simulate the company's operating figures over 5 years, with monthly details.

How to fill in this table:
 For every month you should enter total sales by product or type of activity.
 (Feel free to link this table to an intermediate budget that takes into account the number of units sold, number of subscribers, etc.)

SALES
 Monthly forecast over 3 years

	2007	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	
Product 1	-	-	-	-	-	-	-	-	-	-	-	-	
Product 2	-	-	-	-	-	-	-	-	-	-	-	-	
Product 3	-	-	-	-	-	-	-	-	-	-	-	-	
Product 4	-	-	-	-	-	-	-	-	-	-	-	-	
SALES 2007	-	-	-	-	-	-	-	-	-	-	-	-	
		2008	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08
Product 1	-	-	-	-	-	-	-	-	-	-	-	-	
Product 2	-	-	-	-	-	-	-	-	-	-	-	-	
Product 3	-	-	-	-	-	-	-	-	-	-	-	-	
Product 4	-	-	-	-	-	-	-	-	-	-	-	-	
SALES 2008	-	-	-	-	-	-	-	-	-	-	-	-	
		2009	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
Product 1	-	-	-	-	-	-	-	-	-	-	-	-	
Product 2	-	-	-	-	-	-	-	-	-	-	-	-	
Product 3	-	-	-	-	-	-	-	-	-	-	-	-	
Product 4	-	-	-	-	-	-	-	-	-	-	-	-	
SALES 2009	-	-	-	-	-	-	-	-	-	-	-	-	

Retour au guide / Back to guide Ajuster colonnes / Adjust columns

STEP 6 Loans / STEP 7 Income statement / STEP 8 Vat & Working capital / STEP 9 Cash flow / STEP 10 Print / Detailed sales / Detailed variable cos

- Using a guided interface, entrepreneurs can enter forecast values for sales, purchases, personnel, general expenses, investments, loans and more.
- This information is then used to establish important tables, such as the cash flow statement, income statement, and even working capital requirements for young start-ups.

2.D - Sample Business Plan generated by MBP

**With the help of the editor to write
and format the written text**

Table of contents

Part I - Project overview - Executive Summary

Executive Summary
Company information

Part II - BusinessDEV (end-of-year 2000)

1. Background
2. Management
3. Product

Part III - Market overview

1. Market context
 - 1.1 - State-of-the art of current technology
 - 1.2 - Context
2. Demand
 - 2.1 - Potential figures and trends
 - 2.2 - StarLight market segmentation
 - 2.3 - Field results
3. Competition
 - 3.1 - Competitive positioning and market penetration
 - 3.2 - Comparative product analysis
 - 3.3 - Business strategy and resources
4. Growth opportunity / competitive advantages

Part IV - Business strategy and action plans

1. Business model
2. Product strategy
 - 2.1 - Product relevance in market
 - 2.2 - Positioning and pricing
 - 2.3 - R&D program
 - 2.4 - Industrial and intellectual property
3. Production strategy
 - 3.1 - Organization
 - 3.2 - Production budget
4. Sales strategy
 - 4.1 - Sales objectives
 - 4.2 - Market launch plan
 - 4.3 - Sales plan

Part V - Project calendar

Part VI - Resources and organization

1. Human resources
2. Technical resources
3. Legal structure
4. Current backing

Part VII - Risks and opportunities

Part VIII - Medium-term outlook for the company

Part IX - Financial data

We would like to thank the:

European Community for helping us to making available these tools.

Europe Innova / Imp3rove and EBN for their support

And thank you all for listening

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