



SCOTTISH INNOVATIVE ACTIONS PROGRAMME FINAL PROJECT LEARNING REPORT

- The final project learning report should be submitted to SEP Ltd **no later than two months** after the date of completion of the pilot project.
- The information included in this report will be used to assist with evaluating the learning and outputs from the pilot projects supported through the Innovative Actions programme.
- This form is separate to the final grant claim and progress report form, which should be submitted within four months of the completion date of the project.

PROGRAMME	Scottish Innovative Actions Programme 2004-2005
PROJECT TITLE	BMI
PROJECT REFERENCE	
ACTION LINE (Please Highlight)	Action Line 1 – The Scottish Innovation System Action Line 2 – Stimulating SME Demand for Innovation Action Line 3 – Knowledge Access & Knowledge Management Action Line 4 – Innovation Marketing & Product Launch

PROJECT APPLICANT

Project Contact	Ian McCoull
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Address	
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PROJECT DELIVERY & LEARNING

Describe how the pilot project was actually delivered in practice.
<p>The project operated in three phases:</p> <ul style="list-style-type: none"> • Phase 1: <ul style="list-style-type: none"> ○ Initial Review of what are business models ○ Development of questions to help capture a business model ○ Test of question with two companies • Phase 2: <ul style="list-style-type: none"> ○ Develop how we can pictorially capture a business model ○ Develop an approach to innovate in terms of business model ○ Consult with International companies as to their view of the approach ○ Consult with Small Scottish firms as to their view of the approach • Phase 3: <ul style="list-style-type: none"> ○ Developing a work book for the approach ○ Test the approach with small Scottish firms



Describe the top 3 learning points from delivery of the pilot project.

There has been little work carried out on how to systematically innovate in terms of Business Model

Business Model Innovation is applicable across sectors and all sizes of business

It is well received by those that have worked through the process

Describe the most successful aspects of the pilot project and why.

The workshop approach and the pictorial method developed has been the most successful aspect of the project, particularly as it communicates complex interactions within the business simply and quickly.

Describe the least successful aspects of the pilot project and how these aspects would be changed in the future.

The attempt to use the approach to determine sectorial level business models and to use it within cluster/industry policy development did not work, the method is best focused on the individual business

Describe the next stage planned for the delivery and rollout of the pilot project.

Scottish Enterprise intends to carry out more development work and to broaden the engagement with Academia and with different business groups

We have developed a workbook around the technique which we will make available on the web for people to use and develop (open source approach)



INNOVATION POLICY

Describe how the learning from the pilot project will be used to influence future innovation policy in Scotland.

Though this project was exploring a technique, the understanding of the issues particularly around the differing sectoral nature of innovation will be useful in advising future policy development.

INNOVATION PRACTICE

Describe how the learning from the pilot project will be used to influence future innovation practice and delivery in Scotland.

The output of the project is being considered within our future approach on wider innovation.

COMMUNICATION & DISSEMINATION

Describe how the learning from the pilot project will be communicated and disseminated within your own organisation, to other organisations in Scotland and elsewhere in Europe.

There have been a number of dissemination events and workshops both in the UK and in Europe.

Innovating Nation Workshop on Business Model Innovation	April 2007
Brussels dissemination Day workshop on Business Model Innovation	June 2007

PRIVATE SECTOR

Describe how the private sector was engaged during delivery and how they have responded to the new approach or mechanism delivered through the pilot project.

The private sector were involved in a number of ways:

- The pilot companies
- the support and advice from world leading organisations Nokia Philips



OUTPUTS & RESULTS

Describe the main qualitative outputs and results from the pilot project.	
Please complete all the quantitative outputs and results relevant to your project in the list below. Please also add any others that are relevant to your project but not listed.	
OUTPUTS	Total
No. of SMEs assisted by the project.	2
No. of new innovative mechanisms and approaches introduced by the project	1
No. of new links made between SMEs and universities / the research base as a result of the project	1
Other	
RESULTS	
No. of new processes developed	1
No. of new products developed	1
No. of SMEs with active plans ¹ in place to manage and exploit their intellectual assets	
No. of SMEs with active plans in place to develop longer term relationships with universities / the research base	
No. of SMEs with active plans in place to create new markets from their innovation / take their innovation to market	
No. of instances of actual knowledge / technology transfer from universities / research base to SMEs (e.g. spin outs, licence agreements, technical co-operation, etc)	
Other	

¹ Please note that the project applicant will be required to record the number of active plans in place with companies using a method suitable for the project concerned.