



**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	Development of a “Know-how Based Business Intangibles” Capturing and Management tool for SMEs
PROJECT REFERENCE	IA/SIAM2/AL3/006
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	Scottish Intellectual Assets Management Ltd
Organisation Name	Maria Weir
Address	Suite 6/6, Skypark, 8 Elliot Place, Glasgow G3 8EP
Telephone	0141 243 4920
e-mail	maria.weir@ia-centre.org.uk

PROJECT DELIVERY & LEARNING

Describe how the pilot project was actually delivered in practice.



Objectives

The objectives for the project were to:

- Develop a series of web enabled interlinked tools to support SMEs embarking on journeys to more effectively manage and exploit their intellectual assets.
- Field trial the tools with 10 case study companies
- Prepare a detailed final project report detailing lessons learned

A 7-stage process was used to achieve the project objectives.

1. Clarify situational needs and work done to date, in conjunction with IAC.
2. Identify characteristics that differentiate states of readiness for IA action.
3. Develop a simple framework and metaphors to identify companies' current state.
4. Design a conceptual structure of layered tools to assess IA state, highlight risk and opportunity, prioritise IA action, capture IA, and track change.
5. Design detailed web-based tools within the common conceptual framework.
6. Field-test the tools with 10 companies (planned to be already within the IAC network).
7. Measure and evaluate the impact, refine the tools and deliver web-ready.

The stages were iterative, rather than strictly sequential, with feedback loops built in. (see attached final project plan)

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

There are several key lessons arising from this project which may be useful in developing future work by the IAC, particularly with regard to the engagement of companies in discussions and taking action on improving intellectual asset management.

1. Effective engagement with companies on intellectual asset management has to take place in the broader context of organisational development and business objectives.
2. There is no one tool that will help a company to effectively manage its intellectual assets. Effective intellectual asset management is a journey which will take a company in many directions over an extended time period and for which different tools are required. It is unlikely that any company would go through the tools sequentially in one go.
3. SME starting points for IA journeys vary according to their organisational metatype, current IA status and key IA "pull" factors.
4. Successful IA journeys often take the form of a recurring figure-of-8 spiral crossing borders between the four areas noted below:
 - Know Why - the business imperative, clear short term vision, core objectives
 - Know What - tacit vision, business ideas, technology dreams, learning
 - Know Who - who can make it happen, skills, expertise, internal/external
 - Know How - processes (business/technical skills), explicit organisational routines.

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



There are a number of notable successes arising from this project:

- Developing five different but interlinked software tools in a short period of time
- Engaging 10 companies to run field trials. Each field trial took upwards up three hours with one or more managers
- Understanding the best ways of engaging companies in discussions on intellectual asset management
- The companies found the tools easy to use and relevant to their own needs
- Developing awareness and understanding of the importance of effectively managing intellectual assets in all of the field trial companies
- Obtaining a clear commitment to further action on intellectual asset management from most of the field trial companies
- Demonstrating that intellectual asset management is relevant across a wide range of companies in different sectors and of varying sizes
- Providing tools that were seen to be of business benefit to all small companies, regardless of whether they were technology-based.

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

A clear sense of "Know Why" appears to be a pre-requisite of any successful IA journey - possibly one of the reasons that IA management occurs more frequently in larger firms with structured business planning.

It is hard for companies to identify and prioritise actions on their intellectual assets without the context of discussion of business purpose, goals and objectives.

Facilitation of the tools makes them more effective, allows them to be used in a group context and focuses on action planning as an end result. Therefore web alone deployment is not sufficient

Before starting to use the tools it is important to have clarity on why they are being used and which part of the business the focus is on. Different business streams will require to be treated separately.

The original time targets were over-ambitious. Eight of the ten participating companies had not previously been in touch with the Intellectual Assets Centre (as opposed to two in the original plan). This required a lengthier process of direct contact and engagement by the consultants. This delayed the field trials, which were on the critical path and produced knock-on delays in full web-enablement.

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

- To develop a training programme to assist internal facilitators to use the tools more effectively within companies
- To work in conjunction with industry bodies to introduce the tools across SMEs in a particular sector, such as oil & gas, where there are serious skills/knowledge shortages and innovation is key to future success.
- To develop the other tools which cross the quadrants Know Why, Know What, Know Who and Know How to complete the journey set.
- To prepare more detailed longitudinal case studies on a selection of the companies used in the field trials, and help to take them further on their IA journey.
- To present the tools, as appropriate, at conferences to raise awareness of the tools, the IA Centre and the benefits of effectively managing intellectual assets



INNOVATION POLICY

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

In the longer term, it will enhance the availability and quality of IAM tools and services to be targeted at Scottish SMEs, including the provision of appropriate training to potential service suppliers and organisations seeking to undertake IAM activity. _

INNOVATION PRACTICE

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

IAM is a relatively new concept and much of the development effort to date has been undertaken outside of Scotland, focusing on larger corporations. This project sought to improve awareness and uptake of IAM by SMEs, and represents a critical stage in the development of a suite of tools and services that will assist this process. In particular, the project examined current SME practices in detail and identified how best to meet the needs of smaller companies in relation to IAM. The intensive programme of tool development, including IAM strategies, new diagnostics, IA valuation tools, etc. These services and tools will be accessible to Scottish SMEs either directly from SIAM or through the roll out of national products and services by the Enterprise Networks.

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.

The results and outcomes from the project have and will be disseminated widely to a range of target groups, including SMEs, the Enterprise Networks, Higher Education and private sector service providers. This will be achieved through a comprehensive programme of awareness raising events to be held throughout Scotland, including road shows and sector-specific seminars and workshops, the preparation and circulation of an IAM newsletter, providing details of the outcomes on the SIAM website, one-to-one contacts with SMEs, and ongoing networking with Enterprise Networks. SIAM is also actively developing international networks with practitioners throughout the UK, the EU, and beyond and will use these networks to communicate the learning from this project.

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.



OUTPUTS & RESULTS

Describe the main qualitative outputs and results from the pilot project.	
1) Development and implementation of a pilot study of 10 SME businesses from disparate sectors including both service and manufacturing, using a group of tools differentiated by IA Knowledge or functional split or both. 2) The tools have enabled companies who have already undertaken a "high level" IA investigation to drill down and prioritise their know-how / show-how and other areas of knowledge, which will potentially require additional enabling resources 3) The group of tools will enable companies to identify and highlight areas of risk and opportunity founded on basic know-how / show-how intangibles	
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.	10
No. of new innovative mechanisms and approaches introduced by the project	5
No. of new links made between SMEs and universities / the research base as a result of the project	10
Other	
RESULTS	
No. of new processes developed	
No. of new products developed	5
No. of SMEs with active plans ¹ in place to manage and exploit their intellectual assets	10
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	3
No. of instances of actual knowledge / technology transfer from universities / research base to SMEs (e.g. spin outs, licence agreements, technical co-operation, etc)	2
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.