



**TIP** Technologie- und  
InnovationsPartner



TIP-Coaching:  
From projects to strategies

# Innovation-Coaching: From projects to strategies

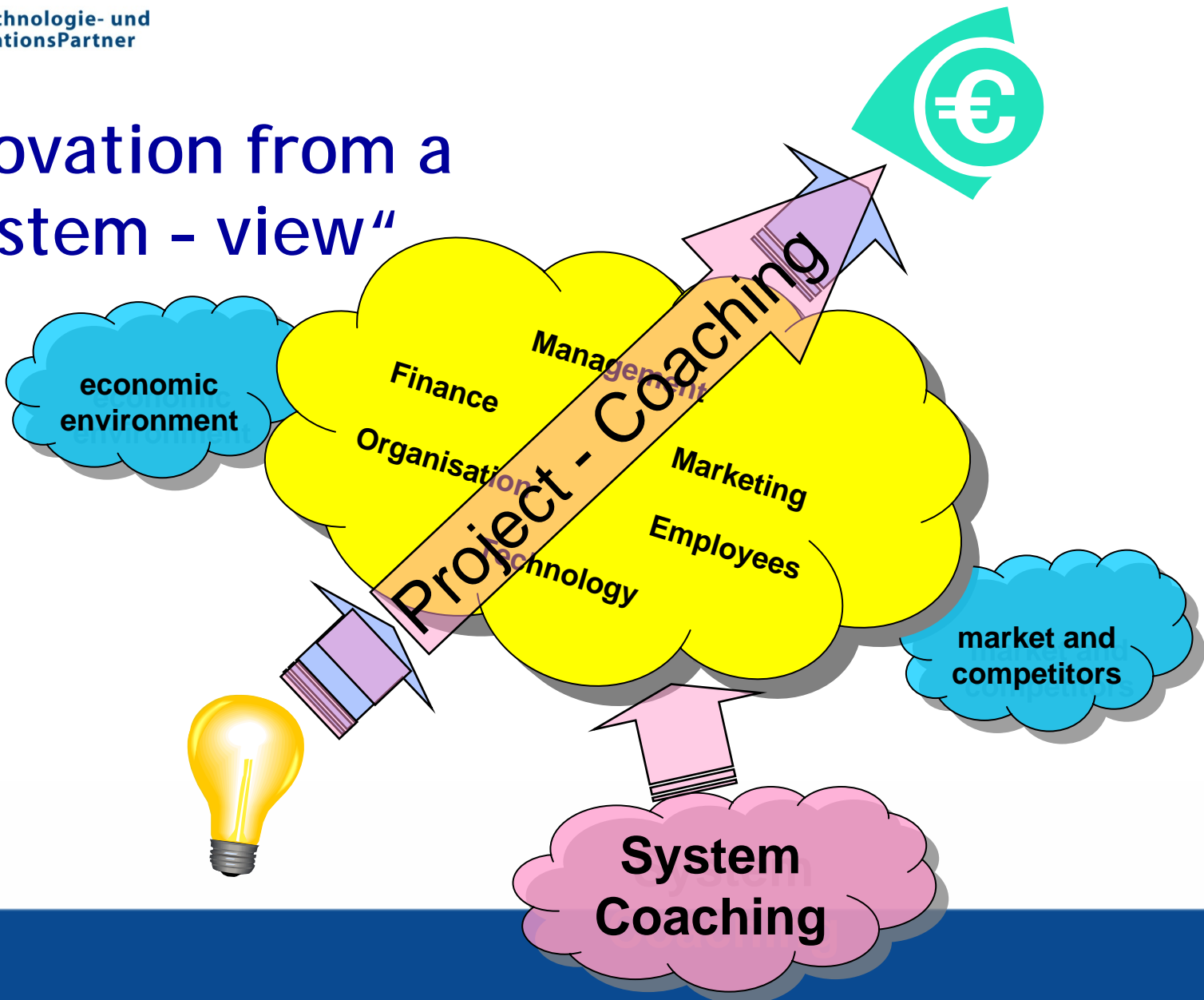
TIP Technologie- und Innovationspartner

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# Innovation from a „System - view“



## To do System-Coaching ...

- ...you need solid skills in project-coaching!
  - otherwise you are not accepted by the customer

## To do solid Project-Coaching ...

- ...you should understand the system!
  - otherwise your help might be misleading
- An efficient and effective Innovation-Service needs time to grow!

# Environment of the TIP

- **TIP - an organisation unit of the Lower Austrian Economic Chamber**
  - WKNÖ -> Department for economic affairs -> Business Services -> TIP
- **financed by the Government of Lower Austria and Economic Chamber**
- **focus of TIP:**
  - broad scope of „innovation“ (all aspects that are necessary to bring an idea successfully to market)
  - services are mainly focused on SMEs (not only „technology leaders“)
  - mix of problem analysis, funded consultancy (by external consultants and technology experts) and direct service
- **Staff and Budget (2008)**
  - 8 “Innovation officers” (4 regional, 4 central) + secretary
  - Budget: app. € 1 Mio. + 0,7 Mio for external consultancy

# before 1980

- Lower Austrian Economic Chamber had experience in funded consulting
  - main topics: finance and organisation
  - selective (punctual) assistance (e.g. analysis of balance-sheet)
- the process:
  - customer applies at WKNÖ
  - topic is defined between WKNÖ<->Customer
  - predefined topics and working time (8 to 40 hrs)
  - WKNÖ selects consultant (pool of consultants; regulated by basic guidelines and fixed rates)
  - report: consultant -> WKNÖ -> Customer; WKNÖ pays funding

Awareness raising and  
creativity tools

# 1980 - 1988 (2 Officers)

- **Innovation-Service**
  - in addition to consulting in the field of finance and organisation
  - first focused on Creativity-Methods and Value-Analysis
- **broader spectrum of subsidised consulting**
  - from idea to market-entrance
  - consulting blocks (different topics) accompany a project
- **activities for motivation and information**
  - Lower Austrian Innovation Award
  - Workshops on Methods, Technologies, ...
- **providing access to national funding**
  - consultig for project-management

# 1988 - 1998 (2 -> 6 Officers)

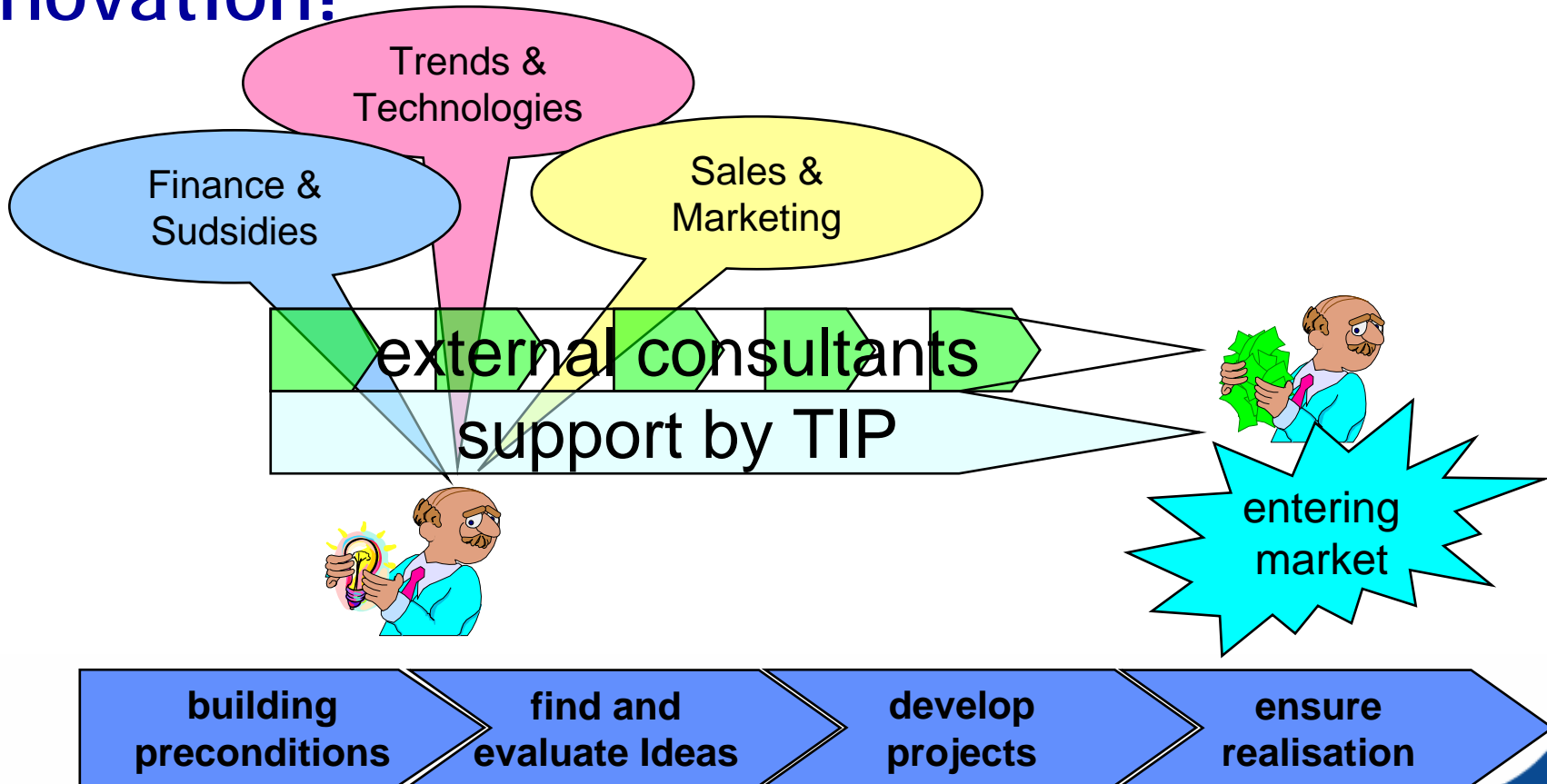
- **regionalisation of Innovation-Service**
  - innovation coaching needs a close relationship to companies
  - Lower-Austria has a lot of rural areas -> 4 local access points
- **„new technologies“ added as topic**
  - more focus on process-innovation (CAD, CAM, CIM, IT, QM, ...)
  - integrating new manufacturing methods (Laser-cutting, ...)
  - service for „technology transfer“ was added
- **first strategic approaches**
  - based on BUNT/MINT-Methodology („consulting-Toolkit“)
  - Business Development using New Technologies;  
Managing the Integration of New Technologies



## 1998 - 2008 (6 -> 9 Officers)

- **additional Information-Services (result of RIS)**
  - research in international databases (patents, science, ...)
  - service for international funding (EU-RTD-Programmes)
  - enforcing „Technology Transfer“ (TechnoScope - Services)
- **enforcing information and customer-relations**
  - workshops, newsletter, ...
- **enforcing attempts to “Innovation-Strategy”**
  - Innovation-Check (Consulting-guideline, self-assessment software)
- **Innovation-Testbed (InnovationsPrüfstand)**
  - self-assessment for Strategy + coarse Project-planning
  - Soft-facts + financial aspects

# TIP: strategic coaching in the field of Innovation!

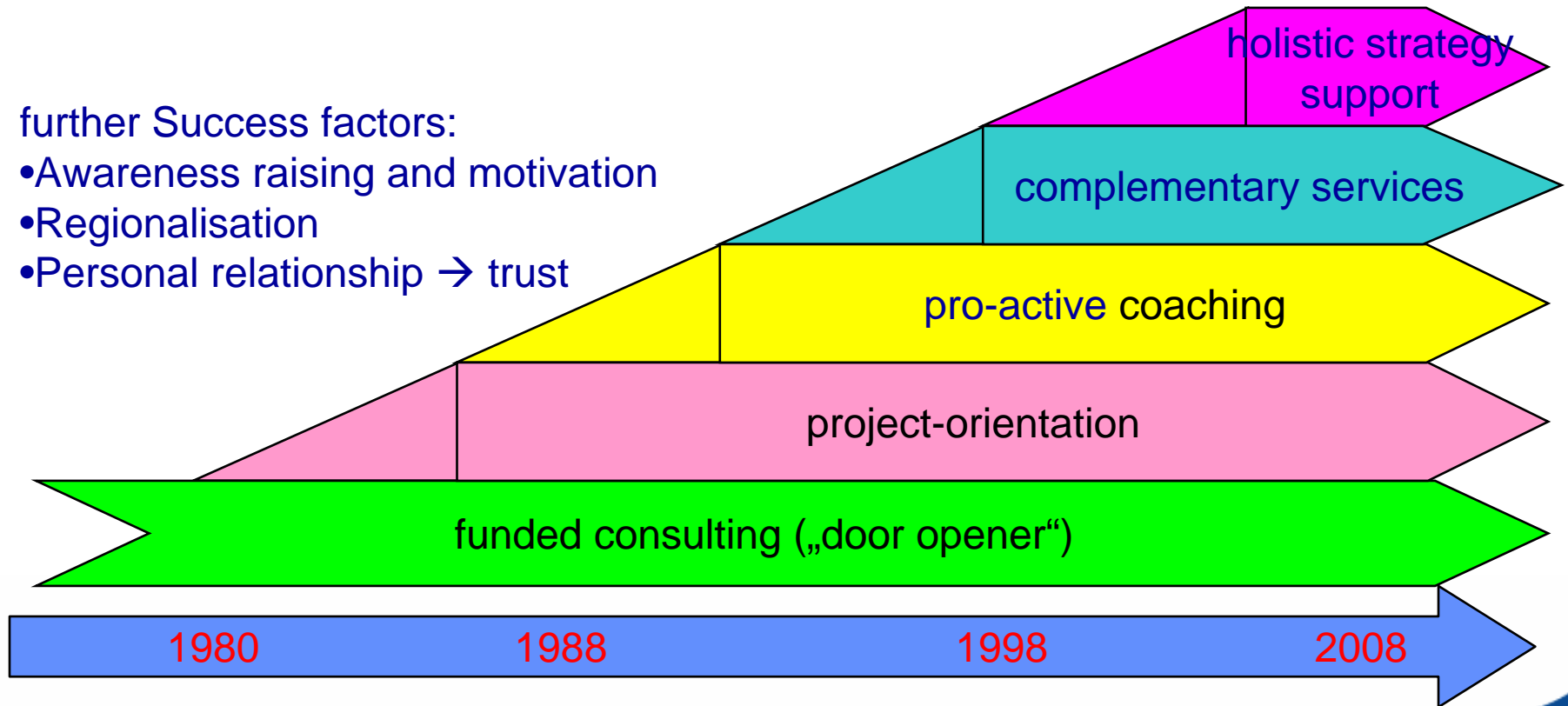


# Success factors of TIP

## Coaching - Lessons learnt

further Success factors:

- Awareness raising and motivation
- Regionalisation
- Personal relationship → trust



# Strategy is the basis for Innovation projects

- What is a „Strategy“?
  - written down according to management literature!
  - many successful companies have an „implicit strategy“
  - implicit -> explicit -> improvement
- Work in Progress: How do we find out, if a company has an implicit strategy?

# Influences on competitive position in conjunction with innovation:

- Technologies
- Market access
- Products



- Question: How strong and whereby is our competition position affected within these three fields?

# What did we do, in order to strengthen our competitive position?

- Technologies
- Market access
- Products



- Question: How intensively and with which measures did we use chances within these fields in the past?

# What will the future bring?

- Technologies
- Market access
- Products



- Question: How high are the challenges of the future and where do we find them?

# Strategy at a glance on one page!

### InnovationsProfil

Unternehmen	
Internet	
Mitarbeiter	
Umsatz	
Exportanteil	
F&E&I-Aufwand	
F&E&I-Personal	
Innovationsmanager	

Pilotversion des TIP-InnovationsProfils (©TIP)  
Anmerkungen und Feedback an tip@wknoe.at übermitteln

Grafik anzeigen
 

Erhebungsdatum	
<b>Maßnahmen für Folgejahr</b>	

**Technologien**

**Wettbewerbsposition**

Herausforderungen

genutzte Chancen

**Marktzugang**

**Wettbewerbsposition**

Herausforderungen

genutzte Chancen

**Produkte**

**Wettbewerbsposition**

Herausforderungen

genutzte Chancen



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