

**LORIS PLUS
COMMENTS AND SUGGESTIONS:**

**THE DEVELOPMENT OF INTERMEDIARY ORGANISATIONS
AND INNOVATIVENESS IN COMPANIES**

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Comments on the analysis and action plan included in the reports of LorisPlus – the starting point

The surveys and analyses made are comprehensive and versatile. Focusing first on the upgrading of traditional industries is a realistic approach. The main issue is now the identification of

- 1) the concrete actions that will be taken next
 - these should not be too many
 - more important is to select some activities that will be carried out very well so that they can function as **regional best practice examples and encourage and motivate people for further efforts**

- 2) the actors who will be involved in each concrete activity
 - the lead partner
 - other public partners
 - companies

Two important focus areas

1) The development of intermediaries and knowledge-intensive business services (KIBS) – bridges between science and practice

- selecting the most important intermediaries (not many) in which the development efforts are made in particular (a science park, a couple of incubators etc.)
- selecting some companies that are willing to participate in pilot projects
- examples of the nature of projects:
 - training big companies in strategy-based innovation management
 - supporting start-ups in incubators
 - facilitating network development between small companies
 - facilitating alliance formation between big companies
 - supporting the development of value chains consisting of big regional companies and regional sub-contractors
 - training different types of consultants (IT consultants, financial, management, marketing and engineering consultants) = facilitating the emergence a KIBS sector in the region

Two important focus areas (cont.)

2) The development of innovation activities in practice

- starting points: a) R&D is one form to create innovations, but not the only one – it is only rarely possible in small companies b) low tech industries are not necessary “low” – their products may of high quality and they may apply high technology in their processes
- the strategy of the company directs its innovation activities important way: a future-oriented strategy stimulates employees’ creativity and channels its into a common direction
- in small companies, which do not have resources for specific R&D departments, an innovative strategy and managerial skills in its implementation are especially important
- technological innovations are important in upgrading the traditional industries, but they are not the only innovations needed; process innovations and service innovations should be highlighted as well