RESTART_4Danube

Boosting cREative induSTries in urbAn Regeneration for a stronger Danube region

Deliverable
DT.3.1.3 Methodology for Readiness Level Tool for creative urban regeneration

Document Control Sheet

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List of Abbrevioation

AF	Application Form
AN	Activity Number
CCI	Cultural and creative industry
EU	European Union
Exploitation of RTD Results	Results of the research and development activity that can be exploited by the SME / Company in order to increase the competitiveness.
HER	Higher Education Readiness
IA	Innovation Audit
IP	Intellectual Property
LAP	Local Action Plan
MRL	Manufacturing Readiness Level
NGO	Non-governmental organization
PA	Partnership Agreement
PP	Project partner
RESTART_4Danube	R4D
R&D	Research and Development
RLA	Readiness level audit
SO	Service Offer
SR	Service Request
BSO	Business Support Organization
TT	Technology Transfer
SME	Small and Medium size Company
WP	Work Package

List of Figures

1. Executive Summary

The aim of Restart4Danube is to provide a new set of tools for creative urban regeneration: service offer (SO), service request (SR), and RL audits of companies, mostly technological, and generally concerning innovation maturity level of the offered products/ services/ technologies. The new tools for readiness level (RL) audit will be used **to perform 60 RL audits of companies, especially SMEs, and HER in the CCI sector**.

60 readiness level audits (RLAs) will be carried out in 10 countries (Germany, Austria, Romania, Croatia, Bulgaria, Ukraine, Slovenia, Hungary, Bosnia-Herzegovina and Moldova).

Target group of the SO, SR and RL tools are companies, especially SME and HER in the CCI sector (including clusters, business and technology incubators and parks, business support institutions or NGOs). Because of the specificities of CCIs covering i.e. design, animation, digital media, performing arts or fashion, software, traditional arts, the tool will be tailored to these non-traditional industrial types of products, services and technologies, products and services, adapted to the target group of artists and creative entrepreneurs, mainly like start-ups or spin-offs, incubated in refurbished former industrial facilities or grouped in cultural and creative quarters/ incubators/ parks.

Knowledge about market requirements is essential for a correct and efficient value proposition for customers whereas knowledge about characteristics of how innovative technologies are developed by providers is essential for the correct understanding of the customer needs.

Existing methodologies for doing innovation audits consider digital technologies as today's best instrument for innovation, but defining a clear innovation strategy is not fully suitable for start-ups and spin-offs, as majority of SMEs acting in CCIs.

So, by doing RL audits the new tool should serve for development of a flexible business model, adapted to an agile way of acting in their niche market.

This Deliverable relates to Activity T.3.1 and will be used to achieve SO2 *"Develop tools and services to support transnational collaboration and strengthen cross-helix cooperation".*

Thanks to the RLAs, 60 companies will get recommendations and targeted action plans to enhance their innovation capacities. Speaking of a package of RLAs, this implies not only running the audits, but also offering information about developing business models and implementing agile techniques (SCRUM, LEAN, KANBAN).

By paving the way to three viable hubs in eco-innovation, Restart_4Danube generates significant changes for all target groups within the quadruple helix throughout the entire region.

This Deliverable D.T3.1.3 aims at:

🞂 Developing a form, a methodology and a tool for "**Readiness Level Audits for creative urban regeneration**" with the aim to present readiness level audits (RLAs), to understand the expertise and experience of the potential partners for business, innovation, knowledge.

🞂 Supporting the entities that work in the field of technology transfer and innovation services to promote innovation capability, to create competitiveness.

🞂 Being a component of the promotion of innovation capability potential of SMEs and R&D entities together with SO and SR, in the field of CCI.

In cultural and creative industries, complementary with SOs and SRs and beside innovative technologies, is recommendable to address digital maturity levels, revealing the specificities of these industries. Not many studies address today these approaches, so the project propose to make connections between the actual TRL, manufacturing readiness level (MRL) with other digital supported developments, putting together a mix of the above mentioned readiness level audit tools.

This document is addressed mainly at the following categories of stakeholders in the CCI field:

🞂 Innovative companies
🞂 R&D Institutes
🞂 Higher education and research
🞂 Companies developing new technologies and services
🞂 Inventors and patent holders with marketable capability
🞂 Innovation consultants, technology brokers
🞂 Entities working in the field of innovation, technology transfer
🞂 Business support organisation
🞂 Policy makers (innovation, technology transfer, regional development, etc.)

A unitary methodology, applicable along the Danube, is a pre-requisite in order to have a common understanding and a common working method.

The consortium will involve companies and SMEs from the CCI sector in the SO, SR and the innovation readiness level audits. Instruments/ methodologies developed during this activity will serve as a basis for a new modern approach, considering the practical evaluation of the degree of maturity associated with the value of the transactions developed during offer – request market match with CCI associated products/ services. In addition, they will be the beneficiary of the training sessions like public authorities and BSOs. Thanks for the tools, audits and trainings, they will enhance their innovation capacity.

It will be possible to use the SO, SR tool as well as the readiness level audit in other countries as well. Following the model of Enterprise Europe Network and Danube Transfer Centres, it is recommendable/ desirable to extend the application of instrument/ methodology for SO, SR, RL services also in other countries from Danube region, and, if possible, to other European regions. The tendency should be to complement – after a period of pilot implementation – the existing market instrument, with new methodologies oriented to actual tendency of digitalization, as an increasing quotient of the actual innovation processes.

Through this document we create a methodology and a tool that will support the entities that work in the field of technology transfer and innovation from CCIs to analyse the company's capacity to be innovative, to create competitiveness.

The Readiness Level Audit tool developed will be available online for all the users interested, in the conditions described above, which makes them accessible beyond the members of the consortium and their home regions and countries. The Readiness Level Audit tool developed is readily transferable to the organisations from all the countries involved in the project that are active in the domain of CCIs. This is due to the fact that they will be conceived starting from the real needs of these organisations and in line with European level guidelines and international best practices and come to fill a know-how niche that is under populated at the moment.

The **Restart_4Danube partners will generate 60 RLS in 10 countries from Danube**:

Crt No	Partner	Country	No of SO	Deadline
1.	IPA Craiova	Romania	5	
2.	UPB	Romania	5	
3.	CUAS	Austria	5	
4.	CCE	Croatia	5	
5.	CCI – Vratsa	Bulgaria	5	
6.	NOVUM	Ukraine	5	April 31, 2022
7.	SASS	Slovenia	5	
8.	UM	Slovenia	5	
9.	PBN	Hungary	5	
10.	NERDA	Bosnia and Herzegovina	5	
11.	SEZ	Germany	5	
12.	ODIMM&IACH	Moldova	5	
	Total		**60**	

All the steps are detailed in this document. At same time the document presents the form to be filled in that includes:
- Readiness Level Audit Questionnaire.
- Readiness Level Audit (RLA) tool and the address to find it.
- Work to be done. Company visit and RLA.
- Benefits of the company's visit and RLA.
- Conclusions and Recommendations
- Bibliography

2. Introduction

Innovation means creativity and added value recognised by the market. The first step in creating a sustainable commercialization of research results, Technological Transfer – TT mechanism, on the one hand is to define the "technology" which will be transferred and on the other hand to define the context in which the TT mechanism work, the ecosystem.

Technology transfer (TT) refers to the process of conveying results stemming from scientific and technological research to the market place and to wider society, along with associated skills and procedures, and is as such an intrinsic part of the technological innovation process.

Technology transfer is a complex process that involves many non-scientific and non-technological factors, and many different stakeholders. Good or high-quality research results are not enough for successful technology transfer; general awareness and willingness both at the level of organisations and individuals, as well as skills and capacity related to specific aspects, such as access to risk finance and intellectual property (IP) management, are also necessary components.

The Readiness Level Audit is a component of the analysis of innovation capability potential of SMEs and R&D Institutions etc. together with SO – Service Offer, SR – Service Request.

The Readiness Level Audit tool developed in the project aims at identifying the innovation capacity of companies involved in the CCI field.

The RLA are an in-depth analysis of different aspects of an organisation's current innovation capabilities, procedures and processes, determining **strengths and weaknesses.**

The results of the audits will highlight barriers to innovation, as well as identify improvements or new methods to maximise innovation capabilities.

To realise the audit of the organization, it is necessary that the consultant involved in carrying out the process has access to information about the organization's resources, strategy formulation and implementation:

Resources

1. Equipment and labs: the physical resources available to perform each of the phases of innovation.

2. Personnel: access to sufficient personnel with adequate knowledge and experience to perform the necessary tasks.

3. Access to information: capability to find needed information.

Strategy Formulation

4. Internal strengths: capability to formulate our own technology strategy based on the knowledge and experience of our own team members. This is a measure of the Organization's intellectual capital.

5. Awareness of events and trainings: access to external information that might have implications to the formulation of organization technology strategy.

6. Recognize importance: capability to recognize the impact external information should have to our technology strategy, assuming awareness and access to that information.

Implementation

7. Organization: is the organizational structure set up to help or hinder the performance of the tasks in each phase? Organizational structures facilitate the interactions that control communications, decision making, and goal setting within an organization.

8. Culture: culture is the set of predominant attitudes within an organization that has a strong influence on behaviour and performance of the members. Are the attitudes and behavioural traditions of the team well suited to each phase of innovation?

9. Communication: are the formal and informal communication methods adequate to share important information in a timely manner?

The Tool for Readiness Level Audit requires several steps as follows:

A) Completing the Questionnaire and Notes for the 5 steps provided:

1.   **Innovation Organisation and Culture**. It provides a direct link with the organisation's corporate strategy and it provides a framework and guidance within which to direct the organisation's innovation efforts.

2.   **Innovation Capability and Strategy or Idea Generation**. Ideas are the priorities of any organisation's innovation effort. It is critical that there are capabilities, strategies, procedures and methods in place to capture ideas from a diverse range of sources.

3.   **Innovation processes or Selection**. Whilst idea generation is critical, knowing which projects to pursue can make or break the innovation effort. Resources spent on the wrong projects divert necessary funds and time from those which might prove successful.

4.   **Contribution to urban re-generation and local embeddedness**. By definition, innovation includes the successful, commercial exploitation of the idea. As such, making it happen defines the culmination of the whole innovation process. Mobilizing citizens and activating local resources are all essential ingredients for urban regeneration practices. Community initiatives play an important role in both social and urban transformation, especially when promoting social effect of examples of good practice. In addition, organisation need framework conditions with support from local, regional or urban authorities. What do the organisations need, to be successful and which strategical aspects are supportive? Then, organisation might be more involved in the urban regeneration and urban development, to aim a win-win-situation for both – organisation and the city.

5.   **Marketing Innovation and support or Organisation**. Successful innovation requires the whole organisation to have an innovative ethos. This includes the need to have appropriate marketing and HR practices, an appropriate corporate structure, real and demonstrable top management support, and a culture built around innovation.

a)   *Completing the Summary of scores by questions table (average/ question)*
b)   *Make statistics on the Summary of scores by categories.*
c)   *Making and presenting the "spider" diagram.*

B)   Report. Based on the Notes from each of the five steps (1-5), an "***Innovation analysis-Notes***" is made as conclusion about the company's innovation capacity and recommendations for increasing the innovation capacity, increasing the company's competitiveness in the CCIs field. The Readiness Level Audit can build on individuals' creativity to be innovative. It can identify and control the barriers that stifle creativity and innovation; it fosters innovation in the organisation's culture; it can align the organisation in common purpose and action.

3. The Form for Readiness Level Audit

The tool for Readiness Level Audit was created.

The user interface section is at: http://ipacv.ro/restart-4danube/

The Restart_4Danube partners will generate 60 RLS in 10 countries from Danube Region.

You must enter the **email and password**.
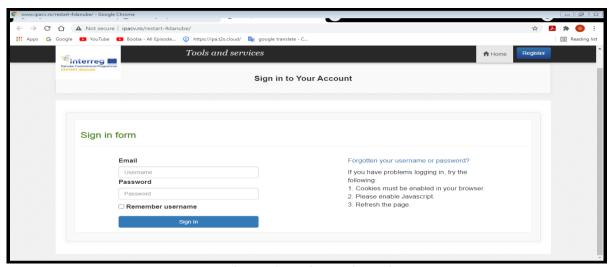

Figure 1. Entity registration

After all the fields are completed, click on the **Sign in** button at the end of the form.

If all the fields are properly filled in, then a new screen will be displayed.

Figure 2. General information's

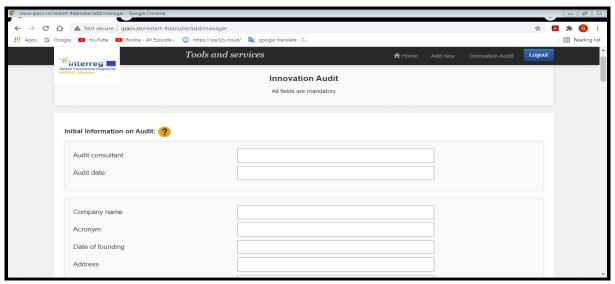To add a new record, click on the **Add new** button in the main menu.

Figure 3. Initial Information's on Audit

The next step will be to complete each section of the questionnaire, respectively:

- *Innovation Organisation and Culture*
- *Innovation Capability and Strategy*
- *Innovation processes*
- *Contribution to urban re-generation and local embeddedness*
- *Marketing Innovation and support.*

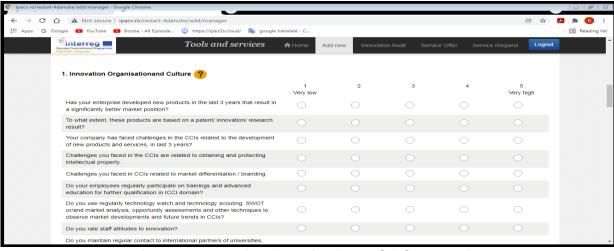Example: Innovation Organisation and Culture section (figure 4).

Figure 4. Innovation Organisation and Culture section

Fill in the fields and press the **Finish** button.

To view the records already entered, access the **Readiness Level Audit**button**.**
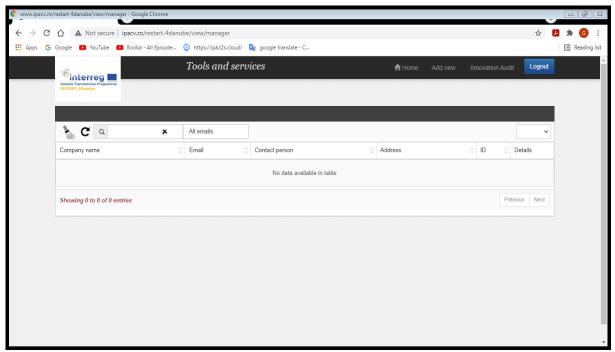

Figure 5. Content of the Readiness Level Auditsections

The guidelines aim to help write better IAs (Innovation Audit). They are not strictly mandatory: each IA should be, unique, and it may sometimes be sensible to ignore parts of the Guidelines. Effectively, you will enter the link where the tools are found and complete them according to the methodology presented.

You must enter Username (**your_email**) and password (**your_password**).

After all the fields are completed, click on the **Sign in** button at the end of the form.

If all the fields are properly filled in, then a new screen will be displayed.

Choose a menu option located at the top of the screen.

Click the **View/ Edit** button corresponding to each record to view all available information.

In order to download the PDF version of the audit, you must follow the steps below:

1. **Click the Export PDF button**

If the Export PDF button is pressed and the following message is displayed, it means that the data has already been saved and there are no changes to the previous version. You can go to the next step.

2. Refresh the page and if the file is generated on the server, a **Download** button will appear.

3. Click the **Download** button to download the document to your local computer.

To be able to put them in the report, you must right-click on the graph and choose **Save Images As.**
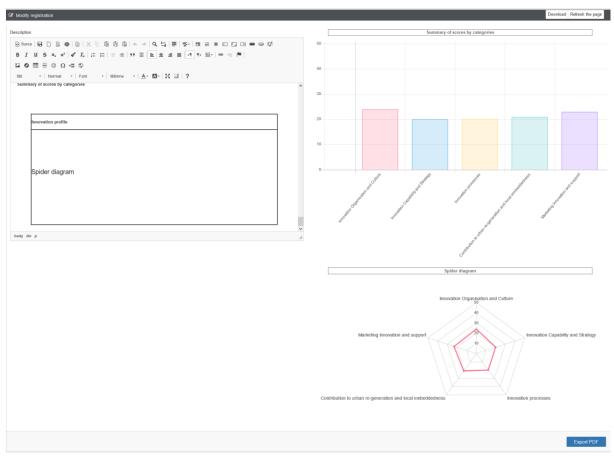

Figure 6. Download the document

4. Tool and services – Readiness Level Audit
4.1. The Form for Readiness Level Audit

Initial Information on RLA

Audit consultant		Audit date	

Company name		Date of founding	
Acronym		Manager	
Address		Type of organisation	
Tel/Fax		Size of organisation	
Email		CCI	
Website		Main products (on CCIs)	
Contact person		Core competencies (on CCIs)	

Notes:

1	**Innovation Organisation and Culture**					
1.1	Has your company developed new products in the last 3 years that result in a significantly better market position?	1 Very low	2	3	4	5 Very high
1.2	To what extent, these products are based on a patent/ innovation/ research result?	1	2	3	4	5
1.3	Your company has faced challenges in the CCIs related to the development of new products and services, in last 3 years?	1	2	3	4	5
1.4	Challenges you faced in the CCIs are related to obtaining and protecting intellectual property.	1	2	3	4	5
1.5	Challenges you faced in CCIs related to market differentiation / branding.	1	2	3	4	5
1.6	Do your employees regularly participate on trainings and advanced education for further qualification in CCI domain?	1	2	3	4	5
1.7	Do you use regularly technology watch and technology scouting, SWOT or/and market analysis, opportunity assessments and other techniques to observe market developments and future trends in CCIs?	1	2	3	4	5

1.8	Do you rate staff attitudes to innovation?	1	2	3	4	5
1.9	Do you maintain regular contact to international partners of universities, other companies, consulting agencies etc. in the CCI sector (namely: scientific conferences/ workshops, publications, databases, customers, trade fairs/exhibitions, consulting agencies, round tables, company missions, brokerage events/ etc.)?	1	2	3	4	5
1.10	Your experts and/or your management team speak main foreign languages fluently enough to do business effectively (English; German; French; Italian: Spanish; Others).	1	2	3	4	5

Notes:

2	**Innovation Capability and Strategy**					
2.1	Does your operational business have Innovation Strategy developed?	1 NO	/	/	/	5 YES
2.1a	IF NO, you do not ask this question and mark the value at 1: Your operational business on CCIs follows or takes your innovation strategy in consideration.	1 Very low	2	3	4	5 Very high
2.2	Your organisation is using a systematic method to source and invent continuously new technologies for future needs?	1	2	3	4	5
2.3	Do you exploit sustainability as a driver for innovation in your work?	1	2	3	4	5
2.4	How many technologies/ know-how, developed by you, was transferred abroad?	1	2	3	4	5
2.5	In your company, projects are defined and project objectives & problems addressed efficiently?	1	2	3	4	5
2.6	In your company, you are familiar with ways to secure innovation project financing through specific funding and cooperation (project applications, collaborative research projects, international project management etc.) on CCIs?	1	2	3	4	5
2.7	Is your organisation strategically managing your innovation activities?	1 NO	/	/	/	5 YES
2.8	How would managing innovation impact your future business success	1	2	3	4	5
2.9	Innovations in your company are protected?	1	2	3	4	5
2.10	To what extent, do you have special staff for IP protection for your company and/or consulting for clients?	1	2	3	4	5

Notes:

3	**Innovation processes**					
3.1	Have you identified the potential sources for innovation related to CCIs, in your company (either internal or external to the company?)	1 Very low	2	3	4	5 Very high
3.2	Do you know and apply the 9 steps for product development, stipulated in TRL-Technology Readiness Levels *? *TRL - https://en.wikipedia.org/wiki/Technology_readiness_level	1	2	3	4	5
3.3	To what extent, the length of time (in months) for your most profitable product/service groups from the beginning of the development (project authorization) until you take (or envisage that you will take) your product/service off the market is long?	1	2	3	4	5
3.4	The "Average time-to-market" necessary for your most profitable product/ service groups are long or normal in CCIs in Europe?	1	2	3	4	5
3.5	On average, how much time did it take for your most profitable product/ service groups from project authorization to reach the breakeven point.	1 Very little	2	3	4	5 A lot
3.6	How long does it take to recover the costs made with the innovation of a product?	1	2	3	4	5
3.7	To what extent, have you identified the potential sources for financing your innovative ideas? Please mention them in the Notes below.	1	2	3	4	5
3.8	To what extent, is the company currently, or has it been previously involved in (trans-national) innovation projects?	1	2	3	4	5
3.9	Do you exploit the results of development or innovative projects and is this bringing the expected return on investment?	1	2	3	4	5
3.10	What is level of resource consumption of innovation processes/ projects compared to your day-to-day operations?	1	2	3	4	5

Notes:

4	**Contribution to urban re-generation and local embeddedness**					
4.1	To what extent do you exibit your work on public places (eg. Exhibitions, public shows, ets.)	1 Very low	2	3	4	5 Very high
4.2	Does the city/town you are working in, has the target priented Urban regeneration strategy, you are aware of?	1	2	3	4	5
4.2a	How target-oriented is the strategy?	1	2	3	4	5
4.3	How invovled are you in the urban regeneration and urban development strategies?	1	2	3	4	5
4.4	Do you feel supported by the city/town?	1	2	3	4	5
4.4a	How strong is the collaboration of your organisation and the city/town?	1	2	3	4	5
4.5	Do you feel part of the community in your city/town?	1	2	3	4	5
4.6	Do you cooperate with local people or you prefer cooperating with people from places outside your local environmnent?	1	2	3	4	5
4.7	How strongly, do you cooperate with local organisations (or associations, local municipalities)	1	2	3	4	5
4.8	Are you a member of a local community network or simmilar organisations.	1	2	3	4	5
4.9	Are you getting invited by public authorities to suggest the actions for urban strategies?	1	2	3	4	5
4.10	Are you being invited to contribute on local events organised by local or regional authorities?	1	2	3	4	5

Notes:

Additionally, ask the following control questions:

1. Please assess on a scale from 1-5 (1 being very low and 5 being very high): To what extent do you operate on local/regional level? _____
2. Please assess on a scale from 1-5 (1 being very low and 5 being very high): To what extent do you operate on international level? _____

5	**Marketing Innovation and support**					
5.1	To what extent, do you have a strategy to address specific market niches/ customer target groups on CCIs?	1 Very low	2	3	4	5 Very high
5.2	To what extent, do you have a formal system for generating and assessing ideas on CCIs?	1	2	3	4	5
5.3	If yes, how many ideas per year are related to radical new products, processes, services, organisational or	1	2	3	4	5

	business models (radical ideas) and how many are related to improvements (incremental ideas)?					
5.4	How many ideas are reviewed, selected and taken further into development?	1	2	3	4	5
5.5	To what extent, do you have defined innovation-specific process indicators to measure your innovation activities?	1	2	3	4	5
5.6	Have you benefited from external support in deploying innovation on CCI, in your company?	1	2	3	4	5
5.7	To what extent, do you employ software packages and other tools (e.g. TRIZ, Zapier) and instruments for supporting and automating the innovation process?	1	2	3	4	5
5.8	What percentage of innovative projects has benefited from documented and shared lessons learnt (best practices, lessons learnt - documented and shared) in project management in the last 3 years?	1	2	3	4	5
5.9	Do you have a strategy to access new/external/foreign markets on CCIs?	1	2	3	4	5
5.10	Do you consider participation in European networks / collaborations/ initiatives important for you?	1	2	3	4	5

Notes:

Summary of scores by questions (average/question):

	Innovation topics				
	1. Culture	2. Capability	3. Processes	4. Local embeddedness	5. Marketing & Support
Question 1					
Question 2					
Question 3					
Question 4					
Question 5					
Question 6					
Question 7					
Question 8					
Question 9					
Question 10					
Total score					

Ex.

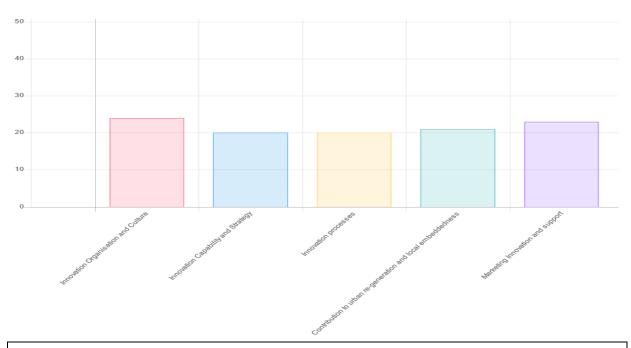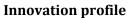|	Innovation topics				
	1. Innovation Organisation and Culture	2. Innovation Capability and Strategy	3.Innovation processes	4.Local embeddedness	5.Marketing Innovation and support
Question 1	1	3	2	2	2
Question 2	1	2	2	1	2
Question 3	2	3	1	1	2
Question 4	1	1	1	1	2
Question 5	1	4	1	3	1
Question 6	4	3	3	1	1
Question 7	5	5	1	4	1
Question 8	4	3	1	4	1
Question 9	1	1	1	1	1
Question 10	4	1	1	3	3
Total score	24	26	14	21	16

Summary of scores by categories:

Ex:

Innovation profile

Example:
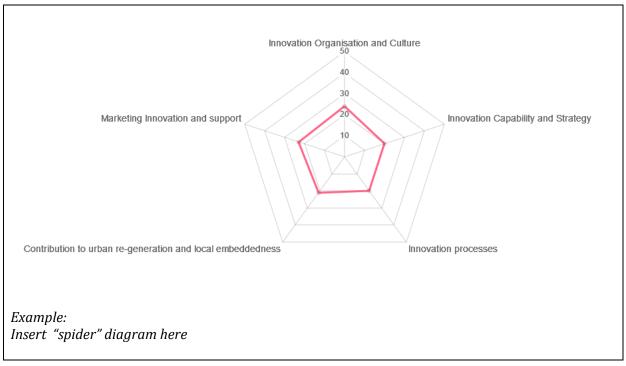*Insert "spider" diagram here*

Innovation analysis- Notes (from Audit consultant):

4.2. Questionnaire's content

The analyses are conducted around a questionnaire where questions are grouped into five main pillars, as follows:

➕ **Innovation Organisation and Culture** – addresses the soft skills and the formal and informal "modus operandi" of the organisation with respect to innovation; Innovation Organisation and Culture, covers the gearing of organisation and innovation networks towards innovation management, and the embedding of innovation management in the company's culture.

➕ **Innovation Capability and Strategy** – investigates mechanisms and approaches to transform working methods to workable activities and outcomes; the Innovation Strategy gives your company direction and focuses all innovation management activities for maximum impact e.g. ensuring that the most promising innovation projects are pursued.

➕ **Innovation Processes** – discusses the internal structural and operational elements that can be used to deliver the results expected by the market; Innovation Life Cycle Processes, cover the integration and management of innovation lifecycle processes including idea management, product/service and process development, launch, continuous improvement and the discontinuation of e.g. your products and services.

Local embeddedness – evaluates the contribution of the CCIs to local/regional life in terms of contribution to effectively of local/regional Urban re-generation strategies. Also, it evaluates the level of embeddedness in creation of the Urban re-generation policies.

Marketing Innovation and Support– addresses the necessary strategies to open up the channels needed to bring the products on the relevant markets; Enabling Factors, involve a variety of factors such as IT, project management, intellectual property rights or human resource management that can be leveraged for increasing the business impact of innovation management. Innovation Support – is focused upon backing external entities and knowledge. Innovation Results deal with the output of innovation management activities and the impact on indicators of business success, e.g. income from sales and operational profit.

How to respond to questions:

The potential innovating companies, through respondents, are asked to evaluate their own level of innovation measures, actions, initiatives and strategies on a scale from 1 to 5 (**where: 1 – very low, 2 – low, 3 – moderate, 4 – high and 5 – very high**).

For Q 1.8. - Ways to evaluate staff attitude towards innovation:

The three components conceptualization of organisational commitment is as follows:

Affective commitment refers to the sense of affection and feelings of attachment to the organisation and has been associated with work experiences, individual traits and organisational structures.

Continuance commitment refers to consciousness of the costs related to parting with the organisation or job. Employees with elevated level of continuance commitment stay with the organisation as they are aware of the need, risks, sacrifices, and low options associated with leaving.

Normative commitment refers to a sense of requirement to continue employment. Employees with elevated level of normative commitment believe that they have to remain in the organisation or job as they feel it is right.

Normative commitment is the level to which a person is psychologically associated with the organisation through internalization of its vision, goals, objectives, principles, values and missions. Employees can experience all three forms of commitment.

The psychological states reflecting the components of organisational commitment will develop as the function of quite different antecedents. They will also have different implications for work

behaviour. Most managers would agree that it is very difficult to find employees who have both high levels of task performance and organisational commitment.

All the questions must be understood as "To what extent/how" and not as questions that can be answered with "yes / no".

The questionnaire combines a self-evaluation approach with assessment by members of the organisation's team based on previous knowledge or evidence. In some cases, additional remarks can be collected within the questionnaire to improve the qualitative aspect of the evaluation.

Regarding what is to be evaluated as low to high; one must consider the positioning towards the European level, in the field of CCI. This means: the company could be positioned at a lower, middle or higher level if compared with European equals?

Example: in Q 2.10:

Do you have special staff for IP protection for your company and/or consulting for clients?

Your response depends on the necessities identified on the market, and your response in time: do you have enough experts, high expertise, to respond at all necessary applications?

For all the questions you must put additional questions, to identify very well the position of the company on the market and to appreciate, for each question the stage of the company at European level, into the field of CCI.

Time to Market is the time from Defined Time to Market Time.

Defined Time is the time when the product concept was worked out and approved. Market Time is the time when the product or service is available for sale on the market.

In some cases, market time can be equal to reaching a certain production volume.

The Report of Readiness Level Audit is based on the analysis of responses and the notes/ commentaries at the Questionnaire. The Report, after collection and analysis of all answers, summarizes the questionnaire results and realizes the innovation **profiles regarding the 5 main pillars mentioned above in the following chapters of this report.**

Also, at the end of the report, relevant conclusions regarding the Audit are included, as well as the most interesting and generally valid information gathered from the stakeholders/ innovative

companies that work in the field of CCI will be interpreted and presented, together with a **"Spider" diagram.**

The Audit report has a main section with key information on the company's innovation management performance and a section with valuable detailed information on the company.

The main section provides a comprehensive picture of the company's innovation management performance and capability. It presents performances cores and compares them with the scores of the Ideal Growth Champions - represented by the five corners of the "Spider" Diagram, for CCIs benchmarking class. It is recommended to explore the company's strength or weakness in a specific area in more detail, with the detailed evaluation of the corresponding questions.

● *The "spider" diagram shows the company's performance on **each dimension**.*

● *The "spider" diagram will be created through an automatic tool, **put at your disposal**.*

● *The "spider" diagram must be **analysed and well presented to the client**.*

4.3. Work to be done. Company visit and Readiness Level Audit

🞣 **Restart4Danube** will try to improve the conditions for the cooperation by developing open innovation tools, which match the needs of companies with the expertise of partners organisations;

🞣 The Readiness Level Audit itself consists of two parts: **the questionnaire and the report.**

🞣 Before filling in the questionnaire, a visit to the company's premises is recommended. Generally, the meeting lasts some hours and is held with the manager or marketing representative of the company.

🞣 The aim is to understand, which the innovative activity work was on and the company's vision, strategy, products and services.

🞣 The visit is a good opportunity for the consultant to find out if the company will benefit from using the innovative services.

🞣 The company visit offers the best opportunity to find out about the company's products, processes, and technologies.

Following information should be included:

🞣 Name of contact person for future correspondences;

🞣 Basic company details such as number of employees, date established, approximate turnover, a description of what the company does in the field of CCI, manufactures or the services it provides;

🞣 An assessment of the innovativeness of the company;

🞣 Is the company interested in the network; would it be committed to the Transfer (knowledge and technology) process?

- If a technology is being offered, is it truly novel or is it an existing technology applied in a novel way?
- What resources (people, time, money) can the company commit to the project?
- What difference will it make to the company if the SO/SR fails?
- It is very important to understand the business of the company in the field of CCI and to show to the company that you understand the necessities and you have solutions in benefit of this company.
- The Audit consultant will explain very well the content and the aim of the assessment process/ questionnaire/ report and benefits for the companies.
- The Audit consultant will collect information base on Questionnaire, from each potential innovative company.
- The Audit consultant shall ensure that representatives of the companies surveyed have well understood each question and response is based on reality and potential business development.
- In this stage, the SME (its representatives that take part in innovation audit) is being interviewed on the basis of a questionnaire, made by the audit company.
- The information gathered along the questionnaire will help the auditors to prepare the report.
- The Audit consultant will interpret the results seen in the company on the basis of their innovation expertise and ability.
- At the final of each assessment/ each company analyse, the Audit consultant will make recommendations for increasing innovation capacity, based on the questionnaire and chart obtained.
- The recommendations are realized, on one hand, for each category of the five main questions and on other hand for inter-category/ correlated main questions, in which was a "more attention"/ "more funded" give to one category can affect other category.
- The recommendations will be considered ideal diagram and implications inter-category shares (tops chart – "spider" diagram).

4.4. Benefits of the company's visit and the RLA

- The visit will pave the way from the Audit consultant to provide services to the company (business support, technology audit, SO/ SR, partnerships, etc).
- The visit will allow the Audit consultant to identify business or service offers and needs and produce SO/SR profiles.
- The information collected during an audit can be used to develop concrete proposals for future actions. In this essence, the audit is about collecting information to allow a company to see the big picture, something that it does not have the time or resources to do it.

The Readiness Level Audit can propose:

- an audit report, containing a complete and comprehensive analysis and evaluation of the requirements of the company for its sustainable growth, of the points where special attention or immediate action is required and how it should be performed;

- opportunity spotting new strategy and vision for new products/ new services/ new technologies/ new necessary trainings/ new markets;
- networking with technology suppliers, technological sources, other companies;
- assessment of its technology portfolio and IPR, basis for future RTD projects;
- Possible investigation and identification of potential funding mechanisms.

The report leads to improve performance of the SME.

A SME can perform an Readiness Level Audit in order to:

- generate income (or more income) for the technology driven organisations (e.g. technology-based companies, technology development centres, research base centres, SME etc.) from their available technology;
- improve the productivity of the technological factors;
- improve business competiveness;
- learn how to optimize the use of current technology, services;
- learn about company technology options;
- check the technological status against technological criteria and to issue recommendations.

It is important to mention, that performing a Readiness Level Audit does not necessarily imply success for the company. In fact, Readiness Level Audit is a tool simply providing a structure within which a company is more likely to improve its potential. An Readiness Level Audit simply provides the structure within which a company is more likely to improve or fulfil its potential.

5. Conclusions and Recommendation's

Entrepreneurship is the art of being able to turn ideas into action. This implies creativity, innovation, risk taking, and the competence to plan and manage projects, in order to achieve proposed objectives.

The entrepreneurship competence is relevant not only for those who would like to start/carry up a business but for all who would like to support changes in individual, collective, economic and social environments.

Innovation audits assist organisations to improve their innovation capabilities. Innovation for growth undertakes a desktop audit based on an online survey, with a follow up report.

Alternatively, a more detailed audit can be undertaken, which uses the online survey as the basis for a more comprehensive review utilising face-to-face interviews.

This assessment report shows the company's performance in CCIs. The report has a main section with key information on company's innovation management performance and a section with valuable detailed information about the company.

The main section provides a comprehensive picture of the company's innovation management performance and capability. The "Spider" diagram presents performances cores and compares them with the scores of the growth champions – ideal innovative company and the average for CCIs benchmarking class. If you would like explore the company's strength or weakness in a specific area in more detail, you can so by referring to one of the chapters analysed with the detailed evaluation of the corresponding questions.

This evaluation assesses five dimensions: Innovation Organisation and Culture, Innovation Capability and Strategy, Innovation processes or Selection, Local embeddedness or Marketing Innovation and Support. **The spider diagram shows your performance on each dimension**.

The visit at the company is a good opportunity for the consultant to find out if the company will benefit from using the innovative services.

Based on the audits, it can be create very well SO/SR, if the company's innovation capacity will be very well understood.

The company visit offers the best opportunity to find out about the company's products, processes, and technologies and to understand what kind of innovation the company can offer.

Performing a Readiness Level Audit does not necessarily imply success for the company.

In fact, Readiness Level Audit is a tool to provide a structure within of a company, so that it can improve its potential.

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