



AGÊNCIA NACIONAL
DE INOVAÇÃO

The 'SoftPower' Task Force of innovation agencies: designing the innovation agency of the future in Europe

Ana Ponte

ANI - National Innovation Agency, Portugal

Encontro Ciência 2018
Lisbon | 4 July 2018

INNOVATION AGENCIES ACROSS EUROPE

A DIVERSIFIED LANDSCAPE



The current Research & Innovation promotion landscape in Europe



ERA – The European R&I Area: a landscape of diverse R&I national /regional funding programmes

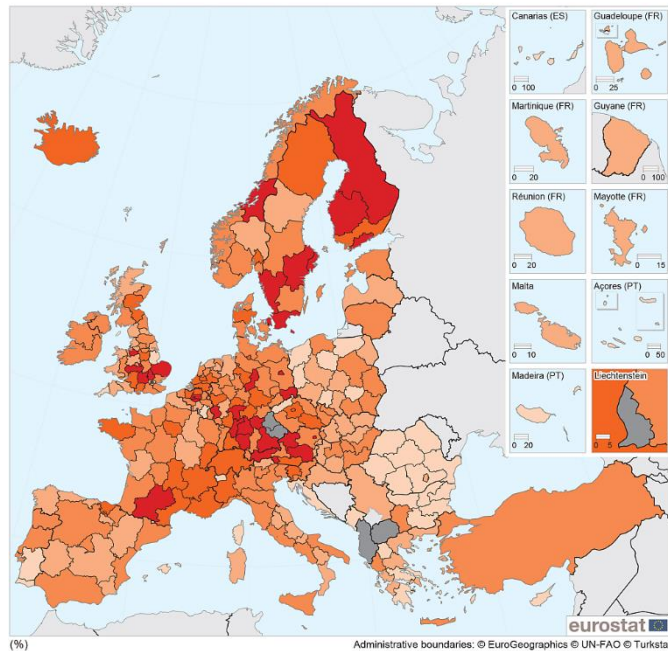




AGÊNCIA NACIONAL
DE INOVAÇÃO

The current Research & Innovation promotion landscape in Europe

R & D intensity — gross domestic expenditure on R & D (GERD) relative to gross domestic product (GDP), by NUTS 2 regions, 2014 (%)



EU-28 = 2.04
 < 0.5
 0.5 - < 1.0
 1.0 - < 2.0
 2.0 - < 3.0
 >= 3.0
 Data not available

Administrative boundaries: © EuroGeographics © UN-FAO © Turkstat
 Cartography: Eurostat - GISCO, 07/2017

Note: Départements d'outre-mer (FR): NUTS level 1. Switzerland, Serbia and Turkey: national data. Belgium, Germany, Ireland, Greece, France, Austria, Finland, Sweden and Norway: 2013. Switzerland: 2012. Italy and the United Kingdom: estimates.
 Source: Eurostat (online data code: rd_p_persreg)

HAMAG BICORO



Netherlands Enterprise Agency



T A
 Č R
 Technologická
 agentura
 České republiky



FLANDERS
INNOVATION &
ENTREPRENEURSHIP



Flanders
State of the Art

bpi**france**



ENTERPRISE
IRELAND



SPIRIT
SLOVENIJA
PUBLIC AGENCY OF THE
REPUBLIC OF SLOVENIA

BUSINESS
FINLAND



LUXINNOVATION
TRUSTED PARTNER FOR BUSINESS



NATIONAL RESEARCH, DEVELOPMENT
AND INNOVATION OFFICE



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

SIEA SLOVENSKÁ
INOVÁČNÁ
A ENERGETICKÁ
AGENTURA

Swiss Confederation



Commission for Technology and Innovation CTI

VDI|VDE|IT



The Research Council
of Norway



INNOVATION
FUND



The current Research & Innovation promotion landscape in Europe

Innovation Agency – a rather “informal” concept across Europe:

- Missions, autonomy, flexibility to adapt portfolio
- Strategies and investments



Market and System Fixers: seek to address failures in markets and networks that impede business innovation and investment in R&D, often without preference for specific technologies or sectors.



Industry Builders: focus on transforming an economy or creating new sources of economic competitiveness by investing in the development of a set of new sectors or technologies.



Mission Drivers: aim to induce innovations that address major societal and economic challenges, often in policy areas of significant traditional R&D spending such as defence, energy, the environment or health.



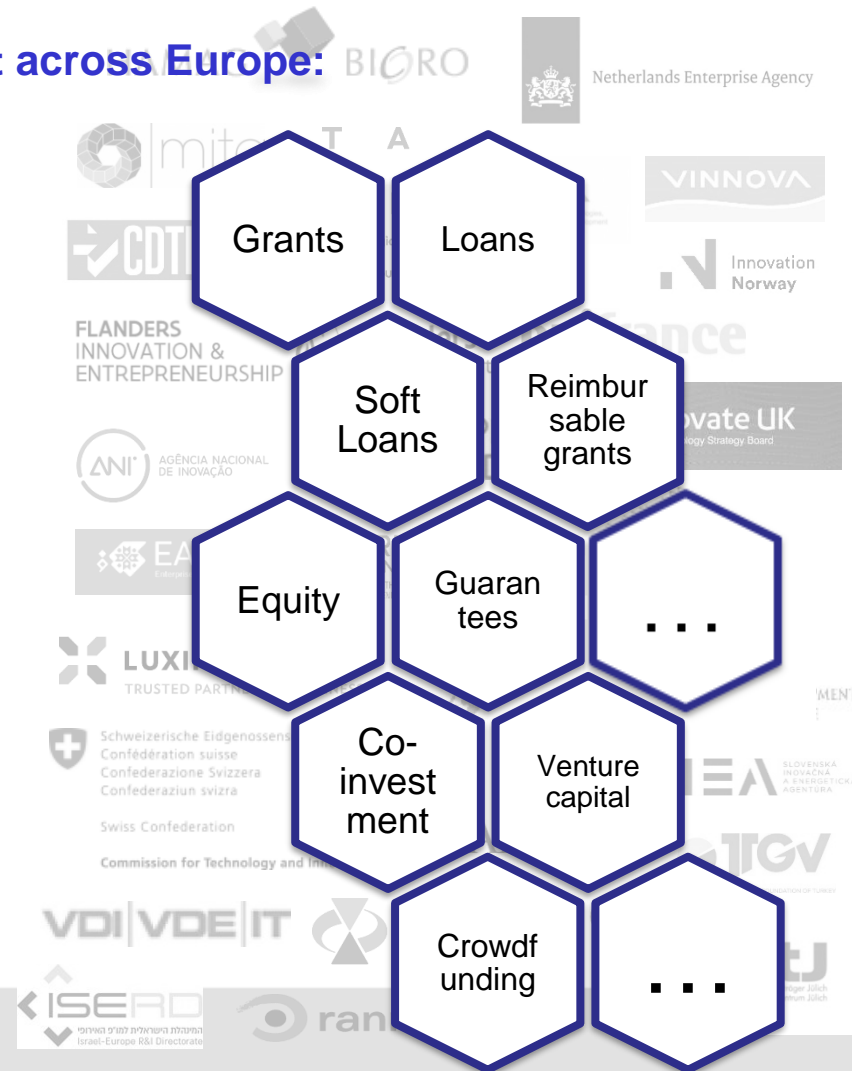
System Optimisers: work towards ensuring continuous global competitiveness and creating more effective and enabling innovation systems by experimenting with different policy and programme mixes.



Source: NESTA, 2016 - *HOW INNOVATION AGENCIES WORK: International lessons to inspire and inform national strategies*

Innovation Agency – a rather “informal” concept across Europe:

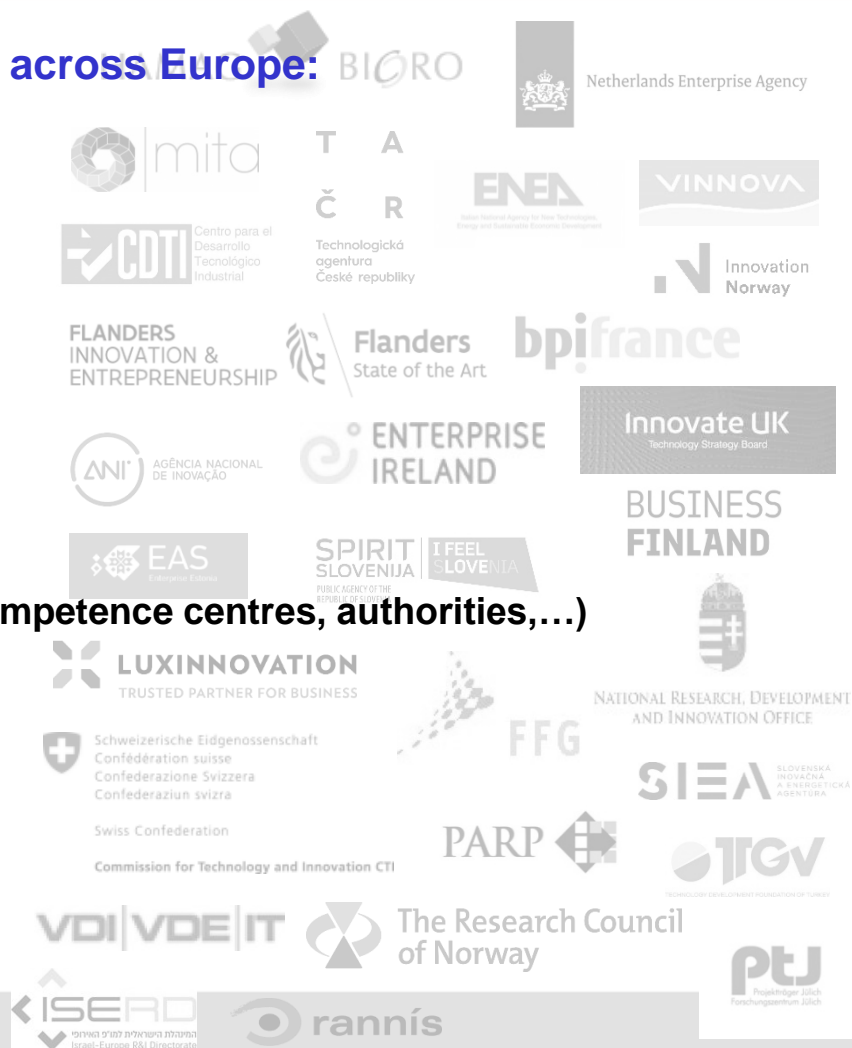
- Missions, autonomy, flexibility to adapt portfolio
- Strategies and investments
- Geographical scopes
- Funding and financial instruments
- Reaching-out to investors



The current Research & Innovation promotion landscape in Europe

Innovation Agency – a rather “informal” concept across Europe:

- Missions, autonomy, flexibility to adapt portfolio
- Strategies and investments
- Geographical scopes
- Funding and financial instruments
- Reaching-out to investors
- Cooperation with other stakeholders (clusters, competence centres, authorities,...)
- Targeted services to “costumers” segments



The current Research & Innovation promotion landscape in Europe

A snapshot from around the world

ADVISORY AND SUPPORT SERVICES	Coaching / mentoring	Business/innovation management support	Training/innovation skills development	Matchmaking/ knowledge transfer	Support for internationalisation
<i>AIM Malaysia</i>	•		•	•	
<i>ANI Portugal</i>	•	•		•	•
<i>Business Finland</i>	•	•		•	•
<i>CORFO Chile</i>		•		•	
<i>DARPA United States</i>		•	•	•	
<i>Innosuisse</i>	•	•	•	•	•
<i>Enterprise Ireland</i>	•	•	•	•	•
<i>Enterprise Singapore</i>	•	•	•	•	•
<i>FINEP Brazil</i>				•	•
<i>Innovate UK</i>	•			•	•
<i>Innovation Norway</i>	•	•		•	•
<i>Israel Innovation Authority</i>		•	•	•	•
<i>ITRI Taiwan</i>		•	•	•	•
<i>Luxinnovation</i>	•	•		•	•
<i>TIA South Africa</i>	•		•	•	•
<i>VINNOVA Sweden</i>		•		•	•

The current Research & Innovation promotion landscape in Europe

Innovation Agency – a rather “informal” concept across Europe:

- Missions, autonomy, flexibility to adapt portfolio
- Strategies and investments
- Geographical scopes
- Funding and financial instruments
- Reaching-out to investors
- Cooperation with other stakeholders
- Targeted services to “costumers” segments
- Evaluation procedures (internal/external, idea-centered/client-centered)
- Risk tolerance (bureaucracy / simplification)
- Results / impacts assessment methods





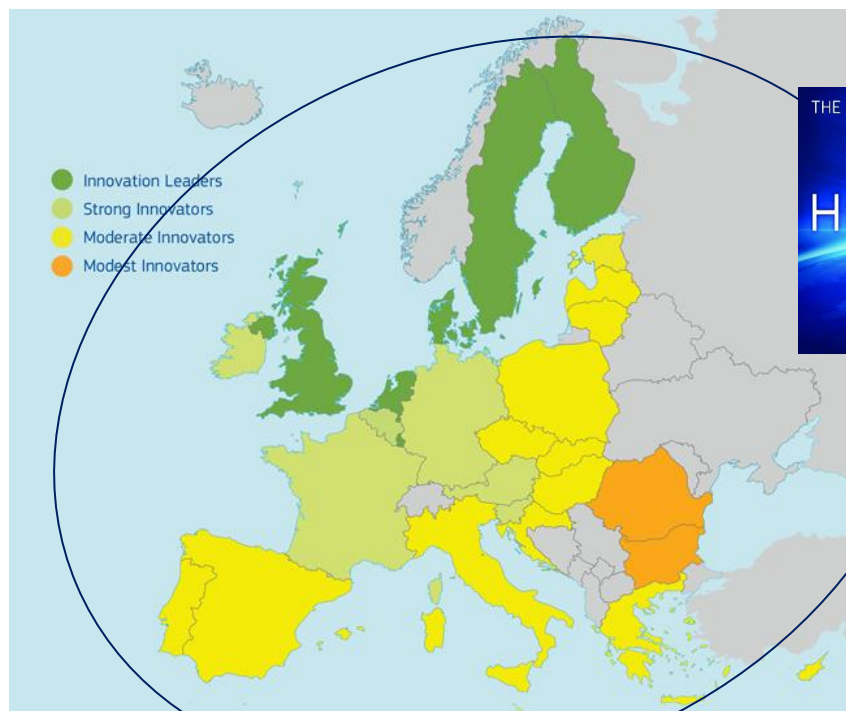
AGÊNCIA NACIONAL
DE INOVAÇÃO

A COMPARATIVE PICTURE OF THE CURRENT AND UPCOMING
FRAMEWORK PROGRAMMES FOR R&I SUPPORT IN THE EU

ARE INNOVATION AGENCIES UP TO THE CHALLENGE?



The current Research & Innovation promotion landscape in Europe



ERA – The European R&I Area: a landscape of diverse R&I national /regional funding programmes



The Research & Innovation promotion landscape in Europe into the future



2014-2020

Total budget: 80 B€

“Innovation pillar”: 17 B€

Centralized support
Mostly grants
Consortia

+
2,9 B€ to support access to
investors (risk sharing)



2021-2027

Total budget: 100 B€

“Innovation pillar”: 13,5 B€

EIC (Pathfinder, Accelerator)

- **Centralized support to single beneficiaries**
- **Mostly SMEs - start-ups and mid-caps (segmented “costumers”)**
- **Early-stage ideas (high risk) up to higher TRL**
- **No grants alone; blended finance**
- **Mobilise public and private investment**
- **Calls for innovation agencies’ proposals on initiatives for risk sharing (co-investment)**

Innovation ecosystems (COFUND)

- **Decentralized funding: co-funding programmes involving public and private funding partners (incl. innovation agencies)**
- **European (and international) consortia**
- **Grants**
- **Top-up of 50% by the European Commission**
- **Possibility to use ESIF**

The Research & Innovation promotion landscape in Europe into the future



2014-2020

**Management committees and
expert groups:**

National Delegates:
policy/strategic guidance

+

National Contact Points:
information distribution,
support to partner search
and to proposal submission

**No active cooperation at
operational level;**

**Up to innovation agencies to
develop own programmes to
complement the FP activities**



2021-2027

**Management committees and
expert groups**

+

EIC Forum (*tbd*)

**Co-investment
Co-FUND**



**Need for an operational cooperation
between the European Commission
and Member States' Agencies;**

**Need for complementary and well
articulated programmes at multi-level**

Public support to innovation in Europe: challenges for innovation agencies



What challenges for Innovation Agencies?

- **A new partnership model with the EC:**
 - Operational partnership for COFUND
 - Co-investment
 - Complementary funding
 - Complementary actions for reaching-out to investors
- **A strengthened cooperation among Innovation Agencies** (and other COFUND partners)
- **A new approach to innovators:**
 - One-to-one long term support
 - Client segmentation (e.g. start-ups, mid-caps,...)
 - Intensify investment in advisory and support services
 - Higher risk tolerance
- **A new approach to investors:**
 - Closer and longer-term relation

Public support to innovation in Europe: challenges for innovation agencies



What challenges for Innovation Agencies?

- What services shall innovation agencies develop?
- What competences/skills shall they have?
- Should they have more homogeneous profiles (a more “formal” concept...)?
- How to be a faster adapter (experimentation)?
- How to become less risk averse?
- How to foster impact across Europe while simultaneously contributing to its convergence?

The “SoftPower” Task Force within TAFTIE

Competences and soft skills in innovation agencies at the break of a new model for innovation support in the EU

Agency	Country
ANI	Portugal
BPI FRANCE	France
BUSINESS FINLAND	Finland
CDTI	Spain
ENEA	Italy
ENTERPRISE IRELAND	Ireland
FFG	Austria
PTJ	Germany
HAMAG BICRO	Croatia
INNOVATE UK	UK
INNOVATION NORWAY	Norway
LUXINNOVATION	Luxembourg
NKFIH	Hungary
RVO.nl	The Netherlands
SPIRIT	Slovenia
TA CR	Czech Republic





AGÊNCIA NACIONAL
DE INOVAÇÃO

The “SoftPower” Task Force within TAFTIE

Competences and soft skills in innovation agencies at the break of a new model for innovation support in the EU





AGÊNCIA NACIONAL
DE INOVAÇÃO

OBRIGADA!

ana.ponte@ani.pt