

INNOVATING NATION CONFERENCE

DAY 2

OPEN SPACE EVENT ON THE KEY QUESTIONS FACING INNOVATION IN SCOTLAND TODAY

STRATHCLYDE EUROPEAN PARTNERSHIP

POLLOCK HALLS, EDINBURGH

FEBRUARY 22ND 2007

THEME; What are the key questions facing continued innovation in Scottish business today, and how should the future look? What should happen in the near future in this area?

PARTICIPANTS; 80, who convened break-out groups on 14 issues with 45 proposed actions.

1.0 TWO SUBJECT GROUPS WERE PROPOSED ON THE DAY BY THOSE PARTICIPANTS WHO WISHED TO COMMIT THEMSELVES TO WORK AFTER THE EVENT, AND SIGNED UP.

1.1 An ongoing relationship between universities in Scotland and business on innovation, possibly around a course programme

1.2 How to keep and grow talent in this area, the leadership and H.R. implications of innovation

2.0 TOP EIGHT PRIORITIES VOTED BY PARTICIPANTS (NO. OF VOTES)

1. **INNOVATION MUST BE ON EVERY AGENDA:** At every level, in every department, in every business environment – 1,000 suggestion boxes to be distributed throughout Scottish companies, S.E. to distribute, and collect in and analyse after 3 months (29 votes)

2. **NEED FOR A SCOTTISH ‘SKUNK WORKS’** Funded by SIAP?; (23 votes)

3. **GIVE TEACHERS IN SCHOOLS MORE TRUST, TIME AND SPACE TO DO THEIR JOBS:** to carry out jobs creatively, with less micro-management; how to nurture creativity, self-confidence and reliance in our children (19 votes)

4. **ACCESS TO EXPERT KNOWLEDGE POOL;** mentoring from big companies and banks; interim skills into businesses (18 votes)

4. **A ‘STANDARD’ FORMULA FOR SPINOUT/LICENSING,** to make more money from the university research base (18 votes)

6. WHAT DO OTHER COUNTRIES DO WITH REGARD TO BUSINESS BANKING? Look with an open mind, and an open door! (17 votes)

6. INCLUDE INNOVATION IN PERFORMANCE APPRAISALS/PERSONAL DEVELOPMENT PLANS FOR PUBLIC SECTOR PERSONNEL – to remove barriers to innovation (17 votes)

8. LEADERSHIP SKILLS ARE REQUIRED EVERYWHERE (16 votes)

**3.0 ISSUE AND ACTION SESSION NO. 1, 10.40 A.M. TO 12.00 P.M.
(CONVENOR'S FIRST NAME) (NO. OF VOTES)**

**1. HOW CAN SCOTLAND PLC MAKE MORE MONEY FROM THE
UNIVERSITY RESEARCH BASE? (GORDON)**

(1) A 'standard' formula for spinout/licensing (18 votes)

(2) Make it easy to move in and out of academia (7 votes)

(3) Intellectual Property 'bundling' (cross-university co-operation) (13 votes)

**2. CREATE A VIRTUAL CIRCLE OF INNOVATORS AND PROBLEM-
SOLVING, USING RESEARCH BASE (DAVID)**

(1) Establish a university-based programme to support innovation and problem-solving in small businesses; aimed at private sector individuals, using existing experiences as entry criteria (15 votes)

(2) Funding to be identified to ensure a scale that can make step change (100,000's)

(3) Develop incentives and drivers to encourage participation and policy change (11 votes)

(4) UHI as initial test bed for pilot programme

(Initial sign-ups; Dr. Siobhan Jordan, Interface; Maggie Symonds, Nextarc; Calum Davidson, HIE; Dr. Alison Graham, Consultant)

3. TALENT AND H.R. MANAGEMENT WITHIN THE SCOTTISH PUBLIC AND PRIVATE FIRMS? (MARK)

- (1) Leadership skills - everywhere (16 votes)
- (2) Develop an open culture - remove blame and fear (6 votes)
- (3) Develop porous organisations – have ‘open’ innovation (13 votes)

4. INITIATING INNOVATION (EWAN)

- (1) Understand the REAL problem – human and people issues, NOT statistics. People and performance are important, find a different culture to California - this is a Scottish context. Consider the loneliness of the top person, the issues are delegation and communication (6 votes)
- (2) There is a vocabulary issue i.e. the words that matter. Innovation is much more than R. and D. – we need a multi-dimensional terminology (4 votes)
- (3) Innovation must be on EVERY agenda, at every level, in every department, in every business environment. 1,000 suggestion boxes should be distributed throughout Scottish communities by S.E., and collected and analysed after 3 months (29 votes)

5. EMBED AN INNOVATIVE CULTURE IN STRATEGIC PLANS (GILLIAN)

- (1) Build a consensus to value and invest in innovation amongst key influencers (15 votes)
- (2) Change the balance between trust and control (10 votes)
- (3) Identify a volunteer champion to pilot this in their organisation (e.g. a college principal) (1 vote)

6. COMMERCIALISING INNOVATION – HELPING COMPANIES TO SELL, AND GAIN A HIGHER THROUGH-PUT OF SUCCESSFUL NEW BUSINESSES (GER)

- (1) More ongoing scrutiny of business planning (4 votes)
- (2) Access to expert knowledge pool - mentoring from big companies and banks – interim skills into business (18 votes)
- (3) ‘Grow’ technical specialists – engineers with business and marketing skills (9 votes)

7. HOW TO CREATE TOLERANCE OF FAILURE, AND A MORE RISK-TAKING ENVIRONMENT IN SCOTLAND (SIMON)

- (1) In-industry training for professionals at undergraduate level e.g. lawyers and accountants (6 votes)
- (2) Increase the amount of public sector funding and from financial institutions - results evaluated on portfolio rather than by individual basis (1 vote)
- (3) Publicise success and manage expectations (11 votes)

8. HOW DO WE SIMPLIFY ALL ADVICE, SUPPORT, FUNDING ETC, TO ENABLE ALL ORGANISATIONS TO ACCESS THIS? (MARIA)

- (1) Rationalise programmes, co-locations (8 votes)
- (2) Translators – well-trodden bridges (13 votes)
- (3) Broader economic evaluation across the innovative process

4.0 ISSUE AND ACTION SESSION NO. 2 ; 1.00 P.M. TO 2.20 P.M., (CONVENOR FIRST NAME) (NO. OF VOTES)

1. CONVERGENCE IF EXISTING TECHNOLOGIES TO CREATE A BRAND NEW OPPORTUNITY (JOE)

- (1) ‘Accepting we do’ want to pursue technological innovation - how do we do more, better and quicker?
- (2) Un-tap Scotland’s Intellectual Property on a world stage – understand and exploit (5 votes)
- (3) Need for a Scottish ‘Skunk Works’ – funded by SIAP? (23 votes)

2. ARE THERE ALTERNATIVES TO TURNING ACADEMICS INTO ENTREPRENEURS TO EXTRACT A COMMERCIAL VALUE FROM HIGHER EDUCATION (INDUSTRY/UNIVERSITY) RESEARCH? (PETER)

- (1) Create a new environment (translational bridge) technical and entrepreneurial and academic/industrial
- (2) A more pragmatic and faster approach to creating academic spinouts (clear decision matrix) (11 votes)
- (3) Create IA/IP innovative bucket; facilitate corporate access to bucket on simple, straightforward rules (4 votes)

3. HOW CAN WE REMOVE THE BARRIERS TO INNOVATION IN THE PUBLIC SECTOR? (EDDIE)

- (1) Include innovation in performance appraisals/personal development plans for public sector personnel (17 votes)
- (2) Consider the outcome requirement for all deliverables (6 votes)
- (3) Ensure compatibility and co-operation between policy and delivery at every stage (8 votes)

4. LEARN HOW TO DANCE WITH YOUR BANK – THERE IS MARKET FAILURE WITH ESPECIALLY START-UP AND YOUNG COMPANIES (EWAN)

- (1) What do other countries do? – look with an open mind and an open door! (17 votes)
- (2) Communications programme – how do banks want to be addressed? – from the horse's mouth
- (3) Investigate community business bank model - big corporates, and the great and good (6 votes)
- (4) Explore other economic/investment models (3 votes)

5. CREATE THE CONDITIONS AND RESOURCES FOR NETWORKS, BOTH PUBLIC AND PRIVATE, TO CREATE, INNOVATE, AND TAKE RISKS TO DRIVE SUCCESSFUL INNOVATION IN SCOTLAND (DIANE)

- (1) Form THE innovation steering group – private/public; money for projects; freedom for decision-making; working criteria to be risk and impact; with ideas form anywhere; perhaps a low public profile? (9 votes)
- (2) Dramatically simplify the innovation support systems; European funding constraints; too many low level targets; too fragmented organisation(s); political interference (10 votes)
- (3) Develop a self-sustaining model that can be handed over to an independent group (1 vote)
- (4) Running innovation with the private sector –get the private sector to chair innovation in Scotland for a fixed period (Condition of any grant) (9 votes)

6. FOCUS ON LATE PRIMARY AND EARLY SECONDARY EDUCATION TO NURTURE INNOVATION (SIMON)

- (1) Audit lead practice to surface examples and understand ‘reach-back’ into school experience (2 votes)
- (2) Encourage a broader range of options for schools to offer empowerment and responsibility at student level (14 votes)
- (3) Give teachers more trust, time and space to do their jobs creatively and with less micro-management, so we achieve ‘ a nurturing of creativity, self-confidence and reliance in our children’ (19 votes)