

Euro-Mediterranean Network Facilitating Market Uptake of Innovations from SME

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A.6.3.2 – Roadmap for Operational uptake of EMPHASIS

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Deliverable lead	ASCAME
Authors	ASCAME, KINNO, JUST, IRI, CEEBA, STPS
Abstract	A roadmap consolidating recommendations and methodologies for Open Innovation in a modular toolbox for the Euromed area. This task will support the uptake of the EMPHASIS approach, services and operational environment through a hands-on EUROMED wide Deployment plan. Based on the OI Network Handbook, the consortium will propose different business scenarios, strategic alliance building with similar and/or complementary initiatives and will deliver a set of proposals for capitalization from operators.

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ROADMAP FOR OPERATIONAL UPTAKE OF EMPHASIS

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Partners

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1. INTRODUCTION

1. EMPHASIS project

a) What is the EMPHASIS project and its objectives

The EMPHASIS project is an initiative that sought to strengthen the ability of small and medium-sized enterprises (SMEs) in partner countries to innovate by creating a collaborative Euro-Mediterranean Open Innovation ecosystem. The focus was on collaboratively creating a Mediterranean Open Innovation (OI) ecosystem, where knowledge flows across borders and is used to develop marketable innovations.

The project planned to co-design, implement, and validate a Mediterranean OI service platform, with the goal of connecting the fragmented innovation systems of the region. This platform has facilitated meaningful cross-border knowledge exchange and empower SMEs with the necessary skills to leverage external knowledge for value creation. Additionally, it has identified areas where sustainability challenges, such as agri-food, energy, and materials, can be transformed into business opportunities.

The project has also supported SMEs by assessing their readiness for OI, providing advisory services in the form of vouchers, and helping to enhance their innovation capacity through partnerships. Taking a joint transnational approach, the project aimed to effectively promote the uptake of research outputs and address sustainability goals.

The developed a joint multinational approach to address sustainability challenges by harnessing innovative solutions and transforming research findings into marketable innovations. This type of innovation builds upon the existing assets of an organization and enhances them using practical and efficient methods.

EMPHASIS aims to utilize the results of various projects to identify SMEs, evaluate their readiness to engage in Open Innovation, and provide them with advisory services in the form of vouchers. These services are intended to enhance their innovation capabilities and establish partnerships at different stages of their innovation journeys.

b) What has been improved

The implementation of EMPHASIS will establish a productive collaboration among cross-border partnerships. These partnerships will focus on sharing knowledge and working together to create new products and services in real-life settings, with the user at the center. The goal is to enhance the innovation capabilities of small and medium-sized enterprises (SMEs) and their willingness to engage with innovation partners. This will enable SMEs to convert external knowledge into new opportunities for products, services, and business growth. Additionally, the project aims to validate the Open Innovation approach and involve policymakers and stakeholders to ensure its wider adoption. EMPHASIS will cater to SMEs across different sectors, including those that traditionally do not benefit from policy interventions, such as non-high-tech industries, considering that high-tech SMEs make up a small percentage of the overall SME population.

c) Who has benefitted from

In addition to SMEs, start-ups, and spin-offs involved in the submission of Open Innovation opportunities, the following groups has also benefitted from the EMPHASIS project:

1. Clusters and networks of SMEs and spin-offs: These organizations can benefit from the opportunities for collaboration and networking that the project provides. They can connect with other like-minded businesses and share knowledge and resources to drive innovation.
2. Researchers and research units developing solutions in the field of sustainability: The project aims to bridge the gap between research and market implementation by connecting researchers with SMEs that can commercialize their findings. Researchers and research units can benefit from the project's support in transforming their innovations into market-ready products and services.
3. Innovation policy authorities: The project's activities can provide valuable insights for innovation policy authorities, helping them to develop more effective policies and strategies to support the growth of SMEs and foster innovation.
4. Business support structures: Organizations that provide support and services to SMEs, such as incubators, accelerators, and innovation hubs, can benefit from the project's activities and resources. They can use the knowledge and tools provided by the project to better support their clients and enhance their own services.

d) Definition of Open Innovation

Open Innovation involves actively seeking and utilizing knowledge from external sources to drive internal innovation and explore external opportunities for inventions. This means that businesses should incorporate both internal and external ideas, as well as utilize both internal and external channels to market their technology.

Open innovation is a collaborative approach to innovation that involves actively seeking and incorporating external ideas, expertise, and resources into the innovation process. It challenges the traditional closed innovation model where companies solely rely on their internal capabilities and research and development (R&D) departments to generate and commercialize new ideas.

In open innovation, companies engage with external partners, such as customers, suppliers, universities, research institutions, and even competitors, to co-create and co-develop new products, services, and technologies. It involves sharing knowledge, exchanging ideas, and collaborating to solve problems, improve processes, and drive innovation.

Open innovation can take various forms, including:

1. External sourcing of ideas: Companies actively seek and acquire ideas, technologies, or intellectual property from external sources through mechanisms like licensing, acquisitions, joint ventures, and partnerships.
2. Collaboration and co-creation: Companies collaborate with external partners to jointly develop and commercialize new products, services, or technologies. This can involve sharing resources, expertise, and risks to drive innovation.
3. Crowdsourcing and open platforms: Companies leverage the collective intelligence of the crowd by actively soliciting ideas, feedback, and contributions from a large and diverse group of individuals, often through online platforms and communities.

By embracing open innovation, companies can access a wider pool of knowledge, expertise, and resources, which can lead to increased creativity, faster time to market, reduced R&D costs, and

improved customer satisfaction. It enables companies to tap into external insights, trends, and market opportunities that may be inaccessible within their own organization. Open innovation also promotes collaboration and knowledge sharing, fostering a culture of innovation both internally and externally.

However, implementing open innovation also requires careful management of intellectual property, effective communication and collaboration mechanisms, and alignment of interests among partners. It involves navigating complex legal, cultural, and organizational barriers to ensure that all parties benefit from the collaboration.

Overall, open innovation represents a shift from a closed, internally focused approach to innovation towards a more open, collaborative, and inclusive approach. It offers companies the opportunity to leverage external knowledge and resources, expand their innovation capabilities, and stay competitive in an increasingly globalized and dynamic business environment.

2. ROADMAP FOR OPEN INNOVATION FOR THE EUROMED ARE

a) Objectives of the document

The Roadmap for Operational Uptake of EMPHASIS aims to provide comprehensive guidance and strategies for implementing Open Innovation in the Euromed area. It will compile recommendations and methodologies into a modular toolbox, making it accessible for organizations in the region. This initiative aims to facilitate the adoption of EMPHASIS's approach, services, and operational environment by developing a practical Deployment plan for the Euromed area.

Drawing on the expertise and insights of the OI Network Handbook, the consortium behind EMPHASIS will identify and propose various business scenarios, enabling strategic alliances with similar or complementary initiatives. Additionally, the consortium will present a series of proposals to operators in order to maximize the benefits and potential of EMPHASIS.

Through this roadmap, organizations in the Euromed area can gain a deeper understanding of Open Innovation practices and how to leverage them effectively. By following the recommendations and methodologies outlined in the modular toolbox, organizations can enhance their innovation capabilities and foster collaboration with other regional initiatives.

The ultimate goal is to facilitate the integration of EMPHASIS into the operational processes and strategies of organizations across the Euromed area, encouraging a culture of open collaboration and innovation.

b) Target groups

The Roadmap for Operational uptake of EMPHASIS is designed to cater to a range of target groups who are pivotal in advancing Open Innovation (OI). These target groups encompass OI Intermediaries, Business Support Organizations, Researchers, Managers, brokers, and OI Coaches. The Roadmap serves as an extensive resource, providing these groups with valuable insights and guidance on how to effectively incorporate EMPHASIS into their operations.

For OI Intermediaries, the Roadmap outlines best practices and strategies for facilitating collaborations between different organizations and industries, encouraging open and collaborative

environments that foster innovation. It equips them with the necessary tools to bridge the gap between research entities and commercial enterprises, driving the success of OI initiatives.

Business Support Organizations stand to benefit from the Roadmap by understanding how to effectively support and nurture OI within their member organizations. It highlights the importance of creating networks, providing necessary resources, and fostering a culture of sharing and collaborative decision-making.

Researchers can leverage the Roadmap to enhance their understanding of OI practices and discover opportunities for effective knowledge sharing and collaboration. It emphasizes the importance of sharing data, research findings, and expertise with others, leading to accelerated innovation and research breakthroughs.

Managers and brokers are empowered through the Roadmap to lead in the implementation of OI within their organizations. It provides them with strategies and recommendations on how to create an organizational culture that values openness, collaboration, and knowledge sharing. They are equipped with the tools needed to identify and evaluate external opportunities, facilitate partnerships, and manage the challenges associated with OI implementation.

OI Coaches can find value in the Roadmap as a comprehensive guide for supporting organizations in implementing OI practices. It provides them with a framework to assess the readiness of organizations for OI, identify areas for improvement, and design customized strategies to foster a culture of innovation and collaboration.

Overall, the Roadmap for Operational uptake of EMPHASIS is a comprehensive and valuable resource for these target groups. It not only offers guidance on the practical implementation of OI practices but also helps them understand the benefits and importance of embracing open innovation in today's rapidly evolving business landscape. By leveraging the roadmap, these target groups can drive innovation, foster collaborations, and ultimately propel the success of their organizations and the field of OI.

c) Methodology

The methodology used for developing the roadmap for operational uptake of EMPHASIS involved an easy and comprehensible description of the EMPHASIS methodologies for activities in different phases. Specifically, the focus was on how to design and setup an Open Innovation Network (OIN) and the support services offered to SMEs to enhance their innovation partnerships and joint R&D&I opportunities.

The methodology presented in this roadmap is designed to be applicable in any context, providing a flexible approach that can be tailored to the specific needs and characteristics of the target group. By providing an easy and understandable description of the methodologies, this roadmap aims to enable organizations of all sizes and industries to effectively implement the EMPHASIS approach and benefit from its potential.

The first phase of the methodology involves designing and setting up an Open Innovation Network. This includes activities such as identifying potential partners, defining the goals and objectives of the network, and developing a governance structure to ensure effective collaboration and communication among network participants. The roadmap provides step-by-step guidance on

how to navigate through these activities, taking into consideration the specific context and requirements of the target group.

The second phase focuses on the support services offered to SMEs, with the goal of enhancing their innovation partnerships and joint R&D&I opportunities. This phase includes activities such as identifying the needs and challenges of SMEs, facilitating networking and matchmaking opportunities, providing access to relevant resources and expertise, and offering guidance and support throughout the innovation process. The roadmap outlines specific strategies and actions that can be taken to support SMEs in each of these areas, ensuring that they are equipped with the necessary tools and knowledge to maximize their innovation potential.

By adopting this methodology, the target group will benefit in several ways. Firstly, the easy and comprehensible description of the EMPHASIS methodologies ensures that organizations can understand and apply the approach regardless of their level of familiarity with open innovation concepts. This makes it accessible to a wide range of organizations, including those with limited resources or expertise in innovation management.

Secondly, the flexibility of the methodology allows for customization to meet the specific needs and characteristics of the target group. This ensures that organizations can adapt the approach to their unique context, enabling them to achieve optimal results and outcomes.

Furthermore, the step-by-step guidance provided in the roadmap enables organizations to navigate through the different phases and activities with confidence and clarity. This reduces the potential barriers and challenges that organizations may face when implementing the EMPHASIS approach, ensuring that they can effectively and efficiently utilize the available support services and resources.

In conclusion, the methodology used for the Roadmap for Operational uptake of EMPHASIS offers an easy and comprehensible description of the EMPHASIS methodologies for activities in different phases, including designing and setting up an Open Innovation Network and providing support services to SMEs. This methodology can be applied in any context and provides numerous benefits for the target group. By utilizing this approach, organizations can foster innovation partnerships, enhance joint R&D&I opportunities, and maximize their innovation potential. The flexible nature of the methodology allows for customization to meet the specific needs of the target group, while the step-by-step guidance ensures clear and effective implementation. Overall, this methodology provides a valuable tool for organizations looking to enhance their innovation capabilities and drive success in a rapidly changing business landscape.

3. EMPHASIS DESIGN & SETUP OF AN OPEN INNOVATION NETWORK

Designing and setting up an Open Innovation Network involves identifying existing clusters and networks, analyzing their needs and capacities, and establishing an appropriate ICT platform to facilitate collaboration and knowledge sharing.

Here's a step-by-step approach:

a) Identification of existing clusters and networks

- Mapping Existing Clusters: Identify industry clusters, innovation hubs, research centers, and business networks within the EUROMED area. Utilize regional development agencies, industry associations, and governmental sources.

- **Cluster Profiling:** Profile each cluster/network by understanding their key focus areas, strengths, weaknesses, and key players. Assess their willingness to participate in an open innovation network.
- **Stakeholder Engagement:** Initiate discussions with the leaders and key stakeholders of these clusters to gauge their interest and readiness for collaboration.
- **Identify Synergies:** Identify potential synergies and areas of complementarity among clusters to ensure that they can benefit from each other's strengths.

b) Analysis of the needs and capacities

Analyzing the needs and capacities of an Open Innovation Network is a crucial step in understanding how to best design and implement such a network. This analysis helps in tailoring the network to meet the specific requirements of its members:

Stakeholder Needs Assessment: Conduct surveys, interviews, and workshops with cluster representatives to understand their needs and expectations from the open innovation network.

Infrastructure Assessment: Evaluate the technological and physical infrastructure available within each cluster, identifying gaps and areas where improvements are needed.

Skills and Expertise Analysis: Assess the skills and expertise available within the clusters, including research capabilities, entrepreneurial talent, and industry knowledge.

Resource Mapping: Determine the resources (financial, human, and technological) available within each cluster and network.

SWOT Analysis: Perform a SWOT analysis for each cluster to understand their internal strengths and weaknesses as well as external opportunities and threats.

c) EMPHASIS Application

I. Analysis of the needs and capacities of the Euro-Mediterranean SMEs in the field of sustainability

To start, the project partners have analyzed regional and national data to identify the needs, challenges, opportunities, threats, and obstacles faced by SMEs, Research & Technology Organizations, Universities, Intermediaries, and the Public Sector. This analysis also considered the relevant stakeholders and existing clusters in each country.

Moreover, experts have been chosen for the Focus Groups, and Information & Communication Technology platforms have been identified and utilized to give SMEs access to external knowledge and research findings from across the Mediterranean.

Additionally, templates have been developed to describe the solution/offer or innovation need/request of SMEs. A toolbox has been created to help evaluate the innovation potential (audit) of an SME/Start-up. Collaborative partnerships with research/industry have been planned, and specific missions have been organized to facilitate the matching process.

The Challenges & Priorities have been identified and categorized, as well as the methods for providing advanced service to SMEs. Furthermore, the key stakeholders and clusters in each country have been recognized using the triple helix model of innovation, which involves interactions between academia, industry, and government. These findings guided the experts in the focus groups.

The report included a regional synthesis that combines national data, policies, and SWOT analyses for the countries participating in the Emphasis project (Italy, Greece, Spain, Egypt, Jordan, Lebanon). The roles of Research & Technology Organizations (RTOs), intermediaries, business support structures, clusters of SMEs, and the public sector are also emphasized in the report. These entities play a crucial role in facilitating SMEs' access to external knowledge and the utilization of research findings.

II. Identification of existing clusters and networks and engagement in the EMPHASIS Open Innovation community

The report has examined and identified the key players in each country, including small and medium-sized businesses, spin-offs, major corporations, universities, and government entities such as municipalities and regional authorities. This analysis has been conducted using the quadruple helix model, which encourages collaboration among actors from academia, government, industry, and civil society. The insights from this report will form the basis for future activities and will be valuable for the Focus Groups.

Identification and engagement of actors and "Focus Group" Meetings

The EMPHASIS partners have involved the key actors of the ecosystem in Focus Group meetings conducted in all the countries participating in the project. This was done for two main purposes:

- Firstly, to keep stakeholders informed about the project's activities.
- Secondly, to gather feedback from Focus Group participants on the challenges and priorities that SMEs face in the process of innovation and internationalization.

In addition, it is crucial to establish an environment that supports entrepreneurship and innovation, as this can result in the creation of new markets and jobs, and the enhancement of products and services. The focus group also discussed the transformation of sustainability challenges, such as agri-food, energy, and materials, into business opportunities.

Overall outcomes

- All EMPHASIS partners have identified the main challenges and priorities for each country involved in the project.
- All EMPHASIS partners have created a list of key actors and stakeholders to be part of the EMPHASIS Open Innovation community.
- All EMPHASIS partners have successfully organized EMPHASIS Focus Groups Round Table Meetings in each country.

d) ICT Platform

ICT platform is widely used in various contexts, such as businesses, education, healthcare, research, and government. They enable efficient information sharing, collaboration, and decision-making.

Platform Selection: Choose an appropriate ICT platform to serve as the backbone of the Open Innovation Network. Consider factors such as scalability, security, user-friendliness, and the ability to integrate with existing systems.

Feature Requirements: Define the necessary features of the ICT platform, which may include:

- Collaboration tools for members to share ideas and knowledge.
- Project management and task tracking.
- Data analytics for monitoring innovation performance.
- Communication channels (forums, chat, video conferencing).
- Intellectual property protection and secure data storage.

Development and Customization: Develop or customize the selected ICT platform to meet the specific needs of the Open Innovation Network.

Training and Onboarding: Provide training and support to network members to ensure they can effectively use the ICT platform.

Integration with Existing Systems: Ensure seamless integration with the existing IT infrastructure of participating clusters and networks.

Data Security and Privacy: Implement robust security measures to protect sensitive information and intellectual property.

Scalability and Accessibility: Ensure that the ICT platform can scale as the network grows and is accessible to all members, including those in remote areas.

Governance and Management: Establish clear governance and management structures to oversee the ICT platform, addressing issues like data ownership, user roles, and dispute resolution.

Monitoring and Evaluation: Implement mechanisms for monitoring platform usage, performance, and user satisfaction. Continuously improve the platform based on user feedback.

Promotion and Onboarding: Promote the Open Innovation Network and its ICT platform to attract new clusters and members.

Legal Framework: Establish legal agreements and contracts that define the rights and responsibilities of network members regarding data sharing, intellectual property, and collaborative projects.

Designing and setting up an Open Innovation Network is an iterative process that involves ongoing collaboration, communication, and adaptation to meet the evolving needs of the participating clusters and networks in the EUROMED area.

EMPHASIS Platform

The [EMPHASIS OI Platform](#) has been created and made available. It includes a range of online tools that assist the community in sharing their needs, offers, and challenges in a marketplace. The platform is designed to foster partnerships and facilitate the generation of new ideas. It enhances the ability of small and medium-sized enterprises to access external knowledge and research outputs, while also addressing issues related to Open Innovation, such as patent and intellectual property rights, entry costs, and proactive partner search. The platform builds upon the infrastructures developed during NETKITE, I KNOW, and the tools developed in INSPIRE.

4. EMPHASIS ADVISORY SERVICES AND TRAINING TO RAISE INNOVATION CAPACITIES

a) Innovation audit and exploitation roadmapping

An innovation audit is a systematic process of evaluating an organization's innovation capabilities, activities, and outcomes. It involves assessing the organization's innovation culture, strategy, processes, and resources to identify strengths, weaknesses, and areas for improvement. The goal of an innovation audit is to provide insights and recommendations for enhancing innovation performance.

Exploitation roadmapping, on the other hand, is a strategic approach to identify and prioritize opportunities for exploiting existing technologies, products, and capabilities. It involves creating a roadmap that outlines the steps, resources, and timelines required to successfully exploit these opportunities and achieve strategic goals.

The benefits of diving into innovation audit and exploitation roadmapping include:

1. Identifying and leveraging innovation strengths: An innovation audit helps an organization identify its strengths in terms of innovation capability, culture, and resources. This allows the organization to focus and build upon these strengths to drive further innovation.
2. Uncovering improvement opportunities: The audit also helps identify areas where the organization may be lacking in terms of innovation strategy, processes, or resources. This provides an opportunity to make necessary improvements and address any gaps in innovation performance.
3. Aligning innovation efforts with strategic goals: Exploitation roadmapping helps organizations align their innovation efforts with their strategic goals. By prioritizing and planning for the exploitation of specific technologies, products, or capabilities, organizations can ensure that their innovation activities are contributing to their overall strategic objectives.
4. Enhancing competitiveness: By conducting an innovation audit and exploitation roadmapping, organizations can gain a better understanding of the competitive landscape and identify potential opportunities for differentiation. This can help them stay ahead of competitors and maintain a competitive edge in the market.
5. Increasing efficiency and effectiveness: A systematic approach to innovation through an audit and roadmap helps organizations streamline their innovation processes, eliminate inefficiencies, and improve overall effectiveness. It ensures that resources and efforts are focused on the most promising opportunities for innovation.
6. Driving innovation culture: An innovation audit and exploitation roadmap can help foster a culture of innovation within an organization. By evaluating the organization's innovation capabilities, promoting collaboration, and providing a clear roadmap for exploiting opportunities, it encourages employees to think creatively and contribute to the innovation process.

In summary, diving into innovation audit and exploitation roadmapping helps organizations assess their innovation capabilities, identify improvement opportunities, align innovation efforts with strategic goals, enhance competitiveness, increase efficiency and effectiveness, and drive innovation culture. It provides a structured approach to drive innovation and achieve sustainable growth.

b) Active brockage and partnering

Active brokering and partnering involve connecting organizations and individuals to facilitate collaboration and the exchange of knowledge and ideas. Here's how to implement this strategy:

Stakeholder Mapping: Identify potential stakeholders who are seeking innovation support, such as startups, businesses, research institutions, and governmental agencies.

Needs Assessment: Understand the specific innovation needs of these stakeholders, which may vary based on their industry, size, and maturity.

Network Building: Create a network of potential partners, including experienced mentors, industry experts, and investors who can provide advisory services.

Matchmaking: Act as a matchmaker by connecting stakeholders with relevant partners based on their needs, goals, and capabilities.

Advisory Services: Provide advisory services in areas like product development, business strategy, marketing, and technology transfer. Customize the advice to address the unique challenges and opportunities of each stakeholder.

Monitoring and Follow-Up: Continuously monitor the progress of partnerships and provide ongoing support to ensure that collaboration leads to tangible innovation outcomes.

Feedback Loop: Establish feedback mechanisms to gather input from both service providers and recipients to improve the matchmaking and advisory process.

c) Facilitation of Cross-Border Strategic Partnerships

Fostering cross-border strategic partnerships is essential for promoting international collaboration and innovation. Here's how to facilitate this:

Regional Assessment: Identify regions or countries within the EUROMED area that share complementary strengths and interests in innovation. Consider factors such as industry clusters, research capabilities, and market access.

Mapping of Capabilities: Analyze the innovation capacities and needs of the different regions or countries, including their specific expertise and areas where they lack capabilities.

Stakeholder Engagement: Engage with governmental agencies, industry associations, and research institutions in the identified regions to understand their willingness to collaborate and their goals.

Collaboration Framework: Develop a framework for cross-border collaboration that outlines the goals, responsibilities, and benefits of partnerships.

International Agreements: If applicable, work with governmental bodies to establish international agreements that support cross-border innovation initiatives.

Advisory and Training Programs: Offer training programs to equip stakeholders with the knowledge and skills needed for successful international collaboration, including cross-cultural communication and legal aspects of international partnerships.

Networking Events: Organize networking events, conferences, and seminars that bring together potential partners from different regions to facilitate collaboration and knowledge exchange.

Information Exchange: Establish platforms or databases that enable information exchange and matchmaking between organizations and individuals in different regions.

Monitoring and Evaluation: Continuously monitor the progress of cross-border partnerships, track their impact, and address any challenges or bottlenecks.

Best Practices Sharing: Encourage the sharing of best practices and success stories from cross-border collaborations to inspire and guide others.

By actively brokering partnerships and facilitating cross-border collaboration, advisory services and training programs can help raise innovation capacities and drive economic growth and development in the EUROMED area.

EMPHASIS Application

The development of cross-border innovation partnerships created among companies took place in different phases. Firstly, the beneficiary companies in each country received assistance from professionals who helped them to identify their needs and the greatest deficiencies in the implementation of their strategy, as well as identifying the kind of partners they could collaborate with within the framework of their needs and deficiencies.

Subsequently, the companies and professional experts worked together to design possible collaborations involving companies from the north and south of the Mediterranean. During this phase, the companies held meetings to get to know each other and explore the possibilities of partnerships among them. As the companies learned about each other and found mutual interests in collaboration, face-to-face open innovation missions were scheduled in order to materialize open innovation projects among the companies. Some missions couldn't take place in person, but the collaborations were formalized online.

The service helped SMEs scale up their technology/product/innovation/service through open innovation, leveraging internal and external expertise and collaboration opportunities. The benefits include decision-making support, brokerage services for both internal and external innovation activities, reaching potential external partners, increased awareness of open innovation tools, and an Open Innovation project report with practical recommendations.

The beneficiaries were able to gain access to a broader range of ideas, expertise, and resources beyond their own internal boundaries by adopting open innovation. This not only strengthens their capacity to create innovative products and services but also cultivates collaborations and partnerships that can contribute to increased competitiveness and expansion.

5. CONCLUSION

In conclusion, Open Innovation is a powerful approach that enables organizations to leverage external knowledge and resources to improve their innovation outcomes. Through this roadmap, we have provided a comprehensive set of recommendations and methodologies that can help organizations embrace and implement Open Innovation successfully.

First and foremost, it is important for organizations to develop a strategic mindset towards Open Innovation. This includes establishing clear goals, aligning them with the overall business strategy, and creating a supportive organizational culture that encourages collaboration and knowledge sharing. It is also crucial to identify the right partners and stakeholders to collaborate with, considering factors such as their expertise, network, and compatibility with the organization's goals and values.

Furthermore, organizations should adopt a systematic approach to Open Innovation by integrating it into their innovation process. This involves defining clear stages, from idea generation to commercialization, and establishing mechanisms for sourcing, evaluating, and selecting external ideas and technologies. Collaboration platforms and tools can facilitate this process, providing a digital space for idea sharing, collaboration, and feedback.

In terms of methodologies, organizations can consider various approaches such as crowdsourcing, competitions, partnerships, and acquisitions. Each methodology has its own advantages and considerations, and it is important to carefully select and adapt them based on the organization's specific needs and resources. Continuous monitoring and evaluation of Open Innovation efforts is also essential to track progress, identify areas for improvement, and make necessary adjustments to optimize outcomes.

To ensure the success of Open Innovation initiatives, it is crucial for organizations to prioritize effective communication and knowledge management. This includes establishing clear communication channels, facilitating knowledge exchange between internal and external stakeholders, and leveraging technology solutions to capture, organize, and share valuable insights and learnings.

Lastly, it is important to recognize that Open Innovation is an ongoing process that requires continuous learning and improvement. Organizations should embrace a culture of experimentation, encourage risk-taking, and be open to learning from both successes and failures. By embracing Open Innovation as a core strategy, organizations can tap into a vast pool of external knowledge and resources, foster innovation, and stay ahead in today's rapidly evolving business landscape.



EMPHASIS

ROADMAP FOR OPERATIONAL UPTAKE OF EMPHASIS

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