

## Experiences and tools

<b>Title:</b>	<b>Coaching and Mentoring of SMEs for Research Commercialisation and Exploitation (COMMERCIALISE)</b>
<b>Topic:</b> <ol style="list-style-type: none"> <li>1. Practices for fostering higher participation in EU research funding programmes</li> <li>2. Upgrading the system of Research and Innovation</li> </ol>	Practices for fostering higher participation in EU research funding programmes
<b>Country:</b>	Poland
<b>Geographic level (regional or national)</b>	national
<b>Organisation</b> (Please include here the name and some background information).	Polish Agency for Enterprise Development (PARP) - a government agency subordinate to the Ministry of Economy in Poland, providing support to entrepreneurs in the implementation of competitive and innovative projects. The primary objective of the PARP is to support development of entrepreneurship in Poland. Instruments provided by the Agency are financed by the State budget and European Funds. In this instrument PARP was acting as a partner in the international consortium.
<b>What were the aims of the experience/tool?</b>	The objective was to use the coaching and mentoring as an opportunity to transfer best practice of the fast growing SMEs into all SMEs participating in Horizon 2020. The aim of the instrument was also to find new ways to enable innovative SMEs to increase their position in the market and create growth through their innovations through Horizon 2020.
<b>In which part of the decision tree is the experience (see image at the end of the document)</b>	Project completed as of 31 <sup>st</sup> of July 2014
<b>Who were the beneficiaries or the target group?</b>	In the demonstration phase the target group was 60 SMEs from 4 pilot countries: Poland, Turkey, UK and Spain (15 SMEs in each country)
<b>Description of the experience of using the best practice:</b> (Describe the operating experience with	The project was divided into two phases: research and demonstration.  The research part includes extensive research and

<p>particular focus on the evolution of its development, end user experience).</p>	<p>analysis process which will help to identify best practice and map the existing Coaching and Mentoring Schemes for Innovative, High Growth SMEs across Europe.</p> <p>During the demonstration phase we developed the coaching model that was tested on group of 60 SMES (15 SMEs in each country) by experienced business coaches during the 3-month pilot implemented simultaneously in Poland, Turkey, UK and Spain.</p> <p>The main idea behind the coaching scheme is to improve the innovation management capacity of the SME. In particular, the coaches by doing the business canvas model together with the gap analysis are able to show the SME their weaknesses and areas that need to be improved. The action plan prepared together with the SME also help to implement the changes and in the end will help to entry onto the market the new product/ service or process with success.</p>
<p><b>What is the period during which the experience/tool has been carried out?</b></p>	<p>13 months (1<sup>st</sup> of June 2013 – 31<sup>st</sup> of July 2014)</p>
<p><b>What were the results of this best practice? (Please provide any charts, data, statistics, etc. showing the results of the implementation).</b></p>	<p>Polish experience only:</p> <ul style="list-style-type: none"> <li>• Both coaches and all companies were satisfied with the coaching results;</li> <li>• Most SMEs have declared, that they want to continue to work with the Coach on the commercial basis;</li> <li>• At the beginning, not all of the companies were satisfied with the Coach selection, but after 9 sessions they were all content;</li> <li>• 25% of the sessions were carried out via Skype or telephone due to time restrictions of the pilot;</li> <li>• The crucial issue in the intervention process is the trust and confidence that must be built up between a coach and a SME;</li> <li>• Choosing the right business model for the company helps in decision making process</li> </ul>

	<p>including the decisions about the key personnel;</p> <ul style="list-style-type: none"> <li>• The coaching process also showed the lack of abilities in regards to delegation of responsibilities and empowering the right people to take full responsibility for their actions as well as showed the benefits of the team work;</li> <li>• Coaches declared that, it had been almost impossible to conduct coaching in relation to R&amp;D project implemented by the SME. Therefore, in most cases, the coaching concerned the development of innovation management capacity of the company.</li> </ul> <p><b>Lessons learnt</b></p> <ul style="list-style-type: none"> <li>• A coach must be not only an experienced coach but also must have business experience preferably of the managerial level;</li> <li>• Working with coach helps the SMEs leaders to look at the company from a different perspective;</li> <li>• Shows the lack of realism regarding the accessing market</li> </ul>
<p><b>What is needed for the experience/tool to be successfully replicated?</b></p>	<p>The tool (C&amp;M Scheme) is to be used in SME Instrument of H2020. The idea of the project was to test the tool before its implementation as a scheme in SME Instrument.</p>
<p><b>Please include any references or bibliography here:</b></p>	<p><a href="http://www.commercialise-project.eu/">http://www.commercialise-project.eu/</a></p>

## The Decision Tree for Participating in Horizon 2020



Source: EURADA