

# RAPPORT

Building RAPPORT between Small and Medium-Sized Enterprises and Public or Private Research Capabilities

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## Deliverable 5.1: Methodology for Case Studies of KTT for SMEs

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## 1. INTRODUCTION

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This document describes the methodology for carrying out the in-depth investigation of the programmes selected through the previous rounds of selection (see D4.1 for the details of the full selection methodology). The actual results following the application of the methodology are presented in D5.2.

The purpose of this research is to get an in-depth understanding of the programmes activities on the 'ground level'. To enable this, the research turns into the perspectives of the ultimate beneficiaries, namely the participating SMEs as well as the views of the other actors involved in service delivery, actors like the researcher who was involved in the Knowledge and Technology Transfer (KTT) and the actor who had the responsibility to facilitate the contact between the researcher and the SME (like the relevant network co-ordinator or the KTT agent involved).

The document covers the following aspects. Firstly, it provides the overview of the methodology, including the precise research questions to be addressed. Secondly, it gives the methodological plan including the method for identifying the right 'targets' for fieldwork and the tools for collecting the data and capturing the evidence. Finally, it offers the template for developing a case study for each programme out of the evidence collected in this or previous round of research.

All three aspects of research are discussed for both streams of the project research: the programmes to support SMEs to connect with Public Sector Research (PSR) and the programmes supporting SMEs to participate in Public-Private Innovation Partnerships (PPIP). Sections 2,3 and 4 cover the research for the PSR programmes while Sections 5, 6 and 7 address the research for the PPIP programmes.

## 2. METHODOLOGY FOR PSR CASE STUDIES

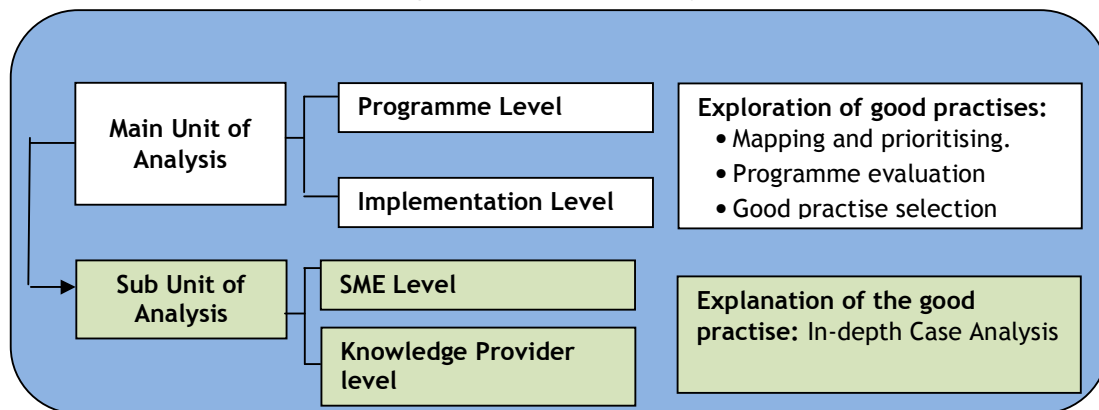
### 2.1 METHODOLOGY OVERVIEW AND RESEARCH QUESTIONS

The RAPPORT project uses a funnel strategy and a stepwise iterative methodology to understand and analyze the schemes, policies and practices that support knowledge and technology transfer for innovation within businesses. The project studies the programmes through a multiple unit of analysis. The previous work stages explored the various practices at the (a) programme level (b) and at the specific implementation level through mapping and prioritizing the schemes using expert judgment surveys, programme evaluations, and thereby selecting the good practices.

In the next phase of the project the intention is to study and explain the selected good practices through an in-depth analysis at the specific level of implementation of a policy scheme. This document provides the guidelines and a methodological framework for collecting the information at the SME and the Knowledge provider level and provides a framework for explaining and describing the cases. Following are the three main sections that provide the methodological framework to collect, analyze, and describe the good practice cases:

- (a) Methodological plan for data collection.
- (b) Good Practice Document - Content description, and
- (c) Interview guidelines for semi structured interviews with SMEs and Knowledge Provider.

Figure 1: Unit of Analysis



This document provides the methodological framework to answer two main questions through an in depth analysis:

Q.1. What is the impact of the programme in terms of benefits for the involved SMEs?

Q.2. How does the programme enable knowledge and technology transfer between the Knowledge provider and the SME?

## 2.2 METHODOLOGICAL PLAN FOR DATA COLLECTION

In previous analyses undertaken within the RAPPORT project, three main categories of programmes were distinguished: (a) Agent supported programmes (b) Firm/Incentive oriented programmes (c) Network based programmes.

This section illustrates a stepwise methodological plan to collect information from various actors in each of these three categories. There are two main steps common to each programme category, i.e. the identification of sample SMEs within specific groupings/ segments and information collection from respondents: the SME and the Knowledge Provider/Knowledge Enabler. However, the source of information (actors) particularly the type of Knowledge Provider/Knowledge Enabler may differ amongst different categories of programme.

### 2.2.1 STEP ONE: IDENTIFY SEGMENTS/GROUPINGS OF SMEs

Prior to collection of information, the researcher needs to identify different segments or groupings of SMEs within the programme. The purpose of the segmentation is to investigate the probable differences, similarities, uniqueness, etc, in SME experiences and impacts, across various segments/groups within the programme implementation. The segmentation of the SMEs can be developed based on following categories:

- **Support services given within the programme:** For example: feasibility study grant, collaborative R&D grant, etc.
- **Sectoral focus:** For example: food, construction, digital technology, manufacturing, health, etc.
- **Technological Intensity:** For example: high tech, low tech
- **Maturity/Lifecycle stage of the firms:** For example: emerging firms, established firms.
- **Size of the firms:** For example: small, micro, medium.

The technique for selection of segments will differ between multiple service programmes and single service programmes, as given below:

**Multiple service programmes:** In case of programmes that provide multiple types of KTT support services, this methodological framework recommends prioritization of SME segments based on ‘KTT support services’ available within the programme while the other types of segments are possible (as stated on p. 4). Each

programme may have a diverse set of KTT services available for the SME, for example: grant for R&D, grant for feasibility studies, grant for market research, etc. The researcher may consider the three available services as three different groupings or segments of SMEs. This shall allow us to study the experiences of the SMEs that receive different types of services within the programme.

**Single service programmes:** In case of single service programmes or those programmes where different services are offered to the SME in sequel to another, the researcher may select the segments in two ways:

- (a) The researchers may prioritize the segments suggested by programme implementer during the programme evaluation interviews.
- (b) Where no groupings are recognized by the programme implementer, the researcher may identify segments based on his/her opinion framed through literature/desk review of the programme. Thereafter, the researcher will confirm this perceived segmentation through an email communication with programme implementer.

In the case where no segmentation may be possible, for example, if the programme is a single service programme, the programme implementer couldn't identify any segments, and the researcher is unable to form its opinion about the segments, the researcher may consider the size of SMEs as a grouping criterion or may accept that no groupings exist within this implementation.

### 2.2.2 STEP 2: IDENTIFY AND SELECT SMEs AND KNOWLEDGE PROVIDER/KNOWLEDGE ENABLER

Once the segments /groupings have been finalized the researcher will electronically/telephonically communicate with the programme implementer to identify and select SME projects (from within different segments) that can be further investigated for an in depth analysis. It is not expected that the researcher will study all the segments within the programme as it is beyond the capacity and scope of work. However, it is suggested that minimum three SMEs from three different segments of the programme may be selected for further in-depth analysis. The researcher will use a purposive sampling technique to choose the SMEs. They will request the programme implementer to provide reference to a project where the programme has exemplarily engaged, impacted or benefited the SMEs (within a segment) due to the SMEs involvement with the Public Sector Research (PSR) establishment. The researcher may thenceforth refer the project to gather evidence about SMEs experience in the programme. While selecting the SME or the project, the researcher must keep in mind that although they may select SME-project cases that were assisted by the programme to prepare for KTT.

However, these SMEs must be cases that end up working with a PSR institution as a result of the programme support.

Once the researcher has identified the specific project, they need to contact the respondents within the SME and the knowledge providing institution that will be interviewed through a semi structured interview process. These respondents are as follows:

***The Beneficiary SME:***

The interview with the SME managers will help us to know, how the programme has benefited the companies and what are the processes, routines, services that enabled knowledge and technology transfer and innovation within the company?. Per programme minimum three SME managers (from 3 segments) will be interviewed.

***The Knowledge Enabler and the Knowledge Provider:***

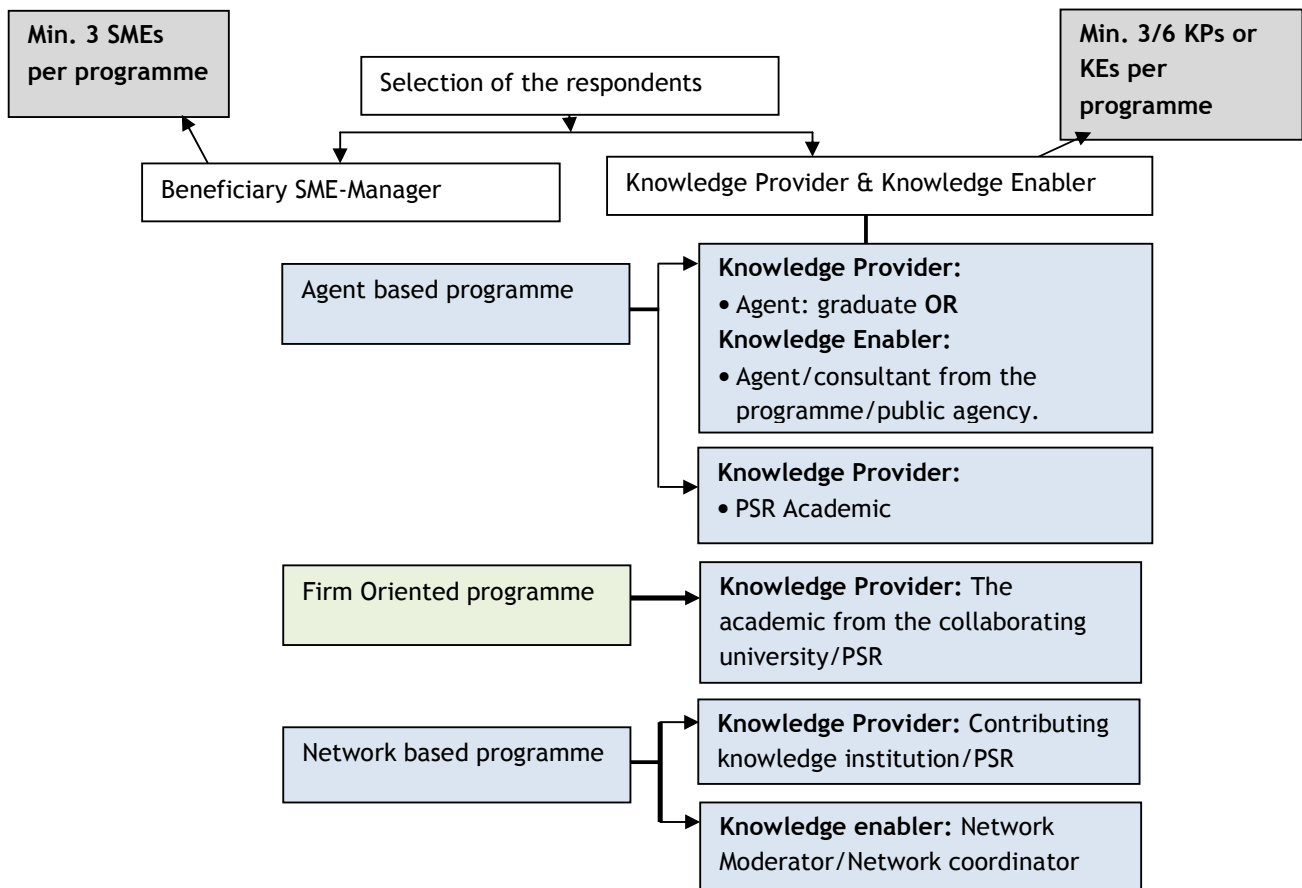
The knowledge transfer activity for an SME may take place through two main actors: (a) A **Knowledge Enabler (KE)** who facilitates or enables knowledge and technology transfer between the PSR and the SME. A Knowledge Enabler can be a public sector agent, a coach, or a network technologist/ coordinator. (b) A **Knowledge Provider (KP)** who plays the most instrumental role in KTT for the SMEs. A Knowledge Provider can be a PSR representative, an agent from the PSR, or an academic from the PSR establishment. A semi structured interview with a Knowledge Enabler and the Knowledge Provider will help in triangulating the evidence on their contribution to the process of knowledge and technology transfer to the SME. Different categories of programmes are likely to have more than one type of Knowledge Providers and Enablers: For example:

- (a) **Agent Supported programme:** The agent supported programmes are typically either mobility programmes where an agent (supervised by a PSR academic) acts as the main instrument in knowledge and technology transfer to the SMEs, or it can be consultants (from a public network or public agency) reaching out proactively to the SMEs in their region and encouraging them to engage with PSRs. In the first case, the researcher may select two main respondents -the knowledge agent and the PSR academic as the Knowledge Provider within the project. In the second, the consultant or coach from the public network/agency as the Knowledge Enabler and the PSR representative who is engaged with the SME may be selected as a Knowledge Provider.
- (b) **Firm/ Incentive Oriented programme:** In case of an Incentive/firm based programme, where a typical KTT programme may comprise of collaborative research and development activity, the Knowledge Provider is likely to be a researcher from the collaborating university or a PSR.



(c) **Network Based programme:** A typical network based programme may have a network or platform that engages different types of actors with common purpose. Here the Knowledge Provider may be the participating PSR and the Knowledge Enabler may be a network technologist or network coordinator. The researcher may select one respondent from the network (Knowledge Enabler) and one respondent from the knowledge institution (Knowledge Provider).

**Figure 2: Selection of Respondents**



**Total respondents to be interviewed per programme:**

The total number of respondent may vary depending on the type of programme; **Agent supported programme** may require interviews with **Nine respondents**. This implies 3 respondents per segment (3 segments):

- (a) One SME beneficiary
- (b) Two Knowledge Provider/Enabler:
  - 1. Agent
  - 2. PSR

**Firm Oriented programme** would require interviews with **six respondents**. This implies 2 respondents per segment (3 segments):

- (c) One SME beneficiary
- (d) One Knowledge Provider: PSR

**Network Based programme** would require interviews with **Nine respondents**. This implies 3 respondents per segment (3 segments):

- (e) One SME beneficiary
- (f) One Knowledge Provider: PSR
- (g) One Knowledge Enabler: Network Coordinator

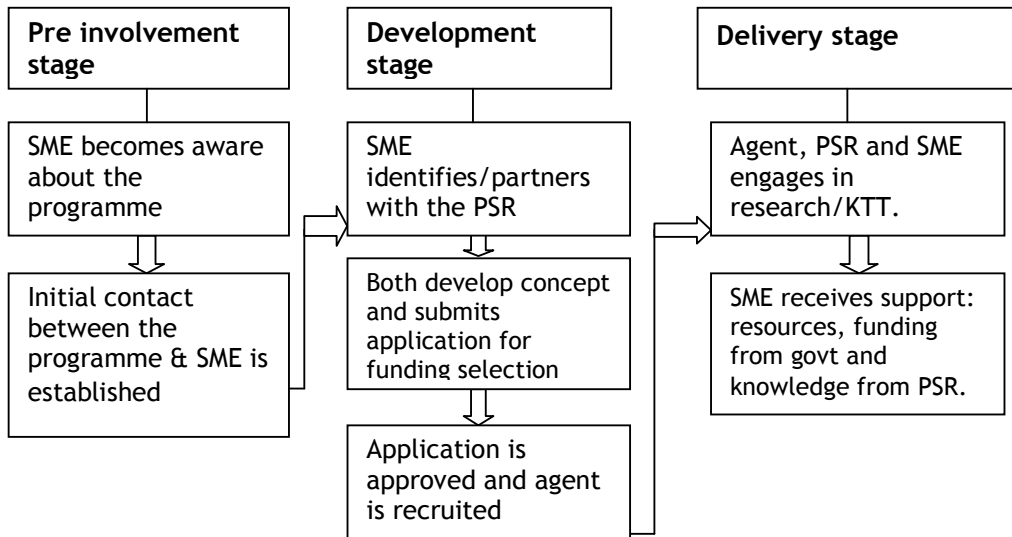
**2.2.3 STEP THREE: COLLECT INFORMATION FROM THE IDENTIFIED SMEs, KNOWLEDGE PROVIDERS, AND KNOWLEDGE ENABLERS**

The researcher will conduct interview with SMEs and Knowledge Providers/Enablers to investigate their experiences and contributions during various stages of the development of the programme (For example the pre involvement stage, the development stages, and the delivery stage). However, the project stages or the innovation journey of an SME may differ for different types of programmes such as Firm/Agent/network based programme. For this purpose the researcher must do some homework in order to tailor the common interview schedule according to the type of the programme:

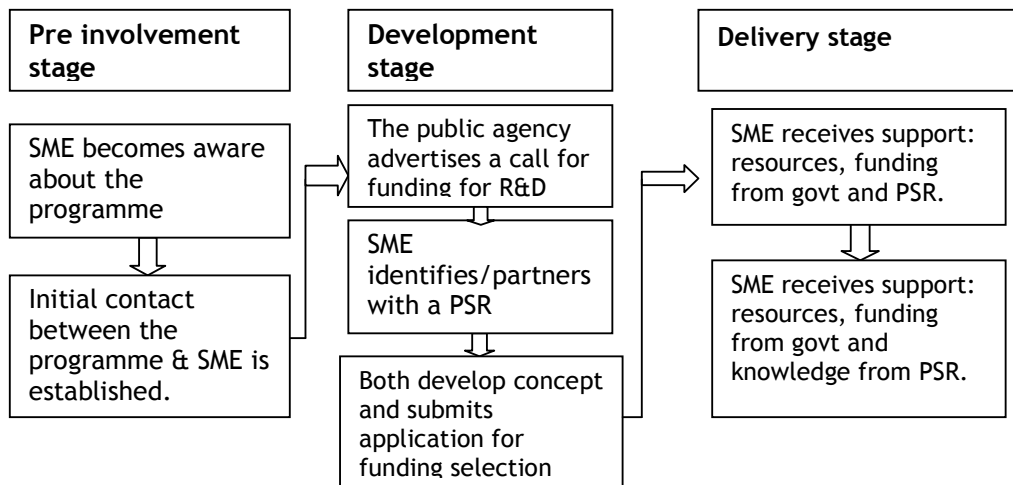
- (a) The researcher may make a list of activities, services, and stages within the programme based on the information collected from previous round of interview (From WP4).
- (b) Make a list of actors involved in implementing or providing the services within the programme (From WP4).

For example in agent, firm and network based programme a typical innovation journey of an SME may involve following stages as given in Figure 2.2, 2.3 and 2.4:

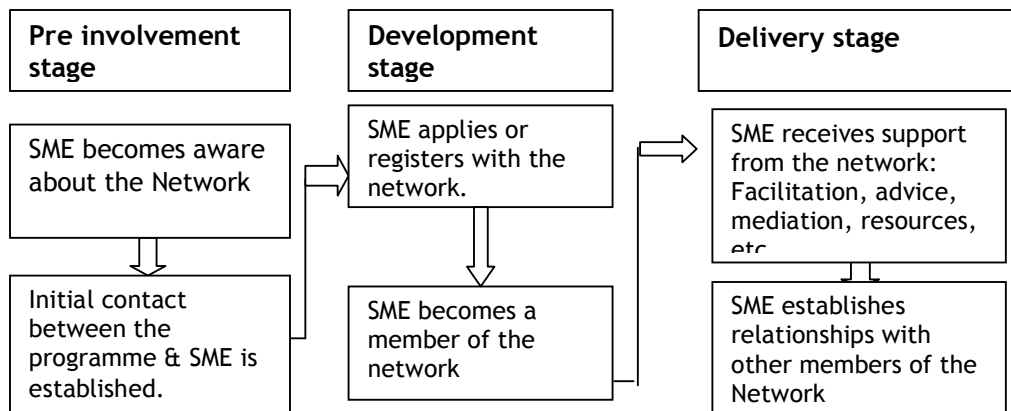
**Figure 3: Agent supported programme: Stages**



**Figure 4: Firm oriented programme: Stages**



**Figure 5: Network based programme: Stages**



Based on this collated information, you may adapt the interview schedules and try to gauge the experiences and contributions of the SME and KP/KE during various identified stages of services offered. Due to a limit to the number of questionnaires that we can design, this document gives guidelines for three types of programmes (agent-supported, firm-oriented, network-based), which may be adapted by the researcher/interviewer.

The researcher will use the interview schedules to collect following sets of information at the SME level and at the Knowledge Provider level.

***SME level: approx. 45 minutes semi structured interview (Interview guidelines attached in next section).***

**SME background and motivation to participate within the programme:** This includes investigating the background history of the firm and their needs and issues that motivate them to consider the support programme.

**Experiences of the SME:** Type of experiences: processes, capabilities, routines, etc that the SMEs encountered during different stages - Pre involvement stage, project development stage, project delivery stage, etc.

**Challenges** encountered at all levels and emerged solutions and routines to deal with the challenges.

**SME benefits** from the programme at three levels:

- In meeting initial expectations/needs or resolving issues.
- In providing business outcomes, strategic resource outputs, and final outcomes.
- In developing new behaviours and change in attitudes.

***Knowledge Provider/Enabler level: approx. 45 minutes semi structured interview***

**Processes that enable KTT between the Knowledge Provider/Enabler and the SME.**

- Role and organizational capabilities of the Knowledge Provider/Enabler.
- The contribution of the Knowledge provider/enabler during various stages of involvement. Pre-involvement stage, development stage, delivery stage, etc.
- The knowledge providers' perspective about the project and the programme (What works and what doesn't).

## 2.3 PSR PROGRAMMES GOOD PRACTISE DOCUMENT - CONTENT DESCRIPTION

Each programme case study will be described using information from the following three different stages of data collection:

- a) WP3 Expert judgment survey and desk research about the programme.
- b) WP4 Programme Implementation interview.
- c) WP5 In-depth SME interviews- Minimum 3 SMEs per programme.

Table 1 outlines the contents of the good practice document and the source of evidence. It is expected that each case study document will be around 30-40 pages in length.

S.N	CHAPTER CONTENT	SOURCE OF EVIDENCE
<b>1.0</b>	<b>RATIONALE AND BACKGROUND OF THE PROGRAMME</b>	
1.1	History of the programme	<ul style="list-style-type: none"> <li>• Evaluation documents,</li> <li>• Programme website,</li> <li>• Case documents,</li> <li>• Expert judgment survey, and</li> <li>• Sanity checks.</li> </ul>
1.2	Goals and Objectives of the programme.	
1.3	Services offered by the programme	
1.4	Implementations within the programme	
1.5	Flow chart showing functioning of the programme	
<b>2.0</b>	<b>BACKGROUND ABOUT THE IMPLEMENTATION</b>	
2.1	History and Objectives of the implementation.	<ul style="list-style-type: none"> <li>• Case implementation documents</li> <li>• Websites</li> <li>• Programme implementation interview</li> <li>• Programme evaluation (WP4)</li> </ul>
2.2	Design	
2.3	Implementation	
2.4	Management of the implementation- services offering, service pricing, resource strategy, etc.	
2.5	Measurement of impacts- evaluation and monitoring process	
<b>3.0</b>	<b>INDEPTH GOOD PRACTISE ANALYSIS- COMPILATION OF INFORMATION FROM MINIMUM 3 SME PROJECT CASES.</b>	
3.1	<b>SME Motivation</b> to engage in the programme. <ul style="list-style-type: none"> <li>• History of SME with programme(s)</li> <li>• The needs of SMEs and expected benefits that motivate them to engage in the programme.</li> </ul>	Interviews with SME

S.N	CHAPTER CONTENT	SOURCE OF EVIDENCE
3.2	<p><b>SME Experiences:</b> Processes and routines that enable KTT between the knowledge provider and the SME at different stages of involvement.</p> <ul style="list-style-type: none"> <li>• Services delivered and used by the SME.</li> <li>• Type of experiences: processes, capabilities, routines, etc that the SMEs encountered during different stages - Pre involvement stage, development stage, delivery stage, etc.</li> <li>• Challenges encountered at all levels and emerged solutions and routines.</li> </ul>	Interviews with SMEs.
3.3	<p><b>Processes that enable KTT between the Knowledge Provider/Enabler and the SME.</b></p> <ul style="list-style-type: none"> <li>• Role and organizational capabilities of the knowledge provider.</li> <li>• The contribution of the Knowledge provider during various stages of involvement. Pre-involvement stage, development stage, delivery stage, etc.</li> <li>• The knowledge providers’ perspective about the project and the programme (What works and what doesn’t).</li> </ul>	Interviews with Knowledge provider
3.4	<p><b>SME benefits</b> from the programme:</p> <ul style="list-style-type: none"> <li>• In meeting initial expectations/needs or resolving issues.</li> <li>• In providing business outcomes, strategic resource outputs, and final outcomes.</li> <li>• In developing new behaviors and change in attitudes.</li> </ul>	Interviews with SMEs.
4.0	<b>Learning Lessons</b>	
	(e.g. uniqueness, relevance Recognition Success Effectiveness Replication	Internal team analysis

Table 1: Template for PSR Programme Case Studies

### 3. METHODOLOGY FOR PPIP CASE STUDIES

#### 3.1 METHODOLOGY OVERVIEW AND RESEARCH QUESTIONS

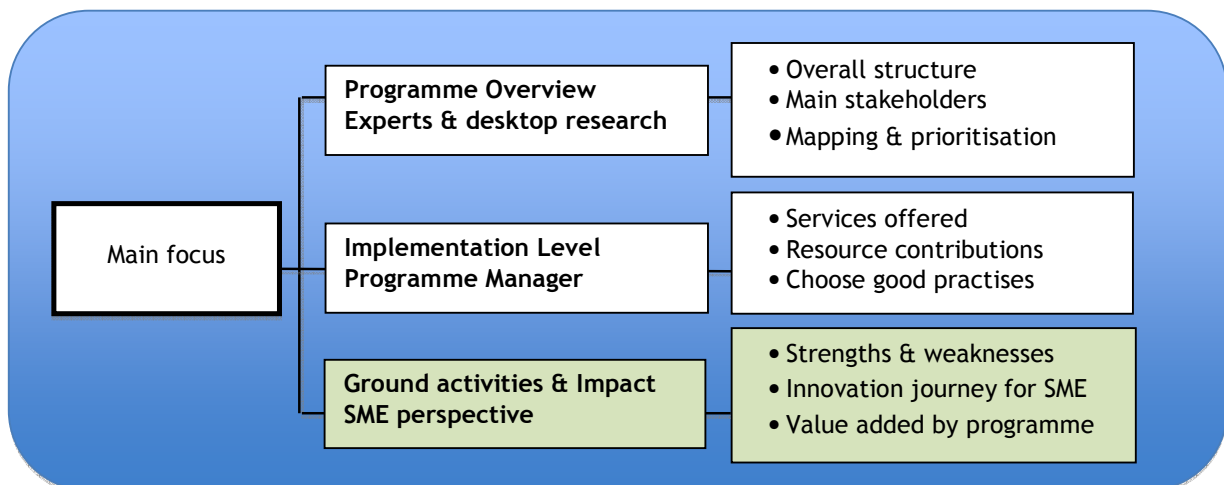
The project followed a ‘funnel research’ strategy, starting from a wider sample of PPIP programmes and subsequently selecting smaller samples with the good practice programmes. As the research focused down on a smaller set of programmes, it devoted more effort to investigate the programme in more depth.

The first round of research (WP3) looked at the programmes overview, drawing data from independent experts and publicly available information. Based on this data, the research team selected the most interesting programmes, making sure that there is sufficient representation of all the identified programme clusters and groupings. The selected programmes were investigated in more depth by capturing evidence from the programme manager and any existing reports (WP4). The analysis focused on the programme processes, the offered services and the resource contributions of different actors. This enabled the selection of the strongest cases (D4.1).

As part of this deliverable the methodology is set for the final round of research where the perspectives of the SME beneficiaries are sought. In particular, the research focuses on two questions:

- Q.1. Capture the contribution of the KTT activities, enabled by the programme, to the innovation journey of beneficiaries SMEs**
- Q.2. Understand the perceptions of SMEs on the programme activities and services as well as and their (perceived) strong and weak aspects**

Figure 6: Unit of Analysis



## 3.2 METHODOLOGICAL PLAN FOR DATA COLLECTION

The research follows three steps. Firstly, the researcher identifies the main segments or groupings of SMEs having participated in the programme. Secondly, the researcher identifies SMEs that have benefited from the programme and selects a project they pursued in the programme. Thirdly, the researcher captures evidence from the identified SMEs based on a pre-defined template. These steps are described in more detail below.

### 3.2.1 STEP ONE: IDENTIFY SEGMENTS/GROUPINGS OF SMEs

Prior to contacting SMEs, the researcher needs to identify different segments or groupings of SMEs within the programme. The purpose of the segmentation is to investigate potential differences and similarities in SME experiences and views, across various segments of beneficiaries within the programme. The segmentation of the SMEs can be developed based on following categories:

- **Service packages offered by the programme:** For example, fully-funded research provider, small amount of contribution in-kind, full consortium partner
- **Sectoral focus:** For example construction, energy-environment, bio-medical, IT, food-processing etc.
- **Maturity of technology:** For example, high manufacturing readiness level, low manufacturing readiness level etc.
- **Lifecycle stage of the firms:** For example, start-up phase, commercialization phase, growth phase
- **Size of the firms:** For example, small, micro, medium-sized.

It is recommended that the researcher contacts the programme manager to discuss the most appropriate segmentation of SME-beneficiaries. It is possible that the programme manager does not have a clear view on the segmentation of beneficiary SMEs, in which case the researcher should engage in a dialogue with the programme manager in order to develop an appropriate segmentation. Guidelines are offered below to facilitate this task.

The first priority for developing an appropriate segmentation should be SME segments in line with the bundles of 'KTT services' offered by the programme<sup>1</sup>. The researcher should engage in a dialogue with the programme manager to identify the most suitable 'bundles of KTT services'. Previous research (WP4) might have identified clearly distinguishable bundles of KTT services. If this is not the case, it is advisable that the researcher takes a good look at the information provided by the programme manager in previous rounds of research and ideally comes up with a segmentation to propose or discuss with the programme manager.

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<sup>1</sup> Another (and very similar) strategy for developing segmentation is to follow the KTT processes deployed by the programme.



Nevertheless, it is acknowledged that such proposal may not always be feasible, in which case the conversation with the programme manager would be critical.

If this strategy is proven ineffective, then the segmentation may be conducted on the basis of the beneficiary characteristics. Factors like the sectors (and the sub-sectors) of the beneficiaries, the maturity of the relevant technology may provide the segmentation, always in conversation with the programme manager. Finally, the segmentation may come out of the consideration of very fundamental characteristics of SMEs such as their lifetime stage or their size.

### **3.2.2 STEP 2: IDENTIFY AND SELECT SMEs PROJECT**

Once the segments have been agreed, the researcher asks the programme manager to identify SME projects to represent the various segments. It is not expected that all the segments of the programme would be studied but a minimum of three segments of the programme selected and then choosing one SME per segment for further in-depth analysis offers good insights.

The researcher uses a purposive sampling technique to choose the SMEs. The programme manager will be asked to provide reference to a SME project where the programme has exemplarily engaged, impacted or benefited the relevant SME (Annex B1). It is prudent to ask the programme manager to provide a list of SME projects, for the researcher to follow up in case the top choices refused to participate in the research.

Once the researcher has identified the specific project, they need to contact the SMEs to ask for a 45 minutes semi structured interview (Annex B2). The fieldwork may also expand to address other actors involved in the programme like managers or scientists from the large enterprise, researchers from the research institution or people from other public sector organisations.

### **3.2.3 STEP THREE: CAPTURE EVIDENCE FROM THE IDENTIFIED SMEs**

The aim of the interview is to develop a comprehensive understanding of the innovation journey of the beneficiary SME, all the way from the stage prior to engaging in the programme to the impact and the benefits captured during or after the programme support.

It is a good practice for the researcher to try to ‘tailor’ the interview schedule to the programme activities. For this purpose, it is highly advisable that prior to the interview, the researcher makes a list of activities, services, and stages of the programme based on the information collected from previous round of interview (WP4). Furthermore, the researcher should make a list of the various actors involved (e.g. large enterprise, public sector organisation) in providing services within the programme (WP3 and WP4). The attached interview schedule (Annex

B3) can be used to collect evidence from the SME through a 45 minutes semi-structured interview. Themes to be investigated in the interviews include the following:

**SME background:** This covers the history of the firm, their position in the market and their unique competitive advantage.

**Engagement of SME with the programme:** The issues that motivate them to consider support from the programme, as well as a brief account of the history and the nature of these needs.

**Experiences of the SME from interacting with the programme:** This contains the programme services the SME has used, the resource contributions from various programme actors received as part of these services and the SME's own contributions. The interview should also explore the challenges encountered by the SME at all levels and the emerged solutions (if any) and any improvements that the SME can think of to address the discussed limitations.

**SME benefits from the programme** at three levels: (a) meeting initial expectations/needs or resolving issues; (b) providing immediate outcomes such as new products, cost production savings etc.; (c) drawing broader lessons like developing new behaviours and changing attitudes.

If necessary, research can expand into the interviewing **KTT Enablers** (e.g. other people who played a role in facilitating KTT in this particular project) and/or **Knowledge Providers** (e.g. the research institute which provided the know-how to the SME). The strategy here will be to investigate the same themes (SME background, engagement with the programme etc.) as above with the same focus (i.e. the particular SME project) but from the interviewee's perspective. The questionnaire developed to interview the knowledge enablers/providers in the PSR research (Annex A4) can be used as a basis. A special note was prepared to support the researcher in the process of semi-structured interviews for both cases of SMEs and knowledge enablers or providers (Annex A5).

### 3.3 PPIP PROGRAMMES GOOD PRACTISE DOCUMENT - CONTENT DESCRIPTION

For each good practice programme, a full case study will be prepared. Each case study is expected to be around 10 pages long. The full case study will comprise two parts.

- The *experience of the beneficiary SMEs* as captured by the semi-structured interviews in the last round of research (Table 2)
- The *full description of the programme* drawing from the evidence collected at the different stages (WP3, WP4 and WP5), i.e. evidence from websites

and other publicly available information, programme reports, interview with the programme manager and interviews with beneficiary SMEs (Table 3)

SME	1.0	Contact Details	Q. No
SME	1.1	Country	1
SME	1.2	Name of respondent	2
SME	1.3	Person's position in the company	4
SME	1.4	Programme classification	6
SME	2.0	About the SME	
SME	2.1	Brief history (date of est., previous experience etc.)	7
SME	2.2	Annual turnover and net profit (after tax) for last 3 years	8
SME	2.3	Human Resources of the SME (including Qualified Scientists and Engineers)	9
SME	2.4	Position in market	10
SME	2.5	USP of SME	11a
SME	2.6	Areas of improvement for SME	11b
SME	3.0	Engagement of SME with the Programme	
SME	3.1	First contact with programme (when and how)	12
SME	3.2	Issues that led to the engagement (Also business ambitions and aspirations)	13
SME	3.3	Reason for choosing the programme (unique elements)	14
SME	4.0	Interaction of the SME with the programme	
SME	4.1	Activities of the programme that SME participated	15a
SME	4.2	Services received by SME	15b
SME	4.3	Cost of services received (contributions)	16
SME	4.4	Contributions by large private firms	17a
SME	4.5	Contributions by public sector research	17b
SME	4.6	What contributions went really well? What can be improved in the services/programme?	18 & 19
SME	5.0	Impact of programme on SME	
SME	5.1	Extent to which issues were resolved	20
SME	5.2	Immediate outcomes of interaction	21
SME	5.3	Broader lessons learnt while interacting with programme	22

**Table 2: Template for Evidence from SME in PPIP Programmes**

	CHAPTER CONTENT	EVIDENCE SOURCE
PR 1.0	<b>Rationale And Background Of The Programme</b>	
PR 1.1	Participating partners	<ul style="list-style-type: none"> <li>• Programme reports</li> <li>• Programme website</li> <li>• SME case documents</li> <li>• Expert survey</li> <li>• Interview with PM</li> </ul>
PR 1.2	Goals and Objectives of the programme.	
PR 1.3	History of the programme	
PR 1.4	Programme classification	
PR 1.5	Programme approach	
PR 1.6	Programe website	
PR 2.0	<b>Strategic Aspects Of The Programme</b>	
PR 2.1	Funding model	<ul style="list-style-type: none"> <li>• Desktop research</li> <li>• Programme website</li> <li>• Programme Manager interview</li> </ul>
PR 2.2	Decision-making process	
PR 2.3	Programme segmentation	
PR 2.4	Typology of participating SMEs	

	CHAPTER CONTENT	EVIDENCE SOURCE
PR 2.5	Main needs of SMEs participating	• SME interviews
PR 3.0	<b>In-depth Good Practise Analysis - Compilation Of Information From SMEs</b>	
PR 3.1	<b>Initial contact of programme with SMEs</b> <ul style="list-style-type: none"> <li>• SMEs motivations to engage in the programme.</li> <li>• History of SME with programme(s)</li> <li>• The needs of the SMEs and expected benefits that motivate them to engage in the programme.</li> </ul>	• Interviews with SME
PR 3.2	<b>SME selection procedure</b> <ul style="list-style-type: none"> <li>• Procedure variations according to different segments of SME-beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with PM</li> <li>• Interviews with SMEs</li> </ul>
PR 3.2	<b>KTT activities and services offered to SMEs</b> <ul style="list-style-type: none"> <li>• Processes and routines that enable KTT at different stages of SME involvement</li> <li>• Services delivered and used by the SME</li> <li>• Experiences encountered by SMEs during different stages of involvement</li> </ul>	• Interviews with SMEs
PR 3.3	<b>Contribution by the (large) private sector</b> <ul style="list-style-type: none"> <li>• Role and organizational capabilities of the involved large enterprises</li> <li>• The contribution of large enterprises during various stages of involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with PM</li> <li>• Interviews with SMEs</li> </ul>
PR 3.4	<b>Contribution by the (wider) public sector</b> <ul style="list-style-type: none"> <li>• Role and organizational capabilities of the organization from the wider public sector</li> <li>• The contribution of knowledge provider (e.g, university) during various stages of involvement</li> <li>• The perspectives of the knowledge provider on the the programme and SME project (if available).</li> </ul>	<ul style="list-style-type: none"> <li>• Interviews with PM</li> <li>• Interviews with SMEs</li> </ul>
PR 3.5	<b>Change of Services (or Focus) Over time</b>	<ul style="list-style-type: none"> <li>• Interviews with PM</li> <li>• Interviews with SMEs</li> </ul>
PR 4.0	<b>Programme Strategic Analysis</b>	
PR 4.1	<b>Programme Impact on SMEs</b> <ul style="list-style-type: none"> <li>• Meeting initial expectations, resolving issues</li> <li>• Providing immediate outcomes</li> <li>• Developing new behaviors and change in attitudes</li> </ul>	<ul style="list-style-type: none"> <li>• PM interview</li> <li>• Interviews with SME</li> <li>• Other collected evidence</li> </ul>
PR 4.2	Challenges from the SME point of view	
PR 4.3	Challenges from the service delivery point of view <ul style="list-style-type: none"> <li>• Challenges encountered at all levels and emerged solutions and routines</li> </ul>	
PR 4.4	Programme evaluation/monitoring	
PR 5.0	<b>Lessons Learned</b>	
PR 5.1	The most distinguishing element of the programme	Internal team analysis
PR 5.2	Other lessons learned like programme uniqueness, SME relevance, recognition, effectiveness etc.	Internal team analysis

**Table 3: Template for PPIP Programme Case Studies**