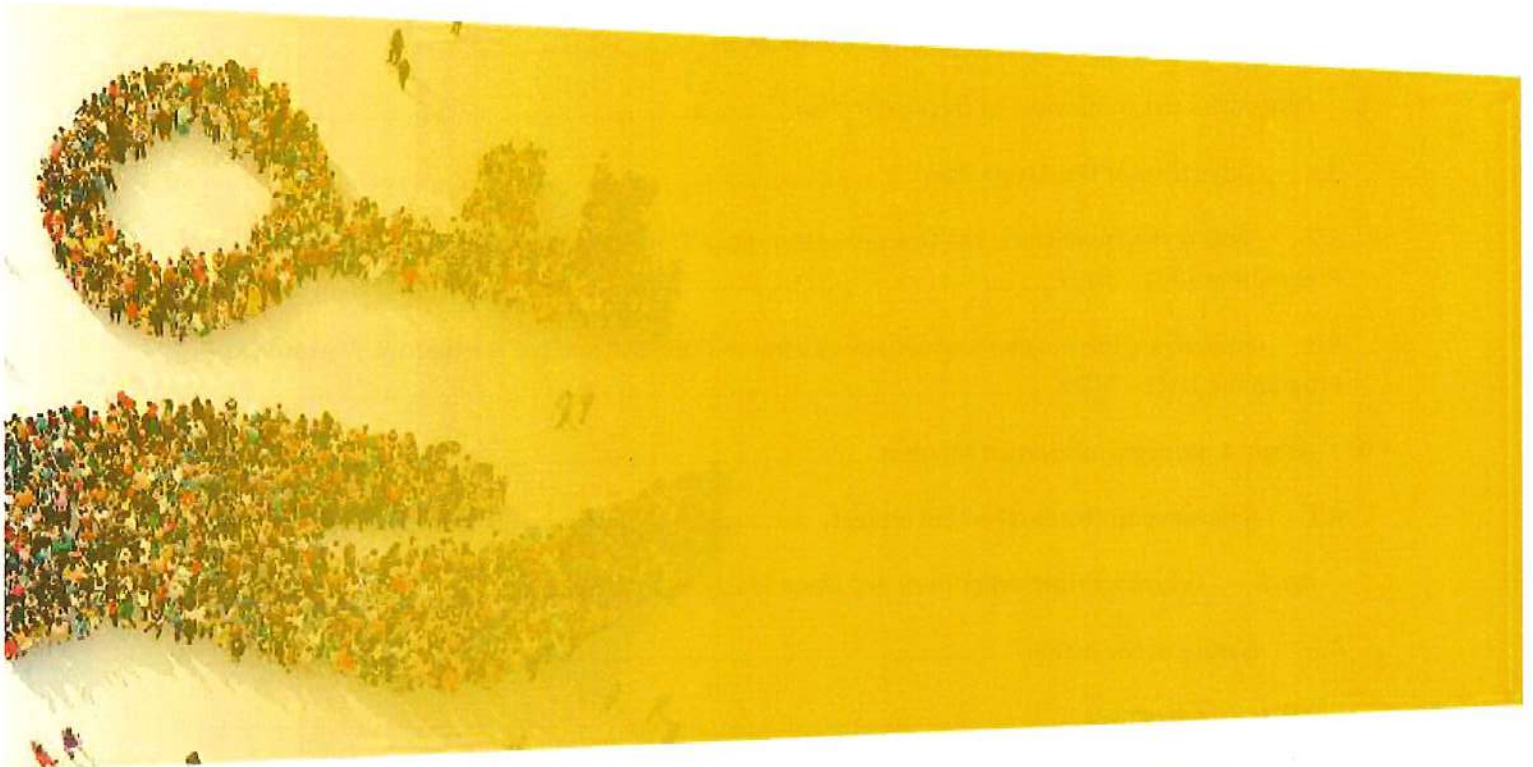


ACTION PLAN



European Union
European Regional
Development Fund


Oifig Fiontair Áitiúil
Local Enterprise Office

Local Enterprise Office,
Donegal County Council
IRELAND



Key tools to assess and improve
soft innovation policies

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1. General Information

Project	PassParTool
Partner organisation	Local Enterprise Office Donegal
Other partner organisations involved (if relevant)	
Country	Ireland
NUTS 2 region	Northern and Western Region
NUTS 3 / local area	Border Region / Donegal County
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2. Policy context

2.1 Aim of the Action Plan

The policy instruments that this Action Plan aims to impact are:

<p>Investment for Growth and Jobs programme</p>	<p>1. Northern & Western ERDF Programme 2021 – 2027, key priority “SMARTER Europe”, RSO1.1. “Developing and enhancing research and innovation capacities and the uptake of advanced technologies within the region”</p>
<p>Other regional development policy instrument</p>	<p>N/A</p>

This Action Plan addresses the key priority “SMARTER Europe” as part of the Northern & Western (NW) ERDF Programme 2021 – 2027 with particular focus on the specific objective RSO1.1. “Developing and enhancing research and innovation capacities and the uptake of advanced technologies within the region”. The Action Plan is focussed on the geographic area of County Donegal as one of 9 counties covered by the Northern and Western Region.

LEO Donegal had originally addressed the previous programme BMW Regional Operational Programme 2014-2020 for the Border and Western Region (BMW), Policy Instrument 3d – “Supporting the capacity of SMEs to grow in regional, national and international markets and to engage in innovation processes” in the PassParTool project. However, as the previous ERDF programme is no longer influenceable nor has it any funds left, LEO Donegal selected the succeeding Northern & Western (NW) ERDF Programme 2021 – 2027 as the policy instrument to be addressed.

The NW ERDF Programme 2021-2027 is currently being completed and is expected to be finalised by end of quarter 2 / beginning of quarter 3 of this year 2022.

The Action Plan also addresses and compliments the “Donegal Strategic Enterprise Development Plan 2021 – 2030” which was formally adopted by Donegal County Council in 2021, in particular pillar 3 “Grow Donegal’s Innovation Economy: Transform Donegal into a nationally recognised centre for innovation in the next decade with a focus in identified sectors”. The development plan is directly interlinked with the old and new Regional Operational Programmes.

2.2 Current situation in Donegal County with SWOT

The responsible organisations for the countrywide implementation of the addressed Northern & Western ERDF Programme 2021 – 2027, key priority “SMARTER Europe” and achieving the specific objective RSO1.1. will be:

- Local Enterprise Offices (LEO).
- Enterprise Ireland (EI) - Enterprise Training and Accelerator ‘New Frontiers’ Programme, SME Development Programme.
- Udaras na Gaeltachta for Irish-speaking areas of the region.

as it was also the case for the previously addressed Policy Instrument 3d of the Border, Midland and Western Regional Operational Programme 2014 – 2020.

Each organisation has a budget allocated to support the implementation of their respective strategic plans in the region. The Local Enterprise Office has a unique position in that it has local discretion and decision making for the allocation of its funds to meet the specific needs of the policy instrument. National policy has been evolving to a focus on regional development, given the need to develop the country in a more sustainable way outside of the main urban areas.

The National innovation programmes – provided by EI – tend to be almost exclusively aimed at large to medium firms (50+ employees). But as the vast majority of firms in Donegal County are micro businesses with less than 10 employees (92%+) and small businesses with 10 to 49 employees (5%) the support measures by EI do not sufficiently address the innovation needs and innovation capacities of the businesses in Donegal County.

Due to BREXIT, the current situation for Donegal’s enterprises, as a direct neighbour to Northern Ireland, is becoming even more critical as traditional supply chains and trading with UK are negatively affected. Thus increasing the internal/own innovativeness and competitiveness of Donegal’s businesses and the consequent improved overall economic welfare of the county is of the utmost importance in the long term.

The focus of the Local Enterprise Offices, which exist in every local authority area in Ireland, is broad and covers a number of business development areas. Under key priority “SMARTER Europe” the LEOs will be charged with promoting enterprise and developing enterprise support programmes at local and county level close to businesses and their needs. E.g., Local Enterprise Office Donegal has been at the forefront in developing innovation management programmes in County Donegal with the aim of maximising the management and innovation skills in order to enhance the development ambition, to strengthen and explore innovation capabilities/competitiveness of SMEs in Donegal: growing and scaling through new products, processes or markets. Strong emphasis is put also in the areas of soft innovation as this is often more feasible for Donegal’s small and micro companies. Effective services like the “Mentoring” and the “Lean for Micro” programmes assist in particular small and micro businesses, to improve efficiencies through improved processes. Support activities like the identification of alternative operational business models, opening

new markets, the Creative Coast Donegal initiative or the Building a Craft & Design Enterprise (BCDE Programme) and the AGILE R&D programme address the full bandwidth of R&D and non R&D driven innovation.

To unlock their innovation potential, Donegal's businesses need to increase their innovation capabilities and competencies. Compared to other Irish counties Donegal firms currently reflect an underdeveloped awareness of the potential for R&D and soft innovation as drivers of their competitiveness. Innovation is often seen by small and micro businesses as a complex process that involves project identification, research, commercialisation – all of which require significant time and resources, both human and financial, and are thus major challenges for most small and micro businesses.

Most of the public budget for enhancing the competitiveness of SMEs is allocated for national support services with a Dublin centric view, resulting in limited budget remaining for actors in counties like Donegal to provide innovation support services. At the same time, the coordination between the key agencies/actors at national level and locally in Donegal needs to be improved in order to have a better coordinated innovation support system with related services.

Other innovation obstacles are the lack of capabilities and resources within Donegal's small and micro firms to fund innovation within the businesses as well as the lack of innovation experts at local level that can bring expertise and experiences into local firms. Support capacities within Donegal are limited due to the limitations associated with the relatively small population base of the county and thus a lack of critical mass. Currently there is one Higher Education Institution (HEI) – Letterkenny Institute of Technology (LYIT), a third level HEI with evolving innovation support services for SMEs in the county but with limited engagement in the area of innovation to date with the small and micro enterprise sector. The establishment of the Atlantic Technological University through the amalgamation of the Institutes of Technology of Letterkenny, Sligo and Galway/Mayo will in time add significantly to the capabilities and interaction of the third level sector with SMEs in the region – but this will take some time.

Thus, Donegal also needs to collaborate very intensively with its neighbouring counties in the northwest and with cross border neighbours in Northern Ireland in order to open the door for Donegal's SMEs to further innovation support and technology providers in the neighbouring regions. Considerable efforts have been made in this direction under such programmes as the CO-INNOVATE programme and further opportunities will emerge under the next round of INTERREG funding.

Currently the monitoring activities and impact assessment of innovation support services – and in particular of the soft innovation support services – is underdeveloped in the county as well as at national level. Thus the effectiveness and efficiency of offered support services – mainly co-financed by the addressed policy instrument and its predecessor – is often not transparent. In the new Donegal Strategic Enterprise Development Plan 2030 evidence-based policy is postulated as one important characteristic of the future enterprise development environment in Donegal: Donegal enterprise development will deal with facts and provide the correct

information to benchmarking companies forging relationships with them and proving economic returns (chapter 7.3). Therefore, business dynamics will be one of the core areas for measurement with innovation as an important indicator (chapter 7.11 “Measuring Success”). A lot of services under the addressed policy instrument are contributing to the new Donegal Strategic Enterprise Development Plan 2030.

SWOT:

<p>STRENGTHS</p> <p>S1 Addressed policy instrument linked to key strategic objectives of the Government and Donegal County.</p> <p>S2 Integrated range of supports which are also linked to other measures within Enterprise Ireland-</p> <p>S3 Very well funded instruments, in particular on national level.</p> <p>S4 Experience with ProfitNet and Co-Innovate programmes.</p> <p>S5 Broadband width of innovation support services at County level, taking into consideration also soft innovation.</p>	<p>WEAKNESSES</p> <p>W1 SMEs with limited entrepreneurship ambition and innovation/collaboration culture in Donegal.</p> <p>W2 Limited budget for innovation support at County level, also in comparison with national level.</p> <p>W3 Poor reflection of Donegal's businesses (in particular small and micro companies) and their needs in national innovation support system (in particular by Enterprise Ireland). Support strongly centralised through EI schemes for EI clients companies.</p> <p>W4 Limited involvement of Donegal stakeholders/actors in national innovation policy.</p> <p>W5 Very limited knowledge about impact of innovation support services on beneficiaries and the innovation performance of businesses in the County. No formal monitoring of Innovation to give opportunity for benchmarking.</p> <p>W6 Lack of innovation experts at County level.</p> <p>W7 Limited formal internal innovation capabilities in Donegal small and micro businesses.</p>
<p>OPPORTUNITIES</p> <p>O1 Strong national policies in support of SME innovation with better involvement of regional and local actors like the LEOs.</p> <p>O2 Measures to change the entrepreneurship ambition and innovation/collaboration culture in the County.</p> <p>O3 Establishing a step-by-step approach to foster and support innovation in Donegal's SMEs, in particular small and micro businesses.</p> <p>O4 Introducing a systematic monitoring of SME's needs in innovation support, their innovation and business</p>	<p>THREATS</p> <p>T1 BREXIT.</p> <p>T2 Reduced public funding for innovation support.</p> <p>T3 Mid and long term effects of Covid-19 pandemic.</p> <p>T4 Budget reductions due to national COVID-related long-term costs.</p>

performance as well as an impact measurement of innovation support services on the beneficiaries.

- O5 Establishing a county wide, coordinated and consensus oriented eco system for technology/R&D driven and soft innovation with involvement of regional and local actors/stakeholders.
- O6 Regional adaptation/completion of innovation support programs according to Donegal's businesses and development of regional, need oriented and complementary support services (to national ones).
- O7 Establishment of the Atlantic Technological University.
- O8 Strengthening collaboration with neighbouring counties in Northern Ireland (SMEs and HEI).

3. Objectives and framework of this Action Plan.

3.1 Objectives of the Action Plan.

The Action Plan aims to focus on enhancing sustainable growth & competitiveness of SMEs to ensure continued job creative and the sustainability of the local economy. This is in keeping with the priority "SMARTER Europe" of the addressed policy instrument. Therefore, it is a requirement to increase the innovation activities and the degree of innovativeness of the SMEs. While the Northern & Western ERDF Programme 2021 – 2027 is covering the full programme area, this Action Plan is concentrating on Donegal County as part of the NW region.

3.2 Setting the framework: the Link between InnovAIDonegal and the Northern & Western ERDF Programme 2021 – 2027.

Under RSO1.1." Developing and enhancing research and innovation capacities and the uptake of advanced technologies within the region" the Northern & Western ERDF Programme 2021 – 2027 is emphasizing functional regional eco-systems as important drivers for innovation diffusion, enterprise innovation and entrepreneurship in the region and associated Counties.

As a consequence of pursuing this objective Donegal is now proposing the development and implementation a county specific eco-system for innovation – called InnovAIDonegal – in order to improve and extend Donegal's innovation policy and related policy tools. The addressed policy instrument will significantly contribute to the InnovAIDonegal by financing numerous support services and monitoring tools which will be run within the InnovAIDonegal.

InnovAIDonegal is addressing numerous opportunities O1 to O6 (see SWOT summary on pages 8 and 9). The main characteristics of InnovAIDonegal are:

- It takes into account technology and non-technology innovation.
- It addresses the full bandwidth of Donegal's businesses.
- It provides a needs oriented innovation support service portfolio tailored for Donegal's businesses.
- It compliments the national innovation support system.
- It follows a structured process for SME's innovation support with involvement of, at least, the main public actors/stakeholders in Donegal through more open communication better collaboration.

Each individual SME in Donegal can be supported in its innovation activities in 6 steps. Starting with "1. Informing and Awareness" about innovation and support opportunities, SME's get engaged with service providers – and vice versa –and they can carry out a first check of their current position in innovation (step "2. Engaging"). A more in-depth interaction of SME's and services providers is required in step "3. Screening and Diagnostic" in order to get a deeper insight in the current innovation competencies and potential of the SME, leading to the development of individual tailor

made innovation project ideas and the identification of appropriate innovation support measures (step "4. Defining"). Step "5. Delivering" is the implementation of identified project ideas with or without support of service providers. Successful projects are creating innovation and leading to economic success for the engaged SMEs as well as to environmental and social benefits (step "6. Realising").

With the 6 step process InnovAIDonegal is empowering individual SMEs towards more stronger innovativeness and contributing to the upgrade of Donegal's Business Community to a Innovation and Knowledge oriented Business Community. The following figure 1 gives an overview over the steps, the content and examples of current support activities.



Figure 1: InnovAIDonegal – the step-by step approach of Donegal County Innovation Policy to foster innovation in County businesses

The competitiveness of Donegal's SMEs and their resilience with respect to the global economic turmoil is certainly strongly linked to their capacity to innovate. However, innovation dynamics aren't only dependent on R&D and technological change, but also rely on less evident, less formalized and more difficult to assess factors, involving organizational, social/HR and environmental dimensions. This is very relevant for Donegal with so many small/micro businesses in medium and low-tech sectors. InnovAIDonegal will stimulate more innovation as a cross-sectoral topic and will address the full bandwidth of Donegal's businesses with particular focus on micro and small enterprises as the dominating company sizes in Donegal.

InnovAIDonegal will avoid competition with the national innovation support system by complementing the national innovation support services. This will be facilitated through the demand of the NW ERDF Programme 2021 – 2027 for stronger collaboration at national level with the Local Enterprise Offices and other regional stakeholders all over Ireland.

For an effective and efficient innovation policy, InnovAIDonegal has to provide a needs-oriented innovation support service portfolio tailored for Donegal's businesses. And needs orientation goes hand in hand with appropriate monitoring and assessment tools – which are at the core of this Action Plan.

3.3 Embedding the PassParTool actions into InnovAIDonegal and the Northern & Western ERDF Programme 2021 – 2027.

A continuous monitoring of SMEs innovation activities/needs and impact measurement of innovation support services is very important to better link strategic areas of evidence-based County policy with the basic innovation activities in Donegal's SMEs. As Donegal is a small County with limited resources in innovation support/innovation policy these monitoring and evaluation activities may only require limited effort and needs to follow a hands on approach, finding answers on the question: "How do we drive innovation in the county and how to get more innovation into the businesses?" The two actions of this Action Plan will contribute to the answers and therefore, will be integrated as new tools into InnovAIDonegal, financed by the addressed policy instrument NW ERDF Programme 2021 – 2027.

Action 1 "Donegal Innovation Monitor" will monitor the Innovation & Knowledge oriented Business Community Donegal in terms of SMEs' innovation capacities, innovation potentials, innovation activities and ideas as well as the willingness of local SMEs to increase their innovation capabilities and their demand for external individual innovation support. The Donegal Innovation Monitor will be run every two years and focus on the clients of Leo Donegal and Enterprise Ireland. Therefore, also a monitoring of the midterm and long-term performance of Donegal's Innovation & Knowledge oriented Business Community is possible

Action 2 "Online Innovation Check" is a new online tool for self-assessment of the innovation capabilities and activities of Donegal's businesses as well as for expressing their interest in becoming more innovative. This self-assessment will provide an initial

summary situational picture of the local SMEs participating in the "Online Innovation Check". With the "Online Innovation Check" Donegal aims at attracting in particular SMEs in Donegal which are so far no clients of the regional innovation support system.

InnovAIDonegal Six Step Process

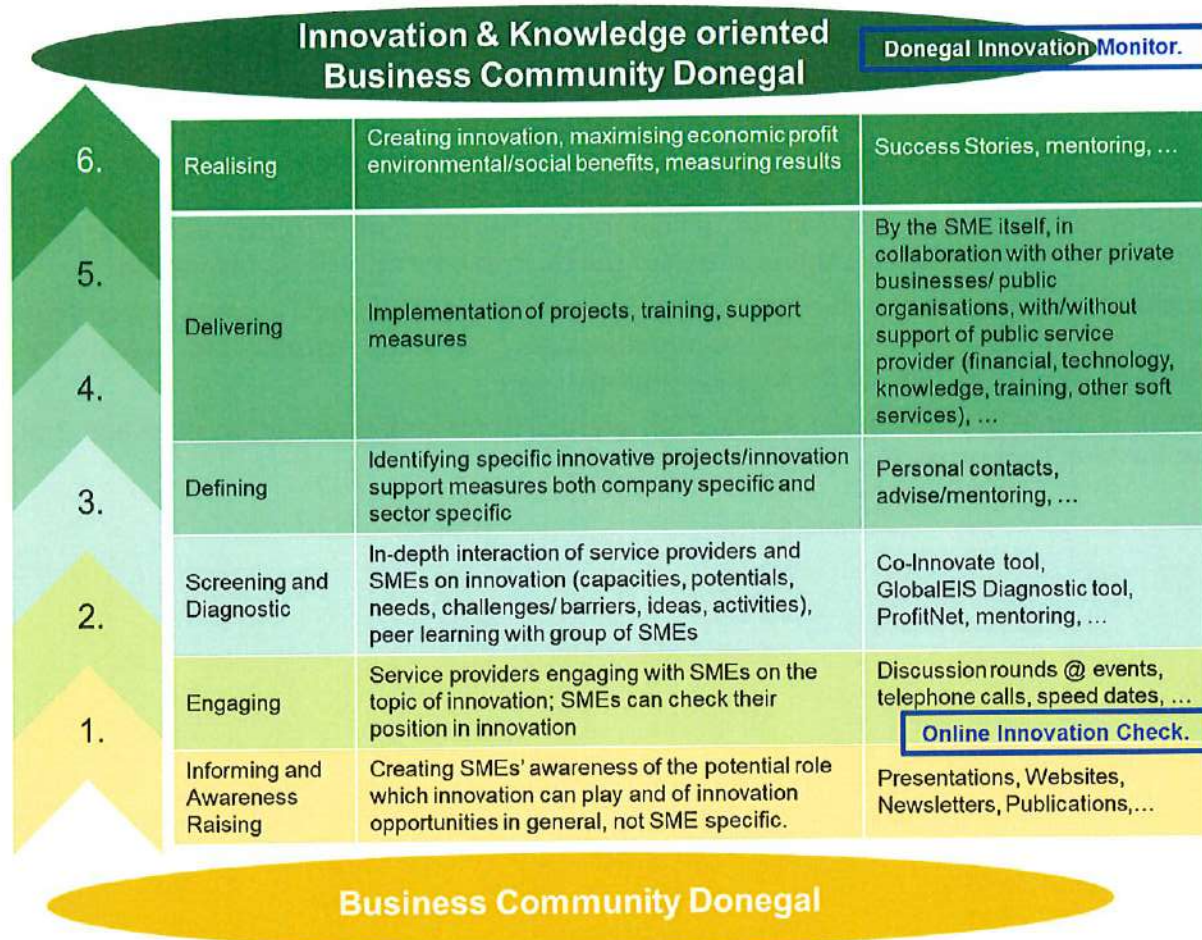


Figure 2: Integration of the two actions into the InnovAIDonegal eco-system

Both actions are directly involving SMEs as policy beneficiaries in the monitoring activities of Donegal's innovation policy. Both actions will deal with R&D-driven as well as non-R&D-driven, soft and social innovation situation and dynamics in Donegal's SMEs. This will broaden the understanding of innovation from a technology-limited view towards a technology and non-technology related view on innovation – not only for Donegal's SMEs, but also for providers of innovation services and politicians in Donegal.

A systematic data management of the information gathered, combined with sophisticated data analysis, will create a bigger pool of identified innovation capabilities, innovation potentials and ideas as well as increase the transparency of SMEs' actual needs and demand in external innovation support.

Together with the tools a new progressive communication and diffusion process of the gathered information and gained analysis results will be established among the relevant stakeholders and innovation service providers in Donegal County in order to match innovation needs, innovation competences and support services in a more effective and efficient way.

The gathered information through the two actions in combination with the communication/dissemination approach will ease the creation of additional innovation projects – co-financed by the addressed policy instrument – with higher quality and more powerful results in terms of increased SMEs' innovativeness. Also, the scoping and preparing of new large-scale, collaborative projects with county wide/regional dimension, co-financed by the addressed policy instrument, will be facilitated.

Furthermore, gaps in the current innovation service portfolio for Donegal's SMEs can be identified and new support schemes/support services established, again co-financed by the addressed policy instrument.

The developed actions of the Action Plan are ready for implementation in phase 2 of the PassParTool project.

4. Action 1: Donegal Innovation Monitor.

4.1 Relevance to the PassParTool project

It has been a high priority for Donegal County Council and for LEO Donegal from the beginning of the PassParTool project to develop the concept for a regular survey among Donegal's business community to monitor the innovation activities. Reflecting the focus of the PassParTool project and approach, the "Donegal Innovation Monitor" is not limited to technology driven innovation but will also monitor soft driven innovation based on environmental, organizational, relational and societal dimensions.

The intensive exchange with PassParTool partners and the Good Practice provided by the partner regions from Northern Netherlands (Northern Netherlands Innovation Monitor) and Extremadura (Extremadura Innovation Capability survey) have significantly facilitated and influenced the finally developed "Donegal Innovation Monitor" as described under the chapter "Nature of the content" and in annex 1.

After selection of these two Good Practices in June 2020 and April 2021, both GPs were presented and discussed in the different online events. Both GP providing regions have provided the full questionnaire to the project partners at the request of LEO Donegal (autumn 2021). The LEO has transferred/adapted numerous questions from both GPs into the "Donegal Innovation Monitor".

During the online Monitoring Café #7, organised by LEO Donegal, a draft of the "Donegal Innovation Monitor" questionnaire was presented and discussed with all partners. The questionnaire was further improved according to the findings at MC #7.

The finalisation of the questionnaire was completed after clarification of remaining open questions and providing additional information during the two staff exchanges in Badajoz/Extremadura (April 26th-27th) and in Donegal (May 19th-20th).

The final questionnaire also takes into account the Community Innovation Survey CIS.

4.1.1 Learnings from other partners' Good Practices

Title of Good Practice	Northern Netherlands Innovation Monitor
GP owner (region)	Northern Netherlands
How will the GP import contribute to the policy improvement (Refer to findings that emerged during the project Phase 1 or to policy needs identified at an earlier stage)	Overcoming SWOT W3 and seizing opportunity SWOT O4
In which way is the GP integrated into the action? (Will the GP be transferred as a whole or partly? In which way will the GP be amended/extended to your individual regional situation?)	Single questions of the GP are transferred and amended to the needs of Donegal County and the objective of the "Donegal Innovation Monitor"
Description of the interregional exchange and learning process (At which interregional events did you gain insight for the decision of import of the GP and gather the required information input for designing the action? You should list individual events with dates and exchange partners.	Northern Netherlands Innovation Monitor was presented by the partners from Northern Netherlands in the online Monitoring Café #2 on 23 rd September 2021, followed by the dissemination of the full questionnaire template of the North Netherlands Innovation Monitor 2021 translated in English.

Title of Good Practice	Analysis of the innovative capacity of companies in Extremadura 2018-2020 (ANÁLISIS DE LA CAPACIDAD INNOVADORA DE LA EMPRESA EXTREMEÑA)
GP owner (region)	Extremadura
How will the GP import contribute to the policy improvement (Refer to findings that emerged during the project Phase 1 or to policy needs identified at an earlier stage)	Overcoming SWOT W3 and seizing opportunity SWOT O4
In which way is the GP integrated into the action? (Will the GP be transferred as a whole or partly? In which way will the GP be amended/extended to your individual regional situation?)	Single questions of the GP are transferred and amended to the needs of Donegal County and the objective of the Donegal Innovation Monitor
Description of the interregional exchange and learning process (At which interregional events did you gain insight for the decision of import of the GP and gather the required information input for designing the action? You should list individual events with dates and exchange partners.	<p>First time: April 2020</p> <p>2nd time: MONITORING CAFÉ EXTREMADURA</p> <p>"O4i Office for Innovation" & Regional Innovation Survey "Chair of Innovation"</p> <p>Date: 01st December 2021</p> <p>Monitoring Café #2:</p> <ul style="list-style-type: none"> necessity to consider innovation in sustainability (environment and social) as impact on the whole community as well as the economic success = profitability of single companies linking assessment with CIS <p>meeting SME Innovation insight TW2 (Oct. 2020)</p>

4.2 Nature of the action.

4.2.1 Objectives

This action is aiming at overcoming in particular SWOT “W3 Poor reflection of Donegal’s businesses (in particular small and micro companies) and their needs in national innovation support system” and seizing opportunity SWOT “O4 Introducing a systematic monitoring of SME’s needs in innovation support, their innovation and business performance as well as an impact measurement of innovation support services on the beneficiaries”.

The Donegal Innovation Monitor will close a significant gap in the innovation policy of County Donegal and in the addressed policy instrument: monitoring and analysis of the innovation activities of Donegal’s businesses. The monitor is taking into account the overall company situation/challenges/ performance, R&D and soft innovation activities, external collaboration, main obstacles to innovation, support services received as well as needs and demand for external innovation support.

With the envisaged monitoring the action can give insight into the overall and innovation performance of local SMEs and their capabilities, also in comparison with received services. Monitoring SME’s needs in external innovation support will improve the match of needs and provided services, leading to a more effective and efficient usage of the services. Furthermore, gaps in the service portfolio, which can be identified through the need analysis, can be closed through establishing the required services and will improve the policy governance.

With the monitor, new emphasis is put on environmental, organisational, and social issues leading to broader understanding of innovation and required support services.

4.2.2 Content.

The “Donegal Innovation Monitor” will be run by the LEO Donegal. It consists of two parts: an online questionnaire and the statistical analysis behind.

The Donegal Innovation Monitor is not a representative survey for County Donegal. The core target group of the monitor will be the core client portfolios of LEO Donegal, b(approx. 250 companies), Enterprise Ireland and Udaras na Gaeltachta clients in Donegal (approx. 160 companies). This target group will be enlarged over the years in the following surveys when the service providers can win additional businesses in the county as clients.

The questionnaire survey will be carried out on a bi-annual basis and contribute to an increasing transparency over the innovation activities of Donegal’s businesses and their performance over the years.

The questionnaire is structured in several blocks as followed:

- INTRODUCTION
- COMPANY INFORMATION & CHALLENGES

- RESEARCH & DEVELOPMENT AND OTHER INNOVATION ACTIVITIES
- MAIN OBSTACLES TO INNOVATION
- INNOVATION SUPPORT SERVICES
- FURTHER CHARACTERISTICS OF YOUR COMPANY
- COMPANY DATA 2
- DEMAND FOR EXTERNAL SUPPORT – fields where the company needs further external support

The full questionnaire is listed in the appendix 7.1.

The Link for the “Donegal Innovation Monitor” will be directly sent to the target group by LEO Donegal as invitation to participate. In this invitation and in the questionnaire itself the benefits for participating companies is clearly explained (e.g. chance of matching of their demand for external innovation support with appropriate services, getting informed about the results, deduction of improvement of the innovation support, chance to win a package with local products in case of participation). This communication shall also motivate companies to participate in the survey and to get a sufficient number of exploitable responses.

Furthermore, the Donegal’s stakeholders will promote the participation in the “Donegal Innovation Monitor” among Donegal’s SMEs being their customers of networking partners.

All gathered information by the survey will be stored in the LEO database for further analyses and follow-up activities.

After each questionnaire survey a comprehensive statistical analysis of the gathered information will be carried out with engagement of professionals. The statistical analysis can be completed at a later stage on demand of the innovation policy or actors of the InnovAIDonegal ecosystem. The statistical analysis will result in (among others):

- Identification of (external) challenges and needs in innovation support among Donegal’s businesses,
- Getting a clear picture of strength & opportunities of Donegal’s businesses,
- Identified success factors and barriers to innovation in Donegal’s businesses,
- Better knowledge of the impact of the degree of innovativeness on the companies’ performance,
- Identified trends in Donegal’s businesses,
- Cluster allocation of companies with relevant factors,
- Measured transparency of the provided service portfolio and individual services,
- Knowledge about the use of the services offered,
- Consistency of business needs with service provision in terms of innovation.

The gathered information by the “Donegal Innovation Monitor” and the results of the statistical analysis will be communicated and discussed with the actors of the InnovAIDonegal leading to an increased transparency of the SME’s innovation situation within the Donegal eco-system. Therefore, diffusion workshops will be organised during and after finalisation of the statistical analysis, where also follow-up activities like matching of demand for external support and offered services as well as deduction of other measures will be decided. Additional diffusion workshops will be organised approximately every 4 months between the questionnaire surveys in order to exchange results of follow-up activities taken und to coordinate further measures. With further implementation of the InnovAIDonegal these diffusion workshops will provide the basis for the steering group meetings of the eco-system.

From the analysis results manifold recommendations for further improvement of the addressed policy instrument and InnovAIDonegal can be deducted as following steps, (partly) financed through the Northern & Western ERDF Programme 2021 – 2027, key priority “SMARTER Europe. Such improvements may include:

- Improving the innovation support service portfolio through adaptation of existing services or introduction of new services in order to address identified, but so far unsatisfied needs in innovation support.
- Taking measures for increasing the analysed transparency of the provided service portfolio.
- Creation of high quality and highly efficient innovation projects through effective matching of businesses, demanding external support, with service providers, offering the appropriate service and/or with knowledgeable individuals/ businesses who can also help.
- Changing/adding strategic priorities or strategic actions in regional innovation policy (financed by Northern & Western ERDF Programme 2021 – 2027) and/or in the local InnovAIDonegal eco-system.

4.2.3 Type of policy improvement

The action will be financed through the Northern & Western ERDF Programme 2021 – 2027, key priority “SMARTER Europe (implementation of new projects, type 1).

The action is an integrated delivery within the 10 Year Donegal Strategic Enterprise Development Plan 2021 – 2030 which has innovation as a key theme throughout its actions.

4.3 Stakeholders involved.

(Please indicate the organisations in the region who are involved in the implementation of the action and explain their role.)

Name of stakeholder:	Local Enterprise Office Donegal (LEO Donegal)
Type of stakeholder (Policy-making organisation, Business, Business support, Academia/Research, Civil society, Other – please describe) and its role in the (regional) policy system	Business support organisation, will be responsible for implementing parts of the addressed policy instrument as described in chapter "Policy context"
Person(s) responsible for action implementation	Head of Enterprise
Responsibility and role of the organisation in action implementation	LEO Donegal is the lead partner for action implementation with overall responsibility. It is supported by a contracted external expert and the additional stakeholders as listed below.

Further stakeholders are involved in action implementation:

Name of stakeholder: Donegal Council

Type of stakeholder: Policy-making organisation of Donegal

Role in the county policy system: Overall local policy setting and adaptation.

Name of stakeholder: Enterprise Ireland

Type of stakeholder: National business support organisation

Role in the county policy system: delivery of national policies and instruments

Name of stakeholder: InterTrade Ireland

Type of stakeholder: Cross-border business support organisation

Role in the county policy system: delivery of cross-border instruments.

Name of stakeholder: Atlantic Technology University

Type of stakeholder: Academia/Research organisation on regional level

Role in the county policy system: Provision of innovation insights and academic research.

Name of stakeholder: UDARAS

Type of stakeholder: Business support organisation on county level

Role in the county policy system: delivery of national policy instruments.

Name of stakeholder: WestBIC

Type of stakeholder: Business support organisation

Role in the County policy system: EU Business and Innovation Centre NWRA

The responsibility and role of these stakeholders listed above is as follows:

- Promoting the questionnaire survey,
- Participating in the diffusion workshops:
 - Discussing of analysis (interim) results
 - Deduction of recommendations for further improvement of the addressed policy instrument and InnovAIDonegal can be deducted as following steps, (partly) financed through the Northern & Western ERDF Programme 2021 – 2027, key priority "SMARTER Europe
- Running identified new innovation projects

4.4 Timeframe for action implementation.

The following specific implementation activities will be carried out in phase 2 of the PassParTool project.

Specific Implementation Activities, Milestones and Deadlines		
Number	Title of Activity/Milestone and Description	Timing with Month/Year (start – end or exact date)
	Start of phase 2 of PassParTool project	1. August 2022
1	Tender to contract external expert for implementing the full "Donegal Innovation Monitor" (including online questionnaire, data management, concept for statistical analysis) and for writing the report in cooperation with LEO Donegal	August - September 2022
2	implementing the full procedure of the "Donegal Innovation Monitor" including the online questionnaire and concept development for the statistical analysis	October – November 2022

3	Test application of the developed online questionnaire with 3 to 5 entrepreneurs, final adjustments of the "Donegal Innovation Monitor" tool	November – December 2022
4 MILE- STONE	Approval of the "Donegal Innovation Monitor" by LEO Donegal: Official integration of the new monitoring tool into the InnovAIDonegal eco-system	Mid of December 2022
5	Official start of the approved "Donegal Innovation Monitor" with opening/ running the 1 st survey, data collection	January – March 2023
6	Statistical analysis of gathered information	April – May 2023
7	1 st diffusion workshop on interim results with suggestions for further analysis, draft recommendations	Beginning of May 2023
8	Match companies' demands for external innovation support with appropriate services and service providers to check potential support; Starting new innovation projects in case of positive match, also (co-)financed by the addressed policy instrument	From May 2023 on
9	2 nd diffusion workshop: presenting the final results of the statistical analysis and elaborated recommendations for further improvement of the InnovAIDonegal and the addressed policy instrument; discussion and finalisation of recommendations, evaluation of the 1st questionnaire survey	June 2023
10 MILE- STONE	Publication of the report on <ul style="list-style-type: none"> • results of the "Donegal Innovation Monitor" 1st questionnaire survey, • deduced recommendations for further improvement of the Northern 	Mid of July 2023

	& Western ERDF Programme 2021 – 2027, key priority “SMARTER Europe” <ul style="list-style-type: none"> • deducted recommendations for further improvement of the InnovAIDonegal eco-system • improvement potentials of the “Donegal Innovation Monitor” 	
	End of phase 2 of PassParTool project	31. July 2023

4.5 Risks and mitigation strategy of the action

Low acceptance of the “Donegal Innovation Monitor”

As the target group of SMEs, as policy beneficiaries, are directly addressed by the number of completed responses of the target group of SMEs, it is essential for the success of the “Donegal Innovation Monitor” that a significant response rate is achieved. A low acceptance of the “Donegal Innovation Monitor” by the directly addressed target group is a risk for successful action implementation.

The direct invitation of the addressed SMEs by LEO Donegal and other local stakeholders, with an outline of the potential benefits for participants will both raise the awareness and participation from the SMEs in the “Donegal Innovation Monitor”.

Furthermore, the SMEs of the target group are already beneficiaries of national or county innovation support systems and thus already have established personal relationships with the service providers, which will help in increasing the motivation for participation in such surveys, as other similar experiences have shown.

The number of received completed responses will be continuously monitored while the survey is open. In case of an insufficient number of responses in relation to the remaining time before closing the survey LEO Donegal and other Donegal stakeholders will contact the target group again in order to motivate them to participate.

Stakeholders not interested in participating in diffusion workshops

The stakeholders of the InnovAIDonegal were involved during the elaboration of the action of the “Donegal Innovation Monitor” and have agreed on the procedure. Thus, it is unlikely that no stakeholder or only a very few will participate in the diffusion workshops.

If not all relevant stakeholders will participate in the dissemination workshop from the beginning, this is of low risk for the action implementation.

Non-participating, but relevant stakeholders will be convinced during phase 2 of PassParTool through the expected results and by the positive experiences with the first diffusion workshops.

4.6 Indicative Costs and Funding Sources.

Only the costs related to the implementation activities during phase 2 of PassParTool are considered:

Costs and Funding Sources		
Number	Costs (Amount and cost factor, type of costs like staff costs, grants etc.)	Funding Source(s)
1	allocated effort within LEO for action implementation: approx. 6 person months Costs for LEO staff: approx. 30,000 Euro	Northern & Western ERDF Programme 2021 – 2027 (addressed policy instrument), through LEO Donegal
2	Costs for external professional support: 30,000-35,000 Euro Including implementation of web and data management, running the statistical analysis, writing the final report on results and recommendations, participation in two diffusion workshops and in additional working session with LEO Donegal.	Northern & Western ERDF Programme 2021 – 2027 (addressed policy instrument), through LEO Donegal

4.7 Impact expected.

Indicators and target figures to be achieved by end of phase 2:

- Policy improvement: Indicator: "Donegal Innovation Monitor" established as new monitoring tool within InnovaIDonegal
 - Target figure: 1
- Monitor range: Number of invited companies for the participation in the "Donegal Innovation Monitor):
 - Target figure: minimum 410
- Acceptance of the "Donegal Innovation Monitor": Number of participating companies
 - Target figure: minimum 103, equal to response rate of minimum 25%
- Number of companies asking for follow-up contact of the 1st survey
 - Target figure: minimum 30
- Number of companies contacted as follow-up of the survey (Q26 = yes and Q25 expressed needs for external support):
 - Target figure: minimum 30 (identical with number of companies asking for follow-up contact
- Number of new approved innovation projects (direct financial aid) and of additionally provided soft services as follow-up of the "Donegal Innovation Monitor" results, in particular due to matching of demand for innovation support and offered innovation services:
 - Target figure: 5
- Final report on analysis results of 1st survey of the "Donegal Innovation Support" with recommendations for further improvement of Donegal's innovation policy and the addressed policy instrument:
 - Target figure: 1

5. Action 2: Online Innovation Check.

5.1 Relevance to the PassParTool project.

Increasing the broad understanding of Donegal's businesses of innovation is at the core of County Donegal's policy, raising the awareness of companies of all SME sizes and from all sectors for technology driven – and in particular for non-technology driven, innovation. As a complementary service to Donegal's current portfolio of innovation support services, LEO Donegal and initiatives like "Donegal Food Coast Initiative" and "Creative Coast Donegal" have been looking, for quite some time, for a simple easy to apply tool for raising the awareness of local entrepreneurs about the potential of innovation within their businesses.

As PassParTool with its broad understanding of innovation fully matches the approach of County Donegal, it was the idea of LEO Donegal to learn from the PassParTool partnership and to develop such an awareness raising tool as an action within the PassParTool Action Plan.

The result is the "Online Innovation Check" – an online tool for self-assessment of the innovation capabilities/activities of Donegal's businesses with innovation in a broader sense in order to get an initial summary situational picture. The "Online Innovation Check" is a simplified online questionnaire extracted to some extent from the "Donegal Innovation Monitor" and enriched with additional open questions about different kind of challenges for innovation.

The concept development for the "Online Innovation Check", during phase 1 of PassParTool, went hand-in-hand and in parallel with the elaboration of action 1 "Donegal Innovation Monitor", which means that the course of the interregional exchange of experience is identical with action 1.

5.1.1 Learnings from other partners' Good Practices

Title of Good Practice	Northern Netherlands Innovation Monitor
GP owner (region)	Northern Netherlands
How will the GP import contribute to the policy improvement (Refer to findings that emerged during the project Phase 1 or to policy needs identified at an earlier stage)	Overcoming SWOT W1 and seizing opportunity SWOT O2.
In which way is the GP integrated into the action? (Will the GP be transferred as a whole or partly? In which way will the GP be amended/extended to your individual regional situation?)	Single questions of the survey has inspired Donegal County for the "Online Innovation Check", in particular: Q20 , Q22 about barriers, QMaat page 15 about social and environmental challenges, Q38 Employees in your company come up with...
Description of the interregional exchange and learning process (At which interregional events did you gain insight for the decision of import of the GP and gather the required information input for designing the action? You should list individual events with dates and exchange partners.	See action 1.

Title of Good Practice	Analysis of the innovative capacity of companies in Extremadura 2018-2020 (ANÁLISIS DE LA CAPACIDAD INNOVADORA DE LA EMPRESA EXTREMEÑA
GP owner (region)	Extremadura
How will the GP import contribute to the policy improvement (Refer to findings that emerged during the project Phase 1 or to policy needs identified at an earlier stage)	Overcoming SWOT W1 and seizing opportunity SWOT O2.
In which way is the GP integrated into the action? (Will the GP be transferred as a whole or partly? In which way will the GP be amended/extended to your individual regional situation?)	Single questions of the questionnaire are integrated with adaptation according to the local needs
Description of the interregional exchange and learning process (At which interregional events did you gain insight for the decision of import of the GP and gather the required information input for designing the action? You should list individual events with dates and exchange partners.	See action 1

5.2 Nature of the action.

5.2.1 Objectives and addressed needs.

This action is overcoming in particular SWOT "W1 SMEs with limited entrepreneurship ambition and innovation/collaboration culture in Donegal, in particular among small and micro businesses" and seizing opportunity SWOT "O2 Measures to change the entrepreneurship ambition and innovation/collaboration culture in the County".

The "Online Innovation Check" is a self-assessment tool and aims at raising awareness for the importance of technological and non-technological innovation among Donegal's SMEs, in particular micro and small companies as prevailing

businesses in Donegal County. Emphasizing also soft innovation, the tool is intended to broaden the entrepreneurial understanding of innovation and to position soft-innovation as a fixed component in the addressed policy instrument and the InnovAIDonegal eco-system.

The tool will encourage SMEs to increase their innovation capabilities in order to become more competitive and will act as a door opener to win local entrepreneurs as new members of the InnovAIDonegal eco-system and beneficiaries of the addressed policy instrument.

Gathering information about SME's interest in learning more about innovation as an opportunity for their business, is at the same time an opportunity for LEO Donegal and other public stakeholders to address the participating SMEs in a more targeted way which will enable a more effective and efficient usage of the innovation support services.

Furthermore, the gathered information can be used for further comprehensive statistical analysis in combination with the database of the "Donegal Innovation Monitor" in order to improve the innovation policy in Donegal.

5.2.2 Content

The "Online Innovation Check" will be permanently available as an online tool on the website of LEO Donegal as the responsible organisation. Involved stakeholders will provide links to the "Online Innovation Check" on their own websites and newsletters in order to promote the "Online Innovation Check". Events of the InnovAIDonegal eco-system will also promote the self-assessment tool.

The online questionnaire is structured in the following way:

1. Company information
2. New products/services
3. Markets
4. Competition / Competitiveness
5. Technological Challenges
6. Environmental Challenges
7. Social and HR Challenges
8. Production/organisational challenges
9. Summary of the provided answers – immediate feedback for the participating entrepreneur
10. Raising Awareness and interest

In the first 8 sections the entrepreneur provides information about the current situation and main barriers in different innovation relevant fields, not only related to R&D and technology, but also related to environmental, organisational and social issues.

In section 9 the participating entrepreneur will get an immediate graphical summary of the filled in information of the previous sections: a rough situational picture about the company's innovation challenges, capabilities and barriers. In a later stage when numerous entrepreneurs have participated in the "Online Innovation Check" the immediate feedback can also include a comparison with other participating companies. But phase 2 of the PassParTool project is too early for this functionality.

In section 10 the entrepreneur has the opportunity to indicate whether she/he is interested in learning more about innovation as an opportunity for their own business and to specify single topics. A positive response is an opportunity for LEO Donegal to contact the entrepreneur for an in-depth exchange – ideally face-to-face – with one or more appropriate service provider(s) according to the entrepreneur's demand for further learning activities. In the ideal case the entrepreneur decides to attend a qualification measure, to use other innovation support service or even to define a concrete innovation project.

The filled in self-assessment information as well as information about the follow-up activities (in-depth exchange, use of innovation support) will be stored in a data base at the LEO Donegal, that will monitor continuously the number and names of the SMEs participating in the "Online Innovation Check". Simple statistics from the information collected will be published every six months. For a more comprehensive statistical analysis and recommendations for improvement of the addressed policy instrument, the collected data will be integrated into the database of the "Donegal Innovation Monitor". For this purpose LEO Donegal will ensure that during the action development that both data bases will be consistent.

The full online questionnaire is listed in the appendix 7.2.

5.2.2.1 Type of policy improvement

The "Online Innovation Check" will be financed through the addressed policy instrument (implementation of new projects, type 1).

5.3 Stakeholders involved.

(Please indicate the organisations in the region who are involved in the implementation of the action and explain their role.)

Name of stakeholder:	Local Enterprise Office Donegal (LEO Donegal)
Type of stakeholder (Policy-making organisation, Business, Business support, Academia/Research, Civil society, Other – please describe) and its role in the (regional) policy system	Business support organisation responsible for parts of the addressed policy instrument as described in chapter "Policy context".
Person(s) responsible for action implementation	LEO Donegal executive team
Responsibility and role of the organisation in action implementation	Lead of the action. Organisation/carrying-out/putting the questionnaire/marketing/contact with participating companies.

Further stakeholders are involved in action implementation:

Name of stakeholder: Donegal Council

Type of stakeholder: Policy-making organisation of Donegal

Role in the county policy system: Overall local policy setting and adaptation.

Name of stakeholder: Enterprise Ireland

Type of stakeholder: National business support organisation

Role in the county policy system: delivery of national policies and instruments

Name of stakeholder: InterTrade Ireland

Type of stakeholder: Cross-border business support organisation

Role in the county policy system: delivery of cross-border instruments.

Name of stakeholder: Atlantic Technology University

Type of stakeholder: Academia/Research organisation on regional level

Role in the county policy system: Provision of innovation insights and academic research.

Name of stakeholder: UDARAS

Type of stakeholder: Business support organisation on county level

Role in the county policy system: delivery of national policy instruments.

Name of stakeholder: WestBIC

Type of stakeholder: Business support organisation

Role in the County policy system: EU Business and Innovation Centre NWRA

The responsibility and role of these stakeholders listed above is as follows:

Circulating the online assessment

- Follow-up activities in case of request for learning

5.4 Timeframe for action implementation.

The following specific implementation activities will be carried out in phase 2 of the PassParTool project.

Specific Implementation Activities, Milestones and Deadlines		
Number	Title of Activity/Milestone and Description	Timing with Month/Year (start – end or exact date)
	Start of phase 2 of PassParTool project	1. August 2022
1	Implementing the questionnaire as online application and the database system behind	August/September 2022
2	Test application of the developed online questionnaire with 3 to 5 entrepreneurs, final adjustments of the "Online Innovation Check"	October 2022
3 MILE- STONE	Approval of the "Online Innovation Check" by LEO Donegal, Official integration of the new "Online Innovation Check" into the InnovAIDonegal eco-system	End of October 2022
4	Official start of the approved "Online Innovation Check", Target group informed about official start	Beginning of November 2022
5	Running the "Online Innovation Check":	From November 2022 on

	Data collection and data analysis, feedback to participating companies, forwarding companies' requests for further learning activities to appropriate service providers for in-depth-exchange, Continuous improvement based on user feedback	
6	In-depth-exchange between entrepreneurs and service providers to match entrepreneurs' requests for further learning with offered services	From November 2022 on
7	Involvement of entrepreneurs in qualification courses and other innovation support services in case of positive match	From November 2022 on
8 MILE- STONE	Simple statistical analysis of data collection and matching activities during the first 6 month of running the "online Innovation Check, Presenting of results	May 2023
9	End of phase 2 of PassParTool project	31. July 2023

5.5 Risks and mitigation strategy of the action

Short timeframe of 3 months for implementation of the online application by LEO itself.

The concept is well elaborated (the questionnaire is completely developed) and LEO Donegal as the responsible organization has already comprehensive experiences in implementation of online surveys. Thus the implementation of the Online Innovation Check as an online application should be feasible within the first 3 months as scheduled. Otherwise there is a time buffer of additional 1 to 3 months for the online implementation.

Risk of low acceptance of the Online Innovation Check among Donegal's entrepreneurs.

Before officially launching the Online Innovation Check the online application will be pilot-tested by a few test users. Based on their feedback the online application will be reviewed and improved (if required) before the official start. Furthermore, the feedback by the users on the user friendliness of the Online Innovation Check will be used for continuous improvement.

The marketing activities by all relevant service providers in Donegal will increase the knowledge of Donegal's entrepreneurs about the Online Innovation Check and increase their acceptance for the online application.

5.6 Indicative Costs and Funding Sources.

Only the costs related to the implementation activities during phase 2 of PassParTool are considered:

Costs and Funding Sources		
Number	Costs (Amount and cost factor, type of costs like staff costs, grants etc.)	Funding Source(s)
1	<p>allocated effort within LEO for action implementation: approx. 9 person months (implementation of online questionnaire and database behind, managing the "Online Innovation Check and being the contact for participating entrepreneurs, analysing the collected data, forwarding expressed learning needs to appropriate service providers, writing a report with results of the first 6 months running the "Online Innovation Check")</p> <p>Costs for LEO staff: approx. 45,000 Euro</p>	<p>Northern & Western ERDF Programme 2021 – 2027 (addressed policy instrument), through LEO Donegal</p>

5.7 Impact expected.

Indicators and target figures to be achieved by end of phase 2:

Impact expected:

- Policy improvement: "Innovation Online Check" established as new monitoring tool within InnovAIDonegal
 - Target figure: 1
- Getting SMEs engaged in InnovAIDonegal process: # of SMEs having finalised the self-assessment
 - Target figure: 80 companies until end of June 2023
- Opening SMEs for external support: % of SMEs with finalised self-assessment that have expressed their interest in learning more about innovation as an opportunity for their business (score 3 to 5)
 - Target figure: 66% (53 SMEs)
- Getting more SMEs engaged in the InnovAIDonegal eco-system: number of participating SMEs which are using offered innovation services for the first time due to the "Online Innovation Check"
 - Target figure: 25
- Results and experiences documented: Presentation of results of data collection and matching activities during the first 6 month of running the "Online Innovation Check"
 - Target figure: 1

6. Signature

Location/Date: Letterkenny, 14/06/2022



Signature: Eve - Anne McCarron, Acting Head of Enterprise

Stamp of the organisation:

7. APPENDIX

7.1 "Donegal Innovation Monitor": Questionnaire

INTRODUCTION

Dear Sir / Madam

Welcome to the Donegal Innovation Monitor 2022, website: xxx to added xxx
Thank you for taking a few minutes to fill in the following questionnaire as part of the survey on the innovation activities and capacities of among the businesses of Donegal County. The full survey results will be published as first edition of the **Donegal Innovation Monitor**, which will be carried out by the LEO Donegal with external support on a bi-annual basis.

We kindly ask you to fill in the questionnaire whether your company is engaged in innovative activities or not, as we are also interested in the reasons that hinder innovation. All information you send us is strictly confidential and will be treated in aggregate with the other questionnaires we receive. If you want to allow LEO Donegal and other public providers in the county to use your filled in data for future innovation support of your company you can give us your consent at the end of the questionnaire.

Filling in the questionnaire below takes about 15 minutes and you can close the questionnaire in the meantime to continue at a later time. Please note that the questions in the questionnaire refer to the three-year period 2020-2022 if not mentioned explicitly.

Thank you in advance for completing the questionnaire. If you send us your answers before xx deadline xx your company has the chance to win a package with local products.

NOTE: Before answering the questionnaire, we recommend that you consult the attached glossary of terms which defines some of the concepts used throughout the questionnaire.

Thank you very much for your cooperation.

COMPANY INFORMATION & CHALLENGES

Q 1. Company Information

Company Name

Year Established

Address (street number postcode city)

Website

Q 2. Which of the categories does your company belong to?

- Limited company Yes
 Sole trader Yes
 Partnership of an enterprise group Yes

With headquarter in

- Donegal County Yes
 Ireland Yes
 Outside Ireland Yes

Q 3. How important are the following **challenges for your company?**

(1 = not important, 2 = in a minor way, 3 = in some way, 4 = important, 5 = extremely important, ? = I don't know)

	1	2	3	4	5	?
Development of new products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversification/specialisation of product/service portfolio.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving quality of products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing exports/entering new markets.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing costs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Development/adoption of new technologies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving own production.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving organisational processes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalisation of own business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruitment of new staff.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Upskilling of current staff.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving working conditions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing environmental impact/improving resource efficiency of own business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaption to climate change.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptation to legal requirements.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhancing own business management/strategy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Growing the company.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

RESEARCH & DEVELOPMENT AND OTHER INNOVATION ACTIVITIES

What is an "Innovation"?

An innovation is a new or greatly improved product or business process (or a combination of both) that differs significantly from the company's previous products or business processes and that has been introduced to the market or implemented in the company. These innovations can be technological in nature (new products or production processes) or non-technological (new organisational processes, new commercial or financial activities, etc.).

Q 4. Has your company introduced any innovations during the period 2020-2022?

- Yes No

Q 5. Has your company introduced **new products** to the market in the last three years (2020-2022)?

- Yes, Products new to the market with an estimated turnover share of _____ % of total annual turnover in the last three years
- Yes, Products new to the company itself, but not to the market/sector
- No new products have been introduced (products remained unchanged or slightly changed)

Q 6. Has your company introduced **new services/new business processes** to the market in the last three years (2020-2022)?

- Yes, services/business processes new to the market with an estimated turnover share of _____ % of total annual turnover in the last three years
- Yes, Services/business processes new to the company itself, but not to the market/sector
- No new services/business processes have been introduced (services business processes remained unchanged or slightly changed)

Q 7. The company's **innovative activities in the last 3 years** (2020-2022) include: *(you can choose more than one alternative):*

- Internal R&D activities (carried out within the company)
- External R&D activities, R&D procurement (R&D expenditures incurred for contracting external partners like universities/research organisations/industrial partners)
- Acquisition of machinery equipment, software or buildings for innovative activities other than R&D
- Training and professional development of employees for innovative activities
- Filing/using intellectual property rights (patents, copyrights, licences, trademarks, trade secrets, etc.)
- Product design, design services
- Production/distribution preparation for innovative activities other than R&D.

- Marketing activities directly related to innovations (including market research).

Q 8. What is the share of annual R&D expenditures in relation to the annual turnover for the last years 2020 to 2022?

- none
- less than 1%
- 1 to <3%
- 3 to <5%
- 5 to <10%
- 10 to <20%
- 20% and more

Q 9. What is the share of internal R&D expenditures in relation to external R&D expenses for the last years 2020 to 2022?

_____ % internal R&D expenditures and _____ % external R&D expenditures =
100 % total R&D expenditures

Q 10. **An environmental innovation** is the introduction of a product, process or organisational innovation that, compared to alternatives, makes a positive contribution to the environment. Did your company introduce an environmental innovation in the period 2020 to 2022 with any of the following environmental benefits?

- Design of sustainable products
- Lower consumption of raw materials and materials per production unit
- Lower energy consumption per unit of production, e.g. through energy efficient machines
- Lower water consumption per unit of production, e.g. through innovative cleaning methodologies
- Reducing your company's carbon footprint (total CO² emissions), e.g. by renewable energy sources
- Substitution of materials with less polluting or hazardous materials
- Less soil, water, air and/or noise pollution
- Recycling of waste, water or materials

Q 11. Who is driving/contributing to the R&D of new products/services and other innovations of your company within the last 3 years?

(1 = no importance, 3 = helpful, 5 = necessary, ? = I don't know)

	1	2	3	4	5	?
Our company itself.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suppliers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competitors.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Universities/Research organisations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding/service support agencies in Donegal County.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National funding/service support agencies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industry-related, private service providers and consultants.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 12. How many employees in your company were directly involved in innovation activities in 2022?

number of employees (total employees): _____

number of employees (full time equivalent): _____

Q 13. Does your company have an own R&D department or R&D laboratory?

Yes

No

MAIN OBSTACLES TO INNOVATION

Q 14. During the innovation process, different aspects can act as obstacles to innovation. What is (or was in the last 3 years) the influence of the following aspects in hindering your innovation activities/projects or influencing the decision not to innovate?

(1 = no influence, 2 = few influence, 3 = influence, 4 = strong influence, 5 = decisive influence, ? = I don't know)

1 2 3 4 5 ?

- The consideration that innovation is not necessary for our business.....
- Lack of funding sources.....
- Very high innovation costs.....
- Lack of support from public administrations.....
- High risk associated with innovation processes.....
- Lack of technological knowledge.....
- Technology not available or too expensive.....
- Lack of qualified staff.....
- Lack of time.....
- Lack of market information.....
- Lack of effective use of social media/website for marketing/promotion.....
- Lack in creativity and design culture within our company.....
- Client confidentiality requirements.....
- Difficulties in protecting innovations.....
- Difficulty of access to R&D organisations.....
- Difficulty in cooperating with other companies and/or institutions.....
- Lack of market response to our innovations.....
- Lack of a clearly defined innovation strategy within our company.....
- Lack of awareness of public support for our innovation activities.....
- There are other priorities in the company.....

FURTHER CHARACTERISTICS OF YOUR COMPANY

Q 15. Please indicate your level of agreement with the following statements about your company, considering the last 3 years 2020 to 2022.

(1 = strongly disagree, 2 = dissent to some extent, 3 = neutral, 4 = partially agree, 5 = strongly agree, ? = I don't know)

	1	2	3	4	5	?
INNOVATIVE NATURE OF THE COMPANY						
In general, my company is an early adopter of innovation.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compared to our competitors, our company makes few innovations.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a high degree of digitalisation in our company.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training of our employees in innovation techniques is more than sector average.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CUSTOMER ORIENTATION						
We regularly analyse our business orientation to the needs of our customers and of our target groups.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We systematically and frequently measure the satisfaction of our customers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We devote significant resources to the promotion of new products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We pay special attention to after-sales service.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMPETITOR ORIENTATION						
We analyse the advantages of our products/services in comparison with products/services of our competitors.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We respond quickly to competitor actions that threat our business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HUMAN RESSOURCES AND ORGANISATION						
Our company supports group work and self responsible employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company cares about working conditions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company is running an employment suggestion scheme.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The processes within our company are transparent for the management and employees.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We can react flexible on changing market demands.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENVIRONMENTAL ORIENTATION OF THE COMPANY						
We have an effective and innovative resource management in our company (material consumption, energy consumption, waste, etc.).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company considers the climate change as a business opportunity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company considers the Green Deal of the European Union as a business opportunity.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SOCIETAL ORIENTATION OF THE COMPANY						
Inclusion is part of our business strategy.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair trade is an important topic for our company.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company is engaged in social projects.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

OPENNESS OF THE COMPANY

	1	2	3	4	5	?
Management and employees deal openly and honestly with issues, problems and no satisfied customer experiences.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company is in continuous exchange with other businesses/other organisations in order to exchange business and innovation experiences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company has formal collaboration agreements with other businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 16. Has your company changed in the last 3 years?

(1 = strongly disagree, 2 = dissent to some extent, 3 = neutral, 4 = partially agree, 5 = strongly agree, ? = I don't know)

	1	2	3	4	5	?
The company's corporate strategy has improved.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The organizational structure of the company has improved.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Progress in appearance and design of our products was made.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management and employees are strongly engaged in change activities..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

INNOVATION SUPPORT SERVICES

Q 17. Have you received public financial/soft service support for your innovation activities? (you can answer more than one option)

- No
- Yes, from local funds
- Yes, from national funds
- Yes, from European funds

Q 18. Knowledge about and usage of innovation schemes/support services by your company.

	known	received
Provided by County Level		
AGILE R&D.....	<input type="checkbox"/>	<input type="checkbox"/>
Skillnets.....	<input type="checkbox"/>	<input type="checkbox"/>
WISARLAB.....	<input type="checkbox"/>	<input type="checkbox"/>
Innovation Vouchers.....	<input type="checkbox"/>	<input type="checkbox"/>
Profit-Net.....	<input type="checkbox"/>	<input type="checkbox"/>
The Food Coast.....	<input type="checkbox"/>	<input type="checkbox"/>
Creative Coast Donegal.....	<input type="checkbox"/>	<input type="checkbox"/>
Cluster activities (Engineering Cluster, Blue Economy Cluster).....	<input type="checkbox"/>	<input type="checkbox"/>

	known	received
Trading Online Voucher.....	<input type="checkbox"/>	<input type="checkbox"/>
TAME.....	<input type="checkbox"/>	<input type="checkbox"/>
Export Programmes.....	<input type="checkbox"/>	<input type="checkbox"/>
Enterprise Europe Network EEN.....	<input type="checkbox"/>	<input type="checkbox"/>
Accelerator/ Pre-Accelerator.....	<input type="checkbox"/>	<input type="checkbox"/>
Start Your Own Business SYOB.....	<input type="checkbox"/>	<input type="checkbox"/>
Business Priming Grant.....	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring, Management Development.....	<input type="checkbox"/>	<input type="checkbox"/>
Business Expansion Grant.....	<input type="checkbox"/>	<input type="checkbox"/>
Provided by national Level		
Agile Innovation/R&D Fund.....	<input type="checkbox"/>	<input type="checkbox"/>
Seafood R&D Programme.....	<input type="checkbox"/>	<input type="checkbox"/>
Research Development Innovation Grant.....	<input type="checkbox"/>	<input type="checkbox"/>
Clusters.....	<input type="checkbox"/>	<input type="checkbox"/>
International Offices.....	<input type="checkbox"/>	<input type="checkbox"/>
International support programmes and markets library.....	<input type="checkbox"/>	<input type="checkbox"/>
International Marketing Programme.....	<input type="checkbox"/>	<input type="checkbox"/>
Export Assistance.....	<input type="checkbox"/>	<input type="checkbox"/>
Innovation Boost.....	<input type="checkbox"/>	<input type="checkbox"/>
Acumen.....	<input type="checkbox"/>	<input type="checkbox"/>
Elevate.....	<input type="checkbox"/>	<input type="checkbox"/>
Trade Accelerator.....	<input type="checkbox"/>	<input type="checkbox"/>
'New Frontiers' Programme.....	<input type="checkbox"/>	<input type="checkbox"/>
Seafood Processing Capital Investment Scheme.....	<input type="checkbox"/>	<input type="checkbox"/>
Digital B2B Accelerator.....	<input type="checkbox"/>	<input type="checkbox"/>
SME Development Programme.....	<input type="checkbox"/>	<input type="checkbox"/>
Business Asset Grant.....	<input type="checkbox"/>	<input type="checkbox"/>
Provided by European Level		
HORIZON 2020.....	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify:		
.....	<input type="checkbox"/>	<input type="checkbox"/>
.....	<input type="checkbox"/>	<input type="checkbox"/>

Q 19. How do you rate the transparency of public innovation support services for companies in Donegal County?

- no transparency little transparency sufficient transparency
 good transparency very good transparency

COMPANY DATA 2

Q 20. Which of the following sectors does your company operate in?

- Agriculture/forestry/fishing Energy
 Water supply/waste management Construction
 Wholesale and retail trade Transport/storage
 ICT Information and communication, software Arts/Crafts/Design
 Tourism/accommodation/food services Human health/social work
 Professional, scientific and technical services/engineering
 Financial services/insurance/real estate/other services
 Manufacturing of
 Food products/beverages/tobacco Textile/clothing/leather/shoes
 Chemicals/chemical products Pharmaceutical/medicinal products
 Rubber/plastics/other Non-metallic mineral products
 Wood products/furniture/paper/printing Basic metals/metal products
 Computer/electronic/optical products
 Machinery and equipment/electrical equipment
 Automotive/aerospace
 Other manufacturing/installation of machinery and equipment
 Other, please specify _____

Q 21. What is the **main sector** of your business activities?

Do you know the NACE rev. 2 classes (4 digit code) for the main activity sector of your business?
if yes please, please fill in _____

otherwise: please select one of the sectors above _____

Q 22. Average number of employees at your company (including your person) in the last year

Total employees Full time equivalent

2022: _____ _____

Q 23. How has the number of employees developed over the last 3 years?

- significant decline less than -10% some decline up to -10% stable
 some growth up to +10% significant growth more than +10%

Q 24. Annual Turnover of your company over the last year

2022: _____ [in 1.000 €]

Q 25. How has the annual turnover developed in the last 3 years?

- significant decline less than -10% some decline up to -10% stable
 some growth up to +10% significant growth more than +10%

Q 26. Indicate the percentage that sales abroad through export (outside Ireland) represented of the company's total turnover in 2021 (**export share**):

- no export Less than 1% 1- <5% 6-15%
 16-30% 31-40% 41-50% More than 50%

Q 27. What share of your total turnover do you achieve with your 3 most important customers?

- less than 10% 11 - 20% 21 - 50% 51 - 80% more than 80%

Q 28. For whom is your company developing the products/services (click as appropriate)

- for the market customer-specific No product/service development

Q 29. How do you assess the future development of your company and your main sector?

	strong decline	light decline	stability	light growth	strong Expansion
Your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your main sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 30. How satisfied are you with the profitability of your company?

- very dissatisfied unsatisfied satisfied very satisfied

DEMAND FOR EXTERNAL SUPPORT

Q 31. Do you need any external support for your future innovation activities in terms of

(1 = no need, 2 = little need, 3 = need, 4 = greater need, 5 = extreme need, ? = I don't know)

	1	2	3	4	5	?
How to develop of new products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to diversify/specialise the portfolio of products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve quality of products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to increase exports/enter new markets.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to reduce costs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to develop/adopt new technologies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve own production.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve organisational processes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to foster the digitalisation of own business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to find new staff						
How to upskill current staff.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve working conditions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to reduce environmental impact/ improve resource efficiency of our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to adapt to climate change.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to adapt legal requirements.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring my business development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 32. Regional networking/cooperation through data analysis? The LEO would like to connect Donegal County's SMEs with each other in a good and smart way by analysing the data from the Innovation Monitor and by follow up activities. We would like to ask you whether your company is open to these analyses and/or the networking/ cooperation activities below. If you are open to this, we will of course always ask you for permission in advance if you want to be linked and participate in the proposed collaboration.

I agree that the filled in data can be used for further analyses and/or the networking/ cooperation

Yes No

Q 33. Contact person

Name _____

Position _____

Phone _____

E-Mail _____

Thank you for completing the Donegal Innovation Monitor 2022!

7.2 "Online Innovation Check": Questionnaire

Dear Sir / Madam

Welcome to the Online Innovation Check – a self-assessment tool that allows you to get a brief picture of the innovation activities of your company, if it is located in Donegal County.

Website: to be added xx.

Thank you for taking approx. 15 minutes to fill in this online questionnaire. You can close the questionnaire in the meantime to continue at a later time. Please note that the requested figures in the questionnaire refer to the last completed business year if not mentioned explicitly. In the ideal case, the owner or managing director is filling the questionnaire.

With filling in the self-assessment tool you will immediately get a rough situational picture of the current innovation situation of your company. All information you send us is strictly confidential and will be treated in aggregate with the other answers we receive.

Furthermore, you have the opportunity to express your interest in a follow-up discussion with one of LEO's business advisors in those innovation fields, which are of particular interest for you and your company. Therefore, you need to allow LEO Donegal and other public providers in the county for further follow-up to use your filled in data for future innovation support of your company. You can give us your consent at the end of the questionnaire.

Thank you in advance for completing the questionnaire. There is no deadline for final submission of the filled in Online Innovation Check as it is a permanent of LEO Donegal for your business in Donegal.

Thank you very much for your cooperation.

Q 1. Company Information

Company Name

Year Established

Address (street number postcode city)

Website:

Q 2. Contact person

Name

Position

Phone

E-Mail

Q 3. Number of employees:
Full-Time _____ Part- Time _____ [in year]

Q 4. Annual turnover € _____ [in year]

Q 5. Which of the following sectors does your company operate in?

- | | |
|--|---|
| <input type="checkbox"/> Agriculture/forestry/fishing | <input type="checkbox"/> Energy |
| <input type="checkbox"/> Water supply/waste management | <input type="checkbox"/> Construction |
| <input type="checkbox"/> Wholesale and retail trade | <input type="checkbox"/> Transport/storage |
| <input type="checkbox"/> ICT Information and communication, software | <input type="checkbox"/> Arts/Crafts/Design |
| <input type="checkbox"/> Tourism/accommodation/food services | <input type="checkbox"/> Human health/social work |
| <input type="checkbox"/> Professional, scientific and technical services/engineering | |
| <input type="checkbox"/> Financial services/insurance/real estate/other services | |

Manufacturing of

- | | |
|--|--|
| <input type="checkbox"/> Food products/beverages/tobacco | <input type="checkbox"/> Textile/clothing/leather/shoes |
| <input type="checkbox"/> Chemicals/chemical products | <input type="checkbox"/> Pharmaceutical/medicinal products |
| <input type="checkbox"/> Rubber/plastics/other Non-metallic mineral products | |
| <input type="checkbox"/> Wood products/furniture/paper/printing | <input type="checkbox"/> Basic metals/metal products |
| <input type="checkbox"/> Computer/electronic/optical products | |
| <input type="checkbox"/> Machinery and equipment/electrical equipment | |
| <input type="checkbox"/> Automotive/aerospace | |
| <input type="checkbox"/> Other manufacturing/installation of machinery and equipment | |
| <input type="checkbox"/> Other, please specify _____ | |

Q 6. What is the **main sector** of your business activities?

Do you know the NACE rev. 2 classes (4 digit code) for the main activity sector of your business?
if yes please, please fill in _____

otherwise: please select one of the sectors above _____

Q 7. Products/services

Please describe your products/services in 3 sentences.

What is an “Innovation”?

An innovation is a new or improved product or business process (or a combination of both) that differs significantly from the company's previous products or business processes and that has been introduced to the market or implemented in the company. These innovations can be technological in nature (new products or production processes) or non-technological (new organisational processes, new commercial or financial activities, related to environmental or social issues, etc.)

New products/services

Q 8. How important are new products/services for your business?

1	2	3	4	5	?
not important	minor important	in some way	important	extremely important	I don't know

Q 9. Did your company introduce within the last 3 years

	no	yes
New products	<input type="checkbox"/>	<input type="checkbox"/>
New services	<input type="checkbox"/>	<input type="checkbox"/>

Q 10. If yes, which of the following best describe the position of your company (tick all that apply):

Product/service is new for our company (but not new to the market)	
Product/service is new in the national market	
Product/service is new in international markets	
We are frontrunner in the market	

Q 11. What are the main barriers to introducing new/improved products/services?

Please describe the main barriers in 3 sentences.

Q 12. How important is the creative process/design in the development of new products/services for your business?

Please describe in 3 sentences.

Markets

Q 13. Where are your sales coming from today? (Please tick all markets you are currently serving)

	market is not served	market is served
Within Donegal	<input type="checkbox"/>	<input type="checkbox"/>
Rest of the Ireland	<input type="checkbox"/>	<input type="checkbox"/>
European Union	<input type="checkbox"/>	<input type="checkbox"/>
UK (including Northern Ireland)	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)		
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

Q 14. Indicate the percentage that sales abroad through export (outside Ireland) represented of the company's total turnover [in year] (export share):

- no export Less than 1% 1 to less than 5% 5 to less than 10%
- 10 to less than 20% 20 to less than 50% 50 to less than 80% 80% and more

Q 15. Where do you see your main markets being in the next 3 to 5 years? (Please tick below as appropriate)

	no main market	main market
Within Donegal	<input type="checkbox"/>	<input type="checkbox"/>
Rest of the Ireland	<input type="checkbox"/>	<input type="checkbox"/>
European Union	<input type="checkbox"/>	<input type="checkbox"/>
UK (including Northern Ireland)	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)		
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

Q 16. Do you wish to increase your exports? (Please tick below as appropriate)

1 no	2 minor important	3 in some way	4 yes, important	5 Yes, extremely important	? I don't know

Q 17. If yes, how?

Please describe in 3 sentences.

Q 18. Is your company ready to increase the export? (Please tick below as appropriate)

1 not ready	2 ready in a minor way	3 ready in some way	4 prepared	5 fully prepared	? I don't know

Q 19. What are the main barriers to developing new markets for your products/services?

Please describe the main barriers in 3 sentences

Competition / Competitiveness

Q 20. Where are your competitors from? (Please tick below as appropriate: 1 = no competitors, 2 = few competitors, 3 = some competitors, 4 = strong competitors, 5 = very strong competitors, ? = I don't know)

	1	2	3	4	5	?
Within Donegal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rest of the Ireland	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
European Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UK (including Northern Ireland)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 21. How competitive do you rate your Company? (Please tick below as appropriate)

1 low competitiveness	2 somewhat competitive	3 averagely competitive	4 competitive above average	5 highly competitive	? I don't know
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 22. What are the key advantages of your products/services compared to competitors?

Please describe the key advantages in 3 sentences

Q 23. Do you want to increase competitiveness of your company? (Please tick below as appropriate)

1 no	2 not high priority	3 somewhat important	4 yes, relevant	5 yes, it is a key aim	? I don't know

Q 24. What are the main barriers to your company being more competitive?

Please describe the main barriers in 3 sentences.

Technological Challenges

Q 25. How important is the adoption of new technologies to the development of your business? (Please tick below as appropriate)

1	2	3	4	5	?
not important	minor important	in some way	important	extremely important	I don't know

Q 26. Which technology issues is your company tackling? (Please tick below as appropriate:

1 = not tackled, 2 = tackled in minor way, 3 = tackled, 4 = tackled intensively,

5 = tackled very intensively, ? = I don't know)

	1	2	3	4	5	?
Research and Development of new technological products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introducing new production technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digitalisation of own business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please explain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 27. What are your main barriers to adopting/developing new technologies in your business?

Please describe the main barriers in 3 sentences.

Environmental Challenges

Q 28. How important are environmental issues to your company? (Please tick below as appropriate)

1 not important	2 minor important	3 in some way	4 important	5 extremely important	? I don't know

Q 29. Which environmental issues is your company tackling? (Please tick below as appropriate:

1 = not tackled, 2 = tackled in minor way, 3 = tackled, 4 = tackled intensively,

5 = tackled very intensively, ? = I don't know)

	1	2	3	4	5	?
Research and Development of new environmental products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing material, waste or water use per unit for own use or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Replacing a share of materials with less polluting or hazardous substitutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reducing energy use or CO ² 'footprint' (reduce total CO ² production), e.g. by renewable energy sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please explain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 30. What are your main barriers to addressing your environmental challenges?

Please describe the main barriers in 3 sentences.

Social and HR Challenges

Q 31. How important are social and Human Resources (HR) issues for your company? (Please tick below as appropriate)

1 not important	2 minor important	3 in some way	4 important	5 extremely important	? I don't know

Q 32. Which social/HR issues is your company tackling? (Please tick below as appropriate:

1 = not tackled, 2 = tackled in minor way, 3 = tackled, 4 = tackled intensively,
5 = tackled very intensively, ? = I don't know)

	1	2	3	4	5	?
Research and Development of new social/HR products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee rights, occupational safety and health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee development and training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity and equal opportunity, integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please explain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 33. What are the main barriers to resolve/improve social and HR issues?

Please describe the main barriers in 3 sentences.

Production/organisational challenges

Q 34. How important are production/organisational issues for your company? (Please tick below as appropriate)

1	2	3	4	5	?
not important	minor important	in some way	important	extremely important	I don't know

Q 35. Which production/organisational issues is your company tackling? (Please tick below as appropriate: 1 = not tackled, 2 = tackled in minor way, 3 = tackled, 4 = tackled intensively, 5 = tackled very intensively, ? = I don't know)

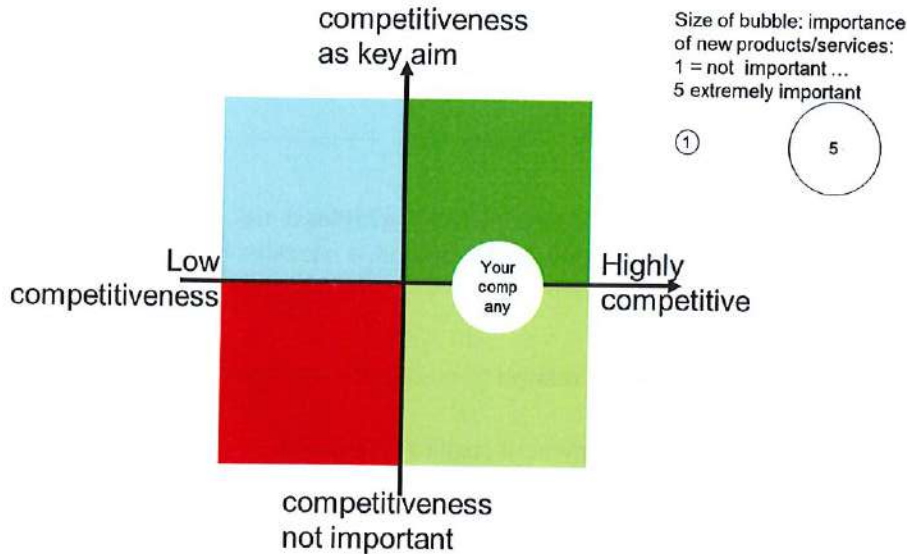
	1	2	3	4	5	?
Research and Development of new products/services related to production/organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bringing more responsibility to the workers e.g. employment suggestion scheme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving work atmosphere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shortening the delivery time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing production outputs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increasing quality of products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decreasing costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please explain	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 36. What are the main barriers to resolve/improve production/organisational challenges?

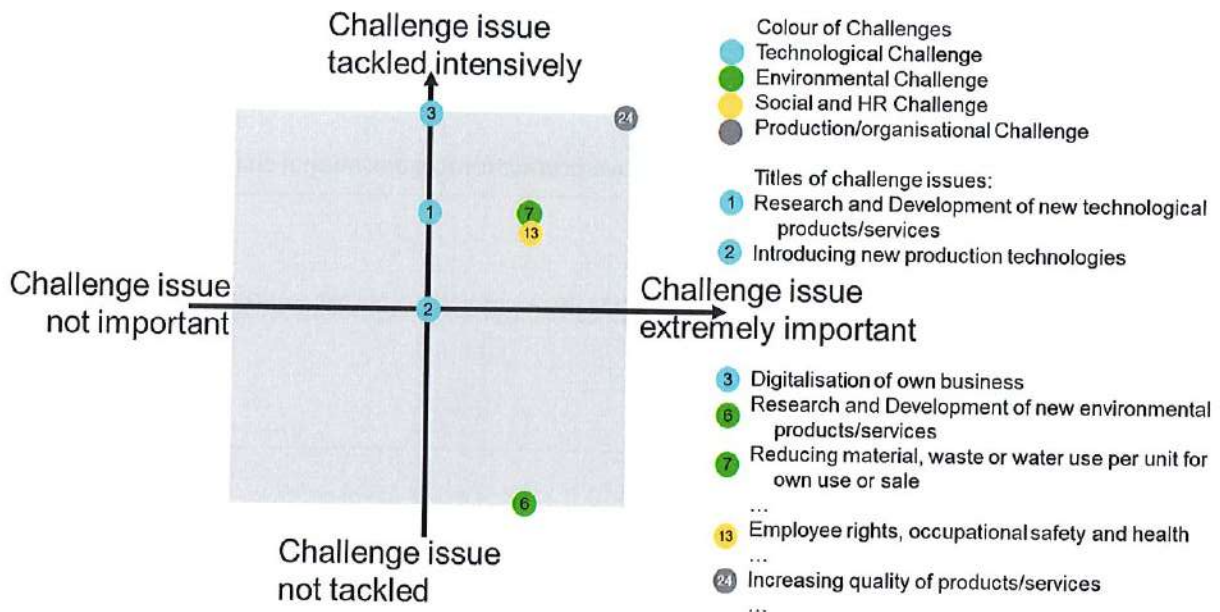
Please describe the main barriers in 3 sentences.

SUMMARY OF THE ANSWERS:

Position of the company: current competitiveness – willingness to increase competitiveness in the future – importance of new products/services



Importance of challenges and tackled challenge issues:



Raising Awareness and interest

Q 37. Are you interested in learning more about innovation as an opportunity for your business? (Please tick below as appropriate)

1	2	3	4	5	?
no interest	Not really interested	yes, interested	yes, largely interested	yes, very keen to learn more	I don't know

Q 38. If yes, in which areas are you interested in learning more about innovation as an opportunity for your business? (Please tick below as appropriate)

(1 = no interest, 2 = little interest, 3 = average interest, 4 = greater interest, 5 = extreme interest, ? = I don't know)

	1	2	3	4	5	?
How to develop of new products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to diversify/specialise the portfolio of products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve quality of products/services.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to increase exports/enter new markets.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to reduce costs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to develop/adopt new technologies.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve own production.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve organisational processes.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to foster the digitalisation of own business.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to find new staff						
How to upskill current staff.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to improve working conditions.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to reduce environmental impact/ improve resource efficiency of our business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to adapt to climate change.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How to adapt legal requirements.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mentoring my business development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others, please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q 39. If you are interested in learning more about innovation as an opportunity for your business, the LEO would like to contact you for discussing with you potential follow-up activities.

If you are open to this, please agree that the filled in data can be used for further analyses and/or networking/cooperation/advise

no

yes

Q 40. How much time can you, and/or your employees, invest in the intended improvement measures?

	Approx. hours per week
Myself	
All employees (in total)	

Q 41. Have you previously received any public funding support in the past?

- no yes

Q 42. If yes, please list what funding you received

Thank you for participating in the Online Innovation Check!