A close-up, low-angle shot of a person's hands framing a view of the ocean at sunset. The hands are positioned to create a rectangular frame, with the fingers pointing inwards. The background shows a bright, hazy sunset over the ocean, with the sun low on the horizon. The person's head and shoulders are visible in the foreground, slightly out of focus.

The Users' Experience of Innovation Fund Denmark

Evaluation report
June 2018

Foreword

Innovation Fund Denmark (IFD) was established in April 2014 and the main objective was to create a single entrance to innovation funding for Danish companies, universities and talents. The application phase should be simple, flexible and balanced to grant size and investments should be followed in order to ensure progress.

Four years later, more than DKK 6 billion has been invested in promising individuals and projects. More than 15,000 applications have been assessed, and over 3,500 projects have been initiated.

As input to adjustments from 2019, where IFD is relocated to Aarhus, is getting an extended mandate and is evaluated by an international panel, we have asked IRIS Group to conduct this evaluation on user experiences of the administration of our four largest programmes; Grand Solutions, InnoBooster, InnoFounder and Industrial Researcher.

The programmes are designed to different target groups and we continuously aim to cut out as much red tape as possible. There are, however, important differences in scope, funding and requirements across the programmes. While a Grand Solutions project need to be benchmarked against the best research and innovation projects worldwide, other IFD-investments should be evaluated on their individual potential for value creation.

Nevertheless, the report shows that the users of our four programmes overall are satisfied with the way we manage them. Not surprisingly, our “lighter” programmes (InnoBooster and InnoFounder) are regarded as easier to apply and administrate than Grand Solutions and Industrial Researcher. Most applicants, however, regard our assessment of their application as quick and efficient. Moreover, it is remarkable and pleasant to see that rejected applicants across all four programmes are generally positive towards the procedure for the application processing phase.

The evaluation also point to areas, which we will look at in order to improve our programmes further.

Finally, this report only scratches the surface of the value creation of our investments, but it indicates that our investments are being beneficial for Denmark. We are, therefore, looking forward to more comprehensive analyses of the effects of our programmes very soon.



Peter Høngaard Andersen
Director of Innovation Fund Denmark

A handwritten signature in black ink, appearing to read 'P. Høngaard Andersen'.

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**The overall
picture**



1A: Introduction

This evaluation report surveys how the administration of the programmes offered by the Innovation Fund Denmark (IFD) are experienced by the users.

On behalf of the Danish government, IFD invests at an early stage in innovative projects with a potential to create growth, employment and solutions to societal challenges.

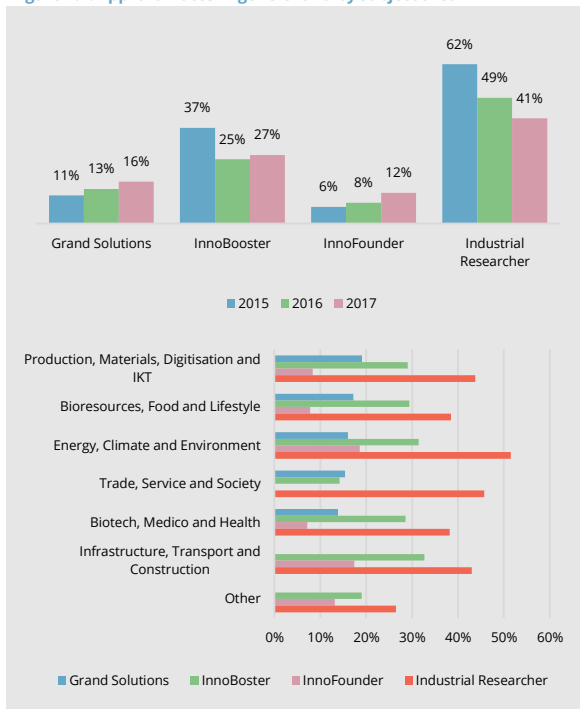
In 2018, IFD will invest DKK 1.4 billion in new projects. Investments are administered through four programmes - each designed for a different target group*:

- **Grand Solutions** are substantial investments in long-term projects/partnerships between academics and businesses with the purpose of creating growth and solutions to societal challenges. Grand Solutions is IFD's most complex programme with the largest investments and toughest competition.
- **InnoBooster** is targeting start-ups, SMEs, and entrepreneurial researchers with a sound business idea and a potential for growth. The programme is designed to be an easy and fast entrance for companies with no or little experience with grant applications.
- **InnoFounder** is a one-year incubator course offered to new graduates from higher educational institutions with an innovative and scalable business idea. InnoFounder differs from other IFD programmes by being a course, and participants are followed more closely and services are adapted to needs identified during the course.
- **Industrial Researchers** are PhD and Postdoc research projects shared between a company and a university. The programme is designed with the company and candidate in focus.

IFD was established in 2014. The first year was, however, a transition year in which programmes were (re)designed. Thus, this evaluation surveys IFD applicants from 2015-2017. Approval rates in general (2015-17) and by subject area (2017) are presented in the figure to the right.

*IFD is also involved in international programmes. These are not part of this evaluation.

Figure 1.1. Approval rates in general and by subject area



Source: IFD Note: Approval rates are the number of applicants who receive an investment from IFD as a fraction of all applicants.

1B: The application phase

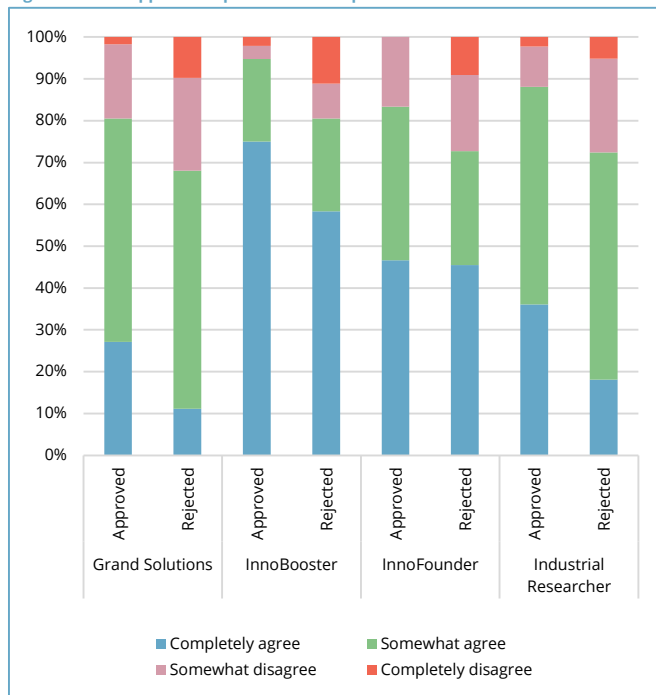
InnoBooster and InnoFounder are easy to apply for most users

All IFD investments are based on applications. Because the size and complexity of the projects vary from short development projects in start-up companies to longer term research projects in a big consortium, the size and complexity of applications also vary between the four programmes. Nevertheless, IFD aims to design the application process as simple and clear as possible.

Figure 1.2 shows, for each of the four programmes, to what extent approved and rejected applicants experienced the application process as simple and clear.

- Not surprisingly, the highest fraction of completely agree with the statement in the two “lightest” programmes – InnoBooster and InnoFounder. In these two programmes, the application basically just contain a description of the project and a budget. Only a minority of the users of Grand Solutions and Industrial Researcher completely agree with the question.
- Between 20-30 percent of the rejected projects (completely or somewhat) disagree with the questions.
- Most applicants across the four programmes state that programme specific information provided online (on the IFD web site) is good and informative.
- All applicants use the online platform E-grant to apply. The overall impression is that E-grant works OK, but that there is room for improvements – especially regarding the budget template in Grand Solutions and response time on requests sent via E-grant.
- Use of pitches and interviews as part of the application phase are generally appreciated among applicants, and seen as a value creation process in which strength and weaknesses in the projects are revealed and discussed.

Figure 1.2. The application process was simple and clear



Source: Survey among users.

Note: Grand Solutions N=191, InnoBooster N=132, InnoFounder N=41, Industrial Researcher N=542.

1B: The application phase

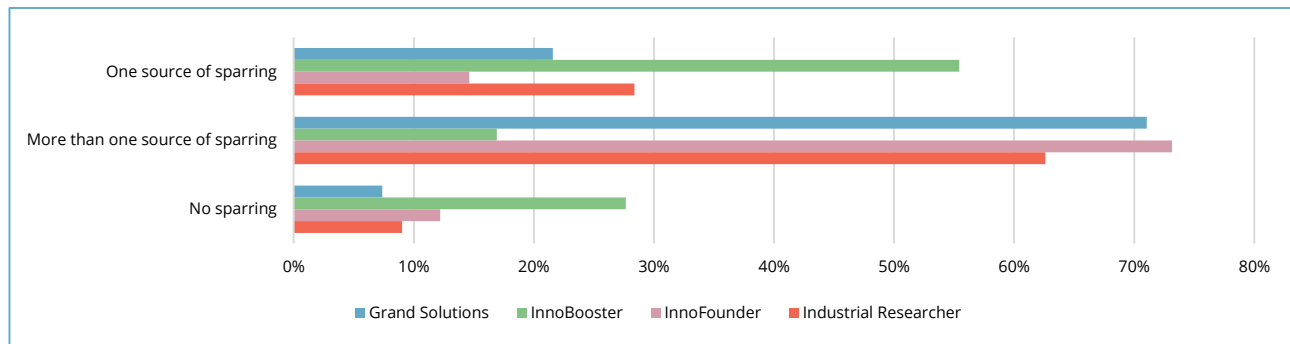
Most applicants make use of guidance and sparring

In the application phase, applicants and project coordinators often seek guidance and sparring from partners, people in their network, business promotion units, and - of course - IFD.

- In the application phase, most applicants have received guidance or sparring – and often from several sources.
- InnoBooster applicants stand out as the programme in which less applicants make use of sparring and guidance.
- Leaving aside project partners, IFD is the most common source for guidance for Industrial Researcher and Grand Solutions applicants. Grant units at universities are also an important sparring partner in Grand Solutions applications.

- InnoFounders make use of other entrepreneurs in their network, and many InnoBooster applicants receive guidance from public business promotion units, such as the “Growth Houses” or cluster organisations.
- The quality of guidance received from IFD is generally evaluated positively. Approximately 50 per cent of the accepted projects *completely agree* that the guidance fitted their needs and improved the quality of the application.

Figure 1.3. Use of guidance or sparring during the preparation of the application



Source: Survey among users.

Note: Grand Solutions N=181, InnoBooster N=154, InnoFounder N=41, Industrial Researcher N=321.

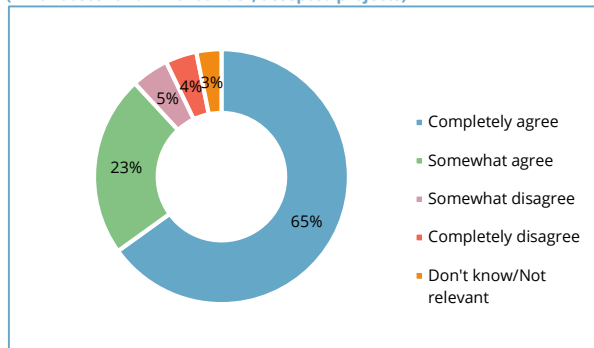
1C: IFD's assessment of applications

Positive evaluation of the procedure in the application processing phase

The users were asked whether they experienced the application processing phase as quick and transparent. Figure 1.4 shows the answers to this question among accepted InnoBooster and InnoFounder projects.

Figure 1.5 shows the answers to the same question among rejected applicants across all four programmes.

Figure 1.4. IFD processed the application quickly and efficiently (InnoBooster and InnoFounder, accepted projects)

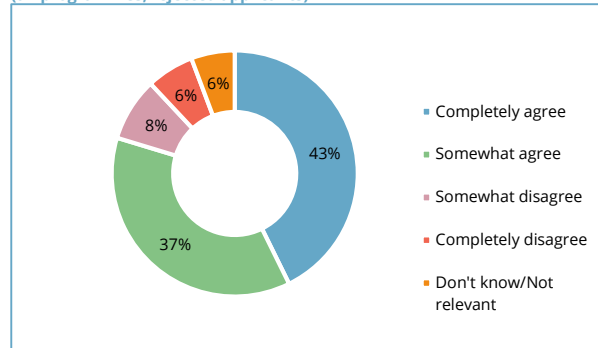


Source: Survey among users.

Note: Approved applicants only. InnoBooster N=96, InnoFounder N=30.

- Almost 90 per cent of the respondents from accepted projects completely or somewhat agree that the applications were processed quickly and efficiently. The same holds for 80 per cent of the rejected projects.
- The interviews and answers to the open survey questions indicate that a substantial part of the rejected projects find the rejection letters too general in nature. Among rejected applicants who ask for oral feedback, most applicants find the feedback valuable.

Figure 1.5. IFD processed the application quickly and efficiently (all programmes, rejected applicants)



Source: Survey among users.

Note: Rejected applicants only. The question to Grand Solutions applicants is slightly different and includes only applications from 2017. Grand Solutions N=35, InnoBooster N=35, InnoFounder N=11, Industrial researcher N=111.

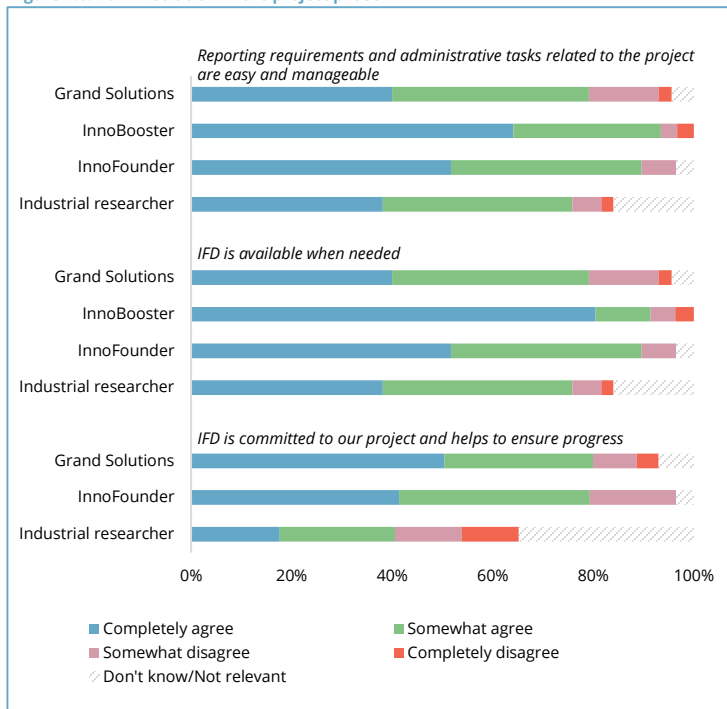
1D: The project phase

Simplicity and flexibility in the administration of the project phase - InnoBooster receives the best evaluation

IFD aims to design flexible programmes with a minimum of bureaucracy. The fund is also committed to follow up on investments to ensure progress.

- Roughly half of all projects completely agree that reporting requirements and administrative tasks during the project are easy and manageable. The highest fraction among users who agree to the statement is found among InnoBooster users.
- Most users report that it is relatively easy to adjust the project, e.g. extend the project period, make a change in the budget, or replace a project partner or candidate (see chapter 2-5).
- Especially InnoBooster projects experience that IFD is available when they need help. Only a small fraction disagree to the question across programmes.
- IFD spends more resources on following and monitoring Grand Solutions projects than projects and courses related to the other programmes. 50 per cent of Grand Solutions users completely agree that IFD is committed to their project and helps to ensure progress. Another 30 per cent somewhat agree to the statement.
- The users have different experiences with the Investment Manager feature in Grand Solutions. Some project coordinators state that the collaboration with the manager is smooth and valuable, while others find that the Investment Manager can be difficult to reach and participates in too few meetings.

Figure 1.6. Administration in the project phase



Source: Survey among users.

Note: The last question was not part of the questionnaire to InnoBooster applicants. Grand Solutions N=115, InnoBooster N=92, InnoFounder N=29, Industrial Researcher N=414.

1E: Value creation

Users have high outcome expectations

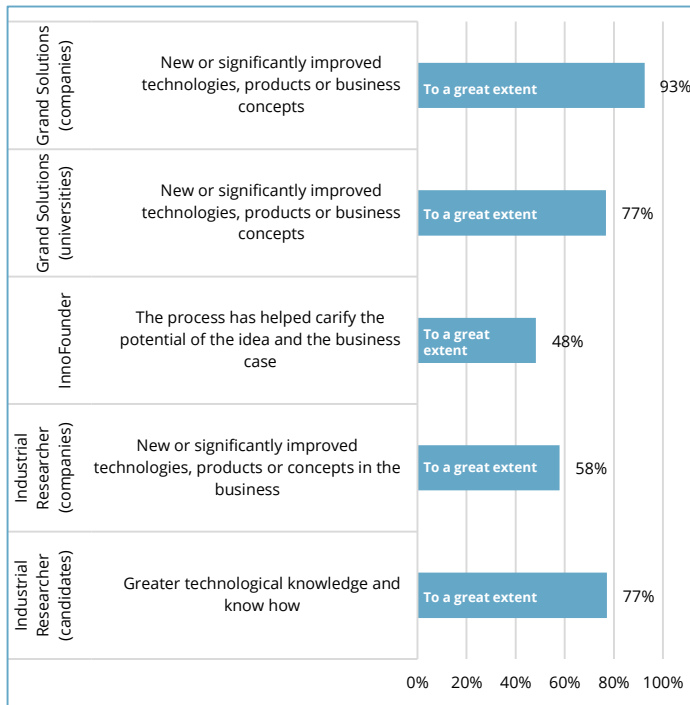
The objectives of IFD's investments are to stimulate growth, employment and solutions to key societal challenges.

Most projects are still young, and impact from IFD investments will, in most cases take several years to realise. In the surveys we did, however, ask the approved projects to what extent they have achieved or expects to achieve a range of outcomes.

Most of the users expect a number of different results and outcomes. In the figure to the right, we have shown the most common (expected) outcome among users of Grand Solutions, InnoFounder and Industrial Researcher.

- Companies and universities agree that new or significantly improved technologies, products or business concepts are the most common outcome of the Grand Solutions. Among companies, as many as 93 per cent expect this result to a great extent.
- Among InnoFounders, half of users state that the course to a great extent helped to clarify the potential and the business case. Almost the same fraction emphasize, that the course has improved their skills and helped to move their products/services closer to the market.
- Among companies, a majority of the users of the Industrial Researcher programme expect, that the project will lead to better technologies/products/business concepts. Approximately three out of four candidates state that the project to a great extent will lead to greater technical knowledge. Most candidates also state that their career options have increased to a great extent.

Figure 1.7. The most common (expected) outcome in three of the four programmes



Source: Survey among users. Note: Only users that answered to a great extent is considered in the figure. Grand Solutions N=113, InnoFounder N=29, Industrial Researcher N=414.

*The question was not part of the questionnaire to InnoBooster applicants.

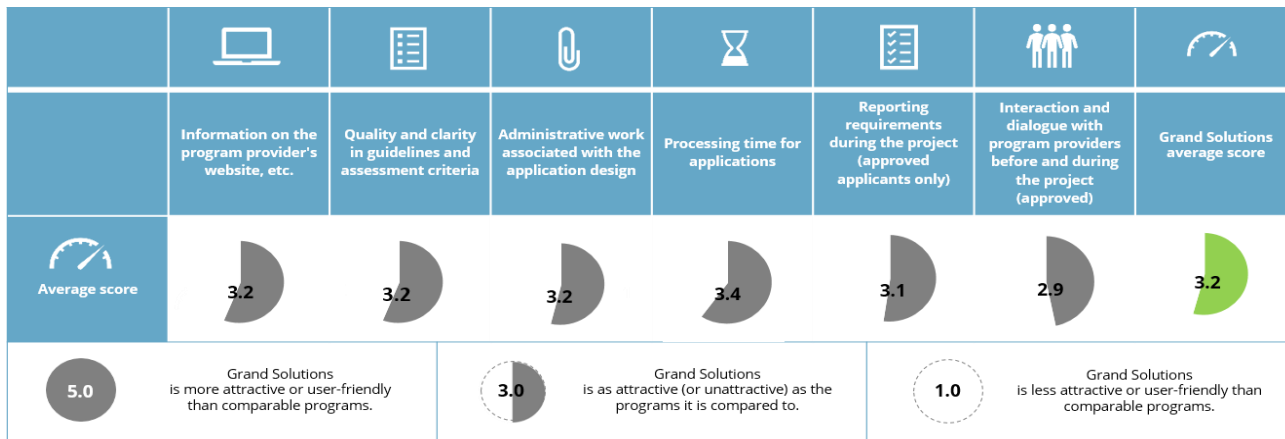
1F: Benchmarking with comparable programmes

Users of Grand Solutions evaluate the administration to be on the same level as other national R&D&I-programmes

In the figure below, the users have compared Grand Solutions with comparable programmes in terms of information, quality of guidelines, administrative burdens, reporting requirements and dialogue with programme providers.

- On almost all parameters, the average score is close to 3 - indicating that Grand Solutions and the comparable programmes are at the same quality level when it comes to administration.
- Grand Solutions receives the best scores on average when it comes to “processing time for applications”, and the lowest average score when it comes to “interaction and dialogue with programme providers”. This further indicates that the Investment Manager function could be improved in a number of projects.
- The comparable programmes include Horizon 2020, large projects offered by private foundations, SPIR, projects under the former Danish National Advanced Technology Foundation, etc.

Figure 1.8. Comparison between Grand Solutions and other programmes



Source: Survey among users of Grand Solutions. Note: N=182.

1F: Benchmarking with comparable programmes

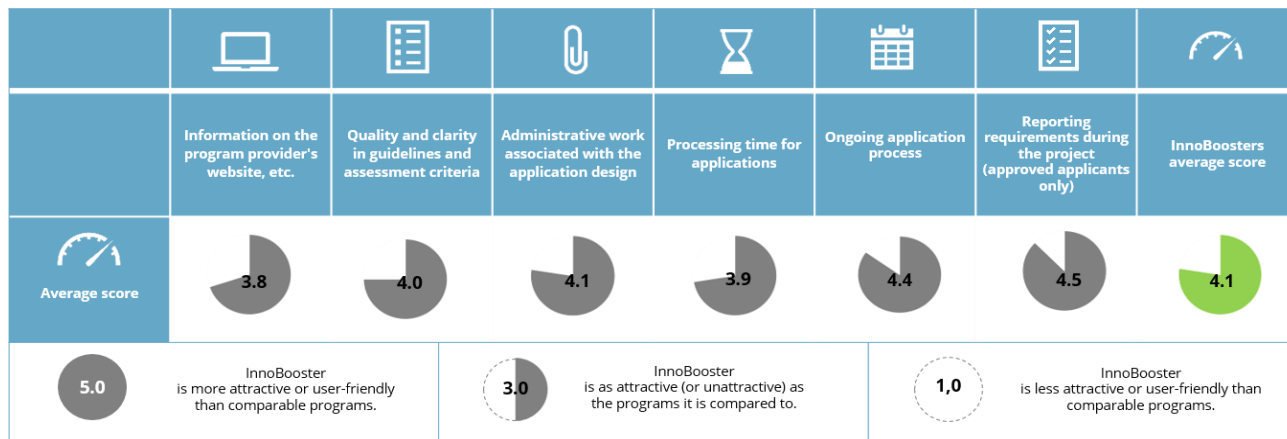
Users of InnoBooster find the programme more attractive than comparable programmes

In the figure below, the users have compared InnoBooster with comparable programmes in terms of information, quality of guidelines, administrative burdens, reporting requirements and dialogue with programme providers.

- InnoBooster is on average, and across all areas, rated significantly better (average score above 3) than comparable programmes.

- InnoBooster stands out when it comes to reporting requirements during the project and flexibility with respect to application deadline.
- The comparable programmes are the Market Development Fund, the UDP-programmes, regional programmes, etc.

Figure 1.9. Comparison between InnoBooster and other programmes



Source: Survey among users of InnoBooster. Note: N=47.

Grand Solutions

A young boy wearing a yellow short-sleeved button-down shirt and goggles around his neck is looking upwards with his arms outstretched. The background is a bright, hazy sky with soft clouds and a lens flare effect near the boy's head.

Selected findings

- Only 10 per cent of the universities and 25 per cent of the companies completely agree that the application process is simple and clear. Most respondents partly agree.
- Many respondents find the budget template complicated and difficult to use.
- 90 per cent of the accepted projects completely agree that the interviews help to clarify the strengths of the project
- Participants in projects within social sciences and humanities are more critical than participants in project within technical sciences when assessing the management set-up (milestones, etc.).
- The simplicity and quality of the programme administration are at the same level as other national R&D&I-programmes – according to the project coordinators.
- Both companies and universities have high outcome expectations. More than 90 per cent of the companies completely agree that the projects will lead to new technologies.

2A: About Grand Solutions

The purpose of Grand Solutions is to invest in high quality research and innovation projects with the potential to create knowledge, growth and employment in Denmark. Grand Solutions projects are characterized by their high risk profile and focus on ambitious results in terms of new knowledge and/or new or significantly improved processes, systems, products or solutions to societal challenges. The project must create societal and/or economic value in Danish public and private companies and/or benefit the society as a whole. It is therefore advantageous if beneficiaries of the results of the project and other key stakeholders are active participants in the development of and during the project. The breadth of Grand Solutions projects means that the number and types of project participants vary considerably from project to project. Both thematic and open calls are made under the programme.

Grand Solutions is the most complex IFD programme with the largest investments, and projects need to be benchmarked against the best research and innovation projects worldwide.

The application process and the project

Themes are announced 2-3 months in advance of the deadline. In 2015 and 2016, IFD announced one call per year. The application process was two-phased, and it took about 10 months from submission of the phase 1-application to the project start date. In 2017, IFD changed to a single-phased process making room for two calls per year. Today approved projects can kick off 6 months after the application is submitted. Applications are submitted electronically via E-grant and must address the aim and strategic relevance of the

project, state-of-the-art theory application, governance, risk management, implementation, and expected value creation. Attached are a detailed budget, figures and tables (optional), partner motivation, and CVs.

About a month from the submission date, selected applicants are invited for project interview and applications are sent in peer review. Based on an overall assessment (including both internal strategic assessments, reviews of quality and potential impact, external peer reviews and project interviews), the IFD Board decides which projects to invite to investment agreement negotiations. All project participants and IFD have 60 days to negotiate and sign an agreement. During this contract phase, IFD's Investment Managers are involved in the negotiations, and IFD offers a template for a standard Investment Agreement, as well as an "inspirational draft" for preparation of a collaboration agreement. Grand Solutions projects start with a kick-off session, and IFD's Investment Managers are actively following up on projects, including bi-annual meetings in the steering committee and annual investment reviews.



Duration: 3-4 years



Grant size: DKK 5-30 million (typically)



Budget in 2018: DKK 685 million

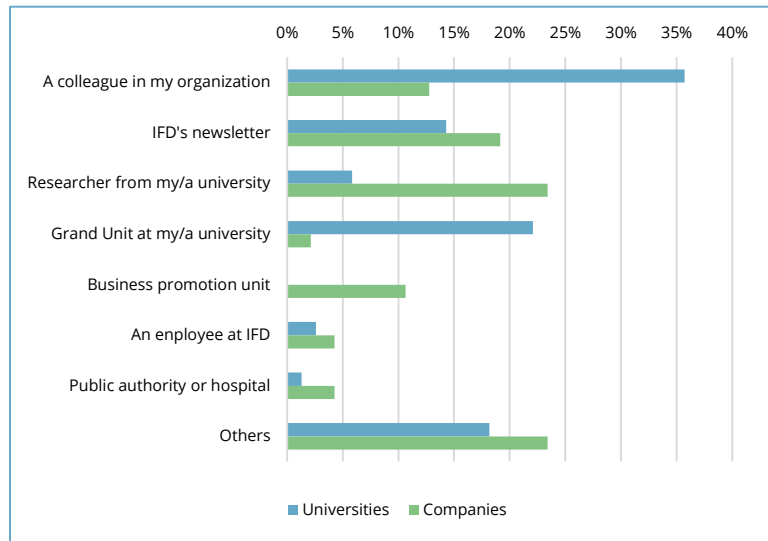
2A: About Grand Solutions

Many different sources have introduced the participants to Grand Solutions

Figure 2.1 shows the answers to the question regarding where the respondent first learned about Grand Solutions.

- In general, the participants learn about GS from many different sources. Colleagues and the university grand unit are the most important sources of information at the universities, while researchers and “others” are the most important sources for companies.
- “Others” are typical IFD’s website.

Figure 2.1. Where did you first learn about Grand Solutions?



Source: Survey among users of Grand Solutions.

Note: Universities N=154 and companies N=47. The respondent were asked to state which of the above sources that were the most important.

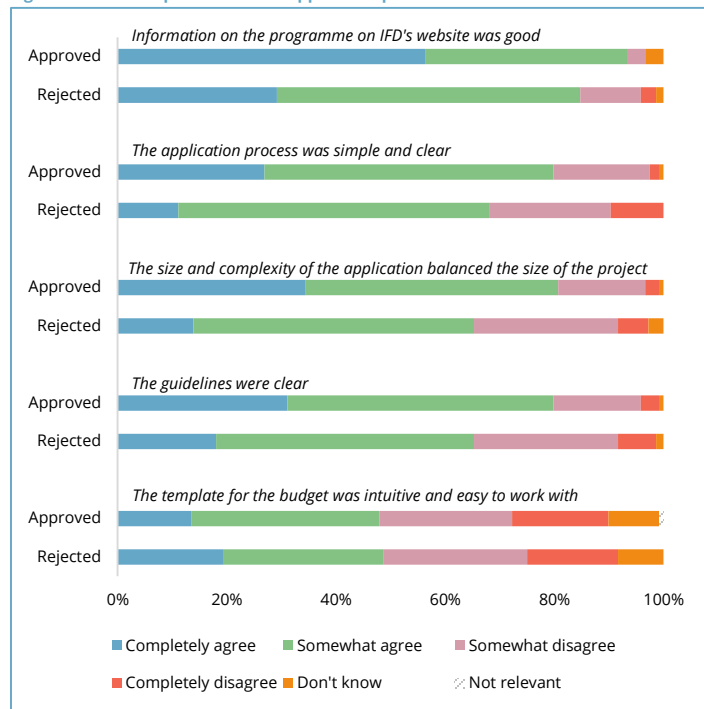
2B: The application phase

High degree of variation in user assessments of the application phase

The figures on this and the next slide provide information about the users evaluation of different aspects of the application phase – from the access to information on IFD's website to the quality of guidelines and whether the complexity of the application balance the size of a Grand Solutions grant.

- Only a minority completely agree that the application process and the guidelines are clear and simple. Most respondents somewhat agree with these statements, but there is also a substantial part, who disagree.
- In general, respondents from the approved projects rates the application phase better than respondents from rejected projects.
- The underlying data also reveals large differences across disciplines. While 23 per cent of the technical projects disagree that the guidelines are clear, the same holds for 43 per cent of projects within humanities and social sciences.
- Many respondents find the budget template complicated. Especially the claim of biannual budgets for each participant is subject to criticism (see quotes below). Moreover, the survey answers reflect that a number of errors have occurred in the template, especially in 2017.
- The two step application process is evaluated positively by many respondents. However, some respondents state that it has actually been a three step phase, since a number of adjustments are demanded in the contract phase.
- Some project coordinators state that the time available in phase 1 is to short (in both interviews and answers to the open questions in the survey).

Figure 2.2. Users experience of the application phase



Source: Survey among users of Grand Solutions.

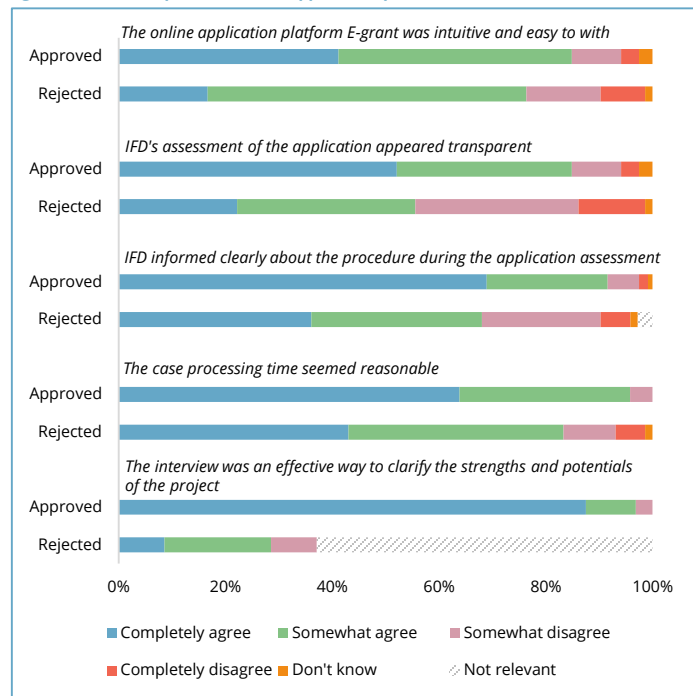
Note: Approved N=119 and rejected N=72. The figure includes both university and company respondents

2B: The application phase

Positive evaluation of the procedure in the application processing phase

- In general, many respondents are satisfied with the application processing phase. This is true both when it comes to the information level, the processing time and not the least the interviews as a value creating process (introduced in 2017).
- Also in this part of the application phase, the rejected projects answer somewhat more negatively than the accepted projects.
- The interviews and answers to the open survey questions indicate that a substantial part of the rejected projects find the rejection letters to general in nature, while a substantial part also states that the value of the oral feedback could be improved.
- Especially social scientific and humanities applicants find the maximum limits regarding the number of words in the project description challenging (according to survey and interview remarks). The underlying data also reveals that 30 per cent of the respondents in this group (completely or somewhat) disagree that the E-grant platform was intuitive and easy to work with.

Figure 2.3. Users' experience of the application phase (continued)



Source: Survey among users of Grand Solutions.

Note: Approved N=119 and rejected N=72. * Interviews were introduced in 2017, and hence the number of observations decrease to N=32 and N=35, respectively. The figure includes both university and company respondents.

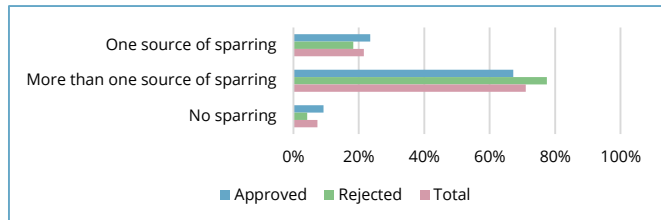
2B: The application phase

Most applicants make use of sparring and guidance from at least two sources, when they prepare the application

The figures show the fraction of applying organisations that make use of external sparring and guidance in the application phase.

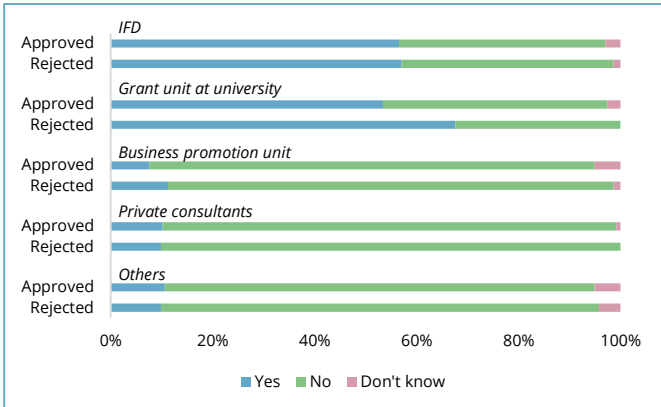
- About two third of the projects use at least two sources for sparring or guidance when preparing the application.
- IFD and the grant units at the universities are the most commonly used organisations for sparring and guidance.
- Nothing indicates that approved projects are more frequent users of sparring than rejected projects.

Figure 2.4. Use of guidance and sparring during the preparation of the application



Source: Survey among users of Grand Solutions. Note: Approved N=119 and Rejected N=71.

Figure 2.5. During the preparation of the application, did you receive guidance or sparring from:



Source: Survey among users of Grand Solutions. Note: Approved N=119 and rejected N=71. The figure includes both university and company respondents

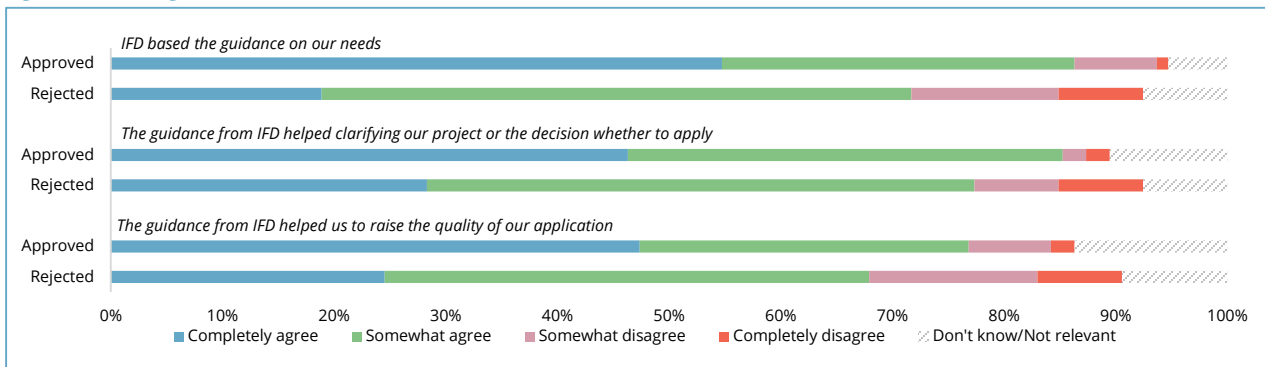
2B: The application phase

IFD guidance increases the quality of applications

The respondents that have made use of IFD sparring and guidance were asked whether the IFD-inputs matched their needs, and whether the input helped clarifying the decision to apply and the quality of the application.

- The evaluation of the value of the guidance and sparring is generally positive. Approximately 50 per cent of the accepted projects completely agree that the guidance fitted with their needs and improved the quality of their applications. And as much as 70 per cent of the rejected projects completely or somewhat agree that the guidance improved the quality of their application.
- Especially first time applicants make use of IFD-sparring and find it useful and of high value (according to the interviews). Among other things, the interviewed first time applicants use IFD-employees to test ideas, approaches and team compositions.
- Often project managers within the social sciences and the humanities need a great deal of sparring and feedback in order to "translate" the terms in the application form to their research area and to the types of outcome in non-technical projects. In this group, the IFD-guidance seems to be crucial for the preparation of a competitive application.

Figure 2.6. Views on guidance received from IFD



Source: Survey among users of Grand Solutions.

Note: Approved N=95 and rejected N=53. The figure includes both university and company respondents

Quotes related to the application phase

"The terminology used in the guideline and the application form is developed for projects that are technical in nature. It is difficult to fit social science projects into the form and its standards for milestones and outcome. However, we received great help from the Fund in the application phase. We had a close dialogue, and the Fund provided real good sparring on our ideas and approaches".

- Project coordinator, University (GS project accepted, 2017)

"The possibility for a post festum process with a further development of the project was really good"

- Project coordinator, University (GS project declined, 2016)

"I feel comfortable with the two-phase application. The first phase did not take too much effort, compared with the full application in the second phase".

- Project coordinator, University (GS project accepted, 2016)

"The Innovation Fund team was very helpful in terms of telephone feedback and useful information in the application phase".

- Project coordinator, University (GS project accepted), 2015

"Limited space available in the application forms made it difficult to provide the input required by the assessment team. That said, we managed to get it through in the end, and the IFD team were supportive and professional".

- Company (GS project declined, 2016)

"The dialogue with the Innovation Fund, as well as the university partner, was of high value and quality. It contributed to a specification and improvement of the basic idea"

- Company (GS project accepted, 2017)

"The space in the application form is rather limited for social science projects. Among others, it makes it difficult to make a proper description of how you will draw on state of the art research. I understand that the Fund receives a lot of applications, which makes it necessary to set some limits. However, the review process does not seem to take this aspect into consideration, since we received criticism for the lack of links to state of the art research".

- Project coordinator, University (GS project accepted, 2016)

"The time available from the announcement to the deadline for applications is much too small. You have to develop the idea, identify partners, agree on contributions and financing, and to make a detailed project description within a few weeks. It was a miracle that we made it. The procedure is developed for projects and partnerships that are already formed before the announcement.

- Project coordinator, University (GS project accepted, 2017)

"The limitation for the amount of characters for each point in the application do not appear in the general instructions, but only in the actual electronic application form. Since we started to work in the applications following the general instruction, we found this information later in our process, forcing us to re-write the application in a rush, which affected our outcome".

- Project coordinator, University (GS project declined, 2017)

"The budget template is too demanding and detailed. I don't see any value in the very detailed division into biannual budget for individual partners. It is very time demanding and is characterised by guess work. Taking into consideration that only 20 per cent of the applications are accepted, it seems appropriate instead to ask for a detailed budget at the interview or in the contract phase".

- Project coordinator, University (GS project declined, 2017)

"The written rejection was very general in nature, and the oral follow up was unprofessional- sorry to say. We gathered the whole group, but could not get answers to simple questions regarding how to improve the application".

- Project coordinator, University (GS project declined, 2016)

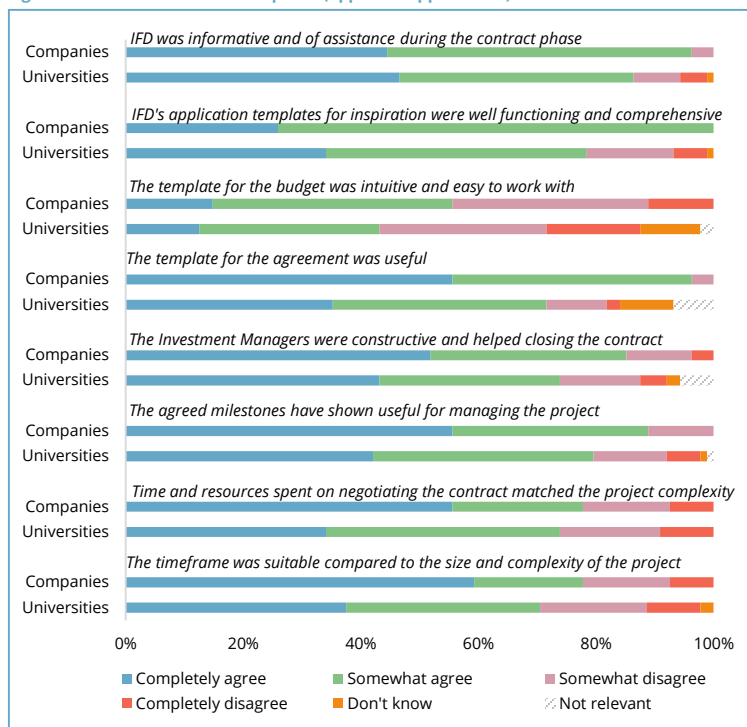
2C: The contract phase

Most users are predominantly positive when evaluating the contract phase, but the budget template is receiving criticism

The figure to the right shows how the approved projects evaluate the phase from approval to project start (the contract phase). The questions concern both the total use of resources in this phase, the use of templates, and the value of the special elements in the Grand Solutions set-up (Investment Managers and milestones).

- In general, a higher fraction of the companies are satisfied with the activities and the support in this phase. This may reflect that the university often holds the task of project coordination, which includes most of the work related to budgeting, dialogue with individual partners, and preparing the application.
- The universities have very different perceptions of whether time and resources used in this phase are balanced with the size/complexity of the project (see the two last questions in the figure).
- Especially the budget template receives criticism from many respondents (including companies).
- Among universities that find the contract phase too time consuming, it is often stated that the phase in reality is a third application phase, where they are asked to rewrite parts of the application (see quotes).
- Moreover, a number of university project coordinators find it challenging that the contract negotiations and coordination with partners took place in the summer period.

Figure 2.7. Views on the contract phase (approved applications)



Source: Survey among users of Grand Solutions.
Note: Companies N=27 and universities N=88.

Quotes related to the contract phase

"We used a lot of resources in the contract phase. But the main reason was that we agreed with IFD to make an appendix to the application, which in fact strengthened the project. So it appeared to be a good investment".

- Project coordinator, University (approved, 2016)

"It took many hours to get the contract in place. But it helped us to a better project management".

- Project coordinator, University (approved, 2016)

"The contract negotiation process was handled effectively and professionally"

- Company (approved, 2017)

The contract phase was smooth due to clear guidelines. Further, the standard formulas are extremely helpful for SME's and startups".

- Company (approved, 2017)

It was a smooth process, and it helped us to get a better foundation for management and coordination of the project"

- Project coordinator, University (approved, 2017)

"Since it was the first Grand Solutions project in our institution, the contract negotiation phase was indeed very stressful in the middle of semester".

- Project coordinator, University

In general, I find it unreasonable that a research and innovation project can be changed during the contract negotiation. Detailed planning should be a part of project. The contract process has by far been the most stressful part.

- Project coordinator, University

"The set up in the contract phase is time consuming and of limited value. The Fund requires a lot of detailed information regarding milestones, quantifiable deliverables and expected impact, which are very difficult to provide upfront in social science innovation projects. The concept seems to be developed for technical development projects and not for experimental innovation projects".

- Project coordinator, University (approved, 2016)

"We experienced comprehensive negotiations and a high degree of interference from the Investment Manager in key parts of the project. It was a negative experience and the Innovation Fund seemed very controlling".

- Project coordinator, University (approved, 2015)

"With regard to the extent and complexity of the application, it was OK. The reason why I answer completely disagree is that the contract negotiations in reality implied a third application phase and not just a contract negotiation"

- Project coordinator, University (approved, 2016)

"My feeling was that I was asked to write the same application three times. It seemed bureaucratic and to be an unnecessary use of time"

- Company (approved, 2017)

"It was a rather rigid concept. It seemed to be targeted at products or medicine. It was rather difficult to adapt it to our project where the expected output is of a more strategic nature for the partners. The draft from the Innovation Fund was very rigid as regards deliverables and timing of steering group meetings".

- Project coordinator, University (approved, 2016)

"I don't understand why we had to rewrite the phase 2 application. It was a waste of time. Moreover, there were major problems with the budget template"

- Project coordinator, University (approved, 2017)

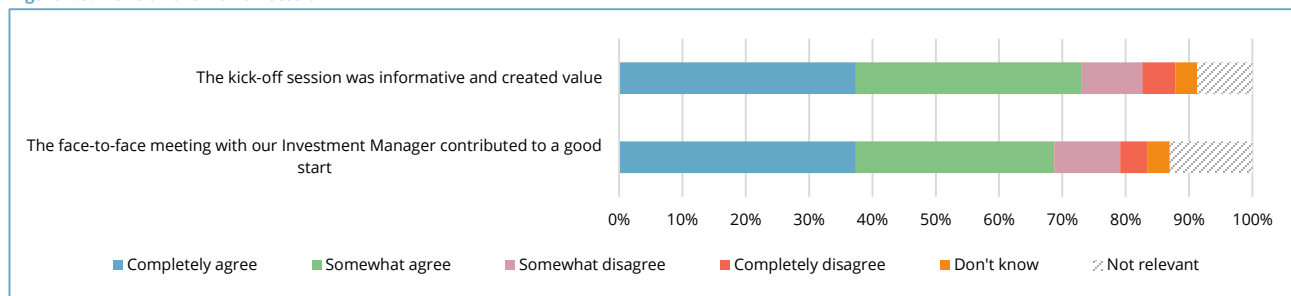
2D: The project phase

The kick-off session creates value to most projects

The figure below shows how the users evaluate the kick-off session, and whether the meeting with the Investment Manager contributed to a good start.

- Most university project coordinators and companies state that the kick-off session creates value and provides useful information of the set-up. Thus, more than 70 per cent completely or somewhat agree that the session was informative and created value.
 - However, a common assessment (among the interviewed) is that the information is a little too general in nature, and that more value could be obtained if the projects were split into groups that are similar with regard to size and topic (i.e. through break up sessions).
- Most projects find that they get a good introduction to the Investment Manager at the session. However, as the quotes also indicate, a minority find that the collaboration with the Investment Manager are unsatisfactory, and some respondents who have experience with more than one Investment Manager state that the quality of the feedback and collaboration have differed significantly.

Figure 2.8. Views on the kick-off session



Source: Survey among users of Grand Solutions.

Note: N=115. The figure includes both university and company respondents

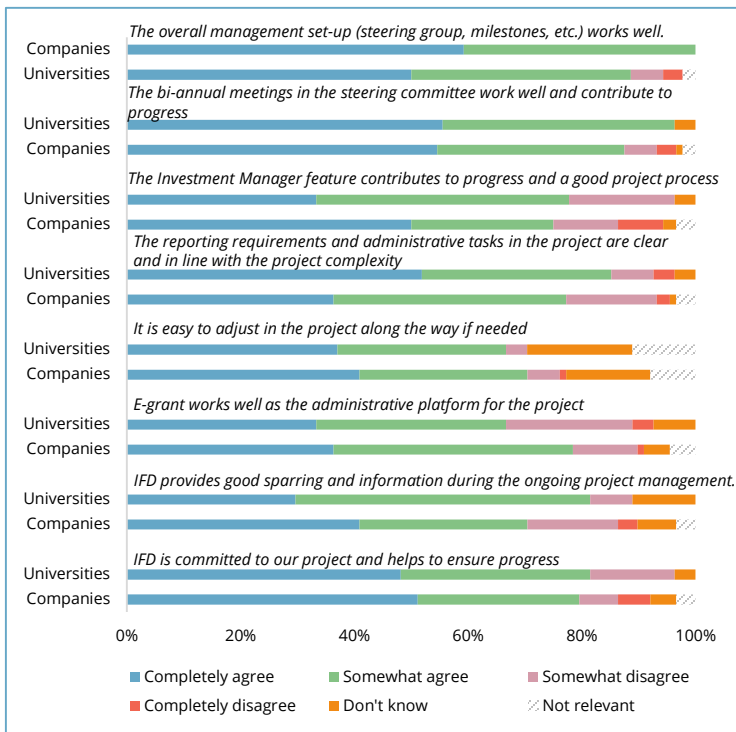
2D: The project phase

The overall management set-up works well in most projects

The figure shows how university project coordinators and company partners evaluate the administration in the project phase. The question encompasses the general management set-up, the collaboration with the Investment Manager, the use of templates and the general commitment of the IFD.

- In general, the evaluation of the management set-up is positive. Half of the companies and universities completely agree that the overall set-up works well.
- A minority of 10-15 per cent disagree. The answers to the open questions in the survey indicate that a difficult collaboration with the Investment Manager is the primary reason for the negative evaluation in these projects. Some projects also state that the formal relations between the steering group and the project management is weak.
- The figure also shows that the Investment Manager feature is the part of the set-up where the lowest share of respondents completely agree with the statement. As the quotes on the next slide reveal, a number of the projects find that the involvement is a little weak, and that the Investment Manager participates in too few meetings. But there is also a large number of respondents who are strongly satisfied with the collaboration with the Investment Manager.
- There also seems to be room for improvements in the design of the E-grant system.

Figure 2.9. Users' experience of the project phase



Source: Survey among users of Grand Solutions.
Note: Companies N=27 and Universities N=88.

Quotes related to the project phase

"The Innovation Fond has been very committed to our project. We have a close collaboration with the Investment Manager who has introduced us to both investors and to other projects. The Investment Manager has organised a network of projects in related areas which has been of great value to us".

- Project coordinator, University (approved, 2016)

It has been a very positive experience to coordinate and manage a Grand Solutions project. The administrative resources are much more effectively used than in EU projects which have more detailed requirements regarding reporting and deliverables. The steering group has been of high value in order to ensure progress and value creation in the project".

- Project coordinator, University (approved, 2015)

"The kick-off meeting was informative and provided good insight into the Grand Solutions set up. However, the information was on a rather general level, and I think the value could be improved if they organised break out sessions for smaller groups that are similar with regard to size and topic".

- Project coordinator, University (approved, 2016)

"The steering group set up with high level representatives is very effective and have helped us to a better project management. The group has a good understanding of the project and is ready to take decisions that improve quality and impact"

- Project coordinator, University (approved, 2015)

"We have received support through a number of programmes, and the Innovation Fund is by far the most complex with regard to application, reporting and budgeting. It is my assessment that the requirements don't contribute to a better project or better results".

- Company (approved, 2016)

"It seems that the Innovation Fond is lacking the resources necessary to engage in all the projects. Until now, the Investment Manager has not been able to participate in any meetings in the steering group. The lack of involvement has made it difficult for us to put enough pressure on one of the companies".

- Project coordinator, University (approved, 2017)

"We have not been able to reach the Investment Manager since the project started six month ago."

- Project coordinator, University (approved, 2017=)

"Our Investment Manager attended our Steering Group meetings and other face-to-face meetings only once during the past 1.5 year. We would like the Investment Manager to attend more of our activities to give us guidance".

- Project coordinator, University (approved, 2016)

"The Investment Manager does not provide active sparring in the project. The contribution is very limited".

- Project coordinator, University (approved, 2015)

"The Innovation Fund uses a budget and reporting system that is too complex and complicated".

- Project coordinator, University (approved, 2016)

"The challenge is that the members of steering group don't have any responsibility or formal relation to the project management. Moreover, the quality of the feedback varies a lot from employee to employee in the Innovation Fund".

- Company

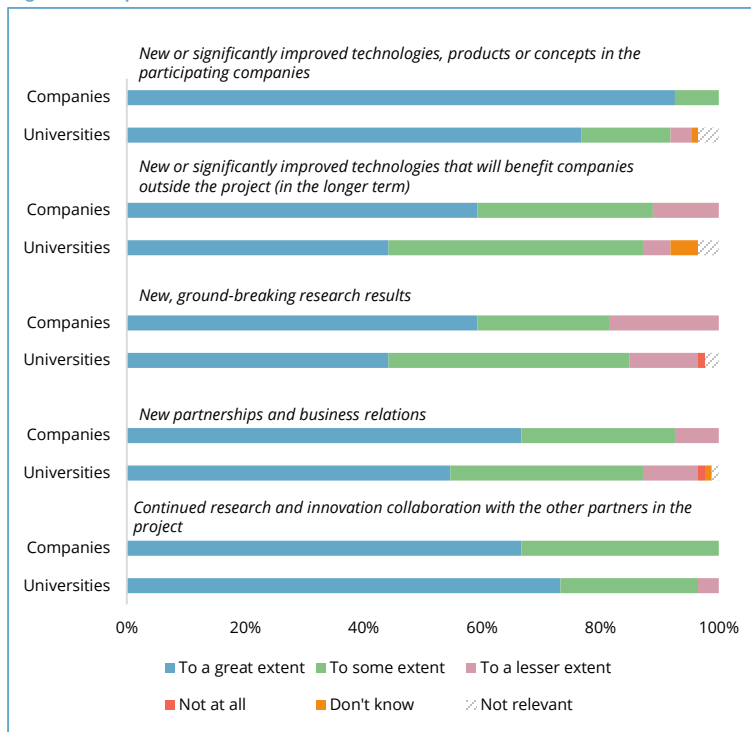
2E: Value creation

High outcome expectations in most projects

Figure 2.10 shows the expectations with regard to improved technologies, products, concepts, ground-breaking research and networks/partnerships. It should be emphasized that the answers are based on the respondents expectations, since no projects have finished yet.

- Companies and universities agree that new or significantly improved technologies or business concepts are the most common outcome of the projects. Almost all partners have positive expectations to innovation outcomes.
- A majority also states that the results will improve the use of technologies in non-participating companies (i.e. through knowledge diffusion).
- The expectations regarding ground-breaking research results are a little more modest. However, more than 80 per cent still expect that this will happen to a great or some extent.
- It seems that the Grand Solutions projects contribute to long lasting networks and cooperation. Approximately 2/3 of the respondents expect (to a great extent) to continue collaboration with other partners in the project.

Figure 2.10. Expected value creation



Source: Survey among users of Grand Solutions.
Note: Companies N=27, Universities N=86.

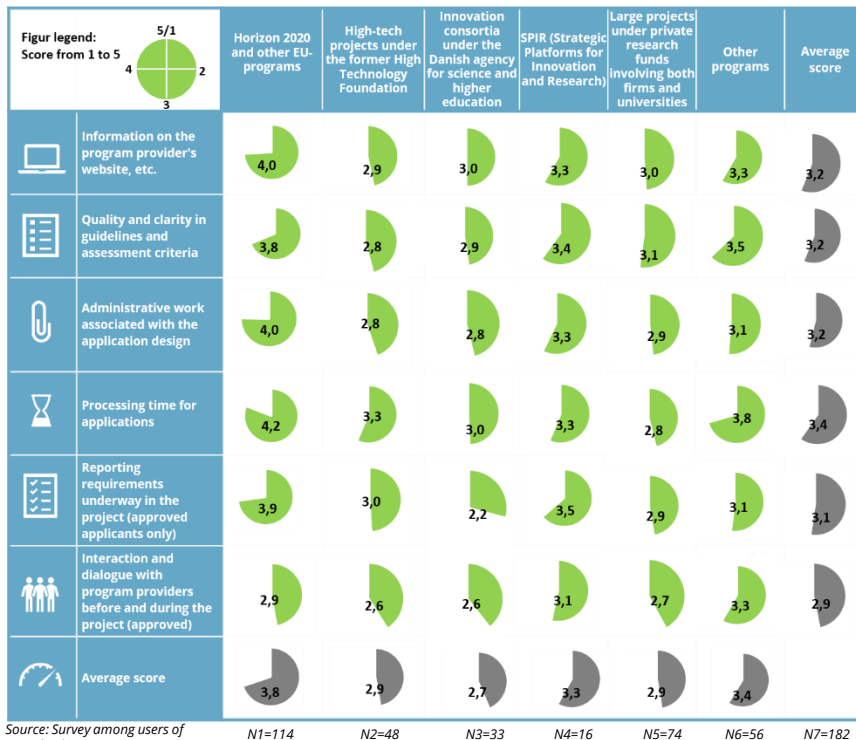
2F: Benchmarking with comparable programmes

The simplicity, flexibility and quality of administration is at the same level as other national R&D&I-programmes

In the survey, universities and companies were asked to benchmark the administration of Grand Solutions with comparable programmes. First we asked whether the respondent had played a key role in the application and/or project management in other R&D&I-programmes. In the next step, the respondent was asked to compare the administration of these programmes with the administration of Grand Solutions.

- The average score is close to 3 (on a 1-5 scale), when GS is compared to other (former and current) national R&D&I-programmes. This indicates that GS and the respective programmes are at the same level, when it comes to simplicity and quality of administration.
- Except for "interaction with programme providers", GS is evaluated better than EU-programmes, such as Horizon 2020.
- GS receives on average the best scores when it comes to "processing time for applications".
- "Interaction with programme providers" is the topic where GS receives the lowest average score. This further indicates that the role of Investment Managers could be improved in some projects.

Figure 2.11. Comparison of Grand Solutions with other programmes



InnoBooster



Selected findings

- More than 90 per cent of the accepted projects completely or somewhat agree that the application process is simple and clear.
- A clear majority of users state that IFD's evaluation of the applications is quick and efficient.
- 80 per cent of the users agree that IFD is available when needed.
- InnoBooster is considered much more attractive than related types of innovation programmes when it comes to administration.
- InnoBooster grants have been of high importance for most companies. Without the grant, most companies would either have dropped the project due to high risk, deferred the project or reduced their own investment and ambition level.

3A: About InnoBooster

The purpose of InnoBooster is to enhance innovation in small and medium-sized enterprises (SMEs). In order to receive an InnoBooster grant, companies need to have an innovative idea that can significantly improve the competitiveness of the applying company.

It is possible to apply for between DKK 50,000 and DKK 5 million. The company itself must finance at least 2/3 of the total project costs, which can be funded by hours put into the project by the employees in the company (in kind contributions) or by a financial contribution. The grant can be used to finance a variety of elements from product equipment and research to recruitment of new employees with specialist knowledge and compensation to participating knowledge institutions.

InnoBooster is targeted at SMEs with a clear growth potential, as well as new, promising start-up companies and researchers with commercially promising ideas and results. The programme has existed since 2014 and has been modified three times.

The application process and project management

InnoBooster is designed to be an easy and fast entrance for companies and entrepreneurs.

Companies apply online via E-grant by submitting a brief presentation of the project and a budget. IFD assesses the applications on a continuous basis and aims to provide a decision within a month.

Companies applying for more than DKK 500,000 have to pitch the project to a panel of experts.

Project management takes place online via E-grant using the profile the company created, when the application was submitted. In E-grant it is also possible to make requests for adjustments (e.g. an extension

of the project period).

During the project, companies must submit periodic accounts every three months with documentation of expenses incurred in the form of invoices. The grant is paid retrospectively based on the periodic accounts.

The company will be notified by e-mail, when there are tasks to be done in E-grant.

At project termination companies must:

- Make final accounts.
- Fill out an online evaluation.
- Present their results and experiences.

InnoBooster projects over DKK 500,000 also need to prepare a short mid-term report and discuss project progress with IFD at a meeting during the project. At the time of reporting, the annual auditor's report should also be reported.



Duration: Up to 3 years



Grant size: Up to DKK 5 million



Budget in 2018: DKK 286 million

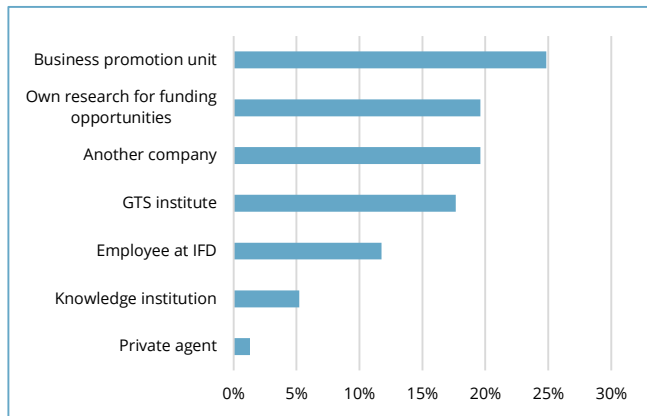
3A: About InnoBooster

Business promotion units are ambassadors for InnoBooster

Figure 3.1 illustrates how the surveyed companies first learned about the InnoBooster programme.

- 25 per cent of the applicants learned about InnoBooster from a business promotion unit (e.g. a local business counsels, a regional Growth House or a cluster organisation). This reflects that the InnoBooster programme is seen as the main innovation programme in the Danish business promotion system.
- Approximately 20 per cent of the applicants did find InnoBooster through their own web research, while another 20 per cent learned about InnoBooster from other companies. This indicates that many companies become aware of InnoBooster through their peers and word of mouth. Thus, the programme is becoming increasingly well-known among Danish SMEs.
- IFD's own employees also introduce a number of companies to InnoBooster at different events and presentations.

Figure 3.1. Where did you first learn about InnoBooster?



Source: Survey among users of InnoBooster.

Note: Business promotion units are typically local business councils, regional Growth Houses and cluster organizations/Innovation networks. The GTS institutions are technological research and test centers, partly funded by the Danish government. N=153.

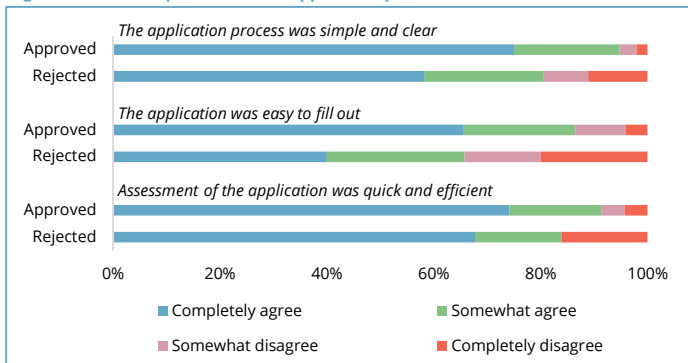
3B: The application phase

Easy to apply, quick response and clear reporting requirements

The figure to the right provides information on the users' evaluation of different aspects of the application phase.

- The evaluation shows that the companies applying for an InnoBooster grant generally feel that the application process is easy, simple and clear. This applies both to the approved and rejected applicants, though approved applicants are more likely to completely agree with the statements.
- A number of respondents state that they get good help through the help text in the digital application form (E-grant), which is clear and easy to understand.
- The vast majority of the surveyed companies completely agree or somewhat agree that IFD assessed the application quick and efficiently (IFD endeavours to respond to the applications within one month).
- The companies generally agree that it was easy to fill out the application. Interviewed companies explain that IFD only ask for documentation which is normal for the companies to collect and store.
- Among rejected projects, the written rejections are often experienced as too generalized in nature. The companies that choose to follow up on the rejection with a phone call to IFD are generally satisfied with the explanations they receive – and some choose to apply again.

Figure 3.2. Users' experience of the application phase



Source: Survey among users of InnoBooster.

Note: Approved N= 96 and rejected N= 36.

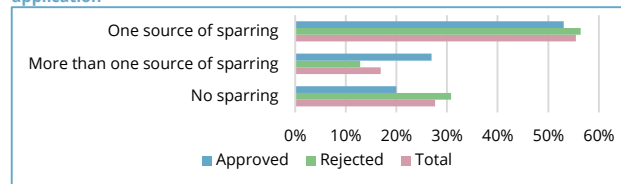
3B: The application phase

Two out of three applicants receive guidance in the application process

The figures show the fraction of users that make use of external sparring and guidance during the application phase, and the sources from which they receive sparring and guidance.

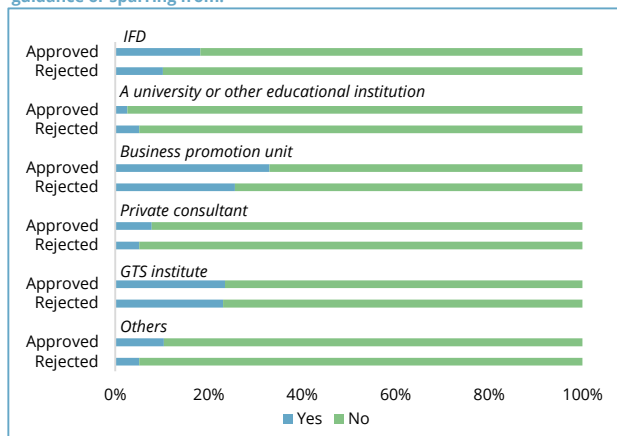
- More than 70 per cent of all applicants have received guidance or sparring from at least one source during the application phase.
- Approved applicants are more likely to make use of sparring compared to rejected applicants.
- Most applicants receive guidance or sparring from business promotion units. Business promotion units often contribute by assessing whether a given project fits InnoBooster, and whether there is a reasonable chance for obtaining an investment from the IFD (according to interviews with companies and business promoting units).
- Fewer receive guidance or sparring from IFD. However, in cases where companies have received guidance from an employee at IFD their project is more likely to get approved (see the first two bars in the lower figure to the right).

Figure 3.3. Use of guidance or sparring during the preparation of the application



Source: Survey among users of InnoBooster.
Note: Approved N= 115 and rejected N= 39.

Figure 3.4. During the preparation of the application, did you receive guidance or sparring from:



Source: Survey among users of InnoBooster.
Note: The applicants could choose multiple options. Approved N= 115 and rejected N= 39.

3B: The application phase

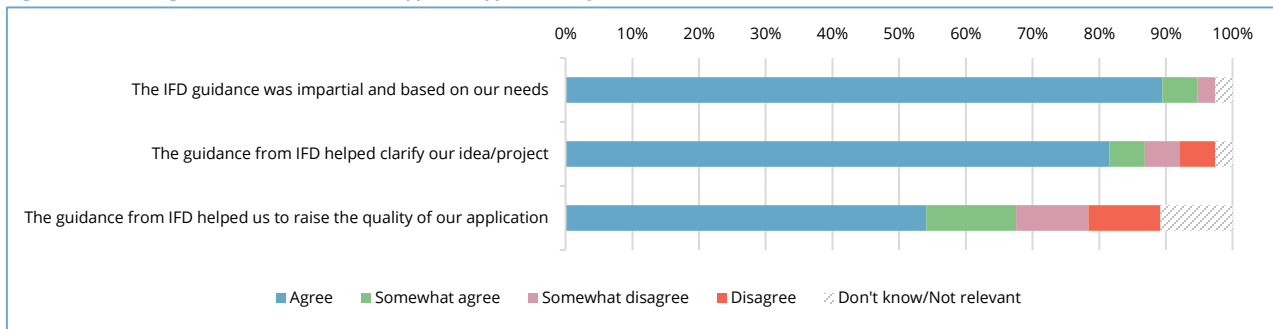
Impartial guidance based on the companies' needs

The respondents, who made use of IFD sparring and guidance, were asked whether the IFD-inputs were impartial and based on their needs, and whether the input was relevant to the project and enhanced the quality of the application. The figure below is based on approved applicants.

- The evaluation of the value of the guidance and sparring is very positive. The vast majority of the approved applicants agree (90 per cent) that the guidance from IFD was impartial and based on their needs.

- Similarly, more than 80 per cent of the InnoBoosters agree that the guidance received from IFD helped to clarify their idea/project.
- A few respondents think that the guidance from IFD helped raise the quality of the application, though almost 70 per cent of the respondents agree or somewhat agree that the dialogue with IFD raised the quality of the application.

Figure 3.5. Views on guidance received from IFD (approved applicants only)



Source: Survey among users of InnoBooster.

Note: The figure only includes approved applicants as the number of observations for rejected applicants are insufficient. Approved N=38.

3C: The project phase

A programme with a minimum of administration

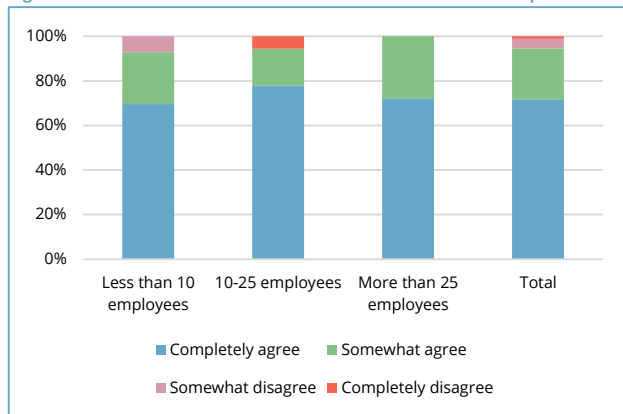
The users were asked to evaluate the administration of InnoBooster with respect to how effective and simple the programme is. The answers are divided into groups based on the size of the company.

- The evaluation shows that a majority of companies (in all size groups) find the administrative tasks related to InnoBooster effective and simple. Less than five per cent of companies disagree with a statement that project management is simple and effective.
- The companies generally spend very little time on project management, which allow them to spend more resources on the project (according to interviews with users).
- Some companies have trouble understanding and completing the interim accounts correctly. Several users have experienced getting their accounts rejected because a specific type of information was reported in the wrong place.

The administration is online and clear

- The interviewed companies are generally very satisfied with the online management of the project. Most companies experience the system as a convenient and practical platform for project management.
- Many companies also appreciate the automatic notification via email from E-grant. Since companies often have many deadlines to adhere to, the quarterly interim accounts can easily be forgotten without this notification.

Figure 3.7. The administration of InnoBooster is effective and simple



Source: Survey among users of InnoBooster.
Note: N=92

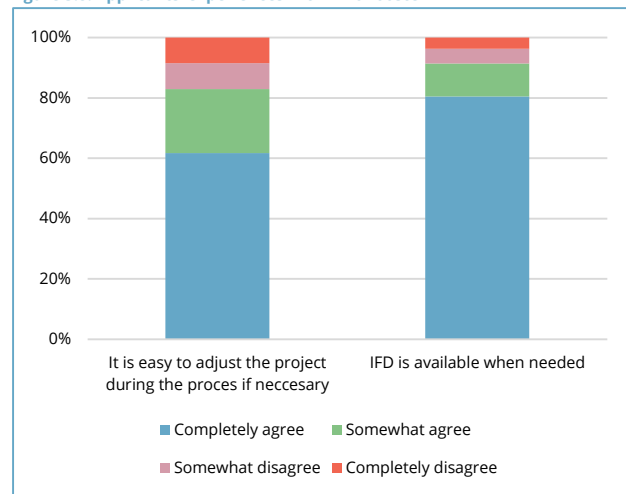
3C: The project phase

InnoBooster is flexible with respect to changes in the project

Figure 3.8 shows the users' evaluation of the flexibility of InnoBooster with regard to the easiness of adjustments, as well as the users' ability to reach employees at IFD, if the company encounters unforeseen issues.

- The figure shows that the majority of users find the programme flexible as regards the easiness of making adjustments (for instance in budgets and activities).
- 80 per cent of the users completely agree that IFD is available when needed.
- Many of the interviewed companies indicate that the InnoBooster team is accessible, service-minded and accommodating if help is needed. However, some companies state that they could benefit from a permanent contact person in the fund who knows their case.
- In cases where users are less satisfied with the availability of IFD (less than 20 per cent), it is typically due to long-term processing of an online request for a specific change (e.g. project extension) or problems with already approved changes (e.g., deadline for accounting) not being synchronized in the system.

Figure 3.8. Applicants' experiences with InnoBooster



Source: Survey among users of InnoBooster.

Note: N=82

3D: Value creation

InnoBooster makes a difference

- The InnoBooster grant has been of high importance for most companies (high additionality). Without the InnoBooster grant, most users would either have 1) dropped the innovation project due to the high risk, 2) deferred the project or 3) reduced their own investment and ambition level.
- Many companies use InnoBooster as a starting point for acquiring new skills or for initiating cooperation with knowledge institutions.
- Interviews suggest that an InnoBooster grant means shorter time-to-market for many companies. Moreover, companies generally have positive expectations for the commercial results of the project.
- A significant proportion indicates that they would have started the project anyway - but in a "light" version, with fewer resources or over a longer period of time.
- Many companies describe the investment from InnoBooster as "the necessary push" to get started.
- Others highlight that IFD recognition is as important as the grant itself. The grant can act as a signal to both external investors and to the board of directors of the potential in the project.

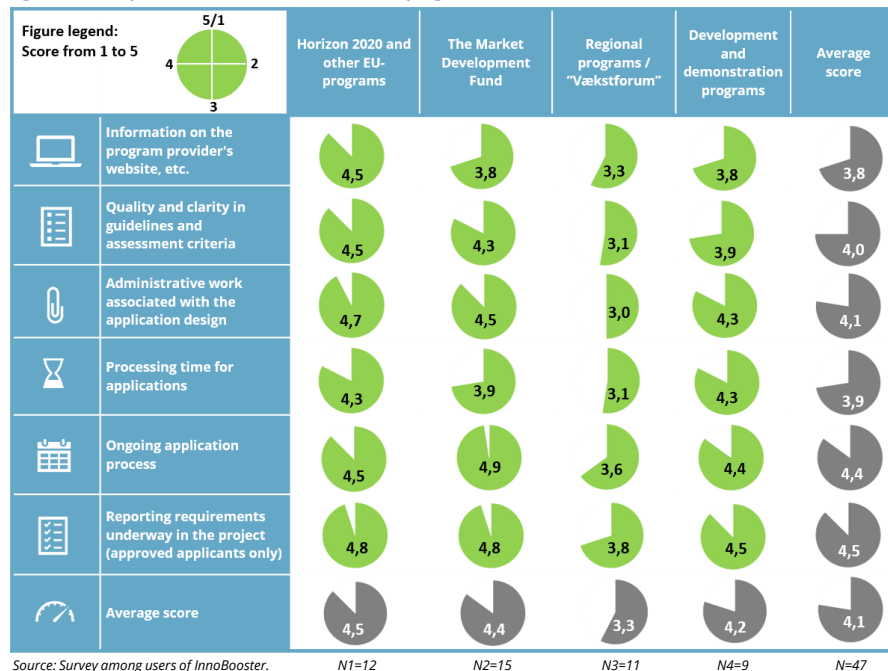
3E: Benchmarking with comparable programmes

InnoBooster is better administrated than comparable programmes

Interviewed respondents were asked to benchmark the administration of InnoBooster with comparable programmes. First respondents were asked whether they played a key role in the application and/or project management in other programmes. Second, we asked to compare the administration of these programmes to the administration of InnoBooster.

- InnoBooster is considered much more attractive than related types of programmes when it comes to administration.
- We have benchmarked InnoBooster with comparable programmes within six different administrative themes from web site information to reporting requirements.
- In all the areas, InnoBooster is evaluated to be more attractive than comparable programmes (average score from 3,8 to 4,5).
- Only the regional programmes appear almost as attractive.
- The results in figure 3.9 should, however, be interpreted with some caution as the figures are based on relatively few observations.

Figure 3.8. Comparison of InnoBooster with other programmes



Source: Survey among users of InnoBooster.

Quotes from InnoBoosters

E-grant serves its purpose, but it mostly resembles a municipal Dropbox. The structure and layout have the shed of bureaucracy. But that's not the important thing. The system works and is intuitive, which is far more important.

- Medium-sized company (rejected)

We received very good guidance from the Growth House in Northern Jutland regarding the application, content and process.

- Micro company (approved)

Especially when compared to other programmes, the response time was quick. It's difficult for a startup to wait half a year. Fast decisions are crucial.

- Entrepreneur (approved)

The pitch enabled us to elaborate on what we really wanted with the project. The application template forces you go directly to the core of the application. In the pitch, we could show pictures and discuss issues, which was great.

- Medium-sized company (approved)

The application procedure was simple and manageable. No problems. In fact, it has also been beneficial, as it also helped us develop our business plan.

- Micro company (approved and rejected)

"We had a telephone meeting with a person from the InnoBooster team after the rejection for about 20 minutes. And she gave us valuable and specific hints on where to adjust the application".

- Micro business (rejected)

When the application was approved, the administration worked impeccably. It is a big plus that the system notifies us when there are jobs to carry out in E-grant. The tasks were also affordable and the money was paid on time.

- Small company (approved)

It is a surprisingly flexible scheme, which is positive for development projects that rarely develop as intended.

- Medium-sized company (approved)

All in all, we are on a 5 on the 1-5-scale when it comes to clarity. You have to learn how to fill out the spreadsheets, but then it all works great. There was a good balance between administrative burdens and project size. We spend a minimum amount of time dealing with administration.

- Medium-sized company (approved)

InnoFounder



Selected findings

- InnoFounder is well-known in the Danish start-up environment.
- About 50 per cent find the overall application process simple and clear.
- 9 out of 10 applicants think that their application was proceeded quickly and efficiently.
- Bureaucracy is minimized, and the InnoFounder team is accessible if help is needed.
- There are big variations in the InnoFounders evaluation of the different elements in the course. Some find mentors, workshops and co-working spaces valuable, while others find that the value here is limited.
- To most InnoFounders, the money and the network are the two most important pillars of the course.

4A: About InnoFounder

InnoFounder is a one-year incubator course offered to new graduates with innovative and scalable business ideas.

Graduates can apply if they graduated within the last year or they are about to graduate from a higher Danish educational institution.

During the one-year course, InnoFounders receive a monthly grant of DKK 15,000 and a one time grant of DKK 35,000 to support the development of their business idea.

The course also gives access to co-working spaces in five major Danish cities, a mentor who will follow the project, and a series of workshops for all InnoFounders across the programme.

The course is developed and run by an external operator in collaboration with IFD. InnoFounder was operated by a consortium consisting of the regional "Growth Houses" and Pluss Leadership during the first three years from the introduction of the programme in 2014*. In the autumn 2017, the daily operation of the scheme was relocated to the Danish Design Centre and Copenhagen Institute of Interaction Design. Consequently, the incubator course was redesigned to accommodate a more design-driven approach focusing on people and the context in which they live as opposed to specific technologies or business models.

The application process

It is possible to apply twice a year either individually or as a team of

up to three graduates. The application is rather short and focuses on the business idea (innovative dimension, value creation, business potential and implementation). Applications are assessed by a panel consisting of experts with in-depth knowledge about entrepreneurship, as well as employees from IFD and the external operator.

On the basis of the application, the assessment panel invites up to 40 of the best applicants to pitch their business idea to the panel. The panel then recommends approx. 20 applicants per application round for admission to the programme. The pitch session is part of the redesigned course. Hence, it has only been in effect since the autumn 2017.

IFD invests DKK 8.6 million annually distributed among 40 InnoFounders. Since many graduates apply as a team, the number of unique projects are smaller. In 2017, some 25 projects were approved.



Duration: 1 year



Grant size: DKK 215,000



Budget in 2018: DKK 15 million

*Called Entrepreneurial Pilot in the first years.

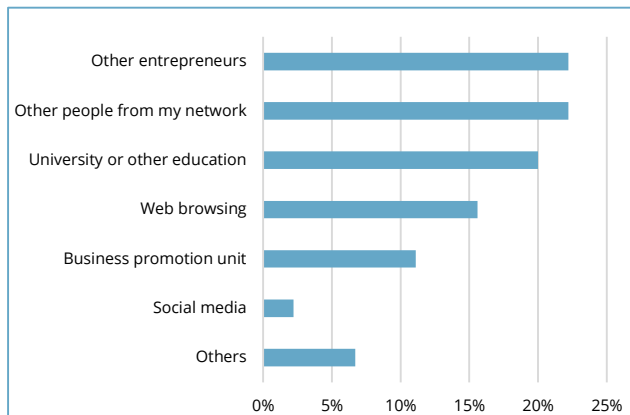
4A: About InnoFounder

Graduates learn about InnoFounder through their peers

Figure 4.1 shows the answers to a question on where the respondents first learned about InnoFounder.

- The evaluation suggests that many of the graduates become aware of InnoFounder through 'word of mouth', implying that this group of young entrepreneurs are well in touch with the Danish start-up environment.
- About half of the approved and rejected InnoFounders learned about the course either via other entrepreneurs or through other people in their network.
- Though social media is an increasingly important platform for news – especially among the young population – least graduates indicate that they learned about the course on social media.
- The interviews and the open questions in the survey suggest that many graduates meet each other in shared office facilities, university incubators or at events like the Danish Tech Challenge.
- Moreover, quite a few of the applicants have come across former InnoFounders, who recommended the course.

Figure 4.1. Where did you first learn about InnoFounder?



Source: Survey among users of InnoFounder.

Note: The respondent were asked to state which of the above sources that were the most important. N=45

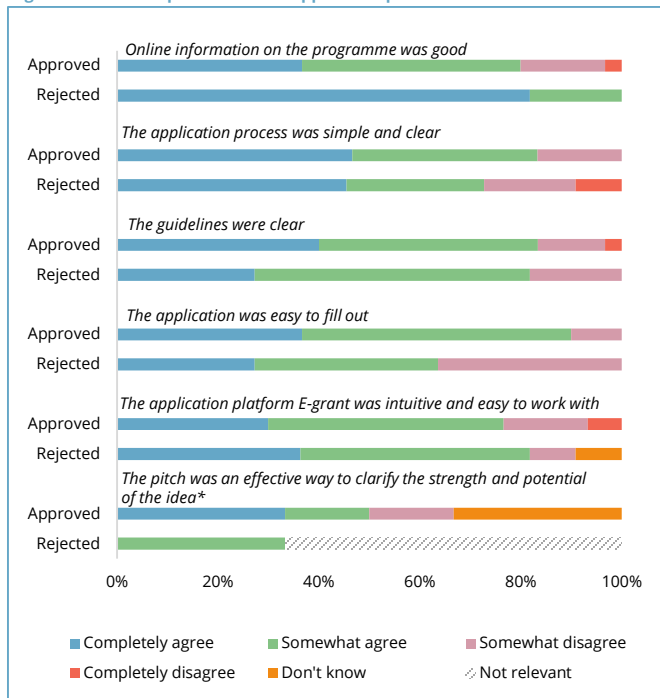
4B: The application phase

Variation in the user assessment of the application phase

The figure provides information on the approved and rejected applicants' evaluation of different aspects of the application phase – from the online information on IFD's website to the complexity of the application procedure and the E-grant platform.

- Both approved and rejected applicants are predominantly positive when evaluating the application phase. However, only a minority completely agree with the different statements.
- All rejected applicants completely or somewhat agree to the statement that the online information on the programme was good. Fewer approved applicants found that the online information was satisfying.
- Across all statements at least 10-20 per cent of the respondents do not agree with the statements. Many rejected applicants do not find that the application was easy to fill out.
- Only the recent InnoFounders (from autumn 2017) have experience with the pitch session. The respondents generally find it valuable for elaborating the strength and potential of the idea.
- The negative views on the overall information on the programme and the guidelines are found after smaller adjustments in the guidelines have taking place. Various versions of the guidelines were available and in some instances, IFD had not updated specific parts of the guidelines online.
- When applicants state that the application was somewhat not easy to fill out, the general explanation is that it was time consuming and took a lot of effort to narrow the idea down to a few pages. However, the exercise was found to be rewarding for many applicants.

Figure 4.2. Users' experience of the application phase



Source: Survey among users of InnoFounder.

Note: * Only 6 answers for this question because the pitch was not introduced before autumn 2017. "Not relevant" means that the respondent was not invited to pitch. Approved N=30 and rejected N=11.

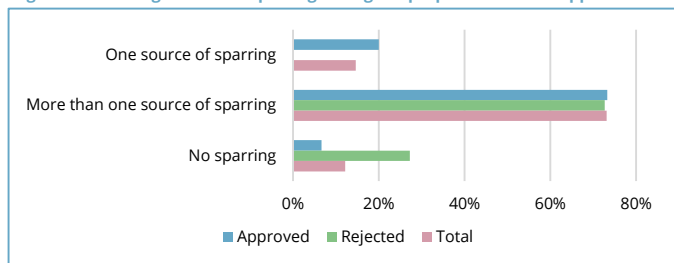
4B: The application phase

Applicants use several sources for sparring and feedback

The figures show the fraction of users that make use of external sparring and guidance in the application phase and the sources from which they receive sparring.

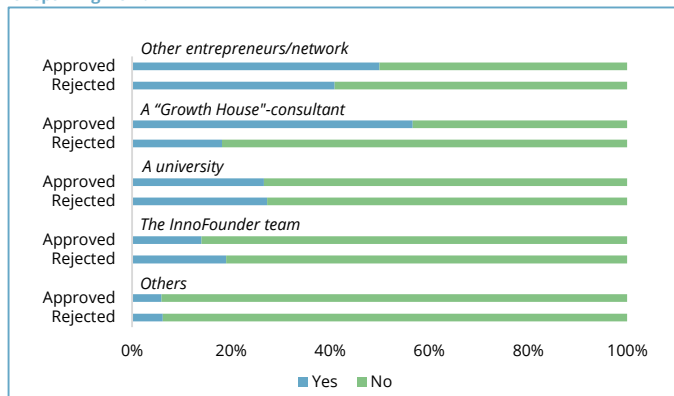
- During the application phase, some 70 per cent of the InnoFounder applicants use more than one source for sparring and guidance.
- When writing the application, most applicants make use of the same group of people that introduced them to InnoFounder – namely other entrepreneurs and people in their network.
- From 2014-2017, the regional “Growth Houses” operated InnoFounder on behalf of IFD. During this time, “Growth House”-consultants actively offered sparring to almost 60 per cent of the approved applicants. Rejected applicants were generally less likely to seek sparring and guidance from the “Growth House” consultants.
- 4 out of 10 applicants asked for guidance related to the terms and conditions in the guidelines.

Figure 4.3. Use of guidance or sparring during the preparation of the application



Source: Survey among users of InnoFounder. Note: Approved N=30 and rejected N=11.

Figure 4.4. During the preparation of the application, did you receive guidance or sparring from:



Source: Survey among users of InnoFounder. Note: The InnoFounder team includes both employees from IFD and the external operator. Approved N=30 and rejected N=11.

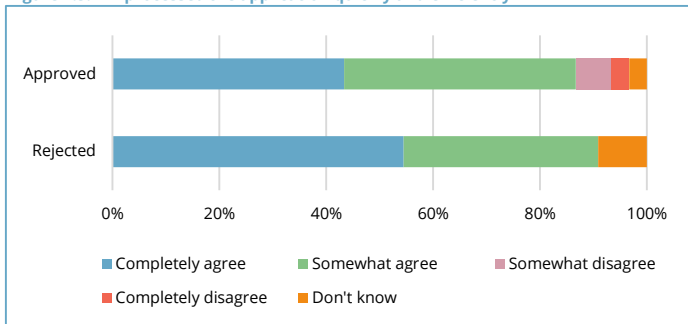
4B: The application phase

Predominantly quick answers and professional and transparent assessment of applications

The respondents were asked about IFD's ability to quickly and efficiently process the application (figure 4.4). The rejected respondents were also asked about their views on IFD's rejection procedure (figure 4.5).

- The applicants are generally satisfied with IFD's processing time of applications. Approximately 50 per cent completely agree that the application was quickly and efficiently processed.
- Most of the rejected applicants are satisfied with IFD's rejection procedure. More than 50 per cent completely agree that the assessment of the application appeared both professional and transparent. On the other hand, approximately one fourth somewhat disagree with the statement.
- In addition, more than half of the unsuccessful applicants to some extent agree that the rejection received from IFD was well-founded and based on the assessment criteria stated in the guidelines (the results shown in figure 4.5 are based on very few observations and should be interpreted carefully).
- An interview with a rejected applicant suggests that the questions asked in the application were formulated too generally, while the assessment criteria and thus the explanation given in the rejection letter were more specific.

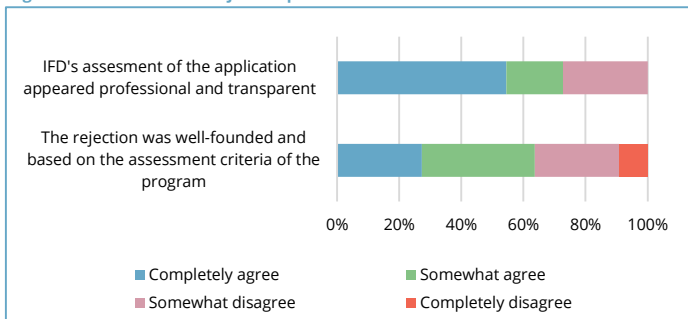
Figure 4.5. IFD processed the application quickly and efficiently



Source: Survey among users of InnoFounder.

Note: Approved N=30 and rejected N=11.

Figure 4.6. Views on IFD's rejection procedure



Source: Survey among users of InnoFounder.

Note: Rejected applicants only, N=11

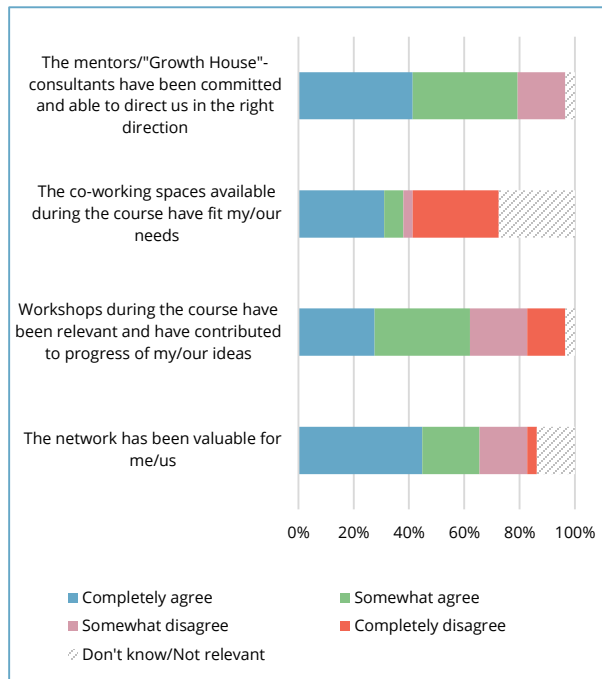
4C: The course

The InnoFounders disagree on the quality of mentors, networks and co-working spaces

The figure to the right shows the respondents evaluation of the different elements in the InnoFounder course.

- In general, there is a high degree of variation in the InnoFounders evaluation of the different elements in the programme.
- Close to 50 per cent of the respondents completely agree that mentors have been committed, co-working spaces have suited their needs, and that the network have been valuable (if don't know and not relevant are left out of the equation). However, there is also a substantial minority that disagree with the statements.
- Least of the InnoFounders completely agree that the workshops during the course were relevant and contributed to progress. Almost, 40 per cent of the users have been dissatisfied with the content of the workshops. The interviews and answers to the open survey questions indicate that the negative attitude are partly based on the view that the workshops have been build around a "one size fits all" concept, while the InnoFounders all have different focuses and needs.
- The location of workshops in Copenhagen were also criticized by the InnoFounders based outside of the capital region. Travel and accommodation costs are not compensated, and thus paid from the project budget. This indirectly favours start-ups in Copenhagen.
- Recently, a handful of InnoFounders were invited to participate in a six-week programme called SCALEit to intensify the development of their business, including a stay in Silicon Valley. InnoFounders who participated in SCALEit were very satisfied with the content.
- It should be emphasized that most of the respondents have participated in InnoBooster during the former operator of the programme.

Figure 4.7. Views on the InnoFounder course



Source: Survey among users of InnoFounder.
Note: N=29

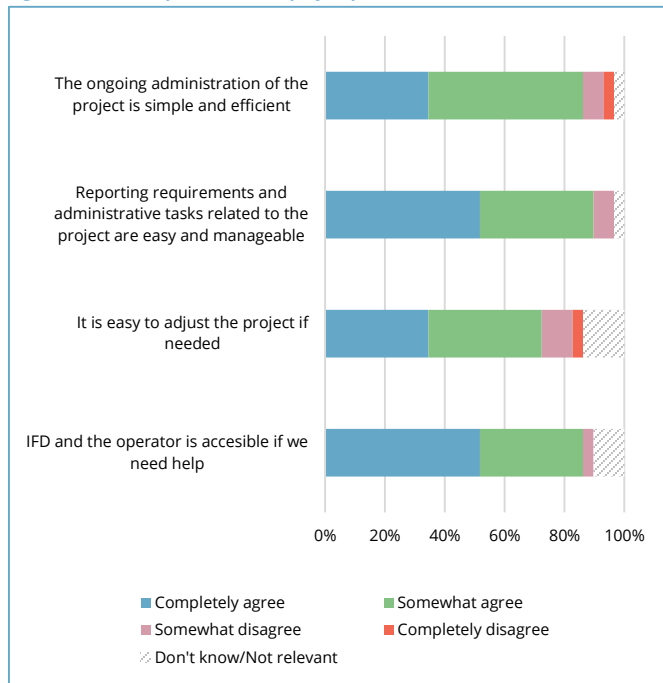
4C: The course

Bureaucracy is minimized and the InnoFounder team is accessible if help is needed

Respondents were asked to evaluate the administration in the project phase. The questions encompass the general management set-up, project adjustability and accessibility of the InnoFounder team.

- The vast majority of InnoFounders find the ongoing administration and reporting requirements easy and manageable, though only 34 per cent *completely agree* that ongoing administration is simple and efficient. Respondents are generally more positive towards the reporting requirements.
- A clear majority of the participants completely or somewhat agree that it is easy to adjust the project if needed. The InnoFounder course does, however, differ from other IFD programmes by being a course that is planned for the participating entrepreneurs with mentoring, workshops, etc. Naturally, this fact leaves out a bit of flexibility, and may explain why some InnoFounders find the statement irrelevant or simply disagree with the view.
- Most communication is undertaken by the external operator. The majority of the InnoFounders experience that both the IFD team and the operator are accessible if they need help.

Figure 4.8. Users' experience of the project phase



Source: Survey among users of InnoFounder.

Note: The InnoFounder team includes both employees from IFD and the external operator. N=29

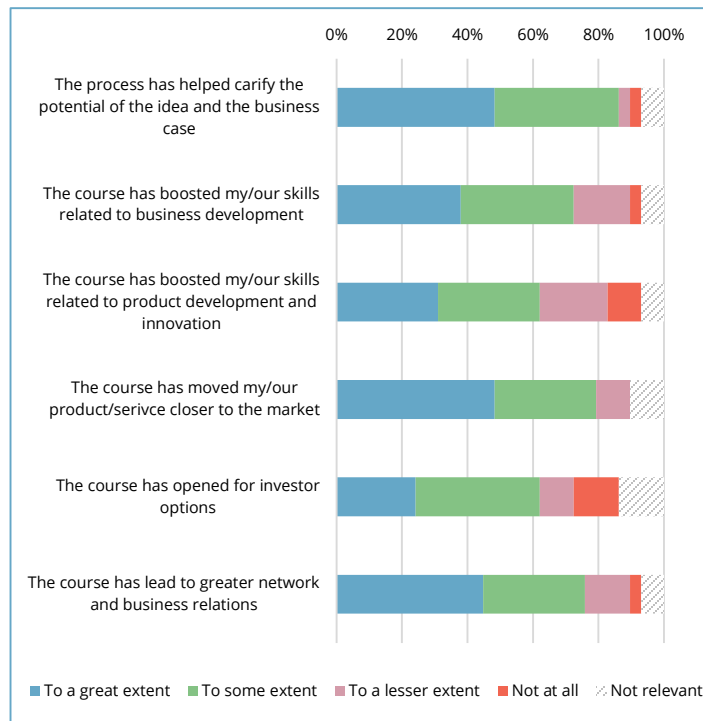
4D: Value creation

InnoFounder leads to greater network and brand the business idea

Figure 4.8 shows to what extent the InnoFounders have experienced or expect to gain a range of results from the course.

- Young entrepreneurs who participated in the InnoFounder course agree that the course help clarify the business potential of their idea. Almost 90 per cent of the InnoFounders indicate that the course at least to some extent helped them clarify the business potential.
- A majority also state that the course has lead to greater network and business relations.
- The views towards the course ability to boost skills related to business development, new products and innovation are more modest.
- InnoFounders are also more skeptical towards the ability of the programme to open for investor options. Only one out of four participant completely agree that the course opened for investor options.
- Short interviews and the open survey questions suggest that one of the values of InnoFounder is the InnoFounder label that the chosen entrepreneurs get by participating. Being an InnoFounder boosts the morale and encourage the entrepreneurs to do better.
- Another important value in its own right is the grant received together with the InnoFounder title and the extended network of young entrepreneurs.

Figure 4.9. InnoFounders' view on (expected) value creation



Source: Survey among users of InnoFounder.

Note: N=29

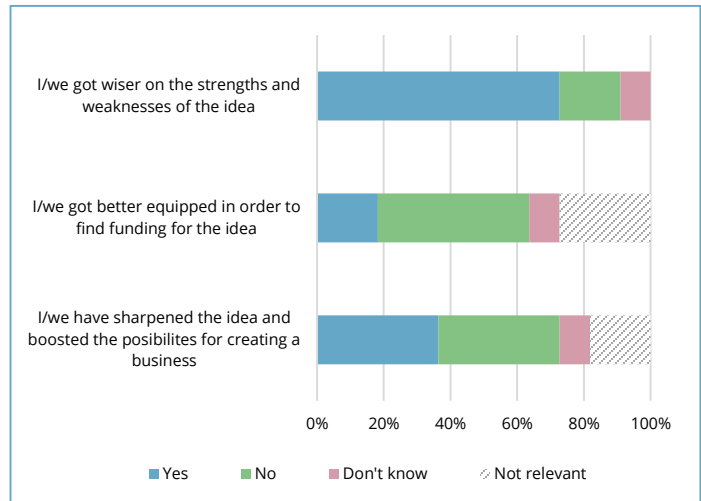
4D: Value creation

Writing an application helps clarify strengths and weaknesses of the idea

Rejected applicants were asked whether the application process left them with a better and more focused business idea.

- The majority of the rejected respondents indicate that writing the application have helped clarifying the strengths and weaknesses of their business idea.
- Most of the rejected applicants state that it is either not relevant to seek funding elsewhere or that they did not get better equipped to find alternative funding for the idea.
- In the interpretation of the results it should be noted that the figure is based on only 11 responses.

Figure 4.10. Value creation for rejected applicants



Source: Survey among users of InnoFounder.

Note: N=11.

Quotes from InnoFounders

"It is a great programme with huge opportunities to ignite projects that would otherwise have been dropped because you need to 'bring home the bacon' – especially as a student with few funds".

- InnoFounder (approved, 2016)

"When you are part of the startup environment, you know the programme".

- InnoFounder (approved, 2016)

"The workshops are a good chance to meet the other entrepreneurs and get a new perspective on our business. There is a lot of "Have you considered..." and "Why don't you..." questions when we are gathered and watch the others work hard on their startups – it also serves as a motivation boost."

- InnoFounder (approved, 2015)

Overall I am very excited about the programme. It works very well. My only complain is that you – as a Jutlander – have to travel to Copenhagen. It is costly, time consuming and in my opinion a great deal of the course can easily be done via Skype.

- InnoFounder (approved, autumn 2017)

I am happy that InnoFounder exists, but annoyed that I did not make use for it in time.

- InnoFounder (rejected, autumn 2017)

The brand identity in being an InnoFounder, the network, and the economic support is very valuable. Workshops, however, were not worth the time.

- InnoFounder (approved, spring 2017)

When you are enrolled in the course, you get a feeling of "we are the chosen ones". For us, this feeling triggered a so far unseen motivation. We got a moral boost that supported and pushed us in the right direction. For us, this part was indispensable. And it lead us to where are today with several people, who have invested in our potential.

- InnoFounder (approved, 2015)

The concept behind the Entrepreneurial pilot is to help founders in the transition of being a student to become an entrepreneur, and be hired in their own company. If we consider this the criteria of success, we can conclude that we failed (at least within the timeframe that the programme intended us to achieve this): one of us is going back to be a "part-time student" and the other is going to be "part-time unemployed". That said, as a company, we are in a far better place than before joining the programme, and we matured a lot as entrepreneurs.

- InnoFounder (approved, 2015)

Industrial Researcher



Selected findings

- The programme has been active for nearly 50 years and are generally well-known at universities and among R&D intensive companies.
- Most users have a positive view on the administration in the application phase, but templates and guidelines can be improved.
- 9 out of 10 applicants seek out guidance and sparring in the application phase.
- Guidance received from IFD is based on the companies needs.
- The overall administration and reporting requirements are simple and manageable.
- The Industrial Researcher is a a knowledge boost to companies and a career boost to candidates.

5A: About Industrial Researcher

The purpose of the Industrial Researcher programme is to intensify the level of knowledge and innovation in Danish companies through research projects shared between a private company or public* institution and a public research institution. The Industrial Researcher was introduced in 1971 and has been administrated by IFD since 2014.

IFD invests in Industrial PhD and Industrial Postdoc projects, where the candidate is affiliated with both a university and a company - with a supervisor in both places. To be considered, the research project must have the potential to create commercial value for the company and build on and exploit high-quality research.

Industrial PhD projects correspond to a PhD degree and therefore last for three years, while the duration of Industrial Postdoc projects varies between one and three years.

The application process

It is the company that formally submits the application to IFD, and it is possible to apply for an industrial research grant without having a specific candidate in place. In the vast majority of cases, however, the company and the candidate prepare the application together - and often in close dialogue with the university affiliated supervisor. Applicants must address the business potential and state-of-the-art theory application of the research project, and CVs and exam diplomas for the candidate must be attached to the application.

*A part of the budget (7 per cent in 2018) is allocated to Industrial Researchers in the public sector. 37 out of 524 survey respondent are public sector projects.

The application is assessed by the Industrial Researcher Committee, which consists of research and business experts within all the main fields of research. Applications are processed within two months.

When an Industrial PhD project is launched, the supervisors from the company and the university together with the candidate participate in a full-day kick-off meeting organised by IFD. The purpose of the meeting is to prepare the partners for a successful cooperation.

From August 2017, a mandatory course for Industrial PhD students has been (re)-introduced. The course is built around three modules in the first year of the project and focuses on strengthening the student's skills in management and entrepreneurship.

Industrial Postdoc projects do not have a similar start-up.

In 2017, IFD was applied for by 248 Industrial PhDs, of which 112 (45 per cent) were accepted, and 72 Industrial Postdocs, of which 28 (39 per cent) were accepted.



Duration: 1-3 years



Grant size: Approx. DKK 1 million



Budget in 2018: DKK 160 million

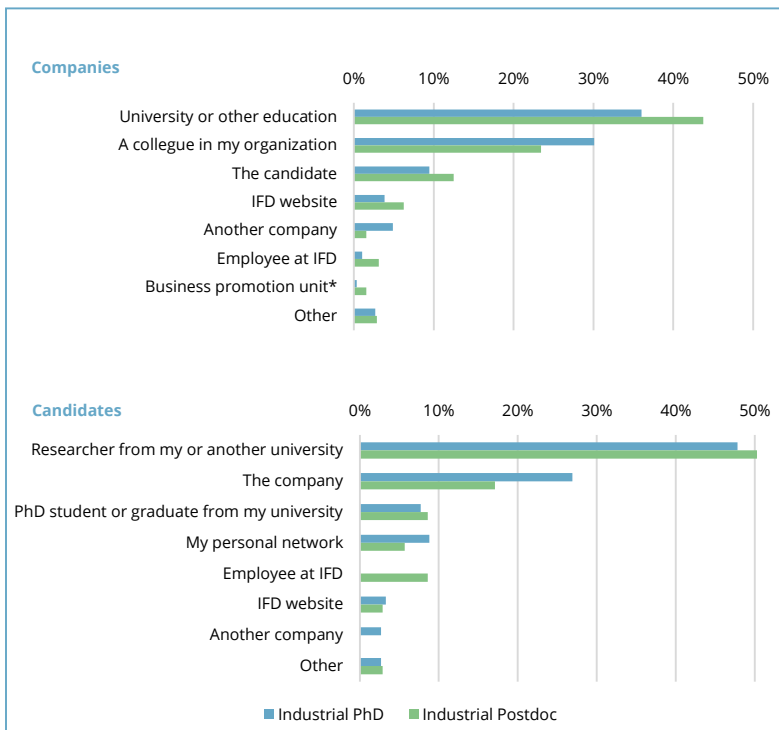
5A: About Industrial Researcher

A well-known programme in the field

The figure shows where the companies and the respective candidates first learned about the programme. The answers are divided into industrial PhD- and Industrial Postdoc-projects. The respondents were asked to state the most important information source.

- The programme has been active for nearly 50 years and are generally well-known at universities and among R&D intensive companies.
- Most applicants learned about the Industrial Researcher programme from a specific researcher or elsewhere at university.
- The second most important source of information across all applicant types is the company or - for company supervisors - a colleague.
- According to the interviews and the open questions in the survey, knowledge about the programme is often obtained through previous involvement with the programme. For instance, an applicant's transition from PhD stage to Postdoc, or a company supervisor that her/himself previously received an Industrial Researcher grant.
- The interviews and open questions to the survey suggest that R&D intensive companies have a long tradition for employing Industrial Researchers and thus have a fixed internal recruiting and application procedure.

Figure 5.1. Where did you first learn about the Industrial Researcher programme



Source: Survey among users of Industrial Researcher.

Note: *Business promotion units are e.g. Growth Houses, local business councils, etc. Companies N=350 and candidates N=217.

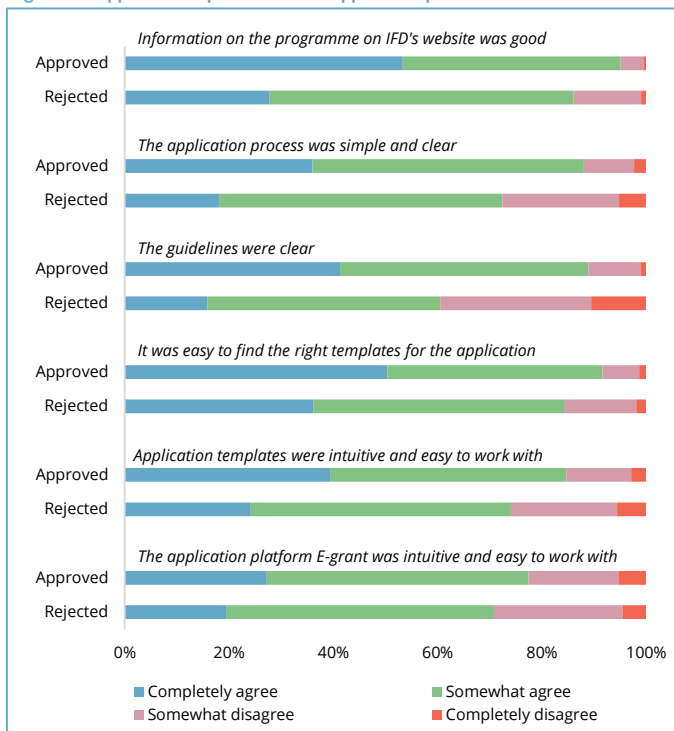
5B: The application phase

Most users have a positive view on the administration in the application phase, but templates and guidelines can be improved

The respondents were asked to evaluate to what extent they agree with a number of statements about the application phase. In figure 5.2, answers are split into approved and rejected applicants.

- Respondents that received an Industrial Researcher grant are generally more positive towards the application phase than rejected applicants. However, rejected applicants are overall found to be positive towards the process. At least 60 per cent of the rejected applicants completely or somewhat agree to the outlined statements, which they are presented with.
- Approved applicants are more likely to completely agree. For example, 58 per cent of the approved applicants state that the application process was simple and clear, while only 18 per cent of the rejected applicants who responded to the survey completely agree with the statement.
- According to the open questions in the survey, obstacles in the application phase are often related to the templates in Word. Applicants do not find them flexible – especially in cases where several persons have to work on the application simultaneously. The fixed text boxes create problems for many applicants – not due to the limited number of characters, but because the text simply disappear if you write too much. The solution for many applicants is to formulate the right fitted text in another document and paste it into the template.
- Another hassle is related to the assessment criteria stated in the guidelines. Some applicants find them unclear and are not sure what criteria to emphasize the most in the application.

Figure 5.2. Applicants' experience of the application phase



Source: Survey among users of Industrial Researcher.

Note: The figure includes both companies and candidates. Approved N=423 and rejected N=119.

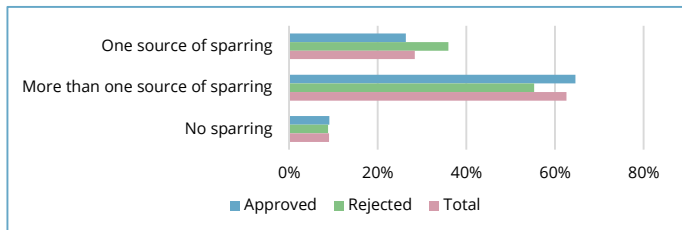
5B: The application phase

Most users make use of guidance and sparring from at least two sources during the application phase

The figures show the fraction of users that make use of external sparring and guidance in the application phase and the sources from which they receive sparring from.

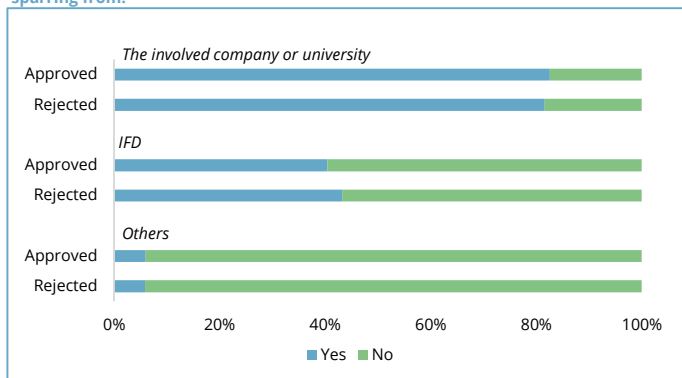
- During the application phase, more than 90 per cent of all the applicants (candidates and companies) that applied for an Industrial PhD or Postdoc grant received guidance or sparring from at least one source.
- Nothing indicates that approved and rejected applicants make use of different sources of information (see figure 5.4).
- Most respondents (82 per cent) have sparred with the involved company (candidates) or university (companies).
- Staff from IFD provide guidance during the application phase to approximately 40 per cent of the applicants (approved and rejected).
- For candidates, guidance and sparring during the application phase is most frequently related to describing the research project. Thus according to the more detailed survey data, 84 per cent of all candidates have received guidance on how to make their project description more specific and concrete – this compared to 49 per cent of the companies.
- Companies most frequently seek guidance about specific criteria, terms and conditions that apply to the application.

Figure 5.3. Use of guidance or sparring during the preparation of the application



Source: Survey among users of Industrial Researcher. Note: Approved N=418 and rejected N=114. The figure includes both companies and candidates.

Figure 5.4. During the preparation of the application, did you receive guidance or sparring from:



Source: Survey among users of Industrial Researcher. Note: Approved N=380 and Rejected N=104. The figure includes both companies and candidates.

5B: The application phase

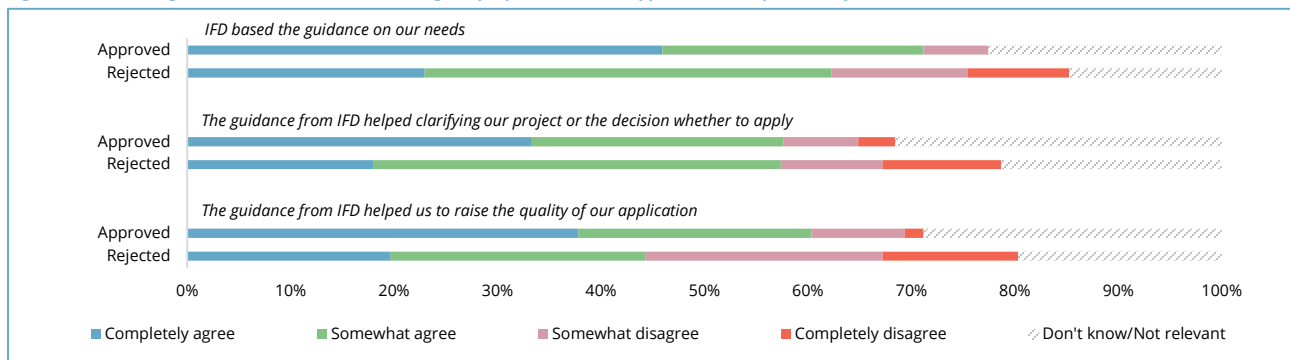
Guidance based on the companies needs

The figure below shows companies' attitude towards the guidance and sparring received from IFD during the preparation of the application, and to what extent the input helped them clarify the decision to apply and the quality of the application.

- The evaluation of the value of the guidance and sparring indicate that the input – at least in some degree – was need-oriented and helped raise the quality of the application.

- Rejected applicants generally have a less positive attitude towards the guidance received from IFD – especially towards IFD's ability to help raise the quality of the application.
- Respondents, who answered "Don't know" or "Not relevant" have in most cases received guidance from IFD that helped them clarify specific terms or conditions, which per se did not influence the decision about whether to apply or the quality of the application.

Figure 5.5. Views on guidance received from IFD during the preparation of the application (companies only)



Source: Survey among users of Industrial Researcher. Note: Approved N=111 and Rejected N=61. The figure includes both companies and candidates.

Quotes related to the application phase

I read the guideline beforehand. It covers it all pretty well.

- Industrial PhD candidate (approved, 2017)

I had a useful dialogue with IFD's Industrial Researcher staff. Their guidance was very important in order to write a good application.

- Industrial PhD company (approved, 2017)

Text boxes in the Word template are inflexible. If you have too much text you need to work in another document to see all the text.

- Industrial PhD company (approved, 2016)

The best feedback we got on our application was related to the rejection – it was very detailed. But it would have been more fun to hear their feedback before we submitted.

- Industrial PhD company (rejected, 2016)

The Word templates are difficult to work with. All text has to be written in boxes. I had to manually link text boxes on two consecutive pages. Also, you cannot use the comment function in Word which is normally handy when more people are working on the application.

- Industrial Postdoc candidate (approved, 2017)

The feedback that I got on my first application along with the rejection was very useful in order to improve the next one.

- Industrial PhD candidate (approved, 2017)

It is not clear what should be the main emphasis in the application. The research element or the industrial element. An industrial PhD is both an academic and industrial job and both elements are necessary. It seems like IFD focuses too much on the business case. Industrial PhDs are really good at getting new knowledge into the company. If it was only about developing a new product, an industrial PhD would not be the right instrument for us.

- Industrial PhD company (rejected, 2017)

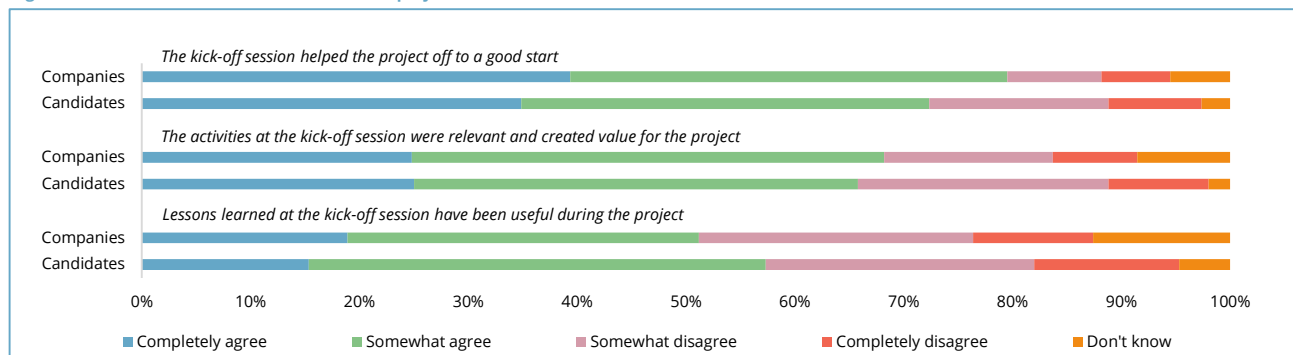
5C: The project phase

Mixed views on the PhD kick-off session

When an Industrial PhD project is launched, the project partners participate in a mandatory full-day kick-off meeting organised by IFD. The figure below sums up views on the session from companies and candidates.

- Companies and candidates share mixed views on the kick-off session. Some find it very rewarding while others think of it as a waste of time.
- 35-40 per cent completely agree that the kick-off session helped the project off to a good start. Another 35-40 per cent somewhat agree to this statement. However, less than 20 per cent completely agree that the lessons learned were useful during the project.
- Several participants emphasise that the kick-off session was held up to six months after the project actually started which reduced the need for preparing the partners for collaboration as they have already been collaborating for months.
- Some participants wonder why the kick-off session seems so important to IFD, when there are no arranged meetings with IFD during or by the end of project.
- Some comments on the activities at the kick-off session highlight the board game that is specifically designed for the session as an interesting way to open for discussions on potential dilemmas. Time spent on the game may, however, be a bit too much.

Figure 5.6. Views on the kick-off session for PhD-projects



Source: Survey among users of Industrial Researcher.

Note: Only answers from users who have participated in a kick-off session are included. The survey did not cover supervisors at universities. Candidates N=175 and Companies N=167.

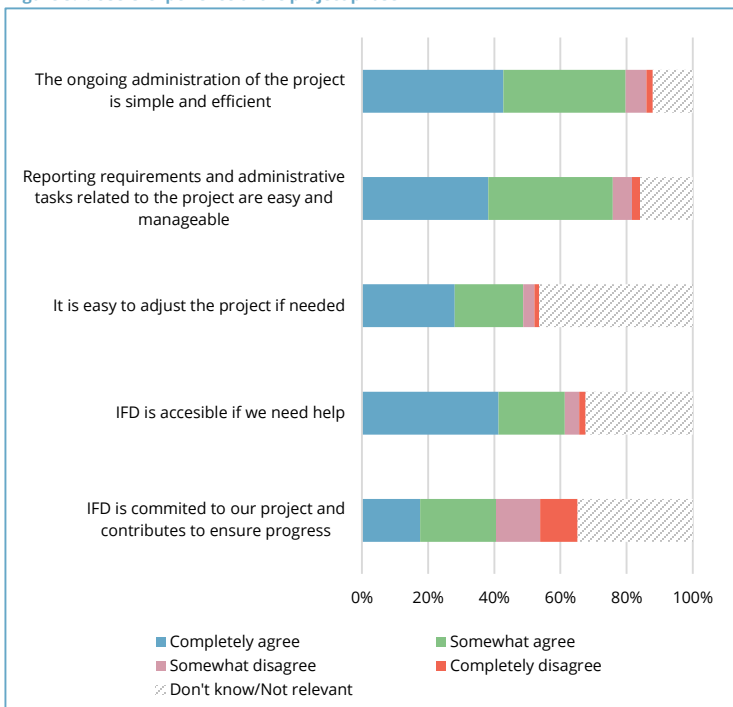
5C: The project phase

The overall administration and reporting requirements are simple and manageable

The figure to the right shows views on the project phase across companies and candidates for both Industrial PhD and Industrial Postdoc projects.

- Leaving out respondents who have not yet experienced administrative tasks and thus have answered “Don’t know” or “Not relevant”, almost 50 per cent of the approved projects completely agree that ongoing administration and reporting requirements are simple and manageable.
- For those who have been in need of adjusting the project (e.g. extent the project or replace a candidate), most respondents found it easy and without trouble to do so.
- Communication and administrative tasks take place via E-grant, and the general assumption is that it works well. A long response time for an answer from IFD via E-grant is, however, flagged as unsatisfying by several respondents.
- IFD does not follow Industrial Research projects as closely as it follows other programmes (e.g. Grand Solutions). Not surprisingly, many respondents do not feel that IFD is committed to their project. PhD candidates do, however, feel that IFD is more committed to their project than postdoc candidates do.
- The size of the company where the Industrial Researcher is employed does not seem to influence the responses in any systematically way.

Figure 5.7. Users’ experience of the project phase



Source: Survey among users of Industrial Researcher. Note: N=414. The figure includes both companies and candidates.

Quotes related to the project phase

Great kick-off. It is important to discuss potential dilemmas, and it was interesting to hear about others' projects.

- Industrial PhD candidate (approved, 2016)

Our candidate left the project, but the office (IFD) was very helpful in the process of getting a new candidate approved for the project.

- Industrial PhD company (approved, 2016)

We did not need to adjust the project and did not experience any of the dilemmas presented at the kick-off session. But I think it is OK to hold on to the session.

- Industrial PhD company (approved, 2016)

Communication with the Innovation Fund via e-grant is fine, but it often takes a long time to get an answer.

- Industrial Postdoc candidate (approved, 2015)

In my opinion, the kick-off session was a weird character because there was no follow-up.

- Industrial PhD company (approved, 2016)

We have had some issues getting a response via E-grant. But when we call the Innovation Fund, we always get an answer right away.

- Industrial PhD candidate (approved, 2017)

The kick-off was a waste of time. They assumed that none of us knew anything about project management or how to balance time between the company and the university.

- Industrial PhD candidate (approved, 2016)

We do not hear anything from the Innovation Fund. We choose to interpret it as "no news is good news".

- Industrial PhD candidate (approved, 2015)

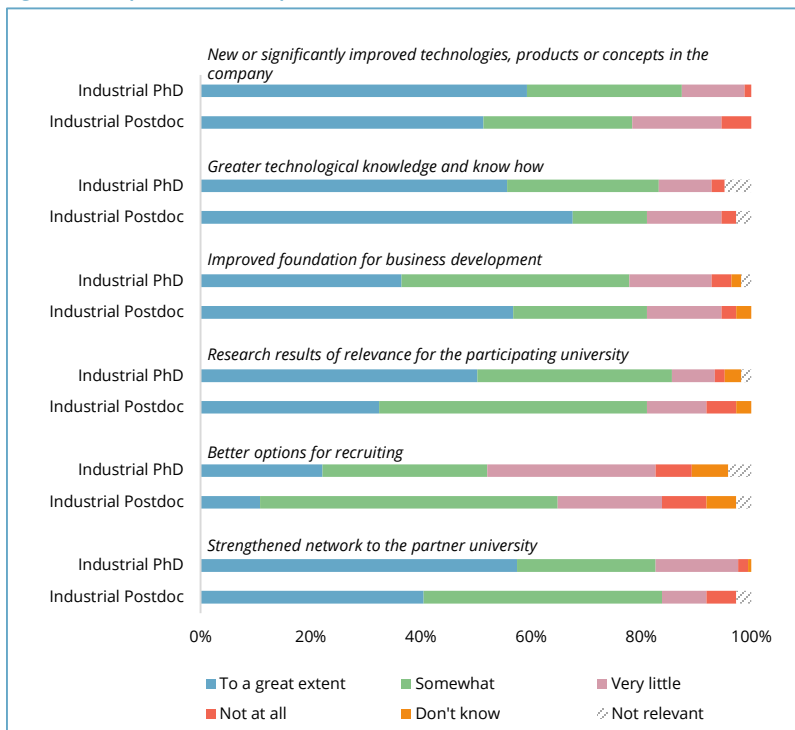
5D: Value creation

A knowledge boost to companies

The companies were asked to what extent they have experienced or expect to experience different kind of results from the research project.

- The majority of companies indicate that new or significantly improved technologies, products or concepts and greater technological know-how are some of the most common outcomes of the projects. Approximately 80 per cent of the companies state that the new knowledge to some or a great extent improves the foundation for business development.
- 50 per cent of the Industrial PhD projects result to a great extent in research relevant for the participating university. And 57 per cent of the PhD projects lead to a strengthened network between the company and the university.
- Industrial Postdoc projects lead in most cases to greater technological knowledge and know how and an improved foundation for business development in the company.
- Another important value creation mentioned in the open questions to the survey is inspiration from other employees in the company that the candidate brings about.
- A number of companies choose to offer the candidate a job after the project is terminated.

Figure 5.8. Companies' view on (expected) value creation



Source: Survey among users of Industrial Researcher. Note: Industrial PhDs N=167 and Industrial Postdocs N=37.

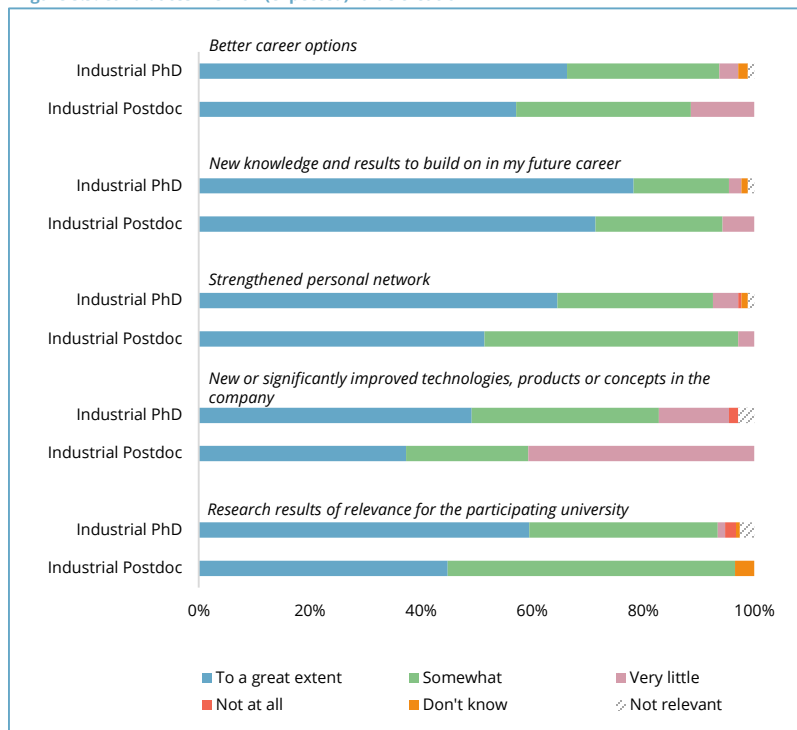
5D: Value creation

A career boost to candidates

Industrial PhD and Postdoc candidates were similarly asked to what extent they have experienced or expect to experience different kind of results from the research project.

- Approximately 6 out of 10 candidates state that the project to a great extent have strengthened their career options.
- More than 50 per cent agree to a great extent that the project has strengthened their personal network.
- Industrial PhDs generally have a more positive view on the value created as a result of the research project and the development they have undergone during the project period.

Figure 5.9. Candidates' view on (expected) value creation



Source: Survey among users of Industrial Researcher. Note: Industrial PhDs N=175 and Industrial Postdocs N=35.

Quotes related to value creation

We are active in many national and international projects and cooperate with universities and RTOs. The postdoc candidates contribute a lot to these relations.

- Industrial Postdoc company (approved, 2017)

The PhD candidate is very dedicated and typically enterprising. It all contributes to a better environment and increased productivity.

- Industrial PhD company (approved, 2017)

Our image has definitely been affected positively thanks to this project.

- Industrial PhD company (approved, 2016)

We use the opportunity to uncover the technological potential of our business in a new area. The PhD is an essential part of it and we could not do it without him.

- Industrial PhD company (approved, 2016)

I have been involved in more than 16 PhD projects in different countries. It is my impression that the Danish model is quite flexible, and there is a will to bridge universities and industry.

- Industrial PhD company (approved, 2016)

I have completed the first year of the project and I am extremely happy about it. I am thankful for this opportunity and I regard it as a unique possibility for my career.

- Industrial Postdoc candidate (approved, 2017)

As a researcher I have been branded well through my Industrial PhD project. I have received three prizes and the media publicity has undoubtedly strengthened my opportunities during and after the project.

- Industrial PhD candidate (approved, 2015)

Invaluable improvement of my professional network, a great experience and inspiration. I am already considering and Industrial Postdoc as the next step because the Industrial PhD so far has been such a great experience.

- Industrial PhD candidate (approved, 2015)

6: Appendix – The approach

Questionnaires

The evaluation of the administration of Grand Solutions, InnoFounder and Industrial Researcher is based on surveys covering all beneficiaries in the period 2015-17, as well as a large sample of rejected applicants who applied for one of the schemes in the same period.

The survey was conducted in May 2018 as an online-based questionnaire using the programme SurveyXact.

Different questionnaires were distributed to rejected and approved applicants. In programmes with various stakeholders, e.g. candidates and companies in Industrial Researcher, different, though comparable questionnaires were designed and distributed.

Likewise, in order to distinguish applicants assessment of the programmes before and after major changes in the administration procedure – e.g. the introduction of interviews in Grand Solutions – the sample population was divided into groups and different questionnaires were designed and distributed.

In total 18 different questionnaires were distributed across the three programmes (eight questionnaires to applicants of Grand Solutions, four questionnaires to applicants of InnoFounder, and six questionnaires to applicants of Industrial Researcher.

The sample of rejected applicants were selected as to resemble the sample of approved applicants in terms of the number of applicants,

subject area and the outcome of the application. Thus, 50 per cent of the invited respondents had previously received a grant, while the remaining 50 per cent were randomly drawn from the group of rejected applicants (i.e. Grand Solutions and InnoFounder).

For the Industrial Researcher programme, the number of rejected applicants were smaller than the number of recipients. In this case all rejected applicants were invited to participate in the survey.

In cases where the same applicant applied for a programme multiple times, the applicant was asked to base their answer on the latest approved or rejected application.

Response rates

Grand Solutions: A total of 324 companies and universities were invited to participate in the survey. 181 companies chose to participate, corresponding to a response rate of 72 per cent for recipients and 46 per cent for rejected applicants (leaving inactive emails out of the calculations). For details, see table 6.1 on the next slide.

InnoFounder: A total of 156 companies were invited to participate in the survey. 40 companies chose to participate, corresponding to a response rate of 40 per cent for recipients and 16 per cent for rejected applicants (leaving inactive emails out of the calculations).

6: Appendix – The approach

Industrial Researcher: A total of 1.084 candidates and companies were invited to participate in the survey. 524 chose to participate, corresponding to a response rate of 57 per cent for approved candidates, 61 per cent for approved companies and 40 per cent for rejected companies (without inactive emails). Out of the 524 industrial researchers that participated in the survey, some 37 respondents received a grant for a PhD or Postdoc at a public institution.

Interviews

As a supplement to the survey, short qualitative telephone interviews were conducted with selected users under each of the

three schemes (e.g. Grand Solutions, InnoFounder and Industrial Researcher).

The interviews were designed as semi-structured interviews. Short interview guides were prepared for each of the target groups. The interviews lasted for 15-20 minutes focusing on key evaluation questions regarding the application process and ongoing administration.

20 interviews were conducted in June 2018.

Together with the open ended questions after every question in the survey, the main objective of the interviews was to elaborate and exemplify the main results found in the survey.

Figure 6.1. Number of survey invitations, response rates, etc.

	Grand Solutions		InnoBooster		InnoFounder		Industrial Researcher		
	Approved	Rejected	Approved	Rejected	Approved	Rejected	Approved candidates	Approved companies	Rejected companies
Number of survey invitations	162	162	225	149	78	78	388	376	320
Inactive emails and respondents that requested to be dropped from the population	6	15	22	50	6	8	17	39	44
Total population	156	147	203	99	72	70	371	337	276
Number of survey answers	113	68	115	39	29	11	210	204	110
Response rate	72%	46%	57%	39%	40%	16%	57%	61%	40%

6: Appendix – The approach

InnoBooster

The evaluation of InnoBooster was conducted in September 2017 and was based on 154 telephone interviews with a sample of companies that had applied for InnoBooster. 75 per cent of the interviewed companies had received a InnoBooster grant, while 25 per cent were categorized as rejected applicants (based on their latest application).

The InnoBooster sample was designed to resemble the larger InnoBooster population on selected parameters, including the size of the company, subject area and geographical location.

The sample covers applications from the period 2015-2017. The objective was to primarily evaluate the current InnoBooster setup. For this reason, the sample differs slightly from the larger InnoBooster population in 2015 and 2017.

In cases where the same respondent applied for InnoBooster multiple times, the interview was based on the latest approved or rejected application.

A total of 374 companies were invited to participate in the survey (see figure 6.1 on the previous slide). 154 companies chose to participate, corresponding to a response rate of 57 per cent for approved applicants and 39 per cent for rejected applicants.

The telephone interviews were designed as structured interviews using a traditional survey design. In approximately half of the interviews, we added more open questions in order to exemplify the main results found in the survey.

