



EASME

Executive Agency for Small and Medium-sized Enterprises

Coaching process, role of E.E.N. / KAM





Coaching indicates change in DG Research & Innovation.

- Many grant systems had low impact
- Beacon of fresh wind in DG R&I
- Coaching is organised to improve the impact





Principles

- Empower the SME to commercialise the innovation
- Based on business context
 - Life cycle stage, market position
- Based on needs analysis
 - Address bottle necks
 - Demand driven
- Project is vehicle to improve company capability
 - Learn and solve

Coaching ≠ Consulting



- Coaching will not address single topics
 - Intellectual Property
 - pure financial or branding strategy
 - write a business plan
 - give legal advice



Coaching objectives

- Clarify goals, prioritise, navigate
 - challenge assumptions, approach
 - help identify benefits and risks
 - give more confidence, better understanding
- Awareness / Reflection
 - reveal blind spot, or limiting convictions
 - urgent > important
- Bring experience and network
- Action





Client perspective

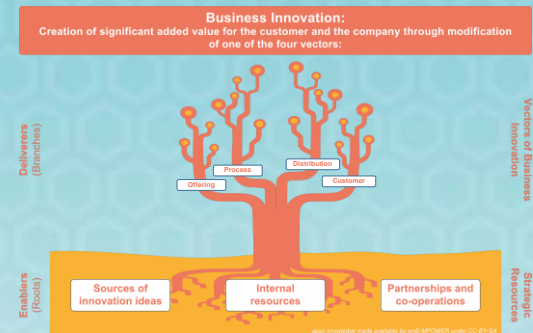
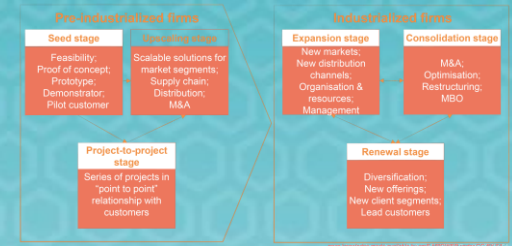


- Find direction in complex business matters
- Build confidence and reasoning for decision making
- Develop negotiation strategy with investors and business partners
- Develop leadership and team work performance



The KAM's job

- Introduce coaching concept to beneficiary
 - Awareness – bring, don't take
- Conduct needs analysis
 - Life Cycle stages (*business context*)
 - Business Innovation Tree (*strategy, enablers*)
- Propose coaches with matching profile
- Help coach selection
- Facilitate relationships



"I don't do this for the money!"



SME Instrument attracts top coaches!



Franco Malerba (It)

Julio Marco Barroso (Esp)

Albert Campi (Esp)

- *"Normally no access to SMEs"*
- *"Interesting companies, great projects"*
- *"Learning from projects to bring to clients"*
- *"Strategic visibility, learning in new community"*