



**Nutzen von Wissensbilanzen bei  
Finanzierungsentscheidungen für  
Wissensprojekten**

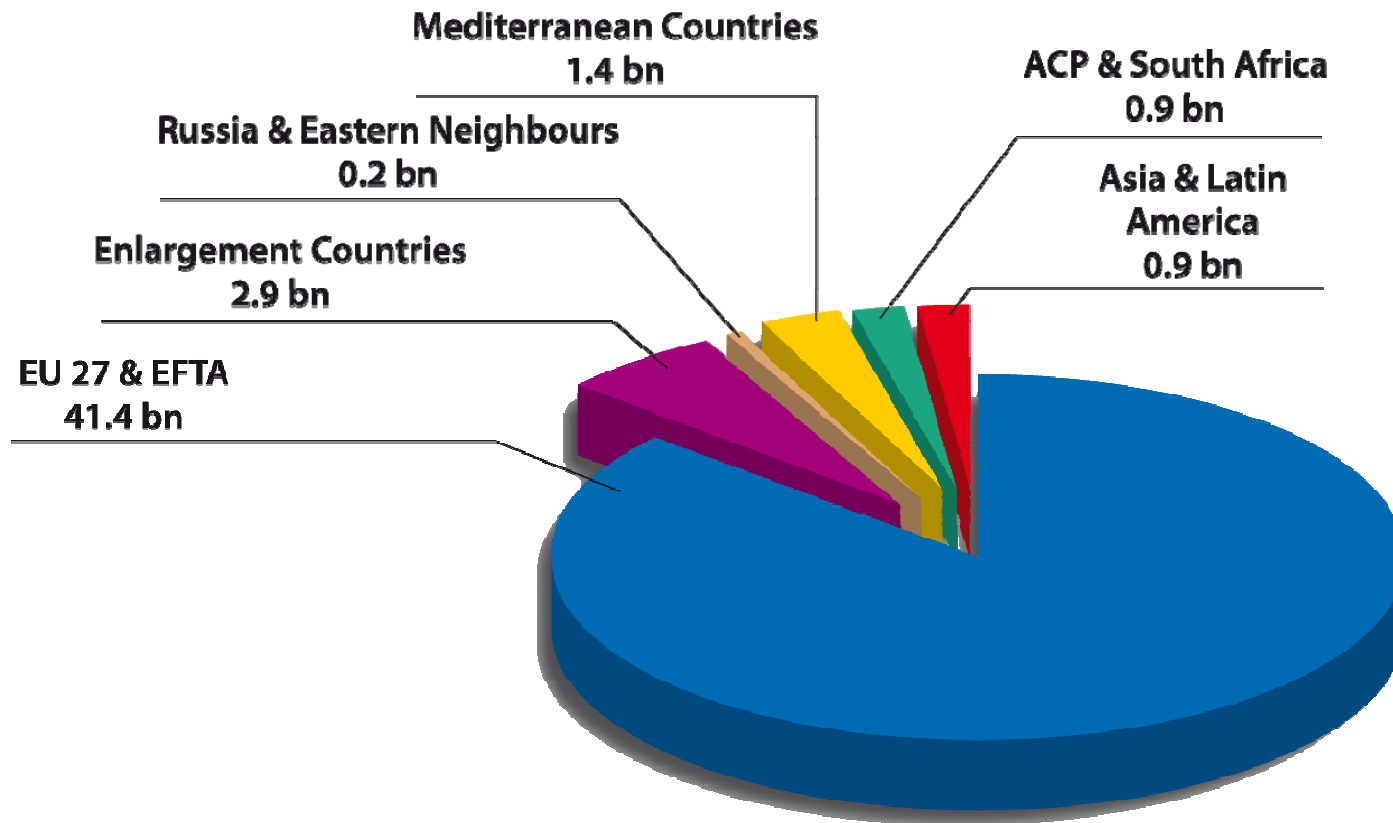
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*Elements of this presentation not necessarily reflect the opinion or policy of the European Investment Bank*

## EIB, an EU institution dedicated to:

- European Social and Economic Convergence & Cohesion
- Environmental sustainability
- Support for small and medium-sized enterprises
- KBE; Innovation 2010 Initiative
- Trans European transport and energy networks
- Sustainable and competitive provision of energy
  
- Lending under mandates (FEMIP, IF, ALA etc.)

# EIB lending in 2007 (EUR 47.8 billion)



# Innovation 2010 Initiative (i2i)

## Enactment of the Lisbon Agenda

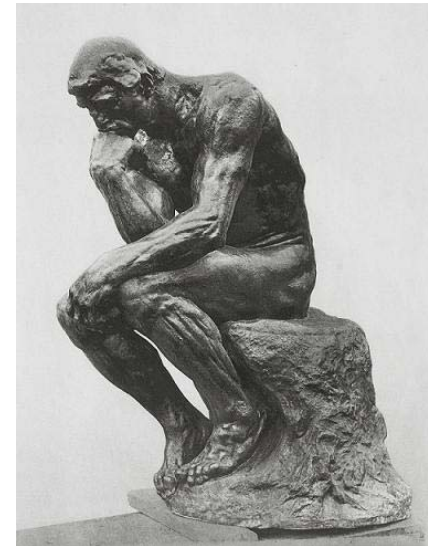
### Signatures Innovation 2010 Initiative

(million)

	2007	2000-2007
Information and communications technology	1 597	11 947
Education and training	1 262	12 852
Research, development and innovation	7 155	30 179
<b>Total</b>	<b>10 289</b>	<b>55 994</b>

- ICT: Development of information and communication technologies and networks, modernisation and extension of networks, enhancing its accessibility
- Education and Training: modernisation/ upgrading of education facilities; training centres for teachers, ICT-specialist, accessibility (student loans), etc.
- R&D and innovation private and public sector research, science parks, research centres and networks;

**Lending is shifting from GFCF to ICF, but how to pick “winners” ?**



“Success in the knowledge economy comes to those who know **themselves**—their strengths, their values and how they best perform.” (*Peter Drucker*)

# Geschäftsumfeld (Möglichkeiten & Risiken)

## Intellektuelles Kapital

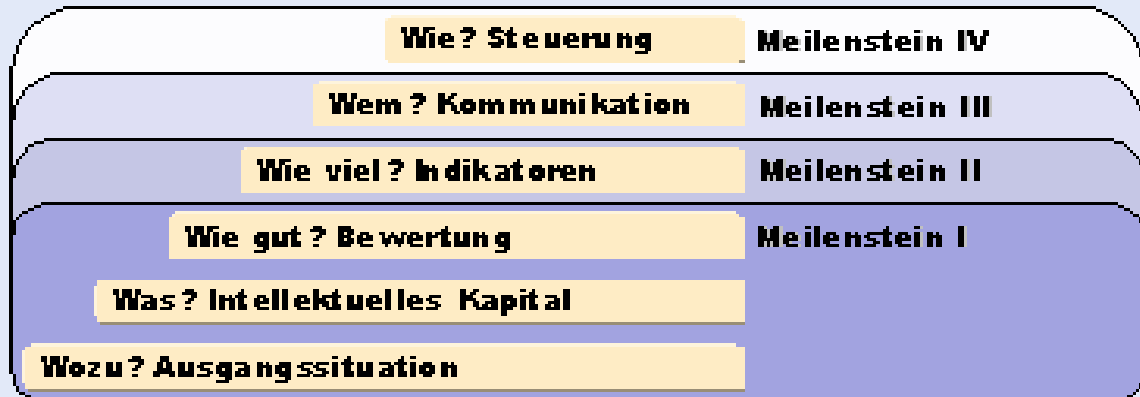
Ausgangs-  
situation



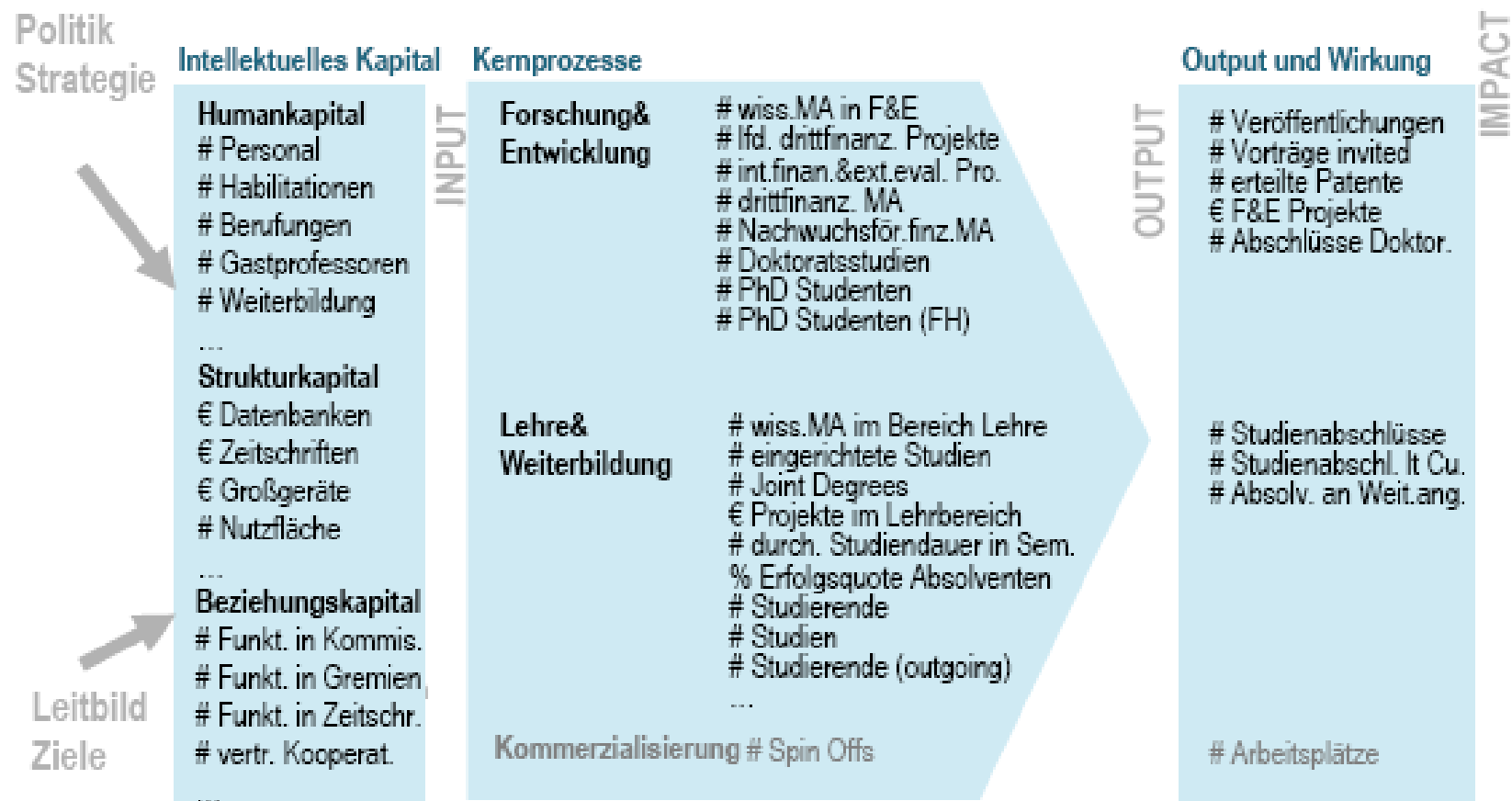
externe  
Wirkung



## Vorgehensmodell



# Modell der Wissensbilanz und Kennzahlen



Für die Definition der Kennzahlen siehe genauer Wissensbilanz-Verordnung:  
[http://www.bmbwk.gv.at/universitaeten/recht/gesetze/wbv/wbv05\\_entw.xml](http://www.bmbwk.gv.at/universitaeten/recht/gesetze/wbv/wbv05_entw.xml)

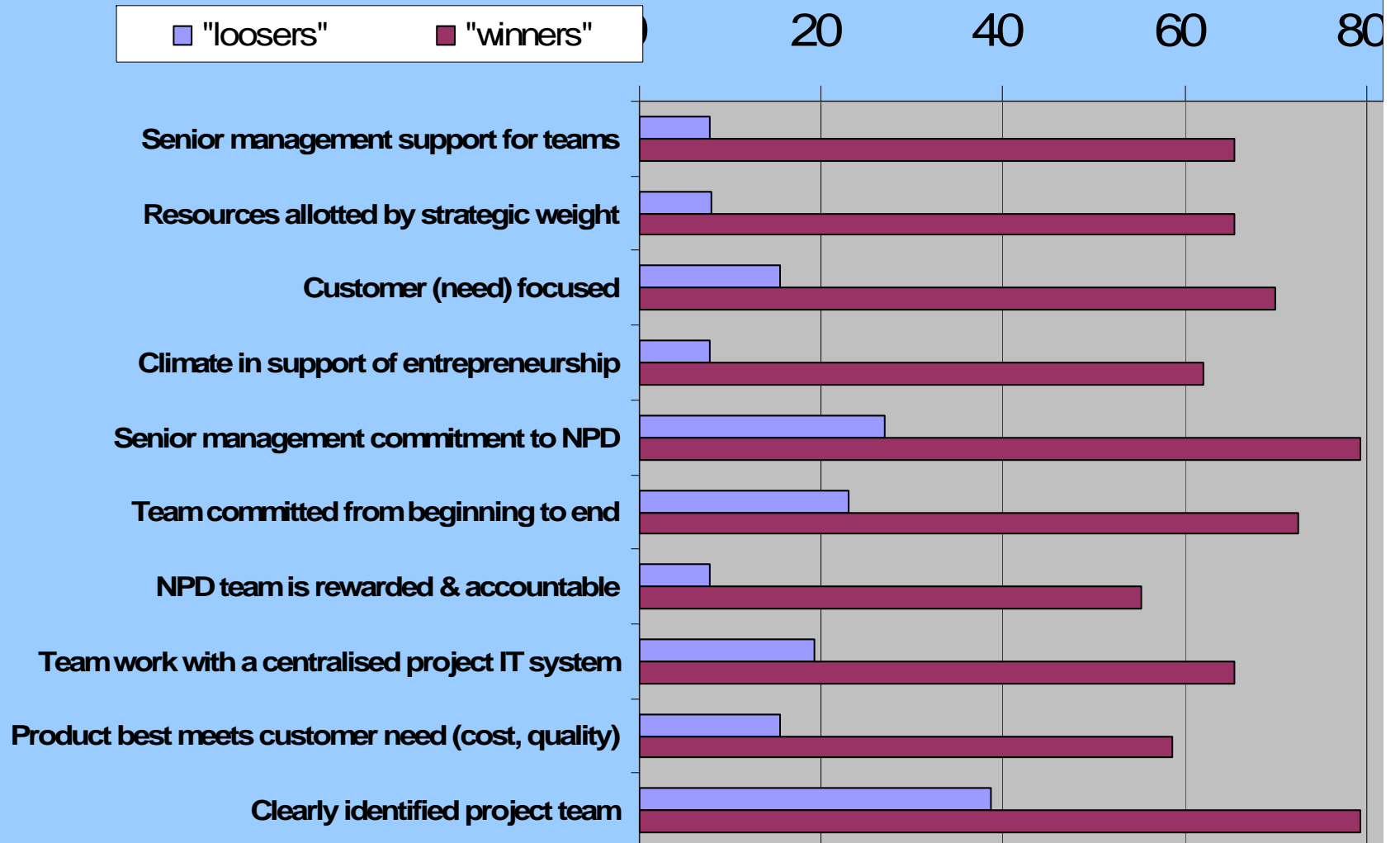






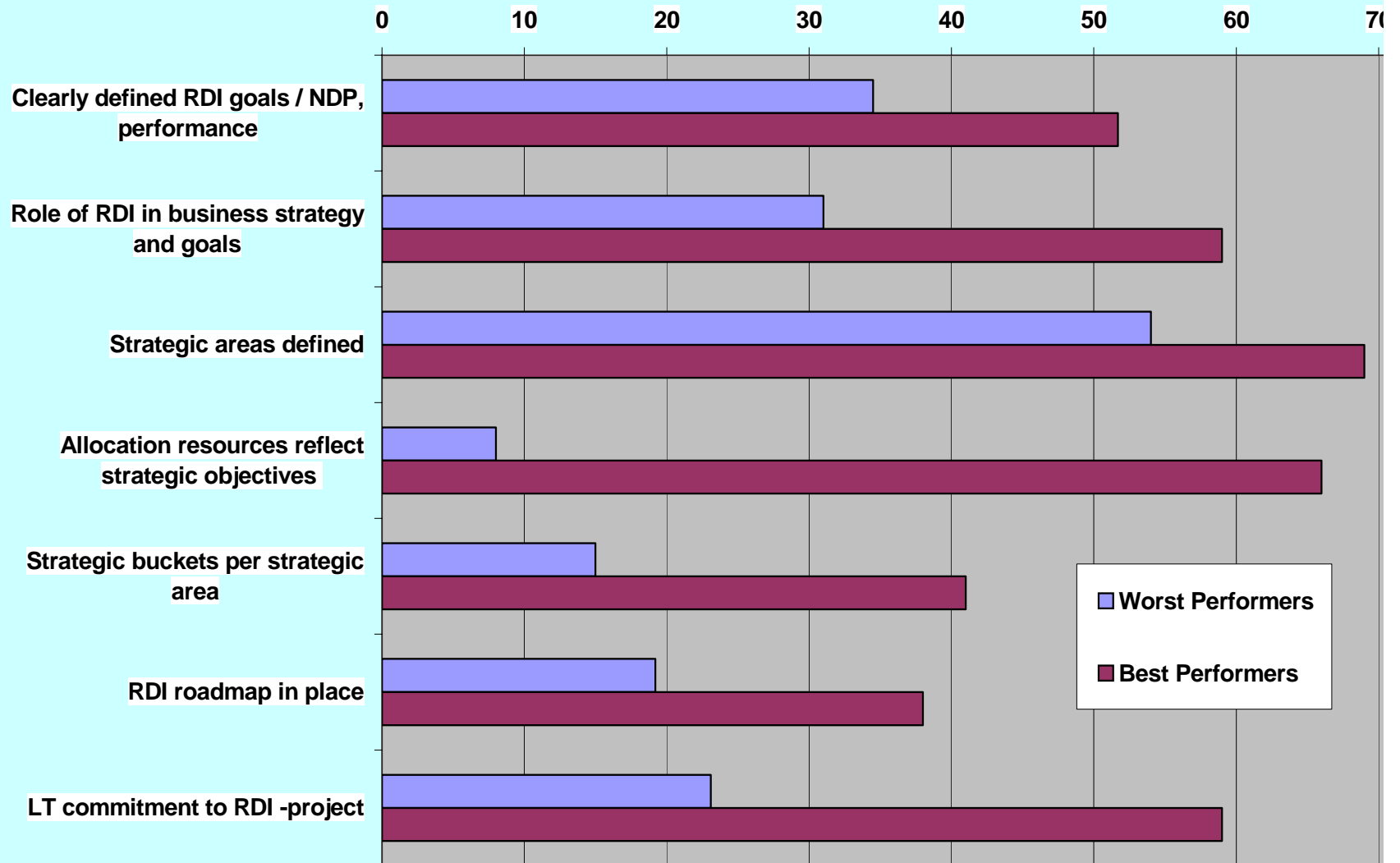
# Findings in successful R&D-projects

(Adapted from Robert G. Cooper) . . .





# Knowledge creation; knowing where to go; Adapted from: Robert G. Cooper



# From IC Statement to (Strategic) IC Plan

- Strategic vision (competitors/clients) and objectives
- What is your “Unique Selling Proposition” today and tomorrow?
- Accordance between (i) strategic, (ii) operational objectives and (iii) resource allocations
- how to get there..... “Why” (goals, potential applications), “What and How” (T.O.R. or technical description/ instrumentalisation), “When” (milestones, deadlines), by “Whom” (actors, and team composition) and “How Much” (budget)?
- Effektivität; Wirksamheit, die richtige Dinge tun ?
- Effizienz, die Dinge richtig tun ?

Thank you !

