

Innosuisse innovation support: the perspective of firms

«Evaluation of the innosuisse survey 2019»

Study commissioned by Innosuisse

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Key findings of the report (1)

- Compared to **other Research & Development (R&D) active** companies in Switzerland, companies that have **applied for funding from Innosuisse** have a **higher percentage of employees with university degrees**, they expect on average **higher future demand**, they are **more export-oriented**, **younger**, and **less often exposed to strong competition**.
- Companies supported by Innosuisse **are more efficient** in translating their R&D efforts into new and commercially successful products/services. Compared to non-supported companies, they have a relatively low sales share of R&D expenditures, but show a significantly higher innovation output in terms of more **radical innovations**.
- Compared to other R&D active companies, it is mainly the **high costs** of innovation activities, **lack of equity capital**, too **high risks** regarding the market chances of an innovation, difficulties regarding the **technical feasibility** of innovation projects, and the too **long amortization period** of innovative products and services that hinder the innovation activities of Innosuisse applicants.
- In addition to **financial reasons**, the most important motivation for an Innosuisse application is the **creation and exploitation of market opportunities**, the **acceleration of the innovation process**, and **access to knowledge**.

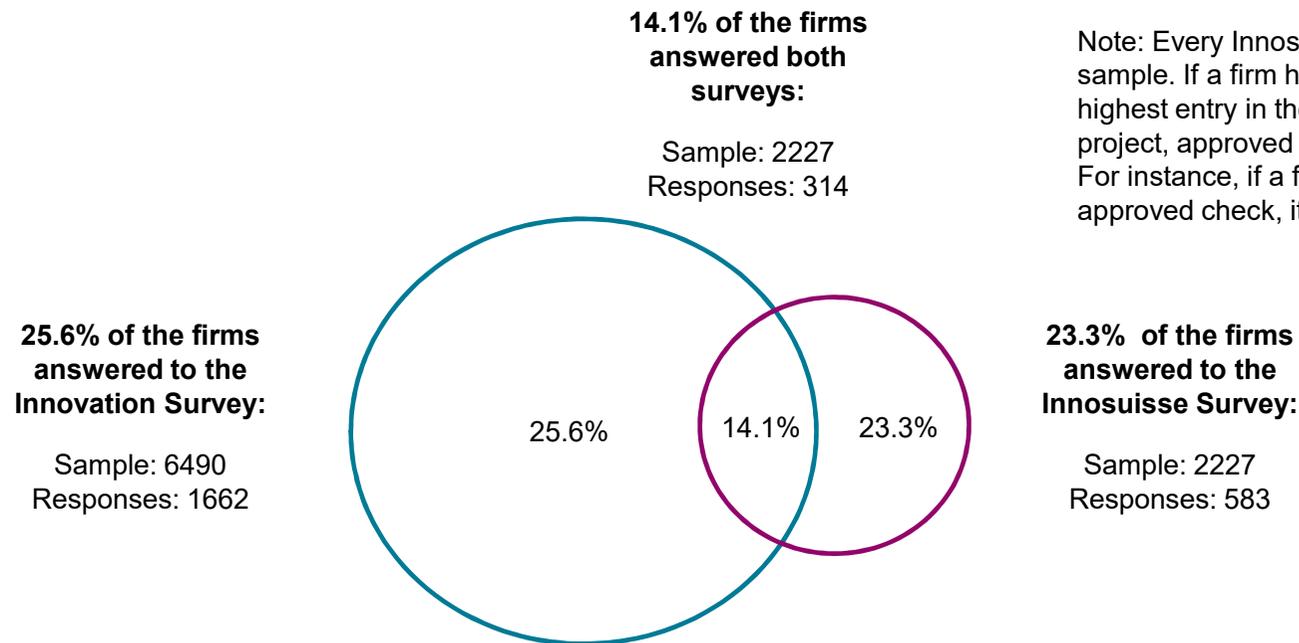
Key findings of the report (2)

- From the point of view of the applicants, support conditions should be **more flexible** in order to better respond to the needs of firms. This is an important aspect for **smaller companies** in particular. Similarly, innovation projects aimed at more **radical innovation** should be given more attention. The involvement of **external partners** (not only universities) should also be supported by funding measures.
- In an open question on which other support measures are important for the innovation and R&D activities of a company, the applicants stressed that higher priority should be given to measures relating to **market implementation**, **acceleration of innovation processes**, building a **culture of innovation**, and **direct funding** opportunities. Furthermore, the **administrative procedures** in the funding process should be **simplified**.
- Another important result is that Innosuisse selects innovation projects with a **higher risk** from the perspective of the applicants.
- The utility of the Innosuisse innovation support is high. This applies especially to companies with **high-risk** innovation projects. The perception of utility from innovation support is independent of the financial contribution of firms. The applicants also attribute a **slightly higher utility** to **the innovation check** than to project funding.

Aims of the Innosuisse survey

- In this pilot project, firms having applied for support from Innosuisse are for the first time part of the KOF Innovation survey. The KOF Innovation Survey is based on the KOF enterprise panel, which is a stratified random sample of firms representative of the entire Swiss economy. For more information about the enterprise panel please refer to: <https://kof.ethz.ch/umfragen/strukturumfragen/kof-innovationsumfrage.html>
- The sample of Innosuisse firms includes both **approved and refused innovation projects** and **innovation checks**.
- The aim of this pilot project is to obtain more information about the innovation behavior of the “**Innosuisse clientele**”:
 - The joint conduct of the KOF Innovation survey and the Innosuisse survey allows for a permanent monitoring of the development of supported and non-supported companies and provides a reliable data basis for **evidence based policy making**. The joint survey will also provide a range of further analysis options, for example with regard to the impact of the support measures, for which there would be at least two successive survey waves necessary.
- The survey consists of two questionnaires, namely the KOF Innovation survey and a shorter Innosuisse survey.
- The firms in the sample had the possibility to participate either online or in a written questionnaire send by mail.

Sample and response rates for the two surveys



Note: Every Innosuisse firm appears only once in the sample. If a firm has more than one application, its highest entry in the following ranking is used: approved project, approved check, refused project, refused check. For instance, if a firm has an approved project and an approved check, it is filed as «approved project».

The two survey questionnaires were available as separate questionnaires. Innosuisse firms could thus answer not only the Innosuisse Survey but also the Innovation Survey. Since not all firms that participated in the Innosuisse Survey also participated in the Innovation Survey, the response rate for both surveys is lower with 14.1%.

Market characteristics

In this section we compare the market characteristics of Innosuisse companies with companies of other groups in the economy. The following table describes the variables we use for this particular comparison.

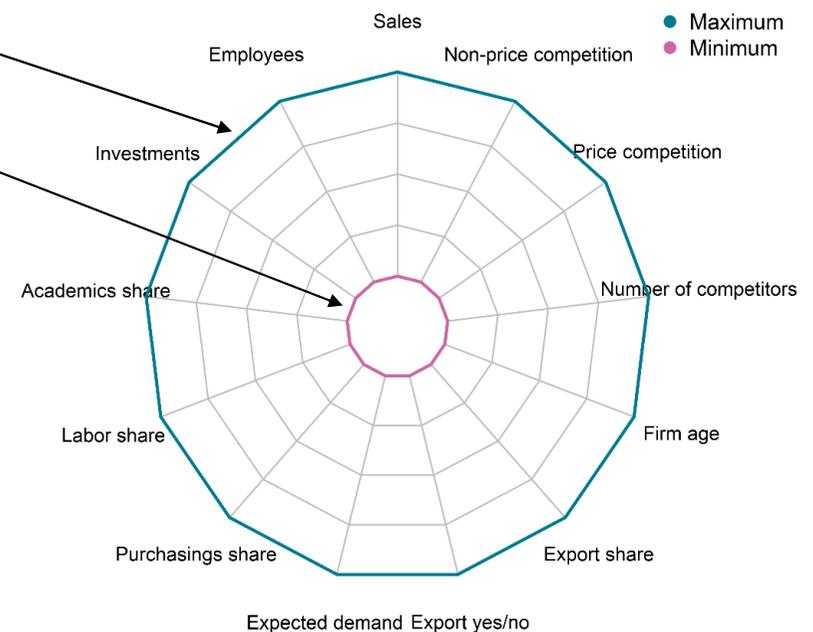
Variable	Description
Employees	Number of employees, full-time equivalent
Sales	Total firm sales, in CHF
Investments	Fixed capital investments, in CHF
Academics share	Share of employees with a tertiary degree
Labor share	Share of all wages in firm sales
Purchasings share	Share of intermediate inputs in firm sales
Expected demand	5-point ordinal scale, from very low (1) to very high demand (5)
Export yes/no	Binary variable (0/1) whether firm exports or not
Export share	Share of exports in firm sales
Firm age	Firm age in years
Number of competitors	Total number of competitors
Price competition	5-point ordinal scale, from very low (1) to very high price competition (5)
Non-price competition*	5-point ordinal scale, from very low (1) to very high non-price competition (5)

Using **spider charts**, we give a compact overview of how the profile of the average Innosuisse company compares to for example the average R&D active company.

*Non-price competition refers to product differentiation ("customisation"), product quality, (frequent) introduction of new products, technical advantage, flexibility in customer requirements, services

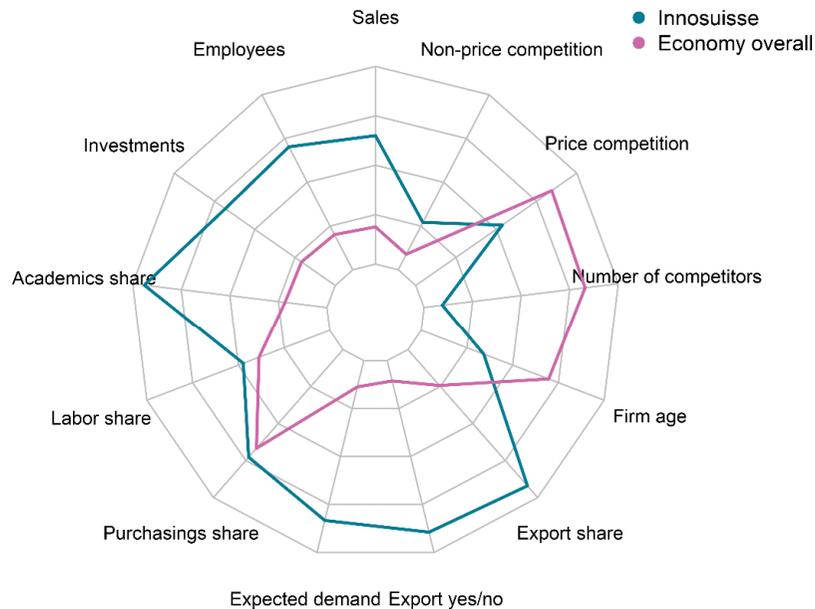
Economic profile of firms: Explanation of spider

Variable	Minimum	Maximum
Employees	5 Employees	250 Employees
Sales	5 Mio. CHF	100 Mio. CHF
Investment	500'000 CHF	5 Mio. CHF
Academics share	0.05	0.50
Labor share	0.35	0.55
Purchasings share	0.15	0.40
Expected demand	3	4
Export yes/no	0.20	0.75
Export share	0.30	0.65
Firm age	25 Years	60 Years
Number of competitors	5 Competitors	15 Competitors
Price competition	3	4
Non-price competition	3	4

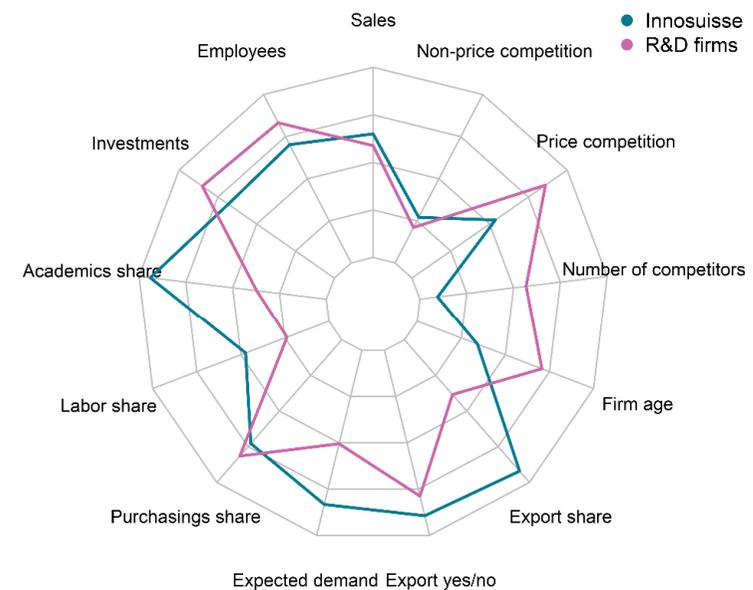


The values for the Minima and Maxima are chosen in such a way that relevant comparisons between firms in the economy overall, R&D firms, and the Innosuisse firms are possible. The values plotted in the spider will be the averages of the respective groups. Because the quantitative variables are right skewed, their respective medians will be lower. For instance, the average firm age of an Innosuisse firms is 37 years, while the median is only 20 years.

Innosuisse firms are different from R&D firms



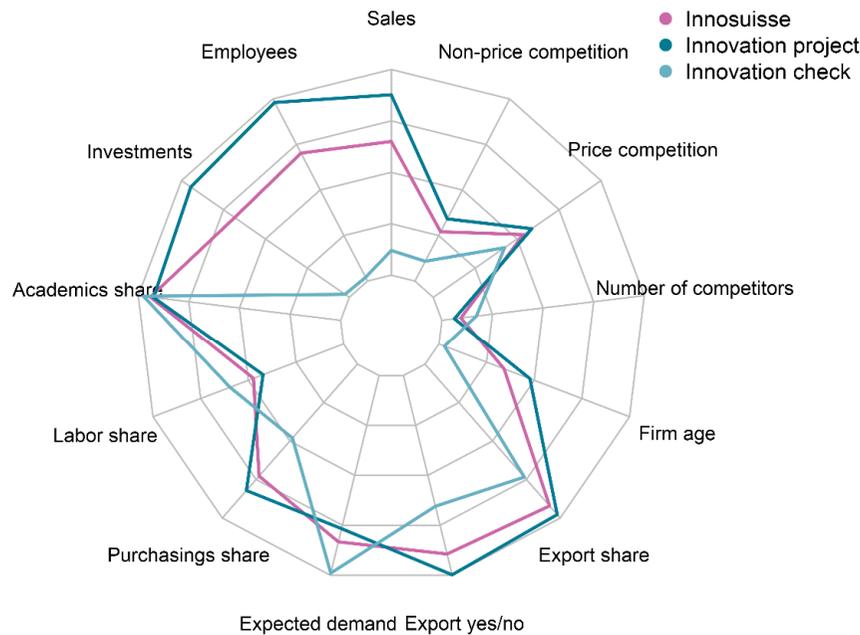
There are large differences in the economic profile between the average Innosuisse firm and the average firm in the Swiss economy. Innosuisse firms are much more similar to the average **R&D firm** (see the right figure). However, there are substantial differences to the average R&D firm as well.



Key differences between the average Innosuisse and the average R&D firm:

- Higher share of academics
- Face higher demand by customers
- More export oriented
- Lower firm age
- Less exposed to competition

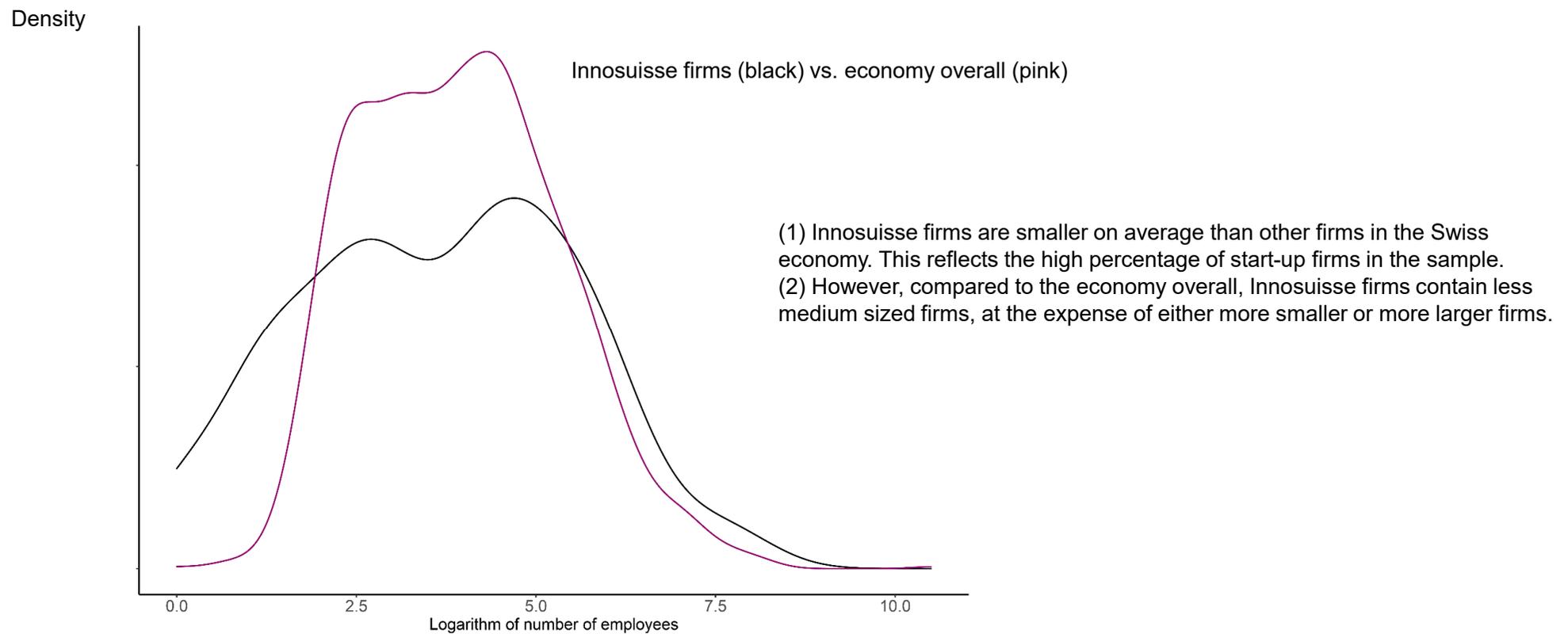
Innovation projects vs. innovation checks



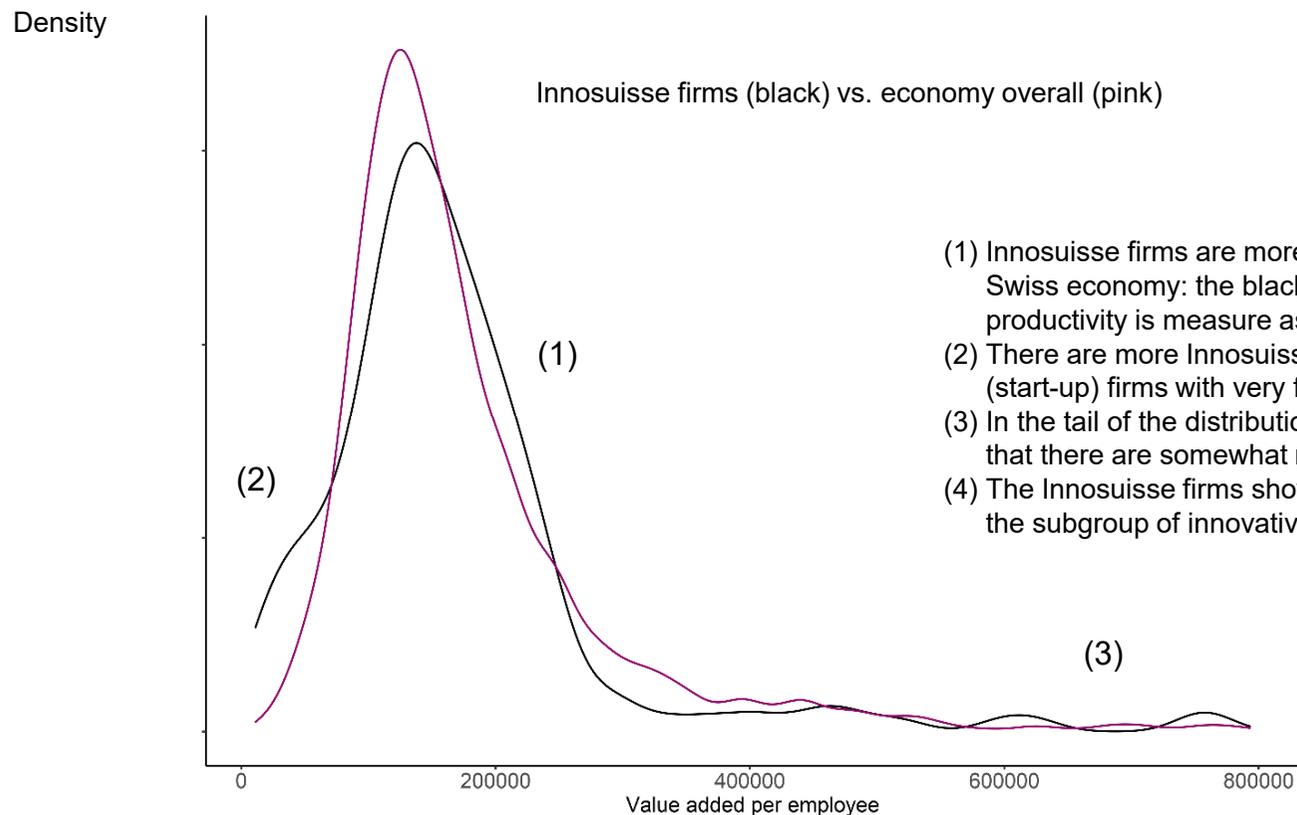
Key differences between the average firm applying for an innovation project and the average firms applying for an innovation check:

- (1) There is a large difference in firm size between the two types of firms.
- (2) Otherwise, the two profiles are relatively similar and mainly driven by the large difference in firm size, such as, e.g., the difference in export activities or the difference in investments.
- (3) Interestingly, there is a difference in the expected demand; firms with innovation checks are expecting a higher demand in the future.

Innosuisse firms are either smaller or larger



Innosuisse firms are more productive



- (1) Innosuisse firms are more productive on average than other firms in the Swiss economy: the black curve is shifted toward the right (note that productivity is measured as value added per employee)
- (2) There are more Innosuisse firms with very low productivity. Those are (start-up) firms with very few sales.
- (3) In the tail of the distribution, there are more Innosuisse firms, meaning that there are somewhat more highly productive Innosuisse firms.
- (4) The Innosuisse firms show a relatively similar productivity distribution as the subgroup of innovative firms (this figure is not shown).

Innovation indicators

In this section we compare the innovation profile of Innosuisse firms with other groups of firms in the economy (e.g. R&D active firms) using indicators for the innovation input and output of a company. In this comparison we can rely on the following variables:

Binary innovation input indicators:

- The **R&D yes/no** variable, which tells us whether a company has R&D activities or not; **Foreign R&D**, which tells us whether a company has R&D activities abroad or not; and **External R&D**, which informs about R&D activities performed in other companies or institutions.

Quantitative innovation input indicators:

- These are the sales share of **R&D expenditures** and the sales share of **innovation expenditures**. The innovation expenditures include not only R&D expenditures but also expenditures related to the **construction and design** and so-called **follow-up investment**.

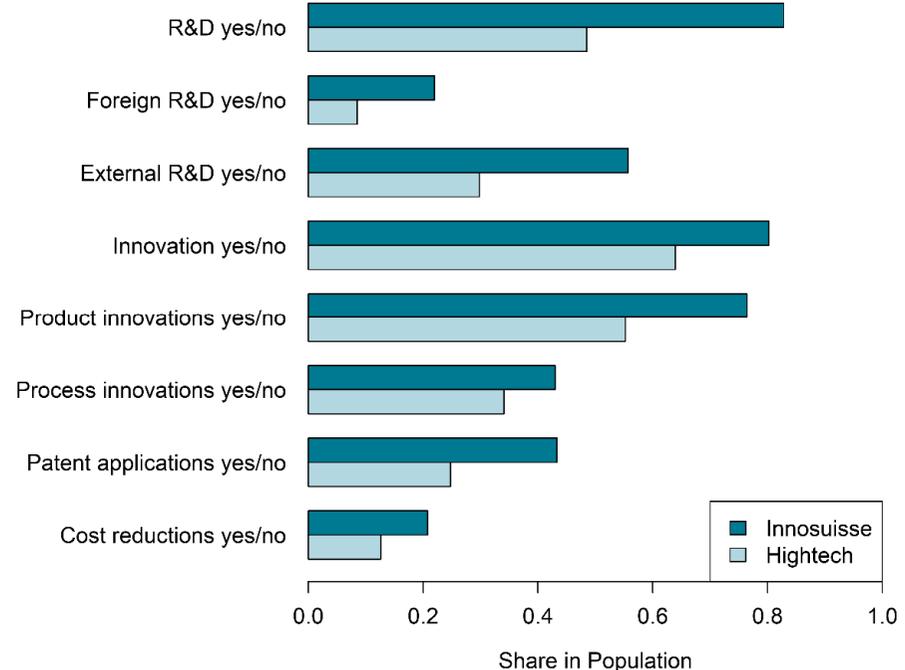
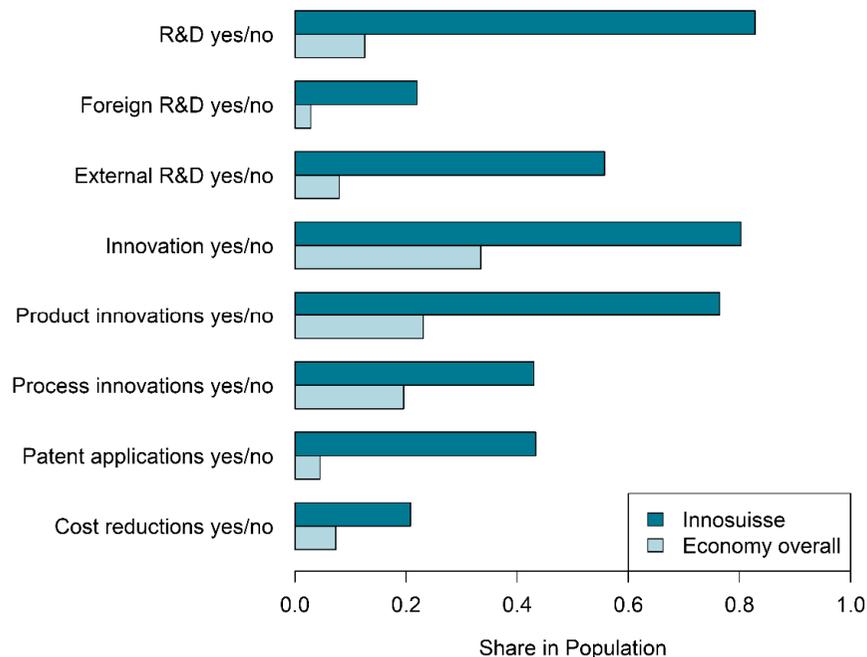
Binary innovation output indicators:

- **Innovation yes/no**, which indicates whether a company successfully developed innovative products or services or innovative processes. We distinguish in more detail between **Innovative products or services (yes/no)**, **Innovative processes (yes/no)**, **Patent applications (yes/no)**, and **Cost reduction (yes/no)**, which indicates if a company could reduce its production costs due to process innovations.

Quantitative innovation output indicators:

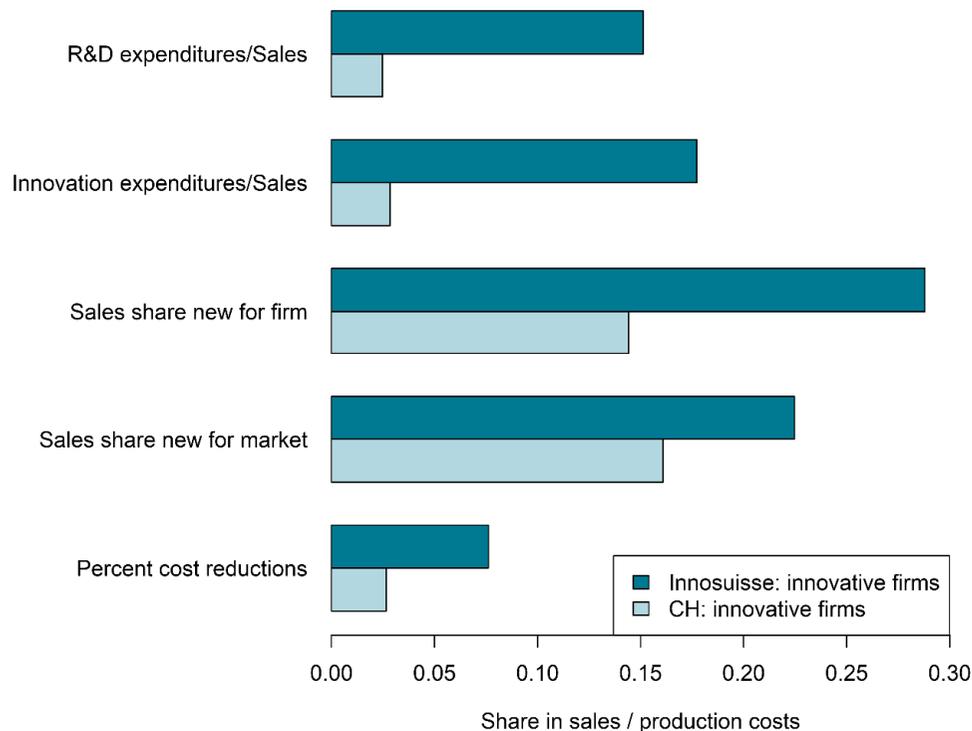
- These comprise the sales share of products or services that are new to the firm (**Sales share new for firm**) and the sales share of products or services that are new to the market (**Sales share new for market**). The latter indicates innovations with a higher degree of novelty (i.e. more radical innovations). Finally, we have the amount of production cost reductions due to process innovations (**Percent cost reductions**).

Comparison of binary innovation indicators (yes/no)



- (1) Innosuisse firms have a much higher share of firms with R&D activities (83%) than the economy overall (13%) or the high-tech sector (48%).
- (2) Innosuisse firms are also more frequently innovative (80%) than the economy overall (33%) or the high-tech sector (64%).
- (3) Strikingly, the pattern that Innosuisse firms have higher innovation input and innovation output holds for all **binary** innovation indicators.

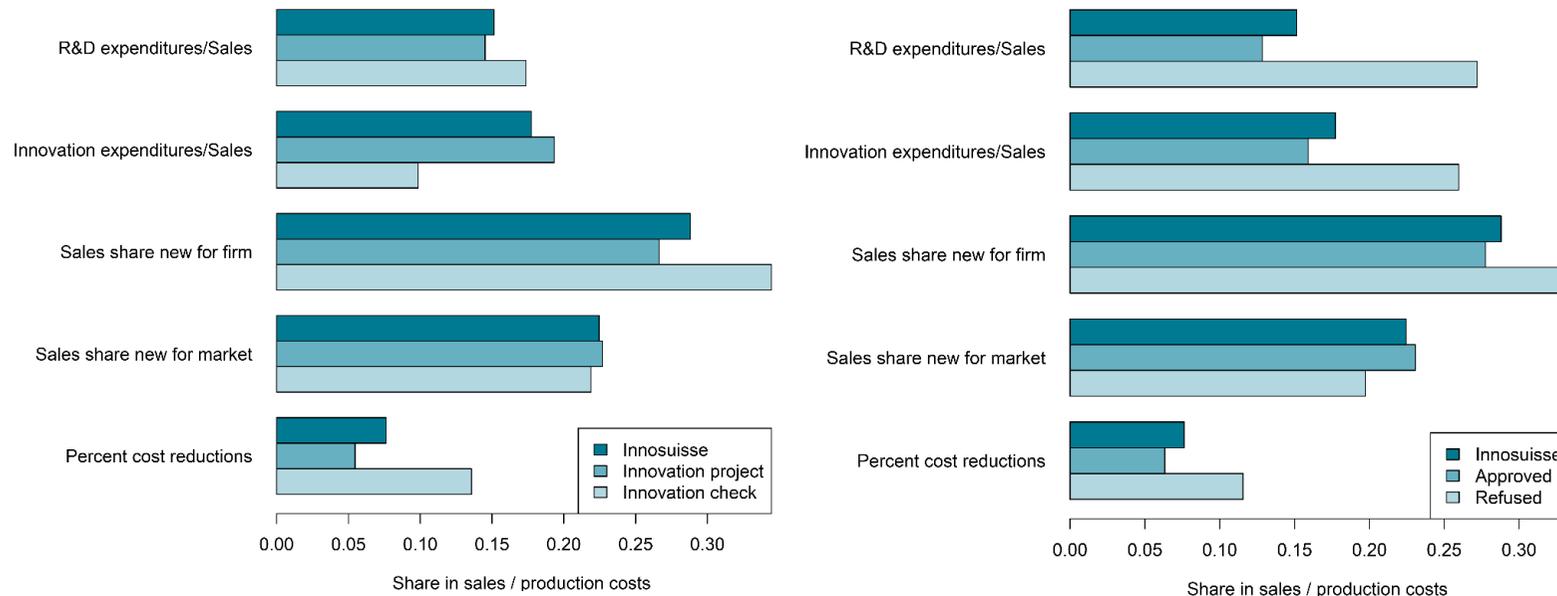
Comparison of quantitative innovation indicators (in % of sales)



(1) Innosuisse firms have much higher innovation inputs than regular R&D active firms. Their R&D and innovation expenditures are almost three times the respective figures of regular R&D firms.

(2) Innosuisse firms also have higher innovation outputs. They show decidedly higher sales shares of products that are new to the firm and new to the market and also achieve higher production cost savings due to process innovation.

Comparison of quantitative innovation indicators (in % of sales) within the Innosuisse firms

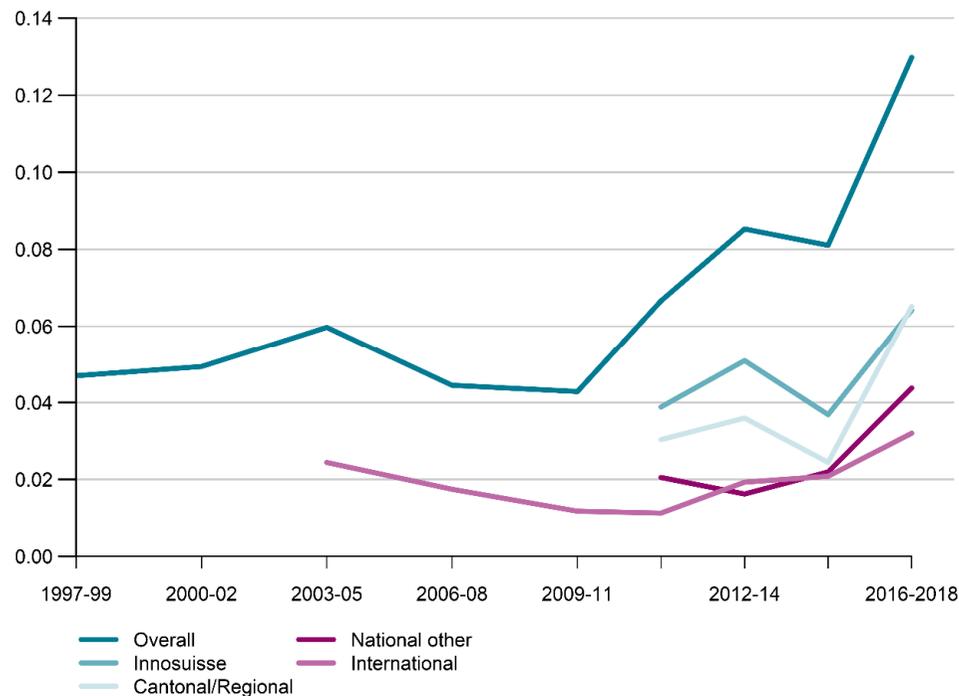


- (1) There are few differences between Innosuisse firms with innovation projects and innovation checks, except for production cost reductions, which are higher for firms with innovation checks.
- (2) «Approved Innosuisse firms» have fewer innovation inputs than «refused Innosuisse firms», both R&D and innovation expenditures are much higher. At the same time, however, they have higher sales share of innovations new to the market.
- (3) These two findings imply that «approved Innosuisse firms» are more efficient in their innovation process than «refused Innosuisse firms»; they invest less into innovation and get a similar or even higher innovation output.
- (4) «Approved Innosuisse firms» have lower production cost reductions than «refused Innosuisse firms». The innovation process of supported companies seems therefore to be less focused on production cost reduction.

Innovation support

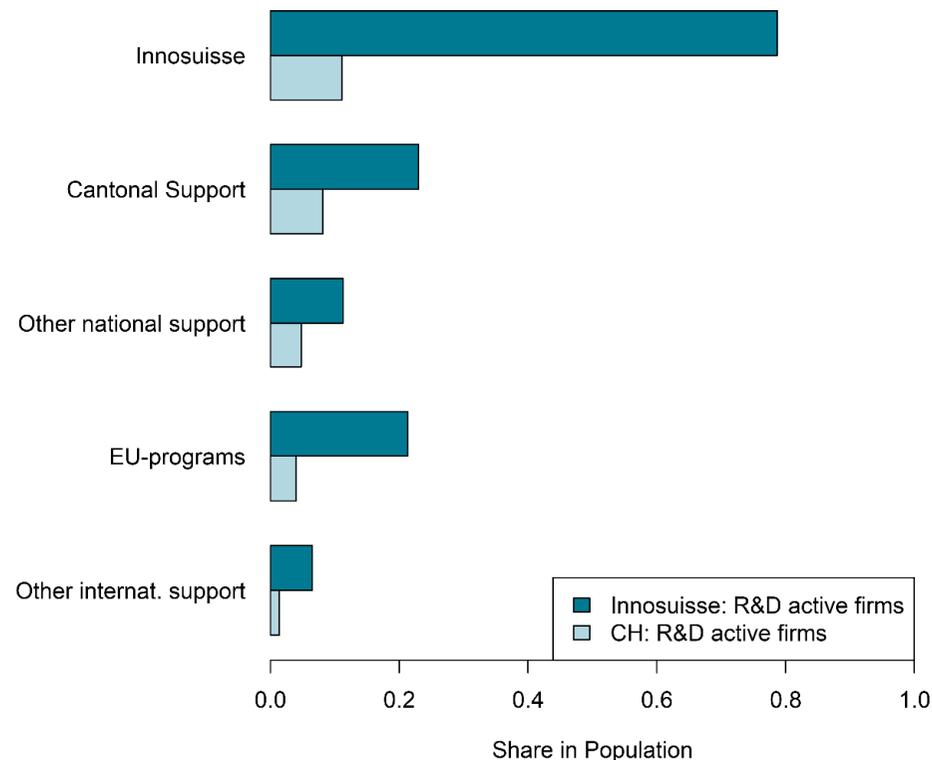
In this section, we first show how the fraction of Swiss companies receiving **innovation funding** has developed over time. Since this information has always been part of the KOF Innovation Survey, we can trace the development as far back as 1997. In a second part, we show whether Innosuisse companies have also been supported in their **innovation efforts by other funding organisations**, that is, by organisations at the cantonal level, other national support, EU programs, or other international support.

Firms are searching for more innovation support



This figure plots the development of innovation support over time for all innovation active firms in the Swiss economy. While in the early 2000s only about 5% of innovation active firms had some type of innovation support, by 2018 about 13% had some type of innovation support. Since 2013 an upward trend is visible for all types of innovation support, Innosuisse/KTI, Cantonal/Regional, National other, and International. In the latest period, more than 6% of all innovative firms in the Swiss economy received innovation support from Innosuisse.

Innosuisse firms often receive innovation support from other institutions



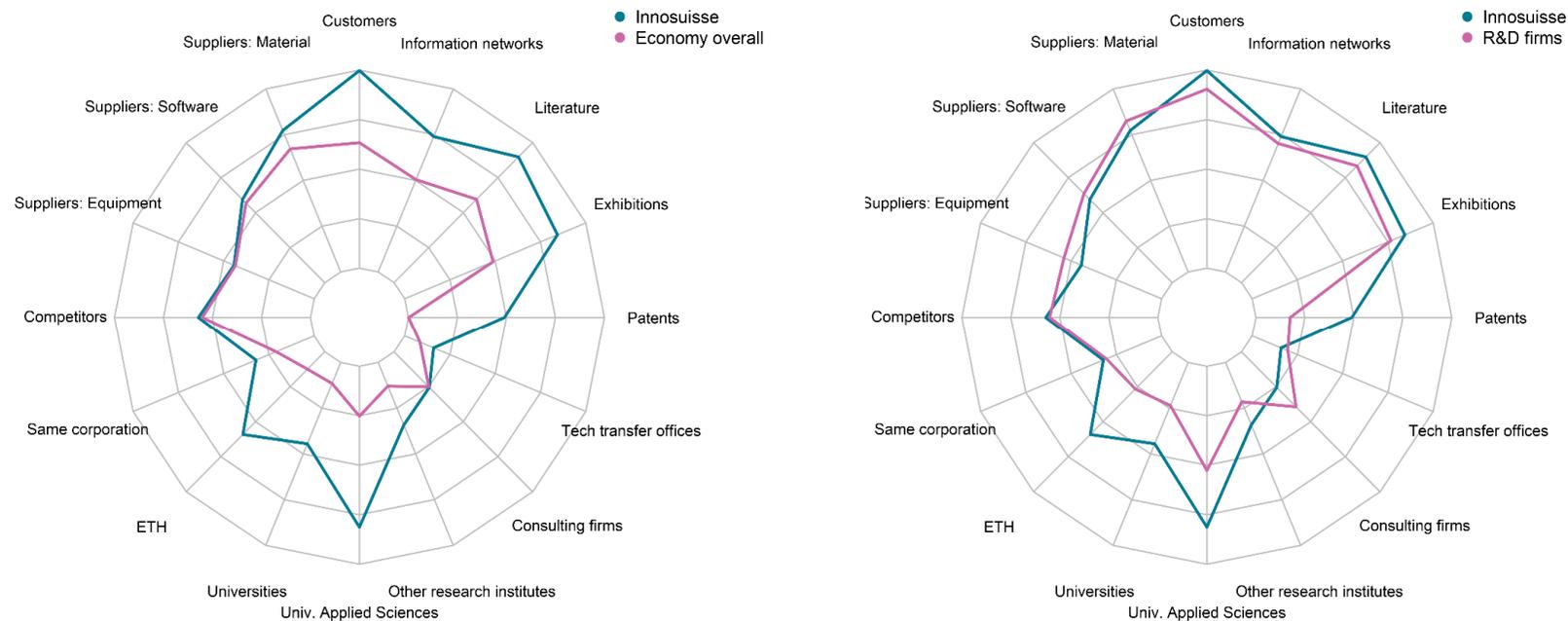
Here we zoom in and are looking only at R&D active firms:

- (1) Overall, 11% of R&D active firms in Switzerland received innovation support from Innosuisse.
- (2) Among the R&D active Innosuisse firms that are part off the Innosuisse sample 77% received innovation support. These are the «approved firms» for both checks and projects
- (2) 23% of Innosuisse firms also received cantonal support.
- (3) 20% of Innosuisse firms received support from EU-Programs.
- (4) There are no big differences with regard to the motives for obtaining innovation support within the Innosuisse firms (this last result is not part of the figure).

Knowledge sources

In the following section we examine the «**open**» **innovation activities** of Innosuisse companies. An open innovation process means that a company uses **external knowledge sources** (e.g. suppliers, customers, universities) **in its own innovation process**. We measure the importance of external knowledge sources on a 4-point ordinal scale («1» no importance to «4» high importance) and compare the Innosuisse firms with other groups of firms in the economy. We have information about 16 different knowledge sources.

Innosuisse firms have an open innovation process



- (1) Innosuisse firms are much more open in their innovation process than firms in the economy overall. They actively search for knowledge from external sources like customers to support their own innovation activities.
- (2) Innosuisse are also more open in their innovation process than R&D active firms. Customers, literature, exhibitions, and especially patents are more important, suppliers are less important for Innosuisse firms than for R&D active firms.
- (3) Unsurprisingly, ETH, universities, and UAS are much more important for Innosuisse firms than for R&D active firms.

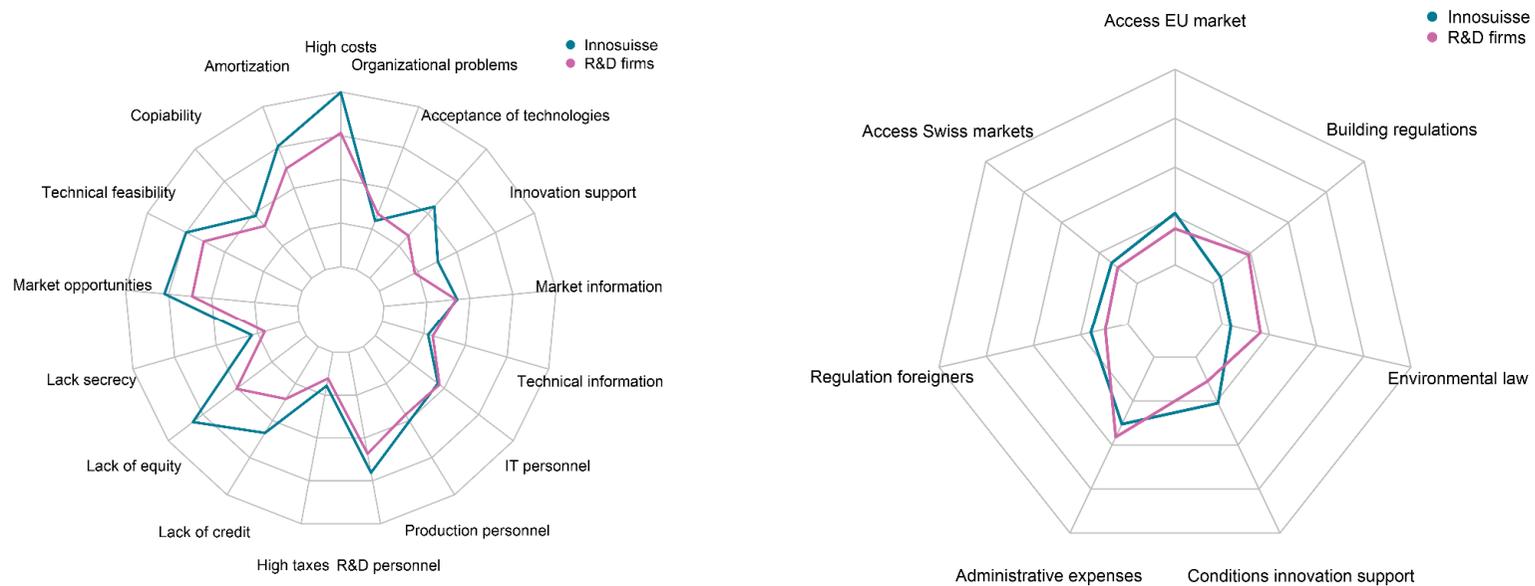
Obstacles to innovations activities

In this section we examine the main obstacles to innovation activities of Innosuisse companies. Innovation obstacles are measured on an ordinal scale ranging from «1» (no barrier) to «4» (major barrier).

The catalogue of innovation obstacles is very comprehensive and comprises 16 items covering **cost and risk aspects**, **financial problems**, lack of **qualified employees** in R&D, production/sales, and informatics, lack of **information** about the current state of technology and marketing opportunities for new products, lack of **acceptance of new technologies**, **organizational problems**, and different forms of **regulation**.

The spider diagrams compare the average rating of Innosuisse companies with the innovation obstacles of R&D active companies in Switzerland.

Innosuisse firms face shortages in financial resources

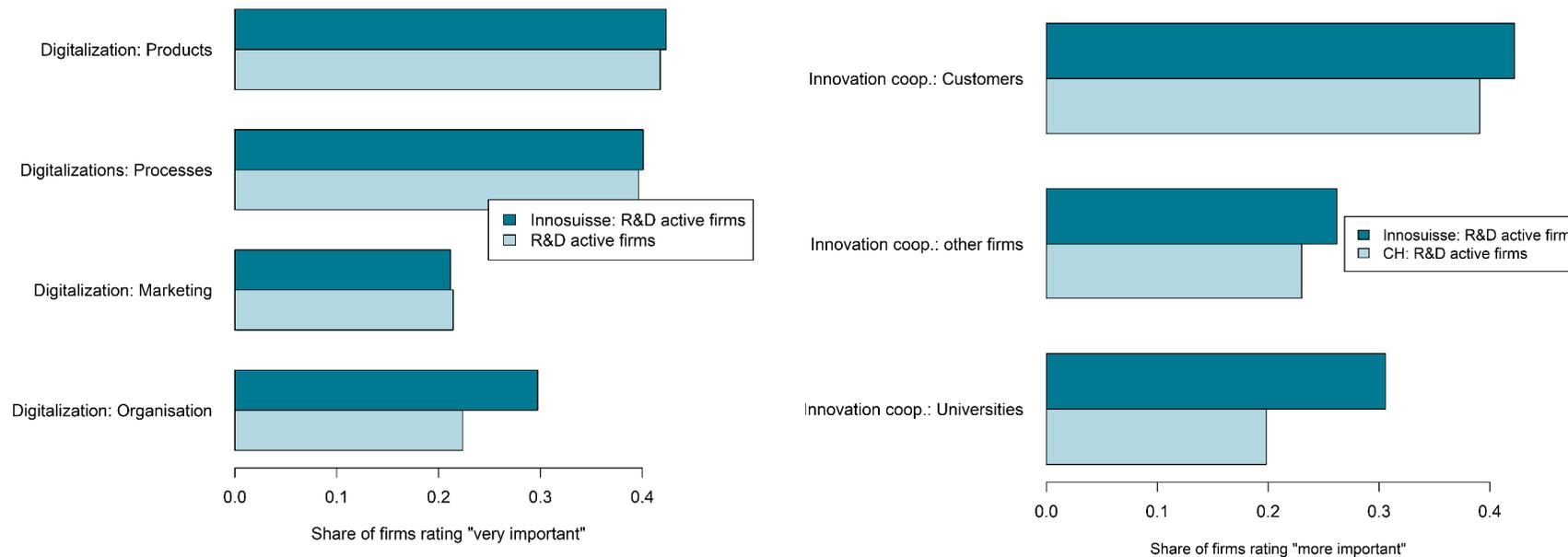


- (1) Innosuisse firms rank higher on all important innovation obstacles than R&D firms. This is partly also because they are «**deeper**» innovators and thus better realize these obstacles in the process of innovating.
- (2) The five most relevant innovation obstacles are **high costs**, lack of equity, market opportunities, amortization, and technical feasibility.
- (3) Governmental regulation (see the right figure) is in comparison to other innovation obstacles much less important.

Digitalization and Innovation

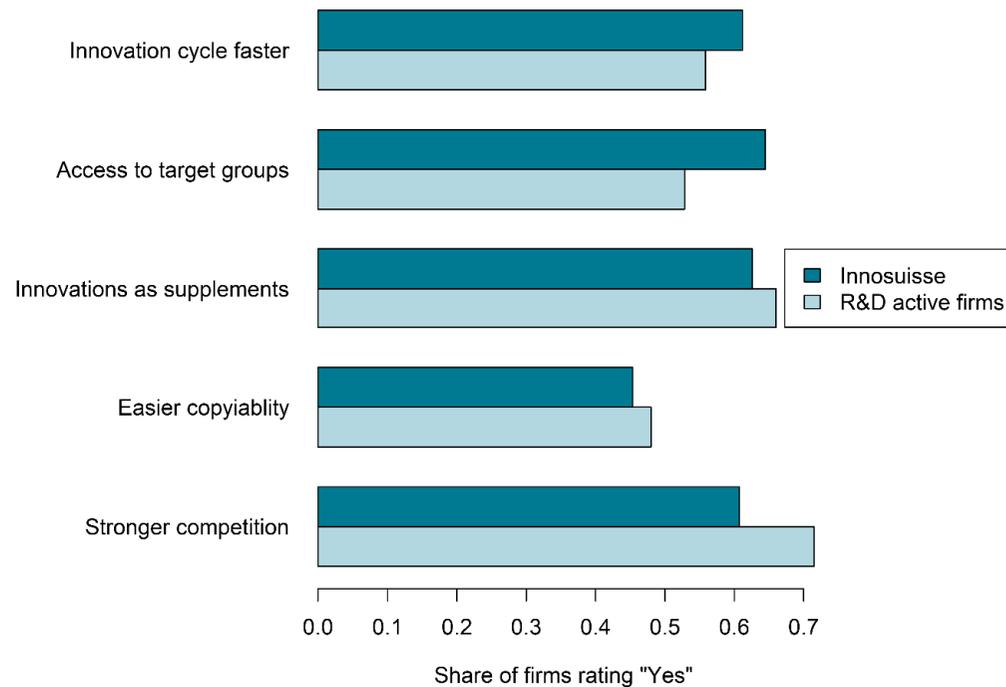
In this section we investigate the meaning of digitalization for the innovation activities of a company. We can distinguish between **product innovations** (product), **process innovations** (process), **marketing innovations** (marketing) and **organizational innovation** (organizations). Moreover, we illustrate the importance of digitalization for the pursuit of **collaborations** with different **types of partners** (e.g. universities, customers) and how digitalization shapes important features of the innovation process. In the following graphs we draw our conclusion by comparing Innosuisse firms with other R&D active firms in the economy.

Innovation process: digitalization is of similar importance for Innosuisse firms and R&D firms (1)



- (1) The importance of digitalization for the innovation activities is similar for Innosuisse firms and R&D active firms. There is a small difference for innovation activities only with respect to organization of the firm.
- (2) The importance of digitalization for the pursuit of innovation cooperation is also similar for Innosuisse firms and R&D firms. However, Innosuisse firms rate the impact of digitalization on the importance of innovation cooperations as much higher.

Innovation process: digitalization is of similar importance for Innosuisse firms and R&D firms (2)



- (1) Innosuisse firms and R&D active firms rate the question whether the digitalization changes the innovation process in all areas as similar.
- (2) While Innosuisse firms rate the question on the innovation cycle and the target groups as somewhat higher, R&D active firms rate the change on competition as somewhat higher.

Motives for public innovation support

From this section on, the focus is **only on Innosuisse companies**, regardless of whether they have applied for an innovation project or an innovation check.

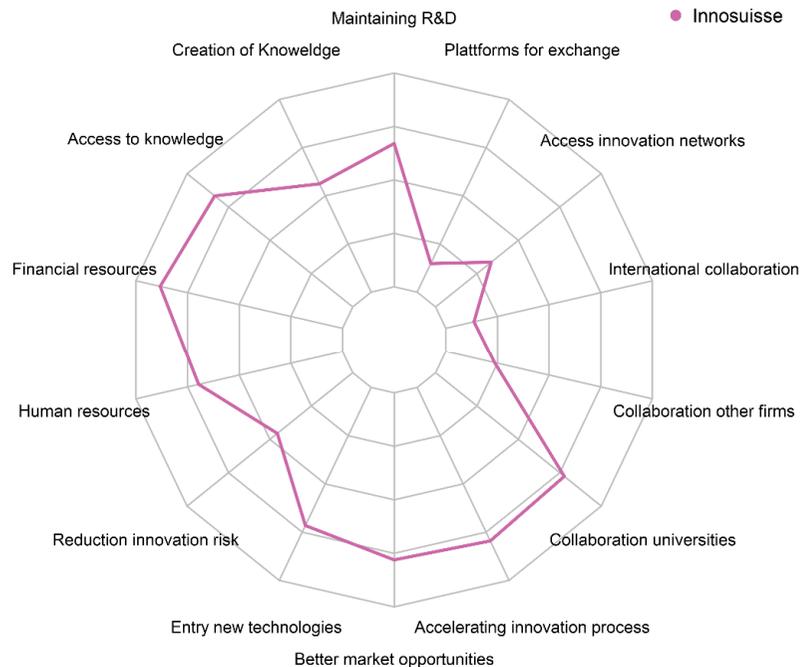
The first part shows the **main motives** of these Innosuisse companies for applying for innovation funding. In the survey they have been asked where they see a need for public support for innovation in their company. They answered the questions on an ordinal scale ranging from «1» (very low) to «5» (very high).

The questions referred to motives/needs related to **technological know-how to maintain R&D and innovation activities** within the company, **to build knowledge and competence** in innovation and R&D in their company, or to **get access to knowledge and competence** at external research institutions.

The questions also covered the need for **further financial or personnel resources** or support to lower the **innovation risk**, to enter into **new innovation and technology areas**, to achieve **higher market opportunities**, and to **accelerate the innovation processes**.

Moreover, a last category of motives is related to **cooperation and knowledge and technology transfer**. This included questions about cooperation with **different types of partners** (universities, other companies, international partners) and questions about the importance of access to **innovation networks** and **exchange platforms** with customers and other companies.

Access to knowledge and financial resources as main motives



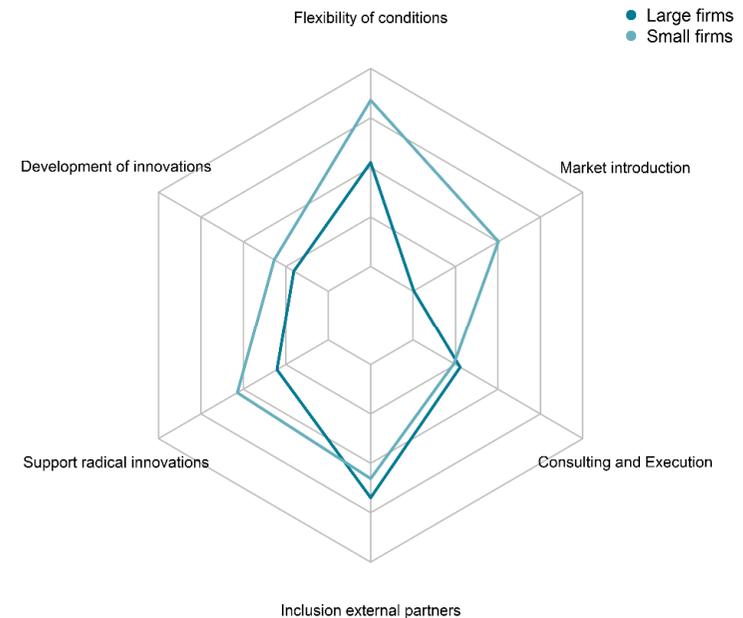
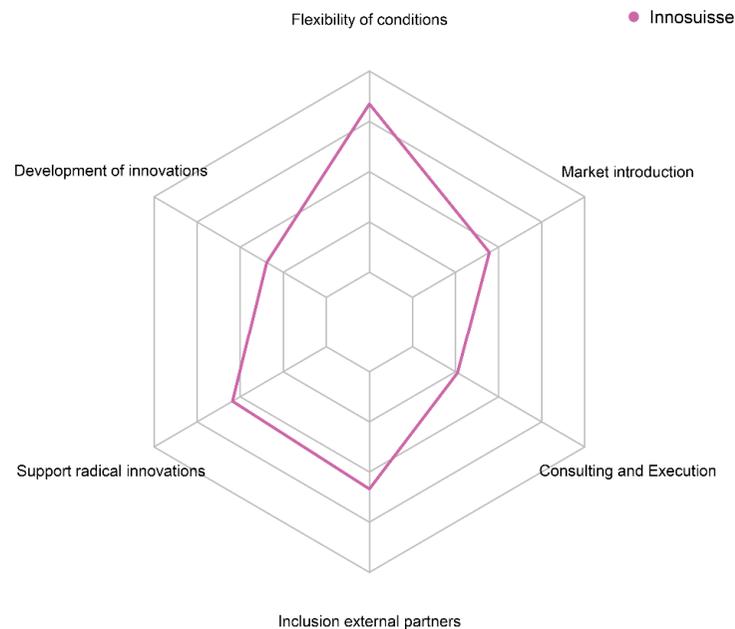
- (1) The five most important motives are financial resources, access to knowledge, accelerating the innovation process, collaboration with universities, and better market opportunities.
- (2) There are few differences between small and large firms (not shown), except for financial resources, which are a major problem for small firms only.
- (3) Within the Innosuisse firms (not shown), firms applying for innovation projects and innovation checks show similar patterns; firms with innovation checks rate financial resources as a more important motive to apply for support. In the same vein, «approved Innosuisse firms» and «refused Innosuisse firms» show similar patterns, too. However, «approved firms» rate access to knowledge, human resources, and risk reduction as higher than «refused firms».

Importance of measures

This section shows which additional **measures to promote innovation** the Innosuisse companies would like to see. A total of six such possible additional measures and measure characteristics were surveyed, whereby the companies were able to assess the importance of the respective measure or measure characteristic on an 5-point ordinaire scale ranging from «1» (not important) to «5» (very important).

The six measures (characteristics) are: more flexible funding conditions with regard to financing and project participation (**flexibility of conditions**), support for the preparation and development of innovation projects (**development of innovations**), specific support for innovation projects involving new market-changing business models or radical technological innovation (**support radical innovations**), support for the targeted integration of external partners in their innovation processes (**inclusion external partners**), support and advice in the implementation/execution of innovation projects (**consulting and execution**), support after completion of funded projects with regard to market introduction, financing, IPR, follow-on projects etc. (**market introduction**).

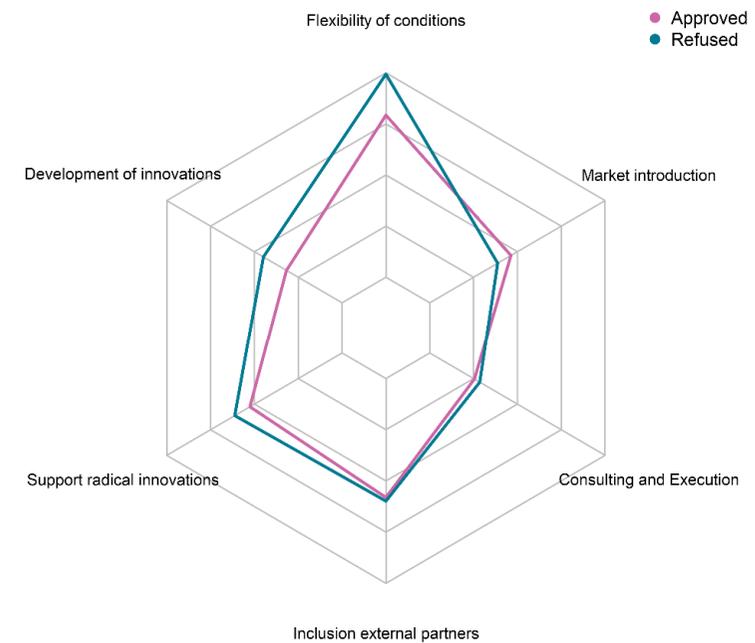
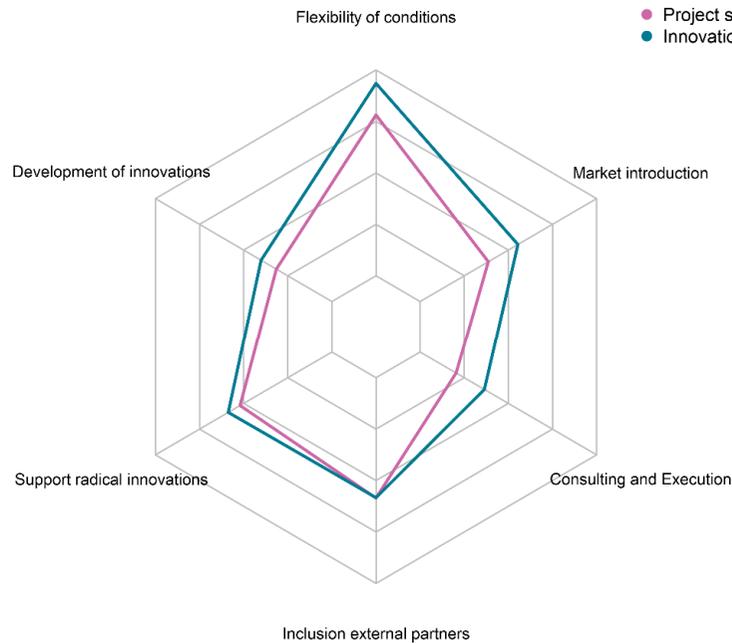
Flexibility of conditions as most desired support measure characteristic



These are potential measures for improvement of the Innosuisse support, ranked on a ordinal scale ranging from one to five:

- (1) The most desired support measures are flexibility of conditions, support of radical innovations, and inclusion of external partners.
- (2) Small companies rate all support measures as more desirable than large companies, with the exception of the inclusion of external partners and consulting.
- (3) Compared to large firms, small firms desire help in the introduction of innovations in the market much more.

Projects vs. Checks and Approved vs. Refused

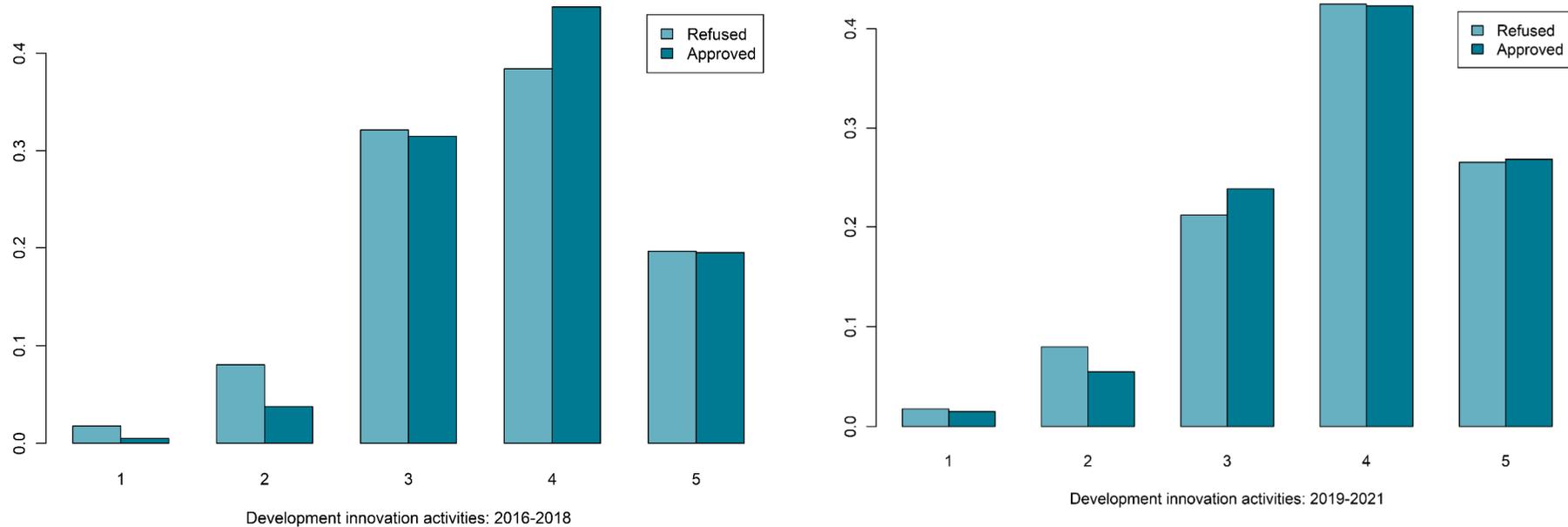


- (1) Firms with innovation checks rank higher on all measures than firms with innovation projects.
- (2) Unsurprisingly, «refused firms» rank higher or equal on all measures than «approved firms», with the exception of support in market introduction.
- (3) Especially the flexibility of conditions seems to be very important for the sample of refused firms. However, also approved firms rank flexibility of conditions as the most important measure.

Development of innovation activities

In this section we show the **development of past and expected innovation activities** of all Innosuisse companies for the periods 2016-2018 (past) and 2019-2021 (future). The firms indicate their amount of innovation activities for the respective periods on a 5-point ordinal scale ranging from «1» (low activities) to «5» (very high activities). We divide the answers into applicants with **approved** projects and applicants with **rejected** projects. Each bar shows the frequency of responses in the respective categories «1» to «5».

Increasing innovation activities

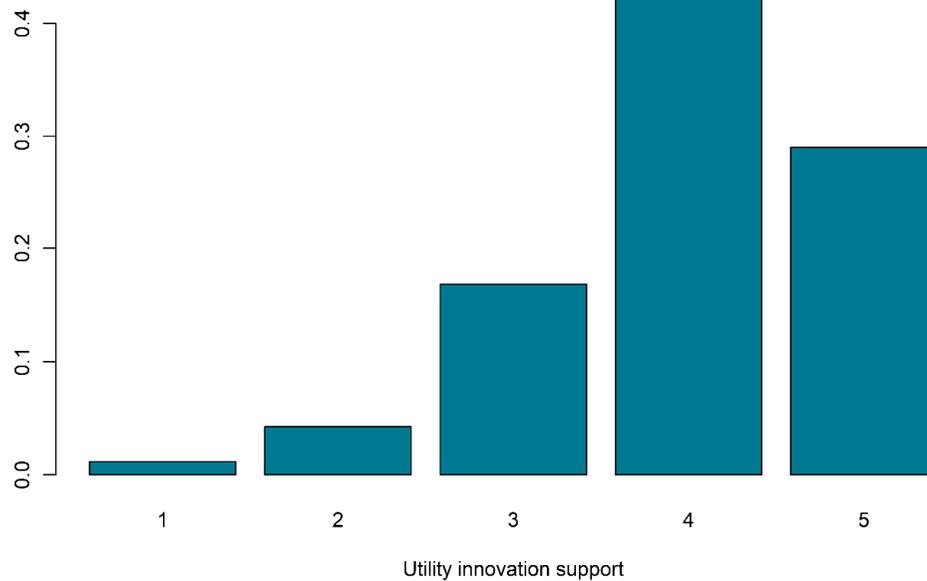


- (1) Overall, Innosuisse firms show high growth in their innovation activities, in the past as well as in the expected future.
- (2) Innosuisse innovation support seems to be related to an increase in firms' innovation activities in the past three years. This gap in the past innovation activities between «approved and refused firms» does not extend to future plans though.

Utility of innovation support

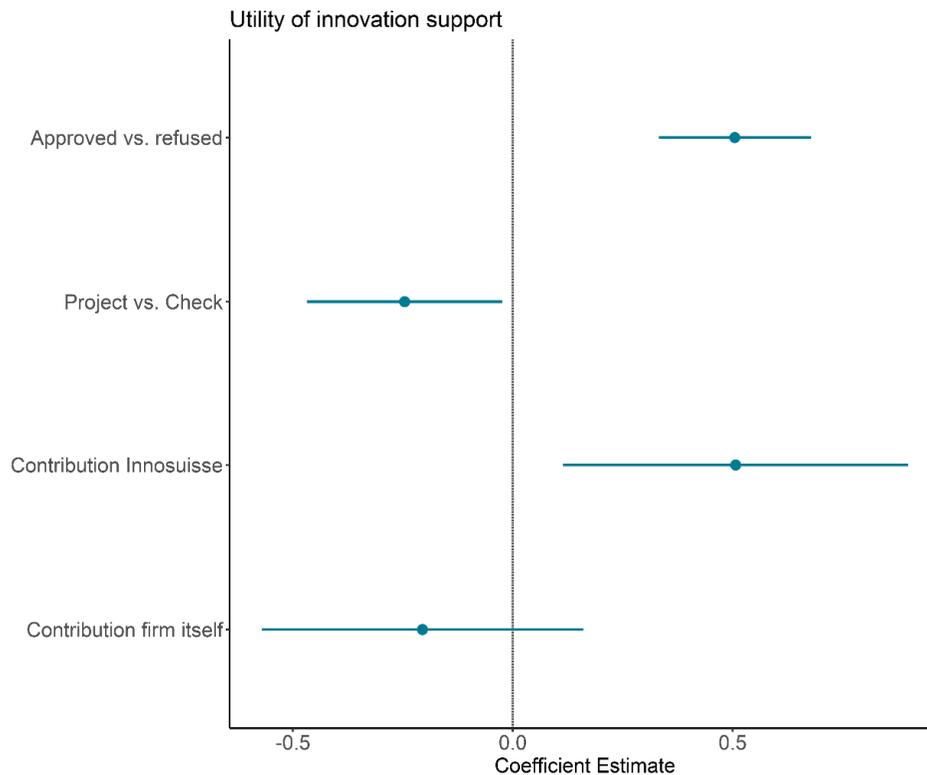
In this section we show the perceived **utility** that firms attribute to the innovation support from Innosuisse. The Innosuisse firms indicate their utility level on a 5-point ordinal scale ranging from «1» (no utility) to «5» (very high utility). Moreover, we **correlate** the **utility** perception of the firms with **project characteristics**, i.e. whether their project has been rejected or approved, whether they applied for an innovation check or regular project support, the amount of own financial contribution, and the extent (scope) of Innosuisse support.

High utility of Innosuisse innovation support



The utility of innovation support is perceived as high. 48.7% of Innosuisse firms indicate «high utility» and 29.0% indicate «very high utility», irrespective of whether the projects or checks have been approved or refused. Only 1.1% and 4.2% of Innosuisse firms indicate «low» or «very low» utility».

Correlates of utility of innovation support



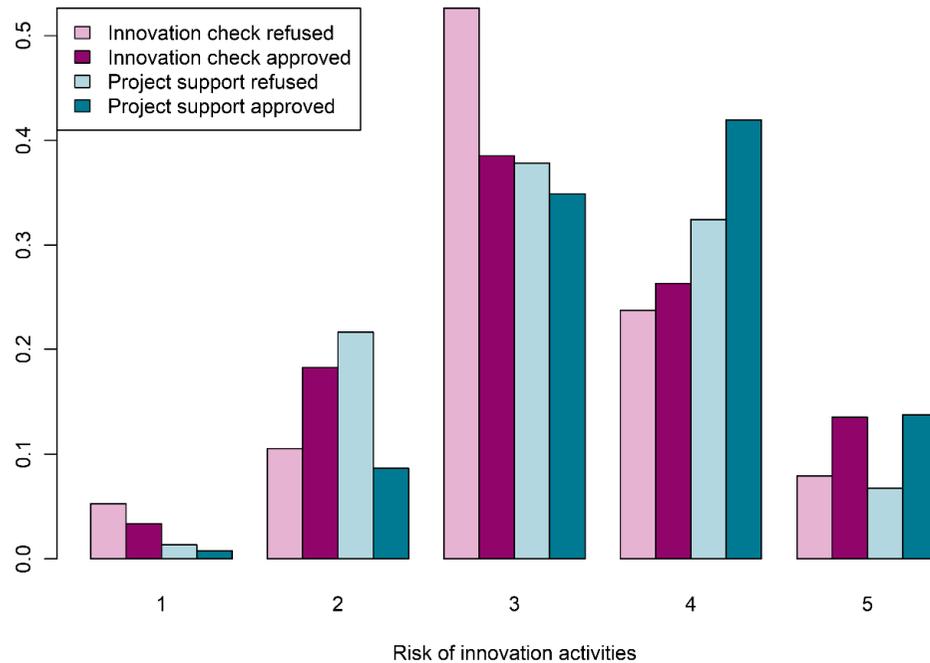
- (1) Unsurprisingly, approved projects are associated with a higher general utility from innovation support.
- (2) Innovation checks are associated with an even slightly higher utility than innovation projects.
- (3) Higher contributions from Innosuisse are associated with a higher utility of the Innosuisse support.
- (4) Interestingly, the contribution of the firms themselves are even slightly negatively associated with this utility.

Risk of innovation activities

In this section we show whether the **innovation support from Innosuisse connects with the risk of the firms' innovation activities**. Firms can indicate the degree of riskiness of their innovation activities on a 5-point ordinal scale ranging from «1» (non-risky innovation activities) to «5» (high risk innovation activities). Moreover, we **correlate** the **riskiness** of the innovation activities with the **perceived utility** of the innovation support by the firm and the development of their innovation activities in the past and in the future.

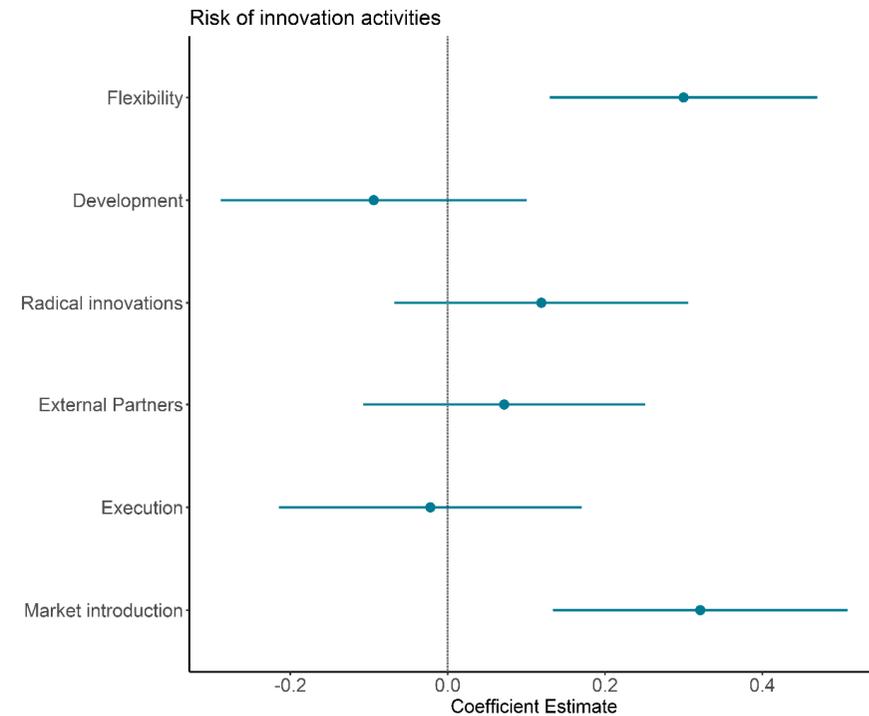
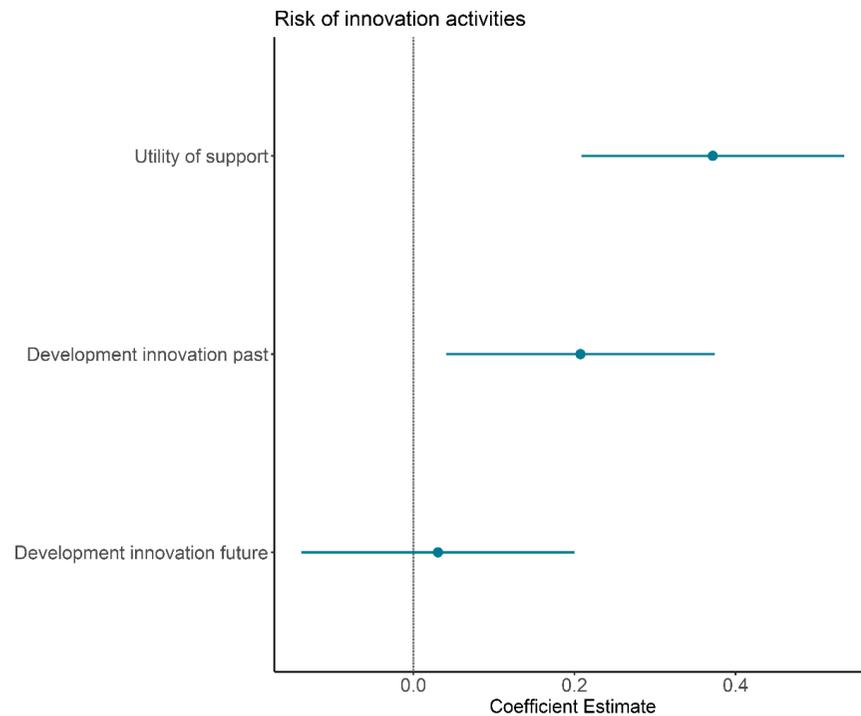
We also investigate the relationship between «riskiness» and the companies needs for additional promotion measures. These are: more **flexible funding conditions** with regard to financing and project participation (flexibility), support for the **preparation and development** of innovation projects (development), specific support for innovation projects involving new market-changing business models or **radical technological innovation** (radical innovations), support for the targeted **integration of external partners** in your own innovation processes (external partners), support and advice in the **implementation/execution of innovation projects** (execution), support after completion of funded projects with regard to **market introduction, financing, IPR, follow-on projects** etc. (market introduction).

Positive selection of risky innovation activities



There is positive selection of firms with risky innovation activities. Firms with innovation projects have riskier innovation activities than firms with innovation checks. Especially within the category of innovation projects, Innosuisse then approves those firms that show riskier innovation activities more often than those with less risky innovation activities. Thus, overall, Innosuisse supports those firms that show higher risks in their innovation activities. This is beneficial because Innosuisse may help combat the risk that comes along with the projects.

Correlates of risk of innovation activities



- (1) Firms with riskier innovation activities state a higher utility for the innovation support they receive.
- (2) Firms tend to spend more on risky innovation activities than on less risky innovation activities.
- (3) Firms with riskier innovation activities ask for higher flexibility in the conditions to get support.
- (4) Riskier projects are associated with a higher need for support in the market introduction of innovations.

Other measures of innovation support

In an **open question**, Innosuisse firms were asked about potential other innovation support measures that would be important for their innovation and R&D activities. The information provided by the firms was evaluated according to the frequency of the keywords used. The statements of the companies **are thought to go beyond the six innovation support measures** asked in the previous slides.

Evaluation of the open question on further needs

Measures	Number	in %
Concrete design of innovation projects	74	43%
Financing	27	16%
Further support and advice	24	14%
Application and evaluation process	21	12%
Information	8	5%
Networking and platforms	7	4%
Knowledge and technology transfer	6	3%
Internationalisation	4	2%
Innovation policy	2	1%

The four most important measures are:

- (1) Concrete design of innovation projects (43%)
- (2) Financing (16%)
- (3) Further support and advice (14%)
- (4) Application and evaluation process (12%)

Evaluation of the open question on further needs

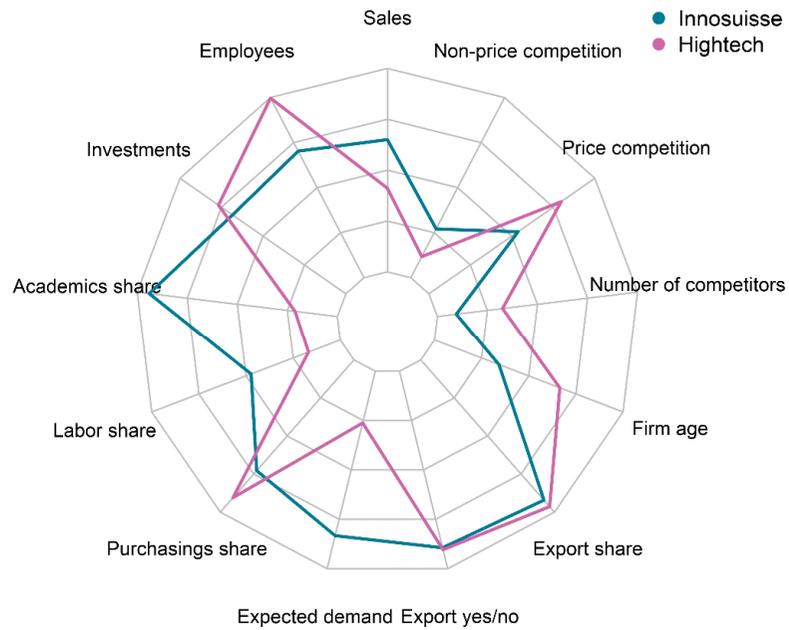
Topics	Number	in%	Topics	Number	in%
Market implementation	29	17%	Flexibilisation and acceleration	4	2%
Administrative simplification and acceleration	13	8%	Access to EU projects	4	2%
Innovation processes / Innovation culture	13	8%	Information on the evaluation decision	3	2%
Direct funding	12	7%	Information on funding activities	3	2%
Patents / Property rights	9	5%	Access of SMEs to innovation support	3	2%
Funding conditions	8	5%	Business plan / Profitability	2	1%
Infrastructure / Proof of Concept / Lab	8	5%	Projects with reduced time frame	2	1%
Project support / Expert support / Innovation coaches	8	5%	Policy framework	2	1%
Risk capital / Innovation loans	7	4%	Risk projects	2	1%
Access to and matching with research partners	7	4%	Trends and technologies	2	1%
Promotion of selected thematic clusters	6	3%	Disruptive innovations	1	1%
Start-up/Spin-off	6	3%	Multidisziplinarität	1	1%
Involvement of international partners	5	3%	Non-commercial innovations	1	1%
R&D staff	5	3%	Integration of private service companies	1	1%
(Online-) platform	5	3%	Empowering the implementation partners	1	1%

The four most frequently mentioned topics were:

- (1) Market Implementation (17%)
- (2) Administrative simplification and acceleration (8%)
- (3) Innovation processes/culture (8%)
- (4) Direct funding (7%)

Appendix

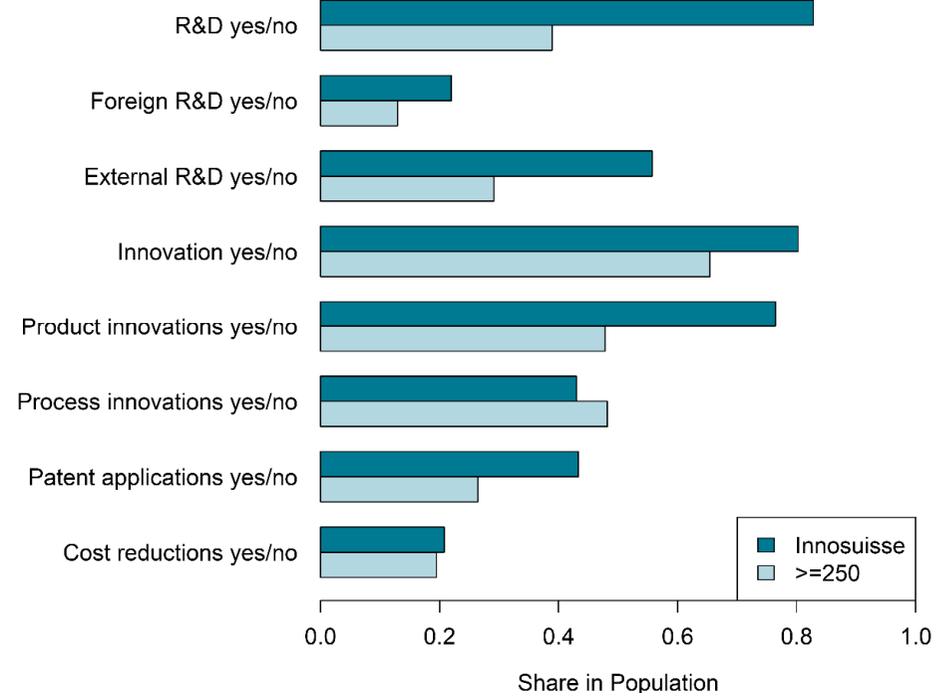
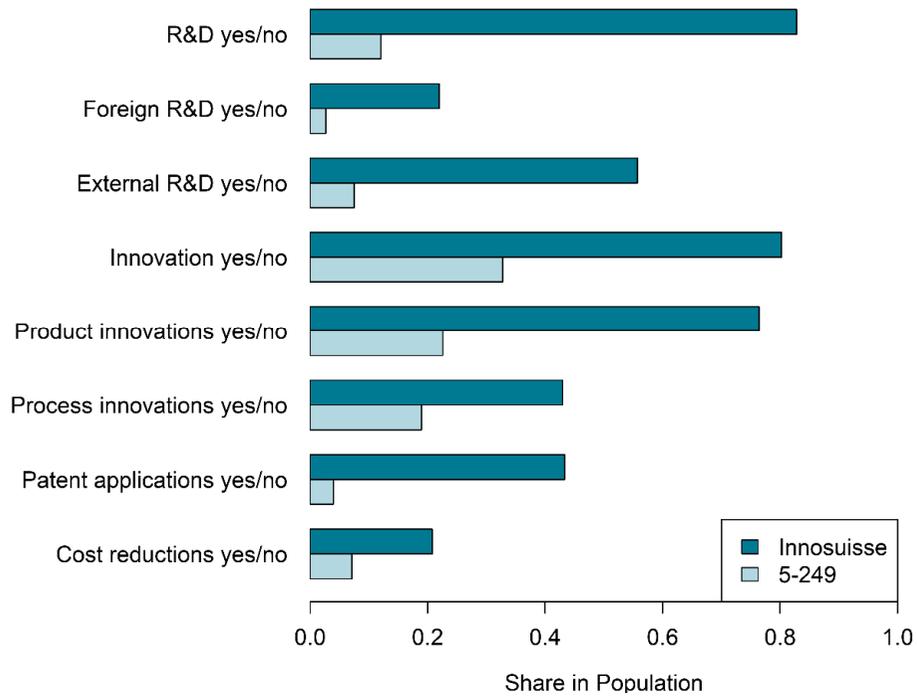
Innosuisse firms vs. Manufacturing firms



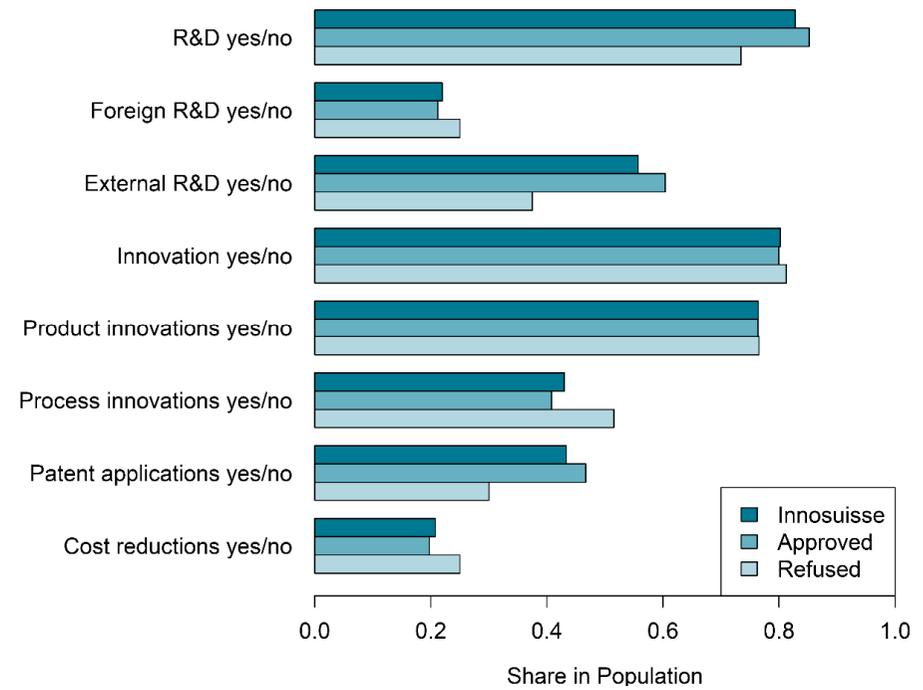
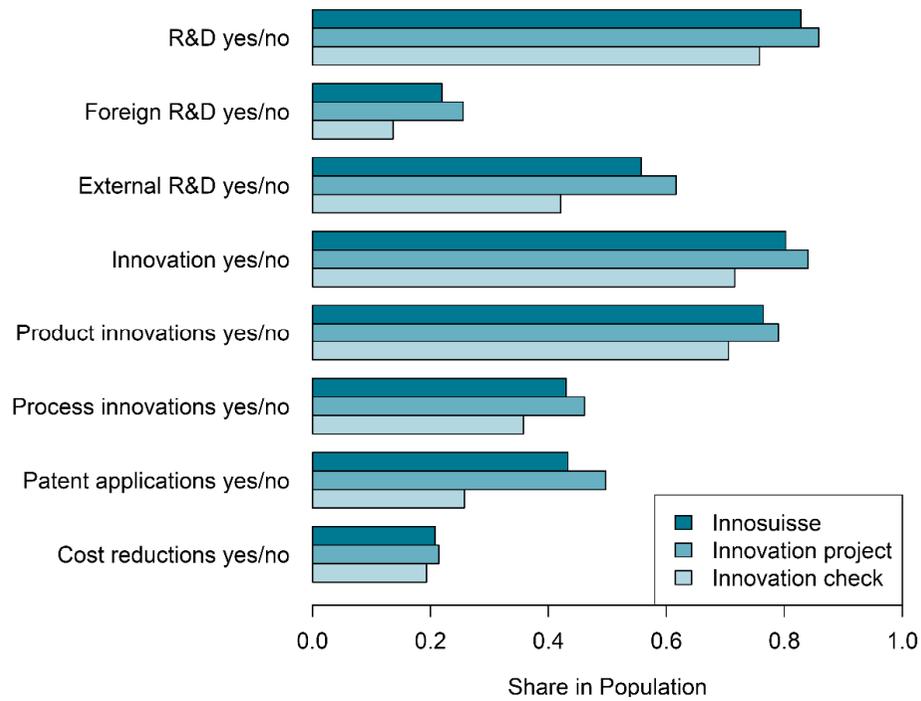
Innosuisse firms vs. Service firms



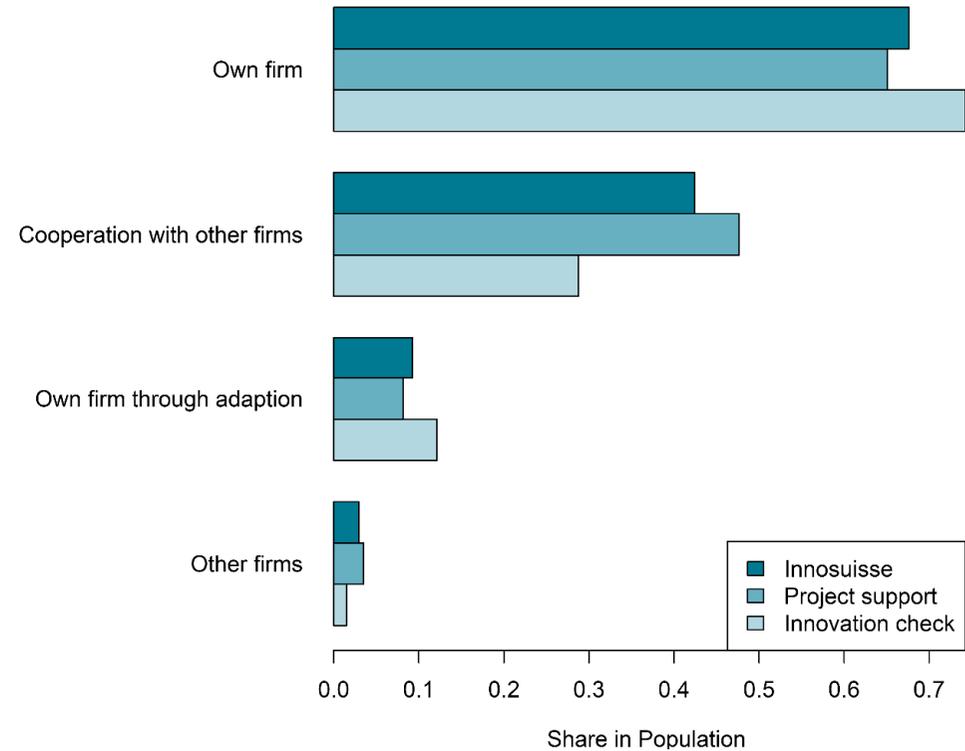
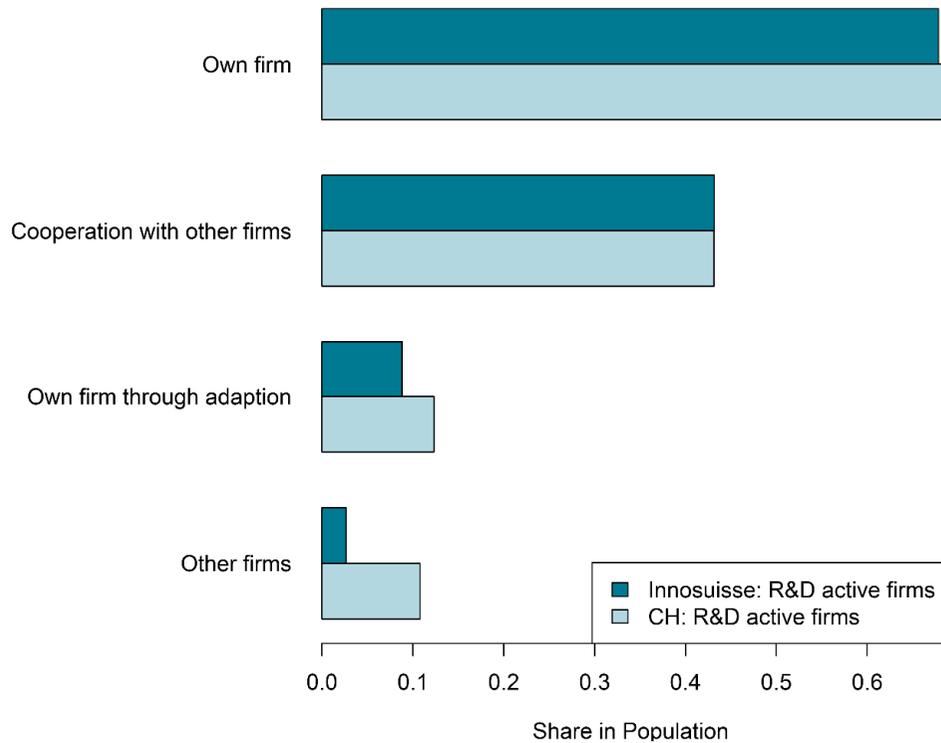
Innosuisse firms vs. Firm size



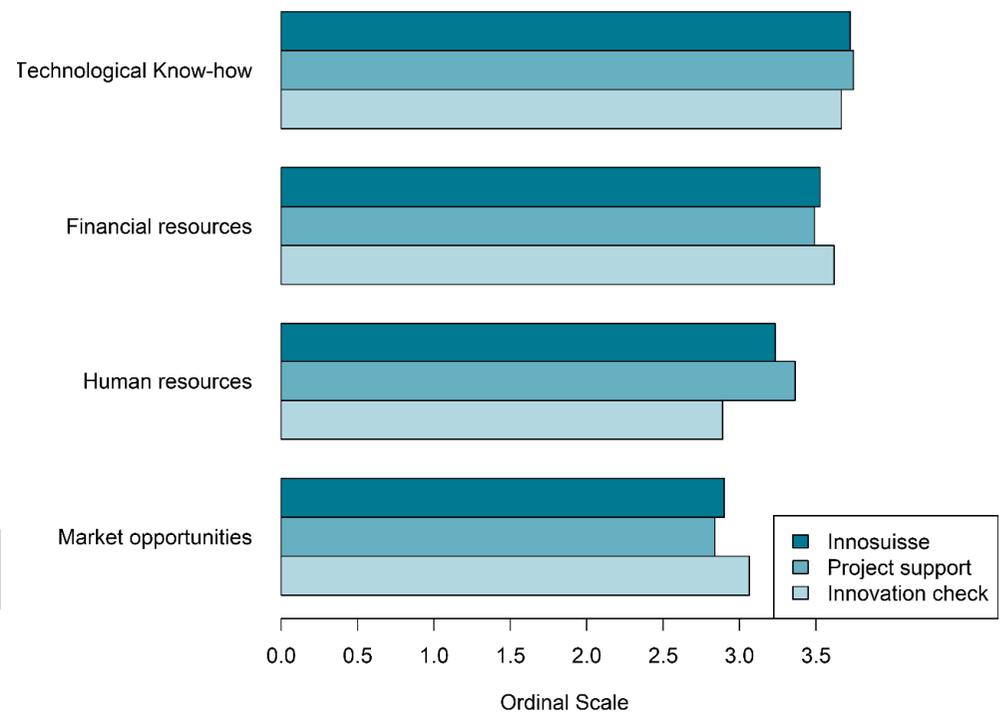
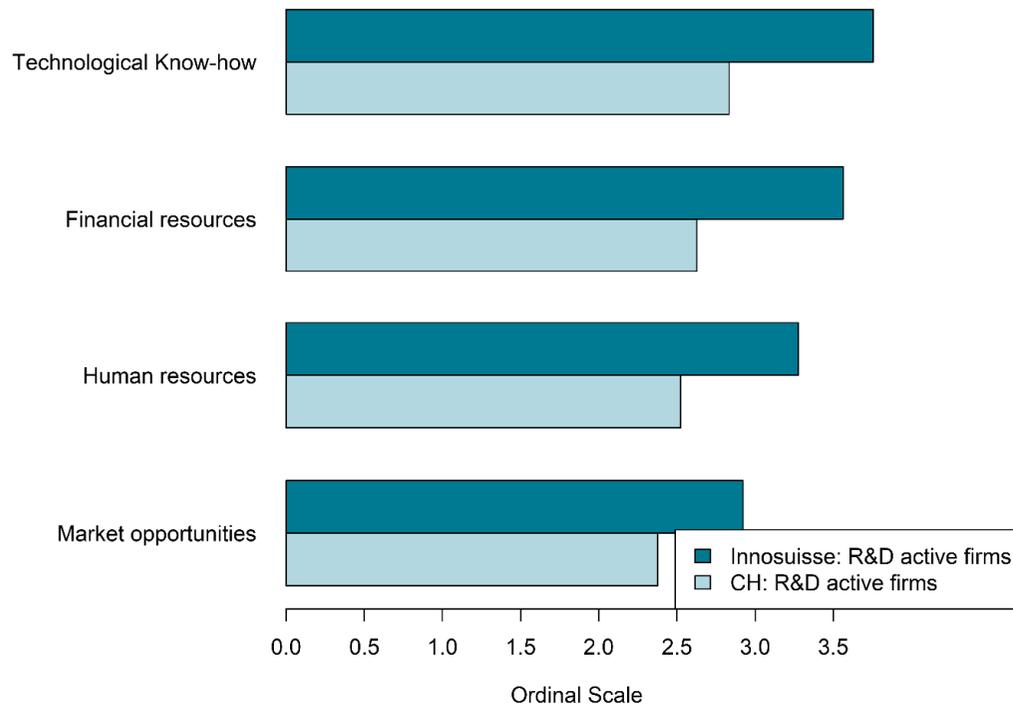
Within Innosuisse firms



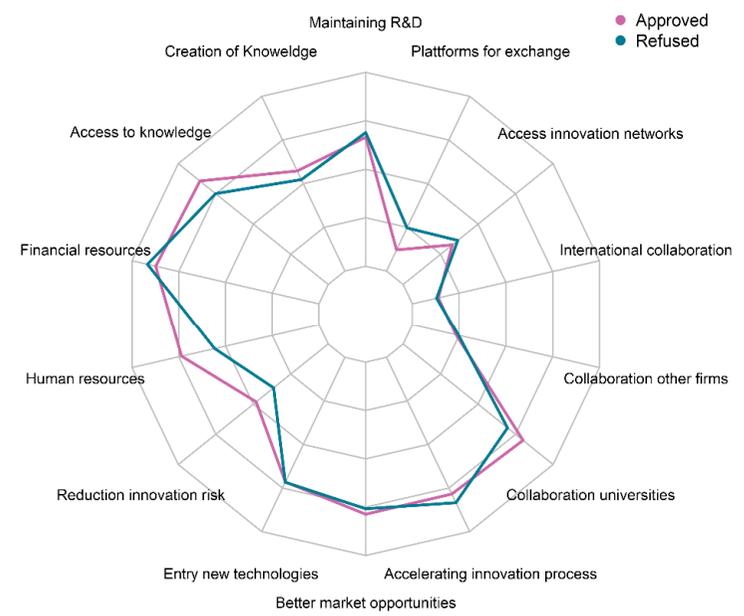
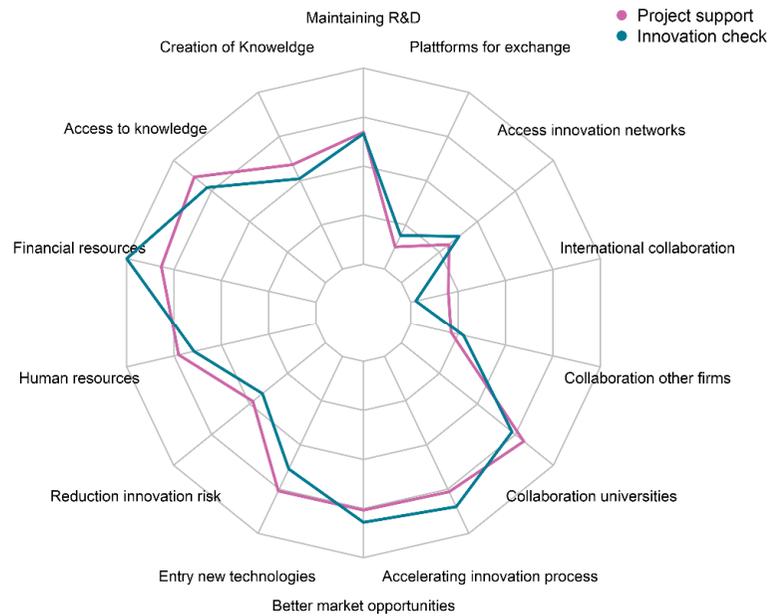
Development of product innovations



Innovation support: Motives



Motives: Projects vs. Checks and Approved vs. Refused



Utility: Projects vs. Checks and Approved vs. Refused

