



Final Report

Economic and Technical Cooperation

*Pilot Workshop on adoption of innovation processes in SMEs for young entrepreneurs
Guatemala City, Guatemala
28 to 30 September 2016
SP/TP-API-PYMES: EJE/IF-16*

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RAPPORTEUR'S REPORT

1. The "Pilot Workshop on adoption of innovation processes in SMEs for young entrepreneurs", organized by the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA) and the Government of the Republic of Guatemala, through the Ministry of Economy (MINECO), was held on 28, 29 and 30 September 2016 in Guatemala City, Guatemala.
2. The main objectives of this regional workshop were: i) Develop a training workshop to support the effective promotion of innovation within enterprises; ii) Ensure the participation of government authorities and entrepreneurs in the development of innovation processes to improve competitiveness and productivity in SMEs; iii) Present and disseminate successful cases in promoting innovation processes in enterprises; and iv) Boost the development of government programmes to support the promotion of innovation.
3. Participants in the event included delegations from the following Member States of SELA: Argentina, Colombia, Costa Rica, Ecuador, Guatemala, Jamaica, Mexico, Peru, Dominican Republic, Suriname, Trinidad and Tobago, and Uruguay; as well as representatives of the public and private sectors, young entrepreneurs of Guatemala, and the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA). The List of Participants is included in Annex III.
4. At the Opening Session of the "Pilot Workshop on adoption of innovation processes in SMEs for young entrepreneurs", Mr Rubén Morales Monroy, Minister of Economy of the Republic of Guatemala, and Mr Javier Gordon Ruiz, Director (a.i.) of Relations for Integration and Cooperation and Coordinator of Relations with Regional and Extra-Regional Organizations of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), took the floor. The speech delivered by Mr Gordon at the Opening Session is included in Annex II.
5. All presentations, videos and support material are available on the minisite of this Pilot Workshop on SELA's Web site at <http://www.sela.org/en/events/2016/09/innovation-in-smes/>.

I. DEVELOPMENT OF WORKS

6. **INTRODUCTORY SESSION.** The Director (a.i.) of Relations for Integration and Cooperation of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), Mr Javier Gordon, welcomed the participants and gave the floor to the facilitators to start the Pilot Workshop.
7. The facilitators of the Pilot Workshop were: i) **Nunzia Auletta:** Professor at the Centre for Entrepreneurs of the Institute for Advanced Studies in Administration (IESA) of Venezuela (www.iesa.edu.ve). Coordinator of programmes for business innovation, entrepreneurship and SMEs management. Promoter and founder of the National Entrepreneurship Ecosystem (Venezuela). Consultant of multinational companies in innovation and strategy. Ph.D. in Political Science at the Universidad Simón Bolívar (USB) of Venezuela and MBA of the Institute for Advanced Studies in Administration (IESA) of Venezuela, and ii) **Patricia Monteferrante:** Professor at the Centre for Entrepreneurs of the Institute for Advanced Studies in Administration (IESA) of Venezuela (www.iesa.edu.ve). Coordinator of programmes for family business management and innovative equipment development. Consultant of family businesses in corporate governance and strategy. Ph.D. (TP) in management (Tulane University) and MPP of the Institute for Advanced Studies in Administration (IESA) of Venezuela.
8. After the introduction and explanation of the methodology of the Workshop, the facilitators started the training activities, whose structure, support materials and presentations are listed below:
9. **MODULE 1: THE INNOVATION ECOSYSTEM - Contents:** Innovation ecosystems, relevant actors, roles and interaction. Open innovation and innovation in business networks or clusters. Successful experiences in collaboration efforts of public and private organizations and promotion of innovation in SMEs and business and social initiatives. <http://www.sela.org/media/2366641/taller-innovacion-sela-2016-m1-y-2.pdf>.
10. **MODULE 2: INNOVATION STRATEGIES - Contents:** Alignment of business strategies of SMEs with the identification of opportunities and innovation initiatives. Management of innovation as a source and support of competitive advantages. Assessment of the innovation portfolio of companies: from incremental to substantial and disruptive. <http://www.sela.org/media/2366641/taller-innovacion-sela-2016-m1-y-2.pdf>.
11. **MODULE 3: INNOLAB I – EMPATHIZING AND OBSERVING - Contents:** Practical application of knowledge through the development of an innovation project or initiative based on the Design Thinking methodology. <http://www.sela.org/media/2366634/innolab-sela-sep-2016-m-3-6-y-8.pdf>.
12. **MODULE 4: INNOVATIVE BUSINESS MODELS - Contents:** Strategy and business model: creation, delivery, and capture of economic and social value. Taxonomy of business models: from value chains to systems. Canvas model: customer selection and design of the value offering. Resource configuration and income generation. Best practices: leaders in innovative business models. <http://www.sela.org/media/2366644/taller-innovacion-sela-2016-m-4.pdf>.

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13. **MODULE 5: INNOVATION IN TECHNOLOGY AND PROCESSES - Contents:** The life cycle of technologies and their impact on the development of innovative products, processes and models. Innovation focused on efficiency and effectiveness in the value generation and delivery chain. Management of business processes: maps and process optimization. <http://www.sela.org/media/2366645/taller-innovacion-sela-2016-m-5.pdf>.
14. **MODULE 6: INNOLAB II – CONCEPTUALIZING - Contents:** Practical application of knowledge through the development of an innovation project or initiative based on the Design Thinking methodology. <http://www.sela.org/media/2366634/innolab-sela-sep-2016-m-3-6-y-8.pdf>.
15. **MODULE 7: ORGANIZING FOR INNOVATING AND CONTROL PANEL - Contents:** Impact of innovation on the organization and the changes in culture, structure and human capital it requires. The DNA of innovative companies. Metrics for the innovation funnel. Construction of a control panel for monitoring and controlling innovation projects. Alignment of incentives for innovative equipment. <http://www.sela.org/media/2366668/modulo-7-taller-innovacion-sela-2016.pdf>.
16. **MODULE 8: INNOLAB III – VALIDATING AND PLANNING IMPLEMENTATION - Contents:** Practical application of knowledge through the development of an innovation project or initiative based on the Design Thinking methodology. <http://www.sela.org/media/2366634/innolab-sela-sep-2016-m-3-6-y-8.pdf>.
17. **MODULE 9: SUCCESSFUL CASES OF BUSINESS INNOVATION IN LATIN AMERICA AND THE CARIBBEAN:** In this session, the participants from the following countries: Argentina, Colombia, Costa Rica, Ecuador, Guatemala, Jamaica, Mexico, Peru, Dominican Republic, Suriname, Trinidad and Tobago and Uruguay, shared with the audience the advances of their countries in the fields of innovation and entrepreneurship, as well as each of the successful cases, in order to encourage these practices in the rest of the region.

II. CONCLUSIONS AND RECOMMENDATIONS

In each of the nine modules of the Pilot Workshop, the facilitators provided the participants with a brief conceptual and referential framework of the agreed-upon theme and presented specific cases and practical examples. Thus, the Workshop offered technical, operational and methodological tools to assess the issue of incorporating innovation processes and technologies into companies.

During the Workshop, the participating Member States were able to show and share the experiences being developed in each country, in order to address the issue of incorporating innovation processes into companies as a compelling factor of great significance to improve competitiveness and productivity of companies, particularly SMEs. In addition, these shared experiences made it possible to apply the "Design Thinking" methodology, of creative thinking and strategies for the establishment of collaborative planning and work teams.

In addition, the Workshop enabled participants to deal with concrete and practical cases, as well as challenges to address the incorporation of innovation into each company. Participants could witness and share difficulties and perspectives of each participating actor in the innovation process

and understand the practical operation for the connection of entrepreneurship and innovation ecosystems.

At the end of the Workshop, a map of the main initiatives for entrepreneurship and innovation in Latin America and the Caribbean was drawn, enabling the participating institutions to reflect on potential areas for joint and collaborative work, areas for bilateral cooperation, and different fields of work that could be replicated in other countries, adjusting them to the reality of each country.

All presentations, videos and support material are available on the minisite of this Pilot Workshop on SELA's Web site at <http://www.sela.org/en/events/2016/09/innovation-in-smes/>.

In order to continue with the process of education and training in entrepreneurship and innovation, the Permanent Secretariat is scheduled to conduct in 2017 the "Digital Course on entrepreneurship in Latin America and the Caribbean", with the co-sponsorship and under the "Programa Emprende" platform of the Institute for Advanced Studies in Administration (IESA).

III. CLOSING SESSION

The closing session of the event was led by Mr Javier Gordon Ruiz, Director (a.i.) of Relations for Integration and Cooperation of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA), and Mr Ezrra Orozco, Vice-Minister for SME Development of the Ministry of Economy of Guatemala, who delivered the Pilot Workshop attendance certificates, together with facilitators Nunzia Auletta and Patricia Monteferrante.

AGENDA

Wednesday, 28 September 2016**Morning**8:00 – 8:15 **REGISTRATION**8:15 – 8:30 **OPENING SESSION**

- Javier Gordon Ruiz, Director (a.i.) of Relations for Integration and Cooperation of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA)
- Rubén Morales, Minister of Economy (MINECO) of Guatemala

8:30 – 9:00 **INTRODUCTORY SESSION**

Moderator: Javier Gordon Ruiz, Director (a.i.) of Relations for Integration and Cooperation of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA)

Presentation and methodology of the Workshop: Nunzia Auletta and Patricia Monteferrante, SELA's Consultants (**)

9:00 – 9:30 COFFEE BREAK

9:30 – 12:00 **MODULE 1: THE INNOVATION ECOSYSTEM**

Contents: Innovation ecosystems, relevant actors, roles and interaction. Open innovation and innovation in business networks or clusters. Successful experiences in collaboration efforts of public and private organizations and promotion of innovation in SMEs and business and social initiatives.

12:00 – 2:00 FREE TIME FOR LUNCH

Afternoon2:00 – 3:15 **MODULE 2: INNOVATION STRATEGIES**

Contents: Alignment of business strategies of SMEs with the identification of opportunities and innovation initiatives. Management of innovation as a source and support of competitive advantages. Assessment of the innovation portfolio of companies: from incremental to substantial and disruptive.

3:15 – 3:30 COFFEE BREAK

3:30 – 5:00 **MODULE 3: INNOLAB I – EMPATHIZING AND OBSERVING**

Contents: Practical application of knowledge through the development of an innovation project or initiative based on the Design Thinking methodology.

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Thursday, 29 September 2016

Morning

- 8:00 – 10:00 **MODULE 4: INNOVATIVE BUSINESS MODELS**
Contents: Strategy and business model: creation, delivery, and capture of economic and social value. Taxonomy of business models: from value chains to systems. Canvas model: customer selection and design of the value offering. Resource configuration and income generation. Best practices: leaders in innovative business models.
- 10:00 – 10:30 COFFEE BREAK
- 10:30 – 12:00 **MODULE 5: INNOVATION IN TECHNOLOGY AND PROCESSES**
Contents: The life cycle of technologies and their impact on the development of innovative products, processes and models. Innovation focused on efficiency and effectiveness in the value generation and delivery chain. Management of business processes: maps and process optimization.
- 12:00 – 2:00 FREE TIME FOR LUNCH

Afternoon

- 2:00 – 3:15 **MODULE 6: INNOLAB II – CONCEPTUALIZING**
Contents: Practical application of knowledge through the development of an innovation project or initiative based on the Design Thinking methodology.
- 3:15 – 3:30 COFFEE BREAK
- 3:30 – 5:00 **MODULE 7: ORGANIZING FOR INNOVATING AND CONTROL PANEL**
Contents: Impact of innovation on the organization and the changes in culture, structure and human capital it requires. The DNA of innovative companies. Metrics for the innovation funnel. Construction of a control panel for monitoring and controlling innovation projects. Alignment of incentives for innovative equipment.

Friday, 30 September 2016

Morning

- 8:00 – 10:00 **MODULE 8: INNOLAB III – VALIDATING AND PLANNING IMPLEMENTATION**
Contents: Practical application of knowledge through the development of an innovation project or initiative based on the Design Thinking methodology.
- 10:00 – 10:15 COFFEE BREAK

- 10:15 – 11:15 **MODULE 9: SUCCESSFUL CASES OF BUSINESS INNOVATION IN LATIN AMERICA AND THE CARIBBEAN:** In this session, the participants from the following countries: Argentina, Colombia, Costa Rica, Ecuador, Guatemala, Jamaica, Mexico, Peru, Dominican Republic, Suriname, Trinidad and Tobago and Uruguay, shared with the audience the advances of their countries in the fields of innovation and entrepreneurship, as well as each of the successful cases, in order to encourage these practices in the rest of the region.
- 11:15 - 12:00 **GENERAL DEBATE: QUESTIONS AND ANSWERS**
- 12:00 – 12:30 **CLOSING SESSION**
- Javier Gordon Ruiz, Director (a.i.) of Relations for Integration and Cooperation of the Permanent Secretariat of the Latin American and Caribbean Economic System (SELA)
 - Rubén Morales, Minister of Economy (MINECO) of Guatemala
 - Delegation of the European Union in Guatemala
- 12:30 – 2:00 FREE TIME FOR LUNCH

Afternoon

- 2:00 **ACTIVITY PROGRAMMED BY THE GUATEMALAN TOURISM INSTITUTE AND THE MINISTRY OF ECONOMY (MINECO) OF GUATEMALA**

() Profile of facilitators**

Nunzia Auletta

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**SPEECH BY MR JAVIER GORDON RUIZ, DIRECTOR (A.I.) OF RELATIONS
FOR INTEGRATION AND COOPERATION OF THE PERMANENT SECRETARIAT
OF THE LATIN AMERICAN AND CARIBBEAN ECONOMIC SYSTEM (SELA)**

Your Excellency Mr Rubén Morales, Minister of Economy of Guatemala;

Honourable representatives and delegates of the Member States of the Latin American and Caribbean Economic System (SELA);

Distinguished speakers, participants and special guests;

Ladies and gentlemen:

On behalf of the Permanent Secretary of the Latin American and Caribbean Economic System (SELA), Ambassador Roberto Guarnieri, allow me to welcome you to this "Pilot Workshop on adoption of innovation processes in SMEs for young entrepreneurs" .

First of all, I would like to express our gratitude and appreciation to the Government of Guatemala, in particular to the Ministry of Economy (MINECO), and the delegation of the European Union in Guatemala, for the collaboration they have provided to us in carrying out this Workshop. To our facilitators, Nunzia Auletta and Patricia Monteferrante, highly-qualified professionals with academic and technical expertise, as well as to the coordinators of the entrepreneurship programme of the Institute for Advanced Studies in Administration (IESA) of Venezuela.

I would also like to thank the delegations of the Member States of SELA who kindly accepted our invitation to participate in this event, which we hope will contribute to the open and frank discussion on the incorporation of innovation processes into SMEs, which is one of the main topical issues for the development of these companies.

This Workshop aims primarily to ensure the effective training of young entrepreneurs in incorporating innovation processes into small and medium-sized enterprises, with a view to improving competitiveness and productivity of SMEs and MSMEs and sharing experiences and successful stories on the promotion of innovation within enterprises with other countries in the region.

It is important to highlight the efforts made by the Permanent Secretariat of SELA to meet the demands of entrepreneurs and governments in this subject area, and therefore, on previous occasions, various activities on this matter were carried out:

In 2013, the Permanent Secretariat held the "Seminar on technology transfer mechanisms for SMEs" in Lima, in which the progress, strategies and instruments to support an effective technology transfer in SMEs were highlighted.

Then, in mid-October 2014, the "Seminar-Workshop on management of innovation to support SMEs" was held in Montevideo with the support of the National Directorate of Crafts, Small and Medium-sized Enterprises (DINAPYME) of Uruguay. In this event, the Permanent Secretariat of SELA presented a preliminary version of the study "Identification of successful experiences in implementing business innovation processes".

Then, in May 2015, the "Regional Meeting on innovation, competitiveness and productivity" was held in Lima. In this event, the final version of the aforementioned study was presented, offering a critical assessment of policies and programmes to contribute to the effectiveness of investments in innovation in SMEs of the region.

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That is why, during this year, the Permanent Secretariat of SELA continues promoting activities of this nature, focusing part of its efforts on improving and fostering innovation processes in SMEs through the training of young entrepreneurs in the region.

Before concluding, I would like to inform you that, within the framework of the Latin American and Caribbean Regional Programme for Small and Medium-sized Enterprises (SELA-SMEs Programme), the following activities are scheduled to take place:

1. The "Seminar on strategic support to traditional and micro-enterprises" , to be held in Puerto Vallarta, Mexico, on 3 and 4 November, with the co-sponsorship of the National Institute for the Entrepreneur (INADEM) of the Ministry of Economy of Mexico and the Organization for Economic Cooperation and Development (OECD) and;
2. The "Seminar-Workshop on internationalization of SMEs" , to be held in Quito, Ecuador, on 1 and 2 December, with the co-sponsorship of the Ministry of Industry and Productivity and the Ministry of Foreign Trade of Ecuador.

Finally, let me again thank you all for your presence and the Government of Guatemala, in particular the Ministry of Economy and its excellent professional, technical and administrative team, for having made the organization of this meeting possible.

It only remains for me to wish you every success in this important training activity that is about to take place, and we are sure that it will result in a productive exchange of ideas for the promotion and encouragement of SMEs in Latin America and the Caribbean.

Thank you.

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