

# Figures

---

1.1	The entrepreneurship domain	6
1.2	Units of analysis in strategy formulation in the small firm	10
1.3	Units of analysis in strategy implementation of small firms	15
1.4	Units of analysis for innovation in small firms	16
1.5	Logic of the analysis of process of rent appropriation	21
1.6	Components of the rent	22
1.7	Typology of configurations of rent of an innovation	24
1.8	The innovation diagnostic diamond (IDD)	28
2.1	The competitive diamond	41
2.2	Drivers of innovation and competitiveness within the NIS	42
2.3	The national innovative capacity framework	45
2.4	Science and innovation profile of Australia	54
2.5	Science and innovation profile of Austria	56
2.6	Science and innovation profile of Belgium	57
2.7	Science and innovation profile of Canada	59
2.8	Science and innovation profile of France	60
2.9	Science and innovation profile of Italy	62
2.10	Science and innovation profile of New Zealand	63
2.11	Science and innovation profile of Switzerland	64
2.12	Science and innovation profile of the United States	66
3.1	Systems view – perceptions of national innovation systems	75
3.2	Individual view – managerial competencies	83
3.3	Individual view – perceived value of outsiders	85
3.4	Innovation activity of firms	89
3.5	Types of successful innovations	92
3.6	Factors influencing commercialisation success	94
3.7	RENT configuration of the innovations of the sample	96
3.8	RENT configuration and R&D investment	99
3.9	The market index items	100
3.10	The innovation index items	102
3.11	The resources index items	104
3.12	The strategy index items	105
3.13	The IDD and RENT configurations	107
3.14	Perceived value of collaboration with leading customers	108
3.15	Perceived value of collaboration with key suppliers	109
4.1	Use of design in Flanders production and service firms	131

4.2	Average IDD of the creative sector in Flanders	141
5.1	Age profile of the New Zealand case study firms	158
5.2	Company size – full time employees: New Zealand firms	159
5.3	Change in company annual turnover: New Zealand firms	160
5.4	Innovation levels – Number of innovations over the past three years	161
5.5	Innovation diagnostic diamond – New Zealand	167
6.1	Perceptions of the Italian climate for innovation	182
6.2	Third party influence on innovation decision making	184
8.1	RENT configurations	225
9.1	Distribution of Canadian SMEs by number of employees	244
9.2	Perceptions of Canada’s climate for innovation	247
9.3	Third party influence on innovation commercialisation	248
9.4	Importance of different types of financing	250
9.5	Mean innovation diagnostic diamond (IDD): Canadian firms	255
9.6	The four indices for the three types of firms	259
9.7	Importance of types of financing for the three types of firm	260
9.8	Types of past innovations for the three types of firm	261
9.9	Investments in innovation for the three types of firm	262
9.10	Percentage of sales due to new products–services for the three types of firms	263
9.11	Radical innovation and patent activity	264
10.1	Assessment of the innovation environment in Switzerland	282
11.1	Innovation diagnostic diamond – PLASTICO	312
11.2	Innovation diagnostic diamond – AUTOCOOL	315
11.3	Innovation diagnostic diamond – AIRCON	318
11.4	Innovation diagnostic diamond – TOOLCO	320
12.1	Representation and governance of the French NIS	341
12.2	Markets by firm size and innovativeness, 2002–2004	343
12.3	Focus for innovation in French SMEs	344
12.4	Perceptions of the French climate for innovation	349
12.5	Attitude towards outsiders by French firms	350
12.6	R&D intensity and production of innovations	351
12.7	R&D intensity and RENT configurations	352
12.8	R&D intensity and the IDD profile	353
13.1	TISSUECO innovation diagnostic diamond	368
13.2	CELLCO innovation diagnostic diamond	372
13.3	GENCO innovation diagnostic diamond	375
13.4	EYECO innovation diagnostic diamond	378
13.5	DRUGCO innovation diagnostic diamond	381
14.1	A model of strategic innovation management	405
14.2	IDD profiles low and high R&D intensity firms	408
14.3	Planning response contingency matrix for innovation	414