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Supporting Internationalisation of SMEs through "Soft-Landing Platform Services" - Good Practices and Experiences

Parallel Session 3

Soft Landing and Internalization Services

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Supporting Internationalisation of SMEs through "Soft-Landing Platform Services" – Good Practices and Experiences

1. Executive summary

Globalisation, new technologies and growth in the service sector are all being combined to quicken the pace of change today. In the knowledge-driven economy innovation has become essential for achievements in the business world. With this growth in importance, large and small organisations have begun to re-evaluate their products, their services, their processes and even their corporate culture. This is imperative in the attempt to maintain their competitiveness in the global markets of today's highly competitive climate.

Furthermore, there is a broad consensus across Europe that technology transfer activities such as the creation of innovative firms, which are often spin-offs from academic institutions and R&D centres, have proven to be effective mechanisms for improving the innovative application of research results and consequently for contributing to socio-economic development. Quite often, academic community is the creator of valuable ideas and projects. In this respect, high-tech start-ups as an effective interface between the R&D system and industry in an international scale are a crucial element in fostering new innovative global businesses. Once again, gaining competitive advantage can be supported by global orientation and international networking.

Thus, international networking and international-oriented thinking are two of the most important factors to support entrepreneurs either in start-up companies or in existing SMEs with high growth potential in global markets. Start-ups are innovation generators, SMEs are innovation implementers. However, only 25% of mid-European companies and less than 10% off all European companies are exporting. Support policies and measures should take this into account. For those looking for early entry into international markets, their chances of success will be increased if business internationalisation support services can also be provided by technology transfer intermediaries (e.g. Science and TechnologyParks, Innovation Centres, Incubators) situated in global target markets; in other regions or other countries.

International business development schemes and global market orientation services, which seek to help enterprises gain access to export markets, are often referred to as « Soft Landing » services. The host intermediary's knowledge, contacts, expertise and networking skills make the market entry process for visiting companies in another region easier and faster.

Business support service packages offered to start-up entrepreneurs and SMEs for Soft Landing should be flexible, tailor made and focused on individual company's needs. A high level of adaptation and diversification of the services has to be considered as the needs of visiting companies can be very different. In most cases companies seeking to internationalise need an office, IT packages and "fast track" business development services as well as reliable contacts to lawyers, tax experts and into governmental support programs and commercial partnerships.

This paper will illustrate the need for business support packages that should be offered by intermediaries. It will also provide good practice examples and general outputs. Furthermore, the paper will share the experiences gained so far to allow its readers to evaluate the effectiveness and the results of Soft Landing and Networking Services, which are an important instrument for the internationalisation of innovative businesses.

2. Challenges to the innovation processes in a modern world

Innovations have a central function for knowledge societies. Politics, science and industry use this term to steer the necessary change of structure. The quantity and quality of innovations are essential for the technological advance and the economic growth of a nation[1].There is a broad consensus across Europe that technology transfer activities such as the creation of innovative firms, which are often spin-offs from academic institutions and R&D centres, have proven to be effective mechanisms for improving the innovative application of research results and consequently for contributing to socio-economic development. Quite often, academic community is the creator of valuable ideas and projects. In this respect, high-tech start-ups as an effective interface between the R&D system and industry in an international scale are a crucial element in fostering new innovative global businesses.

Consequently, over the past decades, high-tech based incubation of start-up companies and technology transfer support systems have become a major driving force for the European economies. The European Commission has triggered this phenomenon through the establishment of policies and actions aimed at boosting innovation within Europe as a method to support regional development practices and SME competitiveness. This is not a simple task. New knowledge and new ideas are created every day across Europe. Transferring them into real innovation - a new economic activity that creates jobs and wealth - is facilitated by supporting those that have been inspired by new ideas and knowledge. Intermediaries such as Science and TechnologyParks, Business Incubators and Technology Transfer Centres have a long history in supporting knowledge based start-ups from academic and research institutes and from private inventors. But with the changing nature of innovation, the support services they provide have to respond to the changing needs and demands.

Despite of this complex mission, institutions all over Europe have become very focused on innovation support practices. Policies lessons have been learned on the concept of innovation-based incubation and technology transfer services. It is nowadays possible to understand what are the key elements of their success, what to take into consideration when a region is thinking to operate a support centre to strengthen and carry out policies for innovation and SME support; and, mostly, what to do and what not to do when positioning, engineering and organizing this tool.

Organisations in both the public and private sectors have launched initiatives to develop methodologies and tools to support entrepreneurship and management of innovation and technology transfer. Institutions for higher education, business schools and consulting companies continue to develop the appropriate methodologies and tools, while public authorities design and set up education and training schemes aimed at disseminating best practice among businesses of all kinds.

The relationship between science and industry is characterized by the phenomenon of different systems. While science focuses on improving the general standard of knowledge in every area regardless of its economic exploitation potential, industries follow market rules and show investing behaviour. Therefore they only get involved in research to gain profits. As the ideal exploitation of existing knowledge is essential for the technological competitiveness of an economy, an active technology transfer has to ensure that existing technology is not only transferred in time, but also with regard to the economically acceptable conditions of the location, where it is needed. This has to consider especially the international application of innovations. Thus, the global realisation of transfer projects becomes more and more relevant.

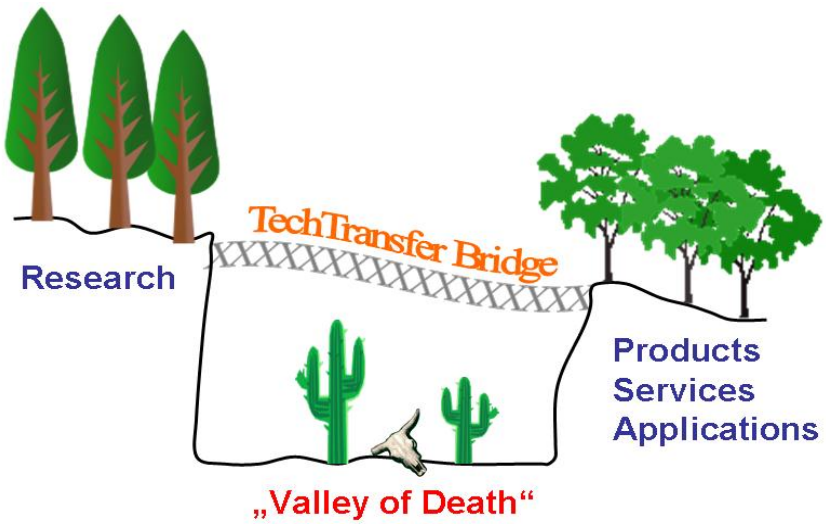
However, specialists criticize the dissatisfying entrepreneurial spirit, traditional organisational structures, and cost-minimizing strategies with orientation to local markets only. The coordination of international technology transfer requires a globally oriented technology management. As the technology transfer process has an essential influence on this management, the following chapters focus on explaining the necessary elements of technology management that provide the basis to

[1] „Academic Entrepreneurship and Internationalisation of Technology-Based SMEs“ Lautenschläger and Haase 2004, p. 16.

enable a value-oriented, well-planned, temporary exchange between organisations that target the transfer of technologies from their scientific origin to a commercial exploitation in an international scale.

3. The Valley of Death

An increasingly competitive global economy and the failure of traditional approaches to meet pressing social challenges mean that innovation management is now a necessity, not a luxury. Innovation policy needs to respond to the challenges set out there instead of remaining based on a linear view of the innovation process. The problem today is that knowledge transfer from universities and R&D institutions to industry is still not accomplished on the required scale.
The overall tendency in universities and research institutes in the European Union is that they are rarely motivated to develop marketable products and services, but are more prone to focusing on the academic value of the research results. Although these results have a great value in the academic field, they have a long way to evolve to be successful marketable products, goods and services. Due to the lack of funding, market research, governmental screening and business entrepreneurial incentive, these technologies often are left undeveloped and are soon outdated. The place where these technologies end up is called by specialists "The Valley of Death" – a gap between the academic and market shores, which needs to be leaped in order for new research results to reach the market and create innovative, competitive products and services.



The "Valley of Death" - the gap between research results and the market
(© INI-Novation GmbH)

New and existing innovative companies have the chance to secure future markets and revenue potential. The macroeconomic function of innovation is to increase prosperity while protecting natural resources. Politics support innovation to offer and hold new and future-oriented jobs.[2] Policy support is justified with market failures, earmarking the technology transfer process. These market failures can be understood as barriers for a successful transfer of technologies, which can be summarised as follows:

- Knowledge Barrier:

[2] „Academic Entrepreneurship and Internationalisation of Technology-Based SMEs" Lautenschläger and Haase 2004, p. 17.

While carriers of ideas often lack contact persons to market their ideas, companies are not well-informed about offered technologies. Special needs in industry don't reach the research establishments. Both partners are in need of a network of researchers and demanders.

- Ability Barrier:
  Primarily problems of competency and understanding between Research and Industry can also be barriers to technology transfer. The chances, methods and working procedure of new technologies are often not understood. The client needs an exploitable technology rather than an idea or a research result.[3] Therefore, the donor has to further develop his demonstrator or prototype to enable a functional transfer.However, clients lacking technological know-how can hardly decide upon the implementation of a new technology. Supposing a constructive communication takes place, the management struggles with coordinating the implementation of new technologies andinterferences have to be worked out.

- Fear Barrier:
  A constructive technology transfer is often hindered by personal fears, i.e. entrepreneurs fear that they will lose know-how to competitors; employees fear that new technologies will make their knowledge unnecessary, important research issues are thought to be best dealt with internally. Private companies doubt that public establishments can provide good results. Local players are often afraid of "going global" due to lack of knowledge about foreign markets and their specific requirements.

- Allowance Barrier:
  Especially public establishments have to fight inflexible systems that limit the productivity of their employees. On the other hand, private companies build their own barriers i.e. conservative controlling, cost-minimizing strategies and private means.

In summary, there are a number of innovation abashments that can be barriers to technology transfer. A lot of aspects influence the innovation activity of companies, i.e. innovation abashments primarily occur as market issues (i.e. imitation risk, market risk) and in financial issues (i.e. lack of capital, cost risk). These often discussed internal barriers seem to be especially high, if the technology transfer activity has to be accomplished in an international scale. The absence of potential collaboration partners and unknown competition situation can be such obstacles.

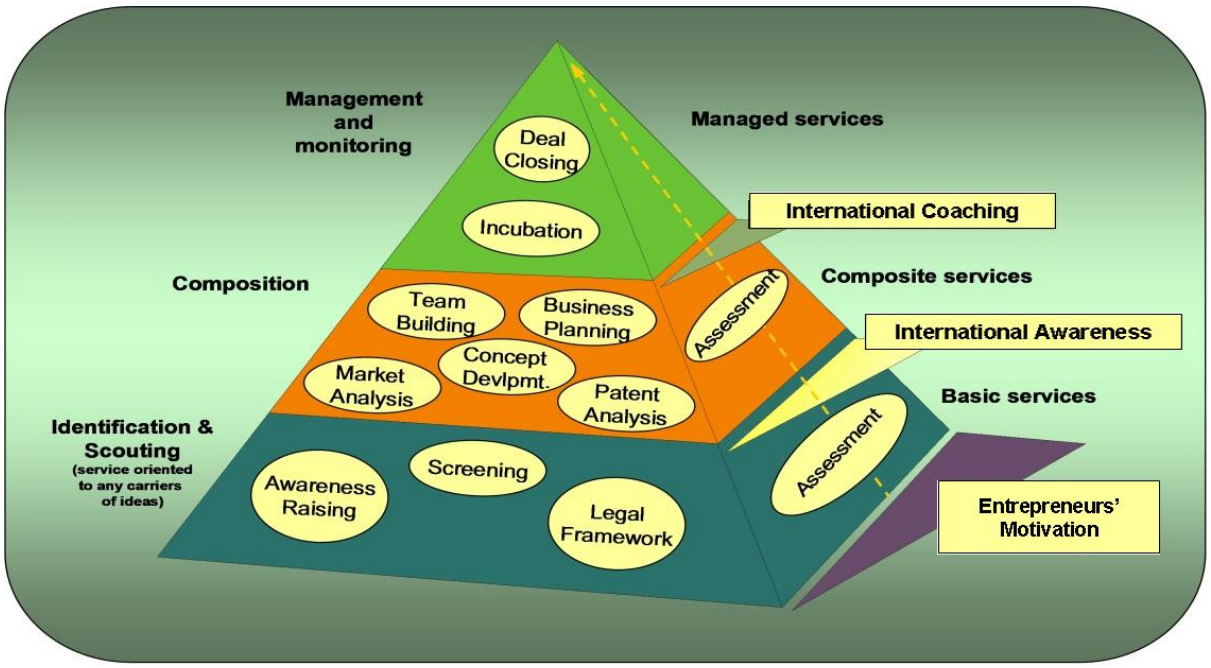
4. Integrated technology transfer processes

These challenges and barriers are faced by the integrated technology transfer, which was developed and applied successfully by INI-Novation GmbH (www.ini-novation.com). Technology transfer, as a general term for all sources of external access to technological knowledge, is defined as the planned transfer of technological and scientific knowledge between individuals and organisations targeting inventions and innovation. Focusing on macroeconomic effects of innovation, there is no widely accepted theory of firm-level processes of innovation. However, the diffusion of innovations through a population of potential adapters is crucial for the achievement of productivity gains and successful competitive performance.

Innovation processes involve the exploration and exploitation of opportunities for new products, processes and services, based either on an advance in technical practice ("know-how"), or a change in market demand, or a combination of the two. Innovation is therefore essentially a matching process. Within a technology transfer process all kind of strategic, managerial and technical support is necessary for the development and commercialisation of innovative business

[3] "Wirkungsanalyse der Forschungspersonal-Zuwachsförderung", Hornschild 1990, p. 192.

ideas and technological applications. Examples are services directed to entrepreneurs, scientists and those directly offered to investors. They should be divided into the three different areas Basic Services, Composite Services, and Managed Services as illustrated and summarised in the figure below:



Services offered within an integrated technology transfer process (© INI-Novation GmbH)

Strategically oriented services are the key to success. Therefore, the entire technology transfer process has to integrate services in the broad range from identification and awareness, via screening, breeding, incubation, product development and final commercialisation up to post-commercialisation support. Furthermore, the services ought to be focused on the identification of entrepreneurs, development of their entrepreneurial skills, and also the development of an expert infrastructure to support the needs of technology based ventures. In order for a enterprise to be successful it should go through all the different phases of entrepreneurship: from opportunity identification and motivation, up to issues of monitoring and control once the firm has been set up or a technology has been licensed. Considering what has been stated above, it is needless to mention this has to be accomplished in an international scale.

Thus, the provision of partnerships should be ensured with new experiences and good practices in globally oriented technology transfer. With this growth in importance, large and small organisations have begun to re-evaluate their products, their services, their processes and even their corporate culture. This is imperative in the attempt to maintain their competitiveness in the global markets of today's highly competitive climate. Gaining competitive advantage has to be built on global orientation and international networking

Thus, international networking and international-oriented thinking are two of the most important factors to support entrepreneurs either in start-up companies or in existing SMEs with high growth potential in global markets. Start-ups are innovation generators, SMEs are innovation implementers. However, only 25% of mid-European companies and less than 10% off all European companies are exporting.[4] Support policies and measures should take this into account. For those looking for early entry into international markets, their chances of success will be increased if

[4] Trade in Commercial Services and Goods: Eurostat (NewCronos), WTO Excluding Intra EU Trade Latest Update: 11.01.2012

business internationalisation support services can also be provided by technology transfer intermediaries situated in global target markets; in other regions or other countries.

Entrepreneurs and companies with strong international networks achieve faster growth rates, reach their IPOs quicker, and are more innovative, generally receive higher valuations and demonstrate better ability to cope with periods of economic difficulty. The international dynamic is of particular importance in sectors undergoing frequent technological change.

With the rapid evolution of technologies, economic instability and swiftly changing business environment innovation intermediaries have to adopt new means of interaction with start-ups and existing SMEs in order to provide them with the necessary tools for success. There are two levels on which companies need support within the integrated technology transfer process:

- a local level, at which general services are offered, and
- an international level, in which softlanding platform and networking services are offered as described in the next chapter.

5. Softlanding platform and international networking services

Probably the most important feature of an intermediary is the integration of its customers in an existing operational network. It is crucial to quickly find the appropriate business services, customers, suppliers and partners. This has a much higher priority than the provision of technical infrastructure and office space ("build-in access"). For instance, a tight-knit international network provides the relevant "know-how" to enter the market abroad.

Individual firms, both large and small, and business support organisations play a critical role in ensuring that the knowledge generated within the R&D system continues to be developed. When relations are in the main limited to endogenous exchanges within the system itself or, at most between the R&D system and government with a little private sector input, the interactions with the outside world tend to be operationally poor and removed from the reality of the market.

This is why the effort to build network structures to support technology transfer must necessarily involve individual firms (perhaps through clusters) as well as sectorial or horizontal industry associations.

Technology transfer intermediaries institutionalise such a network and form strategic alliances. This creates also synergies for the companies involved. To accomplish this, fast and easy access to "key players" has to be established, and formal ties with influential experts integrate them directly into the activities of customers. Therefore, some intermediaries have even created a function of a so-called Network Development Officer.

Conquer markets means making contacts, learn about cultures and interact and communicate with human beings. Only through exchange of knowledge and experiences co-operations in foreign markets can be built and success will be achieved. It results in a spread of international business activities, in which knowledge orientation of companies and business processes lead to new forms of cooperation.[5] Today, in the era of globalisation, we must advise our clients internationally and find global solutions. Their implementation will require strong local presence and extensive international exchange. Nothing can replace the personal communication. This is essential in more and more complex linked value chains.

International business development schemes and global market orientation services, which seek to help enterprises gain access to export markets, are often referred to as « Soft Landing » services. The host intermediary's knowledge, contacts, expertise and networking skills make the market

[5]The scene speaks of "piggybacking"

entry process for visiting companies in another region easier and faster. This kind of business support packages can be grouped in the following four categories:

- Logistics: Access to offices and IT and admin packages,
- Access to sources of funding (business environment, partners and governments),
- Specialised support to access experts like lawyers, advisers, etc., and
- Training and mentoring.

Such business support service packages for softlanding should be flexible, tailor made and focused on individual company's needs. A high level of adaptation and diversification of the services has to be considered as the needs of visiting companies can be very different. In most cases companies seeking to internationalise need an office, IT packages and "fast track" business development services as well as reliable contacts to lawyers, tax experts and into governmental support programs and commercial partnerships.

The European Commission recognizes the importance of SME internationalisation and puts it as a priority in the policy development of the community. Funding of the further development of international branches and entities of SMEs has also been set out as policy line that will be followed in coming years with thought of carefully applying selected measures and driving SMEs to success through evaluation and monitoring.[6] Companies in the EU can call for help if they fear that new technical regulations in other Member States could hamper the sales of their products. Under the notification procedure provided in Directive 98/34/EC, Member States are obliged to inform the Commission and other Member States about their draft technical regulations on products and Information Society services before they are adopted into national law.

In the field of technical regulations, the notification to the Commission of national technical regulations prior to their adoption has proved to be an effective instrument of prevention of barriers to trade and of cooperation between the Commission and the Member States and among the Member States themselves as well as improving the regulatory framework. In this respect, the notification procedure has been an important tool for guiding national regulatory activity in certain emerging sectors and improving the quality of national technical regulations - in terms of increased transparency, readability and effectiveness - in non-harmonised or partly harmonised areas. The greater clarity in the legal framework of the Member States has helped economic operators to reduce the cost of accessing the regulations and applying them correctly.

Although most big companies realise the advantages of developing their business abroad, it is extremely difficult for start-up companies and SMEs to start thinking on a more global scale. Small enterprises usually lack the resources, know-how and networked partnership to create a sustainable parallel organisation and usually prefer face the threats that business internationalization involves:

- Different legal systems and tax systems apply in different countries
- The market and client base in a foreign county can force a change in the business model
- Finding the right personnel in the foreign labour market might be a problem
- Finding the right funding programmes
- Finding adequate partners

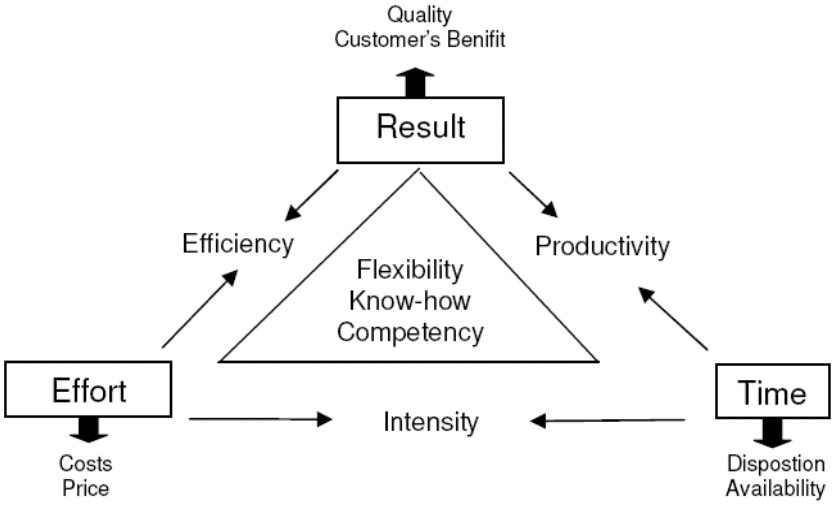
The so called Softlanding Platform for foreign entrepreneurs and foreign companies offers professional consulting and management services necessary to establish a new entity and begin commercial activities in a foreign country. The softlanding platform helps companies all over Europe to exploit an existing competitive advantage in a new market or accelerate their growth by introducing them to new business opportunities. As a part of the platform the following services should be offered:

[6] „Internationalisation for SMEs", Published by Entrepreneurship Unit Directorate-General for Enterprise and Industry European Commission

- Support in travel organisation and accommodation
- Support in setting up meetings
- Introduction into funding schemes
- Support to identify markets and target customers
- Team recruiting services
- Soft landing management

The services need to meet the customer's benefit. As innovations always orientate with a specific problem, economic objectives deflect from the superior company objectives. The innovation objectives are shown in the figure below; the magic objective triangle shows the dimensions of client and contractor.[7]

The dimensions define the expectation of effort, time and result. Besides a good result, the client requires a low price and a good availability. In order to meet the client's requirements optimally, the contractor must ideally arrange the three dimensions effort, time and result. The contractor's accomplishment is not just the product, but also the service, the information and the interaction with the client.



The objective triangle shows the interaction of time, effort and result in the innovation process[8]

Reviewing the relation of effort and result gives a measure on how efficiently the innovation process is organised. The productivity is given by the relation of time and result, while the relation of effort and time shows the intensity. Flexibility is the ability to adjust to new conditions. Know-how and competency both stand for assumptions for and objectives of an innovation process.

Companies are forced to continuously enlarge their knowledge assets. Through constant organisational learning processes they can build up effective operational knowledge. An actual and functional know-how is necessary but not sufficient for the innovation capacity of a company. They need adequate competencies that can be manual, professional and social competencies, even provided by outsourced service specialists.

Soft Landing activity is an important instrument for the internationalisation of innovative business. The created collaborations with partners from different regions and countries contribute not only to the extension of their own networks, but also valuably support the provision of conditions for international collaboration for economic growth. For businesses to innovate in this way, this has

[7]"Innovationsmanagement. Von der Produktidee zur erfolgreichen Vermarktung", Vahlsand Burmester 2005
[8]Diagramaccordingto "Innovationsmanagement. Von der Produktidee zur erfolgreichen Vermarktung", Vahlsand Burmester 2005

proven to be an effective mechanism for improving the innovative application of research results, for business development support to start-ups and existing SMEs, and consequently for contributing to socio-economic development.

6. Conclusion and good practice examples

Due to the changes in the business world, the traditional models of implementing new technologies into the market are no longer relevant. Therefore, the process of innovation has to be understood as a cooperative, interactive and globally networked process that has to be planned performed based on an international point of view.

In reality, it's not the one who has the best ideas but the one that can use his or her ideas and foreign ideas best that will succeed. The limits of the conventional view – supporting inventors only locally - can be seen by simply turning it around. Therefore, an international network of innovation support has to intensively focus on all stakeholders during the integrative commercialisation process, especially those from foreign sources. In the conditions of the current world economy the active participation of a company on an international scale can be crucial for its sustainable development and survival. In this context the internationalisation of a business can be viewed as factor of a great importance to companies, regardless of the scope of their activities.

Through the implementation of creatively developed tools for support of SMEs and start-ups as the integrated technology commercialisation process, networking and softlanding platform services, INI-Novation GmbH has succeeded in the creation a new environment for innovation. The partnership network operates disruptive technologies to make them more compelling for investors down the line, assisting with milestones and using strategy to maximise the valuation inflation while moving the product closer to market and a profitable exit.

Networking is key to a sustainable international business model. Through its wide international network INI-Novation has helped many SMEs to get in touch with companies in the same field or other enterprises, complementing each other's business philosophy and thus form successful international business partnerships.

***iTurus sum d.o.o., Croatia** - Opening global markets for the tourism IT sector*

Summary and background information

iTurus sum d.o.o. is a tourism IT consulting company developing tourism software, while providing IT related consulting services along with destination management consulting. The main activity is providing high end services to tourism companies, tourism associations and tourism destinations.

The product – iTur application software – enables the implementation of iTur4us tourist concept. The concept evolved around the central entity called DEMACO (acronym of Destination Marketing Company) that enables the integration of all services and service providers in given tourist destination by using the information and communication technologies. Thus integrated, services can be marketed more effectively and efficiently contributing to the development of tourist destination. The company iTurus Sum offers all the consulting regarding ICT and destination management and works with the client in developing the whole concept and ICT backbone on which it is based on.

INI-Novation GmbH, Germany, has provided internationally oriented consulting services to iTurus as part of the vouchers system under the EU-funded KIS4SAT project (Europe Innova Program). The goal of the KIS4SAT project was to develop business support packages for innovative companies in the Knowledge Intensive Services sector.

Outcome / Conclusions

As an initial step, INI-Novation has analysed the needs of the company, its potential risks and desired further business developments. According to the results of the performed market research, iTurus started targeting the English and the Bulgarian markets. INI-Novation provided a softlanding platform to enable the market penetration. Collaborations with the University of East London were established, where student teams developed feasibility studies for the iTurus solution on the England market. One of the student teams even started a negotiating process to license the technology and to offer it to tourist agencies in London.

Bulgaria has also been recognized as a perfect environment for the iTurus business, because of the strengths of the tourism industry in the area, the available national and EU financial grants and the lack of strong competition in the tourism IT solutions sector. The Bulgarian market approached is currently supported by grant schemes; and in parallel, negotiations with investors are ongoing.

References: www.iturus.com; www.ini-novation.com

***VILAU, Spain** - Contributing to regional development via implementing high-tech cultural heritage solutions*

Summary and background information

VILAU is a company offering high-end technologies with digital content and media exhibit formats in order to enhance the artistic and cultural heritage. VILAU develops innovations for spaces and knowledge centres, allowing the general public to interact and take part in unique experiences.

VILAU was founded in 2005 in Zamudio, Spain. It offers services focussing on three business areas: Medias Services, Cultural New Media Services, and Cast Services. VILAU is the internationally recognised expert in Interactive Digital TV, Web TV and all kind of latest generation digital content.

The company's media services include new corporate channels, including corporate television and cross media channels. Cultural new media comprises designing multimedia projects for museums and interpretation centres, and designing applications for cultural tourism. Its cast services comprise technology, such as IPTV platforms, and consultancy service and training in technologies.

VILAU is expanding and wanted to enter the German as well as the East-European markets, offering design, development and implementation of interactive communication turn-key solutions to cultural heritage institutions. Main customers of VILAU are Public Administrations, Foundations and Cultural Heritage Managers.

Outcome / Conclusions

INI-Novation opened the doors for the Croatian, Bulgarian and the German markets. Series of workshops and presentations to cultural heritage experts from the public and private sector were organised. The interest of the museums and municipalities was very high and a lot of proposals were prepared.

As a result, VILAU is planning to participate in the establishment of a multi-media lab in Croatia, to showcase museum technologies and to serve the Croatian market. Furthermore, proposals for implementing high-tech in Bulgarian monuments like Tzarevetz or Rila Monastery as well as for upgrading historical and archaeological museums in Bulgaria were developed.

References: www.vilau.es; www.ini-novation.com

***A.R.M.E.S., Cyprus** - Augmented Reality Solutions*

Summary and background information

Mixed Reality Systems make intuitive and mobile human-machine communication possible. The ARMES system uses a portable computer and semi-transparent data eyeglasses in order to lead an engineer through complex maintenance processes. The work procedures are represented as 3D-animations in overlay with the machines which should be maintained. Thus the service technician can solve complex tasks effectively and avoid downtimes in production.

The market for VR / AR applications in Germany and in Europe is huge, mature and highly competitive. However, the available funding opportunities are mostly focused on the research phase, without supporting the final product development, the market readiness and market penetration phase. Therefore, INI-Novation was searching for funding mechanisms outside Germany. Benefiting from an appropriate funding program, a robust and market relevant product was developed in another European country, providing advantages to the local economy (hiring human resources, contributing to the regional development, etc.). In parallel, the German inventors are benefiting from royalties from licensing the technologies and from bringing it to the first customers. Thus, growth strategies are becoming reasonable, for example via addressing additional new markets in neighbourhood countries.

Outcome / Conclusions

Following the thoughts mentioned in the previous part, a funding program of the Cyprus Ministry of Economy was identified. With leading partners from Cyprus, an application was prepared and submitted to the Ministry. After approval, the ARMES company was established in Nicosia. The mission of ARMES is to become a market leader in the area of Augmented Reality for industrial applications, leveraging existing skills, SW components and market demand into a healthy, sustainable and valuable high-tech business.

The Cyprus Economy will be strengthened by the presence of an AR technology company that already has the commitment of customers to act as pilot users. This underlines the importance of the software for industrial applications. Additionally, ARMES brought advantages to Cyprus regarding delivering a solution to the heavy industry. The strong collaboration with international partners allows ARMES to become a serious player also in other markets.

The company started growing already after the second year of its creation and is now targeting not only the automotive market, but it has developed solutions for the museums and for the games market. INI-Novation is further supporting the market orientation of ARMES and is approaching new countries.

References: www.armes-tech.com; www.ini-novation.com