

**Linking Innovation Policy and Innovation Management:  
Some Implications of the Community Innovation Survey in Croatia**  
**Domagoj RAČIĆ, Mislav Ante OMAZIĆ, Edo RAJH,**  
Contact : dracic@eizg.hr

The emergence of a knowledge-based economy necessitates innovation throughout the entire organizational life cycle, making innovation management a crucial determinant of enterprise competitiveness. On the other hand, the developments in transition countries of Central and Eastern Europe, including Croatia, demonstrate that further economic growth significantly depends upon technological and managerial advancements, which need to be supported by an adequate innovation policy. Although the processes of creation, transfer, dissemination and utilisation of knowledge achieve pivotal roles both at the level of the whole economy and in particular organisations, the linkages between innovation policy and innovation management seem insufficiently understood. It is argued that better comprehension of and closer linkages between innovation policy and organizational innovation management processes can facilitate strong synergies between them. To support this claim, the paper presents preliminary results from the first Community Innovation Survey conducted in Croatia, and outlines its implications for innovation policy, and, especially, intellectual property rights policy. The survey covers the three-year period from 2001 to 2003. It is to provide a comprehensive overview of innovative activities in Croatian enterprises, which should form a basis for the formulation of more effective policies, eventually facilitating better innovation management in companies. The survey is based on a stratified representative sample of Croatian enterprises, including the micro-enterprises with less than 10 employees. The Community Innovation Survey complements other indicators of innovativeness by providing enterprise-level data on innovation inputs, outputs and constraints. Key survey findings are summarised and compared to other countries of Central and Eastern Europe for which the data exist. These include the data on product and process innovation, expenditure on innovation activities, intramural research and experimental development, innovation cooperation, sources for innovation, factors which constrain innovation, the protection of innovation and the introduction of new strategies or managerial techniques.