



# KnowInG Project

Analysis Of Innovation And Creativity Actors



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## Analysis Of Innovation And Creativity Actors

Authors:

Maria Cabral, University of Algarve, Portugal  
Marisa Madeira, University of Algarve - CRIA, Portugal

Editor:

Elma Glasgow, Red Ruby Copywriting, UK

Design:

Charrão Studio®

*I begin  
with an idea  
and then  
it becomes  
something else.*

*Pablo Picasso*

# Contents

<b>PREFACE</b>	<b>07</b>
<b>INTRODUCTION THE KNOWING PROJECT</b>	<b>11</b>
<b>I TRANSNATIONAL OVERVIEW OF INNOVATION ACTORS</b>	<b>17</b>
<b>II REGIONAL ACTORS FOSTERING INNOVATION AND CREATIVITY</b>	<b>19</b>
2.1 ALGARVE – PORTUGAL	23
2.2 ATTICA – GREECE	43
2.3 CAMBRIDGE – UNITED KINGDOM	59
2.4 ITALY	74
2.5 VALENCIA – SPAIN	106
<b>III SHARING KNOWLEDGE, INNOVATION AND CREATIVITY</b>	<b>118</b>
3.1 Algarve, Portugal	119
3.2 Attica, Greece	122
3.3 Calabria, Italy	125
3.4 Sicily, Italy	127
3.5 Valencia, Spain	130
3.6 Case Studies: Think Tanks and Contests	136
<b>IV CONCLUSION</b>	<b>138</b>
FINAL CONCLUSION	141
<b>REFERENCES</b>	<b>145</b>
<b>ACKNOWLEDGMENTS</b>	<b>149</b>



# Preface

As the Europe Union continues to experience considerable economic challenges, it remains essential that the region closely examines the role of innovation, knowledge and creativity for our future economic prosperity.

Despite recognition in high profile European policies and strategies (e.g. Europe 2020<sup>1</sup>) that creativity and innovation supports economic growth, significant gaps currently exist in regional innovation policies, actors and tools across regions of the Mediterranean (where most of the KnowInG Partners are based) that could hinder economic development. Recognising that regional prosperity depends on a region's capacity to support innovative businesses, institutions and people, the KnowInG Project has identified and outlined key issues to address in order to close gaps in innovation in their own territories. Issues include:

- Improve governance of innovation needs;
- Enhance cooperation of key institutional and economic actors in terms of creating new territorial development policies;
- Promote our knowledge economy through a new transnational dialogue-platform on policies, tools and strategies that attract and generate innovation and creativity;
- Encourage new creative clusters and to internationalise knowledge-intensive businesses.

The KnowInG Project also considers the necessity of moving away from the traditional, physical-based industries, to the more current knowledge-based sectors (e.g. technology and creative sectors), which support economic growth. Subsequently, this shift in the economy's perspective will lead to the growing need for creative and innovation clusters, which make mutual links at regional, transnational and international level so businesses can share, learn, create and innovate with each other.

The KnowInG Project considers the above and other key factors as the project partners examined regional policies and existing actors and tools that support innovation and creativity across key industries including ceramics, renewable energy, cultural tourism and video gaming. Partners also implemented a range of activities in order to test the KnowInG Project's approach that knowledge intensive activities (or creative or knowledge clusters) drive economic growth. These included capitalisation seminars, a transnational Helpdesk for SMEs, creative laboratories for young people and online resources for businesses.

Before presenting the project's findings, selected key ideas and inspiration are set out below to provide a backdrop for the KnowInG Project's objectives and methodologies.

1. [http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm)

## THE KNOWLEDGE ECONOMY AND CREATIVE INDUSTRIES

When Peter Drucker<sup>2</sup> coined the term 'knowledge maker' more than 50 years ago, it was already evident that knowledge would be the most important factor in the world's future development. It was vital that the world moves beyond the classical theory that the traditional factors of land, labour and capital were fundamental to development, and embrace the theory that knowledge was now the most important factor. Also, technological developments of the 20th century transformed the majority of wealth-creating work from physical-based to knowledge-based.

Today, economic exchanges are moving away from the traditional national scale of governance. This is crucially linked to changes in production and trade, which are increasingly associated with knowledge-based activities.

Today, technology and knowledge are the key factors of production. Mobility of information has increased and a global workforce has developed, resulting in knowledge and expertise being transported instantaneously around the world. This has also impacted on commercial competition; any advantage gained by one company can be eliminated overnight by rapid, competitive improvements. Also, since we are now an information society, knowledge management is absolutely essential for economic growth.

Ideally, companies need to take a strategic look at the following elements in order to stay ahead of the curve and gain a competitive advantage over their counterparts by focusing on:

- Their process of innovation;
- Combining market and technology;
- Supporting know-how and creative talents of knowledge workers;
- Their ability to derive value from information.

The knowledge economy comprises economic synergies across multiple economic sectors such as the industries that develop from individual creativity, skill and talent, and have potential for wealth and job creation. These creative industries, directly or indirectly, produce cultural products and include commercial enterprises as well as artistic, public and not-for-profit organisations.

## SUPPORT FOR EUROPEAN INNOVATION AND CREATIVITY AS AN ECONOMIC DRIVING FORCE

In the context of the Lisbon Strategy<sup>3</sup>, which aims to encourage scientific and technological innovation, the European Commission has underlined the importance of creativity: if knowledge is seen as "the motor of the sustainable growth", then "education and research, innovation and creativity are the keywords for a high-speed transformation world". The same keywords are re-proposed in the 2020 strategy, for future years<sup>4</sup>.

The Europe Union also gives directions for regional policies: it is necessary to take care of and to pay attention to the creative industries because they have positive repercussions on other sectors. It also expresses some key concepts can incentivise the creative industries to:

- Attract talent;
- Stimulate interaction between culture, development and territory;
- Support networking;

2. Peter F. Drucker authored 39 books in his lifetime. His breakout book, *Concept of the Corporation* (1946), a social analysis on the inner managerial workings of General Motors, was the first of his many best-sellers. In 1952, he published the seminal work *The Practice of Management*, leading him to be labelled as "the man who invented management".

3. The Lisbon Strategy was an action and development plan devised in 2000, for the economy of the European Union between 2000 and 2010. Its aim was to make the EU "the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion", by 2010. It was set out by the European Council in Lisbon in March 2000. [http://ec.europa.eu/archives/growthandjobs\\_2009/objectives/index\\_en.htm](http://ec.europa.eu/archives/growthandjobs_2009/objectives/index_en.htm)

4. Europe 2020 is a 10-year strategy, proposed by the European Commission on 3 March 2010 for advancement of the economy of the European Union. It aims at "smart, sustainable, inclusive growth" with greater coordination of national and European policy. It follows the Lisbon Strategy for the period 2000–2010.

- Coordinate between institutions;
- Develop of planning skills;
- Select services and beneficiaries;
- Valorise their territory on a global level;
- Improve collaboration between research and business;
- Put more value on the significance of skills enhancement, education and training.

Digital technology is also key to innovation. In 2010, a study entitled *Joint Research Agenda for ICT Innovations and Creative Industries*, written for the CReATE project and funded by the European Commission, identifies Digital Creativity as a strategic resource for re-launching the economy and facing future development challenges.

The study was inspired by the *Europe 2020* programme, which sees digital resources and creative industries playing a key role in the development of the economy and society this decade. The programme sees this happening by establishing strong connections between the traditional fields of cultural production (such as agriculture) and technological advancements in these fields, and the strengthening of connections between mass media and digital media.

In fact, the issue of digital media and the creative sector is also highlighted in the speech ‘Creativity for the Creative Sector: Entertaining Europe in the Electronic Age’ from 24th January 2012, by European Commission Vice President Neelie Kroes<sup>5</sup>. In it she focuses on “opportunities for the creative sector in the online age”. She states: “the sector offers our rich cultural heritage a proud platform; our people an opportunity for self-expression; our economy a much-needed boost. And the digital era brings vast opportunities: I want the creative sector to make the most out of them.”

## EXAMINING THE INNOVATION LANDSCAPE

Since innovation and creativity has become a key vehicle for economic growth in Europe, knowledge-intensive activities (i.e. knowledge or creative clusters) are of growing importance within the innovation and enterprise landscapes. These activities comprise cultural industries, high-tech branches, higher education institutions, research centres and advanced producer services.

In Europe, regional knowledge clusters are seen as key drivers for competitiveness, innovation and regional development. Therefore, they are promoted through national and regional-level measures and through EU-level support instruments<sup>6</sup>.

The KnowInG Project partners across regions in the Mediterranean and in the UK were tasked with examining these knowledge-intensive activities and opportunities for cluster development at national and regional level in order to identify potential for economic growth via innovation and knowledge, as well as barriers to growth. Also, examined were key areas of education and job creation. The findings are set out in three reports focusing on Policies, Actors and Tools.

5. [http://europa.eu/rapid/press-release\\_SPEECH-12-30\\_en.htm](http://europa.eu/rapid/press-release_SPEECH-12-30_en.htm)

6. Reports on Research & Innovation Funding, Framework 7 and: [http://ec.europa.eu/research/horizon2020/pdf/com\\_2011\\_0048\\_csf\\_green\\_paper\\_en.pdf](http://ec.europa.eu/research/horizon2020/pdf/com_2011_0048_csf_green_paper_en.pdf)



# Introduction

## The KnowInG Project

The KnowInG Project (Knowledge Intelligence and Innovation for a Sustainable Growth) is funded by the Secrétariat Technique Conjoint programme, MED<sup>7</sup>, and launched in June 2010. It is delivered by project partners in seven of the MED Programme territories: Spain, Italy (comprising three regions), Portugal, Greece, and the UK.

KnowInG Project partners recognise a current lack of coordination among key actors of innovation and creativity in their regions, as well as a need to encourage new creative clusters and to internationalise knowledge-intensive businesses. Therefore, the project sets out to deliver general objectives to support and promote the knowledge economy and enhance the cooperation of key institutional and economic actors for the creation of new territorial development policies, and to promote the knowledge economy through a new transnational dialogue-platform on policies, tools and strategies that attract and create innovation and creativity.

KnowInG also deals with the common need among the MED regions to improve the governance of innovation during the current global economic challenges.

The project is based on the understanding that regional growth is influenced by the development of the knowledge economy, and that this is the first field where economic governance can operate circular collaboration among the key actors to achieve growth objectives.

### THE KNOWING PROJECT PARTNERS

In order to possibly achieve enhanced collaboration among actors, the project partners aim to create a transnational dialogue-platform comprising three multidisciplinary working groups based on their shared ambition of influencing policy development on innovation. It is very important that these territories create multi-level coordination in order to influence economic change. This transnational partnership also implemented activities that enhance creativity and innovation - they represented three main innovation areas: business, research (in some cases business and research are joined in business incubators or technology parks) and regional authorities.

Some of the KnowInG Project partners already cooperate within the EU network, City to City (created after an Interreg III C RFO), which focuses on the growth of human capital, economic competitiveness and cohesion. Within this theme, the current members organise round tables and thematic working groups on creativity and development, the knowledge society and innovation policies. The network also cooperates with the Innovating Regions in Europe network (IRE)<sup>8</sup>, which was created as part of the *Regional Innovation Strategy (RIS)* projects; the European Commission's Director-General for Enterprise and Industry and the Director-General for Research and Innovation.

The KnowInG Project is a three-year long initiative, concluding in May 2013. The partners were selected based on their extensive and highly relevant experience in specialist areas that support the delivery of the project. For example, all partners have previous experience in the management and implementation of other projects on either EU or ter-

<sup>7</sup> Funded by the EU, the MED programme (previously named Interreg) is a transnational programme of European territorial cooperation. Its objective is to improve the area's competitiveness in a way that guarantees growth and employment for the next generation. The KnowInG project sits under MED's Axe 1: Strengthening innovation capacities, in the Objective 1.2: Strengthening strategic cooperation between economic development actors and public authorities.

<sup>8</sup> The IRE network has the aim of strengthening European regions' global competitiveness through the promotion of innovation policies, and provision of a unique platform for regions to cooperate and learn from each other. [www.innova-europe.eu/key-assignments?q=node/16](http://www.innova-europe.eu/key-assignments?q=node/16)

ritorial/ local level. In addition, Portugal is involved in promotion of technology transfer, Greece is experienced in innovation programmes and the UK's research submissions on similar themes have been rated as "internationally excellent" or "world-leading".

**The KnowInG partnership comprises:**

### **1) Algarve (Portugal)**

**1.1) University of Algarve (UALg):** a 30-year-old public, higher education institution located in the Algarve. UALg is located in four campuses; three in Faro and one in Portimão.

### **2) Attica (Greece)**

**2.1) Business and Innovation Centre of Attica:** a full member of the European Network of BICs, is a not-for-profit and non-governmental organisation, offering consulting services to private companies, local authorities and parties of the public sector in order to enhance their competitiveness and efficiency.

**2.2) Lavrion Technological and Cultural Park (LTCP):** a cluster of scientific research, education, business and culture.

**2.3) Region of Attica:** second degree self-administrative unit of the Local Administration, responsible for planning and implementing political decisions on economic, social and cultural developments on a regional level, according to the national and European policies. Among its responsibilities, Region of Attica participates in the implementation of several European projects within the frame of various EU programmes and initiatives.

### **3) Cambridge (United Kingdom)**

**3.1) Anglia Ruskin University:** awarded university status in 1992, today it has a student population of 31,000 making it one of the largest universities in the East of England, and a large provider of part-time education. In particular, the Faculty of Arts, Law and Social Sciences has a strong research base and significant activity with the region's creative industries.

### **4) Italy**

**4.1) Calabria - Calabria Region (local government):** a territorial entity with its own statute, powers and functions according to the principles laid down in the Constitution of the Italian Republic.

**4.2) Lombardy (Milan) - National Research Council (CNR) – IRPPS:** the KnowInG Project lead partner, CNR is an Interdisciplinary Research Institute that conducts studies on demographic and migration issues, welfare systems and social policies, on policies regarding science, technology and higher education, on the relations between science and society, as well as on the creation of, access to and dissemination of knowledge and information technology.

**4.3) Sicily - Labour Department:** part of the Sicilian Ministry of Labour, Social

Policies and Family, its main role is to formulate and implement the regional labour policies through technical and administrative actions, as well as the administrative and accounting management of the assigned resources.

## 5) Valencia (Spain)

**5.1) Valencian Federation of Municipalities and Provinces (FVMP):** a not-for-profit association with its own legal status, made up of 538 city councils, 25 municipal associations, five minor local entities and the county councils of Valencia, Castellon and Alicante.

**5.2) CEEI Valencia:** a not-for-profit business innovation centre founded in 1991 under the initiative of the Valencian Government and the Institute for Small and Medium Industry of the Generalitat Valenciana (IMPIVA), in order to promote innovation and business creation in the Province.

Each partner has chosen a focus area based on its existing use of (or potential to use) innovation and creativity, and the fact that it is experiencing growth despite the current economic challenges. The focus areas are presented alphabetically, by KnowInG partner:

**1) Algarve (Portugal)** - *Tourism and cultural and creative industries*

**2) Attica (Greece)** - *Edutainment and serious games*

**3) Cambridge (United Kingdom)** - *Creative industries*

**4) Italy:**

**4.1) Calabria** - *Handicrafts*

**4.2) Lombardy (Milan)** - *Fashion*

**4.3) Sicily** - *Ceramic arts*

**5) Valencia (Spain)** - *Innovative initiatives for the sustainable development of rural areas based on the intelligent use of energy*

In order to strategically stimulate cooperation across the KnowInG partner network and among the chosen focus areas in each region, three multidisciplinary working groups (outlined below) were set up to lead on the development of detailed regional surveys that were distributed to stakeholders in each of the KnowInG partners' focus areas. The working groups thus established:

- Existing MED policies on the knowledge economy;
- Current tools for innovation;
- Relevant actors working on the creative industry and in the field of innovation.

Furthermore, the KnowInG Project considers the below main themes, which are detrimental to the growth of innovation in each partner territory:

- Clusters/ knowledge transfer;
- Education for students and young people;
- Job creation.

The KnowInG Project's findings are published in three reports, which are organised in line with the aforementioned working groups. The reports also include the pilot projects and other activities that were implemented to test the project's approach and create new opportunities for clustering, innovation and creativity in each region.

**Policies for the knowledge economy** - In a global economy, regions can no longer compete with each other based primarily on their natural resources, low cost labour, or their tax system and financial incentives for businesses. Instead, regional prosperity depends upon a region's capacity to support innovative firms, institutions and people. The first step in building an innovation-based economic development strategy is to assess the regional innovation environment. The second step is to encourage and promote strategies and key measures of innovation used to drive regional economic development policies and programmes.

**Actors for the knowledge economy** - According to Richard Florida<sup>9</sup> innovation and creativity are not created by traditional economic factors or financial incentives for business. Instead, they are developed by creative actors; individuals, communities and organisations that seek out high-quality experiences, diversity and, above all, the opportunity have their creativity recognised and appreciated. The partners identified actors in their regions that already exist to implement strategies and programmes, provide tools (e.g. services for start-up businesses or information about funding) or offer clusters and networks for knowledge transfer. Some actors are listed according to the characterisation of creative sectors as outlined by the European Commission's study *The Economy of Culture*<sup>10</sup>, which is "a first attempt to capture the direct and indirect socio-economic impact of the cultural sector in Europe, thereby assessing its contribution to the Lisbon agenda, and in particular in terms of realising growth, competitiveness, more and better jobs, sustainable development, and innovation". However, since there is considerable scope in terms of the nature of creative and innovation sectors across the partner regions (e.g. ceramics, fashion, tourism and renewable energy), some partners have listed their actors based on an alternative and more appropriate classification – these classifications have been integrated into the below list.

Activity sectors are:

- Core Arts Field - Visual arts, performing arts and heritage;
- Cultural Industries - Film and video, radio and music;
- Creative industries - Design, architecture and software services;
- Scientific and Research sector and Education;
- Institutional Agents/ Political System that have contributed to the sectors of tourism and culture, and to the regional development;
- Public Administration;
- Business Development Field;
- Incubators – Entrepreneurship;
- Interface Institutions;
- Industrial System;
- Renewable Energy Sector and Energy Industry.

**Tools for the knowledge economy** – Since many traditional tools do not work in the 'new' knowledge economy, there are few tools to help managers and policy makers analyse and improve their performance. Based on the assumption that in the context of the knowledge-based economy, knowledge is a product that must be managed just like other factors of production, and knowledge itself develops into technologies that enable new creation, we can say that knowledge actually has a dual value: tool and product. The KnowInG Project network, with its global nature, is the main tool that can re-join this dual value. The Tools report presents a digest of KnowInG partners' findings based on the responses to the questionnaire distributed to project stakeholders in the territories.

9. Richard Florida, *The Rise of the Creative Class*, published by Basic Books, 2002.

10. *The Economy of Culture*, 2006 [www.keanet.eu/en/ecoculturepage.html](http://www.keanet.eu/en/ecoculturepage.html)

On a practical note, throughout all three reports a regional government is often referred to as the 'Region' (e.g. Calabria Region). In addition, when referring to a geographical region that is part of KnowInG only the region's name is used (e.g. Attica region, Greece). However, when making reference to a project partner's country, just the country name may be used.

Caterina Praticò  
KnowInG Project Coordinator



# I Transnational Overview Of Innovation Actors

In 2005, John Hawkins<sup>11</sup> defined innovation as a social process; something that has to do “with developing a new way, a new method, new methodology of doing something for the market, and taking it to the consumer”. Indeed, innovation comes from new ideas that are creative in the sense that they are original and unique. Innovation lies in the ability to create new products, services or creative strategies to reduce costs and improve manufacturing processes, or in creating new business models and methods. It is the role of innovation actors to deliver the relevant tools and resources that help enable new ideas.

## COLLABORATION AMONG ACTORS IS KEY TO INNOVATION

The social nature attributed to innovation by economists derives from the fact that in order to become innovative, organisations have to work more collaboratively while adopting an innovation culture and a leadership strategy that promotes creativity within their work force.

Since innovation is the result of a systemic and collective process, the actors of such a process are several and the production of ‘new knowledge’ comes from their interaction.

Such interaction and collaboration is key in terms of cultural and economic competitiveness of a territory, which not only depends on the creative intuition of single individuals, but also on their capacity to interrelate, exchange knowledge and actively cooperate into a system. Success in this process is also achieved by the intensity and frequency of the relations between the ‘players’ and external subjects and harbingers of opportunities. This interactivity is only one of the key factors of the territorial growth process, and another crucial element is knowledge as availability of information, and know-how for the system of actors. Interaction among actors is an issue that was encouraged and supported by some of the KnowInG Project’s own activities (see section III).

## INVESTMENT IN INNOVATION DURING ECONOMIC CRISIS

The Organisation for Economic Co-operation and Development (OECD) Secretary-General, Mr Angel Gurría<sup>12</sup>, opened the foreword of the 2010 OECD Report on Innovation Strategy<sup>13</sup> with following paragraph:

“In the post-crisis world, and with a still fragile recovery, we are facing significant economic, environmental and social challenges. While no single policy instrument holds all the answers, innovation is the key ingredient of any effort to improve people’s quality of life.”

His words, like the words of other economists, politicians and social researchers, echo the most recent drives of economic growth in many countries worldwide. As a means of responding to recent global crises, the OECD report pinpoints that in several countries, firms across different economic sectors are investing more money and resources in

11. John Hawkins’ interview by Donna Ghelfi, Program Officer, Creative Industries Division, Office of Strategic Use of Intellectual Property for Development, WIPO on the Second World Intellectual Property Organization (WIPO) Inter-sessional Intergovernmental Meeting on a Development Agenda (June 20 to 22, 2005). [www.wipo.int/sme/en/documents/cr\\_inter-view\\_howkins.html](http://www.wipo.int/sme/en/documents/cr_inter-view_howkins.html)

12. [www.oecd.org/unitedkingdom/oecdsgurriawelcomesukstrategytoputininnovationatheartofgrowthagenda.htm](http://www.oecd.org/unitedkingdom/oecdsgurriawelcomesukstrategytoputininnovationatheartofgrowthagenda.htm)

13. The OECD Innovation Strategy: Getting a Head Start on Tomorrow. OECD, 2010.

intangible assets, namely research and development, software and skills development, than they did some time ago. As a result of these investments, productivity statistics have started to show that multifactor productivity and efficiency gains are positively associated with innovative practices.

The literature that has examined the relationship between economic development and innovation, particularly texts<sup>14</sup> focusing on 'the long waves' topic, seems to indicate that there are two possible hypotheses to explain that same relationship. One of these hypotheses claims that during recession, firms should reinforce their investments in innovation. In fact, it is our conviction that, at least in Mediterranean countries, there is an increasing awareness of the need to seek creativity and innovation as a means of overcoming present difficulties in both large and small companies. Furthermore, findings of Filippetti & Archibugi<sup>15</sup> on a study of European firms' behaviour towards innovation investment in recession also indicate that "all the countries (analysed) show a positive balance on the subject of innovation investment. That is, the percentage of firms increasing their innovation spending is higher than firms decreasing them for all the considered countries".

## **BUSINESS OBJECTIVES AS DRIVERS FOR INNOVATION**

Because today's economy is highly based on knowledge and innovation, the building of knowledge networks among institutions and enterprises in a global competitive market is thought to have an important impact on the efficiency and the effectiveness of their business activity. Because purposeful innovation seems to result from analysis, systemic review and hard work, as Peter Drucker<sup>16</sup> once stated, we believe that the innovation effort starts with organisations reflecting on their own mission and business expectations, as well as identifying the market demands for innovative products and services that will meet social needs.

## **INNOVATION ACTORS IDENTIFIED BY THE KNOWING PROJECT**

This report is dedicated to the identification of innovation actors in each of the Knowing Project's partner regions within each partner's focus areas (or industries), the actors' roles, a description of their nature and their contribution to partner regions' socio-cultural and economic development.

The outcome of this research has informed the KnowInG Project of the existing picture in the partner regions of actor activity in innovation and creativity, while identifying the gaps that need to be filled in order to enhance a region's knowledge and innovation-based culture.

Maria Cabral and Marisa Madeira  
University of Algarve

14. Mensch, 1979; Van Duijn, 1983; Freeman, 1995; Tylecote, 1992; Perez, 2002.

15. Filippetti & Archibugi, 2010.

16. The Essential Drucker. Drucker, P. F., 2008. London: Elsevier.

# II Regional Actors Fostering Innovation And Creativity

This section aims to show how or if innovation actors are helping to foster growth at regional level in each KnowInG partner territory. Several examples of regional actors that have implemented actions for growth, innovation and creativity at regional level are presented below. Also detailed are their activities, how the activities work and what regional impact they have. The data is presented alphabetically, by KnowInG partner:

**1) Algarve (Portugal)** - *Tourism and cultural and creative industries*

**2) Attica (Greece)** - *Edutainment and serious games*

**3) Cambridge (United Kingdom)** - *Creative industries*

**4) Italy**

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**4.2) Lombardy (Milan)** - *Fashion*

**4.3) Sicily** - *Ceramic arts*

**5) Valencia (Spain)** - *Innovative initiatives for the sustainable development of rural areas based on the intelligent use of energy*

Each introduction is followed by a table including information about the above-mentioned activities, categorised as: actor's name, activity, mission/objectives, territorial impact and website.

Some actors are listed according to the characterisation of creative sectors as outlined by the European Commission's study *The Economy of Culture*<sup>17</sup>, which is "a first attempt to capture the direct and indirect socio-economic impact of the cultural sector in Europe, thereby assessing its contribution to the Lisbon agenda, and in particular in terms of realising growth, competitiveness, more and better jobs, sustainable development, and innovation". However, since there is considerable scope in terms of the nature of creative and innovation sectors across the partner regions (e.g. ceramics, fashion, tourism and renewable energy), some partners have listed their actors based on an alternative and more appropriate classification – these classifications have been integrated into the list. The activity sectors are:

- Core Arts Field - Visual arts, performing arts and heritage;
- Cultural Industries - Film and video, radio and music;
- Creative industries - Design, architecture and software services;
- Scientific and Research sector and Education;

17. *The Economy of Culture*, 2006  
[www.keanet.eu/en/ecoculturepage.html](http://www.keanet.eu/en/ecoculturepage.html)

- Institutional Agents/ Political System that have contributed to the sectors of tourism and culture, and to the regional development;
- Public Administration;
- Business Development Field;
- Incubators – Entrepreneurship;
- Interface Institutions;
- Industrial System;
- Renewable Energy Sector and Energy Industry.

Patterns exist among the actors in each partner territory. Valencia's actors are very much aimed at its focus area of renewable energy/ energy efficiency. Whereas other territories have actors that have a more general target audience. For instance, the KnowInG partner in Lombardy identified actors that do not provide support for the fashion industry specifically, instead its actors tend to provide support to innovative businesses in general, and the fashion sector can also benefit.

Greece's actors provide business development opportunities for SMEs in regards to investment. This reflects the aims of the country's policies (see the Policies report). Italy has identified a range of actors that also support SMEs and start-ups.

Clustering is supported by existing actors in most territories, with Cambridge being an exception. This could be due to the territory's strong attention to high-tech, rather than creative businesses, which creates a gap in actors/ activities that the partner in the UK has endeavoured to fill (see Tools report)

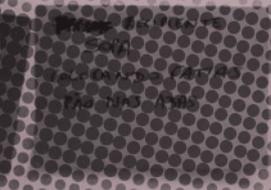
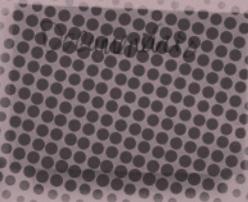
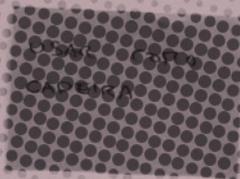
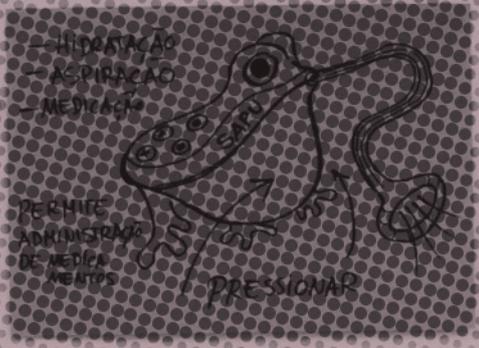
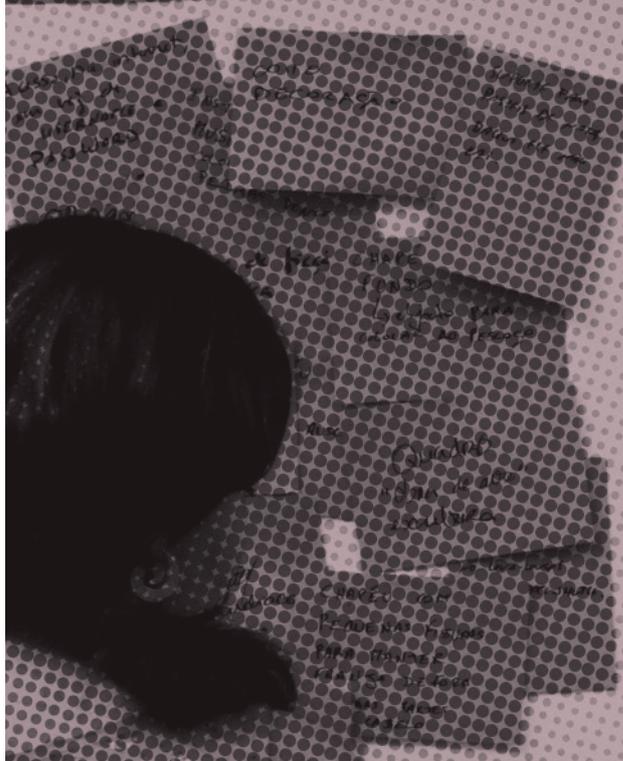
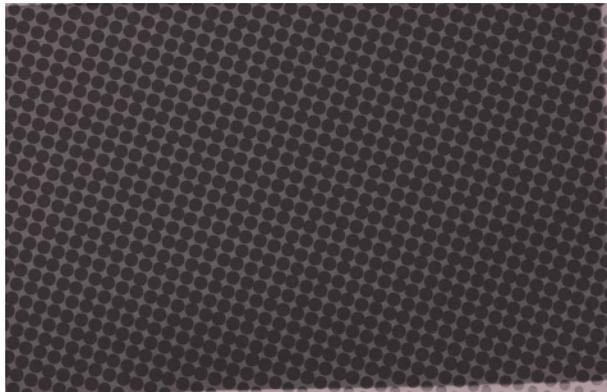
The key theme of education is thoroughly covered by the Algarve where actors are innovative in their approach to providing educational opportunities for all ages in the tourism, cultural and creative industries. Actors in Cambridge also provide some educational activities through Kettles Yard, the Britten Sinfonia and the University of Cambridge Museums Consortium (UCM) for example.

Universities also play a major role in all territories in terms of preparing the younger generation in innovation. For instance Italy's regions have almost 20 university-level educational institutions that support innovation, creativity or R&D.

Job creation is supported by a range of actors that provide employment opportunities (e.g. The Algarve Film Commission) and training (e.g. Calabria's National Confederation of Craft and Small And Medium-Sized Enterprises, the Valencian Energy Agency and ETIC\_Escola Técnica de Imagem e Comunicação/ Image and Communication Technical School).

This section aims to focus on the KnowInG Project's focus areas in order to contextualise and justify the necessity to develop territorial activities (which would be implemented by regional actors) that stimulate innovation and creativity.





## 2.1 ALGARVE – PORTUGAL

It is already common knowledge that the economy has become dependent on culture, cultural content and cultural products<sup>18</sup>. Following the observation of this phenomenon, the relationship between economy and the cultural sector has been widely discussed in literature published in recent years<sup>19</sup>. Within this area of studies, another emerging topic of interest for economists has also been the relationship between the industry of tourism and cultural and creative activities.

Culture is a differentiating factor when quality of tourism is discussed. That is, cultural destinations are more and more a factor of choice when individuals decide where to spend their holidays and Europe has always been a major cultural destination due to its rich cultural and historic legacy. In 1996, Greg Richards coined the term 'cultural tourism' and stressed the role of culture in tourism. His definition soon became a reference to all interested in studying "the movement of persons to cultural attractions away from their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs"<sup>20</sup>.

The concept of cultural tourism has evolved in order to accommodate a new form of cultural consumption which is now referred to as creative tourism. The report of the UNESCO's International Conference on Creative Tourism<sup>21</sup> in 2006 has established that "creative tourism is travel directed toward an engaged and authentic experience, with participative learning in the arts, heritage, or special character of a place, and it provides a connection with those who reside in this place and create this living culture."

Situated in southern Europe, the Algarve is the most in-demand tourist destination in Portugal and, just like other tourist destinations in this area, it traditionally relied on its climate, cultural heritage and environment as major criteria for those choosing to visit. Although particular cultural facilities (archaeological sites, for instance) have long been part of the tourist offering of the Algarve, only recently has the tourism industry started to realise the possibility of complementing the 'sun-beach-golf' package with a marketing investment strategy in cultural and creative activities. Following the trend initiated by other major Mediterranean destinations, which have recognised creative tourism as an important agent of economic and social change<sup>22</sup>, the Algarve is now also facing the need to broaden the tourist offering to include cultural and creative activities.

The Algarve's KnowInG Project partnership represented an opportunity to identify key cultural and creative actors whose activities are relevant to the tourism industry. One of the first steps towards understanding the role of the local cultural and creative actors is the identification of the nature of their activity, as well as their contribution to regional economic development.

The information pertaining to actors in the cultural activities and creative industries in the Algarve is presented here, based on the characterisation of the sector as outlined by the European Commission's study *The Economy of Culture*<sup>23</sup>, as previously outlined in Section II.

18. Pg 319, Du Gay, 1997.

19. Ex.: Florida, 2002; Hartley, 2005; Pratt, 2005; Scott, 1997.

20. Cultural Tourism in Europe, Richards, G., 1996, CABI, Wallingford. Available to download from [www.tram-research.com/atlas](http://www.tram-research.com/atlas)

21. Towards Sustainable Strategies for Creative Tourism, 2006. Report of the Planning Meeting for 2008 International Conference on Creative Tourism. UNESCO Creative Cities Network: Santa Fe, New Mexico, U.S.A. CLT/CEI/CID/2008/RP/66 01/11//2006

22. Richards, G. 2005. Cultural Tourism in Europe. CAB International: Wallingford. Electronic format by Association for Tourism and Leisure Education (ATLAS) [www.atlas-euro.org](http://www.atlas-euro.org)

23. The Economy of Culture in Europe, KEA European Research (2006). Brussels: EC/CE. [www.keanet.eu/en/ecoculturepage.html](http://www.keanet.eu/en/ecoculturepage.html)

## 2.1.1 CORE ARTS FIELD

### a) Visual Arts

#### ACTOR'S NAME

##### **ZEFA (Centro de Arte Contemporânea)**

#### ACTIVITY

The intention of ZEFA was to build an art centre based on the idea of a 'city', where the visitors could live different experiences in each area of the building. It is a multidisciplinary space where urbanism, architecture, art and environment live in harmony.

The main activities of ZEFA are: organising exhibitions, promoting workshops, collaborating on teacher education programmes, receiving trainees, and assisting in the training of technicians and assistants of nursery schools and pre-schools. Currently, the centre has four workers.

#### MISSION / OBJECTIVES

The principal mission of ZEFA is to show art (painting, sculpture, photography, installations, etc), urbanism, architecture and environment in a unique space. The organisation's goal is to receive groups of visitors, especially students, and the general public, and give them the opportunity to get closer to invited artists, art historians and critics. ZEFA also collaborates with municipal entities and hosts external cultural initiatives.

#### TERRITORIAL IMPACT

The centre is establishing innovation and creativity. Because the centre is not yet economically sustainable, all of the expenses are supported by the manager and project creator, Bota Filipe.

#### WEBSITE

Website in construction

#### ACTOR'S NAME

##### **LAC (Laboratory of Creative Activities)**

#### ACTIVITY

LAC is a not-for-profit cultural association that implements several activities with the aim of stimulating artistic creation linked with visual arts production:

- The PRALAC is an artist residency programme of LAC with annual projects, short-term or occasional artistic residencies for foreign artists who wish to explore their creative work in the city of Lagos.
- Promotes exhibitions, artistic performances and concerts by resident artists, but also partnerships with different national and regional entities namely, Chili com Carne, Granular, THISCO, Casa Branca, Teatro Experimental de Lagos, Cine-Clube de Faro, Instituto Politécnico de Portalegre.
- Develops annual courses in dance, visual arts, creative writing, plastic expression and zazen, and promotes technical workshops for various artistic areas, establish-

ing a protocol to implement activities with classes of the arts at Gil Eanes and Júlio Dantas secondary schools in Lagos.

- Promotes research in the area of the arts, provides a documentation centre, a specialised library on artistic areas for supporting the creative process of resident artists and the general community.

#### MISSION/OBJECTIVES

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LAC was formed in 1995 by a group of individuals operating in different sectors of culture (sculpture, painting, ceramics, music, architecture, cinema, museology, heritage preservation), with the objective of fostering and promoting artistic creation in the region with a special focus on South West Algarve, but also, to take advantage and make use of a disused space. The old chain of Lagos, a former jail, is now a creative space where artists use the cells as studio spaces.

Since 2001, LAC has become a host for artistic activity, annually hosting individual and collective projects by approximately 30 artists in diverse areas such as music, painting, sculpture, and/or other alternative and non-commercial projects.

It is funded by the Presidency of the Council of Ministers (Presidência do Conselho de Ministros) and by General Direction for the Arts (DGArtes). In 2010 and 2011 LAC received support from the Culture Ministry and General Directive for the Arts (DGArtes), enabling the launch of the first edition of ARTUR - Artistas Unidos em Residência (United Artists in Residence) in 2011 - an urban art project by Sofia Fortunato trusteeship - and ROOTS, a project that approaches the theme of slavery through a contemporary vision.

#### TERRITORIAL IMPACT

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An estimated 50 people participate in each LAC event.

The association's work is ensured by members of the Directive, a disciplinary team linked in various artistic areas, as well as working in production, administration, management, etc.

Annual budget is €15,000 - €25,000.

#### WEBSITE

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[www.lac.org.pt](http://www.lac.org.pt)

### b) Performing Arts

#### ACTOR'S NAME

**DeVIR (Association of Cultural Activities)**

#### ACTIVITY

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DeVIR started its activity in 1994 with the creation of "A Sul" International Festival of Contemporary Dance.

#### MISSION/OBJECTIVES

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- Develops a set of programmes to support creativity, training and the dissemination of performing arts, involving national and international professionals.
- Offers a programme of artistic residencies including support for independent, national and international creators through the assignment of workspaces; technical

and logistical support for the development of their creations; support of emerging dance or performance creations that use new artistic approaches to serve as a communication tool between the creators and the public, and as a tool for the exchange and exploration of ideas among creators themselves.

- Regular programming: dance, theatre, music and transdisciplinary.
- The project SUB12&SUB18 is directed at young people under the ages of 12 and 18 respectively: training and performances in different areas, involving students and teachers of different levels of education.
- The IDEE, Initiatives in Dance through European Exchange (2005/2008) and the Modul-dance (2009/2015) are two international projects created to develop, at European level, the concept of the European Dancehouse Network, which works with network members in each country to support development and infrastructure. At national level, DeVIR/CAPa was the only organisation chosen to participate in this project, alongside 21 other leading European organisations in this field.
- Valados Project, set up in 2009, integrated different activities over three years. It is an intermunicipal network of training and production centres for the performing arts, implemented in five cities that were part of the project "Algarve Central": Faro, Loulé, Olhão, S. Brás de Alportel and Tavira.

#### TERRITORIAL IMPACT

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The success of the festival drew attention to the fact that the Algarve did not have a centre for performance with a transdisciplinary framework and a residency programme to support national and international creators of performing arts. In 2001, CAPa (Performing Arts Centre of the Algarve) was created to offer a physical place focused on performing arts in the region and decentralise the route of artistic residencies and creativity outside the capital of Lisbon. The Association transformed João Pires wine cellar into a building for performing arts with a room for shows (with 91 seats), two work studios (for theatre/dance/music/photography), one residence zone (with 15 beds), an office, kitchen, laundry, bathrooms and multifunctional space. These facilities offer national and international creators the opportunity to explore contemporary expression, a place for creativity, research and experimentation where "new" is the focus. CAPa develops a centre outside the principal cities of Portugal that are established centres of art and creativity. CAPa has positioned Faro / the Algarve as the new national and international centre for performing arts.

Between 2005 and 2011, approximately 17,500 people participated in CAPa activity (shows, open trials, training, etc).

#### WEBSITE

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[www.devir-capa.com](http://www.devir-capa.com)

#### ACTOR'S NAME

**A Companhia de Teatro do Algarve (ACTA)/ Algarve Theatre Company**

#### ACTIVITY

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ACTA was established 9th February 1995 in Faro by a group of theatre professionals from the University of Algarve. Its activities are mainly performed in the Algarve region.

It is a not-for-profit cultural association and a professional theatrical production organisation. Its work includes: primary school level educational service (via the project VATE - Vamos Apanhar o Teatro or Let's Catch the Theatre); Theatre Programme for Education for older students; and a general programme for all the ages.

Awards include: Primus InterPares Awards, Jack Petchey Award, Salute of Recognition and Merit in the Development and Promotion of the Algarve, Silver Medal of Tourism Merit, Gold Medal of Cultural Merit, Golden Globe (nomination) Best Show/ Theatre, Golden Globe (nomination) Best Actor/ Theatre, Honorable Mention Papier Awards, Gulbenkian Prize – Education.

#### MISSION/OBJECTIVES

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ACTA's objective is the production and co-production of theatre shows, cultural animation, theatre training, and development of cultural and social conditions of community. The company's mission is to stimulate the enjoyment of the diversity of theatre among the resident population. The company thus follows a consistent policy based on the following philosophy: to combine artistic production with educational and sociological aspects, reflected in an eclectic programme that is enjoyed across the cultural spectrum, in terms of taste and needs; and to avoid gender confrontation and to seek to promote intercultural awareness.

The company seeks to work on an artistic and aesthetically consistent and unique basis, aiming to reach the region's floating population, and develop its activity within the context of the national and international theatre panorama.

#### TERRITORIAL IMPACT

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Within the scope of general programming and the Theatre Programme for Education over 14 years, 60 plays were produced and performed 2,186 times for 258,619 spectators. Since 2005, the educational service produced 14 plays, 1,735 theatrical activities (shows and performances) for 43,628 spectators.

ACTA has a professional team of 11 workers, including actors and other staff, working on various elements of the shows.

It is financially supported by the Ministry of Culture, the General Directive of Arts, 16 Algarve Councils (for the education service) and Maecenas. The budget is around €400,000 per year.

#### WEBSITE

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[www.actateatro.org.pt](http://www.actateatro.org.pt)

### c) Heritage

#### ACTOR'S NAME

**Museu Arqueológico e Lapidar Infante D. Henrique/ Municipal Museum of Faro**

#### ACTIVITY

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The Municipal Museum of Faro was founded in 1894 and is located in the Old Convent of Nossa Senhora da Assunção. The museum is a public service of the Museums Division, Culture and Heritage Department of Faro Municipality.

The main themes of the museum are archaeology and history from the Faro area. It has the most significant archaeological collection in the Algarve, which includes artefacts from prehistoric, Roman and medieval ages, and a collection of XVI century paintings. Since May 2002, the Municipal Museum of Faro has been part of the Portuguese Network of Museums.

The museum has been awarded with the Prize APOM of Museology twice between 2003 and 2006.

#### MISSION/OBJECTIVES

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Its mission is to develop research, conservation, documentation, valuation, promotion, acquisition and dissemination of material. The museum also aims to:

- Build a legacy and an identity for local, sustainable development, study, education and leisure;
- Focus on social, cultural and educational activities;
- Establish partnerships with associations and local organisations;
- Implement strategies to valorise the collective identity and legacy in order to reinforce local and regional heritage.

#### TERRITORIAL IMPACT

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In 2009, the estimated number of visitors totalled 27,323; in 2010 the figure was 21,974 and in 2011 it was 27,205.

Total revenue in 2011 (i.e. tickets, store sales, activities, space rent, etc) was €12,936.50. The museum has a multidisciplinary team of 35 staff members in departments including Head of Division, Inventory Service and Research, Conservation and Restoration Services, Communication Service and Museography, Archaeology Service, Educational Services, Service and Hospitality Reception, Administrative Service.

#### WEBSITE

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[www.cm-faro.pt/menu/215/museu-municipal-de-faro.aspx](http://www.cm-faro.pt/menu/215/museu-municipal-de-faro.aspx)

#### ACTOR'S NAME

**Museu de Portimão/ Municipal Museum of Portimão**

#### ACTIVITY

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The Museu de Portimão is housed in the former fish-canning factory, *Feu Hermanos*, on the right bank of the River Arade. It opened in May 2008 as a museum for social identity and territory.

The Atlantic position of Portimão led to the development of a strong maritime culture, portrayed by the rich heritage. This museum is a mediation and cultural management structure that interprets, valorises and develops relevant testimonies, working as an observatory of the community's history and culture.

The long-term exhibition, entitled *Portimão - Territory and Identity*, is a self-portrait of the historical evolution of the territory until today, and is divided in three sections:

Section 1 – Origin and Destiny of a Community

Section 2 - The Industrial Life and the Challenge of the Sea

Section 3 - Under the Water

Around seven temporary exhibitions take place each year, either produced externally or in-house. The museum team produce the in-house exhibitions (research, design and production), only outsourcing the large-scale print.

Awards include the Council of Europe Museum Prize 2010 and DASA/ World of Work 2011.

#### MISSION/OBJECTIVES

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The museum programme has four goals:

- To restore the industrial and historical heritage;
- To reinforce the links between the town and the river;
- To interpret and promote the identity, history and heritage of local communities;
- To augment cultural development and create new audiences.

#### TERRITORIAL IMPACT

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The Museu de Portimão has been successful in terms of visitor numbers with an average of 65,000 per year. The museum's success is not only due to the long-term exhibition, but also to the broad cultural offering of temporary exhibitions and other activities in the museum's educational workshop or auditorium.

The 31 staff members include professionals in museology, history, archaeology, anthropology, IT, archiving, conservation/ restoration, pedagogical services, inventory, media and hosting.

The educational workshop reaches out not only to schools, but it also implements creative leisure programmes during the Easter and summer holidays, and puts on special family days – all based on the museum's main themes. Other important cultural activities include seminars, concerts and cinema screenings, either produced by the museum or by external organisations.

The museum was a key instrument in Portimão's riverfront renovation, which regenerated the urban area by improving access to the area and making the area more attractive including the natural landscape of the River Arade.

#### WEBSITE

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[www.cm-portimao.pt](http://www.cm-portimao.pt)

## 2.1.2 CULTURAL INDUSTRIES

### a) Film and Video

#### ACTOR'S NAME

**Algarve Film Commission**

#### ACTIVITY

The activities of Algarve Film Commission include:

- Supporting stakeholders when filming in Algarve by providing information and advising of possible locations in the Algarve;
- Assisting in location scouting and recruiting local crew and extras at competitive rates;
- Providing contacts and coordination services with the audiovisual industry;
- Coordinating and connecting production companies with local private companies and public services;
- Providing information about infrastructures, hotels, restaurants, vehicle rental, catering companies, travel agencies, etc, at special rates.

The Film Commission work is supported and promoted through sponsors (AMAL, Grande Área Metropolitana do Algarve, Comissão de Coordenação e Desenvolvimento Regional do Algarve, Direcção Regional de Cultura do Algarve, and Teatro Municipal de Faro), partners (Câmara Municipal de Albufeira, Câmara Municipal de Lagos, Câmara Municipal de Portimão, Câmara Municipal de Vila do Bispo, Câmara Municipal de Vila Real de Santo António, and Região de Turismo do Algarve) and through international organisations such as European Film Commissions Network and the Association of Film Commissioners International.

#### MISSION/OBJECTIVES

The Algarve Film Commission was established in 2006 with the mission of developing international awareness of the region as an attractive location for the film and multimedia industries while developing domestic audiovisual businesses.

The Algarve Film Commission works in partnership with the Algarve Tourism Agency, Local Authorities and other cultural agents.

The goals are: to create a 'film-friendly Algarve' in order to support cinema and audiovisual production in the region; to link the Algarve to the film industry; to train specialists; create new job opportunities; and to research and spread knowledge about cinema and audiovisual production in the region. The industry is new in the Algarve but the commission provides a chronology of film-making in the region<sup>24</sup>.

#### TERRITORIAL IMPACT

Over the last six years the Film Commission has attracted more than 60 productions of feature and short films, TV series and commercials from countries including Canada, China, Denmark, France, Germany, Netherlands, Spain, Sweden, United Kingdom and USA.

More than 1,000 people attended several seminars and workshops organised by the Film Commission in partnership with the Algarve University (CIAC – Research Centre) and leading national media schools (ETIC and RESTART). Also, the Film Commission has

<sup>24</sup>. Filmando a Luz Introdução à História do Cinema Rodado no Algarve, Edição Algarve Film Commission 2007.

an established partnership with the London Film Academy that has been organising a summer camp in the region since 2010.

The Film Commission is the only Portuguese member of the Association of Film Commissions International and the European Film Commission Network.

It is managed by a small and productive team of four staff with cultural and economic backgrounds.

#### WEBSITE

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[www.algarvefilm.com](http://www.algarvefilm.com)

#### ACTOR'S NAME

**Livremeio Productions Ltd**

#### ACTIVITY

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Producing audiovisuals, programmes, documentaries, fiction for film and television.

The main activities of Livremeio Productions are:

- Cinema Productions in 16mm, 35mm or digital video;
- Television productions in various genres such as documentaries, fiction and entertainment programmes (from conception through to production and digital post-production);
- Advertisements;
- Video clip productions;
- Photography.

Awards include: top Arrábida Art & Tourism Film Festival award for the documentary "Ilha" on FINISTERRA.

Productions include five author documentaries, seven promotional movies, one short film, and the company is working on a documentary for the University of Algarve. Another was due for completion at the end of 2012 and two documentaries and a documentary series are in the production schedule for 2013.

#### MISSION/OBJECTIVES

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Livremeio Productions Ltd was set up in 2007 with the aim of producing audiovisuals, programmes, documentaries, fiction for film and television in the Algarve. The objective of the company is use creativity to make the region more autonomous in the industrial audiovisual market and create employment opportunities for specialists in order to guarantee professionalism and quality.

Livremeio has established contacts with the Andalusia region, and connections with financing and distribution channels, to open up the horizons for production and dissemination.

#### TERRITORIAL IMPACT

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It is managed by a small team of four staff with cultural and economic backgrounds.

Two managing partners focus on production activities.

Financing for productions has primarily come from the purchase of broadcast rights from TV, local authorities and the company's equity.

The budget is much lower than would be normal for other regions.

#### WEBSITE

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[www.livremeio.pt](http://www.livremeio.pt)

## b) Radio

### ACTOR'S NAME

**Rádio Universitária do Algarve (RUAfm)/ University of Algarve Radio**

### ACTIVITY

RUAfm is a not-for-profit association and local radio station set up in November 2002. It broadcasts a wide range of programming such as news, interviews and live music on FM radio and online, and promotes via social networks (i.e. Facebook and Twitter). RUAfm broadcasts news programmes and partnership interviews with some other regional media: Jornal Barlavento, Sul Informação and Observatório do Algarve.

Also, RUAfm has been a media partner for musical events such as Festival Med, Rock na Ribeira, o Mercado Mundo Mix, Guadina Fest, FIMA and Festival de Percussão. As a cultural promoter it publicises events of the Municipal Theater, Library and Museum of Faro, CAPa (Performing Arts Centre of the Algarve), Artistas, The Association of Faro Musicians, and Arca, Margem, Arte Adentro galleries, etc. RUAfm staff members include a part-time employee and several volunteers. The station was also honoured by the Municipality of Faro with the Medal of the Copper Merit Grade.

### MISSION/OBJECTIVES

It is a media broadcasting institution that aims to serve the local community. It is also a centre for professional broadcast training where trainees acquire experience in a creative and innovative environment.

Being the single local radio station with a target audience of university students, their goal is to provide information on cultural events and to serve as a media network for the community.

### TERRITORIAL IMPACT

RUAfm is constantly available to collaborate with the academic community and the general population to communicate what is happening at the university, the region, and from around the country and the world.

For the last six years RUAfm has been promoting Palco RUA (the RUA stage) at Algarve Academic Week where pop/ rock bands make their debut. The broadcasting of lesser known, contemporary music has positioned the radio station as a partner in band promotion.

Students of communications at the university, IEFP and secondary schools can participate in short-term, professional internships at RUAfm as an opportunity to experience the world of broadcasting.

The local newspaper 'Postal do Algarve' has distinguished RUAfm as the only radio station in a list of the most relevant media in the Algarve in the last 20 years. Financially, the station depends on the University of Algarve and the Academic Association of University Algarve, which contribute 40% of the budget. The remaining income is raised by RUAfm through paid-for cultural and science programmes.

### WEBSITE

[www.rua.pt](http://www.rua.pt)

## c) Music

### ACTOR'S NAME

**Orquestra do Algarve (OA)/ Orchestra of the Algarve**

### ACTIVITY

The Orchestra of the Algarve made its debut in 2002 at the Festival Internacional de Música do Algarve. Created by a programme promoted by the Ministry of Culture, the orchestra has among its founders the organisations of Turismo do Algarve and the University of Algarve, as well as a large group of regional municipalities: Albufeira, Faro, Lagos, Loulé, Portimão, Tavira, Alcoutim, Castro Marim, Olhão, Lagoa, S. Brás de Alportel, Vila Real de S. António, Silves and Vila do Bispo.

The OA comprises international musicians and develops a multifaceted activity in an 11-month musical season dedicated to the local population and tourists.

### MISSION/OBJECTIVES

Its mission includes pedagogic activity at local schools and masterclasses for young musicians. The orchestra also aims to endow the region with a cultural structure of the highest artistic level.

### TERRITORIAL IMPACT

In 2009, the première of the innovative "Mega Promenade Concert for Schools" was attended by 3,500 students, teachers and education professionals in Portimão.

Besides occasionally performing in other Portuguese regions and in the Spanish cities of Huelva and AyaMonte, OA performs annually an average of 100 concerts in the auditoriums, churches and other cultural institutions of the Algarve. The estimated number of each season's audiences is 15,000.

Besides the regular annual musical season, OA also participates in a music educational programme supported by the regional Board of Education, which consists of scheduled visits to state schools with the aim of contributing to the esthetic and cultural development of youngsters.

### WEBSITE

[www.orquestradoalgarve.pt](http://www.orquestradoalgarve.pt)

## 2.1.3 CREATIVE INDUSTRIES

### a) Design

#### ACTOR'S NAME

#### TEASER

#### ACTIVITY

Teaser is a design and advertising company from Loulé with almost 12 years of activity in different areas of communication design, such as corporate imaging, promotional campaigns, web design, multimedia and editorial design.

#### MISSION/OBJECTIVES

Over the years, the company's main purpose has always been to offer its clients the design solution or product best suited to each case, while seeking to be a reference for quality design in the region.

#### TERRITORIAL IMPACT

Teaser's territorial influence has exceeded by far its geographic location since most of the local clients have required national and international promotion but also because Teaser is often used by national-level firms or multinational companies based abroad.

Since its establishment with just two employees, this company has created several jobs and operates with an average of six employees per year. Due to its reputation and the public recognition of its superior quality of services, Teaser has been required by public organisations, municipalities, institutions and private companies to create promotional campaigns, corporate branding and event promotions. Just to give an example, Teaser has been responsible for the image and promotion of Med Festival since 2004.

Teaser is currently developing a new project called Design Project Alexandre Rito, which is a branch of the company focused on the development of graphic work with specific creative characteristics.

#### WEBSITE

[www.teaser.pt](http://www.teaser.pt)  
[www.designproject.pt](http://www.designproject.pt)

### b) Architecture

#### ACTOR'S NAME

#### PLAN Associated Architects

#### ACTIVITY

Founded in 1991, PLAN Associated Architects, based in Quinta do Lago, Algarve, is a multidisciplinary architectural practice specialising in architecture, urban and town planning and interior design. It also offers a vast range of services in areas so diverse as design, environmental impact studies and others, as result of close partnerships with qualified companies; creating a balance between aesthetics, functionality, innovation and sustainability.

125 projects were implemented between 1991 and 2011 and the company has won several regional and international awards such as first prizes for:

Municipal Contest of Architecture, promoted by Faro City Council, in recognition of the contribution to improving the quality of the architectural heritage of the Municipality of Faro; Private Contest for the exterior areas of the International Airport of Faro A.N.A.; Municipal Contest - Improvement study for the surrounding area of the Main Church of Salir, promoted by the Municipal Council of Loulé, Algarve, Portugal; CNBC International Property Awards - SIMA 2008 (England).

#### MISSION/OBJECTIVES

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Improving the quality of the architectural heritage.

#### TERRITORIAL IMPACT

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This architecture studio employs 14 workers: one managing partner/ interior designer; two managing partners/ architects; one administrative secretary; four architects; one intern architect; two CAD designers; one lawyer; one commercial advisor; and one internationalisation advisor.

PLAN is conscious of how its work affects the environment around them. The business works to incorporate environmentally friendly practices into their business activities such as waste management (through reducing, re-using and recycling), giving preference to energy efficient solutions, reducing water consumption, giving preference to environmentally responsible alternatives to products and services, and encouraging clients to adopt such solutions.

PLAN also supports various charities through volunteering of time and projects, fund-raising or by simple donations.

#### WEBSITE

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[www.planassociados.pt](http://www.planassociados.pt)

### c) Software Services

#### ACTOR'S NAME

**Visualforma**

#### ACTIVITY

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In the market since 1995, Visualforma is a global company involved in consultancy and the implementation of information and management technology solutions that aim to help companies take strategic decisions supported by information systems, and help decision makers to make their organisations agile and competitive.

Visualforma Fast Facts:

- ISO 9001 Certified since 2003
- NP 4457 Certification process (Portuguese Certification for Research, Development and Information Management)
- Faro City Gold Medal in 2009
- SMB Excellence Award from IAPMEI in 2008, 2009 and 2010
- Member of Innovation COTEC Network since 2009

### MISSION/OBJECTIVES

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As a global company, and in partnership with teaching and research institutions, Visualforma's mission is the continuous improvement and identification of opportunities to strengthen the work of organisations. In 2009 the company created a Research and Development Centre that involved a financial investment of over €3 million, co-financed by Visualforma and the National Strategic Reference Framework - a government body promoting Portuguese entrepreneurship.

Comprising a young, dynamic team, Visualforma's R&D Centre carries out software research and develops work in accordance with a methodology based on agile processes, which are fundamental as a guarantee of the quality not only in terms of the final result but also at all the stages of development. The methods of development employed by the team equally ensure the evolution of solutions in the long-term, meaning that the software can be rapidly adapted according to changes in businesses and markets. The aim of the R&D department is the continuous improvement of products as well as partners; and seek new opportunities to develop more diversified and robust products.

### TERRITORIAL IMPACT

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Long-term experience in different areas of business such as tourism had already inspired major research projects for Visualforma with the most important being Omnibeas - a powerful application of sales and marketing management for hotels. Omnibeas is the easiest and most complete sales and marketing management web-based solution presenting six outstanding tools in one package: Channel Management, Booking Engine, Yield Management, CRM, Social Media and Mobile.

This solution enables hotel management to be fully optimised, saving time and resources and getting higher occupancy rates and revenue optimisation. Omnibeas is the ideal product to help hotels improve profits by improving direct sales, loyalty strategies and the direct and immediate distribution of the inventory to all major channels.

Visualforma has 30 employees (31 December 2011) and a business volume of €3,884,038.68.

### WEBSITE

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[www.visualforma.pt](http://www.visualforma.pt)  
[www.omnibeas.com](http://www.omnibeas.com)

## 2.1.4 SCIENTIFIC AND RESEARCH SECTOR AND EDUCATION

### a) Public University

#### ACTOR'S NAME

#### University of Algarve (UALg)

#### ACTIVITY

UALg it is an important centre for cultural, scientific and technological development, with strong regional, national and international ties, offering students the opportunity to explore various careers as they gain transferable skills. UALg has a crucial role in the local activity of actors in tourism and culture. The university intervenes in both sub-sectors with research at international level in tourism and culture studies. Examples of study areas:

- Graduations in the culture and the creative sectors: visual arts, design of communication, animated image, languages, communications, literature, cultural heritage;
- Graduations in tourism: hotel management, information and tourist animation and tourism;
- Postgraduate courses and specialisations: visual and performing arts, specialisation in visual arts, communications;
- Master degrees: communications, culture and arts and specialisation in image studies;
- PhDs: communications, culture and arts, history and heritage, innovation management, tourism.

The University of Algarve offers several programmes to its students and teachers such as Erasmus Mundus and Erasmus, Leonardo da Vinci, Comenius and Grundtvig External Cooperation Window.

A few research centres are linked to the study of the territory, tourism, arts and culture: Research Centre for Arts and Communication (CIAC); Centre for Research on Space and Organisations (CIEO); Centre for Research and Development: Nucleus of Archaeology and Paleoecology (NAP).

UALg also works to promote the culture through other media, such as 'Sin-Cera' - the Theatre Group of the University of Algarve. In its 20 years it has staged plays, promoted cultural encounters and organised theatre courses. In addition, 'A Peste' - the Association for Theatrical Research - is a founding member of the Orchestra of the Algarve, and RUAfm (University Radio of Algarve).

#### MISSION/OBJECTIVES

The University of Algarve is a young state university located in the south-eastern part of Portugal. It was established in 1979 and over the years the institution has acquired a sound international reputation. The University has witnessed significant growth in terms of its student population, modern facilities and the quality and diversity of programmes on offer.

It has developed a close relationship with the local communities in order to affirm the important of the region. Today it is considered an important centre for cultural, scien-

tific and technological development offering students the opportunity to explore various careers as they gain transferable skills.

#### **TERRITORIAL IMPACT**

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The university's student population is close to 10,000 and the institution employs over 700 academics. Structured in different campi situated in Gambelas, Faro and Portimão, the university has three faculties and four schools that offer a range of quality undergraduate and postgraduate courses.

Besides the faculties and schools, it also has several prestigious research centres in different scientific areas, whose work has promoted the institution and its faculty staff nationwide and worldwide.

#### **WEBSITE**

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[www.ualg.pt](http://www.ualg.pt)

### **b) Technical School**

#### **ACTOR'S NAME**

**ETIC\_Escola Técnica de Imagem e Comunicação / Image and Communication Technical School**

#### **ACTIVITY**

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ETIC was created in 1991, combining the technological and artistic talent in the fields of communication, and more specifically in audiovisual with the emergence of the private television channels.

With a pioneering spirit, ETIC has a practical approach for those who want fast entrance into the employment market.

#### **MISSION/OBJECTIVES**

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Contact with the professional world starts within ETIC's walls, since its trainers are active professionals. Besides all the resources available, contact with the professional market is made through several practical and end-of-course exercises, where the trainees have several chances to visit companies, work for real brands and participate in events.

At the same time, it has always been a very open school where trainees have a close and casual relationship with trainers.

The school encourages students to be creative, inventive, imaginative, limitless and free-thinking in arts and sciences, and know-how is developed through practice. ETIC is a reputable school for certified technical teaching and a reference for the market.

#### **TERRITORIAL IMPACT**

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In 2010, ETIC broadened its horizons through the opening of a delegation in the city of Portimão in an attempt to satisfy the high demand from candidates from southern Portugal. The Algarve had been in need of a viable offer in the fields of the creative industries for a long time.

As such, ETIC\_Algarve was created in a part of the building that was the old Caixa Agrícola bank, located in the city centre with a working space of circa 800m<sup>2</sup>, distributed over two floors with three classrooms, equipped with Apple computers, a photography studio, a video studio, régie, atelier and a lounge.

The main goal is to provide the South of Portugal with technical professionals for the creative industries.

#### WEBSITE

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[www.eticalgarve.com](http://www.eticalgarve.com)

## 2.1.5 INSTITUTIONAL AGENTS/ POLITICAL SYSTEM

### a) Tourism Sector

#### ACTOR'S NAME

**Algarve Regional Tourism Board (TA)**

#### ACTIVITY

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The TA is a legal organisation governed by public law, covering an area corresponding to the 16 municipalities of the Algarve and enjoying complete administrative and financial autonomy, as well as ownership of its own assets.

#### MISSION/OBJECTIVES

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Its mission is to promote the development of tourism in the Algarve, through the improvement and qualification of the territory, and the promotion of the region as a tourist destination in cooperation with the public and private sectors, and for the benefit of the economy and quality of life in the region and the country as a whole.

#### TERRITORIAL IMPACT

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The TA aims to communicate with the external market through a network of national and international partners such as the Tourism Association of the Algarve (ATA), Association of Hotels and Tourist Enterprises in the Algarve (AHETA), Hoteliers Association of Industrial, Food and Beverage (AIHSA).

#### WEBSITE

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[www.turismoalgarve.pt](http://www.turismoalgarve.pt)

### b) Cultural Sector

#### ACTOR'S NAME

**Regional Directorate for Culture (DRC)**

#### ACTIVITY

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DRC-Algarve is a governmental regional institution under the jurisdiction of the national Secretary of State for Culture (former Ministry of Culture).

Underlining that culture is a cohesion factor for national identity, the Portuguese government assumes its responsibility in supporting, stimulating and promoting artistic creation and favouring citizens' access to culture. Although the Portuguese government rejects the premise of controlling cultural life and affirms that the private sector is as a fundamental strategic partner in the support for cultural and artistic activities, it is the government's conviction that culture is not the sum of sectors that are organised in accordance with their agents' interests.

#### **MISSION/OBJECTIVES**

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DRC-Algarve's mission is to promote cultural policies in the Algarve, including the promotion of cultural and artistic activities within the regional territory, providing access to national and European programmes and co-sponsoring not-for-profit regional culture and arts. The main competencies of the DRC-Algarve are:

- 1) Cultural heritage - Management of monuments assigned/ attached, preservation and spatial planning, instruction methods of classifying, and technical support to museums;
- 2) Supporting the production of artistic creation - Supervision and inspection of structures supported by DGARTES (Directorate-General for the Arts), support for cultural initiatives and amateurs and professional cultural agents.

#### **TERRITORIAL IMPACT**

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Focusing on regional cultural development, DRC-Algarve created the Strategic Plan for the Culture of the Algarve (PECAlg) in 2010, with the aim of establishing political lines for culture in the region, based on the Regional Plan for Territorial Planning of the Algarve (PROTAlg), and the Cultural Action Support, whose main objective is to support cultural agencies in regional areas such as:

1. Creation and Production – The creation of projects and/or production of shows in theatre, music, dance or transdisciplinary;
2. Training – Skills development in artistic techniques for cultural and creative programming, production and cultural management;
3. Publications – Promoting literature that contributes to the dissemination of historical knowledge, regional identity, thematic information about the Algarve, and other types of literature (for example, prose and poetry);
4. Promotion – Encouragement and promotion by local and regional agents of: festivals, theatre, music, dance or transdisciplinary productions local and regional agents; exhibitions of visual arts by artists from the Algarve region; film festivals and multimedia production by film clubs and other organisations, the participation of new talent from the Algarve in music, dance and plastic arts (e.g. ceramics and sculpture) overseas.

More than 50 activities have been established throughout the Algarve each year as a result of this support strategy. Activities have also been decentralised. The effectiveness of this strategy is clearly seen in the on-going support organisations and by the diversity of agents and public that are supported.

#### **WEBSITE**

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[www.cultalg.pt](http://www.cultalg.pt)

## c) Regional Development

### ACTOR'S NAME

**The Regional Development and Coordinating Commission of the Algarve (CCDR-Algarve)**

### ACTIVITY

CCDR-Algarve is part of the Ministry of Environment, Territory and Regional Development, and endowed with administrative and financial autonomy, charged to execute, within its geographic area of intervention, the politics of regional development and of the towns, environment, management of the territory, conservation of the nature and biodiversity, sustainable use of the natural resources, urban requalification, regional strategic planning and support to the local municipalities and its associations, pursuing integrated development of the Algarve.

The services provided by the CCDR-Algarve are: assessorship and coordination, administrative and financial management, monitoring and fiscalisation, environment and hydric resources management, planning and regional development, support to the local administration, management of territory, conservation of nature, management of the coast, cartography and information systems.

### MISSION/OBJECTIVES

The Commission aims to support tourism activity through territorial planning and natural and environmental protection. CCDR-Algarve's activities have recently started to demonstrate an awareness of the role of cultural heritage and creative industries in the development and improvement of the Algarve region.

### TERRITORIAL IMPACT

CCDR-Algarve participates in a network of institutions that include Tourism of Algarve (TA), Regional Directorate of Culture (DRC-Algarve), Tourism Association of the Algarve (ATA), Inter-municipal Community of Algarve (AMAL), 16 municipalities, University of Algarve, entrepreneurs in tourism/leisure, schools and other community associations.

### WEBSITE

[www.ccdr-alg.pt/ccdr](http://www.ccdr-alg.pt/ccdr)



## 2.2 ATTICA – GREECE

The Greek partners of the KnowInG Project - the Business and Innovation Centre of Attica, the Lavrion Technological and Cultural Park and the Region of Attica - have chosen the industry of edutainment, in particular serious games, as the territorial focus for the project's implementation.

Serious games are developed by using game technology and design principles for a primary purpose other than pure entertainment. They are played in accordance with specific rules by using entertainment to further government or corporate training, education, health, public policy strategic communication objectives, etc.

Edutainment is a category of serious games with the primary objective to promote education through the use of video gaming. This kind of video gaming is being used in many fields, such as education, military training, the health-care sector and business.

The Greek partners have chosen this specific focus area with the ultimate objective of creating a cluster in this field in Greece. All planned activities aim to bring together different streams of existing knowledge from the region of Attica in order to drive excellence and innovation.

More specifically, the aim is to:

- Bring together researchers, scientists and designers to cooperate in the field of edutainment;
- Orientate research and education towards the needs of the edutainment industry;
- Make science and technology more attractive to young people through the development of an up-to-date, attractive, entertaining pedagogic material, and through the design of innovative educational programmes.

The specific sector of edutainment has been inspiring for the Greek partners because it is a promising industry. Although the edutainment industry is not being supported by an official governmental policy, the companies in this field have already been distinguished internationally by developing excellent video games. In fact, some of the companies have managed to expand their activities abroad by successfully exporting their video games.

Therefore, the Greek partners believe that the edutainment and serious games industry is a very promising industry and that Greece has the human capacity to build on that. The partner aim to develop a friendly environment where:

- Culture meets technology;
- Business meets research, and;
- Education meets entertainment.

The actors chosen for this KnowInG report are indicative of the initiatives taken in Greece for the promotion of innovation.

Apart from the actor responsible for the promotion of the chosen focus area, other actors that promote innovation in Greece in general are being developed. These actors are public, private, scientific, research or business actors.

It is clear that Greece is going through a stagnant period with significant financial difficulties. One of the results of this crisis is that many measures of economic development are being stalled, postponed or abolished, therefore, the aforementioned actors are facing numerous challenges. However, there are promoters of innovation and knowledge that are still active and, hopefully, the situation will be reversed soon.

## 2.2.1 INTERFACE INSTITUTION

### a) Video Gaming

#### ACTOR'S NAME

**Hellenic Game Developers Association (HDGA)**

#### ACTIVITY

Although the Greek market is small, the Greek video gaming companies have managed not only to develop new, remarkable video 'edu' games, but also export their ideas and games outside the country. For example, the company, Aventurine, has created an on-line video game that is sold in 120 countries.

Due to the extraordinary activity of Greek video gaming companies and the need for collaboration, HDGA was founded in 2007. The association has managed to bring together over 15 Greek companies and 250 people involved in the video gaming industry to promote the projects of each company.

The HDGA organises various events and participates in conferences in order to promote the efforts of the Hellenic companies in the sector of video gaming. Each year a conference is organised by the association, where news about the Greek companies is presented and the projects are mainstreamed and promoted.

Last year HDGA announced the first common project of the members of the association: 'Amnesty – The Game'. The game is used through the web and Facebook and focused on the major issue of the death penalty. The project is planned and designed by a team of 23 volunteers (members of HDGA) and not only shows the dynamics of the association, but also the prospects of a deeper and more coordinated cooperation among the members (even without funding). More importantly, the mission of the project – in cooperation with the Greek delegation of Amnesty International – is to support the efforts of Amnesty International in abolishing the death penalty worldwide.

#### MISSION/OBJECTIVES

The main mission of the Hellenic Game Developers Association is to bring together all the Greek companies active in the video gaming sector. The objective is to enhance the game development sector in Greece. The association gives its members the opportunity to be informed on all the news related to the sector in Greece, promotes the interests of member companies, and above all, enables them to connect with other companies and organisations in the field of video games.

#### TERRITORIAL IMPACT

The Greek video gaming sector is already being promoted and supported through the events, contests and conferences that HDGA participates in. The common project 'Amnesty – The Game' is a very serious endeavour for the association to display its dynamic approach and to support the serious matter that is the death penalty.

#### WEBSITE

[www.hgda.gr](http://www.hgda.gr)  
<http://amnestygame.com>

## b) Mobile Applications

### ACTOR'S NAME

#### Hellenic Association of Mobile Application Companies (HAMAC)

### ACTIVITY

HAMAC represents a vibrant sector of more than 80 high-tech companies whose activities include the development of added-value mobile applications, the provision of added-value services for telecommunication providers, the provision of innovative communication, content and application services. HAMAC supports and (co)organises various events - national and international - in the mobile application sector. The association has participated in the awards ceremony for new mobile applications including international events such as the InfoCom World Conference. Moreover, HAMAC aims to promote the Greek technology associations internationally through joint business delegations. An example is Synergies, an entrepreneurial expedition aiming to promote and integrate the Hellenic technology associations into the Silicon Valley ecosystem. The debut was made in the Valley scene with a series of social events and high-level meetings between 17th and 19th January 2012. The event gave 30 businessmen from 25 Greek technology companies the opportunity to meet leading professionals, angel investors, academics and local authorities.

### MISSION/OBJECTIVES

The objectives of the association are the:

- Development of a spirit of cooperation between its members and the promotion of mutual collaboration;
- Promotion of the companies in the sector through specific actions and the contribution towards innovation, extroversions and international development;
- Submission of business plans and proposals to government authorities, so as to achieve the gradual development of its members;
- Preparation of training courses with the aim of improving the administrative and technical skills of its members;
- Monitoring of scientific, technical, financial and educational developments in the mobile field and the provision of information to its members;
- Promotion and protection of the interests of its members, the support and coordination of activities towards this purpose;
- Representation of the sector at local, regional, and international level, as well as its representation in local and international events.

### TERRITORIAL IMPACT

HAMAC comprises the vibrant sector of more than 80 companies, which represent approximately 90% of the total domestic turnover of the mobile industry, and employs more than 4,000 people including 1,000 professionals of the highest academic education. Additionally, the members of the association turnover more than €400 million and have a presence in more than 40 countries. Some of these companies are already expanded and distinguished as worldwide leaders in the mobile services market, providing services to the largest telecom operators globally, and are listed on the London Stock Exchange and achieve substantial growth both on national and international level.

### WEBSITE

[www.hamac.gr](http://www.hamac.gr)

## 2.2.2 SCIENTIFIC AND RESEARCH SECTOR AND EDUCATION

### a) Centre of Scientific Research

#### ACTOR'S NAME

**DEMOKRITOS: National Centre for Scientific Research (NCSR)**

#### ACTIVITY

The scientific activities of NCSR take place in eight administratively independent institutes: Institute of Nuclear Physics, Institute of Nuclear Technology and Radiation Protection, Institute of Materials Science, Institute of Telecommunications and Informatics, Institute of Microelectronics, Institute of Physics/ Chemistry, Institute of Biology and the Institute of Radioisotopes and Radiodiagnostic Products.

Their activities concern the sectors such as nanotechnology, microsystems, integrated telecommunications and informatics technology systems, modern technologies for cultural heritage, control of environmental pollutants, nuclear technology and radiation protection, accelerative systems technologies and detector devices, generation and characterisation of innovative materials, bioactive molecules, natural products and biotechnology, medicines and diagnostics technologies, telemedicine, etc.

#### MISSION/OBJECTIVES

The initial aim of NCSR was the utilisation of the advantages of nuclear energy for peaceful aims. The scientists gradually developed the structures and the organisation of scientific research and participated in the configuration of it as a pioneering multi-branch centre. These days the centre aims to:

- Conduct high calibre basic and applied research;
- Develop new knowledge and know-how and contribute to the economic and social development of the country through the dissemination of knowledge and transfer of know-how and technology to the public and private sectors;
- Collaborate with European industry and institutes for the development of advanced technologies;
- Offer customised high-tech services to the public and private sectors through its certified laboratories;
- Provide post-graduate education in advanced science and technology and new fields of research. Post-graduate education and training are priority objectives for NCSR, which runs different Master and PhD programmes in collaboration with Greek universities and organises a yearly summer school.

#### TERRITORIAL IMPACT

All the institutions that comprise NCSR participate both in European Projects and projects funded by the General Secretariat of Research and Technology.

The centre's impact in Greek society is remarkable. According to the 'Scientific Output and Impact: Europe's Leading Role in World Science'<sup>25</sup>, the centre has very large number of publications and its impact factor is 0.90 (the highest percentage in Physics over the period of 1993 to 1999).

25. [http://oldportal.demokritos.gr/sineisfora\\_uk.asp](http://oldportal.demokritos.gr/sineisfora_uk.asp)

Also, NCSR contributes significantly to the development and dissemination of technology to the public and private sector. The centre implemented the first post-doctoral programme in Greece and its experiments and projects are innovative and pioneering. The centre can contribute its know-how to underdeveloped countries, as well as to Greece, through European projects and international cooperation with other research institutions and universities.

Demokritos has contributed significantly, and in many ways, to<sup>26</sup>:

- Advancement and worldwide recognition of the Hellenic research activity;
- Development, diffusion and transfer of high quality know-how to the public and private sectors;
- Understanding and support of the national cultural inheritance;
- Reversal of high calibre scientific brain drain;
- Attraction of Greece as a world renowned seat of science;
- Establishment of post-graduate education according to world standards;
- Staffing of the higher educational institutions with highly qualified teaching and research personnel.

#### WEBSITE

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[www.demokritos.gr](http://www.demokritos.gr)

### b) Research and Technology

#### ACTOR'S NAME

**The Centre for Research and Technology Hellas (CERTH)**

#### ACTIVITY

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Six Research Institutes operate at CERTH:

- Chemical Process Engineering Research Institute - CPERI
- Informatics and Telematics Institute - ITI
- Hellenic Institute of Transport - HIT
- Institute of Agrobiotechnology - INA
- Institute for Solid Fuels Technology & Applications - ISFTA
- Institute of Biomedical & Biomolecular Research – IBBR

CERTH and its institutes participate in various research projects, thus cooperating with other partners and expanding its knowledge and expertise.

#### MISSION/OBJECTIVES

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The mission of CERTH is to carry out fundamental and applied research with emphasis on the development of novel products and services of industrial, economic and social importance in the following fields:

<sup>26</sup>. [ftp://ftp.cordis.europa.eu/pub/indicators/docs/ind\\_report\\_prest2.pdf](ftp://ftp.cordis.europa.eu/pub/indicators/docs/ind_report_prest2.pdf)

- Chemical and biochemical processes and advanced functional materials;
- Informatics and telecommunications;
- Land, sea and air transportation;
- Agrobiotechnology and food engineering;
- Environmentally friendly technologies for solid fuels and alternative energy sources;
- Biomedical informatics, biomedical engineering, biomolecular medicine and pharmacogenetics.

#### TERRITORIAL IMPACT

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Some of CERTH's institutes have been acknowledged as centres of excellence by international committees. Their scientific and technological performance is remarkable and many of their services and products are being provided to international industrial organisations and regional projects. Their researchers receive international recognition and many of the institutes have been awarded with international prizes for their achievements.

#### WEBSITE

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[www.certh.gr](http://www.certh.gr)

### c) University

#### ACTOR'S NAME

#### National Technical University of Athens (NTUA)

#### ACTIVITY

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The science staff and post-graduate researchers conduct research together. The projects are financed by the EU and other Greek and foreign organisations in the public and the private sector.

NTUA operates many of its laboratories also as service laboratories, which provide expert advice, tests and measurements and specialised services within the framework of its technological competence.

Apart from the various research projects it is worth mentioning two initiatives of NTUA:

- The first is the Lavrion Technological and Cultural Park (LTCP) - a body of scientific research, education, business and culture. LTCP aims to link scientific and technological research conducted in Athens with the needs and interests of the business world to the realisation of cultural events. LTCP is essentially the only technology park in Attica that specialises in modern applied technology areas, such as information technology, electronics technology, telecommunications, robotics, technology laser, environmental technology, energy, shipbuilding, marine technology, etc. LTCP also operates as an incubator, hosting new entrepreneurs with beneficial terms, boosting the start-up of their businesses.
- The second is the Institute of Communications and Computer Systems (ICCS), which is responsible for research and development activities in the diverse aspects including: telecommunications, computer systems and techniques and their application in

a variety of areas such as transceivers, radar and electromagnetic sensors, satellite and wireless communications, electromagnetic phenomena modelling, neural networks, systems, software and hardware engineering, telematics and multimedia applications, transport applications, robotics, biomedical engineering, electric power and renewable energy sources, distributed generation and management systems.

#### MISSION/OBJECTIVES

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NTUA mainly aims to promote and re-invest funds in education and research. The available funds are being given to scholarships and research activities. NTUA also aims to disseminate knowledge and the production of new knowledge.

#### TERRITORIAL IMPACT

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The number and high standards of NTUA research projects are endorsed by numerous international scientific journals and international conferences. A recent survey on the number of research projects sponsored by the European Commission classifies NTUA in second place among all European universities, and in the fourth place among all European organisations, including private enterprises.

#### WEBSITE

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[www.ntua.gr](http://www.ntua.gr)  
[www.ltp.ntua.gr](http://www.ltp.ntua.gr)  
[www.iccs.gr](http://www.iccs.gr)

### ACTOR'S NAME

**National and Kapodistrian University of Athens (UoA)**

#### ACTIVITY

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The research within the University of Athens is undertaken by the laboratories, clinics and research institutes.

#### MISSION/OBJECTIVES

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One of the aims of the UoA is to produce, create and disseminate knowledge. Through this, the university serves another objective - to provide an upgraded educational level to students and at the same time develop and renew the services it offers. In order to create new knowledge UoA endorses research and participates in research programmes, international research organisations and collaborations.

#### TERRITORIAL IMPACT

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The research enables UoA to enhance its social and scientific role. It conducts basic and applied research and supports the development of scientific knowledge, and, as a result, contributes to the financial and social development of Greece.

#### WEBSITE

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<http://en.uoa.gr>

## d) Information Technology

### ACTOR'S NAME

#### Athens Information Technology (AIT)

#### ACTIVITY

AIT is an internationally-renowned not-for-profit education and research centre in the fields of information technology, telecommunications and innovation management.

As far as the education sector is concerned, AIT offers graduate and postgraduate programmes. Furthermore, AIT has signed collaborative agreements with renowned foreign universities (Carnegie Mellon, Harvard University, Aalborg University in Denmark) in order to enhance the educational level.

In terms of research, AIT participates in 45 research projects (EU, nationally and industry funded). Its dynamic research activity has resulted in the formation of significant and valuable synergies with research and educational institutions, corporate R&D labs, and industry in Greece and abroad.

#### MISSION/OBJECTIVES

AIT's purpose is to build on the track record of excellence set by Greek scientists and engineers both in Greece and abroad, and to enable the country to play a significant future role in science.

The aim of basic and directed research undertaken at AIT is to turn the centre into an international research hub by fostering collaborations with other research centres in Greece and abroad.

AIT's mission is to:

- Establish and maintain a centre of excellence for research and education in the areas of software engineering, telecommunications/ networking, embedded systems and electronics;
- Foster the development of top level competitive information and communication technology professionals capable of creating technological breakthroughs and skilled in technology and innovation management;
- Continue to provide the education to meet future ICT trends;
- Continue to provide education opportunities to gifted students through scholarships.

#### TERRITORIAL IMPACT

The facilities, professors and personnel of AIT guarantee a high quality education. Furthermore, AIT gives its students career opportunities and is actively participating and organising events that promote the technology sector in Greece. Recently, AIT co-organised the first Gaming Forum launched a contest for the most innovative video games. The event gave the chance to young game developers to show their talent and promote their work.

AIT's research is published in high quality, international journals and presented at international conferences and other scientific events. They are communicated to students and forthcoming researchers and scientists through education, and to the industry through consulting in the exploitation of the creation of innovative products and services.

#### WEBSITE

[www.ait.gr](http://www.ait.gr)

## 2.2.3 BUSINESS DEVELOPMENT FIELD

### a) Development Fund

#### ACTOR'S NAME

#### New Economy Development Fund (TANEO)

#### ACTIVITY

With regard to the infrastructure TANEO is a company that supports SMEs by enhancing the competitive development of venture capital funds. More specifically, the company assists entrepreneurs in their ambitions and tries to accelerate companies' growth by providing them with capital experience and expertise. Through the collaboration of private and institutional investors, TANEO creates new funds, tailor-made to address the needs of small businesses and establishes new corporate governance for Greek companies.

TANEO mobilises capital and people in order to encourage promising enterprises that can evolve with a rapid pace and strengthen the contemporary market and the entrepreneurship. TANEO has expanded its activities in various sectors such as IT, biotechnology, ecology, services and industry.

Recently, it was announced the operation of an 'Innovation Fund' within TANEO. The fund will support innovative small and medium-sized businesses. The funding is for activities related to five sectors: health and biotechnology, food and rural development, energy, environment and nanotechnology.

#### MISSION/OBJECTIVES

The objectives of TANEO can be summarised as follows:

- To elevate the values and perspectives of a business;
- To enable businesses to remain sustainable;
- To help entrepreneurs implement their vision;
- To encourage development;
- To promote creative entrepreneurship;
- To support the innovative ideas.

The objectives of the Innovation Fund are:

- To support innovative, dynamic businesses (mainly high-tech) with venture capital;
- To motivate private investors to provide venture capital for the development of innovative technological activities.

#### TERRITORIAL IMPACT

TANEO's capital has supported many of businesses in Greece, some of which have expanded their services and products abroad. An example of TANEO's activity is Capital Connect Venture Partners AKES. TANEO has provided 49.9% of the fund's capital. Capital Connect Venture Partners' aim is to invest in innovative Greek small and medium-sized enterprises in sectors of the new economy, and companies whose competitive

advantage arises from innovation. An example is Krokus Kozanis SA - a joint venture between Kozani Crocus Cooperative, Korres natural products SA and Capital Connect Venture Partners.

With exclusive rights to this prized medicinal herb whose retinoic acid and carotenoids help fight cancer, the company is creating an extensive range of natural products based on the unique kozani crocus also known as Saffron.

#### WEBSITE

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[www.taneo.gr](http://www.taneo.gr)

### b) Investment

#### ACTOR'S NAME

**Invest In Greece**

#### ACTIVITY

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Invest In Greece is the national actor for the promotion, attraction and support of investments in Greece, as well as for the implementation of the legislation 'Acceleration and Transparent Implementation of Strategic Investment'.

The organisation has developed various programmes through which the agency is trying to promote investments in Greece and to attract actors worldwide. The main sectors that are being promoted by the organisation are the following: tourism, energy, technologies of information and communication, health sciences, food and beverages, and environment.

#### MISSION/OBJECTIVES

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The main focus of the organisation is to track investment opportunities and to find new investors providing them with information and support with all kinds of investment plans. The organisation promotes investment opportunities in Greece to actors all over the world in order to become as a one-stop-shop for strategic investments in the country.

The main objectives of the organisation are to:

- Attract investments;
- Support investors;
- Suggest strategies and provide valuable information;
- Communicate with possible investors;
- Provide high-level services;
- Strengthen the development of Greece.

#### TERRITORIAL IMPACT

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Greece's strategic geopolitical position enables Invest In Greece to promote the country as an attractive investment destination. The organisation is addressed both to Greek and foreign investors. Invest In Greece has developed a strong interactive network of communication with actors at local, regional and international level. The network includes organisations, partners, embassies and ministries.

Investors from all over the world have testified that their investment moves were worthwhile and rewarding, proving that Greece is indeed an attractive investment destination.

#### WEBSITE

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[www.investingreece.gov.gr](http://www.investingreece.gov.gr)

## 2.2.4 PUBLIC ADMINISTRATION

### a) Research and Technology

#### ACTOR'S NAME

#### General Secretariat for Research and Technology (GSRT)

#### ACTIVITY

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The only actor that is responsible for the sector of Research & Development is the General Secretariat for Research and Technology, a sector of the Ministry of Education. The Secretariat is responsible for implementing R&D programmes that promote:

- Activities of research actors;
- Diffusion of technology;
- Development of the community of researchers;
- Cooperation with other countries and international organisations;
- Inauguration of technological institutions in fields important for the development of the Greek economy.

One of the activities of GSRT is the programme 'Creation of Innovative Clusters - a Greek Product, One Market: The Planet', which encourages existing business networks and educational/ research actors to submit proposals and business plans (under the coordination of one actor) for the creation of innovative clusters in advantageous sectors. The main purpose of this is to investigate the demands of the market and the consequences for the economy from the development of the innovative clusters.

#### MISSION/OBJECTIVES

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GSRT's mission is to:

- Enhance through competitive R&D programmes the research activities of the production and research actors in key sectors;
- Support the dissemination of advanced technologies and the direct use of the new products by the Greek production actors;
- Contribute to the enhancement of the research manpower;
- Present the country to the EU and comply with the research and technological specifications of the international community;
- Promote cooperation with other countries and international organisations;
- Establish institutes and technological actors for high-priority sectors;

- Monitor and fund the operation of 19 Greek research and technological actors;
- Promote the dissemination of R&D information at a national level;
- Contribute to the awareness among Greek society on R&D issues.

#### TERRITORIAL IMPACT

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Within the framework of the last operational programme 'Competitiveness and Entrepreneurship (2009)' GSRT aimed to implement one of the basic axis of technological innovation and research, and among other activities, it attempted to introduce knowledge-intensive entrepreneurship activities to enable research institutions to create new businesses, attract foreign investors, etc.

GSRT participates in national and European activities, builds partnerships with foreign countries (a recent example is the one with China) and works to enhance local and regional entrepreneurship and innovation.

#### WEBSITE

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[www.gsrt.gr](http://www.gsrt.gr)

### b) Documentation Centre

#### ACTOR'S NAME

**National Documentation Centre (EKT)**

#### ACTIVITY

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EKT is the national institution for documentation, information and support on science research and technology issues.

EKT provides Science & Technology (S&T) information services; operates the Science and Technology Digital Library; develops and promotes Greek digital content (such as the National Archive of PhD Theses); supports the participation of Greek organisations in competitive European research programmes; disseminates research results and innovative technologies to the market; monitors international trends; provides consultancy services; organises seminars and information days; participates in exhibitions; develops collaborations and networks; and participates in national and international projects that cover Europe, Russia, the West Balkan, the Middle East and the Black Sea regions.

#### MISSION/OBJECTIVES

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EKT's vision is to provide access to scientific knowledge for everyone, in order to promote research, innovation and competitiveness. Its mission is to establish frontier infrastructure for the development, organisation and provision of S&T content.

EKT's objectives also include:

- Development of a digital environment to support research and technology;
- Operation of a digital open repository for S&T content;
- Operation of a digital S&T information centre and provision of personalised services;

- Development of Greek digital S&T content with emphasis on the collection, digitisation, organisation and dissemination procedures;
- Mapping of the Greek research and technology landscape and provision of services supporting the Greek research activity.

#### TERRITORIAL IMPACT

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EKT's contribution is significant. It operates as a national contact point for Greek researchers and SMEs that prepare their proposals for European projects. EKT also develops the 'Research and Innovation' website and supports the Greek CORDIS web service. EKT is the coordinator of the Enterprise Europe Network - Hellas, the largest network of integrated business support in Greece.

As member of the corresponding European network, the Enterprise Europe Network - Hellas provides international business cooperation services, innovation and technology transfer services, as well as services for encouraging SMEs' participation in European programmes for Research and Technology.

#### WEBSITE

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[www.ekt.gr](http://www.ekt.gr)  
<http://cordis.europa.eu/greece>

## 2.2.5 INCUBATORS - ENTREPRENEURSHIP

### a) Clusters

#### ACTOR'S NAME

**Corallia: Hellenic Technology Clusters Initiative**

#### ACTIVITY

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Corallia is a public-private partnership, aiming at boosting competitiveness, entrepreneurship and innovation in knowledge-intensive and exports-orientated technology segments. It is a cluster facilitator that acts as a one-stop-shop, which: informs on business opportunities and added-value services; supports new venture creations; expands the innovation-knowledge horizon with thorough training programmes; endorses the partnerships among cluster-members as well as between cluster-members and national and international organisations; promotes the technology transfer by funding research centres; leverages the top-tier Hellenic human capital and promotes the brand of 'Innovation Made in Greece'.

Corallia's services include the Athens Innovation Centre and Patras InnoHub, which act as facilitating hubs for business relationships, common research activities and collaborations among entrepreneurs and investors. It provides the job search electronic platform 'Career MatchMaker' and disseminates news of members to the international press.

Corallia's work also includes participation in European and national research and development projects such as POOLING4CLUSTERS, LeadERA and international networking activities with actors such as the European Cluster Alliance, the European Cluster Observatory, the European Innovation Platform for Clusters, and the first EU-Japan Cluster Forum.

### MISSION/OBJECTIVES

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Corallia's vision is the promotion of 'Innovation Made in Greece' in knowledge-intensive, high-tech and exports-oriented sectors, in order to fuel growth and boost competitiveness in business sectors where Greece can attain a worldwide competitive advantage through the establishment of innovation clusters.

Corallia's vision also includes the improvement of competitiveness through the development of cooperation between competitive companies ('co-opetition'), patent submissions, economies of scale and economies of scope, to boost the extroversion of the Greek economy, etc.

### TERRITORIAL IMPACT

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Corallia's work has been recognised several times for its work. It was assessed as one of the best 40 European practices for 2008 in the priority sector 'Strengthening SME's Dynamics in Terms of Technology'. Corallia's 'Communication and Public relations' programme was also recognised at the European Excellence Awards 2007.

Corallia's clusters are knowledge-intensive and produce knowledge and innovative, added-value, products. They have competitive advantages internationally and have contributed to the change of the image of investment in Greece by promoting the country as an attractive investment destination. The clusters also promote the human capital in Greece and comprises mostly of SMEs.

Corallia's clusters are the following:

- si-Cluster Knowledge Base (Hellenic Space Technologies and Applications Cluster) - an emerging, industrial-led and user-driven innovation cluster in Greece, with a strong geographical concentration in the region of Attica and a sizeable potential to compete worldwide in the challenging and fast-growing sector of space technologies and applications);
- mi-Cluster Knowledge Base - the first innovation cluster in Greece which demonstrates a continuous increase in members, exceeding 100 organisations, including Greek innovative companies, academic labs and research institutes, from all over Greece;
- gj-Cluster Knowledge Base (Innovative Gaming Technologies and Creative Content Cluster) - its core concentration is in the region of Attica, which displays a state-of-the-art technology-edge, coupled with an extrovert, global-reaching entrepreneurial spirit.

### WEBSITE

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[www.corallia.org](http://www.corallia.org)

## b) Business Innovation Centre

### ACTOR'S NAME

#### Business and Innovation Centre of Attica (BIC)

### ACTIVITY

BIC of Attica is a full member of the European Network of BICs and a not-for-profit and non-governmental organisation, offering consulting services to private companies, local authorities and parties of the public sector in order to enhance their competitiveness and efficiency.

Additionally, BIC of Attica supports the creation of new companies assuring their healthy development through a full spectrum of services offered. With responsibility and reliability, BIC undertakes business development, technical support, access to financial sources, finding of new partners in Greece and abroad, implementation of marketing and publicity programmes, personnel training, and other activities of technical business support for enterprises and other bodies who seek a more productive route. Furthermore, BIC of Attica participates or manages National and European programmes that generally aim to improve of business environment, the promotion of research and technology, and the reinforcement of the national economy.

### MISSION/OBJECTIVES

BIC's main mission is the support and development of small and medium-sized enterprises (SMEs) and the promotion and implementation of relevant EU and national policies in collaboration with local, national and EU authorities.

The main objectives of BIC of Attica are to:

- Support and enhance the competitiveness of enterprises, to achieve their modernisation, to introduce innovative methods to their operation and to encourage the diversification of their activities in order to achieve sustainable development;
- Support and enhance the competitiveness of enterprises and the contribution to the development of new, viable enterprises, particularly in cutting-edge sectors;
- Encourage economic growth and increased employment via the most optimal exploitation of human, natural and financial resources;
- Provide access to foreign markets and to support the internationalisation of SMEs via the international BIC network.

### TERRITORIAL IMPACT

BIC of Attica, within the framework of the implementation of European programmes and initiatives, maintains close collaboration at national and international level with local, regional and national authorities, enterprise-supporting institutions (chambers of commerce, technology parks, incubators, etc.), universities, research institutes and private enterprises in the manufacturing and services sectors.

BIC of Attika has created a business incubator in the Lavrion Technology and Cultural Park, which enables BIC to capitalise on its extensive experience in the field supporting and developing small and very small enterprises with innovative ideas.

### WEBSITE

[www.bicofattika.gr](http://www.bicofattika.gr)



## 2.3 CAMBRIDGE - UNITED KINGDOM

The UK has the largest creative sector in the EU comprising around 182,100 businesses, contributing over £60 billion to the British economy with reported export figures of over £16 billion in 2006. They are also increasingly recognised for the pivotal role they play in innovation, design and creation of new intellectual property.

In 2008, research identified that technology-based creative companies located in the Greater Cambridge region numbered in excess of 1,660, collectively employing 12,000 full-time employees with a turnover just under £1 billion per annum, and considerable potential.

The information is detailed below, based on the characterisation of the sector as outlined by the European Commission's study *The Economy of Culture*<sup>27</sup>.

### 2.3.1 CORE ARTS FIELD

#### a) Visual Arts

##### ACTOR'S NAME

##### Kettles Yard

##### ACTIVITY

Kettle's Yard Gallery is a landmark centre for modern and contemporary art. Built in 1970, it was designed by architects Sir Leslie Martin and David Owers.

##### MISSION/ OBJECTIVES

Kettle's Yard founder, Jim Ede, carefully positioned artworks alongside furniture, glass, ceramics and natural objects, with the aim of creating a harmonic whole. He described his vision for Kettle's Yard as a place that should not be "an art gallery or museum, nor... simply a collection of works of art reflecting my taste or the taste of a given period. It is, rather, a continuing way of life from these last 50 years, in which stray objects, stones, glass, pictures, sculpture, in light and in space, have been used to make manifest the underlying stability".

Kettle's Yard was originally conceived with students in mind. Jim kept 'open house' every afternoon of term, personally guiding visitors around his home. In 1966, he gave the house and its contents to the University of Cambridge. In 1970, three years before Jim retired to Edinburgh, the house was extended and an exhibition gallery added.

Education at Kettle's Yard: the programme aims to extend understanding and enjoyment of contemporary and 20th century art, particularly the objects displayed in the house and in temporary exhibitions. Kettle's Yard embraces the concept of life-long learning, offering opportunities to visitors aged 4 to 94 and beyond. It aims to cater for the needs of individual visitors and participants. Through regular activities, special events, and work with schools and further and higher education Kettles Yard aims to provide specialist information, encourage participation and create opportunities for developing skills.

27. The Economy of Culture, 2006.

#### TERRITORIAL IMPACT

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Kettles Yard recently secured a large capital fund to develop a four-floored extension into a period building adjacent to the gallery that will provide:

- A large practical studio, able to accommodate a full class of 30 pupils;
- A seminar space, which will also double as a digital studio;
- An access gallery that will explore aspects of the collection and its archive and make connections between the works in the house and the contemporary exhibition programme.

#### WEBSITE

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[www.kettlesyard.co.uk](http://www.kettlesyard.co.uk)

### b) Arts and Crafts

#### ACTOR'S NAME

**Cambridge Art Salon**

#### ACTIVITY

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The Cambridge Art Salon nurtures art and creative ideas created by the public, for the public. Operating a unique policy of inclusion, it reaches out to both marginalised groups and individuals in the arts and creative sectors with a passion for the arts and creativity.

#### MISSION / OBJECTIVES

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The Art Salon is the first arts enterprise incubator in Cambridge, serving artists and cultural entrepreneurs who need a nurturing, affordable environment to springboard their creative idea.

Our community gallery is home to a range of contemporary art showcased by the public, community groups and artists across the local community and surrounding region. We are not officially affiliated with any institution, academic or otherwise, which means that the public at all stages of their creative practice are welcome to use the space to engage with the wider community to uplift, provoke dialogue or inspire. We particularly welcome those who use the arts to promote wellbeing and community.

#### TERRITORIAL IMPACT

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Cambridge Art Salon has a range of artists and creatives from the community involved who have a shared ambition to sustain a long-term, central art centre and creative hub for the public of Cambridge that is inclusive - for everyone. The director, Ruthie Collins, is also working on special professional coaching programmes for resident artists and others in Cambridge who want to see their creative projects really succeed.

#### WEBSITE

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[www.cambridgeartsalon.org.uk](http://www.cambridgeartsalon.org.uk)

## 2.3.2 CULTURAL INDUSTRIES

### a) Performing Arts

#### ACTOR'S NAME

##### The Junction

#### ACTIVITY

The Junction is one of the most diverse cultural venues in the UK, a vibrant centre of contemporary culture and registered charity with a uniquely varied programme.

#### MISSION/OBJECTIVES

Presenting 100s of performances each year to over 100,000 customers, The Junction covers clubs, comedy, dance, live music, theatre and events for young people. Operating over three spaces, The Junction is committed to developing new artists and providing cutting-edge performances.

The organisation's Learning and Skills Department ensures that young people are able to be part of The Junction and be involved in creative learning. The Junction has developed links with schools and colleges, Outreach projects, Young Ambassadors volunteering programme, youth dance and theatre and band night The Fiver, to ensure that young people are at the centre of their work and have opportunities to develop their creative skills.

#### TERRITORIAL IMPACT

As a highly regarded space and arts, culture and educational provider in the region, Cambridge City Council awarded The Junction funds in late 2011 for its future development.

In addition to the annual grant of almost £100,000, the City Council provided a further investment of a one-off sum of £65,000 to stimulate further evolution of The Junction's activities and artistic programme. As a committed supporter of the arts in Cambridge, the council regarded this as an excellent opportunity to buck the worrying trend of cuts in the sector and secure a sustainable expansion of these important services for young people in the city.

#### WEBSITE

[www.junction.co.uk](http://www.junction.co.uk)

### b) Heritage

#### ACTOR'S NAME

##### University of Cambridge Museums Consortium (UCM)

#### ACTIVITY

Cambridge has more museums, galleries and collections within a square mile than any other UK city outside London.

In all, the University of Cambridge Museum Consortium brings together eight museums and represents a broad range of treasured and rare collections all within easy walking distance of the city centre.

#### MISSION/OBJECTIVES

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Led by The Fitzwilliam Museum, the UCM's mission is to become a world-class centre of excellence for museum research, outreach, and learning for all ages.

The UCM is comprised of The Fitzwilliam Museum, Kettle's Yard, The Museum of Archaeology and Anthropology, The Sedgwick Museum of Earth Sciences, The University Museum of Zoology, The Whipple Museum of the History of Science, The Polar Museum/ Scott Polar Research Institute and The Museum of Classical Archaeology.

#### TERRITORIAL IMPACT

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Recently recognised by the Arts Council and a Major Renaissance partner (part of the programme *Renaissance in the Regions*, which aims to improve regional museums), UCM focuses on unlocking the university's world-class collections, and the research activities that underpin them, to a larger and more diverse audience. Strong emphasis is placed on the university museums working with each other around world-class excellence and leadership in all aspects of museum work; greater cultural diversity of audiences and numbers of people inspired by the museums' collections and research (either through actual visits or the wider media, such as digital access); greater environmental sustainability and entrepreneurial innovation; and more opportunities for children and young adults to get involved.

#### WEBSITE

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<http://news.admin.cam.ac.uk/news/2012/01/24/arts-council-england-to-support-university-of-cambridge-museums-partnership>

### c) Film and TV

#### ACTOR'S NAME

**Cambridge Film Trust**

#### ACTIVITY

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Cambridge Film Trust deliver a broad portfolio of screenings, special events and tailor-made projects that enable people to be moved by, learn about and interact with film. The highlight of the year-round programme is the Cambridge Film Festival, undoubtedly the most innovative in the country.

#### MISSION/ OBJECTIVES

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As a registered charity, the Cambridge Film Trust has a mandate to promote film culture and education for the benefit of the public. Specifically, the trust's objectives are to:

- Promote, develop and maintain the appreciation of and education in the art, craft, technology and theatrical experience of film and video, including contemporary and historical, local, national and world cinema;
- Encourage the appreciation and study of the theory, history, aesthetics and practice of film and video making and the film and video industries and the associated activities of film and video journalism, publishing and distribution both by and for the

public, and by and for pupils, students, researchers and teaching staff at schools, colleges and universities in Cambridgeshire, the UK and elsewhere.

- Promote the appreciation of and education and research in film and video and other objects beneficial to the community through undertaking, facilitating and/ or promoting the preservation of film and video and/ or through providing or assisting with the provision of public screenings of film and video.

#### TERRITORIAL IMPACT

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The Cambridge Film Festival is the highlight of the Trust's year-round programme of activities. It is central to their charitable mandate to foster film culture and film education as it provides an ideal opportunity to reach the widest possible audience.

Undoubtedly the most innovative in the country, the Festival has established its reputation alongside London and Edinburgh as a key event in the UK film calendar.

Independent cinema is suffering continual pressure to even become noticed in the huge expansion of US-led commercial fare. Screen space and media coverage are certainly difficult to get these days, but Cambridge Film Trust shows that Cambridge's film culture is thriving; year-round screenings of independent films and the wide-ranging festival programme take place at the Arts Picturehouse. Film festivals include the Cambridge Film Festival (with screenings of international films at the Picturehouse and other indoor and outdoor venues), the Cambridge African Film Festival (features, documentaries and short films from across the continent) and the British Silent Film Festival aimed at diverse audiences.

#### WEBSITE

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[www.cambridgefilmtrust.org.uk](http://www.cambridgefilmtrust.org.uk)

#### d) Music

##### ACTOR'S NAME

**Britten Sinfonia**

##### ACTIVITY

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Britten Sinfonia is one of the world's most celebrated and pioneering ensembles. It is praised for the quality of its performances and an intelligent approach to concert programming that is centred around the development of its players.

Founded in 1992, it is inspired by the ethos of Benjamin Britten through world-class performances of the highest quality, illuminating and distinctive programmes where the old meets the new, and projects in the local community as well as in the world's finest halls. Accolades include the Orchestra Manager of the Year Award (part of the Association of British Orchestras/Rhinegold Awards) for the orchestra's Chief Executive in January 2013.

Britten Sinfonia enjoys a growing international profile, and is frequently heard on CD, BBC Radio 3 and commercial radio.

#### MISSION/ OBJECTIVES

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Central to its artistic programmes are a wide range of creative learning projects run by the orchestra. These range from pre and post-concert talks/ performances, through to schools projects, coaching, masterclasses and professional development opportunities for businesses.

Britten Sinfonia Academy is for young musicians of secondary school age from the East of England. Britten Sinfonia Academy will take place through intensive weekend courses for young musicians. Courses are designed and run by members of Britten Sinfonia, giving opportunities to work and play with some of the UK's best chamber musicians.

#### TERRITORIAL IMPACT

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Britten Sinfonia aims to be the international benchmark for the chamber orchestra. Its roots remain in the East of England, a region emerging as major force in contemporary arts. This region, and the Cambridge and Norwich series in particular, is a testing ground for projects with a range of world-class composers, performers and conductors, from where we then tour events to other key centres in the UK and abroad.

As well as concerts, they have a thriving Creative Learning Programme making the orchestra available to the widest possible audience through exciting projects that involve Britten Sinfonia musicians in many settings, from schools to prisons to swimming pools. The programme enables anyone to experience high quality music-making activities, whether they have previous experience of music or not.

#### WEBSITE

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[www.brittensinfonia.com](http://www.brittensinfonia.com)

### 2.3.4 CREATIVE INDUSTRIES

#### a) Computer Games

##### ACTOR'S NAME

**Jagex Ltd**

##### ACTIVITY

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Underpinning Jagex games are proprietary network communication and graphics compression technologies, utilised in all their games. These technologies are continually evolving and form the backbone of the company's development plans. Jagex are continually improving technologies to enable the company to attack and achieve our ambitious aims.

Jagex are driven to become a significant online operator in all the major gaming markets worldwide, developing and commercialising highly compelling online games that appeal to as wide an audience as possible, based on cutting-edge technologies developed in-house.

##### MISSION/ OBJECTIVES

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Jagex has developed into one of the big success stories of independent British game development and an important actor and recruiter of new talent in the Cambridge games community.

There is an abundance of incredible talent within the company that is always looking to develop new, groundbreaking online gaming experiences.

#### TERRITORIAL IMPACT

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Jagex are driven to become a significant online operator in all the major gaming markets worldwide, developing and commercialising highly compelling online games that appeal to as wide an audience as possible, based on cutting-edge technologies developed in-house.

#### WEBSITE

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[www.jagex.com](http://www.jagex.com)

### b) Product and Industrial Design

#### ACTOR'S NAME

##### Team Consulting

#### ACTIVITY

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Team Consulting is focused on medical device development and has a global reputation for integrity, creativity and excellence. They believe devices should save lives, enhance wellbeing and reduce pain. It was formed in 1986 as a fee-for-service business, helping clients to turn concepts and needs into viable and commercially successful devices.

Commercially successful products need to be safe, easy to use and, ultimately, make people better. Their approach combines design, human factors, science and engineering from inspiration right through to industrialisation.

#### MISSION/ OBJECTIVES

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The staff are driven by the desire to make things better by working in collaboration with clients and each other. They are recognised globally as experts in the design and development of medical devices and are focused on delivering real insight and expertise to our clients.

#### TERRITORIAL IMPACT

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Team Consulting represents Cambridgeshire design globally and, as renowned experts in medical device design, has recently won the 2012 red dot design award for product design, for the Revitive IX, a Class IIa medical device that was designed for Actegy Health (formerly High Tech Health). The product was up against over 4,500 products that were judged by 30 international experts.

Cambridgeshire holds a unique mix of design consultancies and leaders in industrial and product design fields, who expertly combine creativity, innovation and technology. Team Consulting participated with 19 other designers and consultancies to be recognised as part of the first design festival, Design Icons: Cambridge Innovation Festival in February 2012. The festival included a stunning exhibition of products design in Cambridge, as well as a series of business-to-business events for the sector.

#### WEBSITE

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[www.team-consulting.com](http://www.team-consulting.com)  
[www.designcouncil.org.uk/our-work/investment/design-fund/design-icons](http://www.designcouncil.org.uk/our-work/investment/design-fund/design-icons)

## c) Web Design

### ACTOR'S NAME

#### Studio 24

#### ACTIVITY

Studio 24 is an independent web design agency based in Cambridge, UK, with a passionate team of web professionals serving organisations across all market sectors.

The studio was founded in 1999 and the company continues to grow year-on-year, delivering high quality web solutions to clients nationwide.

#### MISSION/ OBJECTIVES

Studio 24 specialises in a range of services from web design and creation, information architecture, ecommerce development through to training and consultancy. The agency offers the highest level of creative web design, turning ideas into dynamic, visually inspiring websites. A team of professionally trained designers translate core information into creative concept designs.

#### TERRITORIAL IMPACT

Since their establishment in 1999, Studio 24 has built up excellent working relationships with clients from varying market sectors including charitable organisations, large multinationals, universities and local government bodies. Developing over 100 client websites including John Menzies plc, Cambridge Hitachi, University of London, Cambridge City Council and Logotron Educational Software.

They have been recognised and awarded the title of Best New Media Agency at the Future UK Internet Awards 2003. Voted by the readers of Future Publishing's *Internet* magazine, the awards received over 50,000 votes in 15 categories. More recently, the studio has received acknowledgment and nominations at the Rising Star, Best Small Business Award at Cambridge Business Awards 2011 and Best Web Design at the Creative East Awards 2009.

#### WEBSITE

[www.studio24.net](http://www.studio24.net)

## d) Publishing

### ACTOR'S NAME

#### Cambridge University Press

#### ACTIVITY

Cambridge University Press (CUP) dates from 1534 and is the publishing business of the University of Cambridge. Dedicated to excellence, its purpose is to further the University's objective of advancing knowledge, education, learning, and research.

Playing a leading role in today's global market place, CUP operates over 50 offices around the globe, and distributes products to nearly every country in the world. CUP publishes titles written by 45,000 authors in over 100 different countries.

## MISSION / OBJECTIVES

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CUP's mission is achieved by producing academic books, textbooks, monographs, reference works, English Language Teaching materials, educational software, electronic publishing, Bibles, prayer books and over 300 academic journals.

## TERRITORIAL IMPACT

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Pioneers in publishing, CUP is committed to supporting innovation in learning and teaching. It publishes without boundaries, ensuring resources are accessible across the globe - in print, online and other digital formats.

The organisation takes pride in supporting community programmes around the world and all staff are encouraged to offer practical help, advice and funding to nurture vital charitable, educational and voluntary partnerships.

## WEBSITE

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[www.cambridge.org/?site\\_locale=en\\_GB](http://www.cambridge.org/?site_locale=en_GB)

## 2.3.5 INDUSTRIAL SYSTEMS

### a) Relevant Technology-Based SME in the Computer Games Sub-sector

#### ACTOR'S NAME

**Geomerics**

#### ACTIVITY

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Geomerics is an innovation-led company developing cutting-edge graphics technology for the games industry. Based in Cambridge, UK, they have built a team that combines world-class management and games industry experience with some of the UK's leading researchers.

#### MISSION/ OBJECTIVES

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As a middleware company, Geomerics partner with many of the leading companies in the games industry and are currently working with developers around the world on AAA titles for future release. Geomerics' first product is 'Enlighten' and provides real-time radiosity for next-generation consoles and PC.

#### TERRITORIAL IMPACT

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Implementing a new level of naturalism, authenticity and versatility in video game lighting effects, Geomerics' Enlighten technology frees developers from the bottleneck of pre-baking global illumination and, in doing so, provides instantaneous feedback for artists. This unique combination vastly reduces development overheads at the lighting stage and opens up a wide palette of new possibilities for generating mood and atmosphere. Enlighten's revolutionary technology brings global illumination to real-time gaming and has seen Geomerics partner with technology engine companies such as Unreal Engine 3 and Frostbite 2.

Geomerics is a relatively small outfit of 22 that constantly innovates and develops. In 2012, through partnership with ARM - the world's leading semiconductor intellectual property (IP) supplier - Geomerics made Enlighten available for mobile devices. ARM's architecture for the digital world is at the heart of the development of digital electronic

products, with both these companies headquartered in Cambridge results in technology, intelligence and innovation of the region achieving global recognition and impact.

#### WEBSITE

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[www.geomerics.com](http://www.geomerics.com)

## 2.3.6 INTERFACE INSTITUTIONS

### b) Technology Strategy Board

#### ACTOR'S NAME

**Technology Strategy Board - Sectorial Industry Body and Knowledge Transfer**

#### ACTIVITY

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The Technology Strategy Board (TSB) is the UK's national innovation agency. Their goal is to accelerate economic growth by stimulating and supporting business-led innovation. They work across government, business and the research community - removing the barriers to innovation, bringing organisations together to focus on opportunities, and investing in the development of new technology-based products and services.

#### MISSION/ OBJECTIVES

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The TSB has identified the creative industries as a priority area and the need to create the conditions to ensure that content owners, creators and developers are incentivised to continue to innovate.

#### TERRITORIAL IMPACT

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The TSB manages a range of programmes and delivery mechanisms:  
Collaborative research and development - Investing in projects involving business and researchers working together to deliver successful new technology-based products and services.

Knowledge Transfer Networks (KTNs) - National networks in a specific field which brings together people from businesses, universities, research, finance and technology organisations in order to stimulate innovation.

Knowledge Transfer Partnerships (KTPs) - Placement of a high calibre, recently-qualified individual into a business to work on innovation projects.

International programmes - The TSB has a UK coordination role within EUREKA, a pan-European initiative for promoting collaborative business-led R&D

#### WEBSITE

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[www.creativeindustriesktn.org](http://www.creativeindustriesktn.org)

## 2.3.7 SCIENTIFIC AND RESEARCH SECTOR AND EDUCATION

### R&D Centre

#### ACTOR'S NAME

**Microsoft Research Cambridge - Private R&D Centre**

#### ACTIVITY

Research at the Cambridge facility focuses on the following areas:

- Computational Science
- Computer-Mediated Living
- Cambridge Innovation Development
- Constraint Reasoning
- Machine Learning and Perception
- Online Services and Advertising
- Programming, Principles and Tools
- Systems and Networking

Recent substantial contributions to the company include: the functional programming language F#; the body part recognition technology in Kinect for Xbox 360; and the advert prediction algorithm used in Bing.

#### MISSION/ OBJECTIVES

Microsoft Research Cambridge was set up in July 1997 and today has over 100 researchers, mostly from Europe, engaged in computer research at the lab.

#### TERRITORIAL IMPACT

Microsoft Research Cambridge is an impressive laboratory conducting leading-edge research that is driven by tough challenges, and by their researchers' scientific interests.

Through the talent of their people and their many collaborative partnerships, they aim to push the boundaries of computer science and enable the creation of software technologies that will help shape the future of society.

#### WEBSITE

<http://research.microsoft.com/en-us/labs/cambridge/>

#### ACTOR'S NAME

**Anglia Ruskin University**

#### ACTIVITY

Anglia Ruskin University is passionate about the advancement of knowledge and the education of students, and we pride ourselves on taking university education in imaginative new directions. Our key contribution is to the enhancement of social, cultural and

economic well being. We have two main campuses in Cambridge and Chelmsford, with over 30,000 students and 1,000 academic staff.

#### **MISSION/ OBJECTIVES**

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As part of the KnowInG Project, Anglia Ruskin University launched Creative Front Cambridgeshire to bring together businesses and professionals across all sectors of the creative industries – from computer games to fashion design – and help raise the visibility and develop the economic strength of the sector in the region.

The network's main purpose is to provide a directory of companies and freelancers, creative news, events and recruitment, as well as information on funding schemes, business advice, training and tenders. It is backed up with a strong marketing and social networking campaign to lobby further support for the sector in Cambridgeshire.

#### **TERRITORIAL IMPACT**

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Anglia Ruskin University is hosting Creative Front and Professor Derrik Ferney, Dean of the Faculty of Arts, Law and Social Sciences, said: "We are keen to build on government drives towards developing the relationships between the creative industries and higher education, and the ability to learn from one another through sharing knowledge.

This project is a strategic opportunity for us to ensure the university is listening to what employers in the sector need, and work together around creative entrepreneurship and retaining graduate talent in the region."

#### **WEBSITE**

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[www.anglia.ac.uk/ruskin/en/home.html](http://www.anglia.ac.uk/ruskin/en/home.html)





## 2.4 ITALY

### 2.4.1 CALABRIA

Innovation, creativeness and informed society are considered important to regain competitiveness and build the future, especially in front of the current global financial crisis. The creation of a regional innovation system must take into account the local context, in terms of entrepreneurial and scientific research.

Although there is evidence of strong potential, both on the corporate side and in research, Calabria has some significant issues in terms of innovation and competitiveness, particularly in regards to the latest available data:

Calabria only invests 0.5% of regional GDP in research and development, ranking second to last place among the Italian regions. 8.3% of total regional expenditure on R&D is due to businesses<sup>28</sup>.

Analysis of the European Innovation Scoreboard 2009, the RSII index (Regional Summary Innovation Index), measures the performance level of the regions of EU Member States in the field of research and innovation, and describes the region of Calabria as 'Low Innovators', placing the region at the lowest level in the field of innovation.

Calabria is a region with great potential but it is clear that these problems limit the sharing and dissemination of knowledge within the region, and for that reason investment is needed more systematically in order to find best solutions in the face of competition, especially in an increasingly globalised world that demands constant change.

Considering the above information it is crucial that the public actor (public administrations of any institutional or third sector organisations such as the representative associations) play an important function to support the development and competitiveness, taking into account local needs and characteristics of the actors.

As partner of KnowInG Project, Calabria Region has identified innovative and successful local actors (both public and private). They include:

- Artisan associations that apply technological innovation for territory development and identify knowledge-based activities;
- Universities and public research institutions that have achieved excellent research results in specific scientific fields and initiatives aimed at supporting high-tech.

At regional level there is an important and valuable tradition of SMEs that provide quality craftsmanship. This cluster has become a niche market of great interest to the region of Calabria in recent decades, although in the recent past it has been at risk of disappearing for reasons related to depopulation and the radical change in the social fabric (mainly due to technological progress).

The craft sector has a significant impact on the social and economic reality and, more so than other sectors, shows a lack of innovative technologies and industry reputation. The research aims to fill these gaps in order to support competitiveness. This latter issue has assumed increasing importance in the Italian political and economic debate that deals with the fact that Italy has gradually lost competitiveness in the context of progressive globalisation.

The identification of local actors supports the development of an initiative to enhance artistic excellence in order to support the competitiveness and internationalisation of craft-based SMEs. It is very important to acquire skills in innovation and technology and combining them with the needs of the knowledge society.

<sup>28</sup>. Report by Unioncamere, 2009.

### 2.4.1.1 INTERFACE INSTITUTIONS

#### a) Tech Transfer Offices, Sectorial Industry Laboratories (public and private)

##### ACTOR'S NAME

**Co.Se.R. Calabria**

##### ACTIVITY

Co.Se.R. Calabria is a consortium offering small businesses services to facilitate the process of innovation and technology transfer.

##### MISSION/OBJECTIVES

The consortium is the functional resource for the protection, development and promotion of artistic Calabrese, as indicated by the Regional Law 15/02 <sup>29</sup>; Privacy Protection and Promotion of Artistic Handicrafts of Calabria.

##### TERRITORIAL IMPACT

Co.Se.R. has a strong territorial impact providing service activities and assistance to small businesses and enterprises by providing advisory services: financial, managerial, organisational, administrative, marketing, corporate communications, promotion, advertising, public relations, market studies/ surveys, import-export, research and development, management and quality control.

It has contributed to the preparation and implementation of integrated projects for the promotion of appropriate policies for the development and enhancement of the artisan and tourist districts aimed at cultural, historical, environmental restoration and enhancement, by setting high standards for quality of the overall offer.

##### WEBSITE

[www.cosercalabria.it/chisiamo.asp](http://www.cosercalabria.it/chisiamo.asp)

##### ACTOR'S NAME

**National Confederation of Craft and Small and Medium-Sized Enterprises (CNA)**

##### ACTIVITY

CNA is the general system and unitary representation of small and medium-sized businesses, entrepreneurs and their associated forms. SMEs can benefit from CNA's integrated services and bespoke advice.

##### MISSION/ OBJECTIVES

CNA works as a partner for small and medium-sized businesses to develop and promote social and economic advancement.

##### TERRITORIAL IMPACT

The confederation represents the craft sector in a number of organisations, institutions and commissions. It has also created a strong network of services relating to training, promotion, marketing, environmental consulting, banking and financial, legal, contract assistance, social security, assistance and consulting services specialising in taxation.

##### WEBSITE

[www.cna.it](http://www.cna.it)

29. [www.artiqua.it/comitato/doc/t15.pdf](http://www.artiqua.it/comitato/doc/t15.pdf)

#### ACTOR'S NAME

### Confartigianato Calabria (Confederation for Craftsmen in Calabria)

#### ACTIVITY

The Casartigiani offers credit and financial consultancy and promotes direct participation in and independence of the choices of crafts and SMEs in economic policy and social interest.

#### MISSION/ OBJECTIVES

The confederation combines the bargaining strength of a huge number of people who would otherwise not have a voice - this is the constitutive feature of Confartigianato. There are numerous public and private institutions to which the organisation expresses an active role: it is a very dynamic landscape made from the most recent national and EU policies dictated by market, technology, organisation and production of the paradigms that characterise the current operational scenario and development.

#### TERRITORIAL IMPACT

Casartigiani represents all unionised members by:

- Protecting their interests and representing them in dealings with public and private institutions, government, political organisations;
- Coordinating independent initiatives of peripheral structures, stipulating collective bargaining agreements;
- Providing assistance to local associations;
- Promoting and organising counselling, assistance and information to companies about tax, administrative procedures and employment advices;
- Organising and developing programmes and projects on craft through conferences, seminars and meetings.

#### WEBSITE

[www.confartigianatocalabria.it](http://www.confartigianatocalabria.it)

#### ACTOR'S NAME

### Casartigiani Calabria

#### ACTIVITY

The Regional Federation Casartigiani is a member of the trade union formed by members of the provincial associations representing Casartigiani and associated companies of Calabria's artisans.

#### MISSION/ OBJECTIVES

The confederation offers credit and financial consultancy, and promotes direct participation in and independence of the choices of crafts and SMEs in regards to economic policy and social interest for their interest.

#### TERRITORIAL IMPACT

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The regional Casartigiani represents all unionised members by:

- Protecting their interests and represents them in dealings with public and private institutions, government, political organisations;
- Coordinating initiatives of proper peripheral structures, independently conclude agreements and collective bargaining agreements;
- Providing assistance to associations located throughout the area;
- Promoting and organising counselling, assistance and information to member companies on tax, administrative, employment advice;
- Organising and developing programmes and projects related to the artisan world through conferences, seminars, conferences and meetings.

#### WEBSITE

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[www.casartigiani.org](http://www.casartigiani.org)

#### ACTOR'S NAME

##### Counter Sprint

#### ACTIVITY

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The Region of Calabria has activated the Counter Sprint (Regional Counter for Internationalisation) with the objective of promoting current opportunities online for enterprises in Calabrian territory.

#### MISSION/ OBJECTIVES

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The information and promotional services of Sprint are:

- Assistance for enterprises for international events, commercial missions and business information on countries/ sector;
- Internationalisation programmes;
- Business opportunities with the foreign countries;
- Regulations in regards to customs, monetary and fiscal policies in foreign countries;
- Research partnerships and foreign missions;
- Studies and analysis for countries/ areas;
- Web portal implementation.

#### TERRITORIAL IMPACT

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Calabria Region in foreign markets and the synergies between local enterprises and companies of third countries.

#### WEBSITE

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[www.sprintcalabria.it](http://www.sprintcalabria.it)

## 2.4.1.2 SCIENTIFIC AND RESEARCH SECTOR AND EDUCATION

### a) Universities

#### ACTOR'S NAME

**University of Calabria**

#### ACTIVITY

Interventions for research and training.

#### MISSION/ OBJECTIVES

The university aims to support the highly specialised human capital. As for the focus area, specific training courses are offered by various professional and public and private institutions present in the region, qualified to deliver training courses.

#### TERRITORIAL IMPACT

To recruit foreign students the university participates in various international fairs and offers scholarships and services to non-Italian students. The University of Calabria is a public institution focusing on scientific research, cultural education and the civil progress of society in which it operates. In pursuit of these objectives, the university also promotes partnerships with other public and private, national and international institutions - particularly within Calabria and its local authorities.

#### WEBSITE

[www.unical.it](http://www.unical.it)

#### ACTOR'S NAME

**University Magna Graecia**

#### ACTIVITY

Interventions for research and training.

#### MISSION/OBJECTIVES

The university aims to support the highly specialised human capital.

#### TERRITORIAL IMPACT

The University Magna Graecia of Catanzaro is one of three universities in Calabria, with the second largest number of subscribers.

To recruit foreign students the university participates in various international fairs and it offers scholarships and services to non-Italian students.

#### WEBSITE

[www.unicz.it](http://www.unicz.it)

#### ACTOR'S NAME

**Mediterranean University of Reggio Calabria**

#### ACTIVITY

Interventions for research and training.

#### MISSION/ OBJECTIVES

The university aims to support the highly specialised human capital.

#### TERRITORIAL IMPACT

The Mediterranean University now has four faculties and more than 10,000 students. The modern university houses the administrative and educational facilities, 11 departments and 60 laboratories.

It combines its commitment in research and teaching in a city with a metropolitan atmosphere, beautiful surroundings and an annual programme of , cultural events. To recruit foreign students the university participates in various international fairs and offers scholarships and services to foreign students.

#### WEBSITE

[www.unirc.it](http://www.unirc.it)

### **b) Universities/ R&D Centre (private and public)**

#### ACTOR'S NAME

**University of Calabria (LABDOC)**

#### ACTIVITY

The University of Calabria is a public institution focusing on scientific research, cultural education and the civil progress of society in which it operates.

The Laboratory of Documentation Centre of Excellence in Economics and Knowledge Management is a research facility of the Department of Linguistics established in 1996. In this laboratory researchers and technical personnel engage in research activities related to document management, terminology extraction, the construction of taxonomies and logical structures for access to information.

#### MISSION/ OBJECTIVES

The Laboratory of Documentation brings together all the specific skills available at the university. In particular, it conducts research and provides educational support for archival information, documentation, documentation and information theory and technique of cataloguing and classification.

It conducts research and consultancy in the fields of organisation and management of documents, indexing and classification systems, and knowledge and content management. The university also promotes and manages activities of postgraduate education and postgraduate education in those areas.

#### TERRITORIAL IMPACT

An initiative of the University of Calabria under the direction of the Calabria Region and

the National Research Council (Resolution no. 216/2006 of the Board of the National Research Council) was to set up a research unit at the Third Department of Production Systems of the CNR for supporting indexing and classification systems.

#### WEBSITE

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[www.labdoc.it](http://www.labdoc.it)

#### ACTOR'S NAME

##### DIMET

#### ACTIVITY

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DIMET is a department that comprises 48 people (teachers and researchers), divided into 15 different scientific areas of information engineering, industrial engineering and civil engineering, and basic mathematics.

#### MISSION/ OBJECTIVES

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DIMET is a technology-orientated department with interest in problems of land and the environment. In the context of higher education, DIMET organises and manages six PhDs (attended by about 50 students in total) with four focused on electronic engineering, transportation engineering and logistics, electrical engineering of automation and computer engineering, biomedical engineering and telecommunications; and two PhDs in the consortium of engineering environmental and safety engineering infrastructure road and rail.

#### TERRITORIAL IMPACT

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The department has numerous territorial agreements with the public and private sector throughout the region and it has done a large number of research projects. E.g. RdB, PRIN (Research Programmes of National Interest), and FIRB (Futuro in Ricerca). Inside the department there are 17 active research laboratories, a library with numerous scientific texts, journals and volumes of interest (currently over 2,500 books and magazines).

#### WEBSITE

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[www.dimet.unirc.it](http://www.dimet.unirc.it)

### c) R&D Centre (private and public)

#### ACTOR'S NAME

##### ECIPA Calabria

#### ACTIVITY

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Interventions for research and training.

#### MISSION/ OBJECTIVES

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ECIPA supports the highly specialised human capital.

#### TERRITORIAL IMPACT

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It is an institution of CNA in Calabria and has worked in training for 20 years - mainly

in educational activities in agreement with the Calabria Region, Ministry of Labour and European Community. It has provided training for women for some significant projects that have had considerable interest, as well as an appreciable impact on employment.

#### WEBSITE

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[www.ecipacal.it](http://www.ecipacal.it)

### 2.4.1.3 INSTITUTIONAL AGENTS/ POLITICAL SYSTEM

#### a) Regional Governments

##### ACTOR'S NAME

**Department of Cooperation, Internationalisation and Euro-Mediterranean Development Policies of the Region of Calabria.**

##### ACTIVITY

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The regional political system translates the guidelines established at European and national level into concrete objectives.

##### MISSION/ OBJECTIVES

---

The department implements measures to assist in the transition of the country towards the knowledge economy.

The Region of Calabria is a territorial entity with its own statute, powers and functions according to the principles laid down in the Constitution of the Italian Republic. Through the Presidency Department - Office 5: Cooperation, Internationalisation and Euro-Mediterranean development Policies, the Region of Calabria participates in the development of EU policies and in the achievement of the relevant objectives through the participation in programmes directly managed by the Directorates-General of the European Commission or by the implementing agencies. Through these funding programmes, which are covered in the cycle of European regional policy 2007-2013, Calabria, together with other public and private international partners, carries out projects of interregional and transnational cooperation in the following areas: sustainable development, research, education, culture, energy, transport, environmental protection, tourism, etc.

##### TERRITORIAL IMPACT

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The department ensures the satisfaction of the needs of the citizens and the good functioning of the public administration.

##### WEBSITE

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[www.regione.calabria.it](http://www.regione.calabria.it)

##### ACTOR'S NAME

**Region of Calabria – Department of Production Activities**

##### ACTIVITY

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The regional political system translates the guidelines established at European and national level into concrete objectives.

## MISSION/ OBJECTIVES

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The department implements measures to assist in the transition of the country towards the knowledge economy.

It operates through two key tools:

- PIA - Integrated Packages of Benefits within which it is possible to propose plans for innovation and research financed by the resources allocated for Axis I of the same programme;
- Local investments to meet the needs of most local businesses.

Very interesting is the support for the emergence of new youth enterprises in innovative.

## TERRITORIAL IMPACT

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Ensure the satisfaction of the citizens' needs and the good functioning of public administration.

## WEBSITE

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[www.regione.calabria.it](http://www.regione.calabria.it)

## 2.4.2 LOMBARDY

Lombardy is a region with an ordinary statute of in the North West of Italy whose capital is Milan. It has 9,992,548 inhabitants distributed throughout 12 provinces and 1,546 municipalities; it is the most populous region of Italy and one of the most populous in Europe.

Lombardy is a very dynamic region from a social and economic perspective, with a high concentration of business activities in sectors such as agricultural, livestock, mechanical, metallurgical, textile, chemical/ petrochemical, pharmaceutical, food, editorial, electronics, ICT and high-tech<sup>30</sup>. There is also a strong focus on creative industries such as furniture and fashion. The industrial base is rather complex with a dominance of small and medium-sized enterprises (mostly family-owned), but there are also some large companies.

Historically, Lombardy's manufacturing base is relevant to creativity and design with the presence of the fashion industry and international events (e.g. Milan Fashion Week). KnowInG Project partner, CNR-IRPPS, decided to choose fashion and design as the focus sector for Lombardy with the aim of stimulating this area and help micro-businesses and SMEs build a transnational vision of territorial activities and innovation bringing together the different experiences and defining a network among them.

<sup>30</sup>. [www.industria.regione.lombardia.it/cs/Satellite?c=Page&childpagename=DG\\_Industria%2FDGHomeLayout&cid=1213277013814&pagename=DG\\_INDWrapper](http://www.industria.regione.lombardia.it/cs/Satellite?c=Page&childpagename=DG_Industria%2FDGHomeLayout&cid=1213277013814&pagename=DG_INDWrapper)

## 2.4.2.1 INTERFACE INSTITUTION

### a) Chambers of Commerce

#### ACTOR'S NAME

**Lombardy Unioncamere/ Lombardy Chamber of Commerce**

#### ACTIVITY

Focus areas of the Lombardy Unioncamere are:

- Economic information for local development;
- Promotion of the territory;
- Internationalisation;
- Small and medium-sized enterprises;
- Coordination and assistance to the Chamber of Commerce.

#### MISSION/OBJECTIVES

Lombardy Unioncamere is one of the nodes of the Italian system of the Chambers of Commerce that associates the 12 Chambers of Commerce of Lombardy (Bergamo, Brescia, Como, Cremona, Lecco, Lodi, Mantova, Milano, Monza e Brianza, Pavia, Sondrio and Varese). Its objective is to consolidate - through actions undertaken by the Chambers of Commerce - policies and best practices that support the development of enterprises that operate in the region, so as to enhance Lombardy's leadership in Italy and in Europe.

#### TERRITORIAL IMPACT

The Chamber supports and promotes activities for the general interest of enterprises, supports the development of local economies, especially with regard to the system of small and medium-sized enterprises.

#### WEBSITE

[www.unioncamerelombardia.it](http://www.unioncamerelombardia.it)

### b) Technological Parks

#### ACTOR'S NAME

**Science and Technology Park ComoNExT**

#### ACTIVITY

The ComoNExT is a place of growth through the sharing of knowledge and the development of innovation and is the ideal environment for companies operating in the global knowledge.

#### MISSION/OBJECTIVES

The park aims to:

- Attract research units and the design of innovative, high-tech enterprises;
- Promote the creation of emerging high-tech industries;
- Produce knowledge through research centres and laboratory-based design;
- Contribute to the transfer and dissemination of knowledge itself as an interface between universities, research centres and enterprises;
- Carrying out animation technology on the territory stimulating local economic operators to undertake innovative activities;
- Play a role of facilitator between the business community and potential funders;
- Be a catalyst for Italian and foreign companies that wish to make innovation the linchpin of its own success.

#### TERRITORIAL IMPACT

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The pooling of resources and energy in PST ComoNExT:

- Stimulates the flow and transfer of knowledge and technology among universities, R&D, production companies and markets;
- Facilitates the creation and growth of innovation-based companies through business incubation and spin-off processes;
- Provides value-added services together with high-quality spaces and facilities to enhance the competitiveness of enterprises.

#### WEBSITE

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[www.comonext.it](http://www.comonext.it)

#### ACTOR'S NAME

**Consorzio Milano Ricerche/ Milan Research Consortium**

#### ACTIVITY

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Milano Ricerche is a not-for-profit organisation established in 1986 to promote and manage research and innovation through cooperative projects linking universities, research centres, industrial companies and SMEs.

The Quality System of Milano Ricerche is certified UNI EN ISO 9001:2008 for Research Project Management and for Continuous Vocational Training.

#### MISSION/ OBJECTIVES

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The consortium's mission is to:

- Establish a permanent link between the academic world and industrial research;
- Promote technology transfer to SMEs;
- Encourage and manage RTD projects;
- Endorse the creation of new enterprises in high-tech fields;
- Encourage research and development of new technologies;
- Promote vocational training.

#### TERRITORIAL IMPACT

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The activities of Milano Ricerche are designed to turn the specific needs and the core competencies of industrial companies and SMEs into research projects that are eligible to be funded at regional, national or EC level, and that will result in increased competitiveness for all partners. The close cooperation with the academics enables both parties to focus on internationally recognised scientific competencies over company matters, and to exploit the brightest graduates through their participation to research activities.

#### WEBSITE

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[www.milanoricerche.it/home.html](http://www.milanoricerche.it/home.html)

#### ACTOR'S NAME

##### Technological Park Padano (PTP)

#### ACTIVITY

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PTP gathers together all the players of the ag-biotech sector and is the engine of the Lodi Cluster, strongly supported in Lodi by Lombardy Region and local institutions.

#### MISSION/ OBJECTIVES

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Together with the Farmer and Breeders Associations, PTP's mission is to build a commercially-orientated research network in ag-biotech that:

- Deals with regional needs;
- Performs highly effective research to support regional development;
- Creates start-ups and spin-offs by offering know-how, incubator facilities and services.

#### TERRITORIAL IMPACT

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PTP's research activities are performed by a specific division (CeRSA - Agro-food Research Centre) whose mission is to carry out innovative research on the genomics and genetic diversity of traits related to crop and livestock. Presently six distinct units (50 researchers) operate within CERSA on 20 active projects. An international cooperation unit helps with the dissemination of results and building of partnerships.

#### WEBSITE

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[www.provincia.milano.it/economia/it/servizi\\_attivita/progetti\\_innovazione/progetti\\_corso/progetti/biomilano/choose\\_option/padano/ptp](http://www.provincia.milano.it/economia/it/servizi_attivita/progetti_innovazione/progetti_corso/progetti/biomilano/choose_option/padano/ptp)

#### ACTOR'S NAME

##### Biomedical Scientific Park San Raffaele

#### ACTIVITY

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The San Raffaele Biomedical Scientific Park of Rome is an interdisciplinary centre that compares hospitals and universities, and the biomedical and pharmaceutical industry, with an interest in the practical application of research.

## MISSION/OBJECTIVES

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The primary areas of interest are:

- Basic research focusing on cell biology, tissue engineering, stem cells, oncology.
- Clinical research;
- Teaching;
- Biomaterials;
- Tomography emission;
- Revolutionary technology for the study of tumours;
- Telbios spa;
- Telemedicine;
- Distant medical education.

## TERRITORIAL IMPACT

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The cohabitation of research groups working on common strategic projects enables important savings associated with the use of technology and equipment. It also allows for an ideal habitat to be built for the birth and development of industrial initiatives related to spin-offs from research activities.

## WEB PAGE

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[www.sanraffaele.org/Home/Ufficio\\_Stampa\\_-\\_HP/Ufficio\\_Stampa/Comunicati\\_Stampa/60489.html](http://www.sanraffaele.org/Home/Ufficio_Stampa_-_HP/Ufficio_Stampa/Comunicati_Stampa/60489.html)

## ACTOR'S NAME

**Scientific and Technological Park Kilometro Rosso**

## ACTIVITY

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Kilometro Rosso is a campus that enhances the dialogue between academia, business and science, the complementarity and specialisation fostering cross-fertilization, or the contamination among thoughts, resources and experiences of different groups.

## MISSION/OBJECTIVES

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The objectives are to:

- Enhance the effect-system of the innovation process in its economic, technological, sociological, and institutional components;
- Create a strong link between basic science, industrial research, technological development and innovation;
- Activate the virtuous circle of innovation development in the region through collaboration, interaction and synergies between different actors.

## TERRITORIAL IMPACT

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The park operates as a node in a network of relationships and connections that facilitates the exchange of skills, knowledge, information and know-how not only among the partners, but also between them and the outside world at local, national and international level, with the aim of increasing capacity to innovate products, processes, serv-

ices, and promoting the increasing level of technology of companies leading to radical innovation and experimentation.

#### WEBSITE

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[www.kilometrorosso.com/index.php?option=com\\_content&view=category&layout=blog&id=42&Itemid=1&lang=it](http://www.kilometrorosso.com/index.php?option=com_content&view=category&layout=blog&id=42&Itemid=1&lang=it)

## 2.4.2.2 SCIENTIFIC AND RESEARCH SECTOR AND EDUCATION

### a) Universities

#### ACTOR'S NAME

**University of Milan**

#### ACTIVITY

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The university is a public, multidisciplinary teaching and research institution that offers nine faculties, 134 study courses, 21 doctoral schools and 92 specialisation schools.

#### MISSION/OBJECTIVES

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It offers a multidisciplinary educational programme, which focuses primarily on three areas:

- Humanities, social sciences and law;
- Medicine and healthcare;
- Science.

#### TERRITORIAL IMPACT

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The University of Milan is the largest university in the region, with approximately 65,000 students; it is also an important resource for the socio-economic context of which it is a part.

Milan is the capital of Lombardy, one of the most dynamic and international regions in the European Union, a leader in the national economy that stands at the Italian forefront of research and development investments and commitment to technological innovation.

The University of Milan also possesses a remarkable artistic and cultural heritage that includes important historic buildings, inherited and acquired collections, archives, botanical gardens and the old Brera Observatory commissioned by Maria Teresa of Austria.

#### WEBSITE

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[www.unimi.it/ENG/university/29497.htm](http://www.unimi.it/ENG/university/29497.htm)

#### ACTOR'S NAME

### Università Commerciale Luigi Bocconi Milano

#### ACTIVITY

The university carries out teaching and research activities in business, economy, and law.

Moreover, it develops research activities funded by national and supranational institutions. By virtue of being a major node in the European and global network of business and economics universities, Bocconi exchanges faculty and cooperates on large projects with like-minded European and American universities and business schools. Bocconi has close relations with major corporations and international agencies, as well as their managers and officials, and constantly interacts with the business and economic environment to assess new issues, implement new techniques, and start new research endeavours.

#### MISSION/ OBJECTIVES

The university's mission is to address the research and education needs of the European and global economy, by favouring cultural progress, international exchange, and economic integration. Bocconi conceives higher education as a continuous process that spans the entire professional life of an individual.

#### TERRITORIAL IMPACT

It promotes both economic advancement and civic values, by instilling in Bocconians solid analytical skills and a strong emphasis on ethics, so that they can contribute to the innovation and development of European business and society.

#### WEBSITE

[www.unibocconi.it](http://www.unibocconi.it)

#### ACTOR'S NAME

### Università Cattolica del Sacro Cuore

#### ACTIVITY

The University offers teaching and research activities in areas of medicine and health sciences, economics, business, international relations, political science, psychology and communications.

#### MISSION/OBJECTIVES

It is an academic community designed to contribute to the development of specified studies, scientific research, and the preparation of young adults for work and service in research, teaching, and work in public and private professional fields. The university approaches this goal through a superior academic education with the basic principles of Christianity.

#### TERRITORIAL IMPACT

The university aims to fully prepare students for the international business world, transferring knowledge and competences tailored to company requirements.

#### WEBSITE

[www.unicattolica.it](http://www.unicattolica.it)

#### ACTOR'S NAME

### **Libera Università di Lingue e Comunicazione (IULM)**

#### ACTIVITY

IULM guarantees its students deep cultural awareness and a solid university education - a mix of theoretical and practical activities: it adopts an integrated approach, which has proven to be extremely useful not only in helping students successfully enter the world of work, but also in helping them find personal satisfaction in their lives.

#### MISSION/OBJECTIVES

The mission of IULM is to train and teach professionals capable of taking on the challenges and grasping the opportunities emerging from international markets and scenarios, while also shaping men and women to be aware of their own being and worth.

#### TERRITORIAL IMPACT

IULM has always seen itself as a pioneer: over the years it has been able to foresee trends and adapt to change, operating as a dynamic interlocutor in a constantly evolving system. Today it is a well-established institution in the socioeconomic mechanisms of its area of influence - a privileged condition that allows it to approach important non-academic bodies and institutions in order to propose joint projects that can produce added value for teaching and research.

#### WEBSITE

[www.iulm.it](http://www.iulm.it)

#### ACTOR'S NAME

### **Libera Università Vita Salute S.Raffaele Milano**

#### ACTIVITY

The university provides teaching and carries out research activities by focusing on excellence, integration, interdisciplinarity, and the central importance of the learner. Excellence is provided by high quality teaching staff and methodology while integration determines that the respective faculty cultures are transversal, in keeping with the idea that the human being is a "single entity". Finally Interdisciplinarity is a natural product of transversal Faculty cultures, and of constant collaboration both with Hospital divisions and with the Biotechnology and Cognitive Neuroscience laboratories.

#### MISSION/OBJECTIVES

The university fulfils its mission in answering the question 'Quid est homo?'

Its three faculties - medicine and surgery, psychology, philosophy - explore and explain the bio-psycho-spiritual composition of mankind. All the university's degree programmes range from cell biology to pathology and the discovery of intellectual and cognitive potential; all depict mankind within a constantly developing social environment, one that poses innumerable and extensive issues (e.g. genetic, ethical, and bioethical).

#### TERRITORIAL IMPACT

Along with the increasingly numerous satellite health care institutions bearing the San Raffaele name, the university provides healing. These institutions are guided by Jesus's invitation "to go forth" in a literal sense with a presence around the world. In a meta-

phorical sense, the various institutes go forth by exploring and expanding the limits of cognition.

#### WEBSITE

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[www.unisr.it](http://www.unisr.it)

#### ACTOR'S NAME

**Università Degli Studi di Bergamo**

#### ACTIVITY

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The university provides teaching and carries out research activities that go beyond national boundaries. It is the administrative headquarters of numerous PhDs and has at its disposal the resources of prestigious initiatives such as: the International Russian Language Seminar, the Italian Language and Culture for Foreign Nationals Course, a Centre of Excellence in Anthropology, the Observatory on Banking Mergers, a Centre for Area Studies, a Centre for Teaching and Learning Quality and the School of Management.

#### MISSION/OBJECTIVES

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The objectives of the University of Bergamo are to:

- Enhance graduates' abilities and career opportunities;
- Facilitate the exchange among students as well as professors in line with the purpose of the Bologna Process, which was the creation of the European Higher Education Area;
- Equip students with the necessary competencies to efficiently deal with territorial development needs and to elaborate effective strategies to face global competition.

#### TERRITORIAL IMPACT

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The university interacts with local demand in the development of the range of courses it offers, not only on a small scale, but also within the larger context of the region of Lombardy.

#### WEBSITE

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[www.unibg.it](http://www.unibg.it)

#### ACTOR'S NAME

**Università Carlo Cattaneo - Liuc**

#### ACTIVITY

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The university provides teaching and carries out research activities in the field of economy, law and engineering - areas that contribute to the growth of society and its people.

#### MISSION/OBJECTIVES

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The main objective of the university is to develop managers and technical professionals able to cope with increasingly complex problems that economic, social and technological evolution poses to society, economy and enterprises - particularly those that are small and medium-sized.

#### TERRITORIAL IMPACT

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At territorial level the university has dynamic relationships with business and associations, and teaches management. This enables entrepreneurial innovation, supporting the culture of doing business.

#### WEBSITE

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[www.liuc.it](http://www.liuc.it)

#### ACTOR'S NAME

**Università Degli Studi Insubria Varese-Como**

#### ACTIVITY

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The university provides teaching and carries out research activities in the following disciplines: medical, natural-computer-humanistic, economic, legal and social and biological sciences. It is committed to the on-going development of research, both basic and applied, and this results in an intense scientific activity conducted by departments and research centres.

#### MISSION/OBJECTIVES

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The objective of the university is to participate in cultural, social and economic development of the local community by providing young people living in the two provinces and neighbouring areas with numerous and different opportunities for higher education.

#### TERRITORIAL IMPACT

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The university is not only a well-established cultural organisation, but also a key element in the economic development of the territorial area thanks to operational headquarters in Varese, Como, Busto Arsizio and Saronno. Moreover, the proximity to Switzerland represents an important opportunity to meet European organisations.

#### WEBSITE

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[www.uninsubria.it](http://www.uninsubria.it)

#### ACTOR'S NAME

**Università Degli Studi di Pavia**

#### ACTIVITY

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Pavia is a research university offering a wide variety of disciplinary and interdisciplinary teaching and research activities across nine faculties: economics, pharmacy, law, engineering, literature & philosophy, medicine & surgery, science (mathematics, physics, chemistry, biology and natural science), political science and musicology. The university offers degree courses, doctorates, post-graduate schools, specialisation courses and masters.

Research is carried out in departments, institutes, clinics, centres, and laboratories in close association with public and private institutions, enterprises and companies.

#### MISSION/OBJECTIVES

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The mission of the university is to encourage students' creativity, enhancing their capacity to engage with the great challenges of our society. It achieves this goal by offer-

ing a wide academic curriculum by increasing its international policy and through the outstanding quality of its research.

#### TERRITORIAL IMPACT

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The university enjoys a strong tradition of international student and teacher exchanges. Bilateral agreements involve, among others, the historical universities of Coimbra and many universities in Europe, the Middle East, the Mediterranean area, the United States of America, China and Japan.

#### WEBSITE

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[www.unipv.eu](http://www.unipv.eu)

### ACTOR'S NAME

**I.U.S.S. - Istituto Universitario di Studi Superiori - Pavia**

#### ACTIVITY

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The activities of IUSS rely on a vast network of cooperation and alliance relationships with other Italian and foreign universities, public and private research centres and the industrial world. Since its start IUSS has focused on specific areas in which all activities have been developed:

- Complexity and its interdisciplinary applications;
- Cooperation and development;
- Earthquake engineering;
- Integrated environmental management;
- Law;
- Material science;
- Media and science technology;
- Nuclear and ionizing radiation technologies.

#### MISSION/OBJECTIVES

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The IUSS mission is to instil in students outstanding scientific and professional abilities, trained in the cultural, technical and managerial aspects of complex systems of science and their diverse applications.

Students are trained in basic and applied fields of modelling, simulation and the control of complex entities and organisations. They are also be directly involved in applied and extra-curricular activities through lecturers from, and internships in, leading companies and corporations.

The basic philosophy is to combine interdisciplinary methods with practical specialisations in specific fields.

#### TERRITORIAL IMPACT

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Throughout its history, IUSS has enjoyed a privileged relationship with its territorial partner companies and institutions, which can be seen across training programmes, especially the master programmes.

Students benefit from hands on experience, lectures provided by managers and ex-

perts, field experiences and project work through the vast network of relationships in the business and research world.

#### WEBSITE

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[www.iusspavia.it](http://www.iusspavia.it)

### 2.4.2.3 INSTITUTIONAL AGENTS/ POLITICAL SYSTEM

#### a) Regional Governments

##### ACTOR'S NAME

**Lombardy Region, Department for Industry, Crafts, Building and Cooperation**

##### ACTIVITY

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The department carries out activities to encourage and develop access to lines of credit, the digitisation of all tenders and enterprise networks.

##### MISSION/OBJECTIVES

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The mission is to propose actions that support the Lombardy enterprises system, helping them develop new products, processes and services, and encouraging the systematic implementation of innovation strategies.

The department aims to encourage the aggregation of companies promoting collaboration, contamination and synergy between the sectors.

##### TERRITORIAL IMPACT

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Materialise the ability of companies to be part of a regional network that has the tools and knowledge services to enable a solidity and ability to project at transnational level.

##### WEBSITE

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[www.industria.regione.lombardia.it](http://www.industria.regione.lombardia.it)

### 2.4.3 SICILY

The KnowInG Project partner of the Labour Department is part of the Sicilian Ministry of Labour, Social Policies and Family. Its main role is to formulate and implement regional welfare policies through technical and administrative actions, as well as the administrative and accounting management of the assigned resources.

Due to its institutional character, the Labour Department acts as project partner with the assignment of:

- Analysing and appraising the existing innovation policies in the Sicilian region;
- Experimenting and piloting local innovation plans through the involvement of the relative stakeholders;
- Creating the institutional conditions in order to increase investments in the market of knowledge.

In regards to the KnowInG Project's objectives, the Labour Department chose the ceramic arts sector for the implementation of creativity labs due to its creative nature. This field is an important area of interest to which (together with other important Sicilian economic sectors) regional innovation strategies are directed. These include strategies that focus on the enhancement of production and strengthening of territorial competitiveness.

The art of the Sicilian ceramics has been practiced for millennia. Today, ceramic products are considered real masterpieces, particularly those that refer to typical elements of island culture. Production mainly takes place in Caltagirone, Sciacca and Santo Stefano di Camastra, with further production going on in other parts of the island.

The quality of ceramics arts in Caltagirone is due to the use of decoration and executive technique giving the products originality and preserving Moorish design and traditional colours. Ceramics production of Santo Stefano di Camastra has an ancient tradition and today maintains traditional design. In Sciacca the ancient roots of ceramics are also preserved by today's artisans.

Among the actors selected for the KnowInG Project are the companies Florida Salvatore Ceramiche e Terrecotte Artistiche in Caltagirone and Antonio Maurizio Scianna Ceramics in Bagheria.

Since the Labour Department is a part of the Sicilian government, its role is committed to the diffusion and promotion of regional activities and policies for innovation. The Regional Innovation Strategy has been developed by a working group formed by the Industry Department, Department for Planning, and the Regional Economic Unit. The aim is to assess and verify public investments with the support of the National Agency for inward investment and enterprise development.

The Sicilian Regional Strategy for Innovation (SRI) 2007-2013 intends to accelerate the path taken in the previous programming period of 2000-2006, by acquiring a strategic planning tool that constitutes the framework for all interventions to be implemented in research and innovation, in order to foster the competitive repositioning of the regional production system on frontier of the knowledge economy. The new strategy aims to establish strong relationships between academia, research bodies and the production system, to create a symbiosis aimed at technology transfer and resource required for a sector that wants to present itself to international markets. The SRI is the rationale for the exploitation of research carried out by laboratories in Sicily. In order to develop business services, it is essential to build a relationship between the basic research and the technology transfer, enhancing the skills of all professionals involved in this process.

According to the strategy, the public research system and private sectors will be the generator of the knowledge base and process of technology transfer, promoting new spin-off businesses as an engine for development.

The below tables introduce key institutional and public actors of innovation that are all identified and mentioned in the SRI. Also, mentioned are some private innovation and creativity actors (because of their collaboration with Labour Department Creativity Labs in the ceramics field) and a new, developing body for the digitisation of cities led by a Sicilian example of excellence in the innovation field.

### 2.4.3.1 INTERFACE INSTITUTION

#### a) Tech Transfer Offices, Sectorial Industry Laboratories (public and private)

##### ACTOR'S NAME

**Consortium for the Application of Research and the Creation of Innovative Enterprises (ARCA)**

##### ACTIVITY

ARCA has adopted an integrated approach to business creation based on best practices developed in an international framework. In addition to hosting newly established companies in fully equipped premises, ARCA provides a structured set of support services including strategic planning, marketing and administrative and fiscal assistance. New companies get mentoring through temporary management provided by senior entrepreneurs who make their experience available to help them cope with obstacles in accessing the market, especially in the start-up phase. A special focus is on finding financial sources for start-up, in particular seed capital and venture capital.

##### MISSION/OBJECTIVES

In the advanced economies the set-up and growth of new enterprises is a strategic key factor for sustainable territorial development, as it fosters the creation of qualified jobs and the attraction of human resources and investments.

ARCA is a business incubator designed to boost the development of innovative business initiatives located in Palermo, through an integrated system of resources and services. The main objective of ARCA is to generate successful business, which can come out of the support programme achieving independence and economic and financial soundness.

##### TERRITORIAL IMPACT

The access to incubation services is reserved for new, high-tech enterprises. The applicants can be researchers, innovators and entrepreneurs interested in following a route based on technological skills, human capital and a dynamic approach to business. The admission to incubation services is the result of a process in which the feasibility of the business idea is assessed and technologies and relevant markets are analysed.

A key role is played by the applicant team, which has to show a result-orientated attitude, innovation skills and complementarities between technical and managerial competence.

##### WEBSITE

[www.consortioarca.it](http://www.consortioarca.it)

## ACTOR'S NAME

**The Consortium BRIDGEconomies – Business Relay for Innovation and Development of Growing Economies.**

## ACTIVITY

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The consortium activities are:

- Assisting companies in identifying potential commercial partners, especially in other countries;
- Helping SMEs develop new products and access new markets;
- Informing SMEs about EU activities and opportunities;
- Advising small businesses on EU legislation, policies, programmes and on technical issues such as intellectual property rights and standards;
- Organising cooperation between EU and extra-EU SMEs;
- Helping SMEs to access financing opportunities and EU programmes, with special regard to the 7<sup>th</sup> Framework Programme of Research and Technological Development;
- Offering services to strengthen the innovation skill and competitiveness of SMEs;
- Supporting transnational technological cooperation and to carry out technological audit;
- Promoting dialogue between entrepreneurs and EU institutions on the next EU policies and initiatives and the shape of EU law;
- Serving as a tool of contact to promote the internationalisation of enterprises all over the 50 countries where the Enterprise Network Europe is present.

## MISSION/OBJECTIVES

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The Consortium BRIDGEconomies aims to:

- Create a patent and innovation services market;
- Lead enterprises towards major competitiveness and a wider European and international dimension;
- Ensure the proximity of the offered services;
- Ensure homogeneous and diffused services;
- Increase the participation of enterprises in the EU decisions;
- Ensure the exchange of knowledge between the different actors that support enterprises.

## TERRITORIAL IMPACT

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As an EEE Relay member, Consorzio BRIDGEconomies is made up by 17 different organisations covering the regions of Abruzzo, Basilicata, Calabria, Campania, Molise, Puglia and Sicilia.

## WEBSITE

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[www.bridgeconomies.eu](http://www.bridgeconomies.eu)

#### ACTOR'S NAME

### The Science and Technology Park of Sicily (PSTS)

#### ACTIVITY

Focusing on agribusiness, biotech, cultural heritage, diagnostics, energy, environment, information and communications technology, innovative materials and nanotechnology, PSTS activities include:

- Establish new technologies - new products and new services;
- Establish new organisational and managerial systems;
- Train personnel;
- Create skilled jobs;
- Attract new investment and new businesses in high-tech;
- Encourage entrepreneurial vocations in the territory;
- Create network economy for SMEs at local and global level;
- Promote opportunities for national and international partnerships.

#### MISSION/OBJECTIVES

PSTS is a consortium that is principally funded by the Sicilian Region. The park has developed a complex system of relationships between Sicilian universities, research centres and companies that share the mission of enhancing the competitiveness of the region through research, innovation, technology transfer and diffusion of a culture of quality and specialised training.

#### TERRITORIAL IMPACT

Pursuing its own objectives PSTS acts either at national and international level through the stipulation of partnership agreements.

#### WEBSITE

[www.pstsicilia.it](http://www.pstsicilia.it)

### **b) Knowledge and Tech Transfer Offices for Internationalisation of SMEs and Investment Attraction**

#### ACTOR'S NAME

### Sprint Sicilia - Regional Office for Internationalisation of SMEs

#### ACTIVITY

The Office is first and foremost an information point providing information, knowledge sharing and internationalisation strategy building skills.

In order to facilitate internationalisation of the region's economy, the Sprint office acts as interlocutor with foreign and Sicilian businesses, various public offices at regional and provincial level, and other stakeholders.

Information is analysed, organised and made available to the outside world using a communication strategy tailored to suit the needs of the individual user.

Sprint Sicilia is in direct and constant contact with the regional business world. It has operational agreements with some of the most important figures in Sicily's business community, a position which enables it to act as a one-stop-shop for foreign businesses interesting in working with the regional economy.

#### MISSION/OBJECTIVES

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Sprint aims to:

- Assist and give direction to Sicilian businesses wishing to internationalise their operations.
- Facilitate dialogue between regional offices and businesses dealing in foreign trade;
- Promote relations between Sicilian and overseas offices and businesses;
- Act as an initial contact point for overseas businesses requiring information on the area, or intending to work in Sicily or with Sicilian businesses.

#### TERRITORIAL IMPACT

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Encourage the internationalisation of Sicily through awareness raising activities in the territory and abroad.

#### WEBSITE

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[www.sprintsicilia.eu](http://www.sprintsicilia.eu)

### c) Sectorial Industry Laboratory - Digital Field

#### ACTOR'S NAME

**Startappa**

#### ACTIVITY

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Startappa is a digital ecosystem for start-ups in Palermo. Focusing on information and communication technologies, activities include: training, coaching, mentoring, user groups and hubs.

#### MISSION/OBJECTIVES

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Startappa aims to establish an innovation and creativity centre composed only of independent groups for digital start-ups in the city of Palermo. The primary objective is to accelerate innovation by informing and trying to create an ecosystem (e.g. companies, start-ups, events) that creates a connective tissue similar to what exists in Silicon Valley.

#### TERRITORIAL IMPACT

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Development in the Sicily region.

#### WEBSITE

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[www.startappa.it](http://www.startappa.it)  
<http://about.me/fpassantino>  
[www.facebook.com/groups/436756986357128](https://www.facebook.com/groups/436756986357128)  
[www.facebook.com/startappa](https://www.facebook.com/startappa)

## 2.4.3.2 SCIENTIFIC AND RESEARCH SECTOR AND EDUCATION

### a) Universities

#### ACTOR'S NAME

##### University of Catania

#### ACTIVITY

The educational division of the university coordinates all the activities related to students and offers a school of excellence educational offer; PhD courses; professional qualifications and state exams.

The University of Catania is also the recipient of research funding at international and national level and it has long-term involvement in varied research programmes, both as a coordinator and/or a partner. It also encourages scientific research activities carried out in all departments by providing research grants.

The Internationalisation process in Higher Education Institutions (HEI) integrates international dimensions into academia, teaching and research fields. The university's relationships with both economic and social institutions constitute one of the most important aspects of university life.

#### MISSION/OBJECTIVES

The university has been a focal point in culture and learning since its founding in 1434. Today it offers an attractive portfolio of academic titles and is engaged in creating a laboratory in which the ancient knowledge of the Mediterranean culture meets new technologies in order to offer an original and advanced training experience.

#### TERRITORIAL IMPACT

More than 60,000 students attend lessons given by over 1,500 professors in the 12 faculties, which are staffed by over 1,200 administrative employees.

#### WEBSITE

[www.unict.it](http://www.unict.it)

#### ACTOR'S NAME

##### University of Messina

#### ACTIVITY

The university's teaching activity is managed by faculties and departments, while research activity is managed by departments and research centres. Corresponding to the defined scientific-disciplinary fields, faculties offer one or more first cycle degree, which are followed by second cycle degrees. Moreover, educational activities are complemented by third cycle degree courses.

#### MISSION/OBJECTIVES

The university is strongly committed to create new partnerships with foreign universities and to promote research projects and exchange programmes by using opportunities offered by the European Union. Outstanding results have been achieved both

in terms of mobility, mostly within the European Lifelong Learning Programme – Erasmus, as well as in terms of European and international academic partnerships and cooperation.

#### **TERRITORIAL IMPACT**

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The University of Messina is one of the most important among those in southern Italy and works with many technological companies. A typical example is the Faculty of Engineering that is continuously cooperating with research agencies and technological companies through national and international projects.

#### **WEBSITE**

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[www.unime.it](http://www.unime.it)

### **ACTOR'S NAME**

#### **The University of Palermo (UNIPA)**

#### **ACTIVITY**

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The university is a consolidated cultural, scientific and teaching presence in central-western Sicily. Its 12 faculties and 80 departments cover the most important domains of contemporary scientific and technological knowledge.

Many of the university's laboratories carry out basic and applied research and are open to the local community – it is here that the first steps of collaboration between researchers in the academic world and in the business world are taken. And it is here that young talent is given the chance to develop and galvanise their skills.

Scientific research is applied in robotics, pharmaceuticals, ecology and medical diagnostics. Ideas cultivated here have led to patents being granted in the university's name and to the creation of new businesses with the participation of professors and researchers.

#### **MISSION/OBJECTIVES**

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From information technology to biology, from mathematics to medicine, from social sciences and preservation of cultural heritage, the university works to make its contribution of innovation and progress to the international scientific community and the world of production.

#### **TERRITORIAL IMPACT**

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The University of Palermo is committed together with other prestigious European research institutions to the implementation of the principles of the European charter for researchers and code of conduct for recruitment; document drawn up by the European Commission specifying roles, responsibilities and entitlements of researchers (at all stages of their career), of employers and research funders.

#### **WEBSITE**

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[www.unipa.it](http://www.unipa.it)

### 2.4.3.3 INSTITUTIONAL AGENTS/ POLITICAL SYSTEM

#### Regional Governments

##### ACTOR'S NAME

**Sicily Region Productive Activities Department - '3s service area: Interventions for Technological Innovation and Research'**

##### ACTIVITY

Within the area of Interventions for Technological Innovation and Research, the department's activities include:

- Participation in technical committees for the Conference of the Regions and the State-Regions Conference in subject of proper competence;
- Exercising of administrative powers otherwise conferred on research and encouraging industrial companies;
- Enhancement of quality systems and interventions aimed at increasing SME competitiveness;
- Management of incentives for technological innovation, research and technology transfer;
- Understanding the State-Regions Plan for Innovation and Development: Memorandum of Understanding for the implementation of the NOP Research and Competitiveness 2007-2013 in research;
- Management of administrative activities.

##### MISSION/OBJECTIVES

To implement measures and intervention lines of PO ERDF.

##### TERRITORIAL IMPACT

Activities are related to the all Sicily Region organisations and bodies - commercial or non-commercial and/or private and public.

##### WEBSITE

[http://pti.regione.sicilia.it/portal/page/portal/PIR\\_PORTALE/PIR\\_LaStrutturaRegionale/PIR\\_ActivitaProduttive/PIR\\_DipAttivitaProduttive/PIR\\_AreeeServizi/PIR\\_Servizio-3InnovazioneeRicercaFavoredeleImprese](http://pti.regione.sicilia.it/portal/page/portal/PIR_PORTALE/PIR_LaStrutturaRegionale/PIR_ActivitaProduttive/PIR_DipAttivitaProduttive/PIR_AreeeServizi/PIR_Servizio-3InnovazioneeRicercaFavoredeleImprese)

[www.euroinfosicilia.it](http://www.euroinfosicilia.it)

## ACTOR'S NAME

**Regional Planning Department - Service IV - Base Unit: Research, Innovation and Information Society**

## ACTIVITY

Within the framework of Base Unit: Research, Innovation and Information Society, the department's activities include:

- Preparation, updating and implementation of the Single Programming Document and other programming tools;
- Support and assistance to managers in the identification of proposed revisions to the Programme Complement for the closure of the POR Sicily 2000 - 2006;
- Connection with the National Strategic Framework (NSF) 2007-2013<sup>31</sup> on Research, Innovation for Competitiveness (Priority 2);
- Planning and coordination of the implementation of axis 4 OP ERDF 2007-2013<sup>32</sup>;
- Connection and integration with the NOP Research and Competitiveness 2007 -2013 - Axis Research<sup>33</sup>;
- Liaison with regional offices responsible for planning, implementing and updating the strategy for innovation and strategy for the information society;
- Providing support and coordination of the community and government (Programme Agreements and other) related to scientific research and technological innovation and information society.

## MISSION/OBJECTIVES

The Planning Department has specific objectives for approving City Plans, Provincial Plans and other planning instruments in the region. The Regional Strategic Plan aims to provide a framework giving an inter-sectoral coherence to all of the planning instruments at the more local levels.

## TERRITORIAL IMPACT

It promotes research and innovation and fosters the competitiveness of enterprises collaborating with other Institutions. It has been fruitful its involvement with other Departments in different INTERREG projects such as URBACOST, MEDISDEC, PROGRESDEC and particularly PIC-RM.

## WEBSITE

[www.euroinfoscilia.it](http://www.euroinfoscilia.it)

[http://pti.regione.sicilia.it/portal/page/portal/PIR\\_PORTALE/PIR\\_LaStrutturaRegionale/PIR\\_Presidenza della Regione/PIR\\_Programmazione/PIR\\_AreeServizi/PIR\\_4511357.696699497](http://pti.regione.sicilia.it/portal/page/portal/PIR_PORTALE/PIR_LaStrutturaRegionale/PIR_Presidenza della Regione/PIR_Programmazione/PIR_AreeServizi/PIR_4511357.696699497)

<sup>31</sup>. [www.ponricerca.it/Organization-Folders/PonRicerca/6735.PDF](http://www.ponricerca.it/Organization-Folders/PonRicerca/6735.PDF)

<sup>32</sup>. [www.valueser.com/prodotti/regionali2010/sicilia/FP-SICILIA\\_4.1.1.3\\_Asse%20IV.pdf](http://www.valueser.com/prodotti/regionali2010/sicilia/FP-SICILIA_4.1.1.3_Asse%20IV.pdf) and [http://europa.eu/legislation\\_summaries/agriculture/general\\_framework/g24234\\_en.htm](http://europa.eu/legislation_summaries/agriculture/general_framework/g24234_en.htm)

<sup>33</sup>. [www.ponricerca.it/Organization-Folders/PonRicerca/6735.PDF](http://www.ponricerca.it/Organization-Folders/PonRicerca/6735.PDF) and [http://www.valueser.com/prodotti/regionali2010/sicilia/FP-SICILIA\\_4.1.1.3\\_Asse%20IV.pdf](http://www.valueser.com/prodotti/regionali2010/sicilia/FP-SICILIA_4.1.1.3_Asse%20IV.pdf)

## 2.4.3.4 CORE ARTS FIELD

### a) Ceramic Arts

#### ACTOR'S NAME

**Antonio Maurizio Scianna Ceramics**

#### ACTIVITY

Antonio Maurizio Scianna Academy of Fine Arts of Palermo is associated with the brand of the 'Italian Touch of Class'. It has studied tiled floors from the 17th to the 20th century in Sicily, with special insights into the materials used, production schools and the iconography of Mediterranean countries.

In 1999, the laboratory of the Scianna Ceramics opened to produce bricks based on the rediscovery of ancient historical patterns.

#### MISSION/OBJECTIVES

Scianna Ceramics is a family-run art workshop and, therefore, is able to produce ceramics of excellent quality by taking every effort to ensure the detail of every phase of production.

#### TERRITORIAL IMPACT

To promote the development of ceramics at National and International level.

#### WEBSITE

[www.mattonidecorati.it](http://www.mattonidecorati.it)

#### ACTOR'S NAME

**Ceramics Art Florida Salvatore**

#### ACTIVITY

The company produces majolica and art pottery, majolica coating and lava stones, tiles for all environments, sculptures, modern art, tableware for homes and for caterers, furniture for hotels and homes, personalised ceramics, and 'ritratti' paintings on carved materials, including cemetery headstones.

#### MISSION/OBJECTIVES

Produce high quality and unique works for medium-high value clientele.

#### TERRITORIAL IMPACT

Trades with Europe, USA, Canada, Australia and emerging economies.

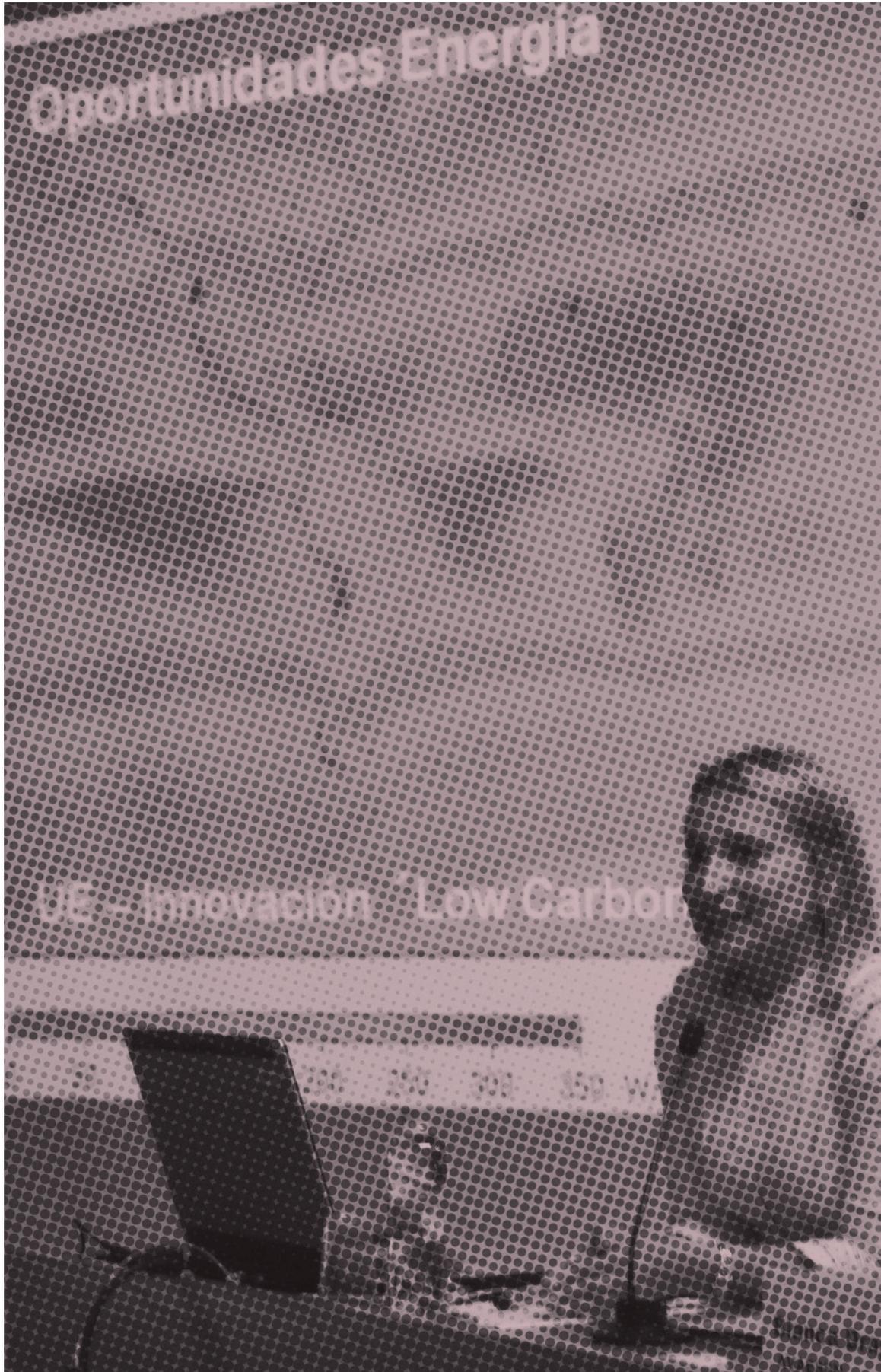
#### WEBSITE

[www.facebook.com/salvatore.ceramicheflordia](https://www.facebook.com/salvatore.ceramicheflordia)  
Email: [salvatore.flordia@tin.it](mailto:salvatore.flordia@tin.it)



# Oportunidades Energía

Energy Innovation Low Carbon



## 2.5 VALENCIA – SPAIN

The focus of the Valencia region is innovative initiatives for the sustainable development of rural areas based on an intelligent use of energy.

This theme was chosen based on the nature of both entities forming the Valencia Region Case Study: CEEI Valencia and Valencian Federation of Municipalities. The latter is a key actor to reach municipalities in rural areas of the region. CEEI Valencia is a very important interlocutor regarding innovative enterprises and aims to focus on emerging sectors. Among all sectors considered as emerging sectors, we believe that renewable energy is likely to be innovative as defined by the KnowInG Project, and this innovation will support the development of rural areas.

The renewable energy sector is considered as one of the main emerging sectors, which is able to develop and consolidate the industrial sector by generating new high value jobs and new business.

The focus is on renewable energy in rural areas, which differs from other renewable energy initiatives. Furthermore, the focus is also on all innovative initiatives that may support the sustainable development of rural areas through the intelligent use of energy.

The Spanish partners believe that renewable energy provides an excellent opportunity for rural areas to improve their economic situation by using native resources. This would have a very positive social, economic and environmental impact, with communities becoming more energy efficient on all levels. Awareness of recycling, reducing and re-using would also increase as a consequence on such initiatives.

Examples of actors are detailed below and were chosen to reflect the map of innovation in Valencia. They include business and technological research centres and political structures/ administration. Also, two examples of companies working in the renewable energy sector are mentioned: Siliken - specialising in renewable energy and photovoltaic; and Ingelia - specialising in biomass systems.

The Institute for Energy Diversification and Saving (IDEA) and The Valencian Energy Agency are the institutions that focus on the management and implementation of energy policy. Besides coordinating and jointly managing measures and funds devoted to planning activity, both organisations carry out training and dissemination, and provide technical support and project financing for technological innovation.

With regard to political structures/ administration, the Ministry of Economy, Trade and Industry has been selected as an actor and is responsible for planning and implementing government policy on Valencian industry and innovation. Attached to this is the **Valencian Institute for Business Competitiveness** (IVACE), which is responsible for developing policy innovation in the field of small and medium-sized enterprises that form the bulk of the businesses in the region.

In terms of the research network, the Network of Valencian Universities for the Promotion of Research, Development and Innovation (RUVID) has been selected. Comprising of universities, the network promotes cooperation between each organisation while considering the central importance of knowledge transfer centres known by businesses and society. In addition, we have chosen the Network of Technological Institutes (REDIT) due to the large role it plays in research and collaboration with companies in its sector to promote innovation.

In regards to infrastructures, the Centre for Industrial Technological Development (CDTI) fosters the technological development and innovation of Spanish companies. It channels funding and support applications for national and international research, development and innovation (R&D&I) projects led by Spanish companies.

Also, the Energy Technological Institute (ITE) has gradually evolved, applying the most advanced technologies in its developments and consolidating research results. Its horizontal nature has meant that it has, at all times, been able to respond to the requirements and needs of companies in the energy sector, with services, training, research and innovation developments.

## 2.5.1 RENEWABLE ENERGY SECTOR AND ENERGY INDUSTRY

### a) Photovoltaic Solar Energy

#### ACTOR'S NAME

**Siliken**

#### ACTIVITY

Siliken is an international company that focuses its activities on the development of solutions for the renewable energy sector and, in particular, the field of photovoltaic solar energy. The company's activities range from the production of solar grade silicon to the manufacture of equipment and components, as well as promotion, maintenance and after-sales services for photovoltaic installations.

Siliken has two module manufacturing plants, one silicon production plant and an inverter manufacturing plant in Spain. On an international level, it has module production plants in Mexico and Romania and commercial offices on several continents. The business is continuing with its international expansion process, consolidating its position as a leading company in the world of renewable energy.

#### MISSION/OBJECTIVES

As a global company integrated in the solar industry value chain, Siliken is committed to expanding its activities into other renewable energy sectors through the development and implementation of innovation programmes that result in energy solutions, providing the highest levels of quality, performance and profitability for customers. It implements its own sustainable development in order to demonstrate its commitment and respect for society and the environment.

Siliken's efforts are focused on sustainability and environmental protection, therefore, the company is dedicated to minimising negative environmental impacts and preventing pollution from business activities and products.

One of its main values is technological know-how generated by its teams of highly qualified scientists and engineers devoted to R&D. Its support for R&D projects enables improvements to its internal production processes and the integration of new renewable-energy technologies.

#### TERRITORIAL IMPACT

After starting operations in June 2001 Siliken was awarded the best business initiative

prize by IVACE, later that year. Its knowledge, observation and concern for the environment and today's energy-related problems helped the company win the award. Numerous other awards have been given to Siliken since then from different organisations in recognition of its initiative and professional history. And thanks to its reliability and progress, it is now one of the leading companies in the photovoltaic industry. The value of its human capital is important to Siliken and it seeks employees with an innovative, coherent and committed personality. Its aim is to create stable employment while encouraging internal promotion. Siliken has a presence in Spain, the United States, Mexico, Europe (e.g. Italy, France, UK, Germany, the Netherlands, Belgium, Luxembourg, Romania and Israel), Asia and Oceania and intends to continue growing in new markets.

#### WEBSITE

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[www.siliken.com](http://www.siliken.com)

### b) Biomass

#### ACTOR'S NAME

**Ingelia**

#### ACTIVITY

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Ingelia is a technology-based company in Valencia that develops sustainable projects, using local resources in an innovative process of hydrothermal carbonisation (HTC process) of biomass. Since July 2010, Ingelia has been using vegetable biomass obtained from pruning, gardening, agriculture and forest cleaning within its municipality.

The equipment and major HTC plant systems have been designed and patented by Ingelia. As one of the pioneers in the industrial application of this process, the company provides solutions for the treatment of multiple types of biomass in order to produce a solid biofuel.

The company advises, designs, projects, builds and puts in place Ingelia-patented biomass HTC plants that transform organic waste into solid biofuel.

Since the plants are modular, the processing capacity of biomass can be adapted to suit the customers' needs or plants can be customised according to the current production process of the customer. Ingelia plants are fully automated and can be monitored and operated remotely.

#### MISSION/OBJECTIVES

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Ingelia seeks solutions for the energy we need from the available energy in our immediate environment: biomass and solar energy.

#### TERRITORIAL IMPACT

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During July and August 2010, Ingelia carried out the start-up process of the hydrothermal carbonisation of biomass plant. This is the first industrial plant (probably in the world) capable of carbonising biomass in continuous process by means of the HTC hydrothermal process.

#### WEBSITE

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[www.ingeliahtc.com](http://www.ingeliahtc.com)

## c) Saving and Energy Efficiency and Renewable Energy

### ACTOR'S NAME

#### Institute for Energy Diversification and Saving of Energy (IDAE)

### ACTIVITY

IDAE is a public business body ascribed to the State Secretariat for Energy of the Ministry of Industry, Energy and Tourism.

As well as coordinating and jointly managing the measures and funds devoted to planning activity, IDAE carries out dissemination, provides technical counselling and project financing for technological innovation.

The institute also develops international activity within the framework of various European programmes and develops cooperation projects with developing countries.

IDAE implements training and awareness raising campaigns to help build a social culture of energy, which considers the value of resources and the need to consume them in an intelligent way.

### MISSION/OBJECTIVES

IDAE aims to achieve a new energy model that should guarantee the quality and security of supply and enhance the competitiveness of Spanish firms on the basis of sustainability.

### TERRITORIAL IMPACT

IDAE provides studies, reports, controls and administrative and technical advice on energy. It published bulletins on:

- Renewable Energies Observatory - Annual report providing information on renewable energy's role in Spain's energy and other issues.
- Evolution of Consumption and Intensity - Report providing both monthly and accumulated information on primary and end-use energy consumptions by energy sources, paying special attention to renewable energies.
- Co-generation - Annual report about the co-generation situation in Spain in terms of capacity and production, both for electric power and heat.
- Consumptions - Annual report showing national energy consumption and its annual variation, itemised by energy sources, both at global level and at the level of the whole of the consuming or end-use sectors.

Indicators - Annual report showing the evolution of national energy efficiency, both at global level and at the level of the whole of the consuming or end-use sectors.  
Regulated energy prices - Report providing the enforced regulated tariffs for energy prices based on various sources.

### WEBSITE

[www.idae.es](http://www.idae.es)

## ACTOR'S NAME

### Valencian Energy Agency

#### ACTIVITY

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The Valencian Energy Agency is the agency of the Generalitat Valenciana attached to the Ministry of Economy, Trade and Industry, which focuses on the management and implementation of energy policy in the area of Valencia. The agency provides the following services:

- Energy advice;
- Control and supply facilities;
- Grants and funding;
- Training and research;
- Information campaigns;
- Collaboration with the European Union.

The agency also promotes the exchange of knowledge and technology with European Union countries, the export of energy technology of Valencia and, manages and promotes the implementation of aid programmes convened by the European Union.

#### MISSION/OBJECTIVES

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The Valencian Energy Agency conducts management and energy planning in accordance with the general guidelines of the Valencian Government, and in coordination with various administrations, within the framework of the European Union common energy policy, in order to achieve the following objectives:

- Energy diversification - Promote research, development and innovation for the best use of the various sources of supply;
- Efficiency and quality of supply - Development of energetic quality audits to ensure better control over the quality of supply;
- Energy saving - Propose and implement the necessary measures for effective sectorial policies that promote the rationalisation of consumption and reduced energy costs;
- Self-sufficiency - Coordinate and collaborate with the various administrations (especially at the local level) to encourage rationalisation in production and energy consumption in order to achieve the highest level of energy self-sufficiency in the territory of the Valencian Community.
- Promotion of renewable energy - Establishment of plans to promote the use of renewable energy;
- Promotion of infrastructure - Promotion and monitoring of energy infrastructure needed to meet supply targets throughout the Valencian Community in coordination with the various companies and government;
- Use of new technologies - Establishment of programmes and lines of research into the use of new technologies in the energy sector;
- Respect for the environment - Control and monitoring of all energy actions so that they are consistent with the respect and protection of the environment.

#### TERRITORIAL IMPACT

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The agency provides studies, reports, controls and administrative and technical advice on energy. It introduces approval systems to ensure quality, safety and smooth operation of power plants especially in the renewable energy sub-sector.

It also processes and manages grants and financial incentives for conservation purposes, diversification, and renewable energy development. In collaboration with universities and public or private organisations, the agency offers training and promotes lines of research and innovation.

The agency also implements campaigns to promote energy efficiency and saving energy in domestic consumption among the population of Valencia.

#### WEBSITE

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[www.aven.es](http://www.aven.es)

### d) Technological Institute

#### ACTOR'S NAME

**Instituto Tecnológico de la Energía (ITE) / Energy Technological Institute**

#### ACTIVITY

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The ITE is a private, not-for-profit association whose services, products and technological projects are addressed to national and international public bodies and companies in the power, electric, electronic and communications sectors.

It was set up in 1994 and forms part of the IMPIVA (Network of Technology Institutes of the Valencian Small and Medium-Sized Business Institute). In 2001, it became founder partner of REDIT (Valencian Community Network of Technology Institutes).

Over the years, the ITE has gradually evolved, applying the most advanced technologies to its developments and consolidating research results. Its horizontal nature enables it to respond to the requirements and needs of companies in different sectors, with services, training, research and innovation developments.

#### MISSION/OBJECTIVES

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The ITE's mission is to provide companies with solutions by incorporating technology, services, tests, training and technological diffusion for their products, services and processes so they are safe and more efficient. This, in turn increases the competitiveness of the electric, electronic, power, communications, automation and capital goods sectors.

#### TERRITORIAL IMPACT

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ITE transfers its research results for fostering the establishment of cooperation links between the public and private institutions, promoting the interaction of the ITE with the business structure in the area of research, development and technological innovation:

- Management of job vacancies;
- Making known the activities that ITE and associates perform in research matters;
- Promotion and management of knowledge;

- Promotion of transfer of research results;
- Advice in preparing and processing patents;
- Circulating the institute's scientific-technical offer;
- Advice for companies on obtaining public aid for financing technological innovation;
- Advice on the participation of companies in European Union aid programmes and assistance in seeking partners to form international consortia.

#### WEBSITE

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www.ite.es

## 2.5.2 BUSINESS DEVELOPMENT FIELD

### a) Industrial Technological Development

#### ACTOR'S NAME

**Centre for Industrial Technological Development (CDTI)**

#### ACTIVITY

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The CDTI is a business public organisation that answers to the Ministry of Economy and Competitiveness. It fosters the technological development and innovation of Spanish companies and has been the organisation that channels funding and support applications for national and international R&D&I projects of Spanish companies. Therefore, the CDTI seeks to contribute to improving the technological level of Spanish companies by means of implementing the following activities:

- Financial and economic-technical assessment of R&D projects implemented by companies;
- Managing and fostering Spanish participation in international technological cooperation programmes;
- Fostering international business technology transfer and support services for technological innovation;
- Supporting the setting up and consolidating technological companies.

The centre is governed by private law in its relations with third parties. This means that it can offer companies user-friendly and flexible support services for the implementation of R&D business projects, international exploitation of technologies developed by the company and to submit bids for industrial-technological supplies to scientific and technology organisations.

#### MISSION/OBJECTIVES

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The mission of CDTI is to succeed in stimulating the Spanish business world into generating and transforming the scientific-technical knowledge in sustainable growth and become globally competitive through:

- Expert guidance, evaluation and financial support for businesses and innovating entrepreneurs;
- Management, promotion and defence of national interests in the national and international R&D&I forums and programmes;

- Boosting of legal and socioeconomic changes that may help technological innovation.

The CDTI's vision is to be the Spanish public referent for all entities involved in research, technological development and entrepreneurial innovation.

#### TERRITORIAL IMPACT

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The CDTI provides companies with its own funding and facilities access to third-party financing (Bank Line for Funding Technological Innovation and Subsidies of the EU R&D Framework Programme) for national and international research and development projects.

It helps companies to internationally exploit technologies that they develop by providing funding for technological promotion, innovation projects and technology transfer among its foreign network and multilateral (Eureka and Iberoeka) and bilateral cooperation projects with Canada, Japan, China, South Korea, India and South Africa.

Finally, the CDTI manages and helps Spanish companies to obtain high-tech industrial contracts generated by different national and European organisations.

#### WEBSITE

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[www.cdti.es](http://www.cdti.es)

### b) Research and Education

#### ACTOR'S NAME

**Network of Valencian Universities for the promotion of Research, Development and Innovation (RUVID)**

#### ACTIVITY

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RUVID is a network comprising the Universities of Valencia, Polytechnic University of Valencia, University of Alicante, Jaume I University, Miguel Hernández University, Cardinal Herrera (CEU) University and Catholic University of Valencia San Vicente Martir.

The purpose of RUVID is to foster scientific research, technological development and innovation in all areas of knowledge. Working to strengthen the role of partner universities as agents of science and technology, RUVID promotes the cooperation between them and acts as a single voice before the public administration and other actors.

#### MISSION/OBJECTIVES

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The objectives of RUVID are to:

- Foster and facilitate scientific and technological research in all Valencian universities;
- Contribute to the role of the universities as main agents in the innovation process of enterprises and institutes in the region of Valencia through the transfer of technology;
- Encourage the collaboration in scientific and technological activities between the research groups of the universities;

- Promote the participation of the universities' research groups in programmes to develop projects of great importance that require a cluster of a high scientific level;
- Encourage synergies in the design and management of the policies of R&D&I of the Valencian universities;
- Enhance society through communication and dissemination of the science and technology.

#### TERRITORIAL IMPACT

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RUVID operates in the territory of Valencia Region through the associated Universities located in the three provinces. Valencian universities have their own structures to promote connections between the actors involved in the innovation process. These structures promote and manage relationships between universities and industry in the field of research and technology, channelling the demands of business to universities and knowledge transfer and innovation to the productive sector.

#### WEBSITE

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[www.ruvid.org](http://www.ruvid.org)

#### ACTOR'S NAME

### Technological Institutes Network of Valencia Region (REDIT)

#### ACTIVITY

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REDIT is a private, not-for-profit association created in 2001 by the technological institutes of the region in collaboration with the Valencian Regional Government. The network is integrated by 14 centres offering a wide range of advanced services of R&D&I for SMEs, which need the support of external agents to innovate.

The institutes in this network also develop training programmes addressed to the enterprises of their branch of activity in order to improve their competitiveness.

#### MISSION/OBJECTIVES

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REDIT's contributes to the regional, national and international recognition of the technology institutes as a model of efficient organisation in the science, technology and enterprise system.

Its vision is to become the organism that joins, integrates and represents the technological centres, which are a model of public and private collaboration and which, individually and collectively, aspire to the international excellence and leadership in R&D&I and support the competitiveness of businesses through innovation.

Through its associated technological centres, REDIT provides a coordinated offering of advanced technological services and R&D&I for enterprises. The ultimate goal, in coordination with the R&D&I public policies, is to help the Valencia region reach maximum competitiveness and excellence in R&D&I at regional, national and international level.

#### TERRITORIAL IMPACT

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REDIT has a regional impact through the technological institutes located all over the Valencia region. Furthermore, it detects R&D&I opportunities through its participation in national and international platforms such as SEIMED, PYMERA or the Techno Europe Programme.

The network is present in numerous countries in the world. In collaboration with the Valencian Worldwide Foreign Trade Agency (IVEX) it has implemented several technological missions with the participation of the technology institutes.

#### WEBSITE

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[www.redit.es](http://www.redit.es)

## 2.5.3 INSTITUTIONAL AGENTS/ POLITICAL SYSTEM

### Institute for SMEs

#### ACTOR'S NAME

**The Institute for Small and Medium Enterprise (IMPIVA)**

#### ACTIVITY

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IMPIVA is a public entity under the authority of the Valencian government. Its main function is to develop the policy to promote innovation. For that purpose IMPIVA has support programmes aimed at enterprises and public and private not-for-profit organisations that provide services to SMEs in the areas of:

- Technology and R&D;
- Development and creation of enterprises;
- Design;
- Quality and environment;
- Management and organisation;
- Training and technological cooperation.

#### MISSION/OBJECTIVES

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IMPIVA promotes a network of infrastructures of technical services to support SMEs including technological institutes and European business and innovation centres. It also collaborates with business associations in developing strategic actions under the plans of competitiveness for established and emerging sectors within the Valencia's public organisations (e.g. universities and public research centres, chambers of commerce, professional associations and local development agencies) and private organisations (e.g. business schools and associations) to generate and transfer research results, knowledge and skills of business management.

#### TERRITORIAL IMPACT

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At national level, IMPIVA collaborates with the Ministry of Industry, Tourism and Trade to coordinate activity and facilitate the access the SMEs of the Valencia region to its programmes and services. It also participates and coordinates the participation of companies and other entities in European Union programmes.

To develop its actions IMPIVA has access to support from the European Social Fund and European Regional Development Fund articulated in the Operative Programme of the Valencia Region 2007-2013.

#### WEBSITE

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[www.impiva.es](http://www.impiva.es)

## Regional Government

### ACTOR'S NAME

**Department of Economy, Industry, Tourism and Employment**

### ACTIVITY

This Valencian government department is responsible for planning and developing policies, laying down regulations and awarding grants. Its main areas of activity are economy, public sector business, handicrafts, domestic and foreign trade, consumption, research and technological innovation, and energy.

The department's Directorate-General of Industry and Innovation exercises the functions related to business, industry, industrial safety, mining, industrial research and innovation and technology parks and is responsible of the coordination of the Network of Technological Institutes.

### MISSION/OBJECTIVES

Among its objectives, the department aims to generate competitive production by supporting the development of enterprises and the design and implementation of plans, programmes and projects to encourage the participation of companies and other agents of innovation in national and European programmes (especially national plans for R&D and EU framework programmes for R&D).

Also, in terms of innovation, its mission is to elaborate awareness plans, dissemination and training, promote the transfer of technology between companies and vendors, develop plans of competitiveness, improve management and training of Valencian companies, promote entrepreneurship and the creation of innovative businesses, and coordinate and strengthen networks between public and private agents of innovation. Another notable goal is the design and implementation of infrastructures for industrial research, technological development and innovation, industrial parks, technology and logistic parks, and business centres.

### TERRITORIAL IMPACT

The Department operates across the whole territory of Valencia. Due to administrative decentralisation the General Directorates in each of the three provinces are in charge of implementing Valencian government policy.

At international level the newly created Department of Internationalisation aims to improve competitiveness of the enterprises through IVEX (Valencian Institute of Exportation), which facilitates the access of enterprises to new business opportunities, promotes the incorporation of companies and sectors to the internationalisation process and the adjustment of enterprises to the needs of international markets. IVEX guides companies through the process, designing the strategy and through specialised employee training.

### WEBSITE

[www.indi.gva.es](http://www.indi.gva.es)



## III Sharing Knowledge, Innovation And Creativity

This section presents the pilot projects and other activities devised and implemented by KnowInG Project partners in order to test the project's approach that growth is achieved through innovation and creativity.

Below are descriptions of the pilot projects developed in each territory with the aim of promoting innovation in each specific focus area (e.g. crafts, tourism or renewable energy). The pilot projects included new institutional agreements, business advisory and cluster development. KnowInG Helpdesks were also created in order to help facilitate interaction and communication among innovation actors implementing these activities.

In addition, stand-alone events were implemented and included creative laboratories and capacity building seminars. Also, to promote awareness among stakeholders about their role as innovation actors within the MED framework, KnowInG implemented workshops and the capitalisation seminars to exchange of views and best practice.

The majority of participants were small or medium-sized companies and institutions that have successfully translated knowledge and ideas into wealth in their particular area of activity, and in accordance with the focus areas of the KnowInG Project partners.

All activities had significant reach in terms of participants; Valencia's activities were very focused on dissemination of information about innovation in regards to renewable energy, energy efficiency and environmental protection, and mainly aimed at regional associations, public bodies and innovative businesses. Clustering was a subject discussed in Greece's activities, while innovation in the handicraft industry was a key issue in Calabria.

Innovation actors benefitted from a diverse range of activities. The Helpdesks supported SMES in general with the issue of internationalisation being a key theme. Both Sicily and Attica involved young people in learning about their areas of focus (ceramic art and video/ serious games respectively).

Pilot projects are classified as groups 1, 2 and 3 (i.e. 1 – feasibility study and institutional agreements, 2 – general business advisory and cluster formation, 3 – Helpdesks) and may potentially be adopted as longer term projects in the partner territories. The other activities (i.e. not pilot projects) were implemented as stand-alone events.

## 3.1 ALGARVE, PORTUGAL

**Note:** University of Algarve did not participate in Pilot Project 1.

### Pilot Project 2: Mobility of creative and knowledge workers and enterprises

#### NAME

**Mobility of creative and knowledge workers and enterprises**

#### DATE AND PLACE

From June 2012, University of Algarve

#### PARTICIPANTS

Regional stakeholders, entrepreneurs and students.

#### DESCRIPTION OF ACTIVITY AND RESULTS

The University of Algarve provided information for business settlements and entrepreneurs. From these entrepreneurs, eight were in tourism, five were related to CCI, two were involved in the revision and translation of scientific texts, two were in ICT and one represented a restaurant.

Information was collected from students and entrepreneurs in regards to themes related to innovation and knowledge-based technologies and businesses that they would like to know more about, and that would influence a creative lab to improve their skills.

### Pilot Project 3: Helpdesk

#### NAME

**University of Algarve provides Helpdesk to Support Enterprises**

#### DATE AND PLACE

Launched on February 2012 at University of Algarve, the Helpdesk provided by the CRIA (Division of Entrepreneurship and Technology Transfer) was promoted on the CRIA website, the CRIA Facebook page, on the UAlg website and the website of the Regional Directorate of Culture of the Algarve (DRCAlg).

#### PARTICIPANTS

The main participants were entrepreneurs and stakeholders linked to cultural and creative industries and tourism.

#### DESCRIPTION OF ACTIVITY AND RESULTS

The CRIA of the University of Algarve provided a Helpdesk to support entrepreneurs and the internationalisation of SMEs in the cultural and creative industries, and tourism. The Helpdesk also identified projects that had potential for transnational cooperation, and subsequently provided the appropriate service to the entrepreneurs and SMEs.

From the 18 entrepreneurs registered through Pilot Project 2, eight were in tourism, five were related to CCI, two were involved in the revision and translation of scientific texts, two were in ICT and one represented a restaurant. CRIA provided support to eight entrepreneurs in enhancing funding proposals.

## Creative Laboratories

### NAME

#### **Innovation Lab for Cultural and Creative Industries**

### DATE AND PLACE

28th and 29th June, University of Algarve

### PARTICIPANTS

Almost 70% of the participants (e.g. designers, musicians and cultural managers) of the Lab that responded to the satisfaction survey considered it 'very useful', giving full marks to the relevance of the theme and the importance of the subjects covered.

### DESCRIPTION OF ACTIVITY AND RESULTS

The first day of the Lab was opened by Dr. Rui Parreira of the Algarve's Regional Department of Culture, who presented the work being developed within the Strategic Plan for Culture in the Algarve.

Also during the morning, Professor Maria Cabral spoke about the importance of the university in culture, and at the end of the day Professor Miriam Tavares, Director of the CIAC - Centre for Innovation in Arts and Communications, spoke about the role of the arts in the creative industries.

During the event examples of promising or already successful projects were presented and discussed. In the performing arts area, the company "Te-atrito" was presented by Rita Neves. In the area of regional cuisine and appreciation of the territory's cultural heritage, the project "Algarvian Tertulia" was presented by João Amaro. The illustrator Tiago da Silva talked about his journey and presented his work, which is internationally recognised. Pedro Costa talked about the Clean Feed's record label, which has received several international awards for outstanding work in promoting jazz.

On the second day the Lab had a more interactive format and the participants were involved in an exercise to create ideas. The session involved the participation of consultants in the areas of creativity, industrial protection, digital marketing and business planning to support the structuring of ideas.

### NAME

#### **Creative Laboratory for Marketing Ideas**

### DATE AND PLACE

From 15th November to 3rd December, Gambelas Campus, University of Algarve

### PARTICIPANTS

Entrepreneurs and professionals linked to arts, culture and the creative industries.

### DESCRIPTION OF ACTIVITY AND RESULTS

The KnowInG Partner, University of Algarve/CRIA organised the Lab, which aimed to provide participants with tools for digital marketing and a social network to enable them to market their ideas in the global market, in a creative and effective way.

## Capitalisation Seminar

### NAME OF SEMINAR

**Tourism and Cultural and Creative Industries in the Algarve**

### DATE AND PLACE

16th March 2012, Escola Superior de Gestão Hotelaria e Turismo, University of Algarve.

### PARTICIPANTS

Approximately 60 participants working in culture and tourism such as theatre staff and filmmakers, and municipal council representatives of culture and tourism entrepreneurship divisions, as well as other people interested in the theme. They responded to the satisfaction survey saying the seminar was 'very useful', giving full marks to the relevance of the theme and the importance of the subjects covered.

### DESCRIPTION OF ACTIVITY AND RESULTS

The first part of the seminar focused on understanding the strategic activities of the regional bodies of Turismo do Algarve (Algarve Tourism), Direção Regional de Cultura do Algarve (Regional Directorate of Culture of the Algarve) and the University of Algarve. The general opinion was that tourism, as the main economic regional sector, needs to be diversified in terms of product of 'sun, beach and golf' and that is important to also promote and educate visitors in regional culture, heritage, traditions, gastronomy, nature, etc.

In the second part of the seminar, three regional projects were presented as examples of good entrepreneurship for regional development that have resulted in the partnership of various local agents and supporters.

At the end of the seminar, the contest 'Your Creativity is our Future' was announced. The contest aimed to engage the regional community promoting the Algarve as a tourist destination and cultural excellence, nationally and internationally.

## 3.2 ATTICA, GREECE

### Pilot Project 1: Feasibility Study

#### NAME

**Feasibility Study on Creative Industry: Edutainment and Video Games**

#### DATE AND PLACE

February 2013, Athens

#### PARTICIPANTS

Region of Attica and Lavrion Technological and Cultural Park.

#### DESCRIPTION OF ACTIVITY AND RESULTS

Analysis of the notion of knowledge, innovation, clusters, creative industry with an emphasis on serious games in edutainment.

### Pilot Project 2: Regional Strategy for Research and Innovation and Athens Information Technology Gaming Forum 2012

#### NAME

**Regional Strategy for Research and Innovation and Athens Information Technology Gaming Forum 2012**

#### DATE AND PLACE

2nd February and 27th April 2012, Region of Attica (regional government)

#### PARTICIPANTS

Region of Attica (sponsor), AIT and BIC of Attica.

#### DESCRIPTION OF ACTIVITY AND RESULTS

The Regional Strategy for Research and Innovation is a theoretical analysis of innovation opportunities in Greece. The report includes the analysis of national programmes and laws, and the analysis of individual actors that promote innovation in Greece.

The Greek partners participated in the first Gaming Forum 2012, organised by Athens Information Technology in collaboration with the British Council of Greece. The Gaming Forum included a series of presentations by experts in the video game industry and a gaming contest aimed at bringing together enthusiasts and game developers, in order to facilitate the creation of highly innovative game ideas and working game prototypes. The contest included four awards for Popular Choice Game, Best Gaming Idea and Best Game. One of the awards was presented by the Region of Attica.

### Pilot Project 3: Helpdesk

#### NAME

**Helpdesk to Support Enterprises**

#### DATE AND PLACE

From April 2012, Attica

#### PARTICIPANTS

Region of Attica (regional government) and Lavrion Technological and Cultural Park.

#### DESCRIPTION OF ACTIVITY AND RESULTS

Lavrion Technological and Cultural Park of the National Technical University of Athens in cooperation with the Region of Attika provided a Helpdesk to support entrepreneurs in the creative industry.

The aim was to provide help in the development of EU and national research project proposals at all stages of the procedure; from conceptualisation, partnership development, improvement through to resubmission in the case of rejection. The Helpdesk support was available via telephone, email or face-to-face.

### Creative Laboratory

#### NAME

**Serious Games: Development Insights and Implementation.**

#### DATE AND PLACE

27th June - 1st July 2011, Technological University of Athens (Media Lab )

#### PARTICIPANTS

Young people interested in serious games.

#### DESCRIPTION OF ACTIVITY AND RESULTS

Professors and experts covered a broad range of issues within the field such as planning and development of serious games, augmented communications, artificial intelligence and game-based learning.

### Capacity Building Workshop

#### NAME

**Clusters in Creative Industry – the Case of Edutainment**

#### DATE AND PLACE

8th November 2011, BIC Attica

## **PARTICIPANTS**

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Greek partners (BIC of Attica, Region of Attica and Lavrion Technological and Cultural Park).

## **DESCRIPTION OF ACTIVITY AND RESULTS**

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The workshop was aimed at decision makers and economic actors who discussed and analysed the prospects and possibilities for the development of a cluster in video gaming with an emphasis on serious games and edutainment.

First, the KnowInG Project was presented to the participants, then our vision to create clusters in the edutainment field was presented. Along with the views presented by the participants on the necessity of the clusters, some prospects for possible cooperation emerged.

## **Capitalisation Seminar**

### **NAME**

**Capitalisation Seminar**

### **DATE AND PLACE**

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April 2013

### **PARTICIPANTS**

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*No further information was available at time of going to print*

### **DESCRIPTION OF ACTIVITY AND RESULTS**

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*No further information was available at time of going to print*

## 3.3 CALABRIA, ITALY

### Pilot Project 1: Institutional Agreement

#### NAME

**Institutional agreement for the Capitalisation of Innovation Strategies**

#### DATE AND PLACE

3rd May 2012, Calabria Region (regional government)

#### PARTICIPANTS

Regional ministries for culture, production activities, cooperation and internationalisation.

#### DESCRIPTION OF ACTIVITY AND RESULTS

The institutional agreement was signed by the three departments of the Region of Calabria concerned with the implementation of common policies for development and innovation.

The aim of the agreement is to share the objectives and the methodology used in the KnowInG Project, carry out policies and development plans aimed at stimulating the business innovation activities and support the regional innovation strategy through its multiple tools.

### Pilot Project 2: Regional Strategy for Research and Innovation

#### NAME

**Regional Strategy for Research and Innovation**

#### DATE AND PLACE

5th March 2012, Calabria Region (regional government)

#### PARTICIPANTS

Regional ministries for cooperation and internationalisation and Co.Se.R Calabria

#### DESCRIPTION OF ACTIVITY AND RESULTS

The strategy includes policies for innovation, information society, and mobility of creativity, knowledge workers and enterprises. In fact, Calabria is a region with high potential for innovation in terms of the industrial fabric of the research.

### Pilot Project 3: Helpdesk

#### NAME

**Sprint Calabria Helpdesk to Support Enterprises**

#### DATE AND PLACE

December 2012, Calabria Region

## **PARTICIPANTS**

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Calabrian companies interested in investing in innovation and the knowledge economy and increasing their production for export to foreign countries.

## **DESCRIPTION OF ACTIVITY AND RESULTS**

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The Helpdesk is a resource of the Calabria Region's assistance office for above-mentioned Calabrian companies. Its activities consist of:

- Entertainment activities and awareness of enterprises in the territory;
- Activities to promote Calabrian exports to foreign markets and forms of collaboration between regional and foreign enterprises;
- Promotion Calabrian activities aimed at attracting investment.

## **Creative Laboratory**

### **NAME**

**Laboratories of Innovation**

### **DATE AND PLACE**

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From October 2012, Catanzaro

### **PARTICIPANTS**

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SMEs operating into the textile and goldsmith handicraft sector

### **DESCRIPTION OF ACTIVITY AND RESULTS**

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The workshops are organised by Co.Se.R. Calabria in innovation on the application of ICT for companies operating in the identified strategic areas of the Calabrian economy. The purpose of the workshops is to encourage the application of innovative methods for the recovery, enhancement and transfer of knowledge in fostering the activation of stable and sustainable socio-economic development.

## **Capitalisation Seminar**

### **NAME**

**Capitalisation Seminar**

### **DATE AND PLACE**

---

14th May 2012, Catanzaro in Calabria

### **PARTICIPANTS**

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Interested companies, local media, associations and universities

### **DESCRIPTION OF ACTIVITY AND RESULTS**

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The seminar introduced the KnowInG Project and the results of the first semester of activities to press and stakeholders (actors of regional development operating in the knowledge economy and innovation sectors). It also presented the Institutional Agreement signed by three regional ministries.

## 3.4 SICILY, ITALY

### Pilot Project 1: Institutional Agreements

#### NAME

**Institutional agreement for the capitalisation of innovation strategies: Time Bank**

#### DATE AND PLACE

November 2012, Palermo, Sicily

#### PARTICIPANTS

Labour Department of Sicily Region and Palermo Local Council.

#### DESCRIPTION OF ACTIVITY AND RESULTS

Stipulation of an agreement (memo of understanding) to develop a culture of innovation through a time bank process producing a reciprocal volunteering scheme without the use of money. In other words, an innovative way for the creation of a new economy that is not solely based on money but on exchanges of time and competencies.

### Pilot Project 2: Sicilian Support Plans

#### NAME

**Supporting Plan for Innovative Business settlement in Sicily**

#### DATE AND PLACE

From 2007 to 2013, across the region of Sicily

#### PARTICIPANTS

Innovative enterprises.

#### DESCRIPTION OF ACTIVITY AND RESULTS

The provision of support plans for innovative enterprise settlement using accessible facilities at regional level. The Plan includes financial allocations for each programme of regional innovation policy in order to enhance settlement.

### Pilot Project 3: Helpdesk

#### NAME

**Sprint (Regional Office for Internationalisation of SMEs)**

#### DATE AND PLACE

From March 2012, Palermo, Sicily

#### PARTICIPANTS

Sicilian and international companies.

#### DESCRIPTION OF ACTIVITY AND RESULTS

Facilitating access of the economic operators to the issuance, financial and promotional services with regard to the available national, regional and local tools.

Providing support for the development of project that promotes the export, the internationalisation of SMEs.

Providing support with specific activities of the Sicily Region to implement operation that promote the internationalisation.

Providing support to the Sicily Region in order to involve the Sicilian companies in the internationalisation process.

### Creative Laboratory

#### NAME

**Ceramics Arts Creative Laboratory**

#### DATE AND PLACE

May 2012, Caltagirone and Bagheria, Sicily – first session  
February/ March 2013 – second session

#### PARTICIPANTS

10 young people per Lab, aged 18 - 30

#### DESCRIPTION OF ACTIVITY AND RESULTS

Using the methodology of 'learning by doing', 10 young people spent 30 hours at a ceramics handcraft manufacturing company, acquiring basic and transversal competencies in:

- Developing a creative graphic project;
- Real and manual creation of the ceramics object;
- Use of decorative techniques.

33 Sicilian ceramics art objects were produced by young attendants of the two laboratories.

## Capitalisation Seminar

### NAME

**Capitalisation Seminar: Knowledge that Creates Economy: Time Bank and Ceramic Labs Case Studies**

### DATE AND PLACE

November 2012, Palermo, Sicily

### PARTICIPANTS

Labour Department of Sicily Region, Palermo Local Council, and stakeholders: Mayors of the main Sicilian towns and cities, Time Bank managers, Time Bank associations, trade unions and schools.

### DESCRIPTION OF ACTIVITY AND RESULTS

Through a call for bids, a one-day event was organised to grant the diffusion of information about KnowInG activities carried out by the department. This was also the occasion to organise a round table with stakeholders where the Time Bank concept and activities included in Pilot Project 1 were explained.

## 3.5 VALENCIA, SPAIN

### Pilot Project 1: Institutional Agreement

#### NAME

**Agreement for the implementation of Pilot Project 1 between Segorbe Municipality in the Province of Castellon (Valencia Region) and FVMP, to develop a Plan for Innovative Measures for Energy Efficiency.**

#### DATE AND PLACE

13th February 2013, Segorbe

#### PARTICIPANTS

Segorbe City Council and Valencian Federation of Municipalities and Provinces (FVMP)

#### DESCRIPTION OF ACTIVITY AND RESULTS

The focus of Valencia Region is the sustainable development of rural areas based on an intelligent use of energy. To develop the Pilot Project 1, the FVMP contacted with the Segorbe City Council, which is a rural municipality and is very active in energy saving and efficiency. The agreement was signed in middle of February and the Plan will be developed until May 2013. Segorbe City Council will commit itself to adopting and implementing the Plan in its territory in the short and medium-term.

### Pilot Project 2: Advice for Companies and Entrepreneurs

#### NAME

**Mobility of Creative/ Knowledge Workers and Enterprises**

#### DATE AND PLACE

Since September 2011 the European Business and Innovation Centre of Valencia (CEEI Valencia) has advised several enterprises and entrepreneurs.

#### PARTICIPANTS

Enterprises and entrepreneurs whose business activity is based on Valencia's focus in the KnowInG Project, and innovative initiatives for the sustainable development of rural areas based on an intelligent use of energy.

#### DESCRIPTION OF ACTIVITY AND RESULTS

CEEI offers entrepreneurs and innovative SMEs:

- Advice on marketing, management, quality and strategic planning;
- Guides for basic financing and new ways to obtain resources;
- Encouragement and support for innovation and diversification with companies;
- Stimulation of the creation of new companies, especially those of a diversifying or innovative nature;
- Support in setting up projects and developing business plans;

- Encouragement on new lines of activity in existing companies;
- Support for business development in order to consolidate companies.

CEEI has supported six entrepreneurs and enterprises to develop their Business, Marketing and Executive Plan and enhanced several mini-guides based on the KnowInG Project focus.

### Pilot Project 3: Helpdesks

NAME
<p><b>Helpdesk to Support Enterprises</b></p> <p><b>DATE AND PLACE</b></p> <p>CEEI Valencia is the PIDi Point (R&amp;D&amp;I Point) for the project it started on September 2011 (see Pilot Project 2 - above).</p> <p><b>PARTICIPANTS</b></p> <p>Enterprises and entrepreneurs whose business activity is based on our focus in the KnowInG Project, and innovative initiatives for the sustainable development of rural areas based on an intelligent use of energy.</p> <p><b>DESCRIPTION OF ACTIVITY AND RESULTS</b></p> <p>CEEI Valencia has been designated as PIDi Point. The PIDi network is an instrument managed by the Ministry of Industry, Tourism and Trade through the Directorate-General for SMEs and the CDTI (Centre for Industrial Technological Development). CEEI Valencia is a local agent of the network and offers information and advice service, supported by agents and supervisors support the network, so any entrepreneur or company with an innovative project may request expert advice on funding schemes public that best suits their needs, from local to European programmes and all areas of innovation. 12 enterprises and entrepreneurs have been advised by CEEI Valencia, and a Funds Guide has been produced. This guide covers the various sources of funding for entrepreneurs.</p>

NAME
<p><b>Helpdesk to Support Public Bodies</b></p> <p><b>DATE AND PLACE</b></p> <p>This activity started in December 2012 at the Valencian Federation of Municipalities and Provinces (FVMP), Valencia</p> <p><b>PARTICIPANTS</b></p> <p>Public bodies (mainly local organisations) interested in taking part in European and international programmes related to innovation and knowledge economy.</p> <p><b>DESCRIPTION OF ACTIVITY AND RESULTS</b></p> <p>FVMP has external expertise to manage the Helpdesk. Through the Helpdesk, the FVMP gives support to the public bodies that are interested in participating with innovative proposals for international and EU tenders in the fields of innovation, technology, culture and education. FVMP advises on open tenders and gives support in proposal preparation and searches for partners for the projects.</p>

FVMP is preparing a section on their website with information about open tenders, project ideas and good practices. This section will be operative shortly.

## Creative Laboratories

### NAME

#### Innovative Energy Technologies and Best Practice for Rural Areas

### DATE AND PLACE

19th October 2011, Paterna, Valencia

### PARTICIPANTS

Speakers:

- Energesis Ingeniería (geothermal company)
- Bornay (wind energy company)
- Instituto de Desarrollo Comunitario (biomass company)
- SunEnergy (solar energy company)

53 attendees from housewife associations, schools, businesses and municipalities.

### DESCRIPTION OF ACTIVITY AND RESULTS

Innovative technologies and best practices in renewable energy were presented, with a focus on rural areas. The event also promoted sustainable development of these areas.

### NAME

#### Saving and Energy Efficiency in Rural Areas

### DATE AND PLACE

16th November 2011, Paterna, Valencia

### PARTICIPANTS

Speakers:

- Valencian Energy Agency (AVEN)
- Energesis Ingeniería - geothermal company
- Technological Institute of Construction (AIDICO)
- Aplicaciones Técnicas De La Energía, S.L. (ATERSA) – photovoltaic solar power company
- asMONITOR, S.L. ESCO - consultancy and engineering services for energy savings and efficiency
- EcoKinetic Servicios Energéticos, S.L. ESCO - consultancy and engineering services for energy savings and efficiency.

48 attendees from housewife associations, schools, businesses and municipalities.

#### DESCRIPTION OF ACTIVITY AND RESULTS

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Experts presented the main initiatives and the most innovative technologies in this field, with the aim of reducing the cost of energy bills for municipalities and businesses, as it is important in enabling sustainable development in rural Valencia.

#### NAME

##### Dissemination and Awareness of End Users

#### DATE AND PLACE

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1st December 2011, Paterna, Valencia

#### PARTICIPANTS

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Speakers:

- Valencian Energy Agency (AVEN)
- Centre for Environmental Education of Valencia
- Ribera Energy Agency

46 Attendees from housewife associations, schools, businesses and municipalities.

#### DESCRIPTION OF ACTIVITY AND RESULTS

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The first session was aimed at housewife associations and schools, which were told about measures they can undertake in terms of recycling, re-use of waste and environmental care. Further information was shared as to how they can achieve considerable energy savings without incurring significant cost.

The second part of the day was aimed specifically at businesses and municipalities, which were advised on energy saving measures related to lighting, air conditioning, etc.

#### NAME

##### Trends and Opportunities for Savings and Efficiency in Rural Areas

#### DATE AND PLACE

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27th June 2012, Requena, Valencia

#### PARTICIPANTS

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Speakers/ judging panel:

- Valencian Energy Agency (AVEN)
- Guillamón Augustine - Independent Consultant on renewable energy
- San Ramon Group – dairy farm using sustainable energy from biomass
- Requena City Council

39 attendees from housewife associations, businesses and municipalities.

## DESCRIPTION OF ACTIVITY AND RESULTS

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The session started with a welcome by Jesus Casanova, General Director of BIC Valencia. The seminar on 'Trends and Opportunities' was presented by Isidro Campo, from the Technical and Technological Innovation Project at BIC Valencia, who explained the different tools to detect new trends in our environment and new types of consumers born of on-going social changes.

After the coffee break, the Valencian Energy Agency's Fernando Prats, from Technical Efficiency Savings and Public Service, told attendees about the energy situation in rural municipalities of Valencia. The attendees then heard several cases studies from rural environments.

Augustine Guillamón, Independent Consultant, gave practical advice in regards to biomass and solar thermal installations at home and talked about how to decide on the most efficient system for a house.

Then Bernat Chuliá Peris from Group San Ramon told the attendees about the operation of their 100% sustainable dairy farm and re-use of waste generated by their biogas plant.

The last part of the session was devoted to the competition 'FUTURE-ANDO for efficiency and sustainability in Rural Areas', which was organised to motivate rural society in generating sustainable business ideas. After 16 ideas were presented, five finalists were chosen. The jury, made up of the speakers and experts from Requena City Council, awarded as follows:

- First prize - Juan Jesús Gil Gargallo - Reforestation with native species in extreme environments with ceramic protection.
- Second prize - Jose Vicente Garcia Herraí of PLADESOL
- Third prize - Ana Belen Estevez for project *ENVIRONMENT*
- Fourth prize - Ignacio Ilzarbe, Abba Gaia Company - Nicotiana glauca as an energy crop in the fight against climate change, erosion and abandonment of disused farm.
- Fifth prize - Juan Alvarado - Comprehensive plan for efficiency and energy savings in the wine industry.

The first prize was awarded by Javier Berasaluce, Requena's Mayor when he closed the session. Attendees enjoyed cocktail networking to interact with other attendees and speakers.

## NAME

### Programmes, Grants and Subsidies for Energy for Rural Areas

## DATE AND PLACE

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11th July 2012, Paterna, Valencia

## PARTICIPANTS

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Speakers:

- Valencian Energy Agency (AVEN)
- Valencian Cluster of Energy Industries (AVAENSEN)
- Naturem Consulting S.L. Energy Consulting
- Ingelia S.L.
- Manipulados de Cebollas y Derivados S.L. (Eurocebollas)

36 attendees from businesses and municipalities.

#### DESCRIPTION OF ACTIVITY AND RESULTS

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The session started with a welcome by Jesus Casanova, General Director of BIC Valencia, who told the audience about the CEEI Valencia's activities in the context of the KnowInG Project.

Then Fernando Prats, Efficiency Savings and Public Service Technician of Valencian Energy Agency, told attendees about the energy situation in rural municipalities of Valencia.

After the Coffee Break, Bianca Dragomir from AVAENSEN talked about the different European programmes for businesses and energy. This was followed by Eugenia Garcia, who explained the different national and regional programmes and grants promoted by AVEN and IDAE.

In the last part of the session several enterprises offered practical advice on the advantages and the procedures of requesting a programme or grant.

#### Capacity Building Workshop

##### NAME

**Innovative Measures on Energy Efficiency**

##### DATE AND PLACE

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Scheduled for March 2013, Castellon and Alicante (Valencia Region)

##### PARTICIPANTS

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Speakers:

- County Council of Castellon and Alicante
- Valencian Association of Energy Services Enterprises (AVALESE)
- Municipalities with good practise in the provinces of Castellon and Alicante

Attendees were mayors, councillors and employees of municipalities of Valencia Region.

##### DESCRIPTION OF ACTIVITY AND RESULTS

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The aim of the workshop is to inform local organisations about:

- Castellon County Council's Plan for the Energy Efficiency and Saving;
- Challenges and opportunities of the municipal energy efficiency;
- Innovative experiences of municipalities in energy saving.

## Capitalisation Seminar

### NAME OF SEMINAR

**Capitalisation Seminar of Valencia Region**

### DATE AND PLACE

Scheduled for April 2013, Valencia

### PARTICIPANTS

Valencia Region Government, local organisations and enterprises.

### DESCRIPTION OF ACTIVITY AND RESULTS

The seminar promotes the activities developed within the framework of the KnowInG Project in Valencia Region.

## 3.6 CASE STUDIES: THINK TANKS AND CONTESTS

### 3.6.1 ALGARVE, PORTUGAL

**Your Creativity is our Future!**  
**29th March 2012 – 31st May 2012**

The contest aimed to engage the regional community promoting the Algarve as a tourist destination and cultural excellence, nationally and internationally, by creating a storyboard for a video game with the theme of Tourism and Culture. The first prize went to Nuno Filipe Sequeira Rodrigues who travelled to Athens for the KnowInG Congress and Fair in October 2012 to participate in workshops focusing on creation of video games and visit the Lavrion Technological and Cultural Park.

### 3.6.2 VALENCIA, SPAIN

**FUTURE-ANDO for Efficiency and Sustainability in Rural Areas**  
**14th September – 7th October 2012**

The competition was launched to motivate rural society in generating sustainable business ideas. After 16 ideas were presented, five finalists were chosen. The first prize went to Juan Jesús Gil Gargallo for his project: *Reforestation with native species in extreme environments with ceramic protection*.

Welcome

**This is your  
Manifesto.**

# IV Conclusion

## The Role Of Actors In Overcoming Obstacles And Barriers To Innovation

Peter Drucker<sup>34</sup> has long defended that “the route to strengthen the heart of business success is creativity and innovation”. Many more have since then defended a similar proposition and, today, few will deny that the terms *knowledge, creativity and innovation* refer to concepts that are associated with success and wealth, either in small or large organisations, in multiple and in different sectors of economic activity.

This report has examined the nature and the role of innovation actors in the activity sectors selected by each of the regional KnowInG Project partners. Because actors work as facilitators in the process of knowledge translation into jobs and wealth, the KnowInG Project has called the institutions and the enterprises here mentioned to make themselves known. This resulted in the identification of a range of companies and organisations that have made efforts to contribute to the creation of innovative products and services that aim to meet their market needs in each of the Mediterranean regions (where the KnowInG partners are based).

Research results on innovation investment indicate that the role played by innovation actors is highly influenced by a number of factors<sup>35</sup>:

- Competence and quality of human resources;
- Actors' levels of high-tech specialisation;
- Stability of the financial system;
- Existence of facilitating policies and tools in the country where actors operate.

Besides these influencing factors, different authors have indicated that a varied number of obstacles and barriers are sources of concern for organisations and enterprises that aim to adopt innovation into their business.

For instance, because actors' actions are influenced by a myriad of factors, their contribution to the regional economy is not always clearly identified and, therefore, not recognised as valuable. In fact, regional cultural economic actors form a complex system that seems to evolve in a complex, non-linear way. Because several methodologies exist and actors have different influences, we can conclude that, depending actors' various approaches, their territorial localisation, impact, etc, causes varied levels of creativity and innovation.

Rosabeth Moss Kanter<sup>36</sup> has reflected on some of what she called “classic traps” of innovation. The author started by identifying past waves of innovation enthusiasm: the first, characterised as the global information age, lasted for approximately two decades – throughout the 70s and the 80s; the second, lasted for the next ten years and focused on company restructuring; then came the ‘digital mania’ of the 90s, when all the attention was drawn to the promise of the World Wide Web. After facing the limits of the dotcom boom, today's economic world, currently experiencing a serious global recession, is showing some signs of scepticism towards the technology hype.

In Kanter's own words, today's “waves' central focus is on new products designed to offer users new features and functionality to meet emerging needs”. Companies have

<sup>34</sup>. The Essential Drucker. Drucker, P. F., 2008. London: Elsevier.

<sup>35</sup>. Lundvall, 1992; Freeman, 1995; Hall and Soskice, 2001; Nelson, 2001; North, 2005, cited in Fillipetti & Archibugi, 2010.

<sup>36</sup>. Innovation: the Classic Traps, Harvard Business Review on Inspiring and Executing Innovation. Kanter, Rosabeth Moss, 14 June 2011. Harvard Business Press. <http://hbr.org/2006/11/innovation-the-classic-traps/ar/1>

also turned their attention to customers, and have re-elected consumer markets as their primary concern.

Another relevant opinion on the matter of innovation obstacles comes from Peter Andrews, an IBM consultant. For Andrews<sup>37</sup>, the most significant barriers to innovation in companies are associated with the following concepts, which have to be considered when designing an innovation strategy:

- Inadequate funding - The search for innovation usually consumes money and time. Consequently, that innovation needs to devote time to strategic thinking focused on innovation for products, management practices or resources. These decisions usually pay off in companies' benefits and business success;
- Risk avoidance - The inability or the fear to consider risk taking or the inadequate adoption of risk assessment and measurement procedures;
- "Siloing" - The need to sustain and protect the company identity and benefits while dealing in global networks;
- Time commitments - Although time consuming, investments in innovative experiments in broadening relationship networks and in personal growth are investments that pay off;
- Incorrect measures - Investment in intangibles (e.g. reputation, knowledge, attractiveness to talent, leadership) may be harder to quantify but they are assets that contribute to add value to enterprises.

Besides the above, other factors have been identified<sup>38</sup> as barriers to innovation, particularly in the case of SMEs' (small and medium-sized enterprises) business activity. They are:

- Insufficient management and staff resources can obstruct the process of strategic thinking, which usually requires long-term, focused analysis. Inadequate management and unskilled staff may also lead to the adoption of inadequate answers to production problems or to customers' demands.
- Lack of market information can also seriously harm innovative practices in SMEs. Contrary to what happens in larger companies, SMEs can seldom afford to have staff exclusively dedicated to collecting information on the latest trends in technology or on the dynamics of market demands. Therefore, management decisions on the implementation of innovation are often taken without sufficient knowledge support. One way for overcoming this difficulty is to establish cooperation networks with other companies in order to increase common access to relevant markets' information.
- Cooperation among enterprises is generally mentioned as a positive factor when innovation is discussed. However, in order to originate benefits, institutional cooperation requires experience, as well as the adoption of a particular cultural organisation. Due to their smaller and more flexible structure (resulting in shorter management chains of command), when compared to larger and more rigidly structured organisations, SMEs are generally more able to self-adapt in network relationships.
- Low professional skills of staff are another common identified obstacle to innovation in SMEs. Implementation of innovation activities requires high levels of knowledge and skill, and these are usually well-paid staff qualities. Due to their narrower capacity to offer higher salaries, when compared to larger companies, SMEs have more difficulties in competing for higher qualified staff with expertise on long-term innovation processes, whose salaries are usually also higher. That fact may represent a constraint on smart project planning and on the implementation of innovation practices.

<sup>37</sup>. Five Barriers to Innovation: Key questions and answers. IBM Executive Technology Report. Andrews, P., 2006.

<sup>38</sup>. E.g. Aslesen et al., 1999; Fortuin et al., 2007.

The actors identified in this report, as well as the new activities developed via the KnowInG Project, can support companies, organisations and individuals in creating innovation in their regions by helping them overcome barriers such as the abovementioned.

For example, funding to support a company's search for innovation is provided by actors including Greece's New Economy Development Fund (TANEO), which helps entrepreneurs implement their vision, encourages development, promotes entrepreneurship and supports innovative ideas. In Spain, the Centre for Industrial Technological Development (CDTI) channels funding in regards to R&D&I projects.

Actors in the partner territories are also available to help SMEs that have constraints on their available time and capacity to build networks with other innovation companies. Corallia in Greece and the KnowInG Project's new Creative Front Cambridgeshire (UK) both support SMEs in this area by creating opportunities for clustering and knowledge transfer. On an international level, Sprint Sicilia facilitates dialogue between regional offices in Sicily and businesses dealing in foreign trade, as well as promoting relations between Sicilian and overseas offices and businesses.

The obstacle of insufficient staff resources and low professional skills of staff is being addressed through existing actors such as Portugal's Regional Directorate for Culture (DRC), which has created the Strategic Plan for the Culture of the Algarve (PECAlg) in order to support skills development in cultural and creative programming, production and cultural management. The Valencian Energy Agency also provides training, as does the region's Institute for Small and Medium Enterprise (IMPIVA).

Enterprises finding it difficult to access market information could find assistance through the new KnowInG Project's Helpdesks. New business opportunities were promoted to SMEs, project partners could be sourced and local and international promotional opportunities were made available.

By having access to specialist actors in their territories innovative enterprises and other bodies are being given essential support, although in some cases not specifically within their industry (e.g. fashion in Lombardy). The KnowInG Project partners successfully developed and delivered new initiatives through various actors and enhanced the available innovation support in their territories.

Maria Cabral and Marisa Madeira  
University of Algarve

## FINAL CONCLUSION

### KNOWING PROJECT ACHIEVEMENTS IN SUPPORTING KNOWLEDGE ACTIVITIES AS DRIVING FORCES FOR GROWTH

The KnowInG partners share the belief that knowledge intensive activities (creative or knowledge clusters) are driving forces of growing importance for growth our economy. They comprise cultural industries, high-tech branches, higher education institutions and advanced producer services.

The KnowInG Project aimed to enhance the cooperation of key institutional and economic actors and promote the knowledge economy in territories in four MED countries (Portugal, Spain, Italy and Greece) and one non-MED country (UK) by launching a transnational dialogue-platform on policies, tools and strategies for attracting and creating innovation.

The key objectives of the project focus on influencing innovation policy and creating new clusters, as well as examining existing innovation actors in each partner territory, and developing and delivering new tools. Considering the project's outputs it can be said that the partners successfully delivered on these objectives despite the current influences of the challenging economy.

### COOPERATION OF KEY INSTITUTIONAL AND ECONOMIC ACTORS FOR NEW POLICIES

A main objective of the KnowInG Project was to enhance the cooperation of key institutional and economic actors for the creation of new territorial development policies. Three of the partner regions (Valencia, Spain, and Calabria and Sicily, Italy), made up the working group that initiates pilot projects to establish new connections with local governments and implement new institutional agreements. Not only did the working group achieve this objective of policy development, but it also provided examples of best practise that all KnowInG partners can apply in their own territories.

The new agreements go some way to bridge gaps in regional policy in terms of driving innovation and, therefore, growth. The agreements (see Policies report) were instigated by government departments such as the Memo of Understanding for a Time Bank, signed by the Sicilian KnowInG partner/ Labour Department, a municipality and the Time Bank. In terms of enhancing cooperation to create new development policies, this is a positive example. The outcome should be increased networking and knowledge-sharing, in addition to a stronger relationship, at local level, between administrative structure and Time Bank operators not only in spreading Time Bank practice but also developing co-production in service delivery across a variety of sectors in Sicily.

A divergence in policies on all levels and across all partner regions is also observed and the impact of this seems to be reflected in existing actors identified by the KnowInG partners. The policies in Greece focus on attracting domestic and international investment, and looking at Greek actors identified within the scope of the project, it seems that they have been defined by these policies.

As an example, Attica in Greece has a wealth of agents that work to enhance commercial growth through investment, scientific and technological research and development, and clustering and knowledge transfer. Such actors are indeed relevant to

the chosen focus area of edutainment (serious games) in Greece, however, in terms of general innovation and creativity there are gaps in the range of actors, which need to be filled in order to support future holistic development (e.g. improved education, skills development and competitiveness). However, the economic crisis is of course having a huge impact on progress in policy and actor development across all of the partner territories at the moment and this is to be taken into consideration.

Another example is policy in Valencia (Spain) that focuses heavily on science, technology and industry and is reflected in actors that mainly concentrate on renewable energy and energy efficient technological development, campaigning, training and providing energy solutions to the private sector.

In terms of aiming to influence policies through cluster development in Cambridge – a region that has traditionally supported the high-tech industries – the UK KnowInG partner worked to showcase and raise awareness of creative industries in the area to leaders of local authorities, members of parliament and local agents as actors (e.g. the Technology Strategy Board and ideaSpace Enterprise Accelerator).

Looking at the project focus areas of Portugal and Italy (cultural tourism and fashion, handicrafts and ceramics respectively) it is of interest to observe that both territories share the common interests in preserving heritage and traditional industries to help stimulate cultural innovation and economic growth. Policies support this aim and actors reflect it; actors in the Algarve include the museums of Portimão and Faro, the Algarve Regional Tourism Board and the Regional Directorate for Culture. Although in Italy the actors tend to focus on broader support for businesses, many businesses are SMEs working in traditional industries so the areas of ceramic arts, fashion and handicrafts are likely to be impacted. Example actors are Sprint Sicilia (Regional Office for Internationalisation of SMEs), the Lombardy Region's Department for Industry, Crafts, Building and Cooperation, and the National Confederation of Craft and Small and Medium-Sized Enterprises in Calabria.

## LESSONS IN INFLUENCING ACROSS POLICIES, ACTORS AND TOOLS

In examining connections between innovation policies, actors and tools and based on the project's findings, it can be said that a complex relationship exists between each of these key groups. There is a mutually influencing relationship between each group. A cyclical relationship also exists in that policies influence actors, actors influence tools, and these tools demonstrate impact, sector engagement, demand and need among industries, which provides evidence to inform and influence policies. For example, a tool demonstrating the demand for clustering is the Capitalisation Seminar on Tourism, Cultural and Creative Industries in the Algarve, which resulted in the creation of a new partnership between various local agents and supporters. This output is strong evidence of a need among innovation sectors to cluster in order to establish helpful alliances.

So, it can be said that the development of each group is vital in enhancing innovation and the knowledge economy.

As observed in the Actors report, the effectiveness of actors is impacted by policies and tools (among other factors). Policies that aim to support actors and help them overcome typical obstacles (e.g. funding and lack of market information) include the Greater Cambridge Greater Peterborough (GCGP) LEP (replacing former regional development strategy after government changes and budget cuts in 2011), which aims to drive economic growth and decentralisation. As observed by the UK KnowInG partner, Cambridgeshire's digital and creative industries could play a major part in supporting

the LEP's strategies for growth and could trigger the birth of new, much-needed actors for innovation and creativity in the region. In Portugal, the Regional Directive for Culture of the Algarve (Direção Regional de Cultura do Algarve or DRC-Algarve) could give rise to new actors through its funding of cultural productions/ events, training, promotion by local and regional cultural and creative agents.

In terms of tools influencing policy development, the new tools implemented the KnowInG partners demonstrate best practise, which gives each partner action plans and procedures to follow in order to better influence policy for economic growth and cluster management in their territories in order to support innovation and creativity. For instance, the capitalisation seminar held in Calabria is an example of best practise in terms of collaboration at transnational level between the University of Algarve and Calabria Region.

Furthermore, policy could be influenced by new classifications created by KnowInG for the Resource Centre (see Tools report), which was developed to support the partners and other KnowInG stakeholders in their project work. The categories can be applied at transnational, national, regional and local level by policy makers when developing new innovation policy strategy and initiatives.

In terms of actors influencing policy, the existing Valencian Energy Agency (attached to the Ministry of Economy, Trade and Industry) proposes policies to promote energy saving in the region. This can be seen as a good example of an innovation actor directly informing policy, which needs to be in constant evolution in order to maintain on-going creativity in an industry that relies on innovation to generate energy.

## CREATING NEW INNOVATION CLUSTERS

Developing new clustering opportunities was another key objective of the KnowInG Project and it was indeed achieved by the partners. Examples include Creative Front Cambridgeshire, which is a new network for local creative businesses and professionals. Its core aim is to co-ordinate and represent significant actors and support nine sub-sector special interest groups (SIG) that run events, advice sessions and raise the profile of creative businesses in the region. The largest SIG, called Games Eden, represents Cambridgeshire's video game industry, which makes up 18% of the computer games workforce in the UK. This is an interesting link to Attica's own thriving video gaming sector.

Through the KnowInG Project, Creative Front was able to develop an online resource centre offering the sector essential information including a directory, news, funding schemes, business advice and tender bids.

Furthermore, Greece's capacity building workshop brought together experts in the field of video gaming (in particular serious gaming) to discuss forming a new cluster specifically for this sector. Although the new cluster is yet to be established, this new concept is being actively discussed among the community in Attica, which is an important development within the industry.

Both new clustering projects aim to provide new opportunities for creative and innovation enterprises, where none had previously existed. They also aim to improve the regions' economic strength in the long-term.

## ACHIEVEMENTS IN TRANSNATIONAL COHESION, COLLABORATION AND DIALOGUE

Another key objective of the project was to promote the knowledge economy through a new transnational dialogue-platform on policies, tools and strategies that attract and create innovation and creativity. This platform has been achieved through the formation of the KnowInG partnership through the implementation of new innovation tools to stimulate knowledge-sharing. Some of which also included a vital educational element such as the Italian creative laboratories; one for ceramic arts for young people, who were able to learn new skills through hands-on ceramics work; and the other for the development and growth of design and fashion brands, when micro-enterprises came together with expert consultants to learn essential business management skills.

Also, observed by KnowInG is the need for more transnational cohesion to support local development during the on-going economic crisis. The project partners have proactively worked together in providing transnational initiatives such as the capitalisation seminar organised by the University of Algarve and Calabria Region where the KnowInG Project objectives and methodology were publicised, and the 'Your Creativity is our Future!' contest organised by the University of Algarve and Lavrion Technological and Cultural Park (Attica, Greece).

The KnowInG Resource Centre (RC) is an example of an effective online transnational resource providing useful data and user-generated content to a key audience of public and private organisations, entrepreneurs, professors, innovation actors, creativity and knowledge builders. By the end of 2012, more than 1,000 companies and organisations were registered at national and European level, making the RC a success. It is an example of the popularity of online innovation tools and pooling of resources that can have a cross-boundary reach and provides free access to essential information to support a diverse range of innovation creators. Setting up online tools can also be very cost-effective for actors – an important element to consider during challenging economic times.

The value of online innovation resources is also supported by *Europe 2020*, as already mentioned in the over-arching introduction to the KnowInG Project reports.

Finally, the KnowInG Project itself can be seen as an example in transnational cohesion in terms of assessing, stimulating innovation and creativity. The project partners have identified gaps in policies and actors within the scope of the project and they have created new initiatives in the form of pilot projects and stand-alone events in order to ramp up innovation and creativity at regional level. Without the KnowInG Project's intervention in the MED regions, it is very unlikely that these valuable experiences and learnings would be available to innovation policy makers, actors and other interested parties.

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#### USEFUL CONTACTS IN ITALY

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Sicily Region Productive Activities Department – 3s Service:

Dr. Grazia Terranova

Phone +39091 7079427

Fax: +39091 7079709

E-mail: [grazia.terranova@regione.sicilia.it](mailto:grazia.terranova@regione.sicilia.it) | [innovazione.ap@regione.sicilia.it](mailto:innovazione.ap@regione.sicilia.it)

**Core arts field** - Ceramic Arts:

Antonio Maurizio Scianna Ceramics

S. Scaduto Street, 63

90011 - Bagheria - (PA)

E-mail: [info@mattonidecorati.it](mailto:info@mattonidecorati.it)

Telephone: +393342226309 | +393333172696

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