

KnowInG Project

Analysis Of Innovation Tools

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Creativity Definition

*The ability
to create
meaningful
new forms*

Webster's dictionary

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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 2020¹) 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

THE KNOWLEDGE ECONOMY AND CREATIVE INDUSTRIES

When Peter Drucker² 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 Strategy³, 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 years⁴.

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;

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

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.

- Stimulate interaction between culture, development and territory;
- Support networking;
- 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 Kroes⁵. 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 instruments⁶.

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

6. Reports on Research & Innovation Funding, Framework 7 and: 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, MED⁷, 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 IIIC 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)⁸, 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 ar-

7. 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.

8. 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

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 territorial/ 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 Florida⁹ 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*¹⁰, 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;

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

- 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.

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.

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KnowInG Project Coordinator



I Transnational Overview of Innovation Tools

Before examining existing innovation tools at transnational level it is important to first introduce the concept of the tool. When dealing with innovation tools we refer to all services, actions and objects that policies and actors make available for supporting innovation.

Tools must stimulate and support innovation processes through services including budget, procurement, information and knowledge-sharing, both face-to-face (real) and online. For real tools at transnational level, the European Union provides financial support for innovation with its policies.

Examples are: the Competitiveness and Innovation Framework Programme (CIP), the 7th Framework Programme for Research and Technological Development (FP7), the European Structural Funds Operational Programmes and the MED Programme.

It is usually very important to deliver information on programmes that also provide necessary services. For this purpose there is a practical guide to EU funding opportunities for research and innovation¹¹ - a useful tool providing information on FP/ CIP and Structural Funds.

The European Commission also provides direct assistance with tools such as:

- IPR Helpdesk¹² - Information on intellectual property issues related to FP7.
- Business Innovation Centres (BIC)^{13 14} - Innovation-related business services on a commercial basis.
- China SME IPR Helpdesk¹⁵ - Free information, first-line advice and training support to European SMEs to protect and enforce their IPR in China.

The below tools are online services only:

- European e-Business Support Network (eBSN)¹⁶ - Aimed for SMEs, a one-stop-shop and online environment for all European e-business initiatives, launched by (or in collaboration with) public authorities at national, regional or local level that aim to promote the adoption of ICT and e-business among SMEs.
- Innovation Management Self-Assessment Tool¹⁷ - Provides an Innovation Management consulting process, including benchmarking.
- Business Plan Development Tool¹⁸ - Expert support for developing a business plan and provides an insight into what an innovative business project looks like through the eyes of an investor.
- Europe INNOVA¹⁹ - A tool for testing and implementing novel services according to users' and market needs, where users are innovation agencies, regional development agencies, technology transfer offices, incubators, science parks, cluster management organisations, network/ platform managers and innovation consultants.

11. Practical Guide to EU funding opportunities for Research and Innovation: http://cordis.europa.eu/eu-funding-guide/home_en.html

12. www.iprhelpdesk.eu

13. www.ebn.be/content/default.asp?PageID=1&MenuGroup=1&MenuNum=1

14. www.iprhelpdesk.eu

15. www.china-iprhelpdesk.eu

16. http://ec.europa.eu/enterprise/sectors/ict/ebsn/index_en.htm

17. www.improve-innovation.eu

18. www.configworks-gmbh.online.de/sat/chooseLightOrPro.jsp

19. <http://archive.europe-innova.eu/index.jsp?type=page&lg=en&cid=8513>

The European Commission provides a number of other facilitations by means of:

- The database of innovation measures²⁰ of the EU Member States.
- The PAXIS Manual for Innovation Policy Makers and Practitioners²¹, information on Innovative strategies and actions under Cohesion Policy²² or innovative actions²³ with regard to how new approaches to employment and industrial adaptation provide access to good practices and methodologies for innovation.
- IRE Network²⁴, Regional Programmes for Innovative Actions²⁵ (which ended in 2008), regional aspects of FP7²⁶ and case studies on regional innovation projects²⁷ provide know-how on the design and evaluation of regional innovation strategies, and contacts to regional innovation actors that have developed and implemented innovation strategies.
- Both the JASMINE initiative for micro-credit²⁸, and training and education actors in regards to e-skills²⁹ support the capacity building of important actors that facilitate innovation (e.g. investors or banks).
- The KnowInG Resource Centre³⁰ is an online tool for the practice of innovation, knowledge and creativity. It aims to share information, databases, directories, knowledge and services (such as online helpdesks). More information can be found in Section III.
- KnowInG Project Facebook page.

The following section presents regional-level real and online tools, while Section III presents tools proposed or organised by the KnowInG Project. They are categorised by services, stand-alone events, funding tools, databases and directories.

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20. <http://proinno.intrasoft.be/index.cfm?fuseaction=page.display&topicID=262&parentID=52>

21. ftp://ftp.cordis.europa.eu/pub/paxis/docs/paxis_manual.pdf

22. http://ec.europa.eu/regional_policy/cooperation/interregional/ecochange/documents_en.cfm?nmenu=2#c

23. ftp://ftp.cordis.europa.eu/pub/paxis/docs/paxis_manual.pdf

24. www.innovating-regions.org/

25. http://ec.europa.eu/regional_policy/innovation/index_en.htm

26. http://ec.europa.eu/research/regions/index_en.cfm

27. http://ec.europa.eu/regional_policy/cooperation/interregional/ecochange/studies_en.cfm?nmenu=5

28. http://ec.europa.eu/regional_policy/funds/2007/jjii/micro_en.htm

29. http://ec.europa.eu/enterprise/index_en.htm

30. <http://150.146.33.122:8084/Knowing/Welcome.do>

II FOSTERING INNOVATION AND CREATIVITY AT REGIONAL LEVEL

The KnowInG Project examined initiatives (in accordance with the MED programme's objectives) that create and enhance new tools for the economic and societal innovation and development of KnowInG partner regions.

This section sets out tools for innovation that have been identified in the partners' regions and existed prior to the launch of the KnowInG Project at regional or national level.

Research was based on a questionnaire distributed to KnowInG Project stakeholders and actors of local, regional and national innovation processes.

Patterns emerge across all partner territories. For example, apart from the Algarve, Portugal, all partners identified tools providing frequent opportunities for knowledge transfer, support for SMEs and collaboration. Italy's results show a strong leaning towards national strategy providing funding for SMEs at regional level, which is positive, such as the national policy Programma Nazionale della Ricerca (PNR) / National Research Programme that invests in research. This could indeed influence all areas of industry including the Italian partners' focus areas in the long term. Regionally, Calabria, Lombardy and Sicily in Italy all identified tools providing knowledge and technology transfer among SMEs, but only Calabria has tools for innovation in its focus area of handicrafts in the form of Co.Se.R Calabria.

Portugal's tools are focused on innovation in cultural and creative tourism and attracting tourists to the Algarve and the diversification of the touristic offering. The UK's Creative Front Cambridgeshire targets creative-based companies specifically, which is helping to plug the gap in initiatives that are currently very focused on the region's high-tech sector. Greece's and Spain's tools are concentrated in the area of tech transfer and business development (e.g. Business Innovation Centre of Valencia and Business Innovation Centre of Attica).

The questionnaire results are presented in the following sub-sections. Tools identified are both face-to-face (real) and online and are categorised as Services, Events and Funding Tools. The Services category identifies active tools for facilitating and supporting actors' innovation activities, such as helpdesks, public-private consortia, science parks and Business Innovation Centres (BIC). Events comprises stand-alone initiatives aiming to promote products, areas and general activities for innovation (e.g. conference and fairs). Finally, Funding Tools comprises information on available funding programmes for new initiatives for creativity and innovation.

TABLE 1: SUMMARY OF TOOLS PER CATEGORY AS IDENTIFIED BY THE SURVEY IN THE KNOWING PARTNERS TERRITORIES

Tools	Real	Online	Focus	Area of interest (national, regional)
EVENTS	ALLGARVE		Tourism and Nature	Algarve, Portugal
	Via Algarviana		Tourism and Leisure	Algarve, Portugal
	BIC of Valencia	BIC of Valencia (Empenemjuts)	Innovation	Valencia, Spain
	Corallia		Innovation and Knowledge Transfer	Attica, Greece
	BIC of Attica		Innovation	Attica, Greece
		Start-Up Greece	Growth, Innovation, and Networking	Greece
	Creative Front Cambridgeshire/ Helpdesk	Creative Front Cambridgeshire	Creative Industries	Cambridge, UK
SERVICES	IdeaSpace Enterprise Accelerator		Growth, Innovation, and Networking	Cambridge, UK
	Parco Scientifico Crotona (PSTKR) Consorzio ARCA Consorzio Catania Ricerche Parco scientifico e Tecnologico della Sicilia Finlombarda Servitec	QuESTIO	Innovation and Knowledge Transfer	Calabria, Sicily and Lombardy, Italy
	Helpdesk Co.S.eR Calabria		Traditional and Artistic Crafts	Calabria, Italy
	Helpdesk InnovaBic S.r.l	Helpdesk InnovaBic S.r.l	Growth, Innovation, and Networking	Sicily, Italy
	Agenzia per la Promozione della Ricerca Europea (APRE)		Promotion of European Research	Italy

FUNDING TOOLS	PNR PON	National Fund	Italy
	POR FESR 2007-2013 PIA	Regional Fund	Calabria, Italy
	Within Regional Innovation Strategies Framework part of following Structural Funds ERDF OP 2007-2013 ESF OP 2007-2013 R D P2007-2013	Regional Fund	Sicily, Italy

The following sections set out the most relevant results of the survey, presented by region.

SAPO

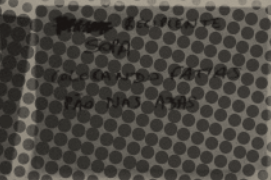
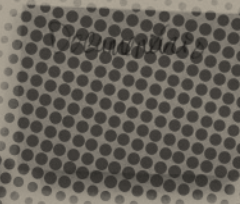
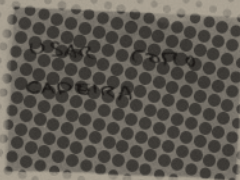
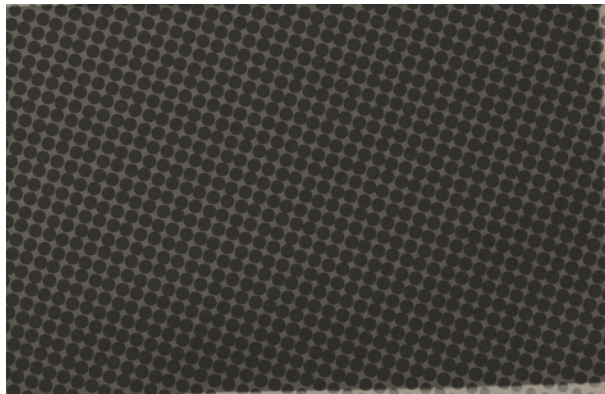


- HIDRATAÇÃO
- ASPIRAÇÃO
- MEDICAÇÃO



PERMITE
ADMINISTRAÇÃO
DE MEDICAMENTOS

PRESSIONAR



2.1 ALGARVE - PORTUGAL

The innovation profile of the Algarve region has grown in parallel with the development of tourism. Innovation is reflected, developed and improved mainly in physical aspects such as the improvement of tourism (e.g. environment, hotels, restaurants and public roads) and driven by the need to supply the traditional package to tourists of 'sun, beach and golf'.

In recent years, concern has grown that areas of tourism need to improve and diversify. Studies³¹ undertaken to understand tourist demand reveal that visitors seek authenticity of a culture and country; they want to experience it, live it and learn about it. For this reason, cultural tourism can become the new innovative sector for the Algarve. In terms of culture, the region already has new municipality theatres, libraries and cultural groups, and the innovation profile can further be developed if national and regional bodies, and the community work towards that goal.

Innovation seldom happens in isolation. If we take innovation to be a process of providing and implementing a new solution to a problem, we will have to agree that the potential sources of innovation, in any field of activity, are: research and development, serendipity and reason. In the world of enterprise and business, innovation is also understood to be the result of using the best tools to manage the risks, and the opportunities that these organisations face while dealing with market factors. That is, innovation tools are usually considered to be driving forces of change towards success.

However, innovation resources or tools are not the sole ingredient to achieve success in business, whether old or new. According to Langdon Morris³², there are very powerful variables that may condition the implementation of innovative practices. Among them, the nature and the pace of "today's change that has put so many organisations on the defensive as they struggle to adapt to everything that's coming at them (...)" and, not the least important, "(...) is the mindset that their top managers bring to the problems of innovation"³³.

On the following pages, two case studies have been chosen as examples of the Algarve's tools for innovation. The examples are essentially the ones that helped to provide a new national and international approach of innovation by focusing on two areas that promote regional tourism: leisure and nature. Besides the ones here mentioned, there are other regional initiatives and programmes that, functioning as innovation tools, connect tourism, leisure, culture and innovation activities. We highlight the role of programmes such as Faro the National Capital of Culture (in 2005), MED Festival, the 'Support for Cultural Action' (by Regional Directorate of Culture of the Algarve), the Programme INOVALgarve, Algarve Digital, the event INOVA 2007, and the Funding Programme FINICIA.

31. A global view about Cultural Tourism: www.pasosonline.org/Publicados/pasosoeedita/PSEedita2.pdf; Algarve and Innovation: <http://w3.uaalg.pt/~sfernan/ARTIGOS/Livros/Inovacao%20Algarve.pdf>; Tourism - trends and conditionalities: www.dosalgarves.com/revistas/N18/4rev18.pdf; National Plan for Tourism: www.turismodeportugal.pt/Portugu%C3%AAs/turismodeportugal/Documents/Plano%20Estrat%C3%A9gico%20Nacional%20Turismo_ING.pdf; Creative communities, Tourism and Culture: www.dosalgarves.com/revistas/N17/2rev17.pdf; BRITO, Sérgio Palma, Território e Turismo no Algarve Edição: Edições Colibri/ Centro Internacional de Investigação em Território e Turismo da Universidade do Algarve, Lisboa, Março de 2009

32. www.innovationlabs.com/Innovation_Master_Plan.pdf

33. www.innovationlabs.com/Innovation_Master_Plan.pdf

EXAMPLES OF TOOLS FOR CREATIVITY AND INNOVATION IN THE ALGARVE REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

ALLGARVE Programme

CATEGORY

EVENTS: Programme

AIMS AND GOALS

To promote the Algarve as a quality leisure tourism destination.

ORGANISER AND USERS

Organiser: Ministry of Economy and Innovation, through Tourism of Portugal, in close collaboration with regional public and private actors.

Users: Regional, national and international public.

TOOL'S IMPACTS

The 'ALLGARVE' programme was conceived to promote the Algarve as a quality and glamorous leisure tourism destination. By joining the words 'All' and 'Algarve', a new brand was created: 'Allgarve - Experiências que marcam' ('ALLGARVE - Experiences that leave an impression').

'ALLGARVE' expresses a single concept: the Algarve has everything for everyone. It is a destination for both national and foreign tourists, and a destination whose culture and sport complements the 'sun and beach' offering.

The brand was created for a communication campaign to give the region an added dynamic, and by including the region's name the target market can easily identify with the brand. Although the title initially provoked some discussion and critique among policy makers and the media, it remained.

In general, the aim was to prove that the Algarve provides tourism diversity beyond 'sun, beach and golf'. The programme also included events such as classical, jazz, pop and world music concerts, animation, contemporary art, sport and gastronomy. The exhibitions of contemporary art were presented in various locations such as beaches, Faro airport, old factories, monuments and cultural centres. Also, concerts, sport events and gastronomic demonstrations were held in regional towns. ALLGARVE involved regional dissemination and participation of all the municipalities, covering the regional, national and international public.

Initially, the programme was held from May to October but was extended to 11 months in 2010. The first ALLGARVE in 2007 went on for five months, covered five operational areas, included 50 events, and took place in seven cities (municipalities) and had a total of 60,000 people take part.

The second event in 2008 covered six operational areas, included 60 events during a period of six months, took place in nine municipalities and had a total audience of 85,000 people. The third (2009) covered seven operational areas, included 65 events

over seven months, took place in 11 municipalities and had a total audience of 122,000. The fourth and final event took place in 2010, covered seven areas of activity with 95 events, and went on for 11 months.

In terms of innovation impact, the first event to promote the Algarve as a cultural region was 'Faro Capital of Culture' (in 2005 as an EU initiative to promote European cities). It was given significant promotion/ publicity in the national and international media, since it concerned many tourism sites. Subsequently, the event contributed to the positive image of the Algarve among tourists and Portuguese nationals.

However, after the event the Algarve did not have a regional event taking place in different towns throughout the same period of time, covering different areas of culture and leisure activities. So ALLGARVE was established and has raised the profile of the whole region as a quality destination for leisure and culture.

WEBSITE

www.allgarve.pt

NAME OF TOOL

Via Algarviana

CATEGORY

EVENTS: Project

AIMS AND GOALS

Via Algarviana's goal is to promote a structure of walking paths across the Algarve's countryside. The initiative also aims to incorporate tourism, sports, environmental preservation, rural development, and cultural heritage. Its main objectives are to:

- Promote walking and other means of ecotourism in the Algarve;
- Contribute to the diversity of the region's tourism offering and to overcome the challenges of seasonality;
- Promote and enhance the region's cultural and environmental heritage;
- Contribute to the consolidation of small economic initiatives of the region, and the creation of new ones around the Via Algarviana;
- Contribute to the decrease of the desertification phenomena in the countryside and improve the quality of life of its population;
- Promote a sustainable development in the Algarve countryside.

ORGANISER AND USERS

Organiser: Association Almargem.

Users: People interested in walking and getting to know the authenticity of the territory.

TOOL'S IMPACTS

The project started in 1995 as a result of an exchange of ideas and the joint effort of prior existing circuits of Via Algarviana and the Algarve Walkers. Via Algarviana has set out a walking path between Lower Guadiana and Cape Saint Vincent, crossing the Algarve's countryside.

The extensive 240km route functions as the backbone of other walking paths in the region. As a result, it serves to promote the other paths and provides for the various preferences and abilities of walkers.

Existing rural and forest paths, and natural, cultural and human places of special interest are marked by Via Algarviana in order to promote them and preserve their value in a balanced and sustainable way.

The tourism focus of the project exists on two levels: as a specific product that attracts those who are interested in walking and understanding the authenticity of the territory, which has preserved natural and cultural values; and as a tourism product offered by Algarve that serves the need to diversify the existing offer and complements other existing regional products.

Via Algarviana is a sustainable and inexpensive way to experience and discover the Algarve's environment.

WEBSITE

www.viaalgarviana.org



2.2 ATTICA - GREECE

According to the Innovation Union Scoreboard 2010, Greece in general is one of the moderate innovators with a below average performance. What has been noticed is that there is a relative strength in human resources, innovators and outputs, a weakness in finance and support, firm investments and intellectual assets, a high growth in venture capital, community designs and sales of new products and a relatively strong decline for non-R&D innovation expenditure.

The region of Attica concentrates the bulk of public and private R&D actors and expenditure in the country. "Concretely, Attica Region assembles the 58% of Gross Domestic Expenditure on R&D (GERD), the 76% of enterprises' expense, the 62% of public inquiring centers and the 44% of roughly Universities"³⁴ Despite the fact in recent years there has been a boost in the innovation efforts of the region, R&D expenditures in the region remain significantly lower compared to the EU average (1.82%)³⁵. This is due to the limited demand from the industry, the limited linkages between the business and research sector, the limited public funding, the fragmentation of the research efforts, etc.

The 2009 Regional Innovation Scoreboard verifies the medium-low activity of Attica in the field of innovation. However, it is the leading region in Greece in terms of innovation expenditure and the share of firms with innovation activities. Also, sincere efforts have been made in order to strengthen innovation in the region.

EXAMPLES OF TOOLS FOR CREATIVITY AND INNOVATION IN THE ATTICA REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

CORALLIA

CATEGORY

SERVICES: Cluster facilitator

AIMS AND GOALS

Corallia is a cluster initiative (public-private partnership) with the aim of boosting competitiveness, entrepreneurship and innovation through cluster development support activities.

It focuses on knowledge-intensive sectors, with a strong exports orientation, possessing examples of success stories as inspirational reference, having SMEs as front-runners and using a novel "bottom-up" policy-making approach.

Corallia functions under the auspices of the Ministry of Education, Lifelong Learning and Religious Affairs and the Ministry of Economy, Competitiveness and Navigation. It is co-funded by the European Regional Development Fund and National Funds, within the framework of the Operational Programme Competitiveness and Entrepreneurship 2007-2013 and Regional Operational Programmes 2007-2013.

³⁴. <http://www.met3.eu/Default.aspx?tabid=152>

³⁵. www.rim-europa.eu/index.cfm?q=p.regionalProfile&r=GR30

ORGANISER AND USERS

Organiser: Hellenic Association of Space Industry (HASI).
Users: Entrepreneurs and investors.

TOOL'S IMPACTS

Corallia acts as a cluster facilitator in the following ways:

- Acts as a one-stop-shop, providing information on business opportunities and services to the entire innovation network;
- Supports new venture creation by embracing innovative ideas;
- Expands the innovation-knowledge horizon by offering training programmes;
- Eases the innovation gap through complementarities and partnerships among cluster members, as well as partnerships between cluster members and national and international organisations;
- Enhances technology transfer and R&D commercialisation by encouraging cooperation between universities and research centres;
- Promotes the brand of 'Innovation Made In Greece'.

One of the centres through which Corallia offers its services is the Athens Innovation Centre (Athens InnoCentre). It facilitates business relationships, common research activities and collaborations among entrepreneurs and investors. The centre includes an incubation area, business area and exhibition area.

An example of a cluster formed with the assistance of Corallia (a collaboration of the Hellenic Association of Space Industry (HASI) and the Hellenic industry) is the Hellenic Space Technologies and Applications Cluster (si-Cluster Knowledge Base). It is an emerging, industrially-led and user-driven innovation cluster in Greece with a strong geographical concentration in Attica and has a sizeable potential to compete worldwide in the challenging and fast-growing sector of space technologies and applications. The cluster comprises more than 20 industrial members including both large businesses and SMEs.

WEBSITE

www.corallia.org

NAME OF TOOL

BIC of Attica

CATEGORY

SERVICES: Business Innovation Centre (BIC)

AIMS AND GOALS

BIC of Attica has created a business incubator in the Lavrion Technology and Cultural Park reinforcing its support toward young entrepreneurs and small and very small enterprises. The business incubator is for entrepreneurs or existing enterprises that wish to promote an innovative product or service. The Incubator seeks to support the entrepreneurs by offering potential relocation of the enterprise from the incubator into

spacious and appropriately equipped premises in the area, and the potential of developing collaborations among enterprises in the incubator and the Lavrion Technological and Cultural Park.

ORGANISER AND USERS

Organiser: BIC of Attica
Users: Entrepreneurs

TOOL'S IMPACTS

Candidate enterprises submit their proposals for their business plans to BIC. After an evaluation by a three-member committee the approved enterprises can enter the incubator, as long as there is an empty place, for a maximum of three years.

The incubator of BIC of Attica in Lavrion Technological Cultural Park offers three levels of services to its enterprises-tenants. Firstly, it offers the basic operating services (such as common rooms and workplaces). It then offers networking with experts from specific fields of activities and, finally, networking with organisations offering services of added value (e.g. funding initiatives, venture capital, banks, marketing services, knowledge management services).

An example of an incubate enterprise is ASTROFOS, which is focused on the study, design, construction and merchandise of advanced lighting systems. Having been in the incubator for three years the enterprise has created a lighting platform, which permits the wireless control of LED technology systems. ASTROFOS aims to provide solutions to overcome the weaknesses of conventional lighting.

WEBSITE

www.bicofattika.gr

NAME OF TOOL

Start-Up Greece

CATEGORY

SERVICES: Start-Up Greece is a digital information platform and networking space.

AIMS AND GOALS

The platform brings together a new generation of entrepreneurs in Greece, helping them exchange ideas and change the country's perception of doing business and entrepreneurship. It also combines an online entrepreneurship community with a knowledge and information database specialising in the field of 'doing business'.

ORGANISER AND USERS

Organiser: Ministry for Development and the Greek government in collaboration with communities of young entrepreneurs.
Users: Young entrepreneurs.

TOOL'S IMPACTS

Provides new businesses with support to get up and running and enables young entrepreneurs to source essential information to help them in business. It has a relevant

impact in the community containing enterprises and stakeholders in terms of their capability to be connected in a network. In fact, the connected members of the community in January 2013 were 4680 and, they share useful information and experiences of success (see the website).

WEBSITE

www.startupgreece.gov.gr



2.3 CAMBRIDGE - UNITED KINGDOM

The Regional Innovation Monitor gives the East of England, of which Cambridgeshire is part, the highest levels of investment in R&D in the UK. It has the highest proportion of innovation-active businesses and accounts for one-quarter of private sector investment in research and development in the UK.

In terms of innovation outputs, it falls within the top three English regions in the proportion of businesses introducing new products and services. The city is home to two universities including one of the world's leading research universities, the University of Cambridge. As a result, a significant technology cluster has developed around Cambridge with a strong focus on electronics, ICT and biotechnology. The East of England Innovation Baseline denotes that Cambridgeshire has a strong innovation performance, but it is constrained by limited linkages³⁶ – roads, broadband internet, etc.

Cambridgeshire has the highest share of employment in R&D in the region and attracts a high proportion of public and private investment in R&D. However, there is concern that private sector R&D investment is highly dependent on a small number of globally significant companies – a structure that lacks long-term resilience. Cambridgeshire performs the least strongly on 'linkages' – particularly in transport infrastructure. Prior research has raised concerns that whilst the region may be excellent at technology R&D and the development of new technologies, it is less effective at fully reaping the economic benefits of their exploitations. Furthermore, that 'soft innovation' (characterised by the creative industries) is being ignored at the peril of long-term competitiveness.

EXAMPLES OF TOOLS FOR CREATIVITY AND INNOVATION IN THE CAMBRIDGESHIRE REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

Creative Front Cambridgeshire

CATEGORY

SERVICES: Helpdesk

AIMS AND GOALS

Creative Front Cambridgeshire is a network for individuals, companies and organisations working in the creative industries. The main objective is to provide a platform for a full and remarkably diverse range of businesses to come together and find a collective voice to support, develop and champion their economic growth.

The network achieves this through a range of activities including social networking, profile-raising and capacity building events, attracting guest speakers and high profile industry experts and generating support for the sector in Cambridgeshire.

ORGANISER AND USERS

Organiser: Anglia Ruskin University

Users: Individuals, companies and organisations working in the creative industries.

³⁶ www.cambridgeshire.gov.uk/NR/rdonlyres/583EF36A-A106-43BF-9572-730578C02BDE/0/5RES200912.pdf

TOOL'S IMPACTS

Creative Front Cambridgeshire provides a variety of activities that add value for members and enhance capacity building. In particular, it brings together creative industries and provides specific services to creative industry businesses and students. It also provides methods of engagement, assisting businesses and individuals to find creative enterprises in the sub-region. Creative Front saw 30 sector-specific events in 2011-2012 and incorporates nine special interest groups helping more than 1400 businesses in the area. The mailing list comprises more than 1000 contacts who seek help through networking.

WEBSITE

www.creativefront.org

NAME OF TOOL

ideaSpace Enterprise Accelerator

CATEGORY

SERVICES: Innovation incubator

AIMS AND GOALS

IdeaSpace acts as a hub for early-stage innovation, providing space and resources to a wide community of innovators, entrepreneurs and advisors.

Members of ideaSpace have round-the-clock access to office space, meeting rooms and conferencing facilities. An active member of the innovation ecosystem in Cambridge, the East of England and more widely, ideaSpace also hosts a number of networking groups, workshops and seminars.

Members benefit from a positive working environment, the ability to share experiences with like-minded innovators as well as access to some of the UK's most successful entrepreneurs and investors.

Over 30 sector-specific networking events took place in 2011/12. Nine special interest groups are supported helping more than 1400 business in the area. The mailing list database comprises 1000 contacts who seek help through networking and 1-to-1 assistance.

ORGANISER AND USERS

Organiser: Hauser Forum

Users: Early-stage businesses, sole traders, freelancers, SMEs and companies.

TOOL'S IMPACTS

Members join ideaSpace to develop their concepts, create partnerships, raise finance and join a community that offers advice, support and introductions to help them grow their early-stage ventures. The various membership levels are designed to reinforce our inspiring culture and enabling environment to transform innovative ideas into reality and enable early stage companies and new ventures to be part of a community of like-minded individuals.

WEBSITE

www.ideaspace.cam.ac.uk/about



2.4 ITALY

The innovation process in Italy is deeply dependent on the social, cultural and economic territorial assets and is characterised by the strong presence of SMEs that need to be solidly supported with services and funding tools.

The Sinus-Milieu® analyses the everyday lives of people, socio-cultural change and the condition of society. Criteria include different attitudes to life and everyday attitudes towards work, family, leisure, money, or consumption.

Analysing the socio-economic sinus, it is possible to understand the context in which creativity and innovation tools are used and developed in connection with the activities and the production system of Italy. A short description of Italy by “social status” and “value orientation” is provided below using the Sinus-Milieu methodology, which provides a segmentation based on demographic variables (e.g. age, income, education and social status) and variables such as political orientation, religious values and norms. Income, education and occupation are considered in “social status”, while fundamental orientation, lifestyle and life goals are considered in “value orientation”. Its representation for Italy in 2009 is provided in Figure 1.

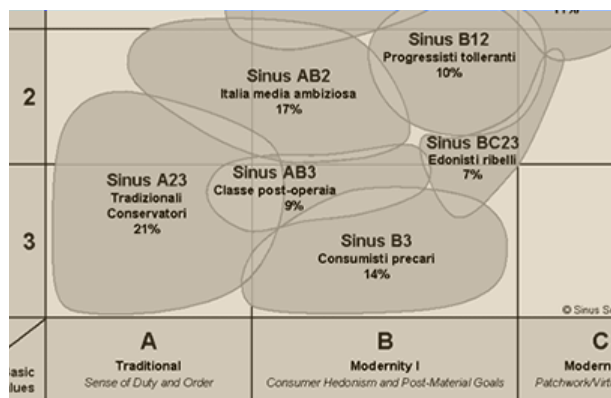


Fig. 1: Sinus Italy; source: publisuisse 2009

Translation Fig. 1: Sinus A23 = Traditional-conservative milieu, Sinus B1 = Bourgeois enlightened milieu, Sinus AB2 = Status-oriented middle class milieu, Sinus AB3 = Post-worker class milieu, Sinus B3 = Precarious milieu, Sinus B12 = Progressive-tolerant milieu, Sinus BC23 = Hedonist rebellious milieu, Sinus BC1 = Neo-Achievers milieu.

It is possible to observe that across both lower and higher social status a large part of Italian society falls into categories identified by the coordinates B of Figure 1, i.e. Sinus B1 (Bourgeois enlightened milieu), AB2 (Status-oriented middle class milieu), AB3 (Post-worker class milieu), AB2 (Status-oriented middle class milieu) and B12 (Progressive-tolerant milieu). All of these categories include people who prefer rather modern lifestyles. This describes the intrinsic nature of Italy, which can be considered to be a country of innovation with the continuity with its rich cultural heritage.

Creativity and innovation sit between history and future; a place where culture and tradition can converge in a creative vision. However, it is also necessary to improve the systemic organisation of enterprise networks (mainly SMEs) that aim to support and improve the innovation processes of Italian society. The profile of innovator country in continuity³⁷ is consistent with a significant presence of SMEs involved Italian innovative processes; 35% of companies have introduced innovations in product or processes, unlike the public sector and large, private companies. So, the culture of innovation and creativity is left to the small business and its socio-cultural context.

37. www.pmi.it/economia/mercati/articolo/52499/ue-le-pmi-guidano-innovazione-in-italia.html

Examples of tools for creativity and innovation in Italy as identified by the KnowInG Project survey

Since Italy has three different regions in the KnowInG Project, it has provided further information to provide a vision of the national context in which the regions sit. Calabria, Lombardy and Sicily tools are described in three sub-sections below.

2.4.1 NATIONAL

NAME OF TOOL

Programma Nazionale della Ricerca (PNR)/ National Research Programme

CATEGORY

Funding tool

AIMS AND GOALS

The PNR supports innovative measures to assist the country's transition into a knowledge economy. This is done through the creation of a network of platforms and technology infrastructures that increase investment in research. Another important goal is to increase the European Research Area with the addition of a number of young researchers to raise competence levels, and also increase motivation among the public and in private industrial companies.

ORGANISER AND USERS

Organiser: Ministry of Education University and Research
Users: Research centres and enterprises

TOOL'S IMPACTS

The expected impacts of the PNR are measured in terms of:

- Better qualification of the international research system;
- Upgrading of research staff;
- Increased competitiveness of the production system;
- Enhancement of the production system.

PNR impacts will interest R&S in terms of obtaining an organic system of governance of national and regional administrations. The different actions will support projects of research for developing new Knowledge and projects oriented to develop enabling technologies. Other expected impacts will be on improving the technological transfer capability, the development of innovative industrial sectors and on creating new hi-technology enterprises

PNR will also have as an impact a greater integration of national and international research action, starting from territorial level. It will also have relevant results developing human capital

WEBSITE

<http://hubmiur.pubblica.istruzione.it/web/ricerca/pnr>

NAME OF TOOL

Programma Operativo Nazionale (PON)/ National Operational Programme

CATEGORY

Funding tool

AIMS AND GOALS

The PON R&C 2007-2013 (Programma Operativo Nazionale Ricerca e Competitività) aims to develop and use excellence in research and innovation in different regions (including Calabria), to ensure sustainable territory development. In particular, the Axis 1 of the PON aims to strengthen the potential of science and technology for the country's transition to a knowledge economy.

ORGANISER AND USERS

Organiser: Ministry of Education University and Research, Ministry of Economic Development, European Union.

Users: Research centres and enterprises.

TOOL'S IMPACTS

The development of industrial competitiveness and innovation in southern regions of Italy.

In connection with PNR, PON will produce as expected impact the improvement of the research and innovation in Italy by a systemic point of view, in connection with international system.

WEBSITE

www.ponrec.it

NAME OF TOOL

Agenzia per la Promozione della Ricerca Europea (APRE)/ Agency for the Promotion of European Research

CATEGORY

Service: Agency

AIMS AND GOALS

APRE is both a real and online tool. It is an initiative of the Ministry of University and European Research Area – a European Scientific and Technological Research task force. As a private not-for-profit organisation, APRE is supported by universities, and private and public organisations in the research field. It provides information, assistance and training on the dynamics of Italian participation in the Framework Programme for Research and Technological Development of the European Union (www.ponrec.it).

ORGANISER AND USERS

Organiser: Ministry of Education, universities and research.

Users: Public and private research institutions.

TOOL'S IMPACTS

APRE expands its network of cooperation at international level, within the context of the EU and is supported by more than 100 public and private institutions, which conduct research and develop support activities for the research itself.

WEBSITE

www.apre.it

2.4.2 CALABRIA

The choice to focus on the quality jewellery and textile (handicrafts) industries in Calabria was determined by the fact that these two sectors are considered strategic for the regional economy, not only in quantitative terms, but also in terms of quality, cultural content, creativity and reputation. The crafts hold considerable weight in the regional economic and social reality, despite the sector's lack of innovative technologies and reputation. It is these gaps in innovation that Calabria Region intends to fill in order to give companies the opportunity to perform their tasks using problem-solving techniques.

EXAMPLE OF TOOLS FOR CREATIVITY AND INNOVATION IN THE CALABRIA REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

Programma Operativa Regionale (POR FSE 2007-2013)/ National Strategic Framework 2007-2013

CATEGORY

Funding tools

AIMS AND GOALS

The aims of the POR FSE 2007-2013 are to:

- Increase the adaptability and productivity of workers and enterprises;
- Develop human capital;
- Improve the access to employment in the market;
- Reinforce social inclusion of disadvantaged people;
- Improve the capacity and efficiency of public administration at regional and local level.

ORGANISER AND USERS

Organiser: Calabria Region and European Union.

Users: Research centres and enterprises.

TOOL'S IMPACTS

Both the territory and regional production systems are economically strengthened to support international competitiveness, create skilled jobs and to ensure sustainable development.

The expected impacts can be summarised as follows:

Increased employment of women above 40%, driven primarily by the positive effects of ROP that are expected to generate 16,500 new units. According to the current scenario can be expected, in fact, that the share of women in employment remains substantially unchanged compared to the current situation (in 2005 the percentage of women occupied compared to the total occupied approximately 35%) and therefore the female employment rate in 2015 would be 40.2%. Thanks to the POR Calabria FESR 2007 - 2013, however, and its strong focus on the promotion of equality and equal opportunities between men and women, in full respect of the priority objectives of the EU strategies, the rate of employment is likely to be increased by 3.5 percentage points.

WEBSITE

www.regione.calabria.it/formazioneilavoro/index.php?option=com_content&task=view&id=31&Itemid=34

NAME OF TOOL

Pacchetti integrati di agevolazioni (PIA)/ Integrated Benefits Package

CATEGORY

Funding tools

AIMS AND GOALS

The goals of PIA are to support and reinforce the existing enterprises and to create new initiatives in the Calabria region using PIA.

ORGANISER AND USERS

Organiser: BNL, Confartigianato, CNA, Casartigiani e Fedart Fidi, Gruppo BNP Paribas.
Users: Artisans of handicrafts.

TOOL'S IMPACTS

The expected impacts of this tool is to accelerate and strengthen the business by encouraging productive investment, innovation, business training and/or the acquisition of real services. In particular, these impacts can be measured in funded enterprises in terms of consolidation of existing business areas or the development of new business areas

WEBSITE

www.regione.calabria.it/sviluppo

NAME OF TOOL

Parco Scientifico Tecnologico Multisetoriale "Magna Graecia" di Crotona 4 (PSTKR)

CATEGORY

SERVICES: Science park

AIMS AND GOALS

The main objectives of PSTKR are to: a) support businesses and government by providing support in the innovation process, b) ensure the transfer of scientific and technological knowledge, and c) provide information and advice to enable users to access funding tools.

ORGANISER AND USERS

Organiser: PSTKR is a consortium, registered in the Registry of the National Research of the Italian Ministry of University and Research (MIUR). It aggregates a number of key institutions including local and regional public bodies and government departments.
Users: Enterprises and public organisations.

TOOL'S IMPACTS

The implementation of innovative forms of development, to attract investments and to integrate the various opportunities for public and private funding.
Aggregating different actors, PSTKR has the necessary potentiality for producing positive impacts in terms of supporting enterprises and public administrations in processes and products innovation, scientific and technological knowledge transfer and innovative development.

WEBSITE

www.pst.kr.it

NAME OF TOOL

Co.Se.R Calabria

CATEGORY

SERVICES: Consortium

AIMS AND GOALS

The consortium for artistic and traditional crafts helps create businesses that go beyond the niches of the local market, and promotes to the global market.

ORGANISER AND USERS

Organiser: Associazioni Artigiane Calabresi.
Users: Small and medium-sized enterprises, not-for-profit associations and local public authorities.

TOOL'S IMPACTS

Impacts on the territory at local and regional levels through the creation and growth of small and medium-sized enterprises in specific areas, promoting the internationalization of local enterprises. One interesting result has been obtained with the project

MAROCCO It was financed by the Framework Programme Agreement for Balkans and Mediterranean countries, which operated in the field of textile handicraft

WEBSITE

www.cosercalabria.it/chisiamo.asp

2.4.3 LOMBARDY

In addition to agriculture the traditional strengths of the Lombard economy lie in sectors such as fashion where creativity and innovation are a key factor. In fact, many of the top 50 international designers operate in Lombardy. The challenge currently being addressed at regional level is the development of and adding value to this industry that is at the centre of a territorial internationalisation process. This implies the ability to form a new generation of international designers who can be a real attraction for young people around the world. For this reason Lombardy is focusing on fashion as its territorial focus.

EXAMPLES OF TOOLS FOR CREATIVITY AND INNOVATION IN THE LOMBARDY REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

SERVITEC

CATEGORY

SERVICES: Helpdesk

AIMS AND GOALS

Servitec was set up in 1996 as an initiative by public organisations, business associations, trade unions and local businesses to encourage the promotion of SMEs and the diffusion of innovation and technology transfer. The main activity of Servitec is the management of the Point (a centre for technological innovation in the province of Bergamo) - a system for industrial organisations, scientific-technological, academic and business services that work with complementary goals and strategies for the benefit of cultural and socio-economic development.

ORGANISER AND USERS

Organiser: Public organisations, business associations, trade unions and some local businesses.

Users: SMEs.

TOOL'S IMPACTS

This helpdesk is co-located with 20 organizations, consisting of research centres, hi-tech laboratories and enterprises which operates in different sectors. This co-location is a multiplier in terms of impacts for enhancing and encouraging technological development, by providing companies with know-how and common projects, providing services and facilitating in closing the gap between the demand and supply of innovation.

WEBSITE

www.servitec.it

NAME OF TOOL

Finlombarda

CATEGORY

SERVICES: Helpdesk and financial assistance

AIMS AND GOALS

Finlombarda and CESTEC merged on 1st January 2013. The new Finlombarda, beyond managing the financial products, aims to spread a culture of innovation, to open towards internationalisation, to promote particular attention to energy use and environmental protection. It is a wholly owned subsidiary of Lombardy Region and operates in full accord with the action of the regional government, to support with various services and projects, the work of small and medium-sized enterprises in Lombardy.

ORGANISER AND USERS

Organiser: Finlombarda SpA.
Users: SMEs in Lombardy.

TOOL'S IMPACTS

The major expected impact of the funding programmes supported by Finlombarda is the dissemination of technological innovation culture and the results of research, technical market assistance, technological transfer and services for upgrading small enterprises, and promoting the rational use of energy and environmental sustainability.

WEBSITE

www.finlombarda.it/home

NAME OF TOOL

QuESTIO

CATEGORY

SERVICES: Helpdesk

AIMS AND GOALS

QuESTIO is a system designed by the Lombardy Region government to identify and assess the centres of research and technology transfer (CRTT) in its territory. The crediting in QuESTIO is crucial for the participation in tenders and for various forms of financing in the Lombardy Region.

ORGANISER AND USERS

Organiser: Lombardy Region government.
Users: Centres of research and technology transfer.

TOOL'S IMPACTS

Through the assessment of information provided by CRTT, the online system offers a wide showcase of actors including research, technology transfer and auxiliary services for research and technology transfer. Easily accessible / searchable by users, the website offers several research functions for: CRTT details, map of CRTT locations, and advanced search. Users can, therefore, identify centres with expertise appropriate to their own innovation needs.

At the beginning of 2013, 387 research centres were registered in QuESTIO, and 440 started the registration procedure.

WEBSITE

www.questio.it

2.4.4 SICILY

Located in the central Mediterranean Sea, Sicily is Italy's largest island. It has a rich culture, especially in regards to the arts, music, literature and cultural heritage. Also, Sicily is the eighth richest region in terms of total GDP and for the implementation of Regional Strategies for Innovation 2000/2006³⁸ and subsequent updates 2007/2013 (strategic planning tools providing the framework for all interventions that are implemented in research and innovation fields in order to facilitate the competitive repositioning of the regional production system on the boundaries of the knowledge economy).

EXAMPLES OF TOOLS FOR CREATIVITY AND INNOVATION IN THE SICILY REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

Consorzio per l'Applicazione della Ricerca e la Creazione di Aziende innovative (ARCA)/ Consortium for the Application of Research and Creativity of Innovative Companies

CATEGORY

SERVICES: Consortium

AIMS AND GOALS

ARCA aims to promote the creation and development of entrepreneurial initiatives of academic spin-offs based on the results of research centres in Sicily. It also promotes innovation and technology transfer to the production system and Sicilian society.

ORGANISER AND USERS

Organiser: University of Palermo, Italy Sicily Development Association Synthesis and Easy Integration System.

Users: Industry associations, financial institutions, government agencies and enterprises.

³⁸. Regional Strategies for Innovation 2000/2006; a strategic planning tool that provides the framework for all interventions that are implemented in research and innovation fields, in order to facilitate the competitive repositioning of the regional production system on the frontier of the knowledge economy.

TOOL'S IMPACTS

The tool impacts the development of entrepreneurial initiatives of academic spin-offs. In particular, ARCA aims to promote:

- Development and execution of programmes of research, innovation and technology transfer;
- Training of experts by means of specialised courses;
- Implementation of technical and scientific initiatives;
- Scientific and technical collaboration among public sector, private companies and third parties;
- Anything else that seems able to enhance scientific, technological, cultural and entrepreneurship.

Thanks to its action more than 27 business ideas have been materialized.

WEBSITE

www.consorzioarca.it

NAME OF TOOL

Il Parco Scientifico e Tecnologico della Sicilia (PSTS) / Science and Technology Park of Sicily

CATEGORY

SERVICES: Science park

AIMS AND GOALS

The tool aims to:

- Increase the competitiveness of SMEs in Sicily;
- Establish new technologies, new products and new services;
- Establish new organisational and managerial systems;
- Train personnel;
- Create skilled jobs;
- Create network economy for SMEs at local and global level;
- Promote opportunities for national and international partnerships;

Increase the competitiveness of SMEs in Sicily;

- Strengthen an economic system based on knowledge and quality;
- Encourage entrepreneurial vocations in the territory;
- Attract new investment and new businesses with high-tech.

ORGANISER AND USERS

Organiser: Sicily Region government.

Users: Sicilian universities, research centres and companies.

TOOL'S IMPACTS

Development of the region's competitiveness through research, innovation, technology transfer and dissemination of quality and specialised training.

The lines of action of the park have impacts on different sectors, such as: Food and Agriculture, Environment, Cultural Heritage, ICTs, biotechnology, bioenergy, innovative materials, and biomedical sector.

WEBSITE

www.pstsicilia.it

NAME OF TOOL

Consorzio Catania Ricerche/ Consortium Catania Research

CATEGORY

SERVICES: Consortium

AIMS AND GOALS

The activities of the Consortium include:

Business cooperation and internationalisation; innovation and technology transfer and knowledge; participation of SMEs in the Community Framework Programme for Research and Technological Development; information services for companies and research institutions (e.g. dissemination of information on initiatives, calls and opportunities for research and innovation); support services for SMEs for innovation (e.g. information sessions, company visits and technology audit).

The service is online and can be used by actors in the production economy that need innovation support.

ORGANISER AND USERS

Organiser: Consiglio Nazionale delle Ricerche, Istituto per la Ricostruzione Industriale, Università di Catania, Camera di Commercio Industria Agricoltura e Artigianato di Catania, and STMicroelectronics.

Users: Companies and research institutions.

TOOL'S IMPACTS

The consortium is a meeting point of the networks of university research, the National Research Council and industry due to its objectives of knowledge, the diffusion of technological innovation, applied research, advanced training, business services and the development of the territory.

WEBSITE

www.ccr.unict.it

NAME OF TOOL

InnovaBic S.r.l.

CATEGORY

SERVICES: Business innovation centre

AIMS AND GOALS

InnovaBic S.r.l. is a service organisation, established by economic actors and local institutions in December 1994, and promoted by the former Directorate General XVI of the European Commission (Directorate General for Regional Policy). InnovaBic is subject to the direction and coordination, as well as to management and accounting control, of the University of Messina, the Municipality of Messina and the Province of Messina. It is a full member of E.B.N. (European Business Innovation Centre Network).

ORGANISER AND USERS

Organiser: Directorate General XVI of the European Commission.
Users: Entrepreneurs.

TOOL'S IMPACTS

The tool helps to support local development and the promotion and dissemination of innovative and entrepreneurial management behaviour that can produce added value for the reference area for enterprises and public administration, providing services and information.. It provides services on business creation, on services for supporting enterprises, services for the public administration and services for improving activities of innovation and development of public and private organizations.

WEBSITE

www.innovabic.it



2.5 VALENCIA - SPAIN

In the last four decades the Valencian economy has undergone an important transformation. The process of industrialisation, driven by the manufacturing industry and the entry of multinationals, gave way to a service economy in the 1970s and 1980s – a sector that represented 70% of Gross Domestic Product (GDP) in 2009³⁹.

However, the industrial sector (15.7% of GDP)⁴⁰ in the Valencian region is still slightly higher than the Spanish average. In the last decade, construction showed spectacular growth due to the increase in second homes in the coastal areas and represented 12% of GDP in 2008⁴¹. The end of the housing boom in 2008 and the economic crisis caused a decline that was more severe than the sector's national average and other regional economic activity.

The innovation is concentrated in the main branches of activity: ceramic products, footwear, textiles and clothing, automobile and accessories, food industry, furniture and lighting; and the innovation system comprises of five distinct types of agents: Valencian society (as an innovation and technology consumer), the public sector, and the science, technology and innovation offer, together with support infrastructure for innovation, companies and financial agents.

The regional expenses in R&D represents 7.41% of Spanish total R&D expenditure. Valencia region has 19,488.7 staff in R&D (full-time equivalent), which represents 9% of the Spanish R&D personnel. There are 12,076 researchers (full-time equivalent), which represents 9.21% of the country's total.

The distribution of regional expenditure on R&D is the following: higher education institutions account for 44.43% of R&D expenditure, followed by companies (43.49%), public sector (12.04%) and non-profit private institutions (0.03%). It's important to underline that there is a big deviation among the shares of R&D expenditure in Spain.

Regarding business R&D expenditure, Valencian Community is below the Spanish average (54.91%) by approximately 10%. However, the average of R&D expenditure by higher education institutions is bigger than the value of Spain (26.75%) by approximately 18%. The deviations can be explained by the strong education system in this region with seven universities and a big network of research centres. However, the industrial fabric consists mainly of SMEs with limited resources to invest in R&D activities.

39. www.rim-europa.eu

40. www.rim-europa.eu

41. www.rim-europa.eu

EXAMPLE OF TOOLS FOR CREATIVITY AND INNOVATION IN THE VALENCIA REGION AS IDENTIFIED BY THE KNOWING PROJECT SURVEY

NAME OF TOOL

Emprenemjunts - Business Innovation Centre of Valencia

CATEGORY

SERVICES: Business innovation centre

AIMS AND GOALS

The tool aims to:

- Promote and encourage entrepreneurship, values and principles;
- Pool the greatest number of interested organisations, companies and entrepreneurs;
- Promote entrepreneurship and strengthen the Valencian support system for entrepreneurs.

ORGANISER AND USERS

Organiser: Valencia Region and IMPIVA.

Users: Organisations, companies and entrepreneurs.

TOOL'S IMPACTS

Emprenemjunts is an online reference portal that brings together the support of agents of Valencian entrepreneurship and directs online visitors to various websites related to this area. It also enables different agents to improve the efficiency of resources used in this field, resulting in additional benefit to the users.

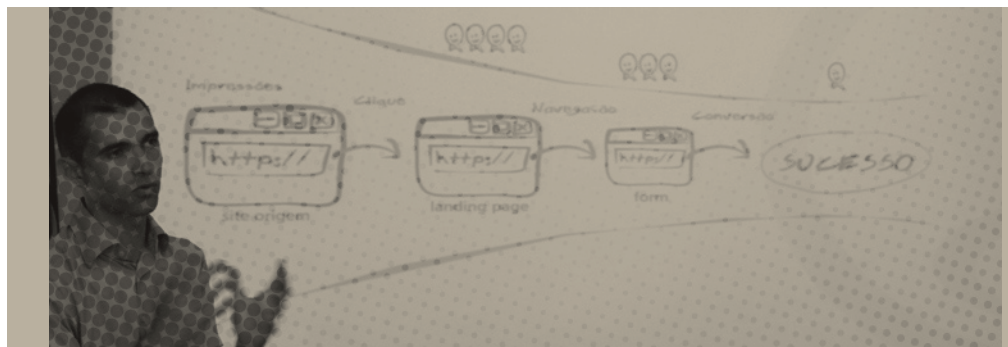
As an institutional cooperation project, all partners contribute information and content to the online databases on a voluntary basis. They can also extract information and content, prepare customised presentations on a thematic or territorial basis.

The web platform also gathers entities, business and entrepreneurs, promoting cooperation.

The web portal offers entrepreneurs relevant information, articles, activities and resources across 14 different sections.

WEBSITE

www.emprenemjunts.es



III INNOVATION TOOLS DEVELOPED OR ORGANISED BY THE KNOWING PROJECT

The KnowInG Project partners produced new tools ranging from local to transnational level. Although many tools were already available in various regions before the launch of the KnowInG Project, including some regions not involved in the project, the partners organised and improved the accessibility to such existing tools (see details in the following tables).

The new transnational Helpdesks provided a variety of useful support services for entrepreneurs in each territory. Users were able to source expert information and consultancy on issues such as internationalisation, tender bids, technology transfer, best practise and project partner-matching services.

In addition, the KnowInG Project launched an online Resource Centre (RC) as a hub of information for a broad range of users (e.g. research centres, enterprises and public bodies). It is a digital platform that organises existing tools and makes them more accessible, and also provides useful tools such as databases, directories and funding tools. Also, users can search and save key information in their own personalised databases for easy access and for exchange with others. All RC services are described in the below sections, that has connected already more than 1400 actors (i.e. enterprises and stakeholders), and created a virtual community directly interested in innovation and creative processes and actions already after twelve months from the beginning of its use (as detailed below). The real advantage of the Resource centre consists of the community self-improvement, in a peer-to-peer approach. This aspect is particularly relevant for the RC capability to go over the Knowing project.

With the aim of filling gaps in the scope of existing tools the KnowInG Project partners developed and implemented their own tools. These included stand-alone events such as creative laboratories, capitalisation seminars and capacity building workshops.

Examples include Spain's tools that focused on the area of renewable energy and energy efficiency for the development of rural areas, comprising of dissemination events and knowledge transfer within the industry. Lombardy implemented a creative laboratory for the development of fashion brands; a much-needed tool where there is a clear lack of such activities in the region. Stakeholders also had access to social networks to get more involved in the KnowInG Project's developments.

Generally, KnowInG partners aimed to provide tools of genuine use within their focus areas in order to boost innovation and, therefore, economic growth.

TABLE 2: Tools Implemented by the KnowInG Project

Tools Category	Focus	Name of Real Tools	Name of Online Tools	Country of Tool
SERVICES	Innovation and creativity		<ul style="list-style-type: none"> • Helpdesks • KnowInG website • KnowInG e-newsletter • KnowInG Resource Centre 	Attica, Greece Algarve, Portugal Valencia, Spain Lombardy, Calabria and Sicily, Italy Cambridge, UK
			<ul style="list-style-type: none"> • KnowInG Project Facebook page • KnowInG Community Greece Facebook page • KnowInG Community Italy Facebook page • KnowInG Community Portugal Facebook page • KnowInG Community Spain Facebook page • KnowInG Community Spain Twitter page 	
EVENTS	Innovation and creativity	<ul style="list-style-type: none"> • Innovation laboratory for cultural and creative industries. 		Algarve, Portugal
		<ul style="list-style-type: none"> • Laboratory of creativity for serious gaming development insights and implementation. 		Attica, Greece
		<ul style="list-style-type: none"> • Capacity building workshop. • Capitalisation seminar. • Game Jam 		
		<ul style="list-style-type: none"> • Laboratory of ideas for the development and growth of design and fashion brands. • Creative laboratories in Sicily. • Capitalisation seminar for creativity, knowledge and innovation for Sicilian economic growth. 		Lombardy, Italy

EVENTS

Innovation and creativity

-
- Laboratory of Innovation addressed to artistic handicraft SMEs. Calabria, Italy

 - Laboratory for innovative technologies and best practices applicable to rural development as regards energy.

 - Laboratory for saving energy and energy efficiency in rural areas.

 - Laboratory for the dissemination and awareness of end users. Valencia, Spain

 - Laboratory trends and opportunities for savings and efficiency in rural areas.

 - Laboratory programmes, grants and subsidies for energy for rural areas.

 - Corteggiando. Lombardy, Italy

 - Laboratory for marketing ideas.

 - Capitalisation seminar on tourism, cultural and creative industries in Algarve. Algarve, Portugal

 - Capitalisation seminar for the Calabria region. Calabria, Italy

 - Capacity building workshop.

3.1 SERVICES

3.1.1 HELPDESKS

NAME OF TOOL
Helpdesk
CATEGORY
SERVICES: Helpdesk
AIMS AND GOALS
To promote knowledge, intelligence and innovation for sustainable growth within the scope of KnowInG Project. Provided by CRIA, Division of Entrepreneurship and Technology Transfer of University of Algarve, which provides a helpdesk to support entrepreneurs and the internationalisation of tourism, cultural and Creative enterprises. For support on enterprise and internationalisation, contact Hugo Barros: hfbarros@ualg.pt. For information on application(s) for European projects, contact Eurídice Cristo: emcristo@ualg.pt.
ORGANISER AND USERS
Organiser: CRIA, Division of Entrepreneurship and Technology Transfer of University of Algarve. Participants: Enterprises in tourism, cultural and creative sectors.
TOOL'S IMPACTS
This tool can improve and facilitate enterprises in their participation of projects at European level.
WEBSITE
n/a

NAME OF TOOL
Helpdesk
CATEGORY
SERVICES: Helpdesk
AIMS AND GOALS
CEEI Valencia is a local agent in the KnowInG network and offers an information and advice service, supported by agents and supervisors, so any entrepreneur or company with an innovative project may request expert advice on public funding schemes that best suits their needs, from local to European programmes and for all areas of innovation.

ORGANISER AND USERS

Organiser: CEEI Valencia.

Participants: 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.

TOOL'S IMPACTS

This tool can improve and facilitate local governments in their participation of projects at local, national and European level.

WEBSITE

www.ceei-valencia.com

NAME OF TOOL

Helpdesk

CATEGORY

SERVICES: Helpdesk

AIMS AND GOALS

As part of the KnowInG project, Anglia Ruskin University provides a helpdesk using the creative Industries network, Creative Front Cambridgeshire as a delivery agent. This helpdesk is designed to support sole traders, SMEs and staff in arts, cultural and creative industry sectors. All contact with the helpdesk is either via email; info@creative-front.org or telephone; 0845 196 2997

ORGANISER AND USERS

Organiser: Anglia Ruskin University.

Participants: Creative enterprises and companies.

TOOL'S IMPACTS

This tool aimed to deliver support and guidance to Cambridgeshire creative businesses and also connect businesses with an international network of contacts and activities.

WEBSITE

ww.creativefront.org

NAME OF TOOL

Helpdesk

CATEGORY

SERVICES: Helpdesk

AIMS AND GOALS

FVMP has external expertise to manage the Helpdesk in the framework of Pilot Project 3. Through the Helpdesk, the FVMP gives support to 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.

FVMP has a section on their website with information about open tenders, project ideas and best practice.

ORGANISER AND USERS

Organiser: FVMP

Participants: Public bodies (mainly local organisations) interested in taking part in European and international programmes related to innovation and knowledge economy.

TOOL'S IMPACTS

This tool can improve and facilitate local governments in their participation of projects at European level.

WEBSITE

www.fvmp.es

3.1.2 WEBSITE

NAME OF TOOL

KnowInG Project website

CATEGORY

Service: Website

AIMS AND GOALS

To communicate to participant actors the KnowInG Project's vision and to open discussion on perspectives in regards to the formation of clusters.

ORGANISER AND USERS

Organiser: KnowInG Project partners (BIC of Attica, Region of Attica, Lavrion Technological and Cultural Park).

Users: Actors of innovation, knowledge building and creativity.

TOOL'S IMPACTS

Enhance transnational dialogue among KnowInG Partners, stakeholders and any other interested parties in regards to the development of clusters to support innovation and creativity, and, therefore, economic growth.

WEBSITE

www.knowing-project.eu

3.1.3 E-NEWSLETTER

NAME OF TOOL

KnowInG Project E-newsletters

CATEGORY

Service: E-newsletter

AIMS AND GOALS

The goal of e-newsletter is to communicate the activities and results of the project, promoting information and knowledge sharing, and stimulating the capitalisation processes.

ORGANISER AND USERS

Organiser: Anglia Ruskin University.

Users: KnowInG Project partners and other actors of innovation and creativity.

TOOL'S IMPACTS

The e-newsletter has projected all activities by the different partners of KnowInG involving local enterprises and creative to an international level. It describes activities and contacts, and promotes new collaborations.

WEBSITE

www.knowing-project.eu/index.php?option=com_content&view=article&id=66%3Anewsletter&catid=3%3Anewsflash&Itemid=64&lang=en

3.1.4 KNOWING RESOURCE CENTRE

Web 2.0 technologies have great potential to fulfil the numerous information and communication needs⁴². This applies across all sectors, but especially to business and marketing where the need for information, communication and services is deeply felt (i.e. in tourism and design, and other sectors involving creativity and innovation). According to Ferri et al.⁴³ the advent of the digital economy has given rise to the design and implementation of new business and marketing models⁴⁴ contributing to the creation of companies' economic value using virtual social environments.

The business and marketing potential of web technologies is mainly given in terms of the added value they provide, resulting from new combinations of information, products and services, and innovative integrations of resources, roles and relationships between companies and customers - in sectors such as creative, tourism, ICT and renewable energy.

Regarding the tourism sector, for example, the internet can provide more timely and complete information than paper guidebooks. In fact, users can obtain up-to-date answers to questions and improve the quality of information and, consequently, the quality of their trip. People can obtain many benefits from joining online communities that meet their needs (e.g. many people want to make efficient business transactions

42. D'Andrea et al. 2010

43. Ferri et al. 2012

44. Armstrong & Hagel, 1996

and interact with other people; many just want to have fun, meet fellow travellers and express own opinions; others want to develop a sense of belonging, to express their cultural and economic interests and to establish relationships). Virtual tourism communities are of a similar level of importance as the travel itself. After travellers have benefitted from others' content and resources, they can later contribute themselves by uploading pictures, writing a review or an itinerary, answering others' questions, or by simply writing a personal blog to share with friends. All of this can be useful to someone else⁴⁵.

The KnowInG Resource Centre (RC) is an online service tool that provides information and services to enterprises, research centres, universities, public and local administrations, in order to support innovation and creativity in an adaptive and interactive way. It enables people to play both an active and passive role in providing and using the community information, data and services. In particular, the RC allows each user to find and provide information about actors (e.g. institutions, universities and enterprises); policies; funding tools for innovation and creativity in regions, MED countries and in Europe; consider opportunities at local and transnational level.

All of the information and services are organised and accessed using a set of concepts (classes and topics), and are structured in sections to facilitate their realisation. The RC also collects and provides information about services such as helpdesks on innovation and creativity at local, national or transnational level; facilitates access to and participation in innovation programmes and projects; promotes the culture of knowledge and innovation at social, cultural and economic level.

NAME OF TOOL

KnowInG Resource Centre

TOOL'S CATEGORY

SERVICE: Resource Centre

AIMS AND GOALS

This tool has been designed and developed by Consiglio Nazionale delle Ricerche – Istituto di Ricerche sulla Popolazione e le Politiche Sociali (CNR-IRPPS) and its functionalities on a general level aim to:

- Create a community of individuals and pre-existing networks based on human behaviours, interests and user profiles;
- Enable users to choose their own profile from a set of pre-defined profiles;
- Enable users to create and fill out their new profile specifying their features;
- Provide the profile information;
- Use the profile information to search for specific information and services;
- Enable people to browse online information and services using Google;
- Allow users to have a unique account management tool to receive and send emails;
- Enable people to organise the online information and services in their personal databases (i.e. databases where each user collected information available only to him/herself).

45. Ferri et al., 2008

- Enable people to share information and services contained in their personal databases with the community;
- Enable people to browse shared information and services stored on the platform and organised in a set of concepts.

An example of sustainable social innovation, the RC is a communications concept with user-generated content that is categorised into classes and topics of interest to users. Users can also share information from databases, social networks, social media and services.

RC is a tool that implements a very innovative communications concept creating a user-generated community of interests on innovation and creativity, related to topics of interests for different users who can share information and data from databases, social networks, social media and services. In addition, the RC is a hub of tools that can be freely accessed by users interested in innovation and creativity. For example:

- Databases - Comprehensive set of data about projects and web links on innovation, creativity, research and technology development that can be used by policy makers to identify good practices and to make better-informed decisions;
- Directories - Lists of blogs, news, web links, essays, and other sources of information and knowledge about innovation, creativity and the knowledge-based economy. The directories can be used as an accelerator and checklist for innovation that enable the acquisition and exchange of resources and information.
- Funding tools – Programmes and information on transnational, national and local funding opportunities to support research, innovation, knowledge economy, creativity and technology transfer programmes; transnational, national and local partnerships on matters of strategic importance that improve the territorial, economic and social integration process, and to contribute to the cohesion, stability and competitiveness of the area.
- Services - Platforms for sharing knowledge and know-how on major innovation policy trends, programmes, research systems in the EU and beyond, technical expertise, marketing and sales facilities and skills, and office and workshop spaces. These services may be used for developing and promoting the regional scientific, industrial and economic base in the sectors of innovation, creativity, and technology transfer.
- Social networks - Facebook pages and groups about the KnowInG Project and KnowInG national communities. These tools allow the improvement of discussion, participation and knowledge sharing among people interested in innovation, creativity, knowledge transfer, and other KnowInG Project topics.

ORGANISER AND USERS

Organiser: Institute of Research on Population and Social Policies of the National Research Council of Italy.

Users: Public and private organisations, entrepreneurs, professors, actors of innovation, creativity and knowledge builders.

TOOL'S IMPACTS

The main impact of this tool is to create a community of interest that is self-sustaining; each member can contribute to or take information from the RC. At the beginning of

2013, more than 400 companies and organisations were registered at national and European level. Social media contributes to the RC with 200 Facebook pages and 40 Twitter profiles. The added value of this tool consists in the creation of a tool that allows to share knowledge and more in general resources in the project and beyond the project. It is an original tool as it is a hub of existing resources where crowd can play an active role both using and providing resources. This approach allows the actors of innovation to take competitive advantages from resources and knowledge sharing, which according to Liebowitz [10] represents the process of creating value from an organization's intangible assets.⁴⁶

WEBSITE

<http://150.146.33.122:8084/Knowing/Welcome.do>

TABLE 3: TOOLS IN THE KNOWING RESOURCE CENTRE

Resources described in Section III are included in the Resource Centre. Some resources that already existed before the beginning of the KnowInG Project (at transnational level or cannot be included in the regions of partnership) are also included in the Resource Centre.

Some of them are summarised in Table 3 and described in the following subsections (additional resources can be accessed or embedded in the RC online: <http://150.146.33.122:8084/Knowing/Welcome.do>).

Tools Category	Focus	Name of Real Tools	Name of Online Tools	Region of Tool
DATABASES	Innovation and creativity		• Regional Policy – Inforegio	Europe
			• INTERREG IVC	France
			• Portale del Centro per l'Innovazione e lo Sviluppo Economico (C.I.S.E.)	Italy
			• World Bank	Global
			• IAF Methods Database	Global
DIRECTORIES	Innovation and creativity		• Blog Rank - Top 50 blogs in innovation category	Global
			• Creax	Global
			• Italian Innovation	Italy
			• Knowledge Economy	Global
			• Innovation Design and Creativity Essays	Global

46. J. Liebowitz, Knowledge management and its link to artificial intelligence, Expert Systems with Applications 20 (2001) 1–6.

FUNDING TOOLS	Innovation and creativity	• Competitiveness and Innovation Framework Programme (CIP)	Europe		
		• SEE Programme	South East Europe		
		• CORDIS	Europe		
		• Welcomeurope	Europe		
		• EU website for undirected funding access	Europe		
		• MED Programme	Mediterranean Europe		
		• Idis-Città della Scienza Foundation	Italy		
		• Europe Direct Puglia	Europe		
		• ARTI	Italy		
		• +E+I	Portugal		
		• Luxinnovation	Luxembourg		
		• Arengufond	Estonia		
		• Europe Direct Network Italy	Italy		
		• Italy Tuscany Development	Italy		
		• Tuscany Development	Italy		
		• Puglia Development Spa	Italy		
		• BIC OPENET	Italy		
		• Antonio Genovesi Salerno Foundation	Italy		
		• BIC Lazio	Italy		
		• The National Agency for Inward Investment Promotion and Enterprise Development SpA	Italy		
		• C.I.I. PISTOIA	Italy		
		SERVICES	Innovation and creativity	• Regional Innovation Monitor	Europe
				• TechnologieZentrumDresden	Germany
• ERAWATCH	Europe				
• ELIPS Slovakia	Eastern and Central Europe				
• INNONET	West Transdanubian				
• IBM Innovation Centres	Europe				
• Micronarc	Switzerland				

3.1.4.1 DATABASES

NAME OF TOOL

Regional Policy - Inforegio

TOOL'S CATEGORY

Database

AIMS AND GOALS

This database provides a list of the major projects (those worth over €50 million) being implemented between 2007 and 2013.

ORGANISER AND USERS

Organiser European Commission

Users: Companies (in particular SMEs) interested in job creation, competitiveness, economic growth, improved quality of life and sustainable development.

TOOL'S IMPACTS

The main impact of this database lies in the possibility to highlight original and innovative projects that could be attractive and inspiring to other regions.

WEBSITE

http://ec.europa.eu/regional_policy/projects/stories/index_en.cfm

NAME OF TOOL

INTERREG IVC

TYPE OF TOOL

Database

AIMS AND GOALS

This database provides a list of the projects on innovation, research and technology development. The list includes: acronym of the project, project title, theme and institutions involved.

ORGANISER AND USERS

Organiser: The Conseil Régional Nord – Pas-de-Calais

Users: Partners from EU member states that are interested in interregional cooperation across Europe.

TOOL'S IMPACTS

The main impact of this database lies in the possibility of identifying good practices in regional development and to highlight original and innovative projects that could be attractive and inspiring to other regions.

WEBSITE

www.interreg4c.eu/approved_projects.html

NAME OF TOOL

Portal of the Centro per l'Innovazione e lo Sviluppo Economico (C.I.S.E.) - Azienda Speciale della Camera di Commercio di Forlì-Cesena / Centre for Innovation and Economic Development - Special Agency of the Chamber of Commerce of Forlì-Cesena

TOOL'S CATEGORY

Database

AIMS AND GOALS

This database is dedicated to projects and initiatives to support the innovation of companies, public bodies and the territory.

ORGANISER AND USERS

Organiser: CISE - Area Innovazione.

Users: Companies and public bodies acting for the innovation of products and processes.

TOOL'S IMPACTS

The mission of this tool is to promote the global competition of local companies acting in areas considered functional to reach these purposes, including the innovation of products and processes and the conscious use of ICT tools.

WEBSITE

www.ciseonweb.it/innovazione

NAME OF TOOL

World Bank

TOOL'S CATEGORY

Database

AIMS AND GOALS

This database provides a list of the projects on knowledge economy. The list contains information about: project name, commitment amount, product line, area, and approval date.

ORGANISER AND USERS

Organiser: World Bank.

Users: Policymakers and advocacy groups that have to make decisions regarding sustainable development in countries.

TOOL'S IMPACTS

The World Bank recognises that transparency and accountability are essential to the development process and central to achieving the Bank's mission to alleviate poverty. Statistics and data are a key part of that knowledge and are easily accessible on the web for all users. The World Bank provides free and open access to a comprehensive set of data about development in countries around the globe, together with other datasets cited in the data catalogue. Broader access to these data allow policymakers and advocacy groups to make better-informed decisions and measure improvements more accurately.

WEBSITE

<http://data.worldbank.org/data-catalog/>

NAME OF TOOL

IAF Methods Database

TOOL'S CATEGORY

Database

AIMS AND GOALS

The website provides a database that contains web links to resources on creativity and innovation.

ORGANISER AND USERS

Organiser: International Association of Facilitators.
Users: Professional facilitators.

TOOL'S IMPACTS

This database is intended for professional facilitators and is dedicated to online and face-to-face methods for creating, leading and following up group meetings.

WEBSITE

www.iaf-methods.org

3.1.4.2 DIRECTORIES

NAME OF TOOL

Blog Rank - Top 50 blogs in Innovation

TOOL'S CATEGORY

Directory

AIMS AND GOALS

Blog Rank ranks the top 50 blogs in innovation. Some of the ranking factors include: RSS membership, incoming links, Compete Alexa, Technorati ranking, and social sites popularity.

ORGANISER AND USERS

Organiser: Invesp.
Users: Companies that work in innovation.

TOOL'S IMPACTS

This directory is intended to provide quality sources of information and knowledge on innovation.

WEBSITE

www.invesp.com/blog-rank/Innovation

NAME OF TOOL

Creax

TOOL'S CATEGORY

Directory

AIMS AND GOALS

This site contains blogs on creativity and innovation, German creative sites, techniques, internet-assisted creativity, innovation galleries

ORGANISER AND USERS

Organiser: CREAX innovation consulting.

Users: Technology-driven companies that work on innovation and creativity.

TOOL'S IMPACTS

The CREAX directory acts as an accelerator and checklist for innovation. It has been developed based on 12 years of experience in innovation consulting for technology-driven companies.

WEBSITE

www.creax.net

NAME OF TOOL

Italian Innovation

TOOL'S CATEGORY

Directory

AIMS AND GOALS

This site contains news on Italian innovation process, research centres and enterprises that work on innovation.

ORGANISER AND USERS

Organiser: Media Haka.

Users: Research centres and enterprises that want to be informed of the latest news on innovation and people working on innovation.

TOOL'S IMPACTS

This directory is intended to inform people of the latest news, enabling them to create and nurture collaborative networks.

WEBSITE

www.italianinnovation.it/html/index.php

NAME OF TOOL

Knowledge Economy

TOOL'S CATEGORY

Directory

AIMS AND GOALS

This directory lists and rates internet resources related to the field of the knowledge-based economy and knowledge management in the new information society.

ORGANISER AND USERS

Organiser: The Enterprise Development Website (EnterWEB).

Users: Micro-enterprises, SMEs - both in developed and developing countries.

TOOL'S IMPACTS

The directory is intended to provide quality sources of information and knowledge in areas related to small business, finance, international trade, entrepreneurship, enterprise development and the economy.

WEBSITE

www.enterweb.org/know.htm

NAME OF TOOL

Innovation Design and Creativity Essays

TOOL'S CATEGORY

Directory

AIMS AND GOALS

This directory contains a list of innovation design and creativity essays and term papers.

ORGANISER AND USERS

Organiser: Studymode.

Users: People interested in innovation and creativity.

TOOL'S IMPACTS

This directory provides access to thousands of quality essays on innovation design and creativity; serves as a digital research assistant that levels the playing field and democratises the exchange of resources and information; nurtures a collaborative community; maintains a reliable and trusted environment for legitimate research and creative use.

WEBSITE

www.studymode.com/subjects/innovation-design-and-creativity-page1.html

3.1.4.3 FUNDING TOOLS

NAME OF TOOL

Competitiveness and Innovation Framework Programme (CIP)

TOOL'S CATEGORY

Transnational funding tools and innovation

AIMS AND GOALS

With SMEs as its main target, the Competitiveness and Innovation Framework Programme (CIP) supports innovation activities (including eco-innovation), provides better access to finance and delivers business support services in the regions.

ORGANISER AND USERS

Organiser: European Commission.

Users: Enterprises and SMEs.

TOOL'S IMPACTS

The CIP encourages a better take-up and use of information and communication technologies (ICT) and helps to develop the information society.

It also promotes the increased use of renewable energies and energy efficiency.

The programme runs from 2007 to 2013 with an overall budget of €3,621,000.

The CIP is divided into three operational programmes, with each one having its specific objectives, aimed at contributing to the competitiveness of enterprises and their innovative capacity in their own areas, such as ICT or sustainable energy:

- The Entrepreneurship and Innovation Programme (EIP)
- The Information Communication Technologies Policy Support Programme (ICT-PSP)
- The Intelligent Energy Europe Programme (IEE)

WEBSITE

http://ec.europa.eu/cip/index_en.htm

NAME OF TOOL

SEE Programme

TOOL'S CATEGORY

Transnational funding tools and innovation

AIMS AND GOALS

The South East Europe Programme aims to develop transnational partnerships on matters of strategic importance, in order to improve the territorial, economic and social integration process and to contribute to cohesion, stability and competitiveness of the region. The Programme seeks to realise high quality, result-orientated projects of strategic character, relevant for the programme area.

The programme helps to promote better integration between the member states, candidate and potential candidate countries and neighbouring countries. Regional cooperation in South East Europe is essential, regardless of different stages of integration of the various countries. The stability, prosperity and security of the region are of significant interest to the EU.

ORGANISER AND USERS

Organiser: European Commission.
Users: South East Europe members.

TOOL'S IMPACTS

The global objective of the programme is supported by the following specific objectives:

- The programme shall facilitate innovation, entrepreneurship, knowledge economy and information society by concrete cooperation action and visible results;
- The programme shall improve the attractiveness of regions and cities taking into account sustainable development, physical and knowledge accessibility and environmental quality by integrated approaches and concrete cooperation action and visible results;
- The programme shall foster integration by supporting balanced capacities for transnational territorial cooperation at all levels.

WEBSITE

www.southeast-europe.net/en/about__see/programme_presentation/index

NAME OF TOOL

Community Research and Development Information Service (CORDIS)

TOOL'S CATEGORY

Transnational funding tools and innovation

AIMS AND GOALS

The European Union possesses five key funding opportunities to support research and innovation: the Research Framework Programme; the Competitiveness and Innovation Framework Programme; the Structural Funds and the Cohesion Fund within the Cohesion policy; the European Agricultural Fund for Rural Development; and the European Fisheries Fund within the Rural development policy and the Common Fisheries Policy.

ORGANISER AND USERS

Organiser: European Commission

Users: The eligible area is the whole territory of 14 countries: Albania, Austria, Bosnia and Herzegovina, Bulgaria, Romania, Croatia, the former Yugoslav Republic of Macedonia, Greece, Hungary, Serbia, Montenegro, Slovakia, Slovenia and Republic of Moldova. In two countries only certain regions are eligible. In Italy these eligible regions are: Lombardia, Bolzano/Bozen, Trento, Veneto, Friuli-Venezia-Giulia, Emilia Romagna, Umbria, Marche, Abruzzo, Molise, Puglia Basilicata; and in Ukraine: Cjermovestka Oblast, Ivano-Frankiviska Oblast, Zakarpatska Oblast and Odessa Oblast.

TOOL'S IMPACTS

This new edition includes a full up-to-date picture of the three sources of funding described in the initial Guide (7th Research Framework Programme, Competitiveness and Innovation Framework Programme and Structural Funds) completed by information on the European Agricultural Fund for Rural Development and on the European Fisheries Fund.

It also focuses on additional funding opportunities in the field of research and innovation. It includes information on the Lifelong Learning Programme and international co-operation in the field of education and on LIFE + in the field of the environment.

It also describes the research and innovation funding opportunities offered to countries and territories beyond the EU, in the framework of Pre-Accession Assistance and within the European Neighbourhood and Partnership Instrument.

WEBSITE

http://cordis.europa.eu/eu-funding-guide/home_en.html

NAME OF TOOL

Welcomeurope

TOOL'S CATEGORY

Transnational founding tools and innovation

AIMS AND GOALS

Welcomeurope is the first service in Europe to deal with European funds and offers over 20 years of experience acquired by its founders. It brings together a full range of expertise on all areas of European, national and regional public finance and its skills focus on the project approach rather than being centred on the funding instrument.

The service has a network of European players throughout Europe that use its services and can be brought in to support partnerships. Welcomeurope is active everywhere among a wide variety of players, gaining unique practical experience in finding solutions. Thanks to its national and international network, Welcomeurope can combine bottom-up approaches and comparison on a European level, creatively linking experience gained within a company or on a local level with private and public European regulations currently being drafted.

All Welcomeurope consultants comply with the code of conduct for representatives of European Commission interests and operate in various networks (e.g. Innovation Advice Network, European Economic Interest Group (EEIG) and ProWare).

ORGANISER AND USERS

Organiser: Welcomeurope - Independent organisation under French law.

Users: Private, public and not-for-profit organisations.

TOOL'S IMPACTS

Users get access to information and monitoring using the Eurofunding tools and www.welcomeurope.com.

Professional training and capacity building is available through sessions offered throughout the year (between and within organisations) and tailored sessions. Approximately 150 facilitated sessions are held per year and over 7,800 professionals have already been trained.

Advice and assistance missions to define strategies, identify funds, compile applications, draft budgets and create fund management partnerships (consortia), etc, are also available.

WEBSITE

www.welcomeurope.com

NAME OF TOOL

EU website for undirected funding access

TOOL'S CATEGORY

Transnational funding tools and knowledge economy

AIMS AND GOALS

Europe is providing a balanced mix of financing to SMEs: through Structural Funds, the Competitiveness and Innovation Framework Programme, Progress Microfinance as well as lending from the European Investment Bank. EU financial instruments are managed by financial intermediaries such as banks, credit institutions or venture capital funds.

ORGANISER AND USERS

Organiser: European Commission.
Users: SMEs.

TOOL'S IMPACTS

To facilitate small businesses growth and development, the EU has set out a comprehensive system of financial policies and instruments to support SMEs with the most appropriate sources and types of financing at each stage of their life.

WEBSITE

http://ec.europa.eu/enterprise/policies/finance/guide-to-funding/indirect-funding/index_en.htm

NAME OF TOOL

MED Programme

TOOL'S CATEGORY

Transnational funding tools and Helpdesk

AIMS AND GOALS

The MED programme is a transnational programme of European territorial cooperation. It is financed by the European Union as an instrument of its regional policy and of its new programming period. It continues the tradition of the European programmes for cooperation (previously named Interreg).

ORGANISER AND USERS

Organiser: European Commission

Users: Eligible regions and areas for the transnational strands of the European territorial cooperation objective. The Med Programme covers the following areas:

- Cyprus: the entire country
- France: 4 regions - Corse, Languedoc-Roussillon, Provence Alpes Côte d'Azur, Rhône-Alpes
- Greece : the entire country
- Italy : 18 regions : Abruzzo, Apulia, Basilicata, Calabria, Campania, Emilia-Romagna, Friuli-Venezia Giulia, Lazio, Liguria, Lombardy, Marche, Molise, Umbria, Piedmont, Sardinia, Sicily, Tuscany, Veneto.
- Malta: the entire country
- Portugal : 2 regions - Algarve, Alentejo
- Slovenia: the entire country
- Spain: 6 autonomous regions - Andalusia, Aragon, Catalonia, Balearic islands, Murcia, Valencia - and the two autonomous cities - Ceuta and Melill
- United Kingdom: 1 region of economic programming - Gibraltar

The programme has also invited Mediterranean candidates or potential candidate countries of the European Union to join. These countries participate with the European funds of the IPA (Instrument for Pre-Accession Assistance). The cooperation space has since welcomed:

- Albania
- Croatia
- Bosnia Herzegovina
- Montenegro

TOOL'S IMPACTS

Priority axes are defined:

- Innovation
- Environment
- Territorial Accessibility
- Balanced Regional Development

WEBSITE

www.programmemed.eu

NAME OF TOOL

Idis-Città della Scienza Foundation

TOOL'S CATEGORY

National funding tools and innovation

AIMS AND GOALS

Idis-Città della Scienza Foundation activities aim at building a new economy based on knowledge in order to create a greater social cohesion. Our mission is based on the valorisation of territorial resources with particular attention to the European and Mediterranean contexts.

ORGANISER AND USERS

Organiser: Idis-Città della Scienza Foundation.

Users: School networks, companies, enterprises, local bodies and associations.

TOOL'S IMPACTS

Idis Foundation supports its local stakeholders (school networks, companies, enterprises, local bodies and associations), which become partners by contributing to test new cultural products and spread their effects through local actions.

WEBSITE

www.cittadellascienza.it

NAME OF TOOL

Europe Direct Puglia

TOOL'S CATEGORY

National funding tools and innovation

AIMS AND GOALS

Europe Direct is the new antenna's information network set up by the European Commission with the aim of providing citizens with easy access to information in all areas of EU activities.

ORGANISER AND USERS

Organiser: Europe Direct Puglia.

Users: Citizens, local and regional authorities and European institutions.

TOOL'S IMPACTS

The network is spread across the 27 EU member states with the aim to:

- Enable citizens to obtain information, advice, assistance and answers to questions on institutions, legislation, policies, programmes and funding opportunities of the European Union;
- Actively promote local and regional debate on the European Union and its policies, history, current affairs and institutional life of the EU, through the organisation of

seminars, conferences and thematic meetings;

- Allow the dissemination of information tailored to the local and regional authorities;
- Carry out the search of partners at local, national and transnational levels;
- Offer citizens the opportunity to provide feedback to the European institutions in the form of questions, opinions and suggestions.

WEBSITE

www.bcr.puglia.it/pem/europedirect.htm

NAME OF TOOL

Agency for Technology and Innovation of the Puglia Region (ARTI)

TOOL'S CATEGORY

National funding tools and innovation

AIMS AND GOALS

ARTI's activity is part of the economic development strategy of the Puglia region, based on the role of research and innovation for economic growth and social cohesion. It aims to promote, stimulate and satisfy the demand for business innovation and local production systems and the upgrading of human capital.

The Agency for Technology and Innovation of the Puglia Region was established with the aim to promote and strengthen the Regional Innovation System (RIS) - public and private actors who work with common strategies.

ORGANISER AND USERS

Organiser: ARTI.

Users: Public and private actors.

TOOL'S IMPACTS

The ARTI works on:

- Knowledge development;
- Innovation activities promotion;
- Knowledge dissemination.

WEBSITE

www.arti.puglia.it

NAME OF TOOL

Strategic Programme for Entrepreneurship and Innovation

TOOL'S CATEGORY

National funding tools and innovation

AIMS AND GOALS

The Strategic Programme for Entrepreneurship and Innovation is an open programme for civil society. Its aims are to achieve:

- An entrepreneurial society;
- A broadened base of innovative companies and with strong exports;
- A country networked and inserted into international networks of entrepreneurship, knowledge and innovation;
- Best investment, better results.

ORGANISER AND USERS

Organiser: + E + I.

Users: Enterprises.

TOOL'S IMPACTS

Impacts are not available due to on-going programme activities at the time of going to print.

WEBSITE

www.ei.gov.pt/index

NAME OF TOOL

Luxinnovation

TOOL'S CATEGORY

National funding tools and innovation

AIMS AND GOALS

Luxinnovation offers a wide range of integrated and personalised services, which are based on a sectoral approach and provided free of charge to businesses of any size, to innovative start-ups and to public research organisations.

The Agency's key strengths lie in the complementarity of its internal competencies and in the quality of its national and European networks, enabling it to provide efficient and all-inclusive support that meets its clients' needs.

ORGANISER AND USERS

Organiser: Luxinnovation.

Users: Innovative start-ups, companies and public research organisations in Luxembourg.

TOOL'S IMPACTS

Luxinnovation's role is to:

- Promote R&D and innovation in Luxembourg;
- Inform and support innovative start-ups, companies and public research organisa-

tions and help them at any phase of their projects;

- Assist and advise the government in the area of R&D and innovation;
- Raise awareness about the various facets of R&D and innovation as widely as possible.

WEBSITE

<http://en.luxinnovation.lu/>

NAME OF TOOL

Arengufond

TOOL'S CATEGORY

National funding tools and innovation

AIMS AND GOALS

The Estonian Development Fund was launched in April 2007. It was created by the Riigikogu (Estonian Parliament) with the purpose of initiating and supporting changes in the Estonian economy and society that would accelerate modernisation of the country's economic structure, lead to growth in exports and contribute to creating new jobs requiring high qualifications.

ORGANISER AND USERS

Organiser: Estonian Development Fund.
Users: Estonian companies.

TOOL'S IMPACTS

Estonian Development Fund organises foresight projects and, in cooperation with private investors, makes venture capital investments in Estonian companies that are innovative, expanding and have international potential.

WEBSITE

www.arengufond.ee/eng

NAME OF TOOL

Europe Direct Network Italy

TOOL'S CATEGORY

National funding tools and Helpdesk

AIMS AND GOALS

The Europe Direct information network, which was launched in 2005 through a public call for proposals, acts as an intermediary between the EU and its citizens at local level.

ORGANISER AND USERS

Organiser: Europe Direct Network Italy.

Users: People that need information, advice, assistance and responses to questions on institutions, legislation, policies, programmes and funding opportunities of the European Union.

TOOL'S IMPACTS

The Network actively promotes local and regional public debate and the media interest in the European Union and its policies; collaborates with the school system and civil society in order to raise awareness on issues of citizenship and European unification; allow the European institutions to improve the dissemination of local and regional information; offer citizens the opportunity to communicate with the European institutions through questions, opinions and suggestions.

WEBSITE

http://ec.europa.eu/italia/index_it.htm

NAME OF TOOL

Italy Tuscany Development

TOOL'S CATEGORY

Local funding tools and innovation

AIMS AND GOALS

Italy Tuscany Development belongs to the BIC network (Business Innovation Centre) promoted in Italy by Italy Development. The Tuscany Region participates in the share capital of Italy Tuscany Development, which aims to promote entrepreneurial activities and carry out economic revitalisation and development.

ORGANISER AND USERS

Organiser: Italy Tuscany Development.
Users: Enterprises in Tuscany.

TOOL'S IMPACTS

Italy Tuscany Development provides services dedicated to the creation of new businesses and the consolidation of the existing entrepreneurial through:

- Logistical support to its internal structure (incubators), with whom it supports and encourages the emergence of entrepreneurship;
- Economic, technical, commercial and financial activity for traders in the area.

In addition, always with the ultimate goal of development aid entrepreneurship, Tuscany Italy is engaged in the assistance and cooperation development with the relevant national and regional administration and local authorities, making contact between companies and authorities.

WEBSITE

www.bicnet.it/modules.php?name=Bic

NAME OF TOOL

Tuscany Development

TOOL'S CATEGORY

Local funding tools and innovation

AIMS AND GOALS

Tuscany Development is a company that operates solely in support of the Tuscany Region and its local employees, and is responsible for the following activities:

- Design and implementation of programmes and projects of regional interest;
- Advice and assistance for programming in the field of business incentives, monitoring and evaluation;
- Management and control of funds and investigation for the granting of loans, incentives, benefits, contributions and any other type of benefit regional, national and EU companies and public bodies;
- Collaborate in the design and implementation of intervention policies on research and innovation, and support the competitiveness of the Tuscan business system;
- Technical assistance in operational investment projects, land development and initiatives, and activities aimed at achieving the goals of economic and social development of local community and regional programmes within the framework of regional government.

ORGANISER AND USERS

Organiser: Tuscany Development.
Users: Companies and public authorities.

TOOL'S IMPACTS

n/a

WEBSITE

www.sviluppo.toscana.it

NAME OF TOOL

Puglia Development SpA

TOOL'S CATEGORY

Local funding tools and innovation

AIMS AND GOALS

Puglia Development SpA is a corporation subject under the direction and control of the Puglia Region. It is entrusted from the Puglia region as an intermediary body.

ORGANISER AND USERS

Organiser: Puglia Region.
Users: ME and PMI (SMEs) Consortia, micro and small enterprises.

TOOL'S IMPACTS

Puglia Development Spa performs the following activities:

- Support for ME and PMI Consortia for Integrated Facility Programmes and Integrated Investment Programmes;
- Support for investment programmes sponsored by large companies to be granted by the Regional Programme Contracts;
- Support for initial investment to micro and small enterprises, including those in tourism.

WEBSITE

www.pugliasviluppo.eu/web/it

NAME OF TOOL

BIC OPENET

TOOL'S CATEGORY

SERVICES: Business Innovation Centre

AIMS AND GOALS

The BIC OPENET is a Business and Innovation Centre launched in 1986 by the European Union and the Region of Puglia. The BIC OPENET is a network present throughout the country working with its own staff and a team of external consultants and local and national partners specialised in various disciplines.

ORGANISER AND USERS

Organiser: Puglia Region.

Users: Companies and public authorities.

TOOL'S IMPACTS

The main activities of the BIC OPENET are:

- Community programmes and local development plans;
- Business services;
- Services for the Public Sector;
- Training.

WEBSITE

www.bic-italia.net/datibic.asp?sotto=39&id=70

NAME OF TOOL

Antonio Genovesi Salerno Foundation

TOOL'S CATEGORY

Local funding tools and innovation

AIMS AND GOALS

The Antonio Genovesi Salerno Foundation promoted by Confindustria, Intersind and Asap was established in December 1986 and it has obtained the recognition of legal personality by Decree of the Minister of University and Scientific and Technological Research of 23rd December 1991. The Foundation institutionally promotes, either directly or in cooperation with public and private organisations, the development of entrepreneurial culture and technical and managerial skills in the South Laboratory for innovation and development of local business.

ORGANISER AND USERS

Organiser: Antonio Genovesi Salerno Foundation SDOA
Users: Enterprises

TOOL'S IMPACTS

The foundation designs and develops training activities, study and research. It also provides design assistance to companies and public administration using advanced techniques of management. In addition, the foundation participates in the processes of socio-economic development of the territories and contributing to the reduction of unemployment among intellectual youth and women.

WEBSITE

www.sdoa.it/sdoa/identita.php

NAME OF TOOL

BIC Lazio

TOOL'S CATEGORY

SERVICES: Business Innovation Centre

AIMS AND GOALS

The activity of BIC Lazio is based on two different types of intervention: promotion, creation and development of enterprise. Entrepreneurial promotion aims to identify and develop the conditions necessary for the emergence of a new business. It is divided into the following activities: analysis of market conditions and growth opportunities offered by the area; activation of relationships with local authorities and universities for specific interventions; dissemination of information on legislation for the creation of enterprises.

ORGANISER AND USERS

Organiser: BIC Lazio.
Users: Enterprises.

TOOL'S IMPACTS

Analysis of market conditions and growth opportunities offered by the area; activation of relationships with local authorities and universities for specific interventions; Dissemination of information on legislation for the creation of enterprises.

WEBSITE

www.bicclazio.it

NAME OF TOOL

The National Agency for Inward Investment Promotion and Enterprise Development SpA

TOOL'S CATEGORY

SERVICES: Organisation

AIMS AND GOALS

Invitalia's inward investment arm promotes inviting business opportunities and strives for the success of each investment project. It embodies a single and reliable national reference point for foreign investors eager to expand or to set up a new business in Italy by providing a full spectrum of services in all stages of the investment process.

ORGANISER AND USERS

Organiser: The National Agency for Inward Investment Promotion and Enterprise Development SpA.

Users: Italian companies on investment projects.

TOOL'S IMPACTS

Entrusted by the Italian government, Invitalia is a partner of choice for integrated and flexible investment solutions based on value added services. It is strongly committed to globally promote Italy's competitive advantage, to boost innovation and local industrial development, and to upgrade local competitiveness.

WEBSITE

www.invitalia.it/site/eng/home.html

NAME OF TOOL

The Centre for Business and Innovation (C.I.I. PISTOIA)

TOOL'S CATEGORY

SERVICES: Business Innovation Centre

AIMS AND GOALS

C.I.I. PISTOIA was created in accordance with the European Community, as a Business Innovation Centre to support new companies, currently operates as a service centre on a wide range of topics in the field of professional training. It collaborates with other service centres that make up the Tuscan coordination of BIC.

ORGANISER AND USERS

Organiser: C.I.I. PISTOIA.

Users: Innovative small and medium enterprises in the Province of Pistoia.

TOOL'S IMPACTS

C.I.I. PISTOIA main activities are focused on:

- Orientation and training;
- Assistance for the creation of new companies;

- Economic revitalisation;
- Market research and analysis of customer satisfaction;
- Studies and research on local economies;
- Design interventions for EU national laws.

WEBSITE

www.ciipistoia.it/index.htm

3.1.4.4 SERVICES

NAME OF TOOL

Regional Innovation Monitor (RIM)

TOOL'S CATEGORY

Services

AIMS AND GOALS

RIM provides a unique platform for sharing knowledge and know-how on major innovation policy trends in European Union regions. Based on the work of a network of experts, RIM provides detailed information on regional innovation policies for 20 EU member states: Austria, Belgium, Bulgaria, the Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, the Netherlands, Poland, Portugal, Romania, Slovakia, Spain, Sweden and the United Kingdom. The core of the RIM service is a knowledge base of information on some 200 regions.

ORGANISER AND USERS

Organiser: European Commission.

Users: Innovation stakeholders, enterprises and industries from 20 EU regions that want to improve their competitiveness.

TOOL'S IMPACTS

The Regional Innovation Monitor contributes to improved competitiveness of EU regions through increasing the effectiveness of their innovation policies and strategies.

WEBSITE

www.rim-europa.eu

NAME OF TOOL

TechnologieZentrumDresden/ Technology Centre of Dresden

TOOL'S CATEGORY

Services

AIMS AND GOALS

TechnologieZentrumDresden offers prime opportunities for entrepreneurial companies to develop and grow. Here companies can lease floor space well suited for temporary settlement at a first-class location close to the university and with good transport connections. There are possibilities for expansion and even permanent settlement.

ORGANISER AND USERS

Organiser: TechnologieZentrumDresden.
Users: Entrepreneurial SMEs.

TOOL'S IMPACTS

The centre offers SMEs favourable conditions for establishing themselves at an innovation-orientated location. It offers high-tech firms the best opportunities for positive development.

WEBSITE

www.tzdresden.de/about-us.html

NAME OF TOOL

ERAWATCH

TOOL'S CATEGORY

Services

AIMS AND GOALS

ERAWATCH provides information on European, national and regional research systems, policies, and programmes in the EU and beyond. It supports evidence-based policy making in Europe and in the past collected information about innovation policies in 48 countries (27 EU member states and 21 associated or third countries).

ORGANISER AND USERS

Organiser: ERAWATCH Network.
Users: Decision-makers, policy analysts and the wider research community.

TOOL'S IMPACTS

ERAWATCH presents up-to-date information and analysis on national, regional and EU level R&D policies, actors, organisations and programmes.

WEBSITE

<http://erawatch.jrc.ec.europa.eu>

NAME OF TOOL

ELIPS Slovakia

TOOL'S CATEGORY

Services

AIMS AND GOALS

ELIPS Slovakia offers a wide range of services in the sectors of project management, corporate finance and advisory, education, business solutions and R&D. All these activities are consistent with development plans at national and European level of the different countries of reference and are generally supported by dedicated structural funds.

ORGANISER AND USERS

Organiser: ELIPS Slovakia s.r.o.

Users: Companies and institutions in all regions of Central and Eastern Europe.

TOOL'S IMPACTS

ELIPS Slovakia promotes businesses in all the regions of Central and Eastern Europe and supports companies and institutions in the processes of development and internationalisation.

WEBSITE

www.elipslovakia.com/?lang=en_us

NAME OF TOOL

INNONET

TOOL'S CATEGORY

Services

AIMS AND GOALS

INNONET offers office and workshop space for innovative enterprises at a reduced rate. It also acts to identify new ideas and innovation challenges and it frames and manages innovation projects on regional and trans-regional (cross-border) level.

ORGANISER AND USERS

Organiser: INNONET

Users: Innovative SMEs of the West-Transdanubian Region.

TOOL'S IMPACTS

INNONET aids innovative SMEs and thus foster development of the West-Transdanubian Region.

WEBSITE

www.innonet.hu/index.php?option=com_content&task=view&id=165&Itemid=80

NAME OF TOOL

IBM Innovation Centres

TOOL'S CATEGORY

Services

AIMS AND GOALS

These are the types of services available at IBM Innovation Centres:

- Design and architecture consulting;
- Product consulting;
- Proofs-of-concept or prototyping;
- Validation testing;
- Porting and enabling on IBM platforms, IBM operating systems and IBM middleware;
- Migration;
- Integration testing;
- Performance and scalability testing.

ORGANISER AND USERS

Organiser: IBM.

Users: Enterprises that want to explore new technologies, increase their network and keep their business growing.

TOOL'S IMPACTS

The IBM Innovation Centres offer resources including technical expertise, marketing and sales facilities and skills, and IBM hardware and software.

WEBSITE

https://www-304.ibm.com/partnerworld/wps/servlet/ContentHandler/isv_com_tsp_iic_resources_initiatives

NAME OF TOOL

Micronarc

TOOL'S CATEGORY

Services

AIMS AND GOALS

Micronarc is a communication platform created by the governments of the seven cantons that constitute Western Switzerland (Berne, Fribourg, Geneva, Jura, Neuchâtel, Valais and Vaud).

ORGANISER AND USERS

Organiser: Micronarc.

Users: Institutes of higher learning, research centres and private enterprises in Western Switzerland.

TOOL'S IMPACTS

The Micronarc services contribute towards: developing and promoting the regional scientific, industrial and economic base in the sectors of micro and nanotechnology, as well as its educational structures, R&D facilities, technology transfer, inward investment and its enterprises.

WEBSITE

www.micronarc.ch/e/presentation/presentation.php

3.2 STAND-ALONE EVENTS BY THE KNOWING PROJECT

Below is information about stand-alone events organised and implemented during the KnowInG Project. These events are categorised as laboratories, courses, seminars and workshops.

3.2.1 LABORATORIES

NAME OF TOOL

Innovation Laboratory for Cultural and Creative Industries

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

28th and 29th June at University of Algarve

ORGANISER AND PARTICIPANTS

Organiser: CRIA - Division of Entrepreneurship and Technology Transfer of the University of Algarve.

Participants: Entrepreneurs and companies and operators of cultural and creative industries.

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 regional cuisine and appreciation of the territory's cultural heritage area, 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 OF TOOL

Creative Laboratory - Serious Games: Development Insights and Implementation

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

27th June - 1st July 2011 in Athens

ORGANISER AND PARTICIPANTS

Organiser: Region of Attica, BIC of Attica and Lavrion Technological and Cultural Park, and Media Lab of the National Technical University.

Participants: young people, students and researchers.

DESCRIPTION OF ACTIVITY AND RESULTS

The Greek partners, the Region of Attica, BIC of Attica and Lavrion Technological and Cultural Park, in collaboration with the Media Lab of the National Technical University (NTUA) organised the creative laboratory within the framework of Pilot Project 2 of the KnowInG Project. The laboratory, entitled 'Serious Games: Development Insights, Implementation', was held in the premises of the Media Lab. The laboratory attended by young people, students and researchers with some experience at the field of serious games and edutainment. Each day of the laboratory experts presented their perspectives, experience and knowledge in the field of serious games, while attendees had the chance to discuss each topic and express their views and ask questions.

NAME OF TOOL

Laboratory of Ideas for the Development and Growth of Design and Fashion Brands

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

20th - 21st October 2011 at Antica Stazione di Posta – Via Vittorio Emanuele, 27 - Corsico (MI)

ORGANISER AND PARTICIPANTS

Organiser: CNR – Fondazione Presenza – COMPLETARE.

Participants: Enterprises dedicated to the design and implementation of fashion products.

DESCRIPTION OF ACTIVITY AND RESULTS

In today's business, numerous micro-enterprises are dedicated to the design and implementation of fashion products. These companies are able to offer high quality products with an accurate style and can provide excellent results even in the international arena. However, it was found that their small size, coupled with the difficulties in developing their business and organisational structure, does not allow for growth appropriate for the product quality.

These micro-enterprises are often handled by people with very strong creative skills in the design of products but, at the same time, they have strong gaps in business management skills.

For this reason, a group of professionals and consultants with skills in management, enterprise development, and in commercial, communication and management structures was created. The team comprises lawyers, consultants in marketing, communications, financial management, and business strategies that can develop ideas and tools for supporting these companies in the early stages of growth and development.

NAME OF TOOL

Creativity Labs

TOOL'S CATEGORY

EVENTS: Laboratory on Ceramics Arts Sector

DATE AND PLACE

May 2012 and February 2013, Caltagirone and Bagheria, Sicily

ORGANISER AND PARTICIPANTS

Organiser: Labour Department (Sicilian regional government).
Participants: Young people between 18 and 30 years.

DESCRIPTION OF ACTIVITY AND RESULTS

Laboratories encouraged young talents between the ages of 18 and 30 years to come along to express themselves. Labour Department organised six creative labs, choosing one of the most creative Sicilian economic sectors – Ceramic Arts.

Using the methodology of 'learning by doing', not more than 10 young people per lab 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.

NAME OF TOOL

Innovative Technologies and Best Practice Applicable to Rural Development in regards to Energy

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

19th October 2011 in Valencia

ORGANISER AND PARTICIPANTS

Organiser: CEEI Valencia

Participants: Stakeholders in energy sector innovation

DESCRIPTION OF ACTIVITY AND RESULTS

Experts in different technologies discussed the renewable energies that need to be widely introduced in rural areas, such as solar (photovoltaic and thermal), small wind turbines, geothermal and biomass. Furthermore, good practice that is of interest to rural areas in order to promote sustainable development was presented, e.g. a series of projects about renewable energy implementation in rural areas.

NAME OF TOOL

Saving and Energy Efficiency in Rural Areas

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

16th November 2011 in Valencia

ORGANISER AND PARTICIPANTS

Organiser: CEEI Valencia

Participants: Enterprises, farms, country hotels, etc.

DESCRIPTION OF ACTIVITY AND RESULTS

The session addressed rural-based organisations and businesses looking to differentiate their product or process, to reduce their energy bills and find out about innovative technologies.

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.

Experts analysed the energy situation of rural municipalities in the region and explained in detail issues such as municipal audits, lighting, saving energy in construction. Successful projects in rural areas were presented, including several farms, which have significantly lower energy bills thanks to the implementation of various measures.

It is also important that the municipalities themselves are aware of the significant savings derived from an efficient management of their facilities.

NAME OF TOOL

Dissemination and Awareness of End Users

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

1st December 2011 in Valencia

ORGANISER AND PARTICIPANTS

Organiser: CEEI Valencia.

Participants: Users based in rural areas including local development agents, councilors, technicians and managers of municipalities, consumer associations, housewife associations, managers of rural hotels, etc.

DESCRIPTION OF ACTIVITY AND RESULTS

With the aim of encouraging responsible consumption and the efficient and sustainable development of Valencian rural areas, the laboratory promoted activities that save energy, cut costs, and discussed recycling and re-using.

Several measures were presented in regards to lighting, heating, appliances, waste management, water consumption and transport. Furthermore, several regional initiatives were presented in terms of simple steps that can be taken at home that result in significant savings in energy and water and, therefore, cost.

A Valencia Energy Agency representative explained how to study household electricity and gas consumption and how to save by optimising our energy bill.

To achieve a multiplier effect and reach the largest number of end users possible, it was important to include local development agents and associations, which may spread the word among their neighbours and associates.

NAME OF TOOL

Trends and Opportunities for Savings and Efficiency in Rural Areas

DATE AND PLACE

27th June 2012 in Requena, Valencia

ORGANISER AND PARTICIPANTS

Organiser: CEEI Valencia.

Participants: Valencian Energy Agency (AVEN), Renewable Energy Expertise, Requena City Council and users based in rural areas including local development agents, councilors, technicians and managers of municipalities, consumer associations and housewife associations.

DESCRIPTION OF ACTIVITY AND RESULTS

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 for detecting new trends in the 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 San Ramon Group explained 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 Area', this contest was organized 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 Herrai – PLADESOL.
- Third prize - Ana Belen Estevez – *ENVIRONMENT Project*.
- 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 with other attendees and speakers.

NAME OF TOOL

Programmes, Grants and Subsidies for Energy for Rural Areas

DATE AND PLACE

11th July 2012 in Paterna, Valencia

ORGANISER AND PARTICIPANTS

Organiser: CEEI Valencia.

Participants: Valencian Energy Agency (AVEN), Valencian Cluster of Energy Industries (AVAESEN), several Energy Companies, municipalities, etc.

DESCRIPTION OF ACTIVITY AND RESULTS

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.

NAME OF TOOL

Corteggiando

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

20th September 2011 in Milan

ORGANISER AND PARTICIPANTS

Organiser: IRPPS-CNR.
Participants: Designers.

DESCRIPTION OF ACTIVITY AND RESULTS

Experiences were shared at transnational level, stimulating the birth of a small network of designers and enterprises from many different European countries to collaborate on common projects and actions.

NAME OF TOOL

Creative Laboratory for Marketing Ideas

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

15th November - 3rd December 2012 at Gambelas Campus, University of Algarve

ORGANISER AND PARTICIPANTS

Organiser: University of Algarve.
Participants: Entrepreneurs and professionals linked to the arts, culture and the creative industries.

DESCRIPTION OF ACTIVITY AND RESULTS

The laboratory aimed to provide participants with tools for digital marketing and social networking to enable them to market their ideas in the global market, in a creative and effective way.

3.2.2 SEMINARS

NAME OF TOOL

Capitalisation Seminar on Tourism, Cultural and Creative Industries in Algarve

TOOL'S CATEGORY

EVENTS: Seminar

DATE AND PLACE

16th March 2012 at University of Algarve (UALg)

ORGANISER AND PARTICIPANTS

Organiser: University of Algarve.

Participants: Entrepreneurships and professionals.

DESCRIPTION OF ACTIVITY AND RESULTS

Maria Cabral, representative of the Faculty of Humanities and Social Sciences at UALg (and part of the KnowInG Project) opened the event. Eurídice Cristo, from the Division of Entrepreneurship and Technology Transfer (CRIA), UALg, did a brief presentation about the KnowInG Project's goals and activities.

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 regional economic 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.

NAME OF TOOL

Capitalisation Seminar

TOOL'S CATEGORY

EVENTS: Seminar

DATE AND PLACE

14th May 2012 at Catanzaro Chamber of Commerce, Calabria

ORGANISER AND PARTICIPANTS

Organiser: University of Algarve and Calabria Region (regional government).

Participants: Entrepreneurs and professionals from interested companies, local media, associations and universities.

DESCRIPTION OF ACTIVITY AND RESULTS

The purpose of the meeting was to introduce the first six months of KnowInG Project activities, sharing the objectives and methodology with representatives of economy, knowledge and innovation of the region and the media.

The event was opened by Valeria Scopelliti, Director and representative of the project for the Calabria Region. She was accompanied by Rocco Mercurio, who, after doing a brief presentation on the objectives of the project, handed over to the Regional Minister for Internationalisation and Cooperation - Culture and Production Activities, who presented an institutional agreement signed by government.

The institutional agreement enables the sharing of project objectives by engaging everyone for their expertise to achieve the project's goals.

Stefano Zerilli, Co.Se.R CEO, presented workshops on the gold and textiles sectors; the two sectors identified in Calabria because they are considered strategic for the regional economy.

Finally, the CNR platform was presented by Caterina Praticò with the objective of involving and bringing together the operators of innovative services portals, in order to promote and ensure proper information sharing for the benefit of the end users.

The event has generated great interest among economic actors, the press and the large number of people in attendance. Equally, the Regional Minister for Policy Euro Mediterranean Luigi Fedele was satisfied. He said that he was excited about the role of the European Union within the framework of policies of innovation - a tool that can make the EU more competitive and dynamic, generating sustainable economic growth, social cohesion and improved levels of employment.

NAME OF TOOL

Laboratory of Innovation Addressed to Artistic Handicraft SMEs

TOOL'S CATEGORY

EVENTS: Laboratory

DATE AND PLACE

October 2012 in Calabria

ORGANISER AND PARTICIPANTS

Organiser: Calabria Region and Co.Se.R Calabria.
Participants: 5 textile and 5 goldsmith handicraft SMEs.

DESCRIPTION OF ACTIVITY AND RESULTS

During the training artisans tested a new type of development focused on ICT.

NAME OF TOOL

Capitalisation Seminar on Creativity, Innovation and Economic Growth

TOOL'S CATEGORY

EVENTS: Seminar

DATE AND PLACE

March 2013 at Labour Department, Sicily

ORGANISER AND PARTICIPANTS

Organiser: Labour Department of Sicily Region and Palermo Local Council.
Participants: Mayors of the main Sicilian towns and cities, Time Bank managers, Time Bank associations, trade unions and schools.

DESCRIPTION OF ACTIVITY AND RESULTS

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 was explained, as well as all activities included in Pilot Project 1.

NAME OF TOOL

Hellenic Game Jam

TOOL'S CATEGORY

EVENTS: Laboratory 2012

DATE AND PLACE

From 26th October 2012 to 28th October 2012 at Lavrion Technological and Cultural Park.

ORGANISER AND PARTICIPANTS

Organiser: NTUA -AMDC (Lavrion Technological and Cultural Park), Region of Attica, BIC of Attika.
Participants: 13 Teams/ 42 Participant game developers.

DESCRIPTION OF ACTIVITY AND RESULTS

The first Hellenic Game Jam took place within the framework of the KnowInG Project's Knowledge Fair. The event was co-organised by the Greek partners of the KnowInG project and the Hellenic Game Developers Association.

42 participants (programmers, graphic designers, musicians, game developers), competed in 13 teams for the development of video games under the common, communicated in situ theme of 'Paranormal'.

The objective of a game jam is to bring together creative individuals to meet, cooperate and create under a common assignment, in a limited time frame.

After 48 hours of cooperative creative development the teams delivered and presented

11 video games to the judges and the audience. Finally, the jury awarded the first three prizes for the best games.

The event attracted the attention of Media (TV, radio, online media) and collected several positive comments.

<http://www.facebook.com/KnowledgeFairInternational>
<http://www.youtube.com/watch?v=DvuD65QGsw0>

3.2.4 WORKSHOPS

NAME OF TOOL

Capacity Building Workshop

TOOL'S CATEGORY

EVENTS: Workshop

DATE AND PLACE

8th November 2011 at BIC of Attica

ORGANISER AND PARTICIPANTS

Organiser: Region of Attica, BIC of Attica and Lavrion Technological and Cultural Park.
Participants: Decision makers and economic actors.

DESCRIPTION OF ACTIVITY AND RESULTS

Within the framework of KnowInG Project's Pilot Project 2, the Greek partners (the Region of Attica, BIC of Attica and Lavrion Technological and Cultural Park) organised a capacity building workshop for decision makers and economic actors to discuss and analyse the prospects and possibilities of the development of a cluster in the field of video gaming (with an emphasis on serious games and edutainment). The workshop was divided in two brainstorming sessions during which the importance and sustainability of the clusters were analysed by all the participant actors from the creative industry sector and especially the edutainment sector.

3.3 SOCIAL NETWORKS

Social networking activity was carried out during the KnowInG Project activities, so each partner country could promote the participation and engagement using national languages.

NAME OF TOOL

KnowInG Project Facebook page, Europe-wide

TOOL'S CATEGORY

Social Networks

AIMS AND GOALS

The KnowInG Project Facebook page aims to promote discussion, participation and knowledge sharing among people interested in innovation, creativity, knowledge transfer, and other topics related to the KnowInG Project.

ORGANISER AND USERS

Organiser: KnowInG Project Europe network.
Possible Users: People interested in innovation, creativity, knowledge transfer.

TOOL'S IMPACTS

The page supports discussion, participation and knowledge sharing according to the project goals.

WEBSITE

www.facebook.com/pages/KnowInG-project/28945497771065

NAME OF TOOL

KnowInG Project Facebook page, Greek Community

TYPE OF TOOL

Social Networks

AIMS AND GOALS

The KnowInG Facebook page for Greece promotes discussion, participation and knowledge sharing among Greek people interested in innovation, creativity, knowledge transfer, and other topics related to the KnowInG project.

ORGANISER AND USERS

Organiser: KnowInG Project network.
Possible Users: Greek people interested in innovation, creativity, knowledge transfer.

TOOL'S IMPACTS

The page supports discussion, participation and knowledge sharing among Greek people according to the project goals.

WEBSITE

www.facebook.com/pages/KnowInG-community-Greece/313632155340690

NAME OF TOOL

KnowInG Project Facebook page, Italian Community

TYPE OF TOOL

Social Networks

AIMS AND GOALS

The KnowInG Facebook page for Italy promotes discussion, participation and knowledge sharing among Italian people interested in innovation, creativity, knowledge transfer, and other topics related to the KnowInG project.

ORGANISER AND USERS

Organiser: KnowInG Project network.

Possible users: Italian people interested in innovation, creativity, knowledge transfer.

TOOL'S IMPACTS

The page supports discussion, participation and knowledge sharing among Italian people according to the project goals.

WEBSITE

www.facebook.com/pages/KnowInG-community-Italy/288170917904955

NAME OF TOOL

KnowInG Project Facebook page, Portuguese Community

TYPE OF TOOL

Social Networks

AIMS AND GOALS

The KnowInG Facebook page for Portugal promotes discussion, participation and knowledge sharing among Portuguese people interested in innovation, creativity, knowledge transfer, and other topics related to the KnowInG Project.

ORGANISER AND USERS

Organiser: KnowInG Project network at European level.

Possible Users: Portuguese people interested in innovation, creativity, knowledge transfer.

TOOL'S IMPACTS

The page supports discussion, participation and knowledge sharing among Portuguese people according to the project goals.

WEBSITE

www.facebook.com/pages/KnowInG-community-Portugal/259597564108956

NAME OF TOOL

KnowInG Project Facebook page, Spanish Community

TYPE OF TOOL

Social Networks

AIMS AND GOALS

The KnowInG Facebook page for Spain promote discussion, participation and knowledge sharing among Spanish people interested in innovation, creativity, knowledge transfer, and other topics related to the KnowInG project.

ORGANISER AND USERS

Organiser: KnowInG Project network at European level.

Possible Users: Spanish people interested in innovation, creativity, knowledge transfer.

TOOL'S IMPACTS

The page supports discussion, participation and knowledge sharing among Spanish people according to the project goals.

WEBSITE

www.facebook.com/pages/KnowInG-community-Spain/179826608786031

NAME OF TOOL

KnowInG Project Twitter page, Spanish Community

TYPE OF TOOL

Social Networks

AIMS AND GOALS

The KnowInG Twitter page for Spain promote discussion, participation and knowledge sharing among Spanish people interested in innovation, creativity, knowledge transfer, and other topics related to the KnowInG project.

ORGANISER AND USERS

Organiser: KnowInG Project network at European level.

Possible Users: Spanish people interested in innovation, creativity, knowledge transfer.

TOOL'S IMPACTS

The page supports discussion, participation and knowledge sharing among Spanish people according to the project goals.

WEBSITE

https://twitter.com/knowing_es

3.4 CASE STUDIES: KNOWING PROJECT TOOLS

3.4.1 ALGARVE, PORTUGAL



CREATIVE LABORATORY FOR MARKETING IDEAS

15TH NOVEMBER - 3RD DECEMBER 2012

The laboratory aimed to provide participants with tools for digital marketing and social networking to enable them to market their ideas in the global market, in a creative and effective way. Marketing resources that were introduced included display advertising, email marketing, search engine marketing, social media marketing, mobile marketing, web analytics, Facebook, Youtube, Twitter, and complementary tools and marketing plans. Participants comprised entrepreneurs and professionals linked to the arts, culture and the creative industries. In the final sessions participants presented their projects or business ideas, and also discussed how they would market their ideas using social networks, internet tools and the skills they had acquired. Participants' evaluation stated that the lab was very useful and they expressed their will to have this kind of activity on a regular basis.

3.4.2 VALENCIA, SPAIN



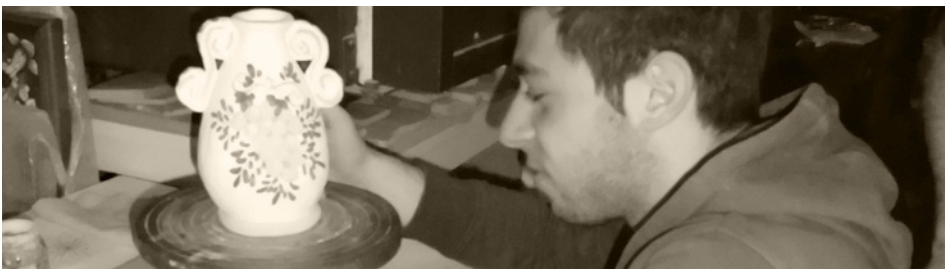
LABORATORY IN INNOVATIVE TECHNOLOGIES AND BEST PRACTICE APPLICABLE TO RURAL DEVELOPMENT IN REGARDS TO ENERGY

19TH OCTOBER 2011

Experts in different technologies discussed the renewable energies that need to be widely introduced in rural areas, such as solar (photovoltaic and thermal), small wind turbines, geothermal and biomass. Furthermore, good practice that is of interest to rural areas in order to promote sustainable development was presented. This best

practice includes a series of projects about renewable energy implementation in rural areas. Participants comprised stakeholders in energy sector innovation who took part in an interesting discussion with the speakers about the best ways of implementing new renewable energy from a practical point of view. This discussion generated a successful networking activity that enabled attendees to create synergies, and learn about potential providers, customers or partners for a potential business.

3.4.3 CALTAGIRONE AND BAGHERIA, SICILY, ITALY



LABORATORY ON CERAMICS ARTS SECTOR

MAY 2012 AND FEBRUARY 2013

Organised by the Labour Department, young people between the ages of 18 and 30 years took part in six creative labs in Ceramic Arts. Using the methodology of 'learning by doing', 10 young people per lab spent 30 hours at a ceramics company, acquiring basic and transversal competencies in:

- Developing a creative graphic project;
- Real and manual creation of the ceramics object;
- Use of decorative techniques.

The expectation of create an experience in order to enable participants to follow a path of enrichment that enhances the knowledge, skills and core competencies in craft professions, had as outcome of enhance knowledge, build capacity in knowledge-based activities, enhance the capacity and improve the know-how and encourage the talents involved to express themselves in different stages of artistic production. The methodology of learning by doing used in these activities is to be considered the best methodology for transmit knowledge and through which, upon completion of the laboratory, participants have acquired basic knowledge for manufacturing a ceramic historical craftsmanship. As practical results of participation, has been realized a lot of Art Ceramics objects and four of the participants have been employed in the next period, consequently to the acquired knowledge and their capability to provide innovative ideas for production in the ceramics sector.

Welcome

**This is your
Manifesto.**

IV CONCLUSION

OBSERVATIONS OF INNOVATION TOOLS AND THEIR DELIVERY THROUGH THE KNOWING PROJECT

The tools mentioned in this report give light to a range of key observations. In researching existing tools and creating their own, KnowInG Project partners discovered the benefits of the various tools in each territory at local, regional and national levels.

The experiences of the KnowInG Project at local level has shown that creativity and innovation maintain their vitality when expressed by different actors through actions promoting policies and providing tools that enable the development of creativity and innovation in very different regions in the Mediterranean and UK. This emerges by the experiences carried out also for the tools implementation in the project, as each initiative, even in the strong economic crisis of these years, has attracted actors and policy makers. Laboratories and events produced some employment, while all tools allowing to do network, to provide and use services and resources are attractive (as can be seen by the number of subjects involved in). In the next years these tools can be monitored beyond of the KnowInG project, for evaluating their ability to live independently and their usefulness in stimulating new and sustainable models for innovation and creativity.

In this report the concept of tools for innovation was introduced as sets of services and actions that policies and actors make available. One of the results of the project is that the partners were able to create new classifications for tools that did not exist before. These classifications were developed so they can be used at local, regional and transnational level. In turn, this supports policy makers and actors in creating and delivering tools in the future. In fact, the use of the different identified kinds of tools can be used at the different levels, from local to transnational, and in particular, transnational level. That is, laboratories, workshops, seminars are very useful at local level. Helpdesks, can support actions from local to regional to transnational levels. The Resource Centre of the KnowInG project collects and supports resources sharing from local to transnational level (hub of resources) and as tool for managing communities of interest on creativity and innovation.

The classifications were initially defined when the project partners set up the KnowInG Resource Centre; tools are organised according to concepts (e.g. services, databases or funding tools). The new classifications can be used by national government and local actors alike to help classify and deliver of innovation tools across all industries and sectors. More specific classifications can be added to refine the proposed one for facilitating the tools organization and access.

Furthermore, the project partners found that essential creative and innovative processes start differently in different local communities. From individuals through to companies, new ideas emerge in daily work in both structured and unstructured ways. This applies to all industries including the partners' focus areas of tourism, culture, crafts, ceramics, fashion, jewellery, etc. This considerable range of the different routes to new

innovation requires an appropriate diversity of tools (as well as actors and policies) to support the process. KnowInG's new classification system can incorporate all of those required tools and any future tools that may emerge.

Capitalisation seminars, capacity building workshops and laboratories are some of tools that actors involved in the KnowInG Project have provided at regional level. The tools' strengths and weaknesses were identified from questionnaire feedback and they have been integrated into project documents connected with these tools, such as the minutes of KnowInG Project events and meetings. The strengths and weaknesses are summarised below.

Partners and actors involved in the project have demonstrated that workshops, laboratories, capacity building initiatives and other local events can directly involve companies, institutions, organisations and individuals. Their direct involvement is important because it creates a collective awareness of problems emerging at local level and supports problem-solving. Also, it reinforces local communities and projects them from local to transnational level. Face-to-face contact, the exchange of ideas and the building of new knowledge through the use of the project's tools proved to be very effective; they enable formal and informal communication among stakeholders. In fact, even in the case of stand-alone events, they acted as catalysts for stimulating the activation of local networks between companies, institutions and other actors of innovation.

For example, the *Saving and Energy Efficiency in Rural Areas* (Valencia, Spain) encouraged a network of enterprises, farms, country hotels and other participants, who learned about reducing energy bills and innovative energy technologies. These participants had the opportunity to meet experts in this field – an opportunity that may not have otherwise been able to happen.

Also, the *Laboratory of Ideas for the Development and Growth of Design and Fashion Brands* (Lombardy, Italy) provided an opportunity fashion micro-enterprises lacking in business management resources and skills to meet with professionals and consultants who assisted them in developing ideas and tools to support their small businesses.

A weakness in using capitalisation seminars, capacity building workshops, etc, is the cost of implementing them, particularly during times of economic crisis. However, the physical involvement of people, the organisation activities and the use of structures is proportional to the number of people involved. This challenge, however, could be overcome with increased future exploitation of accessible online tools.

The experiences of the KnowInG Project have also led to the conclusion that tools can be used in an effective manner if integrated with other tools. In fact, tools used at local level were intertwined with the transnational-level tools, and real tools amplify their effectiveness in combination with virtual tools. These virtual tools enable actors to reach a very large number of people and to create or enlarge local networks at a very low cost. In addition, the use of social networks and online tools is generally less expensive in respect to the number of people involved, however, virtual relationships hinder processes that develop trust. For this reason social networks and online tools are more effective when used jointly with real tools.

Trust can be improved aggregating online information and services from certified institutional sources. According to some actors implementing online tools during the KnowInG Project informal communication in the delivery of services, information and

knowledge (not linked to certified sources) play an important role in building networks and communities that stimulate a maturation, collective awareness and knowledge of the specific focus areas (i.e. tourism, fashion, video games, renewable energy, etc).

Also, the KnowInG experience confirms that access to financing, finding business partners, potential suppliers and potential customers, and the knowledge of local and transnational policies that encourage territorial development, are all relevant factors for innovation beyond the focus areas. This meets the KnowInG Project's objective of identifying dynamic tools that enable the building and evolution of networks.

The KnowInG Project developed and tested existing and new tools used in the different regions and/ or at European level to create, collect and make available services, information, methodologies and other general resources to express creativity and innovation during and beyond the project.

This accomplishment was based on the awareness that creativity arises through the confluence of knowledge, creative thinking and motivation of actors. These elements are frequently relevant at local level in small communities where common social beliefs and common values create the necessary trust for sharing knowledge, information and services. However, circulating more ideas and creating more far-reaching and interconnected communities is a need that is emerging in the global economy. This necessity is more and more evident with the wide use of Internet.

In support of this need, the KnowInG Project Resource Centre aggregates and redistributes information and knowledge available through pre-existing tools as an hub of resources. The RC also provides resources from the project and enables stakeholders to aggregate information, services and tools in the future and beyond the project. In fact, every person, company, association, organisation, institution (public and private) can share their own resources and knowledge with each other to make innovation and to foster a greater knowledge of the governance processes of the innovation itself. Therefore, the RC acts as a multiplier of innovation; it creates a bridge between communities and the various resources that they hold.

"Communities with bridging social capital (weak ties across groups) as well as bonding social capital (strong ties within groups) are the most effective in organising for collective action. People who belong to multiple groups act as bridging ties. When people with bridging ties use communication media, such as the Internet, they enhance their capability to educate community members and to organize, as needed, for collective action."(Kavanaugh, Reese, & Carrol, 2005, p. 119)

Based on the experiences of the delivery of tools during the KnowInG Project this statement certainly applies to the field of innovation, creativity and the knowledge-based society.

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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 DRCAlgarve) 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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