

INOLINK:

CONNECTING THE TERRITORY
THROUGH THE INNOVATION NETWORK

The Good Practice Guide on Initiatives to
Improve Regional Innovation Policies

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TECHNICAL DATA

TITLE

INOLINK: GOOD PRACTICES GUIDE

EDITOR

University of Algarve and Coventry University Enterprises Ltd

ORGANISATION

RETA - The Andalusian Technology Network

Coventry University Enterprises Limited

FUNDECYT - Foundation for the Development of Science and
Technology in Extremadura

Abruzzo Region

Etruria Innovazione

MRA - Maribor Development Agency

NanoBioNet e. V

North-East Regional Development Agency

CRIA - Division of Entrepreneurship and Technology Transfer,
University of Algarve

RAPIV - Regional Agency for Entrepreneurship and Innovations

DESIGN

Nuno Sequeira

PRINTED BY

Emmersons Ltd

EDITION DATE

June 2012

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INTRODUCTION

The INOLINK Project focuses on regional policies and practices for the diffusion of innovation. The INOLINK Project tackles the issue that innovation activities are usually concentrated within a limited number of innovative firms, typically concentrated in certain geographical areas, whilst most of the European firms, generally SMEs, never undertake innovation. The INOLINK Project will pay particular attention to the exchange and identification of good practices on regional diffusion of technology and expects to achieve the following results:

- ↳ Improved knowledge of the people responsible for regional level innovation policies on needs for innovation services in their peripheral areas, and on instruments and policies to respond to such needs;
- ↳ Increased awareness among actors in the regional innovation systems on the offer and demand for innovation services from the other actors in the system and on the potential for cooperation and collaboration;
- ↳ Improved competences of staff from public institutions and other organisations with a public mission on tools, methods and policies for the regional diffusion of innovation, entrepreneurship and technology.

At the same time, INOLINK has also carried out interregional events, such as workshops, seminars and study visits enabling the identification of Good Practices. A report will be compiled with case studies and good practices in regional policies for territorial diffusion of innovation.

This document will look at the methodology that the INOLINK partners followed while looking at the Good Practices and how this catalogue will fit in with the other activities of INOLINK. A collection of all the Good Practices fact sheets will be presented organised by type and will be the basis of the next INOLINK activity which covers mentoring.

The INOLINK Partners are:

RETA - The Andalusian Technology Network, Spain

CUE - Coventry University Enterprises Limited, UK

FUNDECYT - Foundation for the Development of Science and Technology in Extremadura, Spain

Abruzzo Region, Italy

Etruria Innovazione, Italy

MRA - Maribor Development Agency, Slovenia

NanoBioNet e. V, Germany

North-East Regional Development Agency, Romania

CRIA - Division of Entrepreneurship and Technology Transfer, University of Algarve, Portugal

RAPIV - Regional Agency for Entrepreneurship and Innovations - Varna



For more information please contact us:

INOLINK coordinator

Verónica Ramírez del Valle

Coordinadora Área de Proyectos

Severo Ochoa, 21. Edificio Norte.

Parcela I+D/6 Bajo. Oficina 5

Parque Tecnológico de Andalucía.

29590. Campanillas. MÁLAGA

SPAIN

e-mail: vramirez@reta.es

or visit our website at www.inolink.eu

I. AIMS AND PURPOSES OF THE GUIDE

This Good Practice Guide has been produced to assist each partner in the selection of Good Practices which they consider appropriate for successful implementation in their specific region.

INOLINK has already published two main reports. The first publication “Article on Innovation Networks 2011” was a report looking at the importance of Innovation Networks in large, and how each region was performing. Partners were asked to look at active regional networks in order to understand the synergy and dynamic that occurred between the different networks and regional actors. This exercise was important at a regional level to have a first overview of the existing Networks in each region but also to have a first look at similarities and differences according to the region. It was clear from this first report that the regional innovation networks mix is crucial to the regional well being and underpins the way that stakeholders and organisations interact regionally.

The second report “A Study on Regional Innovation Systems in the EU” was a more in depth understanding of how each region performed based on the socio-economic factors. While the Innovation Networks were identified through the first report, the second report attempted to gain an in-depth understanding of the reasons behind the performance of a region. A comparative study based on regional, national and EU statistics was the starting point which was complimented with specific stakeholder interviews and questionnaires. The emphasis of this report was not only to verify the value of national or EU public reports on innovation but also to understand the view of the stakeholders on the performance of their own region, in particular around innovation networks. Both reports were very valuable in helping partners to have an understanding of other regions and the context of the Good Practices they would be presented as well as having a better understanding of regional needs when wanting to learn from other regional experiences.

The partners understood from the start that there would be some limitations in terms of Good Practice impact assessment, analysis and benchmarking that could be carried out. For mentoring activities to be carried out at a later stage with a more detailed and specific knowledge exchange the partners agreed that each hosting region should present a selection of Good Practices. Based on several factors; such as the transferability of the Good Practice, the resources needed, the process or the known impact of the Good Practice, each hosting region would need to review their available Good Practices and select the most appropriate examples. After discussions and brainstorming sessions the INOLINK partners agreed a definition to present and classify the Good Practices. It was agreed to classify the Good Practices by the following:

- ↳ Finance;
- ↳ Intellectual Property Rights (IPR);
- ↳ Network/Clusters;
- ↳ Ideas Selection;
- ↳ Technology Transfer;
- ↳ Incubation;
- ↳ Training/Qualification;
- ↳ Graduate Retention;
- ↳ Internationalisation;
- ↳ Proposal/Partnering Support;
- ↳ Cluster/Park Management;
- ↳ Applied Research/Commercialisation of research.

II. GOOD AND BEST PRACTICES

What is a Good practice? A Good Practice is to carry out a function or testing using only recommended or approved methods. Good practice documents may include guidelines, codes of practice, procedures manuals, regulations, and other documents.

The word 'good' means that the practice is an action of excellent results. When we talk about good practices, we are referring to those professional practices which turn out to be the best among any other practice accomplished by a professional, in order to achieve its clients expected results. Therefore, a good practice can be either a very simple action or a number of more complex and notable actions.

The INTERREG IVC framework defines a good practice as:

“a good practice is defined as an initiative (e.g. methodologies, projects, processes and techniques) undertaken in one of the programme's thematic priorities which has already proved successful and which has the potential to be transferred to a different geographic area. Proved successful is where the good practice has already provided tangible and measurable results in achieving a specific objective.”

For the purpose of this report the definition of a good practice shall mean an innovative practice that contributes to the improved performance of each region, usually recognised as 'best' by other peer organisations. It implies accumulating and applying knowledge about what is working and not working in different situations. This will include lessons learnt and the continuing process of learning, feedback, reflection and analysis (What works and why).

The following questions should be answered by identifying the good practice:

1. The impact of the good practice on:
 - A. Policy level (legal documents: EU/national/regional/municipal and formal decision required);
 - B. Strategic level (strategic documents, incorporating the vision, mission, goals and the strategy how to obtain them on EU/national/regional/municipal level; e.g. Regional innovation strategy);
 - C. Operational level (implementation plans/measures, programmes, projects);
 - D. Organisational (innovation agents) level: what are the benefits for it/them?
 - E. Beneficiary/companies level: the impacts that should be achieved by transferring the good practice?

Let's make an example: the identified need is strategic coordination of the innovation network in Podravje region.

Question 1: is there a need for the activities to be implemented on the policy level? If yes, by whom and by when?

Answer: At least on national level the innovation policy should be incorporated in the regional development policy (e.g. the suggestion for changes of the Law on Regional Balanced Development should be made by the Regional Council / their technical assistance, e.g. RDA's Association).

Question 2: is there a need for the preparation of strategic documents such as Innovation Strategy? On behalf of whom, by when and by which means and not at least, who should be involved as relevant (innovation agent / stakeholder).

Answer: yes, the strategic document shall be prepared on behalf of the Regional Council. The organisation for its implementation should be selected accordingly.

Question 3: are there innovation agents that are willing and capable to implement the programme/project or even to take over the measure? If yes, under which conditions and the costs to be taken into account?

Answer: yes. The agents shall be listed, the agreement between them should be reached with all elements needed to achieve the aims and objectives.

Question 4: does the GP impacts the innovation management in the particular (innovation agent's) organisation? Does it impact the processes or services of the organisation in issue? Does it contribute to the viability of the organisation? On which level the organisation will benefit: policy, strategic, operational level (long, mid or short-term)?

Answer: it might or it might not but should be described if there are lessons learned from the projects that are implemented by the organisation.

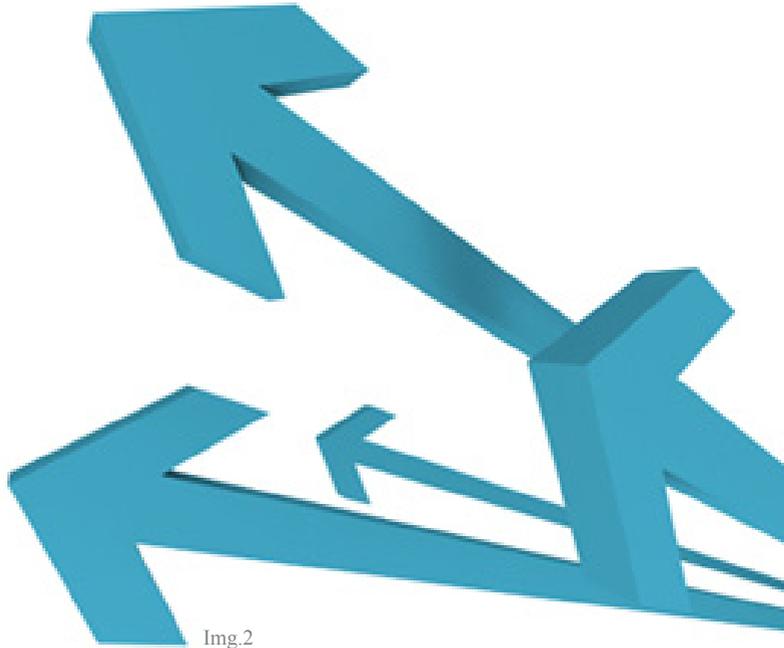
Question 5: Will there be direct or indirect benefits? The tangible or intangible? With or without cash-flow? On which level: management, processes, services/products?

Answer: should be defined.

2. Simply describe, what are the innovative feature of the undertaking in issue in terms of: ¹
- A. New and useful management;
 - B. New and useful processes;
 - C. New and useful services/products;
 - D. New and useful institutional arrangements.

Note that new and usefull for the customer/target group stands for innovation.

3. Define the form of the good practice:
- A. Idea;
 - B. Suggestion (written and elaborated idea);
 - C. Invention (not at the market yet; e.g. patent);
 - D. Potential innovation;
 - E. Innovation (in market terms: product/services rated as usefull by the customers/target groups
And as such anticipated/sold to them).



Img.2

1. Points B-D are grounded in the Dialectical System Theory as developed by prof. Ddr Matjaž Mulej (mulej@uni-mb.si) and his co-workers.

IIDP	Crucial inputs	Usual outputs	Usual creators of outputs	Usual economic situation
Creation of ideas, especially invention from knowledge and values of authors	Creative thinking, expertise, ambition, values, time and research conditions	Promising ideas resulting from a part of research, tacit knowledge and values such as interest etc.	Inventive and professional humans and groups, and (non)-professional researchers	Cost of work and research conditions, no revenue or profit from market
Creation of suggestions from inventions	Writing etc. - ones' expression of invention	Promising idea written etc. (made available)	Inventors and advisors about writing etc. the idea	Cost of message preparation, no revenue/profit
Optional diffusion of suggestion/s	Offer to the market of inventions-suggestions in or outside "the home organization"	Partly sale, partly giving up, partly transition to development of suggestions	Owners of suggestions (authors and/or others) and their co-workers	Cost of offering; revenue and/or profit from sold suggestions
Creation of potential innovations from suggestions	Creative thinking, expertise, ambition, values, time and conditions for development of a suggestion to a potential innovation	Usable new product, method, procedure, managerial style, potential market, and/or business item	Inventive and professional humans and groups, (non)-professional researchers and developers (incl. market developers)	Cost of work and conditions of development, no revenue and/or profit
Optional diffusion of potential innovations	Offer to the market of potential innovations inside or out-side organization	Partly sale, partly giving up, partly transition to application	Owners of potential innovations (authors and/or others) and co-workers	Cost of offering; revenue and/or profit from sold potential innovations
Creation of innovations from potential innovations	Creative thinking, expertise, ambition, values, time and conditions for development of potential innovation to innovation, incl. the entire business operation	Beneficially used new market/product/method/procedure/management style/organization/business item – with users decision and experience	Inventive/innovative and professional humans / groups developers of the novelty and its market, (non)-professional, including entire business operation	Cost of offering; revenue and/or profit from sold innovations (inside or outside organization)
Optional diffusion of innovations	Offer to the market of innovations inside or outside organization, especially to additional customers (after the first ones)	Beneficially used new market, product, method, procedure, management style, organization, business item - with users in broader circles	Owners of innovations (authors and/or others) and co-workers, especially in marketing and sales, but the entire business process matters equally	Cost of offering; revenue and/or profit from additionally sold innovations (inside or outside organization)

Source: Mulej, M. et al.: Dialectical Systems Thinking and the Law of Requisite holism concerning innovation, [e-book] 2010.

From the general point of view, we can say that suggestion-invention-potential innovation and innovation are:

- ↳ Developed to different degrees of usefulness for their customers/users;
- ↳ Linked with different investments of authors and their co-investors;
- ↳ Linked with different scale of risk taking for the buyers;
- ↳ Therefore they have different prizes that buyers are willing to pay or the authors/sellers to sell [Mulej M. and co-authors. *Dialectical Systems Thinking and the Law of Requisite holism concerning innovation*, 2010];
- ↳ Innovation is invention plus commercialisation [Afuah A. *Innovation Management: Strategies, Implementation and Profits*. New York: Oxford University Press 1998].

4. Define the type of innovation/good practice related to it:

- A. Technical-technological;
- B. Non technological: e.g. Business program; Methods, Organization; Business process; Management style; Management process; Values/culture/ethics/norms (VCEN).

Take into account: “Innovation is **every** novelty, once its **users** find it **beneficial in practice**.”

In the table below the basic types of inventions, suggestions, potential innovation and innovations are shown according to the three networked criteria:

1. Content of inventions, suggestions, potential innovations and innovations;
2. Consequences of Innovations (radical or incremental);
3. On-job duty to create inventions, suggestions, potential innovations and innovations (the duty exists or not).

Three networked criteria of inventions, suggestions, potential innovations, and innovations	(2) Consequences of innovations		(3) On-job-duty to create inventions, suggestions, potential innovations, and innovations	
	1. Radical	2. Incremental	1. Duty exists	2. No duty
(1) Content of inventions, suggestions, potential innovations, and innovations				
1. Business program items	1.1.	1.2.	1.3.	1.4.
2. Technology (products, processes, ..)	2.1.	2.2.	2.3.	2.4.
3. Organization	3.1.	3.2.	3.3.	3.4.
4. Managerial style	4.1.	4.2.	4.3.	4.4.
5. Methods of leading, working and co-working	5.1.	5.2.	5.3.	5.4.
6. Business style	6.1.	6.2.	6.3.	6.4.
7. Management process	7.1.	7.2.	7.3.	7.4.

Source: Mulej, M. et al.: *Dialectical Systems Thinking and the Law of Requisite holism concerning innovation*, [e-book] 2010.

III.METHODOLOGY

Partners were aware that a series of Study Visits would be carried out through the first year of the project. The aim of the first round of study visits was to present for each host region a selection of Good Practices. For this aim 7 study visits were organised in 7 different regions: Algarve in Portugal, Essonne in France, Saarbrücken in Germany, Andalusia in Spain, West Midlands in UK, Maribor in Slovenia and Tuscany in Italy. Unfortunately the French partner has withdrawn from the partnership and as a result we were not able to utilise the information we were presented during our study tour in Essonne, as no further activities could be organised there.

Each study visit that was organised had for main aim to present an overview of the regional economic situation so that participants would have an idea of the context. The partner in charge of the study visit would have the opportunity to present the Innovation Networks Good Practices that they would have selected based on their own regional performance and known success at regional, national or European level. The hosting partners would have carried out an intensive preparatory stage (supported by the two previous reports) and have been in close contact with the Good Practice managers in order to capture crucial information that will be used at a later stage. Partners had to keep in mind what the receiving partners would want to know about their Good Practices in order to select them for the mentoring process. This was even more important knowing that not all Good Practices would be able to provide the same type of information and the level of success would have been particular to the environment it has been developed. Each hosting partner was asked to fill in a Good Practice Factsheet including the same information for each Good Practice. The template emphasized on the aim, success and the engineering of the financial and human resources of the Good Practices but also the level of involvement of the stakeholders as well as any additional evaluation available. Each host was able to have this information ready for visiting partners before the study visit so that partners could learn and read about the Good Practices they would visit before hand. When attending study visits, Partners were able to attend study visits where project managers were asked to present their own Good Practice. Partners had the opportunity to have a general understanding of the Good practice but they also had the opportunity to discuss more in details aspect that they were interested in.

During the first round of study visits it was decided that each partner reflects the observed good practices by nominating the good practices that are most feasible to be transferred regionally. During the first months of the project and before the start of the first round of study visits, partners have been discussing in which way Good Practices presented could be assessed and evaluated so that they could be ranked. The partners rapidly realised that due to the diversity of the partnership as well as the length of the project, it would not be feasible to undergo an extensive study of the Good Practices presented before each study visits. Partners decided that it was more important for each partner to understand if a Good Practice was interesting enough for them to compliment, start or transfer elements to their own regional programmes. In this mind frame, partners were able to select identified Good Practices for their own region based on their regional knowledge as well as the information that was presented to them.

This process was completed using a checklist to aid the evaluation of good practices after each study visit. The table below includes the selection of the partners Good Practices per visited region, and that the partners have an interest to take forward for the second round of study visits:

Place of the Study visit	Partner	Good practice
ALGARVE	RETA	↳ The IPR context in Portugal: Recent experience from the UIPP Network
	CUE	↳ The IPR context in Portugal: Recent experience from the UIPP Network ↳ Natura Algarve
	RAPIV	↳ The experience from CRIA in the Algarve
	North-East RDA	↳ The IPR context in Portugal: Recent experience from the UIPP Network ↳ SPAROS Lda (spin off)
	FUNDECYT	↳ The experience from CRIA in the Algarve
	MRA	↳ The IPR context in Portugal: Recent experience from the UIPP Network
	Abruzzo	↳ The IPR context in Portugal: Recent experience from the UIPP Network
	Etruria Innovazionne	↳ The IPR context in Portugal: Recent experience from the UIPP Network ↳ Business Idea Competition
	NanoBioNet	↳ The IPR context in Portugal: Recent experience from the UIPP Network





Place of the Study visit	Partner	Good practice
SAARBRÜCKEN	RETA	↳ Centre of Artificial Intelligence – DFKI (e-learning platform)
	CUE	↳ Centre of Artificial Intelligence – DFKI ↳ Best practices of TTO of the university of the Saarland
	CRIA	↳ European Research and Project Office – Eurice ↳ Centre of Artificial Intelligence – DFKI
	RAPIV	↳ European Research and Project Office – Eurice ↳ Best practices of TTO of the university of the Saarland
	Abruzzo Region	↳ Biotech company Pharmacelsus ↳ Centre of Artificial Intelligence – DFKI (e-learning)
	Etruria Innovazione	↳ European Research and Project Office – Eurice ↳ Biotech company Pharmacelsus
	North-East RDA	↳ Best practices of TTO of the university of the Saarland ↳ Cluster-support, evaluation and benchmarking, German initiative Kompetenznetze.de
	FUNDECYT	↳ Biotech company Pharmacelsus
	MRA	↳ Innovation policy of the Saarland ↳ Centre of Artificial Intelligence – DFKI
ANDALUSIA	CUE	↳ Talentia Scholarship: International Human Capital Mobility Programme from Andalusia.
	North-East ADR	↳ Talentia Scholarship: International Human Capital Mobility Programme from Andalusia.
	NanoBioNet	↳ Talentia Scholarship: International Human Capital Mobility Programme from Andalusia.
	Etruria Innovazione	↳ New public funds to support SMEs in Andalusia: repayable funds/Jeremie Programme.
	MRA	↳ New public funds to support SMEs in Andalusia: repayable funds/Jeremie Programme. ↳ Talentia Scholarship: International Human Capital Mobility Programme from Andalusia.
	FUNDECYT	↳ Talentia Scholarship: International Human Capital Mobility Programme from Andalusia.
	CRIA	↳ New public funds to support SMEs in Andalusia: repayable funds/Jeremie Programme. ↳ Technology Corporation of Andalusia – CTA
	RAPIV	↳ The Technology Park of Andalusia ↳ Talentia Scholarship: International Human Capital Mobility Programme from Andalusia.
	Abruzzo	↳ New public funds to support SMEs in Andalusia: repayable funds /Jeremie Programme.





Place of the Study visit	Partner	Good practice
WEST MIDLANDS	Abruzzo	<ul style="list-style-type: none"> ↳ Knowledge Transfer Network ↳ CUE ↳ Midlands Enterprise Network
	CRIA	<ul style="list-style-type: none"> ↳ Knowledge Transfer Partnership ↳ Innovation Network
	Etruria Innovazionne	<ul style="list-style-type: none"> ↳ Knowledge Transfer Partnership ↳ Innovation Network (the best)
	RDA-North East	<ul style="list-style-type: none"> ↳ Midland Enterprise Network ↳ UK Trade and Investment ↳ Knowledge Transfer Partnership (need more information) ↳ Speed project
	RAPIV	<ul style="list-style-type: none"> ↳ West Midlands European Services ↳ Knowledge Transfer Partnership ↳ CUE
	NanoBioNet	<ul style="list-style-type: none"> ↳ West Midlands European Services ↳ Innovation Networks
	MRA	<ul style="list-style-type: none"> ↳ UK Trade and Investment ↳ Knowledge Transfer Partnership ↳ Manufacturing Advisory Service
	Fundecyt	<ul style="list-style-type: none"> ↳ Knowledge Transfer Partnership ↳ Manufacturing Advisory Service
	RETA	<ul style="list-style-type: none"> ↳ West Midlands European Services ↳ UK Trade and Investment ↳ INNOVISTA network
MARIBOR	RAPIV	<ul style="list-style-type: none"> ↳ Stajerski tehnoloski park: innovative environment network ↳ TechnoCentre University Maribor: Technology Transfer ↳ TRC Koroska
	ETRURIA INNOVAZIONE	<ul style="list-style-type: none"> ↳ TechnoCentre University Maribor: Technology Transfer ↳ Pomurje Technology Park ↳ JAPTI ↳ Stajerski tehnoloski park: innovative environment network
	CRIA	<ul style="list-style-type: none"> ↳ Slovenian Technology Agency: Technology Transfer in Slovenia (Finance Criteria) ↳ TechnoCentre University Maribor: Technology Transfer (Technology Transfer Criteria)
	NanoBioNet	<ul style="list-style-type: none"> ↳ Novem Car Interior Design: innovation in the company ↳ Start-up Slovenia, University spin-off incubator
	Fundecyt	<ul style="list-style-type: none"> ↳ Tovarna podjetjov/Venture factory: Business incubator of university of Maribor
	Coventry	<ul style="list-style-type: none"> ↳ Novem Car Interior Design: innovation in the company





Place of the Study visit	Partner	Good practice
MARIBOR	RDA-North East	↳ Stajerski tehnoloski park: innovative environment network TechnoCentre University Maribor: Technology Transfer
	Abruzzo	↳ Stajerski tehnoloski park: innovative environment network
	RETA	↳ Novem Car Interior Design: innovation in the company ↳ Stajerski tehnoloski park: innovative environment network
TUSCANY	Abruzzo	↳ TECNORETE and Poli di Innovazione ↳ Polo Digitale Applicato di Arezzo
	CRIA	↳ TLS – Tuscany Life Science
	RETA	↳ TLS – Tuscany Life Science
	RDA-North East	↳ Torrita Innovation Center (TIC) – APSLO ↳ INDOORS project ↳ Polo Cento (CSM) ↳ Polo Tecnologico della Magona
	RAPIV	↳ TECNORETE and Poli di Innovazione ↳ TLS – Tuscany Life Science
	NanoBioNet	↳ TECNORETE and Poli di Innovazione ↳ TLS – Tuscany Life Science ↳ Polo MODA – Tecno Tessile
	CUE	↳ TLS – Tuscany Life Science ↳ INDOORS project
	MRA	↳ TECNORETE and Poli di Innovazione ↳ TLS – Tuscany Life Science
	Fundecyt	↳ Polo Cento (CSM)

IV.CATALOGUE OF GOOD PRACTICES

1.APPLIED RESEARCH / COMMERCIALISATION OF RESEARCH

Type of Good Practice	Region	Good Practice
1.Applied Research and commercialisation of research	TUSCANY	1.A.Polo Tecnologico della Magona
	ALGARVE	1.B.Sparos

1.A. "TUSCANY" CONSORZIO POLO TECNOLOGICO DELLA MAGONA

1.A.1.SYNTHESIS:

↳ General Description:

Consorzio Polo Tecnologico Magona (CPTM) is a consortium founded in 1997 and operating since 1998; the ancient industrial area "Magona di Cecina" was recovered through the realization of a private research center of excellence.

Municipalities of Cecina and Rosignano M.mo, Livorno provincial administration and University of Pisa provided buildings and scientific instrumentations.

The research activity is totally commissioned by partners and other companies.

CPTM is the connection point between the companies that are looking for new solutions and the applied research, carried out in synergy by the expertise gained by universities, engineering companies and manufacturing companies. The know-how ranges from the chemical and materials engineering, to the environmental protection and safety against the risks from dangerous substances.

In 2002, CPTM obtained the Quality management system certification ISO-9001 and became one of the R&D laboratories of excellence registered by the Italian Ministry of Education, University and Research (MIUR).

The research work conducted by CPTM concerns the development of innovative chemical processes through their experimentation. CPTM can carry out all the analysis you need for the laboratory testing at first and, later, in the pilot scale process simulation.

- ↳ What is the project about/what does it seek to achieve?
 - Network and project cooperation with enterprise in order to develop new solutions, products and services;
 - Transfer technology between University and SMEs;
 - New jobs opportunities;
 - Opening of laboratories and facilities;

- ↳ What results have been achieved?

The CPTM is involved in 4 regional Innovation Poles: CENTO, OTIR, PIERRE (Renewable resources and energy saving), PENTA (Shipbuilding industry). CPTM is registered by the Italian Ministry of Education, University and Research (MIUR) as a laboratory of excellence for the scientific and technological research.

The CPTM is an excellent center of cutting-edge research in the fields of chemical engineering, chemical processes, materials, pollution prevention technologies, security processes and acts as a test center on order, specializes in developing prototypes and systems pilot.

In almost 15 years of activity were followed over 20 research projects and industrial experimentation.

- ↳ Why is this good practice/case study:

Close cooperation from University and private companies.

1.A.2.BASICS OF THE OPERATION:

- ↳ Title: POLO TECNOLOGICO DELLA MAGONA
- ↳ Region: TUSCANY
- ↳ Geographical coverage: Whole Region
- ↳ Starting date and duration: 1997
- ↳ Funding (budget and partners)

1.A.3.THEME:

CPTM is involved in process studies, pilot plants and supporting activities to basic engineering, commissioning and start-up of plants.

1.A.4.BACKGROUND INFORMATION:

↳ Rationale and context of the operation:

CPTM Is a consortium founded in 1997 and operating since 1998; the ancient industrial area “Magona di Cecina” was recovered through the realization of a private research center of excellence.

Municipalities of Cecina and Rosignano M.mo, Livorno provincial administration and University of Pisa provided buildings and scientific instrumentations.

1.A.5.OBJECTIVES:

CPTM aims to promote the technological research and innovation transfer in all the sectors of Chemical Engineering and of Process and Material Industry, in particular:

- Process analysis;
- Pilot plant testing;
- Design & Engineering;
- Lab-scale testing;

1.A.6.MAIN ACTIVITIES:

The main activities carried out by CPTM are:

↳ Pilot Plans, with the following instruments:

- **Gaseous pollutant abatement:**

Pilot plants works up to 1000 Nm³/h of hot gases at a maximum temperature of 180°C;

- **High Pressure Loop:**

Loop for gases liquid separation test, working up to 2 MPa with a gas flow rate up to 800 m³/h;

- **Vacuum Forced Circulation Concentrator:**

Batch performance with a liquid capacity of 150 L and vacuum degree up to 5 kPa of absolute pressure;

- **Microwave reactor:**

Maximum power 6 kW. It can reach a maximum temperature of 1600°C.

↳ Chemical laboratory capable of carrying out analysis with qualitative and quantitative methods, using the available standard instrumentation:

• **Water analysis (natural, exhaust, process ...):**

- inductive coupled plasma optical emission spectrometer (ICP-OES) with autosampler;
- automatic titrator;
- pH-meter;
- conductivity meter;
- ion chromatograph;
- gas chromatograph (GC) equipped with FID and ECD;
- photometer.

• **Emissions analysis:**

- volatile organic compounds (VOCs) and total organic carbon (TOC) analyzer;
- portable gas analyzer (O₂, CO, SO₂, NO, NO₂);
- chemiluminescent Nitrogen oxides analyzer;
- hot-wire anemometer.

• **Other equipment:**

- analytical and technical balances;
- centrifuges;
- stoves;
- muffle;
- vacuum filtration pumps;
- dual stage water demineralizer: reverse osmosis / ion exchange;
- photo-radiometer.

• **Special Equipment:**

- laboratory distillation column;
- solvent extraction column;
- microwave heating system (2.3 kW) for batch operation and with circulation pump;
- experimental set-up for testing membranes employed in separation of hydrogen from gas streams;
- test for the evaluation of photocatalytic reduction of nitrogen oxides in gas streams by means of cement or ceramic matrix;
- testing device for catalysts in pellets on gas streams (10-100 Nm³/h, <250°C).

Img.3



- ↳ Material Laboratory with the following equipment:
 - Materials testing machine for tensile and flexural tests;
 - Impact testing machine (Charpy/Izod);
 - Thermogravimetric analyser (TGA) with FT-IR analyser (TG-FTIR);
 - Differential scanning calorimeter (DSC);
 - Non-steady state needle probe for thermal conductivity measurement;
 - Viscosimeter (10 - 5•10⁶ cP) (DIN 53019);
 - FT-IR spectrophotometer with ATR accessories;
 - X-Ray fluorescence spectrometer (XRF);
 - Laser particle size analyzer;
 - Sieveshaker with ASTM certified sieves;
 - Radiant panel flame spread apparatus (ASTM E162);
 - Jet-fire resistance test.

- ↳ Material Laboratory with the following equipment:
 - **Thermal oil:**
Diathermic oil loop with a 600,000 kCal/h (700 kW) heater;
 - **Steam:**
Steam generator loop with diathermic oil for 1000 kg/h of steam at 1.2 MPa;
 - **Cooling Tower:**
Cooling tower with a capacity of 500,000 kCal/h and cooling water loop with a water flow rate of 100 m³/h;
 - **Compressed air:**
Compressed air at 1 MPa for instrumentation and other services;
 - **High pressure air:**
Compressed air at 2 MPa.

1.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes

1.A.8.PROBLEMS ENCOUNTERED.

1.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

1.A.10.KEY INNOVATIVE FEATURES:

Regional dimension, networking in the same sectors, technology transfer

1.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

1.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
 - ↳ Transferability of process (management structure, monitoring system, etc.);
 - ↳ Transferability is granted at every level by the feasibility study previously done (2010).
-

1.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
 - Tuscany Region;
 - ↳ Local authority;
 - ↳ Education (University) or research institution;
 - University of Pisa;
 - ↳ Business sector.
-

1.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
 - Tuscany Region;
 - ↳ Local authority;
 - ↳ Education (University) or research institution;
 - University of Pisa;
 - ↳ Business sector.
-

1.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Close collaboration between University and SMEs.

1.A.16.EVALUATION REPORTS, AVAILABLE.

1.A.17.OTHER DOCUMENTS.

1.A.18.CONTACT DETAILS:

CONSORZIO POLO TECNOLOGICO DELLA MAGONA

Via Magona - 57023 - CECINA (LI) Italy

Web-site: www.polomagona.it

info@polomagona.it

Tel: +39 0586 63 21 42 | Fax: +39 0586 63 54 45

1.B.“ALGARVE” SPAROS LDA

1.B.1.SYNTHESIS:

↳ General Description:

SPAROS is a spin-off company of the Centre of Marine Sciences of Algarve (CCMAR)/ University of Algarve, devoted to innovate in the development of new products and processes for fish feeding and nutrition. This company offers the alliance of a strong scientific background in the area of fish nutrition with a flexible pilot-scale feed technology platform to the aquaculture sector.

↳ What is the project about/what does it seek to achieve?

SPAROS aims to play a pivotal role in promoting joint projects between the Universities/ Research Institutes and the Industry. In particular, SPAROS intends to foster the transfer of knowledge and expertise to feed mills, producers of ingredients and additives, and fish farms. Focus is given on tackling the sustainability challenges of the industry through innovation of new products and new processes for fish feeding and nutrition.

↳ What results have been achieved?

After the phase of creation, SPAROS achieved a level of consolidation in the market reinforcing their contract-research activities with high-value clients and developing new products.

↳ Why is this good practice/case study?

SPAROS is considered a good practice because it promotes qualified entrepreneurship and innovation in the region being a case of a company creation especially based on the knowledge produced in UAlg. It aims to increase exports, regional cohesion and diversify the economy of the Algarve, set skilled labor, and contribute to the economic and social development of the region and country.

1.B.2.BASICS OF THE OPERATION:

- ↳ Title: SPAROS;
- ↳ Region: Algarve - NUTSII (Portugal);
- ↳ Geographical coverage: National and International;
- ↳ Starting date and duration: Company created in 2008;
- ↳ Funding: *EU: 375.000 EUR*
NATIONAL PUBLIC:
NATIONAL PRIVATE: 125.000 EUR
TOTAL: 500.000 EUR

1.B.3.THEME:

Entrepreneurship, Knowledge Transfer and Innovation.

1.B.4.BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation:
SPAROS is a spin-off company created through the 2007 Business Idea Competition promoted by CRIA. The legal creation of the company was in January 2008 and the first client appears in April of the same year. In September 2008 the company engaged an investment project and at the same time the company established the first work contract. In November 2008 the company was able to have their own facilities in an incubator and in June 2009 the company developed a feed technology platform.

Img.4



1.B.5.OBJECTIVES:

Starting from the idea that sustainability challenges creates room for innovation in the development of new products and new processes for fish feeding and nutrition, SPAROS aims to play a pivotal role in promoting joint projects between the Universities/Research Institutes and the Industry; to foster the scale-up / transfer of knowledge and expertise to feed mills, producers of ingredients and additives, and fish farms; and to develop novel products.

1.B.6.MAIN ACTIVITIES:



Img.5

1.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

The case of the creation of this company is a success case in terms of transferability of the knowledge and technology transfer in the University to the market. In this sense, this good practice.

1.B.8.PROBLEMS ENCOUNTERED.

1.B.9.RESULTS AND (LIKELY) IMPACT:

The case of the creation of this company is a success case in terms of knowledge and technology transfer from the University to the market. The activities developed by this company allows to overcome a gap in a highly specialized niche of market related to the development and production of feed for aquaculture. The observed impacts refer to innovation in products and processes as they present new formulations and small-scale production for existing businesses. Thus, the activity of SPAROS promotes the emergence of new production processes and new products on the market.

1.B.10.KEY INNOVATIVE FEATURES:

The central element that makes this company an innovative good practice is the diversification of response procedures and the products obtained to the needs of its customers through the use of highly specialized knowledge. The key elements of this company success are the fact that the size of a pilot scale of the technological platform to present itself as an appropriate tool to the development phase of new products and technologies to optimize production of food and experience the elements the company have in R&D of Science and Technology national and European systems. In addition to the key elements is still considered important to highlight the link established between the entrepreneurs and the research center, giving possibilities for research results produced be transferable to the business and the possibility of use the scientific equipment and infrastructures existent in the center.

1.B.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

1.B.12.TRANSFERABLE ASPECTS:

This is an initiative that is fully in line with the context that surrounds it. This because connect the knowledge produced in the university to the needs of a sector linked to the maritime aspect that is characteristic of the Algarve region. Thus, the main aspects to consider in the case of a transfer to other socio-economic and geographical contexts concerns the complementarity between the main characteristics of the region (in the case of the Algarve, the extreme importance of the activities related to the sea represents both the region in general, and academia in particular) and market potential.

1.B.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector.

1.B.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector.

1.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The main success factors of this company are the high specialized expertise and the efficiency of the knowledge transfer to marketable products and services. In this context, SPAROS innovate in the development of new products and processes for the feeding of fish in order to contribute to the sustainability challenges of the industry. The promotion of partnership projects between Universities /Research Institutes and Industry is another reason that makes this practice so successful.

1.B.16.EVALUATION REPORTS, AVAILABLE.

1.B.17.OTHER DOCUMENTS:

More information in: www.sparos.pt

1.B.18.CONTACT DETAILS:

Name: Jorge Dias

E-mail: jorgedias@sparos.pt

2. CLUSTER / PARK MANAGEMENT

Type of Good Practice	Region	Good Practice
2.Cluster/Park Management	WEST MIDLANDS	2.A.CUE Ltd
	TUSCANY	2.B.Polo Tecnologico di Navacchio - Polititer

2.A. “WEST MIDLANDS” CUE LTD

2.A.1.SYNTHESIS:

↳ General Description:

Coventry University Enterprises Ltd, a subsidiary of Coventry University Higher Education Corporation, is the organization through which the University runs much of its commercial, income-generating and business partnership work.

↳ What is the project about/what does it seek to achieve?

Operating in a regional, National, European and International context CUE Ltd seeks to maximize the commercial potential of the University’s skills, expertise and resources.

↳ What results have been achieved?

CUE focuses on innovation, design, high performance automotive engineering, health, environment and ICT as areas of expertise. Through this activity it has to date supported thousands of Small-to-Medium-Sized Enterprises (SMEs) through specific projects and support programmes. Over 200 SMEs have been established with the support of CUE and many more have benefited from one-to-one involvement. In addition the company's project activity has been able to demonstrate hundreds of new jobs and thousands of existing jobs safeguarded.

It is one of the most successful UK organizations for supporting knowledge based enterprises, establishing and developing successful technology businesses and supporting high growth international trade.

CUE has been instrumental in developing and launching four institutes that are already delivering benefits to the economy.

- The serious Games institute;
- The Institute for Creative Enterprises;
- The Health and Design Technology Institute;
- The Institute for Applied Entrepreneurship.

The technology Park also hosts an award winning conference, meeting and training venue.

↳ Why is this good practice/case study?

CUE is recognized by the European Business Network as Euroleader with award in best practice for supporting university Spin-offs, business incubation initiatives and knowledge based start-ups, 'Highly commended' by Times Higher Education as an Entrepreneurial University, Winner of the Regional Enterprising University Business Award 2009, winner of the 2009 UKBI award for Business Incubation.

2.A.2.BASICS OF THE OPERATION:

- ↳ Title: Coventry University Enterprises Ltd;
- ↳ Region: Regional, National, European, International;
- ↳ Geographical coverage: National, European, International;
- ↳ Starting date and duration: 1998 - ongoing;
- ↳ Funding (budget and partners) Various.

2.A.3. THEME:

Commercialising Intellectual capital.
New Enterprise generation.
Business Support.
Business Incubation.

2.A.4. BACKGROUND INFORMATION:

↳ Rationale and context of the operation:

Coventry University Enterprises Limited (CUE Ltd) was established in 1992 (formally known as CPE Ltd – Coventry Polytechnic Enterprises Limited – Est. 1989) as the external face of Coventry University for all non-primary purpose activities . CUE's role is to act as a conduit for the University group to both industry and other public sector organisations. It protects the charitable status of the University by providing an arms length association.

CUE Ltd's legal status is that of a public entity, a wholly owned subsidiary of Coventry University Higher Education Corporation. CUE Ltd operates under the University's Financial Regulations to ensure public accountability with its financial statements fully consolidated into those of the University group.

CUE Ltd has a diverse divisional structure encompassing all areas of the University, including all schools and departments. Any part of the University wishing to undertake activity considered to be non-primary is required to do so through CUE Ltd as the contracting body.

The Governing Body of CUE Ltd comprises a Board of Directors from the staff of the University, including the Vice Chancellor, the Pro-Vice Chancellor with responsibility for External Affairs, the Director of the University's Commercial Affairs Department (who is also the Managing Director of CUE Ltd) and three further directors drawn from the University's Governing Body. The Company Secretary of CUE Ltd is also the University Secretary. The Board is constituted to represent the interests of the University Group and its position in the public arena. Members of the board also occupy similar positions in sub regional organisations, such as the local LSC, Business Link and CSWP Ltd, as well as regional, national and international equivalents.

CUE Ltd has no employees of its own. A core of over 60 staff are drawn from the University's Department of Commercial Affairs to undertake the delivery of central company services. In addition CUE Ltd has access to over 2000 staff of the University to aid in the delivery of contracted services. CUE Ltd is controlled on a day-to-day basis by the Director of Commercial Affairs of the University in the role of Managing Director.

CUE Ltd is based at the Coventry University Technology Park, which owns and manages on behalf of the University group. The park is a partnership development with Coventry City Council and Advantage West Midlands. CUE Ltd in particular, has considerable experience of close working with the DTI and the European Commission, where many years of direct contractual arrangements have given it a leading position in relation to both policy development and direct delivery of Innovation and business support related activity.

2.A.5.OBJECTIVES:

Commercial Activity focussing on:

- ↳ Commercial exploitation of University intellectual capital;
- ↳ Business generation in high added-value enterprises;
- ↳ Business support for business innovation and development.

2.A.6.MAIN ACTIVITIES:

Pre-Incubation and Incubation Support.
Innovation Management.
Exploitation of IP Technology Transfer.
International Business.

2.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Business support for business innovation and development.

2.A.8.PROBLEMS ENCOUNTERED:

The closure of Regional Development agencies – Advantage West Midlands.

2.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

Currently Coventry University Enterprises Ltd is one of the largest UK and European University enterprise units delivering business support programmes with an annual income of £14m and supporting over 7500 companies per year.

2.A.10.KEY INNOVATIVE FEATURES:

The University's commercial work has enabled it to build a good network of clients and has gained a reputation for providing 'real business solutions' while taking an innovative and enterprising approach to today's changing business environment.

As a University they value the commercial knowledge and relationships they build, as this enables them to combine practical business knowledge with theory taught to their students.

They value the partnerships they develop and believe in investing time and effort to strengthen these relationships, turning them into long-term strategic alliances.

2.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

2.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

2.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority: Coventry University;
- ↳ Regional agency West Midlands (Regional Development Agency);
- ↳ Education (University) or research institution Coventry University;
- ↳ Business sector private sector companies in region.

2.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority: Coventry University;
- ↳ Regional agency West Midlands (Regional Development Agency);
- ↳ Education (University) or research institution Coventry University;
- ↳ Business sector private sector companies in region.

2.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Strategic Alliances.

Business solutions.

Commercial knowledge.

The award winning Technology Park which encourages and supports the start up and development of innovation-led, high-growth, knowledge-based businesses.

2.A.16.EVALUATION REPORTS, AVAILABLE:

More information in: www.coventry.ac.uk

2.A.17.OTHER DOCUMENTS

(*brochures,...*).

1.A.18.CONTACT DETAILS:

Frank Mills: fmills@cad.coventry.ac.uk

Executive Chair/Managing Director

Coventry UniversityEnterprises Ltd

Techno Centre

Puma Way

Coventry

CV1 2TT

2.B. “TUSCANY” POLITER: REGIONAL INNOVATION POLE FOR ICT, TELECOMMUNICATION AND ROBOTICS

2.B.1.SYNTHESIS:

↳ General Description:

The Regional Innovation Pole for ICT, Telecommunications and Robotics (POLITER) comes from an agreement including 4 Centers for Innovation and Technology Transfer (all members of the regional TECNORETE), 7 research institutions - including all Tuscany major universities and institutes - and more than 200 companies operating in the three high-tech sectors of reference. POLITER will act to strengthen relationships between SMEs and research centers in the ICT, telecommunications and robotics sectors, in order to facilitate the competitiveness and the development towards a sturdy industrial system at regional level. These relationships are now weak and fragmented, despite the attendance of high profile and niche technical expertise

- ↳ What is the project about/what does it seek to achieve?
 - Network of IT Enterprise in order to develop new solutions, products and services on IT sector;
 - Transfer technology between Research Centers and SMEs;
 - New jobs opportunities;
 - New market for qualified services and consultancy;
 - Opening of laboratories and facilities.

- ↳ What results have been achieved?

Initiative has just started.

 - Around 300 enterprises joined to POLITER since its proposal to the Regional Authority;
 - All Tuscany major universities and research institutes are partners.

- ↳ Why is this good practice/case study:
 - Regional dimension;
 - New governance methodology for technology transfer and innovation;
 - Close cooperation and common co-financing from public a private funds are foreseen.

2.B.2. BASICS OF THE OPERATION:

- ↳ Title: POLITER;
- ↳ Region: TUSCANY;
- ↳ Geographical coverage: Whole Region;
- ↳ Starting date and duration: 3 years starting from 1st July 2011;
- ↳ Funding (budget and partners): *EU: NONE*
REGIONAL PUBLIC: 800.000
NATIONAL PRIVATE: 207.000
TOTAL: 1.007.000

2.B.3. THEME:

ICT, Telecommunication and Robotics.

2.B.4. BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation:

The development policies of the Tuscany Region provide support to the processes of technology transfer (TT) and innovation for the production systems, aimed at improving the competitiveness of enterprises and implemented through a process of rationalization, reorganization and strengthening of the various centers of competence in the area regional, to which is added the system of public research represented by the universities (Firenze, Pisa and Siena) and by the two areas of the National Council of Research (CNR) of Pisa and Florence.

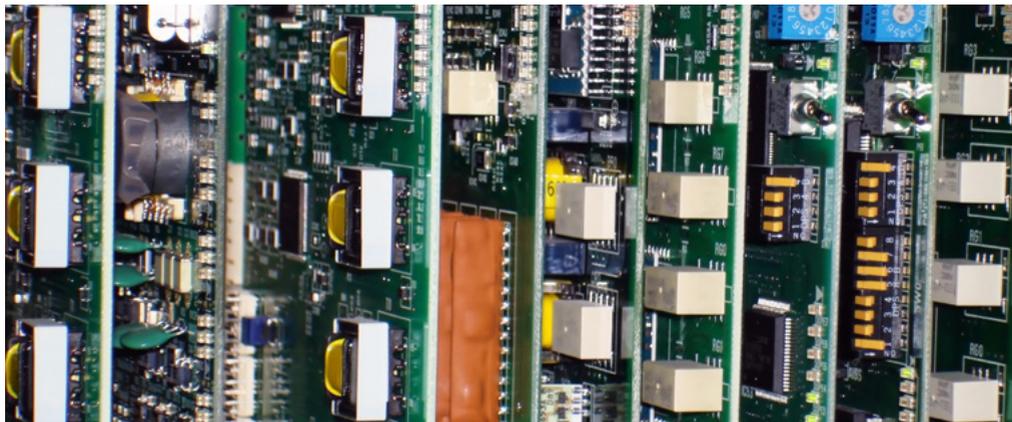
In this context - and under the new Community guidelines on State aid for Research, Development and Innovation (2006 / C 323/01) - born the “Regional Innovation Poles (RIP)”, as POLITER, which aim to support the regional clustering of enterprises or independent research organizations operating in a particular sector and to stimulate innovative activity by promoting intensive interactions, the joint use of facilities and exchange of knowledge and experiences.

2.B.5.OBJECTIVES:

POLITER aims to:

- ↳ Foster the dialogue between Tuscany SME's and research centers lookin for a wide and close cooperation;
- ↳ Promote the joint use of laboratories and facilities;
- ↳ Facilitate the exchange of skills, competences, knowledge and information;
- ↳ Open a “market” of qualified services from research center to SME and from SME to SME in the ICT sector;
- ↳ Coordinate the regional ICT sector on behalf of the Tuscany Region.

Img.6



2.B.6.MAIN ACTIVITIES:

- ↳ Organization of information events and workshops;
- ↳ Creation of a catalogue of qualified services provided by regional research centers and joined industries;
- ↳ Provision of qualified services in ICT, Telecommunication and Robotics sectors to SMEs;
- ↳ Contact door to door with SMEs;
- ↳ Project management and animation aimed to R&D cooperation projects;
- ↳ Opening of laboratories and facilities to SMEs.

2.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

2.B.8.PROBLEMS ENCOUNTERED:

Activities are just started: no problem can be reported until now.

A preliminary feasibility study has been done in 2010.

2.B.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- More than 300 enterprises (including 14 big Industries) involved since the start-up, having more than 10.000 employees and covering a whole turnover of more than 3.000 M€
- 7 major public universities and institutes
- Around 489 public and private laboratories in the whole region

Expected impact:

- 1.New products,
- 2.New market opportunities,
- 3.New jobs opportunities.

2.B.10.KEY INNOVATIVE FEATURES:

Regional dimension, networking in the same sectors, open labs, knowledge sharing, market of qualified services.

2.B.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

Sustainability is granted by public funding up to 75% relating to the start-up activity of the Innovation Pole (3 years). Partners have to co-finance with internal resources the remaining 25% and create a market of qualified services to enhance own business.

2.B.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.);
- ↳ Transferability is granted at every level by the feasibility study previously done (2010).

2.B.13.ACTOR WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
 - Tuscany Region;
- ↳ Regional agency;
 - Polo Tecnologico di Navacchio;
 - Etruria Innovazione SCpA;
- ↳ Education (University) or research institution;
 - University of Siena, Pisa and Florence;
 - CNR of Pisa and Florence;
 - Pont-Tech;
 - Consorzio Pisa Ricerche;
- ↳ Business sector.

2.B.14.ACTOR WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority
- ↳ Regional agency
 - Polo Tecnologico di Navacchio
 - Etruria Innovazione SCpA
- ↳ Education (University) or research institution
 - University of Siena, Pisa and Florence
 - CNR of Pisa and Florence
 - Pont-Tech
 - Consorzio Pisa Ricerche
- ↳ Business sector

2.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

High participation of SMEs and Industries.

2.B.16.EVALUATION REPORTS, AVAILABLE:

Feasibility study.

2.B.17.OTHER DOCUMENTS:

Publications, web site and brochure are actually under construction.

2.B.18.CONTACT DETAILS:

Name: Lorenzo Sabatini

E-mail: *lorenzo.sabatini@etinnova.it*

Tel: +39 0577 24 74 52

3. FINANCE

Type of Good Practice	Region	Good Practice
3.Finance	ANDALUSIA	3.A.JEREMIE
	PODRAVJE	3.B.SEF

3.A. "MALAGA" JEREMIE FUND

3.A.1.SYNTHESIS:

↳ General Description:

The JEREMIE initiative "Joint European Resources for Micro to Medium Enterprises" has been developed by the European Commission and the EI, being its goal to finance operations that contribute to Foster the creation of finance engineering instruments for companies, such as Venture Capital Funds, Guarantee Funds and Credit Funds, as described in article 44 of the Regulation European Council No. 1083/2006 and the Regulation of the European Commission No. 1828/2006.

- ↳ What is the project about/what does it seek to achieve? To be a catalyst to the change of productive model in Andalusia, to boost productivity and competitiveness in order to face the needs derived from globalization, to create a multiplicative effect of the investment made and to develop human capital in Andalusian companies in order to offer professional growth to the most talented.
- ↳ What results have been achieved? *22 projects, funded with 68m euro.*
- ↳ Why is this good practice/case study? *Reimbursable funds such as JEREMIE provide private-like results with public funding.*

3.A.2.BASICS OF THE OPERATION:

- ↳ Title: JEREMIE (Joint European Resources for Micro to Medium Enterprises);
- ↳ Region: Andalusia;
- ↳ Geographical coverage: Andalusia;
- ↳ Starting date and duration: 2009-2015;
- ↳ Funding (budget and partners): *EU: 544 M EUR*
NATIONAL PUBLIC:
NATIONAL PRIVATE:
TOTAL: 544 M EUR



Img.7

3.A.3.THEME:

Creation of tractor companies in sectors that are key to the Andalusian economy.

Investment in companies with a high growth potential with competitive advantages, to help them become “global leaders”.

Reinforce the Andalusian companies’ financial structure to facilitate international expansion.

3.A.4.BACKGROUND INFORMATION:

Rationale and context of the operation.
Business consolidation in key strategic sectors.
Global validity of the value proposal and business model.
Provision of access to financing: Reactivation and normalization of financial market.
Reinforcement of Human and Social Capital.

3.A.5.OBJECTIVES:

Competiveness and globalization of Andalusian Companies.
Economic development of the Region (GDP, knowledge, employment).
Catalysation of change of productive model in Andalusia.
Investment in high potential growth companies.

3.A.6.MAIN ACTIVITIES:

Business Development Support Fund.
Sustainable economy fund.
Energy Efficiency and Renewable Energy Fund.
Multi-instrument Fund.
Venture Capital Fund.
Other Reimbursable Funds.

3.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

3.A.8.PROBLEMS ENCOUNTERED.

3.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

22 projects out of 195 requests. 68m euro awarded out of 670m euro requested. 220m euro induced investment. Jobs created and sustained: 2,500.

3.A.10.KEY INNOVATIVE FEATURES:

The presented financing format responds to the actual needs of the market.

3.A.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

Being reimbursable loans, the reimbursed funds can be reused to finance new projects.

3.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

The financing scheme is completely transferable and applicable in other regions, more so being a European initiative.

3.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government, European Council, European Commission.

3.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government.

3.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Multi-sector and multi-format funding provides many different opportunities.

3.A.16.EVALUATION REPORTS, AVAILABLE.

3.A.17.OTHER DOCUMENTS:

Other documents in: http://www.agenciaidea.es/cocoon/ai-estatico-.html?p=/Inicio/Incentivos/&s=/Inicio/Incentivos/Jeremie/&c=Jeremie#estrategia_inversion

3.A.18.CONTACT DETAILS:

Web-site: appweb01.agenciaidea.es/Jeremie/

3.B. “MARIBOR” SEF - SLOVENE ENTERPRISE FUND

3.B.1.SYNTHESIS:

↳ General Description:

The Public Fund of Republic of Slovenia for Enterprise or shortly The Slovene Enterprise Fund (the Fund or SEF) is established with purpose of improving the access to financial resources for different development - business investments of micro, small and medium-sized enterprises (SMEs) including with financial resources for SMEs start-up and micro financing in the Republic of Slovenia.

↳ What is the project about/what does it seek to achieve?

It provides proper financial solutions for development - business projects in Slovenian entrepreneurial sector via financial engineering, which is majorly based on financial instruments with refundable means (loans, guarantees for loans, subsidised interest rates, venture capital) which allows combining of financial resources of different financial institutions (financial lever).

↳ What results have been achieved?

- In the period 2003-2010, the statistics of the Fund was as follows:
 - Publication of -43 calls in a value of -506,28 million EUR
 - 6557 applications received,
 - 5137 full and appropriate -applications
 - 3143 approved applications. -48% of applications received,
 - 160 withdrawals,
 - 2983 companies tracked on the achievement effects of State aid.

- In the period 2003--2010 has been approved from a total of -3.143 applications supported:
 - 367 emerging companies,
 - 497 new businesses and
 - 2.279 established companies.

↳ Why is this good practice/case study:

It improves the access to favorable financial sources which includes the state aid for different business – development investments of SMEs, including the financial sources for start-ups and micro financing, which allow the growth and development of the corporative sector in the Republic of Slovenia.

3.B.2.TRANSFERABLE ASPECTS:

- ↳ Title: Slovenski podjetniški sklad (-Slovene Enterprise - Fund);
- ↳ Region: Slovenia;
- ↳ Geographical coverage: Maribor - Slovenia;
- ↳ Starting date and duration: 1992;
- ↳ Slovenski podjetniški sklad (-Slovene Enterprise Fund) is a national public organization.

3.B.3.THEME:

The SEF provides appropriate financial instruments under the tree financial lines.

3.B.4.BACKGROUND INFORMATION:

Slovene Enterprise Fund was established in 1992, when, the Small Business Development adopted (23.01.1992) the Statute of the Fund of the Republic of Slovenia for the development of small business. Since then it is working very successful, he has helped many organization on their way to success.

3.B.5.OBJECTIVES:

- ↳ Encourage regional development;
- ↳ Encourage technology and knowledge innovation;
- ↳ Promote innovation.

3.B.6.MAIN ACTIVITIES:

The Fund's activities according to standard classification of activities:

- ↳ 84.13 Regulation of and contribution to more efficient operation of business;
- ↳ 64.91 Financial leasing;
- ↳ 64.92 Other credit granting;
- ↳ 64.30 Trust funds, other funds and similar financial entities.

3.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

3.B.8.PROBLEMS ENCOUNTERED.

3.B.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives.

The following companies with their projects are among the best practices of SEF support:

- ↳ Alumat d.o.o.
- ↳ Miva d.o.o.
- ↳ Ipo Beton d.o.o.
- ↳ Intersport d.o.o.
- ↳ Atrium – novi Interieri d.o.o.
- ↳ Pan elektronik d.o.o.
- ↳ Willy Stadler d.o.o.
- ↳ Tehcenter d.o.o.
- ↳ REM d.o.o.
- ↳ Agrocorn d.o.o.
- ↳ Jamnik d.o.o.
- ↳ Frontlab d.o.o.
- ↳ Stobra Trade d.o.o.
- ↳ Cajhen rezilna orodja d.o.o.
- ↳ Acies Bio d.o.o. and more.

3.B.10.KEY INNOVATIVE FEATURES:

- ↳ 84.13 Regulation of and contribution to more efficient operation of business.

3.B.11.SUSTAINABILITY:

3.B.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Financial solutions for development;
- ↳ Transferability of process (management structure, monitoring system, etc.).

3.B.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Government;
- ↳ Education (University) or research institution;
- ↳ Business sector.

3.B.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Government;
- ↳ Education (University) or research institution;
- ↳ Business sector.

3.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE

Measuring factors: relevance, efficiency, effectiveness, utility, sustainability.

3.B.16.EVALUATION REPORTS, AVAILABLE:

Yes.

3.B.17.OTHER DOCUMENTS:

Other documents in: www.podjetniskisklad.si

3.B.18. CONTACT DETAILS:

Slovene Enterprise Fund
Trubarjeva ulica 11
SI-2000 Maribor
Slovenia, Europa

E-mail: info@podjetniskisklad.si

Tel: +386 22 34 12 60 | Fax: +386 22 34 12 82

4. GRADUATE RETENTION

Type of Good Practice	Region	Good Practice
4. Graduate Retention	WEST MIDLANDS	4.A.KTP

4.A. “WEST MIDLANDS” KTPS - KNOWLEDGE TRANSFER PARTNERSHIPS

4.A.1. SYNTHESIS:

↳ General Description:

Knowledge Transfer Partnerships is Europe’s leading programme helping businesses to improve their competitiveness, productivity and performance through the better use of knowledge, technology and skills that reside within the UK universities and higher education institutes.

↳ What is the project about/what does it seek to achieve?

A Knowledge Transfer Partnership serves to meet a core strategic need and to identify innovative solutions to help that business grow. KTP often delivers significant increased profitability for business partners as a direct result of the partnership through improved quality and operations, increased sales and access to new markets. Social enterprises see improved results, too.

There are three principle players within a partnership:

Company partner - this is usually a company (including not-for-profit) but in some cases it can be a health or education organisation or Local Authority. KTP supports a broad cross-section of UK firms, regardless of size.

Knowledge-base partner - this is a higher education institution (e.g. university), college or research organisation (public or privately funded).

KTP Associates – Each partnership employs one or more high calibre Associates (recently qualified people), transferring the knowledge the company is seeking into the business via a strategic project.

↳ What results have been achieved?

There are currently 1100 partnerships running in the UK. The West Midlands is running about 40 partnerships with a target of 210 by the end of 2013.

↳ Why is this good practice/case study?

Effective innovation (the successful commercial exploitation of new ideas) involves knowledge, technology, skills and adaptability to implement it, which is not always embodied in equipment or codified in an easily transferable form.

People embody the skills and often the real know-how to effect innovative change in businesses. Knowledge developed or improved in academic institutions (knowledge base) may need extensive or intensive adaptation to particular business applications. A qualified person with a direct link to the academic source is the ideal transfer agent.

4.A.2. BASICS OF THE OPERATION:

- ↳ Title: Knowledge Transfer Partnerships;
- ↳ Region: UK;
- ↳ Geographical coverage: UK;
- ↳ Starting date and duration: Ongoing;
- ↳ Funding (budget and partners): Various UK funding organisations. Technology Strategy Board. ERDF. Funding/ Research Councils.

4.A.3. THEME:

Graduate Placements

4.A.4.BACKGROUND INFORMATION:

Over the past thirty years Knowledge Transfer Partnerships, and its predecessor, the Teaching Company Scheme, has given British firms new opportunities to break into new technologies, new markets, new processes and production methodologies.

Funded under the Science and Technology Act 1965, the Teaching Company Scheme (TCS) was established in 1975 by the Science and Engineering Research Council, based upon the teaching hospital idea - 'learning by doing'.

Originally aimed at engineering projects, Knowledge Transfer Partnerships today covers a wide business spectrum to meet the social, technological and economic priorities of the UK. Knowledge Transfer Partnerships has broadened its remit from the physical and social sciences to the include disciplines such as the arts, the media, and the social environment. It now covers most UK business sectors. The distribution of companies has seen the service sector continue to increase in importance, in line with general developments within the UK economy. In 2006 it accounted for 22% of the partnership portfolio.

The growth of TCS/Knowledge Transfer Partnerships from a handful of partnerships in 1976 to over 1000 today highlights the value that firms place on participation through their commitment and financial investment. The growth in partnership numbers has been met in part through increased public sector contributions, all aimed towards strengthening the competitiveness, wealth creation, social and economic performance of the UK.

4.A.5.OBJECTIVES:

To deliver 800 Partnerships nationally.

To deliver 210 Partnerships in the West Midlands region by the end of 2013.

4.A.6.MAIN ACTIVITIES:

KTP Managers meeting.

KTP Annual National Managers Conference.

KTP Portal.

4.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

- ↳ Graduate Retention;
- ↳ Technology Transfer.

4.A.8. PROBLEMS ENCOUNTERED:

Reduction in Government Funding.
Reduction in numbers of KTPs supported.

4.A.9. RESULTS AND (LIKELY) IMPACT:

There are over 1,000 Partnerships running at any one time and over 1,100 Associate projects.

For every £1m of government spend the average benefits to the company amounted to an £4.25m annual increase in profit before tax, £3.25m investment in plant and machinery with 112 new jobs created and 214 company staff trained as a direct result of the project.

For the knowledge base partner (higher education institution mainly), on average, each KTP Associate project produces 3.6 new research projects and 2 research papers.

For the Associate 60% are offered and accept a post in their host company on completion of their KTP project. 41% register for a higher degree and 67% of these were awarded a higher degree

4.A.10. KEY INNOVATIVE FEATURES:

3 way partnership between education business and graduates.
Delivery of projects occur direct at company premises.

4.A.11. SUSTAINABILITY:

With a number of funding cuts from national government there has been a need to change the funding model. This has been done in a different way:

Increase in contribution from companies and universities.
Decrease in university overhead costs.

4.A.12. TRANSFERABLE ASPECTS.

4.A.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ National Funding bodies;
- ↳ Technology Strategy Board;
- ↳ Business sector;
- ↳ Higher Education Institutes.

4.A.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Technology Strategy board;
- ↳ Regional agencies;
- ↳ Higher Education Institutes;
- ↳ Business sector;
- ↳ National and regional funding bodies.
- ↳ Research Bodies

4.A.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

An average of 950 partnerships a year since 2000.

Year on year there is a more diverse range of sectors and companies that are applying for KTPs.

4.A.16. EVALUATION REPORTS, AVAILABLE:

There are a number of case studies and reports that can be found on the KTP Website below.

4.A.17. OTHER DOCUMENTS:

Other documents in: www.ktponline.org.uk

4.A.18. OTHER DETAILS:

Web site: www.ktponline.org.uk

5.IDEAS SELECTION

Type of Good Practice	Region	Good Practice
5.Ideas Selection	ALGARVE	5.A.Business Idea Competition

5.A. “ALGARVE” BUSINESS IDEA COMPETITION - - “IDEIAS EM CAIXA”

5.A.1.SYNTHESIS:

↳ General Description:

The University of Algarve (UAlg) through CRIA, promoted a business idea competition for creating innovative companies.

The Business Ideas Competition of UAlg carried out for the 3rd time (2004, 2007 and 2010). From the previous editions emerged several successful projects, and the Business Ideas Competition became a change of paradigm instrument for the region and the UAlg, emphasizing the importance of establishing the company itself as a natural consequence of accumulated knowledge.

↳ What is the project about/what does it seek to achieve?

The Business Ideas Competition is an instrument to harness the potential of both business ideas and people achieving critical mass and to promote knowledge-based entrepreneurship in the region, and especially at the University.

↳ What results have been achieved?

Table 1: Evolution of Business Ideas Competition:

	2004	2007	2010
Applications	39	70	126
Participants	24	40	47
Winners	12	15	27
Companies created	4	5	1*

*the entrepreneurs that participate in the competition are still in a phase of training and structuration of the business. This is the reason why, at the moment, there was created only 1 company.

↳ Why is this good practice/case study?

The Business Ideas Competition is considered a good practice because it promotes qualified entrepreneurship and innovation in the region, supporting the creation of companies especially based on the knowledge produced in UAlg by students, researchers and teachers.

It aims to increase exports, regional cohesion and diversify the economy of the Algarve, set skilled labor, and contribute to the economic and social development of the region and country.

5.A.2. BASICS OF THE OPERATION:

- ↳ Title: Business Idea Competition “Ideias em Caixa”;
- ↳ Region: Algarve - NUTSII (Portugal);
- ↳ Geographical coverage: Algarve;
- ↳ Starting date and duration: November 2010 to March 2011 (6 months);
- ↳ Funding: the funding was provided by sponsors: TOTAL: 40 000€

5.A.3. THEME:

Entrepreneurship, Knowledge Transfer and Innovation.

5.A.4. BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation.

Algarve is a tourism region characterized by large flows of people from different cultures and backgrounds. The work force of this region is at some point an outcome of this mix of culture, characterized by a great number of SME's working in the sectors of tourism, agro-food, fisheries, and so on. Furthermore, the region presents an inconsistency regarding the distribution of people and resources, being that the municipalities closer to the sea represent a greater importance in terms of employment, investment and cultural offer. However, given the importance and potential of the region as a whole, new economic, social and cultural policies are being developed, aiming at the promotion of the local resources, local products, and knowledge.

Moreover, the university plays an important role in creating, promoting and disseminating knowledge, as well as by promoting innovation and supporting new ventures. Among the R&D units in the University of the Algarve, we can point out the Centre for Ocean Sciences of the Algarve (CCMAR), the Centre for Marine and Environmental Research (CIMA), the Multidisciplinary Centre for Chemistry of the Environment (CMQA), the Centre for Chemical Biology (CQB), or the Centre for the Development of Sciences and Techniques of Vegetable Production (CDCTPV), along with other research areas like Astrophysics and Space Physics, History and Archaeology, Electronics and Telecommunications, Signal Processing and Sub aquatic Acoustics, Experimental Particle Physics, Silica detectors and associated instrumentation, or Marine Geosciences, being supported by the University. This indicates a high capacity of knowledge creation in the University and the potential for the implementation of new and competitive start ups. Consequently the Division of Entrepreneurship and Technology Transfer (CRIA) of the University of Algarve has been developing initiatives in collaboration with SME's to promote a stable and regular integration of new competences and technologies in these enterprises towards the consolidation of competitiveness, as well supporting new ventures from entrepreneurs with innovative technologies or business ideas.

This new framework is coordinated with the regional and national policies in terms of financial and operational mechanisms to support the development of innovative technologies, allowing SME's and new entrepreneurs to market and commercialize new technologies, products and services, as well as to protect and assure specific rights in the market.

Img.8



5.A.5.OBJECTIVES:

The main objectives of the Business Idea Competition were the promotion of qualified entrepreneurship and innovation in the region, supporting the creation of companies especially based on the knowledge produced in UAlg by students, researchers and teachers; and increasing exports, regional cohesion and diversify the economy of the Algarve, set skilled labor, and contribute to the economic and social development of the region and country.

5.A.6.MAIN ACTIVITIES:

1st Phase - Applications (22 Nov. 2010 - 17 Jan. 2011).

Short form [summary; product/service, market and marketing strategy, resumés, idea in regional context (interest)].

26 applications.

30 foreseen - 60 selected.

2nd Phase - Entrepreneurship Seminars and Workshops (29/30 Jan. 2011 - 5/6 Feb. 2011)

Seminars in the morning (Product Development; Market; Finance).

Workshops in the afternoon to write business plan.

Presentations (pitching).

47 “pre-business plans”.

3rd Phase - Assessment (7 Feb. 2011 - 21 Mar. 2011).

Prizes: 10 foreseen; 27 winners.

5.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

The Business Idea Competition encourages the creation of entrepreneurial and innovative networks among regional stakeholders being for this reason a practice that fits with the project objectives.

5.A.8.PROBLEMS ENCOUNTERED:

The main difficulty of this type of initiative is the process of raising sponsors.

5.A.9.RESULTS AND (LIKELY) IMPACT:

This type of competition has a considerable impact in the region because it involves a range of actors creating partnerships, mutual knowledge and improving collaboration among regional actors. For other hand, it promotes the creation of regional innovative companies.

5.A.10.KEY INNOVATIVE FEATURES:

The prizes awarded are not money but concrete tools for the creation of companies (training; Business Plan; Business support from CRIA; Free accountant for 6 months; Corporate image, website and hosting; 2 business associations memberships; ERP software (Marine Economy, 1st, 2nd);Virtual incubation (Marine Economy, 1st, 2nd);Support from mentor.

The winning projects have a mentor, an established entrepreneur, innovator, visionary, linked to the region, ambitious, and successful, who for six months to a year provides one hour a month to share their knowledge and experiences.

5.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

5.A.12.BASICS OF THE OPERATION:

- ↳ Transferability of planning;
- ↳ Transferability of process.

5.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector.

5.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector.

5.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The main success factors of the Business Idea Competition are the involvement of the entrepreneurs and regional stakeholders in the competition and the creation of innovative companies.

5.A.16.EVALUATION REPORTS, AVAILABLE:

2007 edition Evaluation report available in Portuguese language:

<http://www.cria.pt/cria/admin/app/CRIA/uploads/avaliação%20do%20ci2007.pdf>

5.A.17.OTHER DOCUMENTS:

There are brochures (2007 and 2010 editions) available in Portuguese language:

<http://www.cria.pt/cria/admin/app/CRIA/uploads/flyer%20cicaixa2007.pdf>

http://www.cria.pt/cria/admin/app/CRIA/uploads/CIC2010/flyer_ci_caixa_2010_web_final.pdf

5.A.18.CONTACT DETAILS:

Name: Jorge Graça

E-mail: cria@ualg.pt

6. INCUBATION

Type of Good Practice	Region	Good Practice
6.Incubation	POMURJE	6.A.PTP
	PODRAVJE	6.B.STP
	PODRAVJE	6.C.Tovarna Podjemov IRP

6.A. “MARIBOR” PTP - POMURJE TECHNOLOGY PARK

6.A.1.SYNTHESIS:

↳ General Description:

Pomurje Technology Park is a founding member of the Association of incubators and technology parks of Slovenia, and is identified as such in the local and wider area of Slovenia. Its main task is to foster a business environment where creativity and innovation a key strategy for the breakthrough companies. With the existing support mechanisms and programs to support entrepreneurship and seeks to transfer knowledge and technology from research institutions to companies.

↳ What is the project about/what does it seek to achieve?

Helping companies to overcome business and market challenges, with a view to rapidly develop business ideas into products and services and then enter the market.

They encouraged the realization of business ideas based on the higher added value and create a stimulating environment for entrepreneurship.

↳ What results have been achieved?

- institution starts as incubator network in 2003;
- in 2008 program was upgraded into technology park;
- between 2003 and 2010 95 companies pass incubation process;
- 90 – 95% survival rate of companies;
- at the beginning 1 person was employed;
- today (June 2011) 10 people employed;
- institution is self sustainable;
- different business model as other technology parks in Slovenia;
- service oriented and not based on infrastructure (only 2640 m2);
- internationalization + research and development projects are main focus;
- currently signed contracts 11,48 mio EUR.

↳ Why is this good practice/case study?

Technology Park is a supporting institution that provides and develops the technology entrepreneurial environment and care for creation, operation and growth of innovative technology companies with the most demanding global market potential. The company offers a regulated business environment, business facilities with the infrastructure, focused business, intellectual and other services and links with academia.

6.A.2. BASICS OF THE OPERATION:

- ↳ Title: Pomurje tehnološki park (Primorski Technology Park);
- ↳ Region: Pomurje – Murska Sobota;
- ↳ Geographical coverage: Murska Sobota, Pomurje region, Slovenia;
- ↳ Starting date and duration: 2003;
- ↳ Pomurje tehnološki park (PTP) has national accreditation.

6.A.3. THEME:

They encourage the realization of business ideas based on the higher added value and create a stimulating environment for entrepreneurship, where participation in an integrated and effective regional strategy for the development of small and medium-sized businesses build support for the needs of entrepreneurs, regional consensus and international connections.

6.A.4.BASICS OF THE OPERATION:

- ↳ Ownership structure:
 - Regional development agency: 50%
 - Municipality of Murska Sobota: 30%
 - Municipality of Ljutomer: 15%
 - Municipality of Odranci: 5%

6.A.5.BASICS OF THE OPERATION:

- ↳ Encourage technology and knowledge innovation;
- ↳ Encourage regional development;
- ↳ Promote innovation.

6.A.6.MAIN ACTIVITIES:

Designing a range of economy infrastructure and advanced services with the main goal of co-founding new companies, and establishing help in the growth and operation of existing companies that will contribute to bigger competitiveness, high quality workplaces, and the modernization of the economic structure in the region. With tailor made support services, we want to raise the region's innovation environment level that will enable the development of anchor companies that are based on higher added value, and an environment that will represent a development generator junction as well as better access to knowledge, research results, new technologies and other advanced services.

6.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

6.A.8.PROBLEMS ENCOUNTERED.

6.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ The Slovenian network of business parks and incubators;
- ↳ Success story of incubator.

6.A.10.KEY INNOVATIVE FEATURES:

- ↳ Development and growth of innovative technology.

6.A.11.SUSTAINABILITY

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

- ↳ Institution is not financed from the municipalities budget and not depended from the national support scheme. Main focus are international projects and collaboration with companies.

6.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

6.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

6.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

6.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Measuring factors: relevance, efficiency, effectiveness, utility, sustainability.

6.A.16. EVALUATION REPORTS, AVAILABLE:

Yes.

6.A.17. OTHER DOCUMENTS:

Other documents in: www.p-tech.si

6.A.18. CONTACT DETAILS:

Pomurski tehnološki park d.o.o.

Name: Marko Močnik

E-mail: marko@p-tech.si

Tel: +386 25 30 82 00 | Fax: +386 25 30 82 50

M: +386 41 22 25 43

Name: Borut Zrim

E-mail: borut@p-tech.si

Tel: +386 (0) 25 30 82 20

6.B. "MARIBOR" ŠTP - ŠTAJERSKI / STYRIAN TECHNOLOGY

6.B.1. SYNTHESIS:

↳ General Description:

Štajerski/Styrian Technology Park is an institution under whose auspices the new or young companies (start-ups), whose activities are directed towards the development of innovative products or services, receive business and infrastructure support to enable them to accelerate growth and progress.

Styrian Technology Park is a meeting point of diverse skills and experiences which are shared by entrepreneurs - members, supplied by the employee in the park as well as experts from partner institutions and companies outside the park.

Styrian Technology Park is a springboard for obtaining co-financing projects for the launch of new innovative companies in the subjects of innovative environment of the Slovenian Entrepreneurship Fund, as a form of assistance in applying to other sources of financing.

Styrian Technology Park already works for over 15 years in the field of business support for innovative small and medium-sized enterprises in Slovenia. It was founded in 1994 by Maribor Development Agency.

- ↳ What is the project about/what does it seek to achieve?
Help new or young companies (at start-ups) with an infrastructure and business support (support services).
- ↳ What results have been achieved?
Styrian Technology Park is one of the Innovative Environment, registered in A Public Agency for Entrepreneurship and Foreign Investments.
- ↳ Why is this good practice/case study?
A Styrian Technology Park is one of the Innovative Environment, registered in A Public Agency for Entrepreneurship and Foreign Investments. It is a support institution for innovative, technologically advanced small and medium-sized enterprises in Styrian Slovenia.

6.B.2. BASICS OF THE OPERATION:

- ↳ Title: Štajerski tehnološki park (Styrian Technology Park);
- ↳ Region: Podravje;
- ↳ Geographical coverage: Maribor - Podravje region, Slovenia;
- ↳ Starting date and duration: 1994;
- ↳ Štajerski tehnološki park (Styrian Technology Park) has national accreditation as the regional incubator.

6.B.3. THEME.

6.B.4. BACKGROUND INFORMATION:

- ↳ Štajerski tehnološki park (Styrian Technology Park) was established in 1994, since then it helps a lot of young companies at start-ups;
- ↳ STP is limited on Podravje region.

6.B.5. OBJECTIVES:

- ↳ Encourage regional development;
- ↳ Encourage technology and knowledge innovation;
- ↳ Promote innovation.

6.B.6.MAIN ACTIVITIES:

- ↳ Help with co-financing with infrastructure, advice, promotion, marketing and development.

6.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

6.B.8.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

6.B.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ The role of ŠTP and its primary activities as an institution which provides support to innovative start-ups was defined on a basis of a feasibility study, prepared by an Austrian institution Joanneum Research. The study was prepared based on an Austrian model with some modifications regarding to specifics of Slovene entrepreneurship environment. Therefore we can say that ŠTP's foundation itself (considering that ŠTP was the first technology park in Slovenia) presents first ŠTP's best practice case transferred from international environment to Slovenia.
- ↳ ŠTP is also one of 5 co-founder organizations of the Association of incubators and technology parks of Slovenia which at the moment associates 11 Slovene university incubators, business incubators and technology parks. In the year 2011 ŠTP is in a position of the president of Association's Board of Members (this function rotates from member to member on a yearly basis). Activities that are initiated and driven by associating with other organizations within wider entrepreneurship support system allow ŠTP to enhance its services for start-ups and other companies that it targets. Namely, one of the most important functions of the Association is to constantly exchange good practices among members and also on a wider scale – with organizations from other countries. Association seeks best practice examples from abroad, it conducts benchmarking on an international level, in order to allow the members to use obtained results as a tool for improvement of their services as well as to help them influence national decision makers to shape future support instruments for SMEs in such way that the best possible results can be achieved.

6.B.10.KEY INNOVATIVE FEATURES:

- ↳ Co-financing, infrastructure, advice, promotion, marketing, development

6.B.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

6.B.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Promoting, marketing and development;
- ↳ Transferability of process (management structure, monitoring system, etc.).

6.B.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

6.B.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

6.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ Public initiative with private management. Also participating are the Universities;
- ↳ Own resources are used to grant projects;
- ↳ Companies of all sizes take part in CTA: from large companies to SMEs;
- ↳ Social agents and other institutions also involved in management.

6.B.16.EVALUATION REPORTS, AVAILABLE.

6.B.17.SUSTAINABILITY:

www.sites.google.com/site/2211stpark/kontakt

www.stp.uni-mb.si/images/stories/e-publikacija%20uspeh%202008.pdf

6.B.18.CONTACT DETAILS:

Štajerski Tehnološki Park
Pesnica pri Mariboru 20 A
2211 Pesnica pri Mariboru
Slovenija

E-mail. info@stp.si

Web-site. www.stp.si

Tel: +386 26 54 02 29 | Fax: +386 26 54 02 02

6.C. “MARIBOR” TOVARNA PODJEMOV / VENTURE FACTORY: BUSINESS INCUBATOR OF UNIVERSITY OF MARIBOR

6.C.1.SYNTHESIS:

↳ General Description:

Business Incubator of University of Maribor - Venture Factory works with the aim to help implement business ideas from students, professors, academic researchers and members of the alumni clubs of the University of Maribor. It was established in 2001. Services of incubator are consulting and mentoring, providing office space, professional training, organizing networking events and media promotion of innovative entrepreneurship.

Venture Factory is a combination of the university incubator, entrepreneurship support centre for SMEs (Nove KBM), organizer of various promotional and scientific events in area of entrepreneurship and innovation (Start:up Slovenija competition and PODIM conference), high-tech innovation promotion centre with IT assistance (Microsoft Innovation Centre), etc. This wide spectrum of activities has been developing through various partnerships, adjusting both to the interests of the public and private partners as well as to the challenges in the entrepreneurial environment in the region and the country.

Venture Factory is an innovation network with rather flexible partnership arrangements: some of them based on more formal ties and on principle of co-production of services and others, very open, flexible, closer to the open innovation concept. This framework allowed for different innovative ideas to be easily incorporated, bringing together interested partners from private and public sector. Through the innovation network different types of knowledge intensive services were introduced to Slovenian entrepreneurial environment, giving impetus to faster growth of SMEs.

↳ What is the project about/what does it seek to achieve?

Business incubator of University of Maribor is an important element in the system of business support in the north eastern Slovenia and is mainly focused on developing and promoting innovative ideas of students, young researchers and professors from the University of Maribor. It is contributing with many other activities to the promotion of the importance of innovative entrepreneurship in Slovenia and the rise of entrepreneurial activity in country. It is striving to help create as many new knowledge-based innovative companies (especially academic spin-off companies) that will be able to achieve high growth and added value. It works with excellent companies that educate future entrepreneurs and offer them the support to take their first steps in the business world as development partners, co-authors or as subcontractors. As the university incubator, it offers initial counseling, premises at reduced rates to the selected future firms, certain administrative services and specified amount of consultancy. Currently, it works with 22 start-ups (companies working less than 18 months) in various business areas. Several firms have already passed this stage and “graduated” from the incubator. In last year venture factory signed strategic partnership contract with Technology park Ljubljana to develop program for globalization of Slovenian start-up companies - Go Global Slovenija.

↳ What results have been achieved?

- Number of participants at PODIM conference: more than 3.000 (www.podim.org)
- Number of events per year: more than 30
- Number of established enterprises: 48
- Number of cases of angel investment: 2
- Revenue of companies: € 60,000 - € 950,000
- 101 participating start-up companies at **Start up Slovenia competition** (www.startup.si)
- more than 2.500 individuals participating at workshops, events, business schools around Slovenia in the frame of start-up competition
- more than 200 articles published in media about venture factory projects and programs
- more than 100 advertisements in print and electronic media
- more than 10.000 registered users of financial toolkit for business planning of Tovarna podjetij (www.businessplantoool.org)

↳ Why is this good practice/case study?

Venture Factory is a good example of a combination of a personal drive and dedication, flexibility deriving from public-private partnership and development of institutional environment and innovation policy in Slovenia. Venture Factory allows entrepreneurs to easily realize their business ideas. It helps young entrepreneurs at starting business. It encourages innovation.

6.C.2.BASICS OF THE OPERATION:

- ↳ Title: Venture Factory (Tovarna podjetij), Business incubator of University of Maribor;
- ↳ Geographical coverage: Maribor - Styrian region and Slovenia;
- ↳ Starting date and duration: 2001;
- ↳ Private not-for profit NGO.

6.C.3.THEME:

It helps students and innovative individuals who have innovative business idea and all the rest who are interested in that area at starting business, with different services and programs like mentoring, counseling (general, special), program for basic qualification (School of Entrepreneurship), tools, special workshops, access to data bases / literature and website: www.tovarnapodjemov.org and www.businessplantool.org

The membership in Venture Factory, which also represents a network, includes students, individual innovators and entrepreneurs, private companies, start-ups, consultancy firms, research and development organizations, investors, intermediate institutions. Each type of the membership is differentiated as to the types of services offered as well as to the discounts available for participation in different activities (consultancy, trainings, conferences).

6.C.4.BACKGROUND INFORMATION:

Target groups: start-ups and students with entrepreneurial ambition, young researchers and professors, innovative individuals who have innovative business idea and all the rest who are interested in that area.



Img.9

6.C.5.OBJECTIVES:

- ↳ Encourage technology and knowledge innovation;
- ↳ Encourage regional development;
- ↳ Promotion of innovation and entrepreneurship in Slovenia;
- ↳ Facilitate successful start and growth of innovative companies.

6.C.6.MAIN ACTIVITIES:

- ↳ Mentoring and coaching of start-up companies (www.venturefactory.org)
- ↳ Entrepreneurship trainings and workshops (www.venturefactory.org)
- ↳ Business planning tool (www.businessplantoool.org)
- ↳ National start-up companies competition Start:up Slovenia (www.startup.si)
- ↳ Running annual international conferences on entrepreneurship and innovation (called PODIM) (www.podim.org).
- ↳ Microsoft Innovation Centre (MIC) in cooperation with Microsoft; hosting the MIC is a win-win situation for both partners: Microsoft found a ready-made location where start-ups and SMEs have already been attending various trainings, workshops and consultancies, and Venture Factory had another high-quality service to offer its members in the university incubator and other interested SMEs. In part, the equipment located in Venture Factory, is used also for high-tech IT software solution development by the students and specialized IT trainings provided by Microsoft; In the frame of MIC we organise business accelerator for Slovenian IT start-up companies ITIME (www.itime.si)
- ↳ Partnership with the second largest Slovenian bank, located in Maribor. Nova kreditna banka Maribor or Nova KBM entered in a partnership agreement under which the bank outsources its advisory services in the area of entrepreneurship to the Venture factory. The NKBM assessed that the Venture Factory can offer high quality complementary services, therefore a partnership is a much more effective way to provide such services instead of developing their own consultancy department.
- ↳ Strategic partnership contract with Technology park Ljubljana to develop program for globalization of Slovenian start-up companies - Go Global Slovenija.

6.C.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

6.C.8.PROBLEMS ENCOUNTERED:

6.C.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ The innovative impact of the Venture Factory is in continuous development of new cooperation areas between private and public sector to foster and promote entrepreneurship and innovation.

↳ Results:

- Number of participants at PODIM conference: more than 3.000 (www.podim.org)
- Number of events per year: more than 30
- Number of established enterprises: 48
- Number of cases of angel investment: 2
- Revenue of companies: 60,000 - € 950,000
- 101 participating start-up companies at Start:up Slovenia competition (www.startup.si)
- more than 2.500 individuals participating at workshops, events, business schools around Slovenia in the frame of start-up competition
- more than 200 articles published in media about venture factory projects and programs
- more than 100 advertisements in print and electronic media
- more than 10.000 registered users of financial toolkit for business planning of Tovarna podjetmov (www.businessplantoool.org)

↳ Good Practices of Venture factory:

• **Company Ocean Orchids d.o.o.**

The company Ocean Orchids d.o.o took part of the Slovenian business plan competition "Najpodjetniška ideja" organized by Venture factory. The company is located in Prekmurje and is dealing with the raising tropical plants. Ocean Orchids is exploiting the natural wealth of Prekmurje - geothermal energy by drilling wells, constructed for that purpose, provided weather conditions necessary for successful growing orchids. Exploitation of geothermal energy is a major competitive advantage over competitors from abroad.

• **Company INOVA IT** among the best three developers of NOKIA in the world

INOVA IT, young high tech company, a regular member of the v Venture Factory was very successful in Monaco at Nokia Developer Summit 2009. Among 12 invited participants from around the world they have won the second place in the competition in development of mobile applications for the phone NOKIA N97 (Nokia N97 Widget Competition) called »24-hour Nokia Hackathon« with their application »Shoppy«. This way they have reconfirmed their good cooperation with NOKIA. The mobile application »Shoppy«, developed by the INOVA IT team in 24 hours, enables the user to prepare/ manage quickly and simply the shopping list on the mobile phone as well as sharing it with friends. With the help of GPS signal the application than informs the user of the location of the shop where listed item(s) is available. The advertisement for the application was run for three months after the competition on the web page of NOKIA's internet shop OVI SHOP, which offered additional promotion for the INOVA IT.

6.C.10.KEY INNOVATIVE FEATURES:

What is considered as innovation in this case is the very concept of the public-private network, generating a continuous development of new services for the members' network. The services have evolved, depending on the members' needs and ideas: from standard business advisory services to the organization of training in different areas and even setting-up and implementing the national competition for start-ups. The expansion of the activities was the result of combination of public and private interests, expressed through the Venture Factory projects and programs, as well as top-down and bottom-up innovation process. In some cases, it was the initiators of the Venture Factory who had come up with new idea for a knowledge service and sometimes it was their partners who suggested development in a particular area. Several of the new services offered through the Factory were innovative for Slovenian entrepreneurial environment, even if re-modeled from something seen as good practice in other countries.

Key innovative features: mentoring, advice/counseling, programs, tools, special workshops; motivational workshops, website, promotion, access to data bases/literature.

6.C.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The financial support to various services is very diverse: some funding is coming from the government through JAPTI (Public Agency for Promotion of Entrepreneurship and Foreign Investment), some through various international (EU Programs) and national projects and some through direct sponsorship by business sector (for example Microsoft Innovation Centre, Nova KBM, RSG,...).

6.C.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of business planning toolkit to European markets;
- ↳ Transferability of innovative business model for different programs of Venture Factory.

6.C.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority (JAPTI - Public Agency for Promotion of Entrepreneurship and Foreign Investment - public partner);
- ↳ Regional agency (MRA);
- ↳ Education (University) or research institution: University of Maribor (strategic partner);
- ↳ Business sector (Nova KBM and Microsoft).

6.C.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority (JAPTI - Public Agency for Promotion of Entrepreneurship and Foreign Investment - public partner);
- ↳ Regional agency (MRA);
- ↳ Education (University) or research institution: University of Maribor (strategic partner);
- ↳ Business sector (Nova KBM and Microsoft).

6.C.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Encouragement of entrepreneurship among students, young researchers and academia and the ability to network and build strategic public-private partnerships has been one of the key determinants of their success.

6.C.16. EVALUATION REPORTS, AVAILABLE:

6.C.17. OTHER DOCUMENTS

Other documents in: <http://www.tovarnapodjemov.org/dokumenti/dokument.asp?id=343>

6.C.17. OTHER DOCUMENTS

Venture Factory (Tovarna podjetmov, IRP)
Svetozarevska ulica 6
2000 Maribor

Name: Matej Rus, MSc, director
E-mail: info@tovarnapodjemov.org
Tel: 022 29 42 78 | Fax: 022 29 42 71



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7. INTERNATIONALISATION

Type of Good Practice	Region	Good Practice
7.Internationalisation	SLOVENIA	7.A.JAPTI

7.A. “MARIBOR” JAPTI

7.A.1. SYNTHESIS:

↳ General Description:

The Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments (JAPTI) has primary responsibility for identifying and developing best solutions and strategies needed for their effective implementation on the development of entrepreneurship and competitiveness in Slovenia and for promoting foreign direct investment by administering cost-sharing schemes and market-specific support for company internationalisation.

JAPTI's mission calls for mainstreaming the pro-enterprise culture and setting up an efficient system that integrates measures designed to improve competitiveness, encourage innovativeness, assist Slovenian companies in capturing foreign markets, expanding the network of the Slovenian business clubs abroad, and setting up an administrative and business environment perceived as friendly to foreign investments.

↳ What is the project about/what does it seek to achieve?

JAPTI deals with the needs of start-up businesses, provides support for developing and growing small and medium sized enterprises, and provides expert partner-matching services for those keen to internationalise their operations in addition to offering a roster of services tailored to the needs of foreign investors. JAPTI's staff carries out the tasks by making a series of interconnected steps that create a full suite of customer support services:

- Promotion and animation for the development and growth of the business environment (aimed at establishment, operation and development and growth of companies and raising the level of entrepreneurial skills in Slovenia);
- The provision of »soft forms« of support services (counseling and information dissemination provided in proportion to the recipient's operations);
- Direct aid (financial incentives) to facilitate business growth and development aimed at advancing the level of competitiveness of the Slovenian economy and providing incentives for attracting foreign investors.

Mandated to act as an implementation arm of the Ministry of the Economy, JAPTI provides technical support and advisory services and develops relationships through two divisions: for entrepreneurship development and foreign direct investment generation and company internationalisation, and the representative offices of the Slovenian economy in foreign countries.

JAPTI's focused support to entrepreneurship development is demand-driven and addresses the needs of the following target groups;

- THE YOUNG (primary and secondary school): a wide array of activities designed to develop entrepreneurial mind-set and thinking;
- POTENTIAL ENTREPRENEURS – a comprehensive package of services designed to generate new businesses;
- START-UPS – services designed to provide a higher survival rate of the start-ups;
- OPERATING BUSINESSES – activities designed to encourage enterprise growth and development. In the field of the development of a business environment for entrepreneurship and competitiveness.

↳ What results have been achieved?

A. Information for people with a mind-set for entrepreneurship and innovation:

Moj spletni priročnik (My E-Manual) is JAPTI's informative bulleting circulated to over 50,000 users. Every week the readers get in their e-mail box information about: • Contract notices and sources of financing; • Novelties in laws and regulations of relevance for operations of small and medium-sized enterprises; • Opportunities for business and technological co-operation in Slovenia and in the global market; • Forthcoming business events; • New programmes, projects, services and ideas.

The portal for innovation-minded people – Got an idea – www.imamidejo.si brings information about the development of an idea until its market realisation: •By helping obtain knowledge from the ambit of intellectual property protection; •By providing the database with suppliers of support services; •By enabling business opportunities through the stock-exchange of innovations and the stock-exchange of research workers; • By disseminating information about the latest developments in the field of innovation and competitiveness through the e-monthly news: Inovativnost je izziv (Being Innovative is a Challenge)!

B. Free-of-charge events for entrepreneurs:

By organising or sponsoring a range of events for entrepreneurs, JAPTI makes its contribution to promoting entrepreneurship and to fostering the pro-enterprise culture. The following annual events are either co-funded or fully-funded by JAPTI:

- PODIM • European SME Week • Regional events • The competition for the best business plan;
- SLOVENIAN INNOVATION FORUM - a two-day national gathering taking place every year in December:

- The pan-Slovenian selection of the best innovations of enterprises and individuals to be presented at the Forum;
- The exhibition of the selected innovations of enterprises and individuals to be presented at the Forum, on the dedicated website and in the catalogue;
- The business and technological intersection with free-of-charge counselling – go to the website to make an appointment;
- The road to an entrepreneurial idea presented as a billboard and backed by the representatives of the institutions committed to providing support in the process of turning an idea into a lucrative commercial reality;
- The extensive education and training programme with a host of workshops and round-table discussions.

For further information please visit: www.foruminovacij.si

C. Pro-enterprise and innovative environment

At JAPTI, we carry out the tasks for the development and co-ordination of a lively environment that may inspire enterprise and innovation in accordance with the provisions of the Supportive Environment for Entrepreneurship Act. In effort to improve the environment that should help breed entrepreneurship and innovation, surveys are conducted on a regular basis to measure user satisfaction with the business environment and draw up proposals to introduce changes.

Free-of-charge support services are provided as a one-stop-shop for all young potential entrepreneurs and enterprises through the Slovenian network of the e-VEM entry points, which covers 32 locations across Slovenia. The services comprise information and counselling services, promotion of the pro-enterprise culture at the local level, comprehensive treatment provided to potential entrepreneurs before setting up a business, carrying out registration procedures and entering modifications to the legal status through the portal website e-VEM, identifying administrative barriers and the preparation of the analyses and proposals for their elimination, as well as the organisation of free-of-charge theme events.

Through the actors of the innovative environment we identify innovative potentials and by doing so play a pro-active role in setting up new innovative enterprises capable of creating new jobs and high value-added. University and entrepreneurial incubators and technological parks are concentrated infrastructural and professional centres whose key tasks include carrying out of the activities for the promotion of knowledge creation and business ideas and their commercialisation.

D. The voucher system for the support to enterprise development

II. Financial incentives for enterprises

Division for attracting foreign direct investments and internationalisation and representative offices of the Slovenian economy abroad.

- I. Activities designed to attract foreign direct investment to Slovenia.
- II. Activities for encouraging internationalisation of Slovenian companies.
- III. Representative offices of the Slovenian economy abroad.

The activities carried out by the division responsible for placing Slovenia on a foreign investor's radar for their FDI projects, for the internationalisation of Slovenian companies and the representative offices of the Slovenian economy in foreign countries, comprise the promotional schemes designed to contribute to faster and more efficient globalisation of the Slovenian economy. By doing so, JAPTI contribute to the materialisation of the national strategies for prompting Slovenia's economic development. The focus of the staff working in the Division for FDI and internationalisation is paving the way for the internationalisation of micro, small and medium-sized Slovenian enterprises as a matter of priority, as well as on increasing Slovenian exports and attracting foreign direct investors as the effects that accompany lively international exchange of goods and services.

- ↳ Why is this good practice/case study;
- ↳ Encouragement of the innovation through the instrument: innovation voucher.

7.A.2.BASICS OF THE OPERATION:

- ↳ Title: Innovation voucher;
- ↳ Region: Slovenia;
- ↳ Geographical coverage: Slovenia;
- ↳ Starting date and duration: March 2010 - September 2011.

7.B.3.THEME:

- ↳ Innovation voucher for patent, design or trademark applications.

7.A.4.BACKGROUND INFORMATION:

- ↳ Public call: subventions (voucher);
- ↳ National Public Call.

7.A.5.OBJECTIVES:

The aim of the public call is to increase the cooperation between the entrepreneurs and external providers or counselors by the preparation and project implementation that focuses on the IPR protection and encouragement of the companies to the active role by the viability of the company as well as their products at the market.

7.A.6.MAIN ACTIVITIES:

In accordance with the state aid scheme, the companies can get the following aid:

- a. for models: up to 17.000 EUR
- b. for trade marks: up to 3.000 EUR
- c. for patents: up to 20.000 EUR.

Eligible costs:

- a. external services, consultations by the project preparation and implementation
- b. industrial research services (EPO)

The eligible external services providers are:

- a. research organisations (Sicris);
- b. researchers (Sicris);
- c. in the case of patents also labs, controlling and certification organs; European patent office; international organisation for the patents (testing...);
- d. in the case of corporate visual identity also the legal entities – design services providers and the graphic designers.

7.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

7.A.8.PROBLEMS ENCOUNTERED.

7.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ Governmental support for enhancement of the IPR: patents, trade marks.

7.A.10.KEY INNOVATIVE FEATURES:

- ↳ Instrument for encouragement of IPR of the Slovenian companies.

7.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

7.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

7.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ **Education (University) or research institution;**
- ↳ Business sector.

7.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ **National agency for entrepreneurship development.**

7.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Number of applications. Up to 29.3.2011, the 1/3 of the vouchers were granted in the amount of 456.634 EUR to the 27 companies.

7.A.16.EVALUATION REPORTS, AVAILABLE:

7.A.17.OTHER DOCUMENTS:

Other documents in: www.japti.si

7.A.18.CONTACT DETAILS:

Public Agency of the Republic of Slovenia
for Entrepreneurship and Foreign Investments
Verovškova 60
SI-1000 Ljubljana
Slovenia

E-mail: japti@japti.si

Web sites: www.japti.si

www.podjetniski-portal.si

www.izvoznookno.si

www.investslovenia.si

www.business-zones.si

www.sloveniapartner.com

Tel: +386 (0)15 89 18 70 | Fax: +386 (0)15 89 18 77

alenka hren: +386 (0)15 309 804

8.INTERLLECTUAL PROPERTY RIGHTS

Type of Good Practice	Region	Good Practice
8.Intellectual Property rights	ALGARVE	8.A.UIPP Network

8.A.“ALGARVE” UIPP NETWORK - THE IPR CONTEXT IN PORTUGAL: RECENT EXPERIENCE FROM THE UIPP NETWORK

8.A.1.SYNTHESIS:

↳ General Description:

The Units for Industrial Property Promotion (UIPP) are small structures aimed at providing information and facilitating promotion of Industrial Property strengthening the competitiveness of Portuguese companies through the encouragement and protection of difference. The UIPP Network project arose framed in the priority actions of the strategic program of the National Institute for Industrial Property (INPI) in order to contribute to the modernization and strengthening of competitiveness of Portuguese companies.

The creation of a network of Units for Industrial Property Promotion is part of a wider project to promote the recovery and the Industrial Property System, developed by the National Institute of Industrial Property and its partners.

This network was initially funded by the ERDF - European Regional Development Fund - and the Ministry of Economy and Innovation through the Incentive Program for Modernization of the Economy.

↳ What is the project about/what does it seek to achieve?

These offices provide support to companies and other entities through awareness and information on Industrial Property, within the various sectors and areas, providing information on the standards, costs and other elements related to the use of Industrial Property, assistance in the instruction of application processes for registration and follow-up of these processes and information about the legal rights.

↳ What results have been achieved?

- Exponential increase in the registration of patents and trademarks at a national level and in the Algarve region.
- Increase of the concern about the Industrial Property theme.

↳ Why is this good practice/case study?

The major innovation of this initiative is that the 23 Units for Industrial Property Promotion constitute an effective network of cooperation with the permanent cooperation between the various offices, allowing that the National Institute for Industrial Property (INPI) become closer to users. The fact that a large part of this network is formed by offices located in universities provides a close approximation to researchers, teachers and students, a central target group in promoting the use of Industrial Property.

8.A.2.BASICS OF THE OPERATION:

↳ Title: UIPP Network - GAPI III;

↳ Region: Algarve (Portugal);

↳ Geographical coverage: National;

↳ Starting date and duration: 27/09/2005 – 31/12/2007;

↳ Funding: *EU: 195.065 EUR*

NATIONAL PUBLIC:

NATIONAL PRIVATE: 31.804 EUR

TOTAL: 243.381 EUR

8.A.3.BASICS OF THE OPERATION:

Industrial Property, Knowledge Transfer and Innovation.

8.A.4.BACKGROUND INFORMATION:

↳ Rationale and context of the operation

Traditionally the Industrial Property situation in Portugal was mainly characterized for:

- Poor intention to innovate and to use the Industrial Property mechanisms;
- Weak investment in R&D (-1% of GDP);
- Little number of Patent applications.

In fact, there was a deficit of Industrial Property culture in the country and for these reason the Units for Industrial Property Promotion (UIPP) emerged all over the country, and in particular in the Algarve, to respond the need to overcome the lack of knowledge and protection of Industrial Property in the region.

The UIPP network went through 3 phases of development of the project. The first phase (2001-2003) corresponds to the installation phase through the “Public Initiative to the Valorization of the IP System”. The second phase corresponds to the development phase (2003-2005) through the “Partnership for the Valorization of the IP System”. The third phase corresponds to the consolidation and enlargement phase (2005-2007) through the “Knowledge of Economic Valorization”.

8.A.5.OBJECTIVES:

Provision of information, monitoring system for the protection of industrial property rights (IP), and promotion of actions to promote the use of IP, to strengthen the competitiveness of Portuguese companies and all users of the Industrial Property System.

8.A.6.MAIN ACTIVITIES:

The main activities of the Units for Industrial Property Promotion (UIPP) are the support related to the availability of information and dissemination of Industrial Property to companies and other entities; technological intermediation and commercial valorization of Industrial Property Rights; new competences on the support of entrepreneurship.

8.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

The UIPP network contributes to accomplish the Lisbon Agenda Goals and the reinforcement of the overall European Innovation System.

8.A.8.PROBLEMS ENCOUNTERED.

8.A.9.RESULTS AND (LIKELY) IMPACT:

The Units for Industrial Property Promotion (UIPP) as already achieved a concrete added value results improving the number of patent applications in Portugal since 2004. These project has contributed to put Industrial Property in the National Innovation Policy context, mainly due to the fact that this network created know-how through the experience and the cooperation and benchmarking with other countries, regions and entities.

8.A.10.KEY INNOVATIVE FEATURES:

The originality of the approach resides in the new that this mechanism represented. Previously did not exist, beyond the INPI, a mechanism to reinforce the Industrial Property promotion, which originated a greater difficulty in reaching end users. This difficulty was remedied by the creation of this offices network allowing them to create synergies between them, which is an asset to the beneficiaries of this particular initiative, and the Industrial Property System in general.

The key elements of success are the UIPP network proximity to end users of the System of Industrial Property, the regional coverage of the activity of promotion of Industrial Property, the incentive to the registration of Industrial Property Rights through the waiver/reduction of fees and actions training aimed at improving the technical skills of UIPPs.

8.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

8.A.12.TRANSFERABLE ASPECTS:

For any transfer is necessary to consider the need to establish the network between the various support offices and ensure the location near the source of knowledge production - universities - facilitating and monitoring the effectiveness of the protection of innovation.

8.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Government:

8.A.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector.

8.A.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The main success of this good practice is related to the qualitative success criteria:

The expression of self motivation, exploitation of synergies with the related areas, technical and financial autonomy of the UIPPs, distinctive policies for Industrial Property awareness activities, training (national and international) and the gradual affirmation as Industrial Property service providers.

8.A.16. EVALUATION REPORTS, AVAILABLE.

8.A.17. OTHER DOCUMENTS.

8.A.18. CONTACT DETAILS:

CRIA - Divisão de Empreendedorismo e Transferência de Tecnologia
Universidade do Algarve, Campus de Gambelas, Pavilhão B1
8005-139 Faro

Name: Sofia Vairinho

E-mail: svairinho@ualg.pt

Tel: +351 289 800 097 | Fax: +351 289 800 098

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9.NETWORK / CLUSTERS

Type of Good Practice	Region	Good Practice
9.Network/Clusters	TUSCANY	9.A.EEN
	PODRAVJE	9.B.EEN
	ANDALUSIA	9.C.ANCES
	ANDALUSIA	9.D.APTE
	ANDALUSIA	9.E.CTA
	ANDALUSIA	9.F.IASP
	SAARBRUCKEN	9.G.Nanobionet
	SAARBRUCKEN	9.H.Regional Activities
	WEST MIDLANDS	9.I.Innovation Networks
	WEST MIDLANDS	9.J.KTN
	WEST MIDLANDS	9.K.WMTF
	WEST MIDLANDS	9.L.Technology Networks
	WEST MIDLANDS	9.M.INNOVISTA

Type of Good Practice	Region	Good Practice
9.Network/Clusters	TUSCANY	9.N.Otir 2020
	TUSCANY	9.O.Tecnorete
	TUSCANY	9.P.Cento
	TUSCANY	9.Q.Polo Digitale

9.A. "TUSCANY" ENTERPRISE EUROPE NETWORK

9.A.1.SYNTHESIS:

↳ General Description:

The Enterprise Europe Network, born on 2008 (official presentation on 7 February 2008) with the support of European Commission in the framework of Competitiveness and Innovation Programme 2007-2013 (CIP), supports the European enterprises in their own internationalization and innovation process. The Enterprise Europe Network collects the previous European network of the Euro Info Centre (EIC) and Innovation Relay Centre (IRC) and counts on about 500 organizations in almost 40 Countries, in order to offer a unique SMEs assistance counter for developing their potential and innovation capacity.

↳ What is the project about/what does it seek to achieve?

The Enterprise Europe Network is a local gateway to doing business abroad, accessing European funding, driving innovation and increasing your competitiveness in new markets.

↳ What results have been achieved?

Helping small companies make the most of the business opportunities in the European Union is the Enterprise Europe Network's mission.

↳ Why is this good practice/case study?

EEN is considered a good practice for the capability to create a steady system of technology transfer, considering that it started around 10 years ago.

9.A.2. BASICS OF THE OPERATION:

- ↳ Title: EEN;
- ↳ Region: Tuscany (IT);
- ↳ Geographical coverage: Province of Siena, Arezzo and Grosseto;
- ↳ Starting date and duration: 01/01/2011 (2 years);
- ↳ Funding (budget and partners): 20 partners: *EU: 2.679.160*
NATIONAL PUBLIC: 15.000
NATIONAL PRIVATE: 2.235.335
TOTAL: 4.929.495

9.A.3. THEME:

Information services, feedback with the European Commission, specialized assistance, technology transfer, internationalization support, technological support for planning.

9.A.4. BACKGROUND INFORMATION:

Helping SMEs (small- to medium-sized enterprises) who are technology-intensive to more effectively partner with European companies or researchers. This might be to find research & development partners to further develop your technologies, to link up with licensing partners, or to find other companies to join consortia to apply for European funding.

9.A.5. OBJECTIVES:

Helping SMEs (small- to medium-sized enterprises) who are technology-intensive to more effectively partner with European companies or researchers. This might be to find research & development partners to further develop your technologies, to link up with licensing partners, or to find other companies to join consortia to apply for European funding.

9.A.6. MAIN ACTIVITIES:

EEN offer a 'no wrong door' policy for businesses hoping to expand into Europe, offering a broad range of services.

Services offered by the network include business partner search within technology and business cooperation databases, fast access to information on funding opportunities, individual on-site visits to companies to assess their needs and a broad range of promotion and information material. Representatives of the network can also help businesses understand EU law, how it applies to their business and how to make the most of the internal market and EU programmes.

9.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

9.A.8.PROBLEMS ENCOUNTERED:

- ↳ Company size not suitable to be involved in international technology transfer;
- ↳ Threats in know-how disclosure.

9.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

The Enterprise Europe Network collects the previous European network of the Euro Info Centre (EIC) and Innovation Relay Centre (IRC).

9.A.10.KEY INNOVATIVE FEATURES:

EEN key mechanism is an online database of more than 13,000 technology profiles, which is available online. A rich source of the latest offers and requests from across Europe, the database is a great way of finding new contacts, and to market clients needs to companies across 40 countries and 570 business development offices.

9.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

I don't think that the network could exist without the EU contribution, in terms of financial support and promotion.

9.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of process (management structure, monitoring system, etc.)

9.A.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority: One member of Tuscany Region is part of the executive board of the consortium (CINEMA);
- ↳ Regional agency: They are involved in the project activities as partner of the network;
- ↳ Education (University) or research institution: They are beneficiaries of the network services;
- ↳ Business sector: They are beneficiaries of the network services.

8.A.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE.

9.A.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ Partnerships agreement.

9.A.16. EVALUATION REPORTS, AVAILABLE:

- ↳ Technical reports.

9.A.17. OTHER DOCUMENTS:

(brochures,...).

9.A.18. CONTACT DETAILS:

Name: Sara Corsini

E-mail: sara.corsini@etinnova.it

9.B. “MARIBOR” EUROPE ENTERPRISE NETWORK

9.B.1. SYNTHESIS:

Thanks to the topic on clusters put for by the EU for cohesion and innovation strategy, the Adriatic–Danubian Clustering project is particularly suitable to give momentum to public support for entrepreneurial cooperation in the strategic productive sectors of South Eastern Europe. Even if a number of quite similar productive specialisation are existing among companies in the Adriatic–Danubian area, there is a low knowledge of existing potential for cross-border cooperation because of lacking visibility of SMEs. Therefore ADC objective is to strengthen the territorial marketing of the Adriatic – Danubian compound in the global economy by making more of its productive skills through the establishment of sectoral cluster networks, suitable to enhance the effective integration of the more competitive transnational value chains and to reduce regional disparities, also by fostering the attractiveness of the area for FDI.

This way ADC substantially contributes to the purpose of balancing attractiveness and accessibility of driving, but still fragmented, areas of SEE growth. In order to achieve this result ADC is implementing the followings: identification of strategic transnational value chains as backbones of growth & attractiveness; capitalisation of productive complementarities of existing and emerging clusters; better horizontal ties among companies of the Adriatic – Danubian compound; new dynamic partnership among territorial actors dealing with clusters development; improved business environment through innovative ICT (Digital Business Ecosystem); capacity building of territorial marketing for the attractiveness of Adriatic - Danubian compound. ADC partners are willing to prompt policy innovation, vertical inter-companies relationship, higher visibility & accessibility of Local Productive Systems and further regional growth, being international experience an added value for cluster partners.

9.B.2. BASICS OF THE OPERATION:

- ↳ Title: Adriatic–Danubian Clustering;
- ↳ Region (Slovenia): Podravje region;
- ↳ Geographical coverage: South-East Europe;
- ↳ Starting date and duration: November 2010 - December 2011;
- ↳ Partners: *EU: 2.679.160*
NATIONAL PUBLIC: 15.000
NATIONAL PRIVATE: 2.235.335
TOTAL: 4.929.495

9.B.3. THEME:

Transnational cluster cooperation and development of supporting structures.

9.B.4.BACKGROUND INFORMATION:

Clusters promotion supported by public policy in the last decade, starting from Slovenian approaches of the last 90s, are useful, but losing added values of social-economic transaction economies to be exploited by a higher awareness of the role of relevant governance in functional regions. Consequently the Adriatic–Danubian economic region remains very fragmented also in the global competition for FDI attraction, even if quite successful in specific national frameworks. The success story of the transnational automotive cluster arising in the Middle Danubian area and its experience in transnational association is a challenging benchmark for improving competitiveness within a number of other value chains in the region.

9.B.5.OBJECTIVES:

General objective is to strengthen the territorial marketing of the Adriatic – Danubian compound in front of other regions of global economy for the purpose of developing local economies and their endogenous resources by creating sectoral networks relationship suitable for making more of the more competitive transnational value chains and fostering FDI attractiveness, and for reducing regional disparities.

Specific objectives are:

- ↳ Identification of more important transnational value chains and their suitable & accessible location;
- ↳ Growth of vertical ties among companies of the Adriatic – Danubian compound for the full exploitation of the sectoral opportunities on transnational basis;
- ↳ Encouragement of dynamic partnership among territorial development actors and of their clusters transnational connections through direct agreements, supported by new standing local desks;
- ↳ Improvement of the business environment through the introduction of the Digital Business Ecosystem model;
- ↳ Development of territorial marketing capacity of identified transnational clusters and of the attractiveness of the Adriatic - Danubian compound as a competitive integrated productive system in the global economy.

9.B.6.MAIN ACTIVITIES:

- ↳ Elaboration of sectoral studies & governance models;
- ↳ Development of transnational cluster strategy (including: Cluster Manager Profile (CMP), Sectoral Working Groups, Transnational Benchmarking model, Transnational PPP Cluster Agreement);
- ↳ Development of a digital Business Ecosystem model;
- ↳ Territorial marketing activities of AD transnational clusters (including: Adriatic Danubian Clustering territorial marketing strategy, business operational plans at regional level, cluster brand as a trade mark for ADC cluster, local desks, catalogue of products and services for clusters, set of customised electronic services for SMEs.

9.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS.

9.B.8.PROBLEMS ENCOUNTERED:

Even if thousands of companies are active in the Adriatic – Danubian area and a number of quite similar productive specialisation are existing among them, there is a low transnational knowledge of existing potential for cross-border cooperation because of the lack of visibility of SMEs in general and smaller businesses in particular in the wider market. Standing transnational connections are weak both among companies /clusters and their business support organisations also within the same productive sector. Territorial concentrations of sectoral productive skills are seldom considered in the strategies for technological cooperation and transnational investments of companies.

Development of DBE systems is in a pilot stage in EU regions. Concerning the specific target group – clusters & business networks - it is very hard to obtain best practice information and adequate information to be used in development of specific regional system.

9.B.9.RESULTS:

ADC project will improve the capacity of clustering SMEs to benefit from the Internal Market and EU Stabilization & Association Agreements in the region for sub-contracting purposes first. Moreover to promote the productive skills of the Adriatic-Danube region as an integrated economy should bring to the joint result of a higher ranking of the region in the global competition for FDI attractiveness. The design of a pattern for transnational clusters management would become the main perspective for sustainability, overcoming the risk of a “funding life” of project results. When businesses are deeply involved also financial, political and institutional support will become suitable for the sustainability of results on a public-private basis.

Transferability of the model is enshrined into the quality of the stakeholders participation and the adopted methodology for a standardized good practice.

9.B.10.KEY INNOVATIVE FEATURES:

I. Three are the pivotal innovations expected by ADC project results:

i. the design of the first Territorial Marketing Strategy for the promotion of the transnational integrated productive system of Adriatic – Danube basin to the global market (WP 6);

II. the establishment of transnational clusters coordination units supported by the model of effective governance for further public support to clusters internationalisation beyond the current export promotion policy (WP 4);

III. the availability of the working demo-platform for “Digital Business Ecosystem - DBE”, a new ICT tool for effective transnational clustering, that features a first application at European level (WP 5).

Moreover as a general innovation of ADC project, the recovery of the territorial dimension as pivotal for clustering companies in their functional areas will highly increase the impact of public support to the entrepreneurial competitiveness of the involved clusters.

9.B.11.SUSTAINABILITY:

Sustainability of the transnational cluster cooperation will practically be developed by the level of established links among clusters and their members. Clusters are mostly providing self-financing for their activities and the sustainability of transnational cooperation is one of the success factors should also be the new developed DBE platform proposal.

9.B.12.TRANSFERABLE ASPECTS:

Through site visits to best practice clusters and discussions with cluster managements (and regional authorities) the transferability of wide aspect of solutions (from forming a partnership, choosing priorities, ... to development of management structure, monitoring system,) is provided to new / young clusters and their supporting institutions.

9.B.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ International level: project partners from participating regions;
- ↳ Regional level: MRA regional development agency, selected SMEs - business sector.

9.B.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ MRA regional development agency;
- ↳ Education (University) or research institution;
- ↳ Business sector - SMEs from selected sectors.

9.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

9.B.16.EVALUATION REPORTS, AVAILABLE:

- ↳ Interim reports;
- ↳ Regional cluster analysis.

9.B.17. OTHER DOCUMENTS:

- ↳ ADC project web page;
- ↳ Web page of regional clusters (Energy Optimised Construction, Podravje Food Processing Industry-partly under construction).

9.B.18. CONTACT DETAILS:

Maribor Development Agency
 Pobreska cesta 20
 SI-2000 Maribor

Name: Vladimir Rudl
 E-mail: vladimir.rudl@mra.si
 Tel: +386 23 33 13 03

9.C. "MALAGA" ANCES - NATIONAL ASSOCIATION OF SPANISH EUROPEAN BUSINESS AND INNOVATION CENTERS

9.C.1. SYNTHESIS:

- ↳ **General Description:**
 ANCES was founded in 1994 and is the National Association of European Business and Innovation Centers (EBICs). It is a non-profit entity, made up of 28 members through Spain and it undertakes the institutional representation and establishment of a framework of cooperation for its members.
- ↳ **What is the project about/what does it seek to achieve?**
 ANCES promotes economic and industrial development through EBICs, organizations whose principal mission is to give support to business initiatives which entail business innovation, offering activities and services to Small and Medium sized enterprises.
- ↳ **What results have been achieved?**
 Since its foundation ANCES has provided its members with services and activities the ones have contributed to the fulfilment of their objectives (to transform innovative business projects into successful businesses).
- ↳ **Why is this good practice/case study?**
 The overall objective of the INOLINK project is improving the reach of regional innovation policies. To achieve this objective, the INOLINK project proposes the exchange of experiences in the setting up and functioning networks. ANCES works as a cooperation network achieving the representation of its members.

9.C.2. BASICS OF THE OPERATION:

- ↳ Title: ANCES - National Association of European Business and Innovation Centers;
- ↳ Region: Spain;
- ↳ Geographical coverage: Andalusia - Spain;
- ↳ Starting date and duration: 1994;
- ↳ Funding (budget and partners).

9.C.3. THEME:

Institutional representation of members. Framework meeting for cooperation.

9.C.4. BACKGROUND INFORMATION:

In 1984 the first European Business and Innovation Center opened in Liège, Belgium. In the same year the European Business & Innovation Centre Network (EBN) was officially established by the European Commission and industry leaders InoLink Study visit fact-sheet such as British Steel (industry), Cockerill-Sambre, Natwest, IRI Group, Générale de Belgique, Fiat, Control Data Corp., EVCA, Philips, Barclays etc.

In Spain in the nineties the first Spanish European Business and Innovation Center were created. In 1994 ANCES was created to undertake the institutional representation and establishment of a framework of cooperation for its members.

9.C.5. OBJECTIVES:

ANCES undertakes the institutional representation of the Spanish European Business and Innovation Centers and establishment of a framework of cooperation for them.

ANCES collaborates through the promotion and diffusion of the Spanish European Business and Innovation Centers, providing their experience on the creation of new small and medium-sized companies and/or new activities in the existing small and medium-sized companies, based on innovative elements.

ANCES develop joint projects and actions to enhance the services and expertise of its members.

9.C.6.MAIN ACTIVITIES:

- ↳ Collaboration with other entities (Ministries, National Organisations, National Networks, Universities);
- ↳ Joint projects: Benchmarking;
- ↳ Industrial strategy: promotion of Spin-offs;
- ↳ Support for the development of new initiatives in SMEs companies;
- ↳ Cooperation between companies linked to EBICs;
- ↳ EIBT project: Support for the creation and consolidation of Innovative Technology Companies.

9.C.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

YES, INOLINK objective is increasing the reach of regional innovation policies, through a better connection of the actors within the regional innovation systems.

9.C.8.PROBLEMS ENCOUNTERED.

9.C.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another InoLink Study visit fact-sheet region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

INOLINK's overall objective is increasing the reach of regional innovation policies, as a contribution to increasing the number of regional actors involved in innovation activities and to a more balanced economic and technological development throughout the EU territory.

To achieve this objective, the INOLINK project proposes the exchange of experiences in the setting up and functioning of public structures, which support innovation and the participation in R&D cooperation.

ANCES is a good practice to show in the project since it undertakes the institutional representation and establishment of a framework of cooperation for the EBICs, organizations that support and promotes innovation.

9.C.10.KEY INNOVATIVE FEATURES:

Framework of cooperation for the EBICs.

9.C.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The project is sustainable as long as it is funded, either by the public administration or by other entities that may enter its activity.

9.C.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
Establishing national partnerships, promoting creation of innovative technologies companies.
- ↳ Transferability of process (management structure, monitoring system, etc.)
Institutional representation.

9.C.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;

Andalusian Regional Government.

9.C.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;

Andalusian Regional Government.

9.C.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Over the 17 years of experience ANCES has achieved a successful representation of its members enhancing their position in the national innovation system as the key to transform innovative business projects into successful businesses.

9.C.16.EVALUATION REPORTS, AVAILABLE.

9.C.17.OTHER DOCUMENTS:

Other documents in: www.ances.com

9.C.18.CONTACT DETAILS:

Euronova PTA
Avda Juan López Peñalver 21 Edif. Bic
Malaga 29590

E-mail: ances@ances.com

Tel: +34 951 01 06 21

9.D.“MALAGA”APTE - ASSOCIATION OF SCIENCE AND TECHNOLOGY PARKS OF SPAIN

9.D.1.SYNTHESIS:

↳ General Description:

APTE is the Association of Science and Technology Parks of Spain founded in 1988. Its members are Spanish science and technology parks that are located in 17 different autonomous communities.

↳ What is the project about/what does it seek to achieve?

Due to the diversity of the promoters of the member parks (autonomous communities, city councils, private and public universities, companies) APTE is a network of the innovation that works in network.

Since its constitution 20 years ago, the Association of Science and Technology Parks of Spain has always worked with a clear objective: to convert science and technology parks into key elements of the Spanish innovation system.

↳ What results have been achieved?

Since its foundation, APTE has achieved an important position in the Science and Technology System of Spain and in the process of new economy integration and the new society of knowledge.

↳ Why is this good practice/case study:

In 1989 APTE had 6 Full members, nowadays it has 80 members (44 Full and 36 Affiliated Members). The full members are active parks and the associated members are parks in project.

The overall objective of the INOLINK project is improving the reach of regional innovation policies. To achieve this objective, the INOLINK project proposes the exchange of experiences in the setting up and functioning networks like APTE.

9.D.2. BASICS OF THE OPERATION:

- ↳ Title: APTE-Association of Science and Technology Parks of Spain;
- ↳ Region: Spain;
- ↳ Geographical coverage: Spain;
- ↳ Starting date and duration: 1989;
- ↳ Funding (budget and partners) EU: Among others funds, there is a member fee per year. The Full member fee is 3.446,59 € plus TVA. The Affiliated members fee is 1.723,29 € plus TVA.

9.D.3. THEME:

Innovation networks a form of cooperation. Networks enhance knowledge sharing and innovation.

9.D.4. BACKGROUND INFORMATION:

The creation of the first science and technology parks took place by the great development undergone by the technologies of the information in second half of century XX. The paradigm of the parks is without doubt the Valley Silicone in California. The success of the first projects caused that the model moved to all the places of the world. At the moment several thousand of parks lay out all the world-wide geography and Spain is without doubt one of the most representative countries of the world in the development of these projects.

Making a review by history of the Spanish science and technology parks, there are three stages:

Starting phase:

Between 1985 and 1992 eight technology parks promoted by the autonomous regions are created in Spain. The investment in these eight projects surpassed the 300 million Euros and in their development the universities did not participate initially.

Phase of development:

From 1993 they appear new initiatives connecting with other promoters beyond the strictly autonomic model like for example the Zona Franca de Vigo. During these years the regional map of the País Vasco is completed and the Balear government promotes the Parque Balear de Innovación Tecnológica (PARCBIT). In 1995, the universities begin to be interested in the technology parks and begin to arise parks from scope more scientist. At the moment, 23 universities are developing science and technology parks.

Phase of expansion:

From 1998 a great economic growth takes place due to the development of the Society of the Information and a new model of park is created: The Science Parks. During the starting phase of the history of the parks, the Association of Science and Technology Parks of Spain is created and is located in the Parque Tecnológico de Andalucía. It is constituted in 1989 by the managers of the 6 first parks that arose in Spain.

9.D.5.OBJECTIVES:

APTE works for the development and promotion of the science and technology parks and of their company and institutions and also, to adapt to the new national and international socioeconomic scene.

To do so, the Association has developed an extensive system of networks, each of which has different objectives but with the same common outlook. In this sense, the APTE has a network of experienced parks managers, another which works with professionals involved in technology transfer among these parks and their companies, and another managed by APTE's office of technology transfer (OTRI) responsible for establishing contacts between the scientific world and business community and which works in close collaboration with professionals in the Parks.

Through these three networks it has installed an ingenious innovation system in the Parks transforming knowledge into wealth, and knowledge.

Since its creation it has helped bring about a boom in the creation of Technology Parks in Spain. It has been demonstrated that the construction of a technology park in a region gives a major boost to the local economy, and that is why 17 autonomous regions already have at least one Technology park.

9.D.6.MAIN ACTIVITIES:

Technicians Network: R&D Experts Network Project and COPIT Project (Cooperation program between Trading states and Technology Parks).

International Cooperation: Cooperation with China and Brazil.

Knowledge Transfer Office.

Brokerage Events Organization.

9.D.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes, INOLINK project proposes the exchange of experiences in the setting up and functioning networks.

9.D.8.PROBLEMS ENCOUNTERED.

9.D.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

INOLINK project links two aspects, innovation promotion and territorial cohesion in a new and innovative way. The common concept that can link both types of policy objectives is the concept of a regional innovation network, which some EU regions have already introduced and others are willing to set up.

APTE is a good practice to show in the project since it promotes the cooperation between the Spanish Technology Parks.

9.D.10.KEY INNOVATIVE FEATURES:

Technology Parks: the best the reference of the Spanish system of innovation.

9.D.11.KEY INNOVATIVE FEATURES:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The network is active since 1989 and constantly growing.

9.D.12.BASICS OF THE OPERATION:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

9.D.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.D.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.D.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Over the 20 years of experience APTE has demonstrated working as a National Network that the construction of a technology park in a region gives a major boost to the local economy and that the companies and institutions located at the parks are the best reference of Spanish System of Innovation, and that is why 17 autonomous regions already have at least one Technology park.

9.D.16. EVALUATION REPORTS, AVAILABLE.

9.D.17. OTHER DOCUMENTS:

Other documents in: www.apte.org

9.D.18. CONTACT DETAILS:

Association of Science and Technology Parks of Spain
(APTE) C/María Curie, 35 29590 Campanillas, Málaga (Spain)

E-mail: info@apte.org

Tel: +34 951 23 13 06 | Fax: +34 951 23 12 39

9.E. “MALAGA” CTA - CORPORATION TECHNOLOGICA DE ANDALUCIA

9.E.1. SYNTHESIS:

- ↳ General Description:
Corporación Tecnológica de Andalucía is a private foundation, promoted by the Regional Ministry of Economy, Innovation and Science of Andalusia to Foster collaboration between the scientific and business communities as a means to answer the need for research and development of the Andalusian Society.

- ↳ What is the project about/what does it seek to achieve?
To be the main promoter of R&D projects in Andalusia and an example in innovation and Technology transfer nationwide.
- ↳ What results have been achieved?
360 R&D projects have been funded.
- ↳ Why is this good practice/case study?
CTA is an excellent catalyst between technology supply and demand, thus bringing up new products, projects and services that increase productivity and competitiveness.

9.E.2.TRANSFERABLE ASPECTS:

- ↳ Title: Corporación Tecnológica de Andalucía (Andalusian Technology Corporation);
- ↳ Region: Title: Corporación Tecnológica de Andalucía (Andalusian Technology Corporation);
- ↳ Geographical coverage: Andalusia, Spain;
- ↳ Starting date and duration: 2005;
- ↳ Funding (budget and partners).

9.E.3.THEME:

Main promoter of R&D projects carried out by research groups and centres and companies in strategic sectors altogether. Consulting organism to define R&D priorities.
Instrument to measure the impact of projects financed by the Andalusian Regional Government.

9.E.4.BACKGROUND INFORMATION:

Rationale and context of the operation:

Leading the process of transformation of Andalusia towards a higher-value-added economic profile, whose competitiveness is based on its capacity to attract, generate and apply scientific and technical knowledge. Projecting the image of Andalusia as a competitive region in strategic R&D areas, to favor the attraction of capital and external technological resources.

9.E.5.OBJECTIVES:

To favour Technology transfer from Universities to Companies.
To foster cooperation with other Technology Agents to generate, develop and transfer technology.
To optimize available resources promoting joint University-Company actions.
To promote the presence of andalusian companies in the national R%D Plan and in the VIIth Framework Programme of the EC.

9.E.6.MAIN ACTIVITIES:

Technical assistance in the tax, financial, contract and R&D Project intellectual property fields.
To grant projects by means of the CTA budget and other available funding options.
To Foster cooperation and,Technology transfer among our clients in order to integrate companies with similar technological objectives.

9.E.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

9.E.8.PROBLEMS ENCOUNTERED:

9.E.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ 139 member companies
- ↳ 360 approved projects
- ↳ 22% of projects are carried out in cooperation
- ↳ 96,10m euro in grants to projects
- ↳ 307,63m euro in generated investment in granted projects
- ↳ 250 research groups participate in approved projects
- ↳ More than 1,000 research personnel working together with the companies
- ↳ 57,16m euro dedicated to research groups

9.E.10.KEY INNOVATIVE FEATURES:

CTA presents itself as a platform to integrate companies with research groups to drive R&D to those projects with the most capability to generate tangible results.

9.E.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

CTA is funded in a significant percentage by its own members, thus producing important returns on the entrance fees.

9.E.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

The CTA mission, vision and goals, as well as its corporate governance scheme are clearly transferable to any region.

9.E.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government, Universities, Companies.

9.E.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government, Universities, Companies.

9.E.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ Public initiative with private management. Also participating are the Universities.
- ↳ Own resources are used to grant projects.
- ↳ Companies of all sizes take part in CTA: from large companies to SMEs.
- ↳ Social agents and other institutions also involved in management.

9.E.16.EVALUATION REPORTS, AVAILABLE:

9.E.17. OTHER DOCUMENTS:

Other documents in: http://www.corporaciontecnologica.com/cta/html/portal/com/bin/contenidos/laCorporacion/salaPrensa/kit_prensa/1297324837991_dossier_white.pdf

9.E.18. CONTACT DETAILS:

Corporación Tecnológica de Andalucía
Avda. de Isaac Newton, 3.
Isla de la Cartuja. 41092 Seville. Spain.

E-mail: cta@corporaciontecnologica.com
Tel: +34 954 46 13 52

9.F. “MALAGA” IASP - INTERNATIONAL ASSOCIATION OF SCIENCE PARKS

9.F.1. SYNTHESIS:

↳ General Description:

The IASP- International Association of Scientific Parks- is the worldwide network of Science and Technology Parks, the perfect habitat for businesses and institutions of the global knowledge economy. (creation 1984). It connects Science Park professionals from across the globe and provides services that drive growth and effectiveness for its members.

↳ What is the project about/what does it seek to achieve?

The IASP was created in 1984 with 187 members and nowadays it has 376 members. It is located all around the world with two offices in Spain and China, and 6 Regional Divisions (Africa, Asia-Pacific, Europe, Latin America, North America and West Asia).

↳ What results have been achieved?

The IASP has organized 26 World conferences and 45 Regional Conferences.

The IASP is a NGO in Special Consultative Status with the Economic and Social Council of the United Nations. The IASP is a founding member of the World Alliance for Innovation - WAINOVA.

↳ Why is this good practice/case study?

The overall objective of the INOLINK project is improving the reach of regional innovation policies. To achieve this objective, the INOLINK project proposes the exchange of experiences in the setting up and functioning networks like the IASP.

9.F.2.BASICS OF THE OPERATION:

- ↳ Title: IASP-International Association of Scientific Parks;
- ↳ Region: Worldwide;
- ↳ Geographical coverage: Worldwide;
- ↳ Starting date and duration: 1984;
- ↳ Funding (budget and partners).

9.F.3.THEME:

Innovation networks a form of cooperation. Networks enhance knowledge sharing and innovation.

9.F.4.BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation.

Before 1984 there was no other similar international association of Scientific Parks, since its creation, the IASP has shown a huge growth which is a product of the good results on cooperation between the Scientific Parks.

9.F.5.OBJECTIVES:

The IASP aims are to connect the administrators and researchers within research clusters across the globe together so that they can operate more effectively in a global economy.

A Science Park is an organization managed by professionals with specialized knowledge in technology and science whose main aim is to increase the wealth of its community by promoting the culture of innovation and the competitiveness of its associated businesses and knowledge-based institutions.

To enable these goals to be met, a Science Park stimulates and manages the flow of knowledge and technology amongst universities, R&D institutions, companies and markets; it facilitates the creation and growth of innovation-based companies through incubation and spin-off processes; and provides other value-added services together with high quality space and facilities.

9.F.6.MAIN ACTIVITIES:

To foster the cooperation between Science & Technology Parks in order them to promote the economic development and competitiveness of regions and cities by creating new business opportunities, generating knowledge-based jobs, building attractive spaces for the emerging knowledge workers and enhancing the synergy between universities and companies.

9.F.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes, INOLINK project proposes the exchange of experiences in the setting up and functioning networks.

9.F.8.PROBLEMS ENCOUNTERED.

9.F.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives)

INOLINK project links two aspects, innovation promotion and territorial cohesion in a new and innovative way. The common concept that can link both types of policy objectives is the concept of a regional innovation network, which some EU regions have already introduced and others are willing to set up.

The IASP is a good practice to show in the project since it connects the whole world Scientific Parks through an innovation network.

9.F.10.KEY INNOVATIVE FEATURES:

Cooperation, knowledge sharing and innovation.

9.F.11.KEY INNOVATIVE FEATURES:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The network is active since 1984 and constantly growing.

9.F.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.),
Establishing international partnerships;
- ↳ Transferability of process (management structure, monitoring system, etc.),
Governing body.

9.F.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.F.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government.

9.F.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Connection of Science Park professionals from across the world.

9.F.16. EVALUATION REPORTS, AVAILABLE:

9.F.17. OTHER DOCUMENTS:

Other documents in: www.iasp.ws

9.F.18. CONTACT DETAILS::

IASP World Headquarters
C/ Maria Curie, 35 (PTA)
29590 Campanillas
Malaga. Spain

E-mail: iasp@iasp.ws
Tel: +34 952 02 83 03 | Fax: +34 952 02 04 64

9.G. "SAARLAND" NANOBIONET E. V.

9.G.1. SYNTHESIS:

↳ General Description:

The cluster NanoBioNet in general:

- Finds cooperation partners in the field of nanotechnology and biotechnology to help initiate new business contacts or research and development projects;
- Provides internships and graduate placements at research institutes and companies within our network;
- Passes on your job applications within the network;
- Organises special forums and workshops;
- Arranges network meetings;
- Supports a cooperative representation of the members' interests.

Innovation measures: Feasibility funds.

↳ What is the project about/what does it seek to achieve?

NanoBioNet supports feasibility studies in the field of nanosciences and life sciences. Members of the NanoBioNet with small or medium-sized companies having their headquarters in the Saarland can apply for financial support of their feasibility studies. The grant amounts to 25 000 Euros at most. The study will have to be co-financed by 50 %. The project shall take no longer than six months.

↳ What results have been achieved?

So far 25 projects have been funded till 2010. As a result there is a minimum of 2 patents, 1 new product/service and about 5 follow-up projects.

↳ Why is this good practice/case study

The idea of this fund has been adopted in 2008 by the German *AGeNT-D network* and in 2009 by the Health Care cluster of the Saarland. The participating companies underline the advantages of those funds being managed by NanoBioNet (fast, less administrative effort).

9.G.2. BASICS OF THE OPERATION:

- ↳ Title: Feasibility funds by NanoBioNet;
- ↳ Region: Saarland;
- ↳ Geographical coverage: Saarland and Germany;
- ↳ Starting date and duration: started in 2005;
- ↳ Funding (budget and partners): *Saarland fund, about 625.000 €*
AGeNT-D: min. 75.000 €
total: 700.000 €

9.G.3.THEME:

Funding of Innovation: How public funds can be efficient managed.

9.G.4.BACKGROUND INFORMATION:

Saarland's Innovation Strategy has seen the most promising areas in the field of IT, nanotechnology and biotechnology, the automotive industry, logistics and knowledge. It has therefore set-up five related cluster organisations.

Within the clusters, private innovation agencies have been implemented to initiate joint research and development projects between companies and universities and to see these processes of innovation through for their clients with great confidentiality.

9.G.5.OBJECTIVES:

- ↳ Financial sources for research and feasibility funds;
 - ↳ Support of SMEs;
 - ↳ (Cluster and networking activities).
-

9.G.6.MAIN ACTIVITIES:

- ↳ Finds new cooperation partners for you in the field of nanotechnology and biotechnology to help initiate new business contacts or research and development projects;
 - ↳ Provides internships and graduate placements at research institutes and companies within our network;
 - ↳ Passes on your job applications within our network;
 - ↳ Organises special forums and workshops;
 - ↳ Arranges network meetings;
 - ↳ Supports a cooperative representation of our members' interests.
-

9.G.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

9.G.8.PROBLEMS ENCOUNTERED:

- ↳ Evaluation of success;
 - ↳ Sustainability (establish market-driven commercial services).
-

9.G.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

25 projects have been funded till 2010. As a result there is a minimum of 2 patents, 1 new product/ service and about 5 follow-up projects.

Year	Projects received	Projects Funded
2005	6	4
2006	3	2
2007	8	8
2008	4 + 3 (ext. funds)	3 + 2
2009	9	3
2010	4 + 2 (ext. funds)	2 + 1

Impact indicators

- Results (patents, products ...);
- Duration of activity (since 2005);
- Activity has been adopted by others;
- Feedback of participants (survey).

9.G.10.KEY INNOVATIVE FEATURES:

Professional “user-friendly” managing of feasibility fund (public funds). Fast and efficient handling of proposals.

9.G.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The funds have been started in 2005 and the management-structure has been adopted by other organizations.

9.G.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

Transferability has been already proofed for the feasibility funds and (of course) for clusters.

9.G.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non-profit association.

9.G.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non-profit association.

9.G.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Setting up a sustainable cluster, acquiring of research money; funding innovative projects.

9.G.16. EVALUATION REPORTS, AVAILABLE:

Yes (Internal, German).

9.G.17. OTHER DOCUMENTS:

Feasibility fund: www.nanobionet.de/index.php?id=74&L=2

9.G.18. CONTACT DETAILS:

NanoBioNet e. V./cc-NanoChem e. V.
Science Park 1
66123 Saarbrücken

Tel: +49 (0)6816 85 73 64 | Fax: +49 (0)6816 85 77 95

9.H.“SAARLAND” NETWORKING ACTIVITIES IN THE SAARLAND

9.H.1.SYNTHESIS:

↳ General Description:

Skilled personnel are relevant for high-tech and innovative sectors. Public schools in Germany have a lack in teaching natural science or even arouse interest in such academics. Therefore many activities try to close this gap on all levels of education.

↳ What is the project about/what does it seek to achieve?

Pupils in kindergarden, primary schools and high-schools are provided with teaching material, cooperation between companies and schools are initiated, training for teachers and hands-on laboratories at the university are offered and public awareness initiatives launched.

↳ What results have been achieved?

So far 25 projects have been funded till 2010. As a result there is a minimum of 2 patents, 1 new product/service and about 5 follow-up projects.

↳ Why is this good practice/case study:

Due to the smallness of the Saarland people know each other and are connected very well. This is the perfect base for several initiatives, workgroups, associations, networks and other activities.

9.H.2.BASICS OF THE OPERATION:

↳ Title: The role of science education and vocational training for an innovation environment: An overview about networking, workgroups, initiatives and other actions in the Saarland;

↳ Region: Saarland;

↳ Geographical coverage: Saarland;

↳ Starting date and duration: started in 2003;

↳ Funding (budget and partners).

9.H.3.THEME:

The role of science education and vocational training for an innovation environment: An overview about networking, workgroups, initiatives and other actions in the Saarland.

9.H.4.BACKGROUND INFORMATION:

Due to the smallness of the Saarland people know each other and are connected very well. This is the perfect base for several initiatives, workgroups, associations, networks and other activities. Skilled personnel are relevant for high-tech or innovative sectors. Public schools in Germany have a lack in teaching natural science or even arouse interest in such academics. Therefore many activities try to close this gap on all levels of education.

9.H.5.OBJECTIVES:

Demonstrate the benefit of clusters, networking, local initiatives and even single stakeholder for an innovation friendly environment.

9.H.6.MAIN ACTIVITIES:

- ↳ Training;
- ↳ Raising public awareness;
- ↳ Networking;
- ↳ Cooperations.

9.H.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.



9.H.8.PROBLEMS ENCOUNTERED:

- ↳ (Some) inefficient workgroups;
- ↳ Lack of funding sources;
- ↳ Competition between actors for funds;
- ↳ Lack of information about existing activities to achieve more synergies.

9.H.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

↳ **Kindergarden/Primary school:**

- Magican “Hokus Pokus Technikus“ School;
- Learning material: NanoSchoolBox;
- New initiated school subject nanotechnology;
- Hands-on laboratories SaarLab und KOMM;
- Job fairs, “Abi und was dann“, “Bio-Chance Saar“;
- Initiative “Verantwortungspartner Saarland”.

↳ **Vocational training:**

- Cooperation and synergies between several partners;
- EFRE funds for English courses;
- New education course “Nanotechnician”;
- Vocational training: Nano+Bio Center Kaiserslautern.

↳ **Public awareness:**

- Workgroup with the city of Saarbrücken “Wissen schafft Brücken“;
- Cooperation with University of Design & Art in Saarbrücken (Design Prize);
- Other awards.

↳ **Impact indicators:**

- People informed about high tech;
- New courses and trainings;
- Amount of participants in trainings;
- Sustainability of activities;
- Public awareness of activities;
- Awards and prizes;
- Amount of partners involved;

9.H.10.KEY INNOVATIVE FEATURES:

- ↳ New training courses;
- ↳ New actors in the training sector;
- ↳ New methods/ways to inform/educate people.

9.H.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

- ↳ Several activities exist for more than 5 years;
- ↳ New information platform launched (“Verantwortungspartner Saarland”);
- ↳ Activities/products are copied by other actors in other regions (for example hands-on laboratories).

9.H.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).
 - How to use cluster-services;
 - How to network with regional actors;
 - How to support the education system;
 - How to support education with low budget;
 - How to create a innovation/education community:

9.H.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non-profit association.

9.H.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non-profit association.

9.H.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ New courses;
- ↳ New cooperation;
- ↳ Raise natural-science awareness;
- ↳ Public awareness.

9.H.16.EVALUATION REPORTS, AVAILABLE:

Not available.

9.H.17.OTHER DOCUMENTS:

Some links to actors and activities:

- ↳ Hands-on laboratories: www.saarlab.de
- ↳ Competence Center Molecular Medicine, KOMM
- ↳ Science magician: www.hokus-pokus-technikus.de
- ↳ Initiative “Verantwortungspartner Saarland”

9.H.18.CONTACT DETAILS:

NanoBioNet
Science Park 1
66123 Saarbücken

9.I. “WEST MIDLANDS” INNOVATION NETWORKS

9.I.1.SYNTHESIS:

- ↳ General Description:
Innovation Networks offers grants to groups of regional SMEs that are collaborating on the development of an innovative new product, process or service. Grants can be either capital to cover the purchase of machinery or tooling or revenue to cover the cost of parts and materials, consultancy, prototype developments, testing etc.
- ↳ What is the project about/what does it seek to achieve?
The project aims to raise the innovation levels amongst SMEs by overcoming the 2 main barriers to innovation, namely lack of funding and lack of in house skills.

- ↳ What results have been achieved?
 - Over 300 networks supported;
 - New sales of over £14 million;
 - Over 750 jobs created or safeguarded;
 - 94% of participants would recommend the scheme to others.

- ↳ Why is this good practice/case study

The project has been very successful in securing continuation funding due to the popularity of the scheme. The project has a simple application and assessment process and if necessary clients are assisted with their applications. The scheme attracts small businesses that would normally be deterred from applying for support due to the bureaucracy involved.

9.I.2.BASICS OF THE OPERATION:

- ↳ Title: Innovation Networks;
- ↳ Region: West Midlands United Kingdom;
- ↳ Geographical coverage: West Midlands;
- ↳ Starting date and duration: 2002 to December 2011 (application being submitted to continue until 2014);
- ↳ Funding (budget and partners) Funding has been a variety of ERDF and Regional Development Agency funding with the SMEs providing private sector match.
- ↳ Current contract: EU: £930,000
 - NATIONAL PUBLIC: £650,000*
 - NATIONAL PRIVATE: £275,000*
 - TOTAL: £1,855,000*

9.I.3.THEME:

Grant support to raise innovation levels in regional SMEs

9.I.4.BACKGROUND INFORMATION:

Innovation levels in the region were below the national average and whilst the rate of patent applications was satisfactory, the rate of converting ideas into new products was low. Research suggested that the two main barriers preventing SMEs from developing new ideas was lack of finance and also the lack of all the many skills needed to develop an idea into a new product or service. The project helped to overcome these barriers by offering grants and by encouraging SMEs to collaborate with each other to share skills.

9.I.5.OBJECTIVES:

The objective of the project was to raise innovation levels amongst the region's SMEs and also to encourage SMEs to collaborate. By sharing skills, SMEs can reduce the cost of innovating, reduce timescales and increase the quality of their innovation.

9.I.6.MAIN ACTIVITIES:

Grant support to SMEs and signposting to other support agencies.

9.I.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

The main project objectives of innovating and collaborating sit neatly with the Innolink objectives. The project aims to increase the profitability of SMEs through new and safeguarded sales, leading to new jobs. Expected results include raised innovation levels amongst the region's SMEs and also an increased propensity to collaborate in the future.

9.I.8.PROBLEMS ENCOUNTERED:

The current economic difficulties have meant that many SMEs that had been awarded a grant were unable to focus on innovation when all their efforts were taken by keeping their companies solvent. Whilst grant funding was allocated to profile, many SMEs either failed to complete their projects or were very late doing so. It is very difficult to forecast when SMEs will complete their projects and claim their grants so running to budget can be difficult.

9.I.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

Evaluation has shown that 84% of SMEs were more likely to collaborate in future after having completed their Innovation Networks projects. By working closely with other support agencies such as the Manufacturing Advisory Service, the project has encouraged SMEs to work with others outside their own businesses on their innovations.

94% of businesses receiving grant funding would recommend the scheme to others and 94% of recipients were either satisfied or very satisfied with their Innovation Networks experience.

9.I.10.KEY INNOVATIVE FEATURES:

- Simple and quick application process.
- Simple and quick assessment process.
- Minimal eligibility criteria, i.e. covering all types of SMEs and all sectors.
- Assistance available with applications and claims.
- Good networking with other support agencies.

9.I.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

Project can never be self financing since it is a grant scheme but the success of the scheme and the good return on investment has resulted in six consecutive contracts to date since funders can see the benefits of the scheme.

9.I.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).
- ↳ Suitable for any region where innovation levels in SMEs needs raising. You can chose which sectors to support so can focus the project on those sectors that fit the local economic plan;
- ↳ Simplicity of project means implementation is not difficult;
- ↳ Will need to find independent assessors with specialist knowledge across relevant sectors;
- ↳ Project is suitable where there is a need to encourage SME to SME collaboration.

9.I.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority Government Office West Midlands funded and audited project;
- ↳ Regional agency Advantage West Midlands - designed and delivered project for first 4 years;
- ↳ Education (University) or research institution Coventry University Enterprises Ltd hosted and took over project in 2006 and have been managing it since then;
- ↳ Business sector.

9.I.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE

- ↳ Regional authority;
- ↳ Regional agency designed, funded and delivered project for first 4 years. Have continued to fund project since then and have fulfilled the auditing and overseeing role;
- ↳ Education (University) or research institution Coventry University has managed the project since 2006 and has ensured that the project is managed and delivered to ERDF requirements;
- ↳ Business sector Participating SMEs have met the requirements to deliver their projects in line with their project plans and to budget and have been required to provide evidence of expenditure and proof of defrayal.

9.I.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The small size of the grant and simplicity of the scheme means that the scheme is attractive to the type of small business that would not normally apply for support.

The collaboration with other SMEs produces long term benefits to the grant recipients with the sharing of skills and resources. SMEs are more likely to collaborate as a result of the project.

9.I.16. EVALUATION REPORTS, AVAILABLE:

Available on request.

9.I.17. OTHER DOCUMENTS:

Other documents: www.2wm.co.uk/innovation-networks

9.I.18. CONTACT DETAILS:

Gill Roberts
Senior Project Manager
Coventry University Enterprises Ltd
Puma Way
Coventry
CV1 2TT

E-mail: groberts@cad.coventry.ac.uk

9.J. “WEST MIDLANDS” KTNS

9.J.1.SYNTHESIS:

↳ General Description:

A Knowledge Transfer Network is a single over-arching national network in a specific field of technology or business application which brings together people from businesses, universities, research, finance and technology organisations to stimulate innovation through knowledge transfer.

↳ What is the project about/what does it seek to achieve?

Stimulation of innovation through knowledge sharing and networking.

↳ What results have been achieved?

Transfer of new technologies.

Creating/improving supply chains.

Creation of collaborations and partnership.

Accessing funding.

Unlocking academic know how.

Barriers to innovation identified and addressed.

↳ Why is this good practice/case study?

- Facilitated 1195 projects;
- Helped established 37 spin outs and 64 products;
- Leveraged £1.2b of funding for KTN users;
- Leverages £0.5b of venture Capital Funding.

9.J.2.BASICS OF THE OPERATION:

↳ Title: Knowledge Transfer Networks (KTNs);

↳ Region: National;

↳ Geographical coverage: National;

↳ Starting date and duration: 2006;

↳ Funding (budget and partners) Technology Strategy Board.

9.J.3.THEME:

Technology Transfer.

Knowledge Transfer.

9.J.4.BACKGROUND INFORMATION:

↳ Rationale and context of the operation

Knowledge Transfer Networks (KTNs) have been set up to drive the flow of knowledge within, in and out of specific communities.

KTNs have been established and are funded by government, industry and academia. They bring together diverse organisations and provide activities and initiatives that promote the exchange of knowledge and the stimulation of innovation in these communities. There are currently 15 KTNs.

The KTNs are now hosted on connect, a powerful networking platform. Connect is a place that facilitates open innovation, where people can network, share information and knowledge and work together securely.

9.J.5.OBJECTIVES:

The objective of a Knowledge Transfer Network (KTN) is to improve the UK's innovation performance, by increasing the breadth and depth of the knowledge transfer of technology into UK-based businesses, and by accelerating the rate at which this occurs. Networks are aligned to, and actively contribute to, the goals of the Technology Strategy Board.

The specific aims of a Knowledge Transfer Network include the following:

- ↳ To deliver improved industrial performance through innovation and new collaborations by driving the flow of people, knowledge and experience between business and the science-base, between businesses and across sectors;
- ↳ To drive knowledge transfer between the supply and demand sides of technology-enabled markets through a high quality, easy to use service;
- ↳ To facilitate innovation and knowledge transfer by providing UK businesses with the opportunity to meet and network with individuals and organisations, in the UK and internationally;
- ↳ To provide a forum for a coherent business voice to inform government of its technology needs and about issues, such as regulation, which are enhancing or inhibiting innovation in the UK.

9.J.6.MAIN ACTIVITIES:

Knowledge Transfer Networks (KTNs) are national networks set up for specific areas of technology or business. They bring people together from various organisations, businesses and universities to promote innovation in research and development (R&D) and knowledge sharing. They also offer invaluable opportunities to make contacts and exchange information with organisations in completely different sectors where ideas can be reapplied. There are 15 KTNs covering a wide range of technology areas.

KTNs are hosted on a powerful collaboration platform known as 'connect'. Networking, the exchange of ideas and research collaboration all take place within connect.

KTNs offer business advantages that include:

- ↳ Advice and information on funding opportunities through the Technology Strategy Board, Knowledge Transfer Partnerships, Framework Programme 7, Eureka or venture capital;
- ↳ Networking opportunities with other businesses and academics through events, meetings and special interest groups;
- ↳ Free access to online reports, newsletters, events diaries, and tools such as webinars, e-training, e-conferencing and collaboration tools;
- ↳ The opportunity to influence regulations and policies in the UK and the European Union.



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9.J.7.WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

- ↳ Technology Transfer;
- ↳ Network/Clusters.

9.J.8.PROBLEMS ENCOUNTERED:

Current links with Regional Development Agencies which are now being abolished.

9.J.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

Over the last 3 years KTNs have:

- ↳ Facilitated 1195 projects for their communities;
- ↳ Helped establish 37 spin outs and 64 products;
- ↳ Secured 56 KTPs and 397 secondments and vase awards;
- ↳ Held 3300 events for 105,000 people;
- ↳ Generate £250m of value for UK business from an investment of £56m;
- ↳ Leveraged £1.2b of funding for KTN users;
- ↳ Leveraged £0.5b of Venture Capital Funding.

9.J.10.KEY INNOVATIVE FEATURES:

Facilitate innovation and knowledge transfer by providing UK businesses with the opportunity to meet and network with individuals and organisations, in the UK and internationally.

9.J.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

KTNs are fully funded by Technology Strategy Board, with co-funding from a number of Research Councils.

9.J.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

9.I.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority Technology Strategy Board/Research Councils;
- ↳ Regional agency Technology Strategy Board/Research Councils;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.I.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority Technology Strategy Board/Research Councils;
- ↳ Regional agency Technology Strategy Board/Research Councils;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.J.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The DTT's Innovation Review identified access to networks and sources of new knowledge as two of the most important determinants of business innovation performance. Because innovation is a complex process, success relies on the coming together of a variety of players, such as suppliers, customers, other firms, universities, research and technology organisations and other intermediaries. Together, these players form part of the knowledge transfer system.

Many businesses may not make the most of their potential for innovation and often this can be attributed to a lack of awareness and access to the latest technological knowledge and breakthroughs. Networking is a well-tested method of finding out what is happening in an organisation, sector, country or the even the world. Knowledge Transfer Networks provide businesses and members of business organisations (e.g. Trade Associations), Research and Technological organisations with the opportunity to network and share mutually beneficial information.

Knowledge Transfer Networks will play a vital role in making the necessary connections between these various players, helping industry to access knowledge and information central to innovation growth.

9.J.16. EVALUATION REPORTS, AVAILABLE.

9.J.17. OTHER DOCUMENTS:

Other documents in: <https://ktn.innovateuk.org/web/guest;jsessionid=A9BAD042716C9F77297FE0D60EF9589F.MekushUdbew4>

9.J.18. CONTACT DETAILS:

Name: Peter Dirken - KTN Programme Manager

E-mail: peter.dirken@tsb.gov.uk

Web-site: www.innovateuk.org/deliveringinnovation/knowledgetransfernetworks.aspx

9.K. “WEST MIDLANDS” MIDLANDS WORLD TRADE FORUM

9.K.1.SYNTHESIS:

Midlands World Trade Forum (MWTF) is the largest export networking organisation in the West Midlands region involved in helping companies improve their export performance in International markets

MWTF is supported by the Regional West Midlands Chamber of Commerce and UK Trade and Investment ; a Government Department which helps Uk Companies succeed in global markets

Established in 2001, the MWTF has developed as an organisation to help Companies in the region to develop their international trade through engaging with other Exporters on their trading experiences , access relevant export support services, host many export events during the year to raise the awareness of business opportunities in international markets, access export knowledge via specialists in the region and become a strong business led voice on issues affecting companies involved in exports.

9.K.2.BASICS OF THE OPERATION:

- ↳ Title: Midlands World Trade Forum;
- ↳ Region: West Midlands;
- ↳ Starting date and duration: 2001;
- ↳ Funding ERDF and supported by partners UKTI and West Midlands Chambers of Commerce;
- ↳ Membership is fee based.

9.K.3.THEME:

MWTF is a regional export networking organisation which is based for Exporters and Service Providers which engage to learn from other Exporters and develop their international goals.

9.K.4.BACKGROUND INFORMATION:

MWTF was created to provide a platform in the region for Exporters to come together and engage in a networking environment. It was established in 2001 and has grown to a current membership of over 600 companies from Small to Medium -sized Enterprises.

9.K.5.OBJECTIVES:

- ↳ Provide a Forum for members to engage with other Exporters;
- ↳ Provide awareness of global business opportunities through hosted events;
- ↳ Provide access to specialist Service Providers in the region for assist in export advice;
- ↳ To raise issues that concern Exporters and lobby representation.

9.K.6.MAIN ACTIVITIES:

- ↳ Hosted Events on regular basis throughout the year;
- ↳ Export Seminars and Training;
- ↳ Awareness of market visits and trade missions overseas held through UKTI;
- ↳ Monthly newsletters;
- ↳ Access to specialist advice from Service Providers via website;
- ↳ Membership access (members only).

9.K.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

MWTF is a good example of a regional network which is able to create awareness across the region to those companies specifically interested to export activities.

9.K.8.PROBLEMS ENCOUNTERED:

For the network to be sustainable, there is a need to explore existing and new opportunities. The levy of membership fees has recently been introduced across the membership.

9.K.9.RESULTS AND (LIKELY) IMPACT:

The Network had developed a strong brand value across the region, evidenced through its membership base and audiences that attend hosted events.

The key impact is the value created to help companies export into new markets with better market information and access to specialists who can help in the export journey and consequently increase the level of exports within the region.

Companies specifically benefit from the improved export sales/performance and helps the region to become more export orientated with improvement level of productivity in the economy of the region.

9.K.10.KEY INNOVATIVE FEATURES:

- ↳ Online advice and guidance via the website portal;
- ↳ Face to Face health checks with experienced exporters;
- ↳ Introduction of Corporate members such as Turkish Airlines.

9.K.11.SUSTAINABILITY:

At present, the funding stream arises from ERDF. Service Providers pay via their membership fee to the Forum for providing the services to members.

Service Providers can include legal practices, banks, logistics companies etc.

9.K.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);

The network has transferability across other regions provided that potential funders can be sought. Potential stakeholders are the Business led community, Chambers of Commerce and Government funded department, UKTI that help companies export.

- ↳ Transferability of process (management structure, monitoring system, etc.).

There is a requirement for the Forum to be business led with core representation from companies engaged in exports and a key Administrator to run the Forum. Another key element is the operational website and online portal.

9.I.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Business led with representation on the Board of the Forum;
- ↳ Regional Chambers of Commerce;
- ↳ UK Trade and Investment;
- ↳ Service Providers.

9.I.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Business led with representation on the Board of the Forum;
- ↳ Regional Chambers of Commerce;
- ↳ UK Trade and Investment;
- ↳ Service Providers.

9.K.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

MWTF provides a solid platform for companies to access information on exporting and communicate to experienced Exporters. As a result, the network grows and has a strong brand value;

The Network is constantly reviewing their service offer to help and grow the network such social media , free legal hotline etc.

9.K.16.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE.

9.K.17.OTHER DOCUMENTS:

Other documents in: www.mwtf.org.uk

9.K.18.CONTACT DETAILS:

Midlands World Trade Forum
75 Harborne Road
Birmingham
B15 3DH

Name: Karen Mercer - WestExecutive Director
E-mail: k.mercer-west@mwtf.org.uk
Tel: 0121 607 17 59 | Fax: 0121 607 01 30

9.L.“WEST MIDLANDS” TECHNOLOGY NETWORKS

9.L.1.SYNTHESIS:

↳ General Description:

Technology Networks is an EDRF funded project supporting West Midlands based SMEs, Research Centres and Universities to develop partnerships across the EU with a view to increasing their R&D capacity within the UK. It stimulates high quality international business-academic collaborative research that will deliver economic benefits within the West Midlands region, through support of knowledge exchange and innovation activities.

↳ What is the project about/what does it seek to achieve?

The project will develop dedicated research and development partnerships between organisations (SMEs, Research Centers and Universities) in the West Midlands with partners in the European Union. Such networks will encourage further investment in R&D by regional companies and will showcase internationally the R&D capacity of the West Midlands Region.

The project offers a series of fully funded study tours and placements to 6 EU countries: Poland, Sweden, Hungary, Romania, France and Germany. These will focus on the 5 areas identified for investment by the Innovation and Technology Council (ITC) which are: Health & Medical, Digital Media & ICT, Energy, Transport technologies and Advanced Materials.

The project will open SMEs awareness to R&D opportunities, encouraging them to increase investment. West Midlands SMEs will benefit from world class R&D which will increase capacity in the West Midlands. A network of SMEs, researchers and universities will be created to improve collaborations for access to funding such as Framework Programme. The project will up skill and increase opportunities for West Midlands universities lagging behind in R&D

↳ What results have been achieved?

1 Launch Event was held in March 2011, 2 study tours have taken place to Poznan in Poland focusing on ICT and Gothenburg in Sweden focusing on the Automotive Industry, 5 Placements (totaling 8 individuals) have taken place:

- 1st and 2nd Placement - 2 SMEs and 1 Researcher - 20th - 24th January 2011 - ICT and Digital Media Sector, Sweden.
- 3rd Placement - 1 SME and 1 Researcher - February 2011 - ICT and Digital Media Sector, France.
- 4th and 5th Placement - 2 SMEs and 1 Researcher - February 2011 - ICT and Digital Media Sector, Barcelona, Spain

1 Annual Event has taken place in March 2010.

↳ Why is this good practice/case study?

This is a good example of good practice / or a case study because most businesses in the region are not R&D driven and investment in this area is low and decreasing. There is a need for some strategic change in the business base, which will both justify and exploit new knowledge acquisition. This project aims to help stimulate the needs of the region for both increased investment and innovation to boost productivity across all sectors, and to help diversify the economy towards more knowledge-intensive and high value added sectors.

9.L.2.BASICS OF THE OPERATION:

- ↳ Title: Technology Networks
- ↳ Region: West Midlands
- ↳ Geographical coverage: West Midlands companies visiting EU Countries.
- ↳ Starting date and duration: 28th October 2009 to 31st October 2012
- ↳ Funding (budget and partners): *EU: ERDF £234,500*
NATIONAL PUBLIC: £234,500 (AWM)
NATIONAL PRIVATE: 0
TOTAL:£469,000

The project is funded through ERDF priority 4-Developing Inter-regional activity and public sector match is donated by University staff time and also the partners staff time. Current project partners include Coventry University Enterprises Ltd, Birmingham City Univeristy (replaced Staffordshire University), Coventry and Warwickshire Chamber of Commerce and UKTI.

9.L.3.THEME:

Supporting West Midlands based SMEs, Research Centres and Universities to develop partnerships across the EU with a view to increasing their R&D capacity within the UK. The project stimulates high quality international business-academic collaborative research that will deliver economic benefits within the West Midlands region, through support of knowledge exchange and innovation activities.

9.L.4.BACKGROUND INFORMATION:

Research and Development (R&D) is one of the key drivers of productivity growth. International evidence suggests that high levels of R&D support strong and stable growth. However, the UK's investment in R&D has, since the late 1980s, been low compared with other major developed countries. The Government has therefore set a challenging goal to raise overall levels of R&D in the economy from the current level of 1.9 per cent to 2.5 per cent of Gross Domestic Product (GDP), by 2014. Raising UK business R&D is a Government priority; the target will only be met if private sector investment in R&D matches growth in Government investment.

Globally businesses are now choosing to collaborate openly rather than innovating in their own facilities and are locating their R&D centres within their most important markets which may not necessarily be their home country. This has had a positive effect for universities and research institutions allowing them to work in international networks to provide cutting edge research whilst providing a flexible, cost effective way for companies to undertake research. The advantages of investment into R&D and innovation can be realised more so in the global marketplace, implementing the results of R&D and innovation will allow businesses to be more competitive resulting in increased sales turnover, increased resource,(knowledge, supplies and/or people) thus creating and safeguarding employment.

The Technology Networks project will support West Midlands organisations (HE/FE institutions and SMEs) in developing world class expertise, international license agreements, joint ventures, collaborative R&D projects, partnerships and introductions to Higher Educational Institutes and Research Centres through a network of European partners. The project will also support European organisations who are interested in partnering with West Midlands partners with regards to developing R&D collaborations in the UK. The overall aim of the project is to contribute to the joint HM Treasury and the Government Office for Science target to increase R&D investment as a proportion of national income from 1.9% to 2.5%.

The project supports West Midlands based SMEs, Research Centres and Universities to develop partnerships across the EU with a view to increasing their R&D capacity within the UK. During study tours and one week placements the focus will be upon beneficiaries related to the following clusters identified by the ITC (innovation Technology Council), which are Health & Medical, Digital Media & ICT, Energy, Transport Technologies, Advanced Materials / nano-technology. The project will concentrate on links with the European technology parks in Poland, Hungary, Romania, Sweden and France, in collaboration with the two West Midland Universities, Coventry Chamber of Commerce and UK Trac



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9.L.5.OBJECTIVES:

Project Objectives:

- ↳ To overcome barriers to West Midlands R&D investment by engaging 12 SMEs in new collaborations with the knowledge base inter regionally.
- ↳ To transfer R&D knowledge and best practice through 24 inter regional placements assisting business/researchers to improve skills and HE/SME collaborations.
- ↳ To transfer R&D knowledge and best practice through 5 inter regional pilot best practice implementations
- ↳ Developing inter regional activity by establishing a new R&D network of researchers and SMEs

This will lead to project outcomes/results;

- ↳ 24 case studies from researchers and SMEs from overseas placements;
- ↳ 36 businesses will participate in R&D knowledge sharing;
- ↳ 36 researchers/academics HE/FE interactions with business;
- ↳ 150 delegates raised awareness of West Midlands R&D capabilities through Annual Events;
- ↳ 36 SMEs and 36 researchers increased participation in inter regional activity;
- ↳ 36 SMEs raised awareness of the 5 Technology Council recommended clusters: Health and Medical, Digital Media and ICT, Energy, Transport Technologies, Advanced Materials and provided with access to AWM Cluster Managers;
- ↳ 5 inter regional pilot best practice implementations (selected from the 24 case studies) will raise the profile of the West Midlands inter regional activity. These will be made available to Universities, Research Organisations, EU Connects, WMIE, Business Link, AWM Clusters, Chambers of Commerce relevant European Networks e.g. EEN and other business support organisations that can transfer this knowledge between themselves and on to SMEs;
- ↳ Additional collaborative activity between the R&D Network will be encouraged and measured throughout and beyond the project, and reported to AWM;
- ↳ Two desk research studies will be implemented to identify best practice research organisations for the 5 clusters in the West Midlands and overseas and made available to the AWM Cluster Managers and other West Midlands organisations;
- ↳ The one to one researcher support and inter regional support and knowledge transfer provided to SMEs through this project, should up skill them sufficiently to increase their participation in innovation and R&D;
- ↳ The collaborations with WM researchers on placements and study tours should ensure easier engagement with the SME for future HE/SME activity in the West Midlands region, thus increasing R&D investment.

9.L.6.MAIN ACTIVITIES:

Study Tours - 6

The Technology Networks project allows SMEs and academics to learn from the overseas knowledge base through study tours. The R&D study tours will focus upon the 5 Technology Council recommended clusters: Health & Medical, Digital Media & ICT, Energy, Transport Technologies, Advanced Materials.

There will be six study tours in total to the following countries, Poland, Sweden, France, Hungary, Romania and Germany. Each study tour will be three days duration with 4 SMEs and 3 researchers on each, along with 6 project partners - total 13 participants per tour. The business/researcher mix is key to the exchange of knowledge, and to build business-university collaborations.

Alongside visiting various businesses and research institutions the project will ensure that a number of 'demonstrator' projects from participating technology parks are showcased at Study Tours in order to; allow the exchange of knowledge in R&D business support, transfer good working practice and increase business participation in R&D in the West Midlands.

Placements - 24

The Technology Networks project encourages SMEs to participate in R&D activity, encourage R&D collaborations, transfer knowledge and best practice inter regionally. SMEs will invest time in learning about R&D, or collaborating on R&D projects inter regionally to increase R&D investment in their company. European placements are facilitated with partners in order to support a one week visit to key European Research Centres of excellence. This one week placement should be a long enough duration to obtain some R&D market knowledge or to initiate a joint venture.

A researcher will attend in support of SMEs or to form collaborations with SME. The emphasis of the project is to encourage SMEs to have easy access to West Midlands researchers and overseas good practice. Researchers /SMEs on each placement will produce a report on their visit and will be provided by the project with a diary template to complete each day of the placement to assist with this.

Participants SME owner/managers and Researchers are sought who are working within the field of the 5 key Technology Council recommended clusters (Health & Medical, Digital Media & ICT, Energy, Transport Technologies, Advanced Materials). Universities will be invited to take part in the project via a dedicated application process – the project will be seeking expertise and experience with regard to world class research and development facilities.

Each SME participant will be required to submit a formal application to the project which identifies which key research centre they would like to visit and the reasons why. They will be required to outline what their main objectives of such a visit would be and will need to agree to submit a written case study summarising their key findings following their visit. Examples may include the possible development of a new R&D collaboration, the recognition and full understanding of world class expertise/ best practise, the development of a partnership project or a longer term joint venture.

Problems encountered during the delivery of this project have included:

- ↳ Initial Partner organization problems, resulting in one of the Partners withdrawing from the project in October 2010. A further partner was then sourced, this partnership is working well.
- ↳ Insufficient take up of Placements, even with strong marketing campaign.
- ↳ Slow take up of Study Tours.
- ↳ Both of the above are funded for SME's and Researchers, a strong marketing campaign has been developed, but the interest is slow.

There are obvious problems in negotiating Study Tour arrangements with the European Hosts, ensuring that we reach the correct establishments, and the delegation receive good practice examples when visiting the EU destinations.

9.L.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

- ↳ Network/Cluster;
- ↳ Technology Transfer;
- ↳ Partnering Support.

9.L.8.PROBLEMS ENCOUNTERED.

9.L.9.RESULTS AND (LIKELY) IMPACT:

This project will stimulate high quality business-academic collaborative research that will lead to increased private sector R&D investment that will, in turn, deliver economic or quality of life benefits within the region, through support of knowledge exchange and innovation activities involving SMEs. This project will help stimulate the needs of the region for greater levels of investment and innovation to increase productivity across all sectors, and to help diversify the economy towards more knowledge-intensive and high value added sectors. At the same time the project will develop inter-regional activity to promote the transfer of know-how and good practice between the West Midlands and regions elsewhere in Europe in relation to successful policy approaches to raising productivity and improving economic and social cohesion.

9.L.10.KEY INNOVATIVE FEATURES:

The project brings together all the West Midlands Higher Education Institutions, a Chamber of Commerce, five overseas University Technology Parks, along with UK Trade and Investment. The addition of revenue funding from Advantage West Midlands and the provision of funding from the 2007-2013 structural funds programme will increase levels of R&D investment which are currently the lowest of all English regions, while supporting businesses and universities to commission and exploit knowledge based innovation.

It will help take the West Midlands to the forefront of intellectual property development and will drive forward the commercialisation of technical and non-technical knowledge and creativity within the region's research institutions, the public sector and businesses.

The region has a strong research and development base within its universities, hospitals and other public sector institutions as well as business and private sector R&D facilities. We need to better utilise these knowledge assets and those of the region's creative economy. Currently year-on-year spending on R&D is falling and levels of total R&D investment in the region are now the lowest of all the English regions. This project will encourage R&D collaboration which will in turn both stimulate innovation and support new commercial opportunities (dramatically enhancing academic/industrial partnerships).

9.L.11.SUSTAINABILITY:

The project results, such as desk research, case studies and best practice implementations, will be made available to West Midlands business support, R&D organisations and SMEs, accessed through the partners websites and by email/print.

The project results, such as desk research, case studies and best practice implementations, will be made available to West Midlands business support, R&D organisations and SMEs, accessed through the partners websites and by email/print.

Project activity will be disseminated through annual events, which relevant actors will be invited to attend, participate in and exchange knowledge. SMEs participating in the project will have gained access to WM researchers and the R&D Network which will be sustainable support beyond the project, at the SMEs own expense. Outputs and Outcomes should become embedded into policies and programmes and ways of working with SMEs that continue beyond the duration of the project.

The project will raise awareness of inter regional opportunities and collaborative processes, that become an integral consideration for all beneficiaries in the project (SMES, Universities, researchers, policy managers, clusters etc.) and for non project participants who are made aware of the projects successes through events, case studies, best practice reports and relationship marketing.

9.L.12. TRANSFERABLE ASPECTS:

The network has transferability across other regions provided that potential funders can be sought.

9.L.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Delivery Partners

Coventry University Enterprises Ltd (lead).

Staffordshire University (until October 2010).

Birmingham City University (from October 2010).

International Trade Team (UKTI), Coventry and Warwickshire Chamber of Commerce.

Wider Consultion

Energy/Environmental Technology Cluster Manager.
 Screen, Image & Sound Cluster Manager.
 Strategy Manager – Advanced Materials.
 Medical Technologies Cluster Manager.
 Cluster Managers.
 UKTI Cluster Internationalisation Project.
 Business Links- Research and Development - Innovation Advisory Service.
 Ethnic Minority Business Forum.
 Business Links- Environmental Advisory Service.
 AWM European Team.
 European Strategy Group.
 Coventry University Health Design Technology Institute.

9.L.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.L.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The successes of the project are aimed to be identifying new ways of collaborative working in order to encourage and facilitate West Midlands SMEs accessing EU University research facilities, and at the same time ensuring that international SMEs are encouraged to undertake inward investment into the West Midlands technology parks.

It is also hoped that it will also Encourage non R&D Universities from the West Midlands to participate in project activities in order to increase their understanding of and participation in the R&D arena.

9.L.16.EVALUATION REPORTS, AVAILABLE:

An evaluation report will be produced at the conclusion of the project.

9.L.17.OTHER DOCUMENTS:

Desk Top report, various flyers advertising study tours and placement. An A5 booklet on the project., Steering Committee Reports, Minutes of Partner and Steering Committee Meetings.

9.L.18.CONTACT DETAILS:

Nicole Barraclough
Project Assistant
Coventry University Enterprises Ltd

E.mail: *comnbarraclough@cad.coventry.ac.uk*

Tel: 07 974 98 41 28

9.M.“WEST MIDLANDS” INNOVISTA

9.M.1.SYNTHESIS:

↳ General Description:

Innovista Network is a community of interest company limited by guarantee to support the start-up and early growth stage of innovative companies

↳ What is the project about/what does it seek to achieve?

Innovista Network is designed to develop social capital through innovation, the network is designed to be very broad and provide the professional skills which entrepreneurs seek to access, using the proven experience and success of the members. It is the central hub for other relevant support networks.

↳ What results have been achieved?

The Network has been reregistered as a CIC from a company limited by guarantee. The CIC status means that the organization is not for profit, any annual surplus generated is used in furthering the network and not for distribution to shareholders.

↳ Why is this good practice/case study?

It encourages participation and interaction as a respectful and friendly face of business support aimed at underprivileged and disaffected persons in our society. The support is on an ongoing basis and looks to make the new venture distinctive and sustainable by using innovation and creative thought at all stages. It is the synthesis of 10 years of similar projects using the best practice from each.

9.M.2.BASICS OF THE OPERATION:

- ↳ Title: Innovista Network;
- ↳ Region: West Midlands, United Kingdom;
- ↳ Geographical coverage: West Midlands;
- ↳ Starting date and duration: April 2011;
- ↳ Past Funding (budget and partners), as an IP Project: *EU: NATIONAL PUBLIC: £500,000*
NATIONAL PRIVATE: £100,000
TOTAL: £600,000

9.M.3.THEME:

Business support for new and early growth stage companies, aiming to give a competitive advantage through innovative tools and techniques provided by network members.

9.M.4.BACKGROUND INFORMATION:

Rationale and context of the operation.

The United Kingdom, like most of the EU is just recovering from the effects of a two year recession, with a large reduction in the national budget to support the micro/small and medium business community. Support services offered have been reduced to 13 from 30 accessible to SME's. There is a Government drive to look for support services from social enterprises and private/public providers to fill the gap as a result of the reduced funding. Of more importance is the plight facing minority groups in our society who are disenfranchised and left with inadequate support to start their own ventures and companies, for instance the young, 16 to 24 year olds, ex-military service personnel, ethnic minority groups and public sector workers. Innovista Network has been registered to give specialist support to these communities, to provide professional business services, training and guidance at early company formation. The scheme is designed to provide a dedicated mentor for each company who will make their time available in a shared action plan. The focus is on using mentors as creative and innovative partners in starting ventures on a sound business platform. The ultimate success of this network will be on the ability to lever the services of other networks and social enterprises/charities on a low cost but professional service basis.

9.M.5.OBJECTIVES:

Supporting individuals and groups in starting companies with innovation and creativity at the heart of their businesses. Offer a professional level of support at low to no cost.

Innovista Network is a friendly, supportive and safe environment in which to start innovative businesses, or bring a new product or idea to market.

Supporting individuals and groups in starting companies with innovation and creativity at the heart of their businesses. Offer a professional level of support at low to no cost.

We can provide a creative and innovative approach to make your business, product or service more appealing to the customer, and know what it takes to make long term successful businesses.

Our commitment to you, through one of the most powerful innovation networks in the country is to:

- ↳ Treat every idea as valuable;
- ↳ Provide a safe and friendly environment for creative and innovative ideas to flourish;
- ↳ Avoid conventional business jargon which is likely to confuse rather than inform;
- ↳ Use the best unconstrained techniques available for creative idea progression;
- ↳ Use only trusted and professional network colleagues in every aspect of business start-up and growth, those who have done it all before, not read the manual;
- ↳ All we require of you is a commitment to make the network grow and spread the word, your ideas and most importantly your time.

9.M.6.MAIN ACTIVITIES:

Business Support, intellectual property and asset management, delivering creative and innovative solutions in getting ideas from concepts to market, training and mentoring of individuals, sourcing trusted professional services.



Img.15

9.M.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

- ↳ Through a better connection within the innovation systems;
- ↳ To increase the number of regional actors involved in innovation activities;
- ↳ To have a more balanced economical and technological development throughout EU.

9.M.8.PROBLEMS ENCOUNTERED:

Time to dedicate to the venture as all participants are otherwise employed. Difficulty in raising finance for operational requirements.

9.M.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

New ventures created, reduction in unemployment, motivation and ability to take risks in starting businesses, transfer of programmes, tools and techniques which have proven success.

9.M.10.KEY INNOVATIVE FEATURES:

- ↳ Centered around Innovation & creativity;
- ↳ Concentrating on 21st Century youth;
- ↳ Co-creation & co-production;
- ↳ Developing social value/social capital;
- ↳ Building social capital;
- ↳ Developing the capabilities of individuals and communities;
- ↳ Embracing Social Enterprise model;
- ↳ Networking, mentoring and mutual support.

9.M.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The evolution of this project has always looked at the sustainability and continuation prospects, these have evolved from purely profit driven through service provision to a mix of public and private support.

9.M.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.)
Focusing on provision of specific innovative and creative services;
- ↳ Transferability of process (management structure, monitoring system, etc.)
As described.

9.M.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority: Coventry and Warwickshire Chamber of Commerce;
- ↳ Regional agency: Advantage West Midlands;
- ↳ Education (University) or research institution: Coventry University;
- ↳ Business sector: Patent Attorneys, Trade Mark Attorneys, Lawyers, Consultancy Firms (large and small).

9.M.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority: Coventry and Warwickshire Chamber of Commerce, Funding;
- ↳ Regional agency: Advantage West Midlands, Funding and Steering Group attendance, PR;
- ↳ Education (University) or research institution: Coventry University, Operational management and delivery, Events and training provision;
- ↳ Business sector: Patent Attorneys, Trade Mark Attorneys, Lawyers, Consultancy Firms (large and small), Professional services support and Steering Group attendance

9.M.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Five case studies have been written up with evidence of GP in IP management and asset management, product expansion and diversification, increased profits for organisations.

9.M.16.EVALUATION REPORTS, AVAILABLE:

Project reports and evaluation reports, case studies, presentations

9.M.17.OTHER DOCUMENTS:

Other documents in: www.innovista-network.co.uk

9.M.18.CONTACT DETAILS:

Name: Brian More
 Innovista Network
 Puma Way
 Coventry CV1 2TT

9.N.“TUSCANY” OTIR 2020

9.N.1.SYNTHESIS:

↳ General Description:

OTIR 2020 is the “Pole of competence” for support the Tuscan fashion sector, which comprehends sectors textiles, clothing, jewelry, footwear, leather and furniture-nautical, through the provision of advanced services for innovation, development and the management of strategic projects of R&D, marketing and design.

For the innovation in the fashion, fundamental factors for the diffusion and adoption innovation among enterprises are: the coordination among researches realized to different levels, the identification of priorities and a valid brokerage between scientific and productive system.

Considering the complexity and heterogeneity of sector, in order to favor technology transfer and “chain of innovation” are decisive the activation and enhance of relationship among enterprises and the structures present to local, national and European level.

OTIR 2020 has the objective to realize a wide, strong network offering:

- Technology services (advanced instrumentation and testing rooms, studies and plans for development of processes and products, innovative sampling, testing and pre-feasibility of new technologies, technologies and design services, rapid prototyping and rapid manufacturing, consulting and technical training, set-up of projects innovation and research);
- Innovation & research (technology incubator of ideas, studies of technological innovation);
- Technology transfer;
- Networking and intelligence services (management of external relationships with centers and laboratories, also at;
- European level, finding and dissemination knowledge and information);
- Marketing Services (enhancement of brand and / or image, communication and protection of trademarks);
- Tools and technologies for innovative design and product design;
- Services in support of the promotion, marketing and distribution of the product in collaboration with local authorities;
- Other services direct to implementation of the above.

The subject manager is composed of an established network of service centers and research centers that work together in the field of technology transfer and innovation support and actively working in the manufacturing districts of reference. The similarities between the partners are many: a mission centered on service companies in research and support for their innovative development, the commitment to technology transfer, promotion of innovation, knowledge diffusion, the capacity for strategic and operational involvement of not only enterprises, but also other research centers, service centers, trade associations, government agencies and stakeholders. All partners have collaborated on several regional planning experience in the field of technology transfer and support, and almost everyone have among their shareholders academics or other regional research institutions (CNR, University). The network of knowledge and collaboration in national and international level that characterized every partners enhance the potential contribution of regional innovation system offered by the Polo fashion.

- ↳ What is the project about/what does it seek to achieve?
OTIR2020 intends realize the “Pole of competence” for support the Tuscan fashion sector, which comprehends sectors textiles, clothing, jewelry, footwear, leather and furniture-nautical, through the provision of advanced services for innovation, development and the management of strategic projects of R&D, marketing and design;
- ↳ What results have been achieved?
 - The Pole has given start to its activity with a pool of 160 companies and now is in the phase for the aggregation of other 80 companies;
 - The pole has already presented some projects in answer to regional calls. Projects that have created a collaboration among companies and research structures of Pole.
- ↳ Why is this good practice/case study?
OTIR2020 represents an important operation for the rationalization of service centres in support of furniture sector with the aim to aggregate all companies in order to:
 - Make critical mass towards outside world;
 - Have an instrument for spread information and business opportunities;
 - Become the unique point of reference for the strategic choices of Tuscany region;
 - Become a very technological pole after this phase of start-up.

9.N.2.BASICS OF THE OPERATION:

- ↳ Title: OTIR2020;
- ↳ Region: Tuscany;
- ↳ Geographical coverage: Tuscany Region;
- ↳ Starting date and duration: 2011 up to 2014;
- ↳ Funding (budget and partners).

9.N.3.THEME:

Innovation network, pole of competence, fashion.

9.N.4.BACKGROUND INFORMATION:

↳ Rationale and context of the operation:

- POR CReo Toscana FESR 2007/2013, approved by European Commission in date 1.8.2007 Decision C(2007), n.3785, Line of intervention 1.2. “Support to qualification of system for technology transfer direct to favor the process of innovation in the system of enterprises”;
- PRSE 2007-2010, approved by Regional Council with resolution n.66 of 10/10/2007 – Line of intervention 1.2 “Support to technology transfer through qualification of centres of competence” and Line 1.3 “ development of networks for the valorization of system of technology transfer and support to innovation’ process;
- PAR FAS 2007-2013 Line of intervention 1.1.b Action 1.2 “Support to technology transfer through qualification of centres of competence”.

All these administrative acts underline the strong will of Tuscany Region to rationalize the system of service centres through realization of “Poles of competence” (under the Community Framework for State Aid for Research, Development and Innovation (2006 / C 323/01)) where concentrate financing and enhance the activities of transfer of knowledge to system of enterprises and expand technological and scientific competences.

9.N.5.OBJECTIVES:

↳ Rationale and context of the operation:

- Technology services (advanced instrumentation and testing rooms, studies and plans for development of processes and products, innovative sampling, testing and pre-feasibility of new technologies, technologies and design services, rapid prototyping and rapid manufacturing, consulting and technical training, set-up of projects innovation and research);
- Innovation & research (technology incubator of ideas, studies of technological innovation)
- Technology transfer;
Networking and intelligence services (management of external relationships with centers and laboratories, also at european level, finding and dissemination knowledge and information)
- Marketing Services (enhancement of brand and / or image, communication and protection of trademarks);
- Tools and technologies for innovative design and product design;
- Services in support of the promotion, marketing and distribution of the product in collaboration with local authorities;
- Other services direct to implementation of the above.

9.N.6.MAIN ACTIVITIES:

- ↳ Activities of information brokerage;
- ↳ Matching demand / supply (technology, profiles, services, products, etc.)
- ↳ Consulting services;
- ↳ Management and provision of laboratories;
- ↳ Marketing Services.

9.N.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

9.N.8.PROBLEMS ENCOUNTERED.

9.N.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ The Pole has given start to its activity with a pool of 160 companies and now is in the phase for the aggregation of other 80 companies;
- ↳ Have already been presented in internal partnerships to the pole 15 projects of qualified services in answer to regional calls;
- ↳ The private consortium Has Been Developed in order to manage the Regional Innovation Pole of the mobile industry and furniture.

Expected impact:

- ↳ New products;
- ↳ New market opportunities;
- ↳ New jobs opportunities.

9.N.10.KEY INNOVATIVE FEATURES:

- ↳ Consistent aggregation of enterprises;
- ↳ Creation of a referent for the Region of Tuscany on the field;
- ↳ Need of participation in regional public call of qualified services for innovation of product, process and service.

9.N.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The first 3 years of start-up will be financed by Tuscany Region and to members companies at the moment isn't required any charge. After 3 years, once fully operational, the asset manager will assess the need for a membership fee that clearly will be proportional to the services provided and the benefits gained from belonging.

9.N.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

9.N.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority - Tuscany Region;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.N.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority - Tuscany Region;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

9.N.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ Strong private-public synergy;
- ↳ Economic crisis as stimulating factor to make critical mass;
- ↳ Subjects manager poles with experience and motivation.

9.N.16.EVALUATION REPORTS, AVAILABLE.

9.N.17.OTHER DOCUMENTS.

9.N.18.CONTACT DETAILS:

NEXT TECHNOLOGY
TECNOTESSILE Società Nazionale di Ricerca r.l.
VIA DEL GELSO, 13 - 59100 PRATO (IT)

Web-site: www.tecnotex.it

TEL. +390 574 63 40 40

FAX: +390 574 63 40 45

Etruria Innovazione SCpA
 via Banchi di Sopra 31 Siena
 53100 Italy
 Web-site: www.etinnova.it/Ing.
 Tel. +390 577 24 74 52 | Fax. +390 577 24 87 27

Name: Gianpaolo Ghisalberti
 E-mail: gianpaolo.ghisalberti@etinnova.it
 Mobile: +393 388 08 01 71

9.O. "TUSCANY" TECNORETE: REGIONAL NETWORK OF TECHNOLOGY TRANSFER SYSTEM

9.O.1. SYNTHESIS:

↳ General Description:

TECNOrete is the regional network of technology transfer system which foreseen several actions of sustain to offer of services for innovation and technological transfer through financing of "Centres of competence".

Members of TECNOrete are: Tuscany region, provincial administrations and management subjects who directly or indirectly carried out activities of technology transfer. Actually there are 45 members of TECNOrete, but the network is open to further adhesion from institutional subjects who working in the territory for the promotion of innovation of regional productive system.

↳ What is the project about/what does it seek to achieve?

All these actions have the objective to achieve the promotion of development and innovation, as the process of qualification of enterprises through an action which brings to valorize the research (public and private) contributions and will be able to stimulate, scouting and give answers to exigencies of productive system.

Tuscany Region has realized a series of "system's actions" direct to rationalize both the supply side and the demand. In particular has been realized:

- Regional network of incubation system;
- Regional network of technology transfer (TECNOrete);
- Regional network of service centres and infrastructures for technology transfer and innovation for theyachting sector.

In the framework of this policy, at the same time Tuscany Region:

- Has approved "Catalog of advanced services to business" open to enterprises;
- Has financed two feasibility studies for innovation poles and a call for the financing of Innovation poles, promoted by Centres of competences participating to TECNOrete.

General Description:

TECNOrete is the regional network of technology transfer system which foreseen several actions of sustain to offer of services for innovation and technological transfer through financing of “Centres of competence”.

Members of TECNOrete are: Tuscany region, provincial administrations and management subjects who directly or indirectly carried out activities of technology transfer. Actually there are 45 members of TECNOrete, but the network is open to further adhesion from institutional subjects who working in the territory for the promotion of innovation of regional productive system.

↳ What results have been achieved?

In July 2011 Tuscany Region approved 12 Poles:

- **OTIR 2020** - fashion (textile, clothes, leather, shoes, gold);
- **POLITER** - ICT Telecommunications and robotics;
- **POLIS** - technologies for a sustainable city;
- **NANOMIX** - nanotechnologies;
- **CENTO** - Furniture;
- **POLO OPTOSCANA** - optoelectronics and aerospace;
- **PIERRE** - technologies for the renewable energy and energy savings;
- **POLO 12** - mechanics (automotive and transport);
- **INNOPAPER** - paper;
- **POLO INNOVAZIONE SCIENZA DELLA VITA** - life science;
- **P.E.N.T.A** - boating and technology for sea;
- **POLO PIETRE TOSCANE** - marble.

↳ Why is this good practice/case study

The good practice is the wall system of joint and coordinated actions coordinated that under the direction of Tuscany region has re-organized the system of innovation and technology transfer in Tuscany.

9.O.2.BASICS OF THE OPERATION:

- ↳ Title: TECNOrete;
- ↳ Region: Tuscany;
- ↳ Geographical coverage: Tuscany;
- ↳ Starting date and duration: 2008;
- ↳ Funding (budget and partners).

9.O.3.THEME:

Innovation and technology transfer.

9.O.4.BASICS OF THE OPERATION:

Rationale and context of the operation

The aggregation process around innovation networks is developed through successive steps, starting from 1994, when the Regional government established the Tuscany Hi-Tech Network Project. On one hand, the goal was to bring the initiatives in the areas of Florence, Pisa and Siena, where there were already initiatives aimed at organising existing potential, within a common framework. On the other hand, it was aimed at enhancing and revitalising the existing entrepreneurial tradition, creating opportunities for interaction between the business sphere and the world of research. From an operational point of view, the network fostered projects for interaction between the hi-tech research and development sphere and traditional Tuscan sectors, and in particular those for traditional products (textiles, clothing, leather, hides, footwear, furniture etc.), cultural heritage, the environment, agriculture and innovative products in significantly entrenched fields in Tuscany (such as biomedical and pharmaceutical technology, advanced instruments and materials, robotics and information technology).

The main strengths of the project are to be found in its attempt to foster a regional innovation policy and establish regional coordination of the Tuscan scientific community. Its weaknesses, on the other hand, can be traced back to the nature of Tuscan businesses and the region's social context, which have little propensity towards innovation and collaboration with universities and centres of research; the different approach of universities, which view the relationship with businesses in a negative light; limited financial resources, which the region has reduced as compared to expectations; and finally, fading consensus, political weakness and shortcomings in territorial representativeness. With the reform of Chapter V of the Constitution in 2001, the Italian regions acquired important powers with respect to innovation and technological development. All this within a context, even at the European level, in which the Regional Innovation Systems approach has been increasingly embraced and the regions are seen as key actors for economic recovery and the spread of innovation.

Considering the programming period 2000-2006, and those policies supporting networks of innovators implemented by the regional government of Tuscany (Italy), they have been implemented in the form of a set of programs aimed at supporting innovative projects implemented by networks of heterogeneous economic actors. The specific programs encouraged networking amongst actors belonging to the worlds of industry, research and services for the purpose of realizing joint R&D projects or innovation diffusion projects. More specifically, public intervention was aimed, on the one hand at supporting the innovative potential of the local productive systems of the region (introducing technological/sectoral targets consistent with the specializations of the main local productive systems of the region), and on the other at favoring the emergence of relations among different local production systems. The whole set of projects – considered here as a network of networks – involve 768 agents, classified as follows: i) innovation centers, business development service centers, technology parks and similar infrastructures; ii) departments of universities and units of research centers; iii) chambers of commerce, business associations and other kinds of local/regional association; iv) enterprises; v) other (various public bodies). A fairly significant element is that the majority of the relations that take place within the total network have a local dimension (approximately 53% of the total relations, within the same "Provincia", i.e. a county).

Therefore, the web of relations have specific territorial roots. The links between the various local systems take place thanks to the activity of applied research centers or universities, innovation centers and trade associations, which entertain relations with a number of agents operating in different technological/sectoral and/or territorial contexts.

The generally limited size of the firms involved in these programs do not favor their role as trans-local bridging actors. Beyond the representation of the network as a whole, significantly stable (in the time span under consideration) relations emerge. They involve a sub-set of agents that exchange information, competencies and build strategies along non-episodic timescales. Here we can presume to find the actors that are capable of generating, producing and reproducing rules of interaction, competencies and strategies that are the basis of the system. Hence we consider their sub-network as a projection of a web of relations and actors, supporting the integration between the innovation systems variously embedded in the territories of the regional milieu. Starting from such sub-network of significant relations we can identify those that revolve around some “islands”, that is parts of the sub-network with a relatively high degree of self- containment. The main islands have sectoral/ technological features: optoelectronics, mechanics-robotics, lifescience, traditional industries with higher innovative potentials such as textiles/clothing, footwear, marble, furniture and light (instrumental) mechanics, shipbuilding.

These experiences are fundamental in order to understand the actual scenario related to the innovation networks in Tuscany. In fact, the last step towards this direction is represented by the Innovation poles approach for the programming period 2007-2013. The past approaches have enhanced the ability of the territory in experiment networking approaches. The regional production system - in order to resume its path of development - should focus on its excellences. These excellences must be drivers and reach a threshold that can affect the rest of the system, acting as a coupling element.

This approach is build on existing, although not formalized, innovation networks and intends to formalize them through a specific process of concentration along specific themes and involving the key actors of the research, innovation, business, Competence centers etc. The process is ongoing. It has started with feasibility studies and is now in its implementation phase following a specific call for proposal

9.O.5.OBJECTIVES:

TECNOrete has the following aims:

- ↳ Promotion of raising quality of offered services, disseminate and valorize the good practices, favor the cooperation among subject of network, in order to integrate all competences necessary to satisfy enterprise's demand;
- ↳ Realize a service integrated with the platform of digital regional services, also through the promotion of common utilization of installations (infrastructures and equipments) for activities of innovation and technology transfer, in order to ensure a rapid transfer of research's results and knowledge of productive system;
- ↳ Maximize the utilization of innovative services by enterprises, also with the financial measures foreseen for the utilization of “Catalogue of advanced services”;
- ↳ Utilization of platform for the economic regional intelligence.

9.O.6.MAIN ACTIVITIES:

- ↳ Stimulate and implement innovation demand of enterprises belonging to the Pole and, in general, SMEs in technologies and applications of reference;
- ↳ To accompany companies access to specialist services with high added value, to support the spread of innovation between enterprises inside and outside of the Pole;
- ↳ To ease the enterprises access to the scientific and technological knowledge and to the national and international networks in the field of scientific research and innovation of industrial interest;
- ↳ To ensure the sharing of equipments and laboratories.

9.O.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

The good practice described here represents a policy for the local development direct to favor an economic grow. In order to achieve this general objective different instrument complement each other have been identified and supported by public institutions. In general terms, we could distinguish between instruments link to single productive sectors (sector policies) or instruments with an horizontal value (policies factors). In the “policy factor” the most important element concerns the role of the productive factor know how, with reference to production, diffusion of knowledge, industrial research and innovation. The central role attributed to know how is an aspect that fit with the objectives of INOLINK, as for the importance of innovation network and the necessity to give theme a governance and an approach more market oriented.

9.O.8.PROBLEMS ENCOUNTERED:

The problems encounters are link to necessity to change the work approach adopted until now by centres of competences.

9.O.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

As mentioned above in July 2011 Tuscany Region has selected and approved 12 Poles of Innovation, in these first months the management subjects have start with the organization of single poles, so at the moment we haven't a disposition particularly details about results or impacts.

9.O.10.KEY INNOVATIVE FEATURES:

- ↳ Technology extension;
- ↳ Technology transfert;
- ↳ Know-how;
- ↳ Networking;
- ↳ Territorial economical intelligence.

9.O.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

Tuscany Region has foreseen a decreasing funding system, in order to allow at the innovation poles the achievement of an economic sustainability in the next years, encouraging the establishment of business model oriented to self-sustainability.

9.O.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

9.O.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority: Tuscany Region;
- ↳ Regional and local agencies;
- ↳ University and private and public research institution;
- ↳ Business sector;
- ↳ Centres of competence;
- ↳ Service centres.

9.O.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority: Tuscany Region;
- ↳ Regional and local agency, service centres, support centres, reserach institution. In particular during the implementation stage Tuscany Region organized a series of laboratories (7) direct to subjects of TECNOrete in order to explaine the objectives, the expeted outputs of regional policy and share european experience and contributions.

9.O.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE.

9.O.16.EVALUATION REPORTS, AVAILABLE.

9.O.17.OTHER DOCUMENTS:

Other documents in: www.regione.toscana.it

9.O.18.CONTACT DETAILS:

Tuscany Region
 Direction of Economic development
 Dott. Albino Caporale

9.P. "TUSCANY" - CENTO

9.P.1.SYNTHESIS:

↳ General Description:

The competitiveness of traditional sectors is increasingly linked to capability to propose a complex innovation, not only formal but also technological, in order to avoid the possibility to be copied by new productive realty (Cina, India etc..) that have a cost of labor very low and out of competition with European country.

With these premises of context, CSM (Centro Sperimentale del Mobile - Sperimental centre of furniture) in partnership with other service centres has proposed CENTO, a project finalised at the realization of a Pole of Competence for the following sectors: furniture, furnishings and craft, campers and boating.

The objective is offer to companies a set of advanced services - link to innovation of product, process, business and in general to enhance of strategic skills - through the creation of a network among universities, research centres, laboratories companies and service centres together with the activation of technological platform for the management of information and action of brokerage targeted.

The involved service centres carry out the function of intermediaries between supply and demand of innovation, with interventions also in the aspects more closely to market.

With reference to sectors of activity of Pole the tuscan realty is articulated in this manner:

- Sector of furniture is presents in Pistoia (Quarrata) with the specialization of “overstuffed”, Pisa (Cascina, Lari, Peccioli, Perignano) with important synergy with boating sector, Siena and Arezzo for kitchens, Firenze with wide variety productive;
- Sector of furnishings links to production of glass and crystals (Tuscany is the first Italian region in this production), ceramic (Montelupo, Impruneta, Sesto Fiorentino, Senese), and stone;
- Sector of camper concentrated in Valdelsa (Siena), which represents the first Italian cluster in this sector with the presence of medium-large companies (some of theme link to multinational companies) and a wide supply chain in the territory;
- Sector of boating, concentrated in the province of Pisa, Livorno, Lucca e Massa Carrara. Tuscany is the first italian region in the production of megayacht.

↳ What is the project about/what does it seek to achieve?

CENTO is finalized to realization of Pole of Competence for the Tuscan system in the sector of furniture, furnishings and craft, campers and boating. The objective is offer to companies a set of advanced services – link to innovation of product, process,business and in general to enhance of strategic skills – through the creation of a network among universities, research centres, laboratories companies and service centres together with the activation of technological platform for the management of information and action of brokerage targeted.

↳ What results have been achieved?

- The Pole has given start to its activity with a pool of 160 companies and now is in the phase for the aggregation of other 80 companies;
- The pole has already presented some projects in answer to regional calls. Projects that have created a collaboration among companies and research structures of Pole.

↳ Why is this good practice/case study?

CENTO represents an important operation for the rationalization of service centres in support of furnitue sector with the aim to aggregate all companies in order to:

- Make critical mass towards outside world;
- Have an instrument for spread information and business opportunities;
- Become the unique point of reference for the strategic choices of Tuscany region;
- Become a very technological pole after this phase of start-up.

9.P.2.BASICS OF THE OPERATION:

↳ Title: CENTO;

↳ Region: Tuscany;

↳ Geographical coverage: Tuscany Region;

↳ Starting date and duration: 2011 up to 2014;

↳ Funding (budget and partners).

9.P.3.THEME:

Innovation pole, specific sector, innovation network.

9.P.4.BACKGROUND INFORMATION:

- ↳ With reference to sectors of activity of Pole the tuscan realty is articulated in this manner:
- POR CREo Toscana FESR 2007/2013, approved by European Commission in date 1.8.2007 Decision C(2007), n.3785, Line of intervention 1.2. “Support to qualification of system for technology transfer direct to favor the process of innovation in the system of enterprises”;
 - PRSE 2007-2010, approved by Regional Council with resolution n.66 of 10/10/2007 – Line of intervention 1.2 “Support to technology transfer through qualification of centres of competence” and Line 1.3 “ development of networks for the valorization of system of technology transfer and support to innovation’ process;
 - PAR FAS 2007-2013 Line of intervention 1.1.b Action 1.2 “Support to technology transfer through qualification of centres of competence”.

All these administrative acts underline the strong will of Tuscany Region to rationalize the system of service centres through realization of “Poles of competence” (under the Community Framework for State Aid for Research, Development and Innovation (2006 / C 323/01)) where concentrate financing and enhance the activities of transfer of knowledge to system of enterprises and expand technological and scientific competences.

9.P.5.OBJECTIVES:

CENTO is a project finalized at the realization of a Pole of Competence for the following sectors: furniture, furnishings and craft, campers and boating. The objective is to offer companies a set of advanced services – link to innovation of product, process, business and in general to enhance of strategic skills – through the creation of a network among universities, research centres, laboratories companies and service centres together with the activation of technological platform for the management of information and action of brokerage targeted.

The involved service centres carry out the function of intermediaries between supply and demand of innovation, with interventions also in the aspects more closely to market.

9.P.6.MAIN ACTIVITIES:

Activities of information brokerage:

- ↳ Matching demand / supply (technology, profiles, services, products, etc. ...);
- ↳ Consulting services;
- ↳ Management and provision of laboratories;
- ↳ Marketing Services.

9.P.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

9.P.8.PROBLEMS ENCOUNTERED.

9.P.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- 1.The Pole has given start to its activity with a pool of 160 companies and now is in the phase for the aggregation of other 80 companies;
- 2.Have already been presented in internal partnerships to the pole 15 projects of qualified services in answer to regional calls;
- 3.The private consortium Has Been Developed in order to manage the Regional Innovation Pole of the mobile industry and furniture.



Expected impact:

- ↳ New products;
- ↳ New market opportunities;
- ↳ New jobs opportunities.

9.P.10.KEY INNOVATIVE FEATURES:

- ↳ Consistent aggregation of enterprises;
- ↳ Creation of a referent for the Region of Tuscany on the field;
- ↳ Need of participation in regional public call of qualified services for innovation of product, process and service.

9.P.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The first 3 years of start-up will be financed by Tuscany Region and to members companies at the moment isn't required any charge. After 3 years, once fully operational, the asset manager will assess the need for a membership fee that clearly will be proportional to the services provided and the benefits gained from belonging.

9.P.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

9.P.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority - Tuscany Region;
- ↳ Regional agency;
- ↳ Education (University) or research institution - University of Florence;
- ↳ Business sector;
- ↳ Service centres.

9.P.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority - Tuscany Region;
- ↳ Regional agency;
- ↳ Education (University) or research institution - University of Florence;
- ↳ Business sector;
- ↳ Service centres.

9.P.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ Strong private-public synergy;
- ↳ Economic crisis as stimulating factor to make critical mass;
- ↳ Subjects manager poles with experience and motivation.

9.P.16.EVALUATION REPORTS, AVAILABLE.

9.P.17.OTHER DOCUMENTS.

9.P.18.CONTACT DETAILS:

CSM - Centro Sperimentale del Mobile e dell'Arredamento
Loc. Salceto, 99 - 53036 Poggibonsi - Siena

Web-site: www.csm.toscana.it

Tel: +39 0577 93 74 57 | Fax: +39 0577 93 62 97

Etruria Innovazione SCpA
via Banchi di Sopra 31 Siena
53100 Italy

Name: Gianpaolo Ghisalberti

E-mail: gianpaolo.ghisalberti@etinnova.it

Web-site: www.etinnova.it

Tel: +39 0577 24 74 52 | Fax: +39 0577 24 87 27

Mobile +39 3388 08 01 71

9.Q. "TUSCANY" - POLO DIGITALE

9.Q.1.SYNTHESIS:

- ↳ General Description:
Scientific Park for SME operating on IT.

- ↳ What is the project about/what does it seek to achieve?
 - Network of IT Enterprise in order to develop new solutions, products and services on IT sector;
 - Transfer technology between Universities and SMEs;
 - New jobs opportunities;
 - Space dedicated to SMEs.

- ↳ What results have been achieved?
 - Network of IT Enterprise in order to develop new solutions, products and services on IT sector (20%);
 - Transfer technology between Universities and SMEs (0%);
 - New jobs opportunities (0%);
 - Space dedicated to SMEs (10%).

- ↳ Why is this good practice/case study: because it is promoted by Private Enterprise and it has funded after 1 year. SMEs are still collaborating.

9.Q.2.BASICS OF THE OPERATION:

- ↳ Title: Polo Digitale Applicato di Arezzo;
- ↳ Region: Tuscany;
- ↳ Geographical coverage: Arezzo Area;
- ↳ Starting date and duration: 2009-2020;
- ↳ Funding (budget and partners): *EU: 1M€*
NATIONAL PUBLIC: 1.56M€
NATIONAL PRIVATE: 0€
TOTAL: 2.56M€

9.Q.3.THEME:

- ↳ Network of IT Enterprise in order to develop new solutions, products and services on IT sector;
- ↳ Transfer technology between Universities and SMEs;
- ↳ New jobs opportunities;
- ↳ Space dedicated to SMEs.

9.Q.4.BACKGROUND INFORMATION:

The Pole of Applied Digital was born from the system to make businesses and enhance the excellences of the productive fabric of Arezzo. The city of Arezzo promotes the initiative in collaboration with the Tuscany Region, Industrial Association, CNA, Confartigianato, Confcommercio, Chamber of Commerce, Innovation and Etruria companies of Arezzo.

9.Q.5.OBJECTIVES:

- ↳ Create chains of products that allow an acceleration of the companies;
- ↳ Aggregate physically companies that deal with process and product innovation in the digital;
- ↳ Encouraging the growth of small innovative companies;
- ↳ Provide an outlet for work in Arezzo graduates of the University Centre Aretino territory and attract expertise from across the south of Tuscany;
- ↳ Create a brand that links the concept of innovation to the territory of Arezzo;
- ↳ Encourage corporate investment in R & D by factoring common areas.

9.Q.6.MAIN ACTIVITIES:

Knowledge Management Services:

- ↳ Matching demand and supply made available to subjects in the technology center in order to learn their skills (marketplace);
- ↳ Service work collaboratively to participation in tenders and projects (work collaboration system);
- ↳ Internal communications and information services (portal).

Training and promotional services:

- ↳ Activities of university education, in collaboration with other universities and other national and international institutions whose objective is the formation of professional companies to integrate into;
- ↳ Training courses in companies for college students or high school technology-focused;
- ↳ Courses for certification of competence, qualification and retraining is managed by the companies inside the Polo organized by the staff feel the management needs of corporations themselves;
- ↳ Foreign language courses can lead marketers of companies able to compete in the global market;
- ↳ Organization of conferences and seminars in the Polo, to promote and exploit research, dissemination of innovation and technology transfer to companies;
- ↳ Staging of exhibitions with the presentation of works of art that derive from the 'use of digital technology means or inspiration.

Technological scouting:

- ↳ Internal newsletter service;
- ↳ Organized weekly seminars to provide companies with access to the latest in technology, materials, procedures, financing and anything else that is functional to their growth.

Infrastructure services:

- ↳ Network connectivity to broadband and housing enterprise server in a computer center inside;
- ↳ Computing platform, back office and data storage;
- ↳ Service canteen, bar and monitoring of the structure;
- ↳ Secretarial services, organization of meetings and conferences;
- ↳ Facilitation services to working women under an agreement with municipal or private facilities.

- ↳ Advice for the certification of production and management processes according to ISO and UNI reference, with particular emphasis on certification of eco-compatibility of domestic companies;
- ↳ Laboratory management and hardware and software platforms for development and calculation.

Marketing Services.

Assistance to start-ups.

Funding support.

9.Q.7.WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

9.Q.8.PROBLEMS ENCOUNTERED:

- ↳ Space finding;
- ↳ Managing board definition.

9.Q.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ 50 SMEs collaborated on the project;
- ↳ 22 SMEs developed 7 project collaborating each other;
- ↳ The private consortium has been developed in order to manage the "Polo Digitale Applicato di Arezzo".

Expected impact:

- ↳ New products;
- ↳ New market opportunities;
- ↳ New jobs opportunities.

9.Q.10.KEY INNOVATIVE FEATURES:

Networking among IT SMEs on the same sectors.

9.Q.11.SUSTAINABILITY:

Sustainability is granted by private funding renting spaces to Enterprise “incubated” (60%), common projects (20%) and services (20%).

9.Q.12.TRANSFERABLE ASPECTS:

The key goal of Polo Digitale Applicato di Arezzo has been the ability to work with SMEs and private sector in order to define the business case.

9.Q.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority - Muinicipality of Arezzo, Chamber of Commerce of Arezzo;
- ↳ Regional agency - Etruria Innovazione SCpA (project management);
- ↳ Education (University) or research institution - University of Siena;
- ↳ Business sector (enterprise invovlment), Confindustria, Concommercio, Confartigianato, CNA.

9.Q.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority - Muinicipality of Arezzo, Chamber of Commerce of Arezzo;
- ↳ Regional agency - Etruria Innovazione SCpA (project management);
- ↳ Education (University) or research institution - University of Siena;
- ↳ Business sector (enterprise invovlment), Confindustria, Concommercio, Confartigianato, CNA.

9.Q.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The key goal of Polo Digitale Applicato di Arezzo has been the ability to work with SMEs and private sector in order to define the business case.

9.Q.16.EVALUATION REPORTS, AVAILABLE:

Status of the project:

- ↳ The private consortium has been developed in order to manage the “Polo Digitale Applicato di Arezzo”;
- ↳ The building of “Polo Digitale Applicato di Arezzo” space is started.

9.Q.17.OTHER DOCUMENTS:

Polo Digitale Arezzo PPT presentation.

9.Q.18.CONTACT DETAILS:

Name: Ginafranco Cutini

E-mail: cutini@byte-elaborazioni.com

Web-site: www.polodigitale.arezzo.it/pages/home.jsf

10. PROPOSAL / PARTNERING SUPPORT

Type of Good Practice	Region	Good Practice
10.Proposal/Partnering Support	TUSCANY	10.A.INDOORS
	PODRAVJE	10.B.ŠGZ (CCL)
	WEST MIDLANDS	10.C.WMES

10.A. "TUSCANY" INDOORS

10.A.1.SYNTHESIS:

↳ General Description:

INDOORS – INnovation inside sme DOORS project is composed by 6 partner organizations, covering the overall Tuscany area.

The partnership includes the members of the Enterprise Europe Network in Tuscany region, representing the CINEMA Consortium:

- Eurosportello Confesercenti (coordinator) - national business association;
- Confindustria Toscana - confederation of business industries;

- Consorzio Pisa Ricerche – R&D association;
- Etruria Innovazione - innovative and integrated services for regional actors;
- Promofirenze - special agency of the Chamber of Commerce of Florence;
- Unioncamere Toscana - Regional Union of Chambers of Commerce of Tuscany.

↳ What is the project about/what does it seek to achieve?

INDOORS Consortium intends to create a regional social network for innovation based on a bottom-up approach to improve cooperation among service providers as well as participation of SMEs, to map all existing services and promote them via Open Door Events that will help foster SMEs innovation capacity.

↳ What results have been achieved?

This platform will:

- Gather at least 200 users;
- Provide a place for cooperation and exchange of information to SMEs and to innovation support providers;
- Provide project partners a governance and managing tool.

↳ Why is this good practice/case study:

INDOORS could be considered a good practice because offers to SME's a dynamic and updated framework of services and competences for innovation, able to enhance their competitiveness.

10.A.2.BASICS OF THE OPERATION:

- ↳ Title: INDOORS;
- ↳ Region: TUSCANY;
- ↳ Geographical coverage: Tuscany;
- ↳ Starting date and duration;
- ↳ Funding (budget and partners).

10.A.3.THEME:

Social networks facilitating communication between innovation service providers.

10.A.4.BACKGROUND INFORMATION:

↳ Rationale and context of the operation:

In Tuscany, as in the EU, there is a high fragmentation in the offer of services for the promotion of innovation in SMEs, resulting in gaps and overlaps. The INDOORS consortium intends to create a regional social network for innovation based on a bottom-up approach, in order to improve cooperation among service providers (with participation of SMEs also), map existing services and promote them via Open Door events that will help foster the innovation capacities of SMEs.

10.A.5.OBJECTIVES:

The overall objective of the project is to strengthen the role and visibility of the Enterprise Europe Network in Tuscany and to foster cooperation among different providers of innovation support for SMEs. The gap of the diffusion of innovation among SMEs can be filled via focused and proactive strategies of public and private entities that offer services to SMEs. To reach this objective, the INDORS (leaning on the “Tecnorete”) project intends to set up a social network for innovation which will involve SME through a bottom up approach; SMEs will be the target group of the events planned with the objective to foster innovation processes of the Tuscan entrepreneurship, in accordance with regional and EU policies and programmes.

The specific objectives are:

- ↳ Involve at least 200 users for the Virtual technological platform in order to: This platform will:
 - Give SMEs and innovation support providers a platform where to cooperate and the exchange information;
 - Provide a governance and managing tool to the partners;
- ↳ Provide a map, a coordinated system, containing all information that benefit SMEs:
 - Technology foresight on the key sectors of Tuscan economy;
 - Catalogue of innovation support providers (relations, networking) and their services;
- ↳ Organise 13 InnoDays aiming to inform SMEs on innovation services and stimulate cooperation;
- ↳ Promote project activities using Internet: (project platform, partner’s web sites, newsletters, house organs and other media tools). One postcard for project presentation will be printed. For the INNODAYS 13 analysis and 13 lists of potential target groups, 13 dedicated web-windows, 13 dedicated emails, 13 media event presentation will be produced.
- ↳ Valorize and exploit project results through the creation of a professional community specialized in innovation issues with an economic and professional growth strategy.

10.A.6.MAIN ACTIVITIES:

Activities will include:

- ↳ A participative Virtual social network, based on an intranet system, that will group all innovation support services and promote the Open Door events through multiple levels of activity:
 - Public information and online services provision;
 - Public information aggregate by items;
 - Reserved level (registered users only) for the sharing of information processes;
 - Reserved level (registered users only) for the sharing of collaborative processes for functional purposes (project governance, specific innovation activities).
- ↳ Mapping of Tuscan organisations offering services for SMEs (create a coordinated system);
- ↳ 13 highly publicized Open Door events (“stand alone” events or as part of events organised at regional level) in order to promote the mapped services for the benefit of SMEs;
- ↳ Web promotion;
- ↳ Constant monitoring of project results using feedbacks received from the enterprises involved;
- ↳ Valorisation and exploitation of INDOORS in order to promote project’s activities and results.

10.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

10.A.8.PROBLEMS ENCOUNTERED.

10.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

The platform should also be the right place to show regional excellence and innovativeness, highlighting the innovation potential of companies. It will also help to further understand **SMEs needs and the role of the public body in this field.**

The social network may represent a system of **stable relationship between supply and demand of technological innovation**, that does not stop with the end of the project activities are closely linked to multi-year support to SMEs to be carried out as actors in the network EEN.

10.A.10.KEY INNOVATIVE FEATURES:

Regional dimension, virtual social network, innovation

10.A.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments)

Sustainability of the project thanks to the involvement of the regional government, that considers the virtual platform useful (and included it in the regional telematic infrastructure) in order to:

- ↳ Provide to the services centres, technological transfer centres, associations, professionals and freelancers an aggregative system of competences, in order to offer to SME's a dynamic and updated framework of services and competences for innovation;
- ↳ Provide to SME's and to subjects offering services and advanced skills in the innovation sectors a place of cooperation and exchange of information, finalized to support entrepreneurial or project actions.

10.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

10.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority - Tuscany Region
- ↳ Regional agency - Eurosportello Confesercenti (coordinator) - national business association;
- ↳ Confindustria Toscana - confederation of business industries;
- ↳ Consorzio Pisa Ricerche - R&D association;
- ↳ Etruria Innovazione - innovative and integrated services for regional actors;
- ↳ Promofirenze - special agency of the Chamber of Commerce of Florence;
- ↳ Unioncamere Toscana - Regional Union of Chambers of Commerce of Tuscany.
- ↳ Education (University) or research institution
- ↳ Business sector.

10.A.14.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority - Tuscany Region
- ↳ Regional agency - Eurosportello Confesercenti (coordinator) - national business association;
- ↳ Confindustria Toscana - confederation of business industries;
- ↳ Consorzio Pisa Ricerche - R&D association;
- ↳ Etruria Innovazione - innovative and integrated services for regional actors;
- ↳ Promofirenze - special agency of the Chamber of Commerce of Florence;
- ↳ Unioncamere Toscana - Regional Union of Chambers of Commerce of Tuscany.
- ↳ Education (University) or research institution
- ↳ Business sector.

10.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE.

10.A.16.EVALUATION REPORTS, AVAILABLE.

10.A.17.OTHER DOCUMENTS.

10.A.18.CONTACT DETAILS:

Name: Claudio Gallerini
 Eurosportello Confesercenti
 E-mail: gallerini@eurosportello.eu
 Tel: +39 0553 90 51 47

10.B. “MARIBOR” CHAMBER OF COMMERCE AND INDUSTRY OF ŠTAJERSKA

10.B.1.SYNTHESIS:

- ↳ General Description:
Innovation award, organized by the CCI Štajerska.
- ↳ What is the project about/what does it seek to achieve?
Projects’ main objective is to stimulate innovation in Štajerska region.
- ↳ What results have been achieved?
Increasing number of innovations and innovators that apply each year.
- ↳ Why is this good practice/case study?
Innovation award is the way to promote innovators, from private organizations and independent individuals, and to promote innovative thinking in the region.

10.B.2.BASICS OF THE OPERATION:

- ↳ Title: Innovation award;
- ↳ Region: Podravje (NUTS III);
- ↳ Geographical coverage: Slovenia, Podravje region;
- ↳ Starting date and duration: from the end of January, for 4 and a half months, each year;
- ↳ Funding (budget and partners) at our own expense or from EU project funds when possible.

10.B.3.THEME:

Innovation award (yearly):

- ↳ Open for private and public organisation, especially SMEs;
- ↳ innovation management;
- ↳ innovation processes;
- ↳ innovation products, including services.

10.A.4.BACKGROUND INFORMATION:

Annual call for proposals,
Application gathering,
Application review and critics,
Innovation award conference.

10.A.5.OBJECTIVES:

The main objective of the project is to influence innovation culture of the Štajerska region.

10.B.6.MAIN ACTIVITIES

Call for proposals;
Selection Procedure;
Panel of experts (coming from?)
Conference with awards.

10.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS.

Yes.

10.B.8.PROBLEMS ENCOUNTERED.

10.B.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

10.B.10.KEY INNOVATIVE FEATURES.

10.B.11.SUSTAINABILITY:

Project has been successful for the last 15 years and will continue to be so in the future. The main reason is that the awards are not in cash value but rather in the recognition itself.

10.B.12.BASICS OF THE OPERATION:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

10.B.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Chamber of commerce and industry of Štajerska

10.B.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Chamber of commerce and industry of Štajerska

10.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Increasing number of innovations in the region.

10.B.16.EVALUATION REPORTS, AVAILABLE:

Project report.

10.B.17.OTHER DOCUMENTS:

Innovation applications.

10.B.18.CONTACT DETAILS:

Štajerska gospodarska zbornica - Chamber of commerce and industry of Štajerska
Ulica talcev 24
SI-2000 MARIBOR

Email: info@stajerskagz.si

Web-site: www.stajerskagz.si

Tel: (+386) 2 2208 700

Name: Goran Cigler

E-mail: Goran.cigler@stajerskagz.si

10.C. “WEST MIDLANDS” WMES

10.C.1. SYNTHESIS:

- ↳ General Description:
- ↳ What is the project about/what does it seek to achieve?
- ↳ What results have been achieved?
- ↳ Why is this good practice/case study?

10.C.2. BASICS OF THE OPERATION:

- ↳ Title: West Midlands European Service Birmingham (formerly EU Connects);
- ↳ Region: West Midlands;
- ↳ Geographical coverage: West Midlands;
- ↳ Starting date and duration: 1/11/08 – 31/12/11;
- ↳ Funding (budget and partners): *EU: £0.687 MILLION*
NATIONAL PUBLIC: £0.687 MILLION
NATIONAL PRIVATE:
TOTAL: £1.375 MILLION

10.C.3. THEME:

The deliver of a regional service that will:

- ↳ Increase interest in EU transnational funding, particularly those organisations that have never been involved in European funding before;
- ↳ Increase the number of submissions to EU transnational funding programmes, particularly from organisations that have never been involved in European funding before;
- ↳ Increase the number of successful submissions to EU transnational funding programmes, particularly from organisations that have never been involved in European funding before;
- ↳ Build EU transnational funding capacity and expertise within the region.

10.C.4. BACKGROUND INFORMATION:

The West Midlands had traditionally been in receipt of significant Structural Funding delivered through regional governance structures. As a consequence, there has been little need, demand or interest in engaging with other sources of EU funding. The region's performance in EU trans-national funding was very low, both in terms of number of applications and success rates of the applications submitted. This presented a real missed opportunity for the region as the competition for some of these funds was low since other regions were focusing on Structural Funds.

Therefore the programme period (2007-13) offered an opportunity to build up experience of programmes and processes, good contacts and networks with European partners and expertise and confidence amongst organisations at bidding for transnational funds, thus putting the West Midlands in a strong position post-2013 when access to Structural Funding is likely to be further reduced.

10.C.5.OBJECTIVES:

WMES Birmingham aimed to simplify the process of applying for EU trans-national funding programmes, to demonstrate the relevance of the European policy agenda and create a more accessible route to success in these funds and, in the longer-term, engage in an increasingly globalised economy, exploiting growing networks in Europe to help achieve the vision of making the West Midlands 'a global centre where people and businesses choose to connect.' The project sought to help organisations to build capacity and experience through confidence building: encouraging regional consortia building for joint and collaborative working, and practical application sessions that demonstrate bid writing skills. Essentially the project aimed to:

- ↳ Increase the number and value of successful bids submitted from the West Midlands into EU trans-national funding streams;
- ↳ Build capacity and expertise in regional organisations and consortia;
- ↳ Facilitate the delivery of quality projects that contribute towards the priorities of the West Midlands.

10.C.6.MAIN ACTIVITIES:

WMES Birmingham is a funding advice service offering free, tailored support to any West Midlands organisations looking to submit a bid to the following EU funding programmes:

- ↳ INTERREG;
- ↳ Marie Curie;
- ↳ LLP (Leonardo, Transversal, Erasmus);
- ↳ LIFE+;
- ↳ CIP (Eco Innovation, IEE, ICT-PSP);
- ↳ Daphne.

WMES Birmingham is a single point of contact for any organisation in the West Midlands. It assists project sponsors through the full life-cycle of the bidding process, from increasing understanding about the funds to drafting proposals, finding regional and European partners, finalising bid submissions, project management and delivery, leading to dissemination of results and promoting best practice. Some of the funds covered by the project require groups of partners to come together around a topic on a regional and trans-national basis. WMES plays a key role in bringing these partnerships together. The unit offers a series of free practical workshops to reflect the annual calls for proposals to each fund, for organisations to develop new skills and capacity. WMES also has an office in Brussels that focuses on offering support and advice on FP7 and business development opportunities in Europe. WMES Brussels also provides services to the WMES Birmingham by undertaking partner searches and linking into the European Commission and European Parliament. Many of the proposals supported WMES Birmingham have also incorporated WMES Brussels as a dissemination partner.

10.C.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

- ↳ Proposal/partnering support

10.C.8.PROBLEMS ENCOUNTERED:

The main problem was convincing organisations within the region that there was more to European funding than ERDF. As in many regions within the UK, many organisations are indifferent to European funding; it is perceived as being too bureaucratic, time-consuming and long-winded to be beneficial.

10.C.9.RESULTS AND (LIKELY) IMPACT:

To March 2011 the WMES Birmingham has achieved the following results:

- ↳ Assisted West Midlands organisations to submit 460 EU proposals with a total value of €70.5 million;
- ↳ 244 of these submissions have been successful and secured €14 million of funding for West Midlands' organisations;
- ↳ 1370 people within the West Midlands has received EU proposal development training;
- ↳ 62 capacity building events have been delivered;
- ↳ 183 study visits have been supported and delivered;
- ↳ 48 SMEs new to EU funding have been given support;
- ↳ 203 partner searches have been organised of which 21 have led to funded projects.

In terms of impact, the external evaluation of WMES will not be completed until July 2011, however it is clear that the service has raised the profile of EU transnational funding within the West Midlands, has increased the number of submissions and increased the level of success in the funding streams it has targeted. It is also clear that the service will leave a legacy of increased interest in European funding, higher levels of participation from West Midlands organisations and increased levels of expertise.

The modus operandi of the WMES Birmingham and the success that has been achieved has attracted interest from other regions within the UK. WMES has advised Wales Northern Ireland and the East, the North East, North West of England on establishing similar ERDF services. WMES has also responded to enquiries from Istanbul.

10.C.10.KEY INNOVATIVE FEATURES:

- ↳ The focus on the smaller scale EU transnational funding programmes that have a higher level of success and require less initial effort. Once organisations had been successful in these funding programmes, they are more likely to move on to larger, more complex funding programmes;
- ↳ Working closely in a more hands on way with a smaller group of organisations to increase submissions and capacity building;
- ↳ Linking into the Brussels office of the WMES to provided an added dimension in terms of information on European funding, partner search and links into the European Commission and Parliament;
- ↳ Application writing and project development workshops; giving detail advice and support to small groups of organisations;
- ↳ Offering advice and support on every aspect of the submission process from project development, partner search, proposal writing through to project delivery and project management.

10.C.11.SUSTAINABILITY:

The present phase of the project will finish in December 2011. The organisation hosting the service, West Midlands Councils, is consulting with Local Authorities to identify financial resources to provide the match for a further proposal to take the service through to March 2014. The service has been well received in the region by the development agency, universities, businesses, chambers of commerces, 3rd sector organisations and local authorities; all are keen to see it continue. However, due the difficult economic conditions faced in the UK at present and the closing the RDAs in England, sources of financial are limited.

10.C.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.), the successful planning and development of the proposal, particularly in terms of the identification of priorities and full engagement of regional stakeholders, was only possible because the need for the service was embedded in the West Midlands European Strategy. This gave WMES Birmingham the profile and credibility that services did not have. Therefore, this aspect of the service would only be transferrable if there is strong and well supported European strategy in place within the region, and strategy has identified the need for a service to support EU proposal submissions;
- ↳ Transferability of process (management structure, monitoring system, etc.), all of the processes to manage and deliver the project are transferrable.

10.C.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

The design and development of the WMES Birmingham was heavily influenced by the a number of strategies; the Regional Economic Strategy, the West Midlands European Strategy; and the delivery mechanisms of these strategies, particularly the European Strategy Board. These strategies and the ESB brought together the views and opinions of the regional development agency, local authorities (through the WMC the host of WMES Birmingham), businesses, 3rd sector organisations, universities/FE colleges and research organisations. Through the West Midlands European Strategy these organisations identified the need for a European Service to be created. This demand for what became WMES Birmingham allowed those developing the proposal to design a service that fully met the needs of the regional stakeholders.

10.C.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

The strategies identified in the previous section and the ESB, allowed WMES Birmingham to remain connected and responsive to the needs of the regional development agency, the local authorities, universities/FE colleges , research organisations, 3rd sector organisations and businesses. Of particular importance in keeping the service relevant have been the Research Development and Innovation Group (universities, research organisations and innovative businesses) and the Single European Market Group (chambers of commerce, European focused businesses).

10.C.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE.

10.C.16. EVALUATION REPORTS, AVAILABLE.

10.C.17. OTHER DOCUMENTS.

10.C.18. CONTACT DETAILS:

Quay Place, Edward Street
Birmingham, B1 2RA, UK
Partnership Centre, Albert House

Name: Mark Schneider - Head of West Midlands European Service

E-mail: m.schneider@wmeuropeanservice.eu

Web-site: www.wmeuropeanservice.eu

Tel: +44 (0)7500 44 12 45 | +44 (0)1212 45 01 51



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11. TECHNOLOGY TRANSFER

Type of Good Practice	Region	Good Practice
11. Technology Transfer	WEST MIDLANDS	11.A.BSC
	ANDALUSIA	11.B.CITAndalusia
	SAARBRUCKEN	11.C.DFKI
	SAARBRUCKEN	11.D.Eurice
	WEST MIDLANDS	11.E.IME
	SAARBRUCKEN	11.F.INM-SVFS
	TUSCANY	11.G.Inno Creativita
	TUSCANY	11.H.INOLOVA
	SAARBRUCKEN	11.I.KWT
	TUSCANY	11.J.MATE
	ANDALUSIA	11.K.PTA
	PODRAVJE	11.L.TCUM
	MARIBOR	11.M.TIA
	ALGARVE	11.N.NATURA

11.A.“WEST MIDLANDS” BIRMINGHAM SCIENCE CITY

11.A.1.SYNTHESIS:

↳ General Description:

Birmingham Science City is a regional partnership between business, public sector and research base to develop regional strategies to exploit centres of world class scientific research. Specifically Birmingham Science City had developed and used science and technology to improve the prosperity and quality of life of the city-region, the West Midlands and the UK.

↳ What is the project about/what does it seek to achieve?

Aims to improve prosperity and quality of life through science and technology.

↳ What results have been achieved?

Established Science City Research Alliance, demonstrator projects, communications project, public engagement project.

↳ Why is this good practice/case study?

Show how collaborations between business, public sector and research institutions can increase commercial exploitation of innovation.

11.A.2.BASICS OF THE OPERATION:

↳ Title: Birmingham Science City;

↳ Region: West Midlands UK;

↳ Geographical coverage: West Midlands UK;

↳ Starting date and duration: Jan 2005 to date;

↳ Funding (budget and partners)) Various sources including regional development agency, ERDF,

↳ Birmingham City Council and local universities.

11.A.3.THEME:

Birmingham Science City is a regional partnership, with long-term goals, between the research base, public and private sector users of research and promoters of science and technology.

11.A.4.BACKGROUND INFORMATION:

↳ Rationale and context of the operation.

Six Science Cities were designated in 2004 by UK Government. Birmingham Science City was established as a regional initiative in the West Midlands supported by Advantage West Midlands.

11.A.5.OBJECTIVES:

Birmingham Science City develops and uses science and technology to improve the prosperity and quality of life of the West Midlands and the UK by:

Drawing on the strengths of the region's top-class research, development, engineering, technological activities and facilities, including its universities.

Demonstrating drive and improve prosperity and quality of life, through activity such as sourcing new technology and working closely with businesses and public sector clients to help them achieve their strategic priorities.

Working with partners from across the region to meet the needs of businesses and public sector interest throughout the West Midlands.

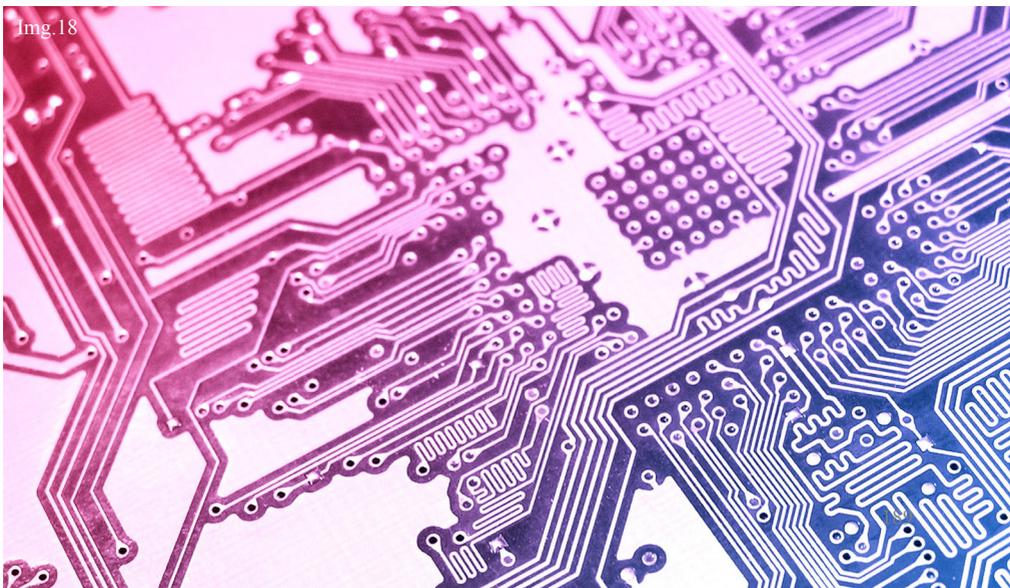
Working towards better engagement with Science and Technology by the whole of the community with colleges, schools and other community organisations.

11.A.6.MAIN ACTIVITIES:

User led demonstrator projects.
Science City Research Alliance.
Communications and Public Engagement Projects.

11.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Example of innovation practice in West Midlands.



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11.A.8.PROBLEMS ENCOUNTERED:

Closure of Regional Development agency and lack of funding in the future.

11.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

The Science City Research Alliance of the Universities of Birmingham and Warwick which is funded by Birmingham Science City, via Advantage West Midlands (AWM), in addition to other partners. The investment is funding joint equipment and research infrastructure at both institutions. The projects build on areas of complementary existing research strength of regional/national relevance.

11.A.10.KEY INNOVATIVE FEATURES:

Increased collaboration between public, private and university sectors.

11.A.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

Activity sustained until March 2012. Future beyond this under discussion

11.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
 - ↳ Transferability of process (management structure, monitoring system, etc.).
-

11.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority Birmingham City Council;
- ↳ Regional agency West Midlands (Regional Development Agency);
- ↳ Education (University) or research institution All regional Universities;
- ↳ Business sector private sector companies in region.

11.A.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority Birmingham City Council;
- ↳ Regional agency West Midlands (Regional Development Agency);
- ↳ Education (University) or research institution Universities of Birmingham, Warwick and Aston;
- ↳ Business sector Board representatives from local businesses including Qinetiq, SCH Computing and Forensic Science Service.

11.A.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

A number of projects established that increase collaboration between public, private and academic sectors that increase the exploitation of innovative products.

11.A.16. EVALUATION REPORTS, AVAILABLE.

11.A.17. OTHER DOCUMENTS:

Other documents in: www.birminghamsciencecity.co.uk

11.A.18. CONTACT DETAILS:

Nick Bennett - Demonstrator Manager,
Birmingham Science City
E-mail: n.bennett2@aston.ac.uk

11.B. "MALAGA" CITANDALUCIA - INNOVATIONS AND TECHNOLOGY TRANSFER CENTER OF ANDALUSIA

11.B.1. SYNTHESIS:

- ↳ General Description:
The Innovation and Technology Transfer Centre of Andalucía -CITAndalucía is a public company that depends of the Regional Ministry of Innovation Science and Technology of the Regional Government of Andalusia.
- ↳ What is the project about/what does it seek to achieve?
The main goal of Innovation and Technology Transfer Centre of Andalusia (CITAndalucía) is to promote innovation and technological development, supporting technology transfer activities in Andalusia.

↳ What results have been achieved?

Since its creation CITAndalucía has given support services to researchers and companies in order to promote the technology and knowledge transfer and to increase the Andalusian participation in European R&D and Innovation programs. Among other results since 2007 CITAndalucía has co-organised 17 technology transfer events with 2700 bilaterals meeting between enterprise and research groups, in the ones have participated 900 enterprises and 379 research groups.

↳ Why is this good practice/case study?

One of the specific objectives of the INOLINK project is to analyze the key factors for technology transfer and territorial diffusion of innovation. CITAndalucía main goals link with this objective.

11.B.2.BASICS OF THE OPERATION:

- ↳ Title: CITAndalucía- Innovation and Technology Transfer Centre of Andalucía;
- ↳ Region: Andalusia;
- ↳ Geographical coverage: Andalusia;
- ↳ Starting date and duration: 2005;
- ↳ Funding (budget and partners).

11.B.3.THEME:

Technology and knowledge transfer.

11.B.4.BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation.

11.B.5.OBJECTIVES:

CITAndalucía works as technology transfer broker and participates actively in the Enterprise Europe Network, of which is a key member through CESEAND, the regional node in Andalusia.

CITAndalucía provides entrepreneurs and researchers with a comprehensive support on technologies, workshops and individual training. In addition it collaborates with companies seeking partners for collaborative research, organises technology transfer events and promotes the development of co-operation with industry and business. Also, CITAndalucía has undertaken the active promotion of the participation of Andalusian companies in FP7 and other international research programmes as one of its main activities.

CITAndalucía has a team of experts working in close contact with all the keyplayers in the private business, university researches, governmental agencies and industry associations that puts it in a privileged position to detect good practices in our region, carry out promotion and dissemination actions, promote the collaboration between different agents in the sector, etc.

11.B.6.MAIN ACTIVITIES:

Technology transfer promotion.

Support the R&D and Innovation activities in six priority sectors: aerospace, ICT, agroindustry, biotechnology, energy and environment, emergent sectors.

Promotion of Andalusian participation in the FP/ and ICP.

11.B.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes, INOLINK objective is to analyze the key factors for technology transfer and territorial diffusion of innovation.

11.B.8.PROBLEMS ENCOUNTERED.

11.B.9.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

INOLINK's overall objective is increasing the reach of regional innovation policies, as a contribution to increasing the number of regional actors involved in innovation activities and to a more balanced economic and technological development throughout the EU territory.

To achieve this objective, the INOLINK project proposes the exchange of experiences in the setting up and functioning of public structures, which support innovation and the participation in R&D cooperation. CITAndalucía is a public structure which support innovation, technology transfer and R&D cooperation.

11.B.10.KEY INNOVATIVE FEATURES:

Fostering Innovation.

11.B.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The organization was created in 2005 and constantly growing.

11.B.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.), promoting innovation, technology transfer;
- ↳ Transferability of process (management structure, monitoring system, etc.).

11.B.13.ACTOR WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

11.B.14.ACTOR WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government.

11.B.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Over the 6 years of experience CITAndalucía has achieved a close working relationship with Andalusia's business and research communities.

11.B.16.EVALUATION REPORTS, AVAILABLE.

11.B.17.OTHER DOCUMENTS:

Other documents in: www.citandalucia.es

11.B.18.CONTACT DETAILS:

Avda. Isaac Newton, nº 4,
 Pabellón de Italia 3ª Planta Isla de la Cartuja,
 41092 SEVILLA

E-mail: citandalucia@juntadeandalucia.es
 Tel: 955 03 98 32 | Fax: 955 03 98 35

11.C. "SAARLAND" DFKI

11.C.1.SYNTHESIS:

- ↳ General Description:
- ↳ What is the project about/what does it seek to achieve?
- ↳ What results have been achieved?
- ↳ Why is this good practice/case study?

The German Research Center for Artificial Intelligence, with sites in Kaiserslautern, Saarbrücken, Bremen and Berlin is the leading German research institute in the field of innovative software technology. In the scientific community, DFKI ranks among the internationally recognized "Centers of Excellence". DFKI was founded in 1988 as a nonprofit organization by several renowned German IT companies and two research facilities. Because of the increasingly short cycles of innovation in the field of information technology, the lines between research, application-related development, and conversion to products are becoming blurred. This is why DFKI projects typically include the entire spectrum from basic application-based research to market- and customer-oriented development of product functions.

The purpose of the DFKI Transfer Center is to make the scientific findings of DFKI available to commercial applications. With an overall annual budget in 2009 of more than € 29 million, the previous year's record results of € 27 million were surpassed and once again a positive annual net profit was reported.

Currently, DFKI has 372 employees and 311 student assistants. The circle of DFKI industrial partners comprises among others Daimler AG, Deutsche Telekom AG, SAP AG, IDS Scheer AG, Attensity Europe GmbH, Microsoft Deutschland GmbH, Deutsche Post AG, BMW AG Deutsche Messe AG, EADS Astrium GmbH and Ricoh Ltd. In 2009, the circle has been expanded by HARTING KGaA and Intel Corp.

At the DFKI competence centers, where the focus is on technological and expert know-how, the chief aim is the management of research problems that transcend the individual labs.

Innovation you can touch:

- the latest innovative technologies are tested, evaluated, and demonstrated in the “Living Labs”;
- Innovative Retail Laboratory;
- Robotics Exploration Laboratory;
- SmartFactory Laboratory;
- Virtual Office Laboratory;
- Bremen Ambient Assisted Living Laboratory - BAALL;
- Safe and Secure Systems;
- Semantic Web.

11.C.2.TRANSFERABLE ASPECTS:

- ↳ Region: Saarland;
- ↳ Geographical coverage: Saarland and Germany;
- ↳ Starting date and duration: 1998;
- ↳ Funding (budget and partners) € 29 million.

11.C.3.THEME:

Applied innovation. Success story of the German Research Centre for Artificial Intelligence (DFKI).

11.C.4.TRANSFERABLE ASPECTS:

- ↳ Rationale and context of the operation.

Between 1985 and 1995 Saarland’s policy on technology generated the development and expansion of an impressive research landscape. Saarland University was extended to include a Faculty of Natural Sciences and Technology. Ten independent research institutes were also established, of which the Max Planck Institute for Computer Science, the Leibnitz-Institute for New Materials and the Fraunhofer Institutes for Biomedical Engineering and Non-Destructive Testing are especially worth mentioning.

Saarland’s Innovation Strategy has seen the most promising areas in the field of IT, nanotechnology and biotechnology, the automotive industry, logistics and knowledge. It has therefore set-up five related cluster-organisations.

11.C.5.OBJECTIVES:

At the DFKI competence centers, where the focus is on technological and expert know-how, the chief aim is the management of research problems that transcend the individual labs.

The purpose of the DFKI Transger Center is to make the scientific findings of DFKI available to commercial application.

11.C.6.MAIN ACTIVITIES:

- ↳ Applied research;
- ↳ Technology transfer;
- ↳ Spin-offs.

11.C.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.C.8.PROBLEMS ENCOUNTERED.

11.C.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

The DFKI model of a non-profit Public-Private-Partnership (PPP) was positively received at numerous presentations and is often referenced as the recommended structure. January 2010 marked the most recent review of DFKI in the 5-year evaluation circle by the Federal Ministry of Education and Research (BMBF). There is even an effort to incorporate the PPP organizational structure into the Federal Grant Handbook and the text of relevant laws.

DFKI has membership rights in the Center for the Evaluation of Languages and Technologies (CELCT), based in Trento, in Yocoy Technologies GmbH (Berlin), and in SemVox GmbH (Saarbrücken).

2004 the DFKI was awarded with the first German Spin-off Prize for entrepreneur-friendly research and training.

Impact indicators:

- ↳ Amount of spin offs (54);
- ↳ Amount of employee;
- ↳ Amount of patents;
- ↳ Amount of third-party funds;
- ↳ Sustainability of activities;
- ↳ Public awareness of activities.

11.C.10.KEY INNOVATIVE FEATURES:

- ↳ Spin-off success;
- ↳ Successful technology transfer activities;
- ↳ Good networking activities.

11.C.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

- ↳ Activities exist for several years;
- ↳ Capable to achieve third-party funds;
- ↳ There is an effort to incorporate the PPP organizational structure into the Federal Grant Handbook and the text of relevant laws.

11.C.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).
- ↳ Benefit through interconnection with regional partners/clusters;
- ↳ Organization model;
- ↳ Spin-off policy;
- ↳ Technology-transfer model.

11.C.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency education (University) or research institution;
- ↳ Education (University) or research institution;
- ↳ Business sector.

11.C.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency education (University) or research institution;
- ↳ Education (University) or research institution;
- ↳ Business sector.

11.C.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ New companies;
- ↳ High-tech research;
- ↳ Hosting an IT-competence center;
- ↳ Shapes the IT-cluster Saarland.

11.C.16. EVALUATION REPORTS, AVAILABLE.

11.C.17. OTHER DOCUMENTS:

Other documents in: www.dfki.de/web/about



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11.C.18. CONTACT DETAILS:

DFKI GmbH
Campus D3_2
D-66123 Saarbrücken

E-Mail: info@dfki.de

Tel: +49 (0)681 / 857 75-0 | Fax: +49 (0)681 / 857 75-5341

11.D. “SAARBRUCKEN” EURICE GMBH

11.D.1. SYNTHESIS:

↳ General Description:

The Eurice GmbH offers comprehensive support for the planning and implementation of international EU-funded R&D projects. Whether you are a scientist or researcher in a university, a research institute or a company, Eurice supports you with an experienced team of experts and help you lead your project from the first idea to a successful completion.

↳ What is the project about/what does it seek to achieve?

Eurice manages 27 EU-funded research projects worldwide with partners from more than 40 countries and an overall budget of over 150 million Euro.

↳ What results have been achieved?

Why is this good practice/case study?

The company exists since 2000 and is good practice for the success of a university spin-off and for the professional service it offers to finance research and innovative projects. The business model of a private company adopts (formerly usually) “public services” and performs them in a very efficient and successful way.

11.D.2. BASICS OF THE OPERATION:

↳ Title: Eurice GmbH, Consultancy for scientists and researchers;

↳ Region: Saarland;

↳ Geographical coverage: Germany, EU;

↳ Starting date and duration: started in 2000;

↳ Funding (budget and partners).

11.D.3. THEME:

Funding of Innovation: How private consultancies can enhance the success of finding funding sources.

11.D.4. BACKGROUND INFORMATION:

Saarland’s Innovation Strategy has seen the most promising areas in the field of IT, nanotechnology and biotechnology, the automotive industry, logistics and knowledge. It has therefore set-up five related cluster organisations.

Within the clusters, private innovation agencies (like EURICE) have been implemented to initiate joint research and development projects between companies and universities and to see these processes of innovation through for their clients with great confidentiality.

11.D.5.OBJECTIVES:

Eurice provides support and consultancy for scientists and researchers at universities, in businesses and research institutes from the first project idea to the successful completion. In addition, Eurice works as a training partner for the EU preparing scientists and business leaders to master the challenges that researchers face when working on large-scale EU-funded projects.

11.D.6.MAIN ACTIVITIES:

Project Preparation.
Project Administration.
Project Management.
Research Management.
Dissemination Activities.
Exploitation Activities.
Training Activities

11.D.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

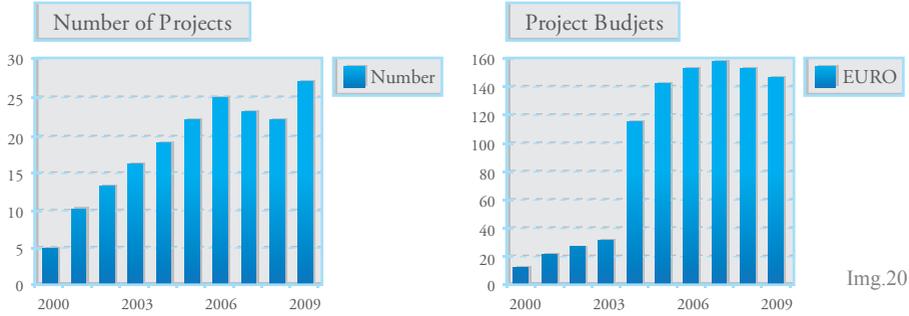
Yes.

11.D.8.PROBLEMS ENCOUNTERED.

11.D.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

Eurice manages 27 EU-funded research projects worldwide with partners from more than 40 countries and an overall budget of over 150 million Euro.



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Impact indicators:

- ↳ Amount of employee (about 20);
- ↳ Sustainability (started in 2000 as spin-off of Saarland University);
- ↳ Amount of projects;
- ↳ Contribution to finance research and innovation;
- ↳ Contribution to internationalization.

11.D.10.KEY INNOVATIVE FEATURES:

Professional, service orientated agency to obtain EU-funds. Professional proposal writer und people with project management skills support researchers and companies.

11.D.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The company is active since 2000 and constantly growing. It services are widely recognized by researchers and institutions.

11.D.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

- ↳ Spin-off of university;
- ↳ Professional market-driven services.

11.D.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

11.D.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

11.D.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Acquiring of research money; managing research projects; establishing international partnerships.

11.D.16. EVALUATION REPORTS, AVAILABLE.

11.D.17. OTHER DOCUMENTS:

Other documents: www.eurice.eu

11.D.18. CONTACT DETAILS:

EURICE - European Research and Project Office GmbH
Science Park 1
Stuhlsatzenhausweg 69
66123 Saarbrücken

Tel: +49 (0681) 95 923-360 | Fax: +49 (0681) 95 923-370

11.E.“WEST MIDLANDS” IME

11.E.1.SYNTHESIS:

↳ General Description:

Inside Manufacturing Enterprise (IME) is a regional company visit programme designed to give employer access to some of the best manufacturing and engineering companies in the West Midlands.

↳ What is the project about/what does it seek to achieve?

IME shares manufacturing Best Practice, knowledge, innovation and expertise throughout the region to maintain UK based manufacturing and engineering.

↳ What results have been achieved?

Over 1200 visitors have taken part in the programme from over different 440 companies based in the region. The value of our visits for delegates averages 9.7 out of 10 and 92% of delegates leave with ideas ready to implement in their own company. Each delegate also has a named point of contact for MAS-WM assistance through which they can obtain funding to help implement these ideas. Partnerships have been built between companies and some companies have also progressed to become host companies.

↳ Why is this good practice/case study?

This programme has been running since February 2003 and outputs have been increased in each funding round. Demand for the programme in the region is high with waiting lists existing on the majority of visits. Nationally it is recognised that the West Midlands has one of the strongest programmes within the MAS network.

11.E.2.BASICS OF THE OPERATION:

↳ Title: Inside Manufacturing Enterprise (IME);

↳ Region: West Midlands;

↳ Geographical coverage: West Midlands;

↳ Starting date and duration: Currently funding phase is April 2010- March 2012. (The programme was first funded in February 2003 by AWM, again in April 2007 and we are in the current round now);

↳ Funding (budget and partners): *NATIONAL PUBLIC: MANUFACTURING ADVISORY SERVICE-WEST MIDLANDS - £143,765.00 (YEAR 2 WAS REDUCED BY £2,177.00 IN LIGHT OF GOVERNMENT CUTS).*

11.E.3.THEME:

Promoting best practice amongst West Midlands based manufacturing and engineering companies.

11.E.4.BACKGROUND INFORMATION:

The Inside Manufacturing Enterprise (IME) programme began in February 2003 and was modeled on the successful DTI (Department for Trade and Industry now known as BIS- the Department for Business, Innovation and Skills) “Inside UK Enterprise” (IUKE) initiative. IUKE delivered in excess of 100 million in increased sales and profitability to participating businesses each year .Unfortunately the programme was closed in April 2004 due to the restructuring of their business offering.

Coventry University Enterprises Ltd (CUE) and the Manufacturing Advisory Service-West Midlands (MAS-WM) recognised the importance of a regional best practice visit programme and worked together with the regional development agency Advantage West Midlands (AWM) to develop the IME programme. AWM provided the funding for IME originally and from April 2007 this funding was given to MAS-WM direct and the IME programme became a core service offering from MAS-WM, managed by CUE Ltd.

11.E.5.OBJECTIVES:

The current programme (April 2010-March 2012) must achieve 48 business visits with 250 visitors from at least 50 different companies. The programme must have at least 20 host companies maintained on the programme. Alongside the outputs the programme should promote the manufacturing industry in the region, the best practice which exists in the region and provide networking opportunities.

11.E.6.MAIN ACTIVITIES:

The IME programme provides a series of best practice visits to companies based within the West Midlands region which last approximately half a day. Each visit begins with the delegates introducing themselves, their company and explaining what they would like to achieve from the day. The host company then presents an introduction to their company, explaining their company history and achievements. There are then two indepth presentations on two different topic areas which have been agreed in advance with the IME team. Each presentation covers the companies approach to the topic and ends with a question and answer session.

The presentations are then supported by a site tour which highlights the changes on the shopfloor and gives an opportunity to take to members of staff who have implemented the changes. The visit then ends with a question and answer session and a networking lunch. Group sizes range from 8 to 20 people but we recommend 12 people as a maximum. An IME and a MAS-WM representative are always present at the visit to offer advice and guidance on next steps and potential funding streams.

11.E.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes, more specifically technology transfer.

11.E.8.PROBLEMS ENCOUNTERED:

During the last IME Contract (April 2007) we did encounter problems when MAS-WM requested we change the style of the visits to link them directly to a series of MAS-WM workshops which were being run in the region. The format of these visits were different to the original Best practice format as they only covered the one topic which was the same as the workshop which had taken place 2 weeks before. Through our feedback process several barriers to achieving success in this style of visit were revealed. The shorter visit placed time constraints on delegates either on their ability to take a second half day to attend or the travelling time to location for a short visit which had an impact on attendance levels. Although we had host companies who were able to take part in the shorter visits many felt they did not receive the same benefits as a Best Practice visit and therefore we less likely to partake in the programme. The business positions of those attending the workshops created one of the largest issues as the majority of those attending the workshops do not have the authority to register for the visit and they cannot influence change in their organisation. Those attending the visit programme must have a sufficient level of responsibility within their business to receive maximum benefit. As a result we reverted back to the original Best Practice format in September 2007.

More recently the recession has had a significant impact on the programme both. At the beginning of the recession our cancellation rates rose as businesses were reacting to critical issues in the workplace, redundancies were a major factor. Our host base significantly reduced in this period as many host companies placed visits on hold as they felt it was unsuitable to showcase their companies in times of difficulties and they no longer had the capacity due to a redundancies or a urgency to increase business. The situation has now changed and we are seeing a positive impact on the programme with our visitor numbers increasing dramatically. For the first time we have had to limit companies to one attendee only per visit to ensure all companies can have the opportunity to attend, waiting lists now exist on almost all scheduled visits. Many companies have seen they must invest in their employees skills, particularly when they may have lost key personal.

11.E.9.RESULTS AND (LIKELY) IMPACT:

A key result of the IME programme is the dissemination of manufacturing best practice across the West Midlands region. The programme brings manufacturing companies together from a variety of industries to focus on common issues which may affect their businesses. This provides a support network for the companies involved which is further supported by the Manufacturing Advisory Service- West Midlands offer of funded assistance. There are many examples of where companies who had previously never interacted have begun working together, for example Power Panels Electrical Systems have assisted Brandauer in implementing a training road map similar to theirs.

The format of the IME best practice visit programme has been duplicated in the recent national Best practice visit programme pilot which was organised by MAS national. This was a success and in January 2012 the structure of MAS will move from a regional offering to a national offering, we expect this to include a national visit programme again therefore highlighting our programme as best practice.

11.E.10.KEY INNOVATIVE FEATURES:

The IME programme focuses on current issues relating to manufacturing companies in the West Midlands region and therefore it continually evolves to meet their needs. The format of the programme does adapt to delegate requests and therefore we have introduced a series of technology showcase visits which focus on how new technology can assist particular issues. By limiting companies to one delegate per visit this ensures each visit has a different variety of delegates, therefore no two visits are the same as the question and answer sessions are a key feature in the day. We also encourage host companies to revisit their presentations and some times topics to ensure the most relevant information is being presented.

11.E.11.SUSTAINABILITY:

The current project will end in March 2012 and is expected to be replaced by a national best practice programme. It is possible that the programme could exist if delegates paid for places however as the programme has existed for almost 9 years as free of charge this could be very difficult to implement. In April 2007 a fee was introduced for the IME programme but it had the immediate effect of a drop in delegate numbers so the decision had to be reversed. The key to sustainability with this programme in the West Midlands is attracting funding to reduce the costs to delegates.

11.E.12.TRANSFERABLE ASPECTS:

The majority of the IME programme could be transferred with ease however it will depend on the support structure in the region you wish to implement it in. Key to the success of this programme has been the partnership built between CUE and MAS-WM as this combines the Project Management skills of CUE with the Manufacturing knowledge and experience of MAS-WM. Together this ensures the companies involved are given the appropriate support and guidance in both the visits and follow up support after the visits have taken place. It has also been important to obtain funding from our regional development agency as without this the cost to delegates would have been too high.

The format of the visits have proved very successful and the national best practice pilot has followed this format also. We have explored changing the format of our visits to link them to a work shop programme however this was extremely unsuccessful and we reverted back to the original structure. We are however aware that other regions do have best practice visit programmes which exist in other formats that are successful so we believe that the programme must be tailored to suit the needs of manufacturing companies within your own region.

11.E.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

During the planning stage of IME CUE and MAS-WM worked together to develop a suitable company visit programme based on the previous IUKE national best practice scheme. This was developed with the support of Advantage West Midlands and was then funded via them. The business sector had an input to the programme via MAS-WM who continually evaluate the needs of the manufacturing industry in the West Midlands.

11.E.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

The implementations stage of IME was managed and delivered by CUE and MAS-WM with the support of AWM.

11.E.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The key to the visit programme is a range of suitable hosts. Throughout the IME programme we have worked with over 100 host companies who are continually reviewed to ensure they are still presenting best practice. At any one time we have 15-25 suitable companies. We have a range of SMEs to multinationals from a variety of industries. Each host needs to be developed and this is the importance of the MAS-WM/IME relationship in identifying host companies.

There must be access to a range of suitable delegates also. The IME database plays a large part in the success of the programme as does the networks to which the programme belongs. We advertise directly to the database, promote via different networks and also advertise in local press. It is important that those attending the visits must be able to implement change in their own organisation and therefore we expect attendees to be Managers and Directors.

Project Management plays a large part in the IME programme as it ensures quality. The IME team are needed to recruit, develop and schedule visits. They then also need excellent marketing and organisational skills to ensure all visits run smoothly and are full.

11.E.16. EVALUATION REPORTS, AVAILABLE:

There are no evaluation reports for this project. organisational skills to ensure all visits run smoothly and are full.

11.E.17. OTHER DOCUMENTS:

IME general information flyer, visit guidelines, frequently asked questions and host information.

11.E.18.CONTACT DETAILS:

Michelle Connors
Project Officer
Coventry University Enterprises Ltd
The TechnoCentre
Puma Way
Coventry
CV1 2TT

E-mail: mconnors@cad.coventry.ac.uk

Tel: +44 7974 98 41 27

11.F.“SAARBRUCKEN”LEINIZ - INSTITUT FÜR NEUE MATERIALIEN GMBH

11.F.1.SYNTHESIS:

↳ General Description:

The INM – Leibniz Institute for New Materials, situated in Saarbrücken (Germany), engages in fundamental and applied materials research – from molecules to pilot production. Our main research fields are “Chemical nanotechnology“, “Interface Materials” and “Materials in Biology.

↳ What is the project about/what does it seek to achieve?

In the field of technologies based upon materials science, developing a product is frequently an extremely protracted process. It is not unusual for ten years to pass between basic research and the product reaching the market. Lead times in this order of magnitude present a hurdle which is particularly difficult for small and medium-sized enterprises to surmount.

At the same time, the race to produce new and innovative products on these markets continuous to become more heated, and the product cycles shorter. With its specialists, experienced researchers, engineers and other technical staff, the INM contributes substantially to resolving “time-to-market” issues quickly and cost effectively.

↳ What results have been achieved?

Thanks to experience gained in over 15 years of project work in co-operation with industry, the INM founded and set the base for the “Nano-valley Saar”.

- Industrial projects: over 400;
- Laboratory facilities: 5.600 m²;
- Employees: approx. 185;
- Scientists/engineers: approx. 90;
- PhD students: approx. 25;
- Patent Families: 104.

↳ Why is this good practice/case study?

The INM was one Germany's first mover in nanotechnology and set the base for several spin-off and most of the nano-companies in the Saarland region. It was therefore a main pillar within the Saarland's innovation strategy.

11.F.2. BASICS OF THE OPERATION:

- ↳ Title: Technology transfer and spin-off policy of the Leibniz-Institute of New Materials. how to support regional structural change;
- ↳ Region: Saarland;
- ↳ Geographical coverage: Saarland;
- ↳ Starting date and duration: started in 1987;
- ↳ Funding (budget and partners).

Annual budget 2010: 19.230 T€

Third party funds: i.H.v. 3.500 T€

11.F.3. THEME:

Technology transfer and spin-off policy. How to support regional structural change.

11.F.4. BACKGROUND INFORMATION:

Between 1985 and 1995 Saarland's policy on technology generated the development and expansion of an impressive research landscape. Saarland University was extended to include a Faculty of Natural Sciences and Technology. Ten independent research institutes were also established, of which the Max Planck Institute for Computer Science, the Leibniz-Institute for New Materials and the Fraunhofer Institutes for Biomedical Engineering and Non-Destructive Testing are especially worth mentioning.

11.F.5. OBJECTIVES:

Only a tiny number of companies in SME's and industry are able to afford basic research facilities of their own. Few are active on the various levels between chemical engineering and production development. These companies' real strengths lie instead in their knowledge of customers and markets, marketing and sales.

The flexible technology transfer programme of the INM for customers in research and industry offers therefore:

- ↳ Contract research: sampling, feasibility studies, R&D projects;
- ↳ Licensings of well over 130 world patents;
- ↳ Co-operation with our NMO application center through to production maturity;
- ↳ Co-operation with spin-offs from the INM, professionals for production and the marketing of new products.

11.F.6.MAIN ACTIVITIES:

- ↳ Applied research;
- ↳ Technology transfer;
- ↳ Spin-offs.

11.F.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.F.8.PROBLEMS ENCOUNTERED.

11.F.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ Patent Families: 104;
- ↳ 11 spin offs (started in 1999);
- ↳ Networking: Member of cc-NanoChem, NanoBioNet, Nano Empower Saarland Impact dicators;
- ↳ Amount of participants in trainings;
- ↳ Amount of spin offs;
- ↳ Amount of employee;
- ↳ Amount of patents;
- ↳ Amount of third-party funds;
- ↳ Sustainability of activities;
- ↳ Public awareness of activities.

11.F.10.KEY INNOVATIVE FEATURES:

Spin-off success.
First mover in nanotechnology.
Successful technology transfer activities.
Good networking activities.

11.F.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

Activities exist for several years.
Capable to achieve third-party funds.
Partner of the German *Leibniz association*.

11.F.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

- ↳ Benefit through interconnection with regional partners/clusters;
- ↳ Spin-off policy;
- ↳ Technology-transfer model.

11.F.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non profit association.

11.F.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non profit association.

11.F.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ New companies;
- ↳ High-tech research;
- ↳ Hosting the competence center cc-NanoChem;
- ↳ Contributes to qualified work forces;
- ↳ Shapes the nano-cluster Saarland.

11.F.16. EVALUATION REPORTS, AVAILABLE:

Annual reports ("Jahresberichte"): www.inm-gmbh.de/de/publikationen/downloads/

11.F.17. OTHER DOCUMENTS:

Other documents in: www.inm-gmbh.de

11.F.18. CONTACT DETAILS:

Leibniz-Institut für Neue Materialien gGmbH
Campus D2 2
D-66123 Saarbrücken

E-mail: contact@inm-gmbh.de

Tel: +49 (0)681-9300-100

Fax: +49 (0)681-9300-242

11.G. “TUSCANY” INNO&CREATIVITA

11.G.1.SYNTHESESIS:

↳ General Description:

Project of scouting and animation for technology transfer in the field of ICT in the Province of Siena.

↳ What is the project about/what does it seek to achieve?

- Technological audit and diffusion of services offered by ICT Technological Pole of Torrita di Siena;
- Activation of door to door activities c/o enterprises;
- Realization of events for information and diffusion new technologies and solutions for the ICT sector;
- Initiatives for sustain new entrepreneurial initiatives.

↳ What results have been achieved?

- Encourage the consolidation of the ICT sector in the Province of Siena, both as a productive sector that can produce skilled jobs, both as a driver of innovation and business development for Siena;
- Increase the participation of companies in the research through various types of interventions: promotion of innovation, creating opportunities to meet supply and demand, audit & technology foresight: For example, trying to increase the participation of local companies to call for R&D (regional national, European) and contribute to the structural change of the production system;
- Increase opportunities to meet, knowledge and networking between different worlds and different cultures (not only research-enterprises but also among different sectors of research or among different enterprises);
- Drive the activities of R & D centers on the needs of local enterprises, with particular focus on ICT Centre of Torrita di Siena;
- Enhance the “human capital” on the province in terms of ideas, creativity and know-how by stimulating the birth of new projects / ventures.

↳ Why is this good practice/case study?

This project could be considered a good practice for the good reply received from the subjects of the territory, that show a consistent exigency to make critical mass and improve communication among enterprises and among enterprises and research centers, identifying participation to calls (and in special way European calls) a fundamental instrument to face the economic crisis.

11.G.2.BASICS OF THE OPERATION:

- ↳ Title: Project of scouting and animation for technology transfer in the field of ICT in the Province of Siena;
- ↳ Region: Tuscany;
- ↳ Geographical coverage: Siena;
- ↳ Starting date and duration: 2010-2012;
- ↳ Funding (budget and partners): *EU: 0€*
NATIONAL PUBLIC: 30K€
NATIONAL PRIVATE: 0€
TOTAL: 30K€

11.G.3.THEME:

- ↳ Strengthen the animation and marketing activities finalized to develop the ICT sector by bringing together the most significant experience and professionalism of the productive system.

11.G.4.BACKGROUND INFORMATION:

The INNO&CREATIVITA' is a project direct to sustain activities of scouting and animation for technology transfer in the field of ICT in the Province of Siena. Focus on ICT sector come from the fact that the ICT sector is a strategic sector in the economic development of the Province of Siena, as underline in the strategic program of the Provincial Administration, in the Anti-Crisis Plan adopted by the Province and in other strategic papers. This sector has a great potential in the area, both as a driver of job creation qualified, both as "trasversal instrument" able to produce jobs for various industries.

For this reason it was considered strategic in the territory enhance the animation and marketing activities finalized to develop the ICT sector by bringing together the most significant experience and professionalism.

11.G.5.OBJECTIVES:

- ↳ Improve communication and exchange of information between different actors operating in the area of ICT;
- ↳ Disseminate the opportunities of collaboration and participation to public calls;
- ↳ Create opportunities for deepening the technological innovations and exchange supply / demand technology.

11.G.6.MAIN ACTIVITIES:

Knowledge Management Services:

- ↳ Realization of events for promotion/diffusion ICT technologies;
- ↳ Initiative “Club of Innovation” based on initiatives produced in other tuscan provinces.

Technological scouting:

- ↳ Organization and realization of 20 study visits finalized to technological audit and innovation promotion.

Funding support:

- ↳ Activities of dissemination opportunity of collaboration and financing.
-

11.G.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.G.8.PROBLEMS ENCOUNTERED:

Management initiatives promoted by “Club of Innovation”.

11.G.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to asses the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ 25 SMEs collaborated on the project;
- ↳ 22 SMEs developed 4 project collaborating each other.

Expected impact:

- ↳ New products;
 - ↳ New market opportunities;
 - ↳ New jobs opportunities;
 - ↳ New fund.
-

11.G.10.KEY INNOVATIVE FEATURES:

Enhance communication and exchange opportunity among ICT subjects.

11.G.11.SUSTAINABILITY:

For the moment the economic sustainability is guaranteed by province of Siena, but the objective is to achieve in a short time several forms of business collaboration with enterprises.

11.G.12.TRANSFERABLE ASPECTS:

Each cluster should try to make critical mass by increasing the opportunities for exchange, mutual understanding, technological deepening and cross-fertilization, with specific roles managed by service centres that operate for technology transfer and innovation.

11.G.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Local authority: Provincia di Siena;
- ↳ Agency: Etruria Innovazione SCpA, APSLO;
- ↳ Education (University) or research institution: University of Siena;
- ↳ Business sector (enterprise involvement), Confindustria, CNA.

11.G.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Local authority: Provincia di Siena;
- ↳ Agency: Etruria Innovazione SCpA, APSLO;
- ↳ Education (University) or research institution: University of Siena;
- ↳ Business sector (enterprise involvement), Confindustria, CNA.

11.G.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The economic crisis has played a fundamental role in stimulating enterprises to “invest” in the participation to seminars of technological deepening and to join to “Club of innovation”.

11.G.16.EVALUATION REPORTS, AVAILABLE.

11.G.17.OTHER DOCUMENTS:

11.G.18.CONTACT DETAILS:

Agenzia Provinciale per lo Sviluppo Locale s.r.l.
Loc. Salceto, 121 - Poggibonsi (SI)

Name: Alessio Bucciarelli

E-mail: a.bucciarelli@apslo.it

Web-site: www.apslo.it

Tel: 0577 99 50 44 | Fax: 0577 99 50 46

Mobile: 348 364 90 22

11.H.“TUSCANY” ILO NOVA

11.H.1.SYNTHESIS:

↳ General Description:

Network among Universities

↳ What is the project about/what does it seek to achieve?

- Network among University;
- Strengthening of the Industrial Liaison Office of the partner universities, traditionally the most active in Tuscany on these issues, to strengthen cooperation and make uniform principles and criteria of the shares of technology transfer with the primary objective to increase the economic impact on region.

↳ What results have been achieved?

- Network of IT Enterprise in order to develop new solutions, products and services on IT sector (20%);
- Transfer technology between Universities and SMEs (0%);
- New jobs opportunities (0%);
- Space dedicated to SMEs (10%).

↳ Why is this good practice/case study?

Collaborating among 5 Universities



Img.21

11.H.2.BASICS OF THE OPERATION:

- ↳ Title: ILO NOVA;
- ↳ Region: Tuscany;
- ↳ Geographical coverage: Tuscany;
- ↳ Starting date and duration: 2005-2007;
- ↳ Funding (budget and partners): *EU: 0K€*
NATIONAL PUBLIC: 510K€
NATIONAL PRIVATE: 0K€
TOTAL: 500K€

11.H.3.THEME:

- ↳ Network of Universities;
- ↳ Transfer technology between Universities and SMEs.

11.H.4.BACKGROUND INFORMATION:

The Pole of Applied Digital was born from the system to make businesses and enhance the excellences of the productive fabric of Arezzo. The city of Arezzo promotes the initiative in collaboration with the Tuscany Region, Industrial Association, CNA, Confartigianato, Confcommercio, Chamber of Commerce, Innovation and Etruria companies of Arezzo.

11.H.5.OBJECTIVES:

- ↳ Consolidation of service provided to the business sector, strengthening the function as a bridge between the specific needs of enterprises and scientific and technological expertise existing in the university;
- ↳ Preparation of mapping the supply of research universities to promote the application of innovative technologies in the manufacturing sectors in the area (based on the specific needs clear for these areas) and wider geographical scales;
- ↳ Dissemination of technology transfer activities through the structuring of a special website (www.ilonova.eu) which converge the information of all offices that deal with technology transfer in universities Tuscan and the integrated use of communication tools and marketing.

11.H.6.MAIN ACTIVITIES:

- ↳ Strengthening cooperation between the offices of the universities to standardize the principles and criteria of the shares of technology transfer with the primary objective to increase the economic impact on region;
- ↳ Support services to the procedures for intellectual property protection and enhancement of patent culture within the universities and the territory;

- ↳ Assistance to the spin-offs through the development of a variety of services to facilitate the start-up and increase the chances of survival of a regime;
- ↳ Structuring a series of single-issue workshops and / or awareness in order to establish relationships and network of relationships from the perspective of useful knowledge at the regional level.

11.H.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.H.8.PROBLEMS ENCOUNTERED:

Funding.

11.H.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

Patents of Tuscany universities:

- ↳ 350 firms (177 Italy, 98 Europe, 36 USA);
- ↳ Tuscany Universities 2° place in Italy (Netval 2010);
- ↳ 13,8% of firms of Italy.

Spin-off of Tuscany universities:

- ↳ 89 companies in Tuscany (31.12.2009);
- ↳ 3° place in Italy;
- ↳ 7,1% of Spin-off in Italy;
- ↳ Turnover 25 M€ (2010), 500 employees.

Dissemination:

- ↳ 10 seminars about TT and Business per year;
- ↳ 1 Cup per year.

11.H.10.KEY INNOVATIVE FEATURES:

- ↳ Networking among Universities.

11.H.11.SUSTAINABILITY:

Sustainability is granted by public funding and projects.

11.H.12.TRANSFERABLE ASPECTS:

The key goal of ILO-NOVA project is to support activities related to technology transfer through close collaboration between offices and to share best practices on:

- ↳ Patenting of research;
- ↳ Spin-offs;
- ↳ University-business interaction.

5 ILOs made an informal network.

11.H.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

University of Siena, Florence and Scuola Sant'Anna, MIUR

11.H.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

Universities:

- ↳ The School S. Anna;
- ↳ The Scuola Normale”;
- ↳ University of Florence, Pisa and Siena.

11.H.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Patents of Tuscany universities:

- ↳ 350 firms (177 Italy, 98 Europe, 36 USA);
- ↳ Tuscany Universities 2° place in Italy (Netval 2010), Spin-off of Tuscany universities;
- ↳ 89 companies in Tuscany (31.12.2009);
- ↳ 3° place in Italy.

11.H.16.EVALUATION REPORTS, AVAILABLE:

Status of the project:

- ↳ Active.

11.H.17.OTHER DOCUMENTS:

PPT

11.H.18.CONTACT DETAILS:

Name: Alberto D'Amico
E-mail: *adamico@unisi.it*

11.I.“SAARLAND”KONTAKTSELLE FÜR WISSENS - UND TECHNOLOGIETRANSFER DER UNIVERSITÄT DES SAARLANDES

11.I.1.SYNTHESIS:

- ↳ General Description:
- ↳ What is the project about/what does it seek to achieve?
- ↳ What results have been achieved?
- ↳ Why is this good practice/case study?

The KWT is the technology transfer unit of the Saarland University. The services include support to find cooperation partners, start-up coaching, participation on fairs, IP support and many more. Among other things it manages the incubator “Starterzentrum” at the university. Since 1994 more than 200 companies have been set-up within the Starterzentrum (one of them will be presented as well, Pharmacelsus GmbH) with about 1337 new jobs. The patent office (patent commercialisation) ranks under one of the best in Germany.

11.I.2.BASICS OF THE OPERATION:

- ↳ Title: How to manage technology transfer;
- ↳ Region: Saarland;
- ↳ Geographical coverage: Saarland;
- ↳ Starting date and duration: started in 1995;
- ↳ Funding (budget and partners).

Annual budget 2010: 19.230 T€
Third party funds: i.H.v. 3.500 T€

11.I.3.THEME:

The work and different aspects of innovation support and technology transfer of the TT-Office of the Saarland University.

11.I.4.BACKGROUND INFORMATION:

The KWT is the technology transfer unit of the Saarland University. The services include support to find cooperation partners, start-up coaching, participation on fairs, IP support and many more. Among other things it manages the incubator “Starterzentrum” at the university.

Informatics, nanotechnology, biosciences and Europe are the key disciplines that are shaping the university’s profile. The university offers a very broad range of cross-border academic programmes that are part of the so-called University of the Greater Region – a cooperative project with the universities in Metz, Nancy, Liège and Luxembourg.

11.I.5.OBJECTIVES:

Demonstrate the benefit of TT-Offices and incubators.

11.I.6.MAIN ACTIVITIES:

- ↳ Technology Transfer;
 - ↳ IP- commercialisation;
 - ↳ Managing an incubator.
-

11.I.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.I.8.PROBLEMS ENCOUNTERED:

11.I.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region’s project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

More than 200 new companies with more than 1300 employees:

- ↳ Several patents of the Saarland University applied;
- ↳ Several cooperation initiated.

Impact indicators:

- ↳ Amount of students informed about entrepreneurship;
- ↳ Amount of participants in trainings;
- ↳ Amount of new companies, Sustainability of companies;
- ↳ Amount of employee in the new companies;
- ↳ Sustainability of activities;
- ↳ Amount of patents and commercialization of patents.

11.I.10.KEY INNOVATIVE FEATURES:

- ↳ New funds KoWi 2;
- ↳ (Courses and support for entrepreneurs).

11.I.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

- ↳ Activities exist for more than 5 years;
- ↳ Well established entity within the university structure;
- ↳ Partner in several EU-projects.

11.I.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).
- ↳ How to run successfully an incubator (“Starterzentrum”);
- ↳ How to run successfully a patent office;
- ↳ Idea of support-fund KoWi 2.

11.I.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non-profit association.

11.I.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ Non-profit association.

11.I.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ New companies;
- ↳ Patents and commercialization of patents.

11.I.16. EVALUATION REPORTS, AVAILABLE:

No. Only internal.

11.I.17. OTHER DOCUMENTS:

Only available in German.

www.uni-saarland.de/de/info/wirtschaftli/kontaktstelle-fuer-wissens-undtechnologietransfer.html

11.I.18. CONTACT DETAILS:

Kontaktstelle für Wissens- und Technologietransfer (KWT) der Universität des Saarlandes
Geb. A1 1
66123 Saarbrücken

E-mail: kwt@rz.uni-saarland.de

Tel: 0681/302 26 56 | Fax: 0681/302 42 70

11.J. “TUSCANY” MATE

11.J.1.SYNTHESIS:

↳ General Description:

MATE srl is a company operating in Tuscany region, that provides its customers with technologically advanced services (in terms of advanced experimental tests, engineering project, analysis and measurements, certified tests, energetic consultancy) and products (in terms of rapid prototyping and reverse engineering, sensors and real-time acquisition systems).

↳ What is the project about/what does it seek to achieve?

- To become a reference for certification and instruments calibration in Italy;
- To become a partner for Companies that want to achieve optimum in energy consumption and costs;
- To become a main player about supplying sensors and interrogation units for advanced measurements, i.e. Fiber Bragg Gratings Technology;
- To become a technological leader in experimental measurements and expand its competences in the market about product certification in different sector(i.e. automotive, railway, safety, agriculture, ...).

↳ What results have been achieved?

- MATE designs and develops special sensors and real-time acquisition system;
- MATE makes experimental advanced and certified tests (i.e. product certification, agree tests, RAMS analysis);
- MATE provides functional prototypes in order to reduce the gap between concepting, production and marketing of goods.

↳ Why is this good practice/case study:

MATE is an example of a private company that promotes and encourages innovation and research in Siena and in Tuscany Region, by means of its advanced laboratories, services and products.

11.J.2.BASICS OF THE OPERATION:

↳ Title: MATE Srl;

↳ Region: Tuscany;

↳ Geographical coverage: Siena - Tuscany Region;

↳ Starting date and duration: 2010 up to now;

↳ Funding (budget and partners): *ART SRL: COMPANY PROMOTER*
P&M: COMPANY PROMOTER
NUMIDIA: COMPANY PROMOTER

11.J.3.THEME.

11.J.4.BACKGROUND INFORMATION:

MATE was established in 2010 operating in the central regions of Italy and it's a joint venture of three limited company, P&M, Numidia and ART. Since then, it operates with success in many fields (civil, industrial, aerospace, railway, safety, mechanics, ...), not only in Tuscany region but in whole national territory and with international partner.

11.J.5.OBJECTIVES::

- ↳ Carrying out Co-design with Customers and translating the know-how about experimental measurements into innovative products for the market;
- ↳ Becoming a reference for Italian certification and instruments calibration;
- ↳ Providing the customers with a broad range of energy management opportunities, in order to increase the efficiency of the plant;
- ↳ Becoming a technological leader and expand his competences in many sectors (automotive, railway, safety, agriculture, ...).

11.J.6.MAIN ACTIVITIES:

Main Services:

- ↳ Advanced experimental tests;
- ↳ Agree, RAMS, Homologated and Certified tests;
- ↳ Instruments calibration;
- ↳ Energetic consultancy.

Main Products:

- ↳ Special Sensors and instruments with FBG technology;
- ↳ Rapid Prototyping and reverse engineering;
- ↳ Software for data acquisition and data warehousing.

11.J.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Partially.

11.J.8.PROBLEMS ENCOUNTERED:

11.J.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

11.J.10.KEY INNOVATIVE FEATURES:

What is considered as innovation in this case is that a private company:

- ↳ Generates and brings a continuous development of advanced services for the region;
- ↳ Encourages technology and knowledge innovation for the Tuscany industries;
- ↳ Promotes innovation through its advanced laboratories, technologies, services and products.

11.J.11.RESULTS AND (LIKELY) IMPACT:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

MATE is financed by limited companies promoters.

11.J.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

11.J.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority: APSLO, Etruria Innovazione sponsor);
- ↳ Private: ART Srl, P&M, Numidia (funding).

11.J.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ See point 13.

11.J.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

MATE can shortly become a reference for Tuscany industries because is the first company in this region that meets all these requirements:

- ↳ Applied research;
- ↳ Services for environmental and energy efficiency;
- ↳ Services for process innovation;
- ↳ Design and development of prototypes;
- ↳ Support services to product innovation from the concept phase to engineering.

11.J.16.EVALUATION REPORTS, AVAILABLE:

11.J.17.OTHER DOCUMENTS:

Other documents in: www.mate-lab.com

11.J.17.OTHER DOCUMENTS:

MATE Srl
Operative Office: Centro Servizi per le Imprese,
Via Traversa Valdichiana Est, 175/A - 53049 - Torrita di Siena (SI)
Toscana, ITALY

E-mail: info@mate-lab.com

Tel: +39 0577 68 78 02 | Fax: +39 0577 68 78 02

11.K. "MALAGA" PTA - PARQUE TECNOLÓGICO DE ANDALUCIA

11.K.1.SYNTHESIS:

- ↳ General Description:
The Parque Tecnológico de Andalucía in Malaga is located in privileged natural surroundings, equipped with top quality infrastructures and advanced services, in which an optimum balance between large multinationals, university institutions and small and innovative enterprises has been reached.

What is the project about/what does it seek to achieve? It is a top quality area in which to set up innovative SMEs and large companies that are respectful of the environment and are devoted to manufacturing, advanced services and R&D. What results have been achieved? 13,000+ jobs and 500+ companies established since 1992.

What results have been achieved?

Why is this good practice/case study PTA is a park catering to everyone's needs, with everything from 25m2 offices for rent to buildings measuring thousands of square meters and plot.

11.K.2.BASICS OF THE OPERATION:

- ↳ Title: Parque Tecnológico de Andalucía;
- ↳ Region: Málaga;
- ↳ Geographical coverage: Málaga, Spain;
- ↳ Starting date: 1992;
- ↳ Funding (budget and partners).

11.K.3.THEME:

To provide a space in which to set up innovative SMEs and large companies that are respectful of the environment and have as their core business manufacturing, advanced services and R&D.
To provide assistance to those companies in all areas of innovation, from strategic partner location to finding R&D project funding.

11.K.4.BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation.

The PTA is located in the city of Malaga along the southern coast of Spain, in the historic region of Andalusia. The area is known for its appealing topography, enviable Mediterranean climate, with an average yearly temperature of 18.2° C and over 3,000 sun hours per year, and a large variety of sport and leisure activities as a result of its superb tourist infrastructures.

The city of Malaga, and the area located in the valley of the Guadalhorce River, are well connected to the national communication networks by means of newly built highways running parallel to the coast and northwards and the High-speed train line (AVE) connecting Madrid and Málaga . More and more companies devoted to industrial and service activities are setting up in this area, thus contributing to the creation of an important industrial infrastructure.

The city has a young and dynamic university with over 40,000 students, 20 faculties and centres of higher learning, of which those devoted to information and production technologies are particularly noteworthy, thus ensuring the availability of highly specialised labour.

The Malaga airport offers direct connections to all of Europe, America and some cities of other continents (about 13 million passengers in 2006).

The tourist and commercial port has served as an entrance to the city throughout its history, and currently represents a great asset for companies interested in Mediterranean and North African markets.

Malaga and its surroundings offer excellent living conditions, including the beaches of the Costa del Sol, near the nature preserves of the Serranía de Ronda, excellent hotel, sport and leisure infrastructures (40 golf courses and 10 pleasure ports), the ski resort of Sierra Nevada (just 90 minutes away by car) and a large selection of quality real estate for sale or rent.

The quality of life and economic development of the area make it an ideal place for setting up research and development centres and high tech industries. Leading the process of transformation of Andalusia towards a higher-value-added economic profile, whose competitiveness is based on its capacity to attract, generate and apply scientific and technical knowledge.

11.K.5.OBJECTIVES:

To favor Technology transfer from Universities to Companies.

To foster cooperation with other Technology Agents to generate, develop and transfer technology.

To optimize available resources promoting joint University-Company actions.

To promote the presence of Andalusian companies in the national R%D Plan and in the VIIth. Framework Programme of the EC.

11.K.6.MAIN ACTIVITIES:

General Management - Urban and operational.

Dissemination of innovation activities.

Innovation projects.

Host to innovation networks.

Technology Transfer assistance.

International Relations.

Consulting in regards to the establishment of new Science and Technology Parks.

Occupational training.

11.K.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.K.8.PROBLEMS ENCOUNTERED:

11.K.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ 526 established companies;
- ↳ 1.364m euro revenue (established companies);
- ↳ 13.691 jobs;
- ↳ 1.371 jobs in R&D;
- ↳ 87,05m euro investment in R&D;
- ↳ 50 companies with foreign capital;
- ↳ 84 companies incubated.

11.K.10.KEY INNOVATIVE FEATURES:

PTA continually updates its operation and adapts itself to the latest tendencies in worldwide management and operation of science and technology parks.

11.K.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

PTA is financially sound, generating revenue from the operation of the land and services provided. The park has worked together with the municipal bus company to increase the frequency of public transport coming to the PTA and has built a bicycle lane and established a bicycle sharing service. It has also set up a carpooling management service, in order to reduce the number of cars traveling to the PTA.

11.K.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).
- ↳ PTA provides consulting to science and technology parks worldwide, exporting its model to all those parks. PTA is also highly active in the APTE network (Association of Science and Technology Parks of Spain) and IASP (International Association of Science and Technology Parks), being both of them hosted and having their headquarters in PTA.

11.K.13. ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government, Malaga Town Hall, PTA Entity.

11.K.14. ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government, Malaga Town Hall, PTA Entity.

11.K.15. MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Clear support from all public administrations.

Full range of hosting facilities, from very small to large companies.

Continuous ability to adapt to changing demands of the companies, local and worldwide.

11.K.16. EVALUATION REPORTS, AVAILABLE:

11.K.17. OTHER DOCUMENTS:

Other documents in: www.pta.es/servlet/descargarFicheroAlias?aliasDocumento=CATALOGOSERVICIOS_EN

11.K.18.CONTACT DETAILS:

Parque Tecnológico de Andalucía
Calle María Curie, 35
29590 - Málaga

E-mail: informacion@pta.es

Tel: 0034 951 23 13 00 | Fax: 0034 951 23 12 39

11.L.“MARIBOR” TECHNOCENTER UM

11.L.1.SYNTHESIS:

↳ General Description:

TehnoCenter at University of Maribor was established in 2005 as the first Technology Transfer Office in Slovenia. Its mission is to provide services for promoting and supporting technology and knowledge transfer, thus contributing to national and especially regional economic development. The most important goals include:

- Transfer of knowledge and new technologies to industry;
- Greater diversity of research activities and increased support for research at faculties;
- Creating innovation culture;
- Protection and management of intellectual property;
- Connecting industry and public research organizations in order to achieve greater synergy.

TehnoCenter works as an interface between university research area, industry, state and other persons and institutions concerned. Key competences can be divided into three sections:

- Technology transfer and commercialization of innovations.
- Professional and administrative support for different forms of research collaboration (contracts, grants, and other initiatives) between sides mentioned above.
- Development of business and research partnership between University and organizations from private or public sector (spin-off companies, licensing, etc.).

Apart from those services, TehnoCenter is also participating in numerous projects, such as establishment of Science Park Maribor and organization of annual Best Researcher Award, where the winner is chosen by companies which collaborate with University in research area.

The I3SME project gives TehnoCenter an opportunity to strengthen capacities aimed at supporting SMEs in the region with setting up new instruments and services.

↳ What is the project about/what does it seek to achieve?

TehnoCenter UM's mission is to provide services for promoting and supporting technology and knowledge transfer, thus contributing to national and especially regional economic development.

↳ General Description:

- Successful establishment of groundings for intellectual property management system at the University of Maribor;
- Successfully implemented projects for building innovation culture and introducing innovation inside SMEs;
- Successfully implemented international projects for knowledge and good practice exchange.

↳ Why is this good practice/case study?

Technology transfer is in Slovenia a field in development and has some specifics. TechnoCenter UM has set its priorities wider than the usual TTO and is actively involved also in building innovation culture and actively supporting SMEs in greater innovation activities with the help of university R&D. Due to the present economical situation in Slovenia is this a field of intervention which can induce greater innovation and competitiveness.

11.L.2.BASICS OF THE OPERATION:

- ↳ Title: TechnoCenter at the University of Maribor / TehnoCenter Univerze v Mariboru;
- ↳ Region: Podravje;
- ↳ Geographical coverage: Podravje, Slovenia;
- ↳ Starting date and duration: 2005;
- ↳ TechnoCenter at the University of Maribor / TehnoCenter Univerze v Mariboru is a company established by the University Maribor.

11.L.3.THEME:

- ↳ Presentation of current innovation system at the University of Maribor and TechnoCenter UM's integration in it;
- ↳ Presentation of successful initiatives for building innovation culture. Presentation of successful initiatives for introducing innovation inside SMEs.

11.L.4.BACKGROUND INFORMATION:

- ↳ It was established in 1995, since then it helps a lot of young companies at start-ups;
- ↳ It is limited on NE Slovenia.

11.L.5.OBJECTIVES:

- ↳ Encourage regional development;
- ↳ Encourage technology and knowledge innovation;
- ↳ Promote innovation and innovation culture.

11.L.6.MAIN ACTIVITIES:

- ↳ IPR management;
- ↳ Support for University's researchers and companies at joint R&D;
- ↳ Establishing and developing spin-off companies;
- ↳ Implementing projects for the purpose of inducing greater collaboration between University and companies, building innovation culture and introducing innovation inside SMEs.

11.L.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

YES, technology transfer, IP, cooperation between academic and business sphere.

11.L.8.PROBLEMS ENCOUNTERED:

Mindsets of representatives of University and companies, unsupportive policies, insufficient financial support.

11.L.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

For example:

Competition: The Best Researcher according to economy.

Funds raised in the years 2006-2010 of the competition vary from 3.700 EUR to 8.000 EUR per competition, which is a considerable financial stimulus for the researcher and his/her work, but the most important aspect is to motivate researchers through competition to strengthen collaboration with the economic sector and to pursue the university's strategy to become more involved in regional development.

Benchmarking analysis. 64 hidden champions were identified in 6 countries (among 927 analysed SMEs) and promoted as innovation flagships.

For example:

Competition The Best Researcher according to economy. The unique and innovative feature of the competition is that only the opinion of the companies counts. Research achievements as evaluated by the University's habilitation criteria carry a small weight only when two or more researchers share the first place.

Benchmarking analysis. Analysis of innovation factors in SMEs serves as a wholesome tool to determine company's performance of various fields, from IPR, human resources, management, sales, etc.

11.L.10.KEY INNOVATIVE FEATURES:

11.L.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

- ↳ TechnoCenter UM is mostly financed from various public sources (national funds, european projects).

11.L.12.TRANSFERABLE ASPECTS:

- ↳ Concept of events and competition;
- ↳ Methodologies, developed by European projects.

11.L.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ University of Maribor, TehnoCenter UM.

11.L.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ University of Maribor, TehnoCenter UM;
- ↳ Business sector;
- ↳ International partners.

11.L.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

- ↳ Increased cooperation between the researchers and the companies;
- ↳ Developed triggers for greater innovation inside SMEs;
- ↳ Increased innovation culture.

11.L.16.EVALUATION REPORTS, AVAILABLE:

Evaluation reports in: www.i3sme.eu

11.L.17.OTHER DOCUMENTS:

Other documents in: www.tehnocenter.uni-mb.si/english

11.L.18.CONTACT DETAILS:

TehnoCenter UM d.o.o.
 Slomškov trg 15
 2000 Maribor

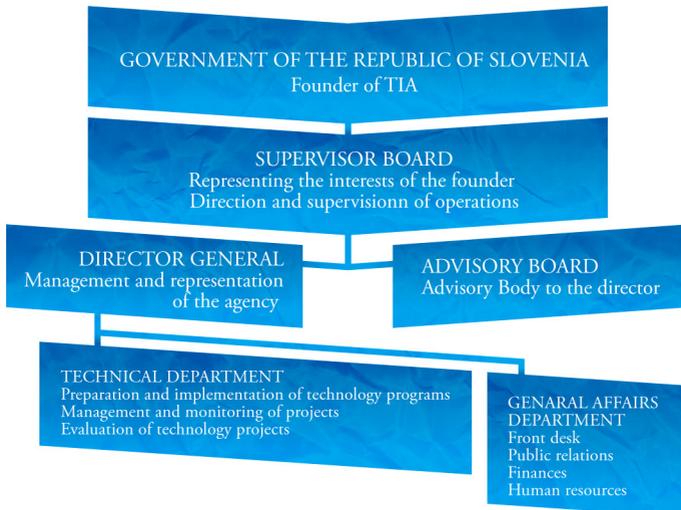
E-mail: info@tehnocenter.si
 Tel: 02 23 55 344

11.M.“MARIBOR” TIA - SLOVENIAN TECHNOLOGY AGENCY

11.M.1.SYNTHESIS:

↳ General Description:

Public Agency for Technology of the Republic of Slovenia (TIA) was founded by the Republic of Slovenia. TIA is an independent public agency responsible for the enhancement of technology development and innovation in the Republic of Slovenia. TIA’s main activities are grant programs aimed at technology development and foster cooperation of R&D institutions and universities with industry.



Img.22

An important part of its activities are international projects. Through the cooperation with partners abroad they strive to develop new policies in technology development and services to the Slovenian industry.

Public Agency for Technology of the Republic of Slovenia promotes technological development and innovation. The main strategic guidelines for our work are defined by the Government and National Parliament of the Republic of Slovenia.

Public Agency for Technology of the Republic of Slovenia performs the following functions in the interests of the founder and in the public interest:

- Implements programmes and measures to promote competitiveness and technological development within the context of the National Research and Development Programme and the policies of the ministry responsible for technology (hereinafter: the ministry);
- Plans, directs and finances activities for: the promotion of innovation and R&D activities and the transfer of knowledge;
- Provides advice and technical support to promoters of projects for the development of products, production processes and services in obtaining information and financial resources;
- Promotes cooperation, the transfer and application of international technological knowledge;
- Promotes connections and the transfer of knowledge between R&D institutions and industry;
- Monitors the implementation of programs and measures and evaluates the effects of development policy and investments in R&D to increase competitiveness of Slovenian industry;
- Keeps the databases defined by the Research and Development Act and other regulations, provides information support for the orientation and implementation of development policy and, within the scope of its activity and competence, participates with the agency in the research sphere and with other organisations in the research and development sphere;
- Works to obtain additional funds for the implementation of the National Research and Development Programme;
- Participates in the planning of national technological development and innovation policy;
- Reports regularly to the ministry on the implementation of annual programmes, the realisation of financial plans and effects, in accordance with regulations;
- Ensures the publication of work and provides information to the public on the orientations and effects of development policy;
- Performs other specialist functions in accordance with the purpose for which it was founded.

↳ What is the project about/what does it seek to achieve?

- VALOR;
- Young researchers from business sector - generation 2010;
- Public call for encouragement of public innovation system (OPO).

↳ Why is this good practice/case study?

Encouragement of research&development activities in the companies.

11.M.2.BASICS OF THE OPERATION:

- ↳ Title: Slovenian Technology Agency;
- ↳ Region: Slovenia;
- ↳ Geographical coverage: Slovenia.

11.M.3.THEME:

- ↳ OPO: encouragement of the innovation intermediaries;
- ↳ YOUNG RESEARCHERS SCHEME - GENERATION 2010.

11.M.4.BACKGROUND INFORMATION:

The call is part of the

»SPODBUJANJE PROCESA PRENOSA ZNANJA -VALOR 2010«

v okviru:

PROGRAMA UKREPOV ZA SPODBUJANJE PODJETNIŠTVA IN KONKURENČNOSTI
ZA OBDOBJE 2007 - 2013

3.Ukrep: Razvoj in inovacije v gospodarstvu

3.2.1.Spodbujanje raziskovalno razvojne dejavnosti v podjetjih

11.M.5.OBJECTIVES:

VALOR:

The aim of the public call is to encourage the transfer of knowledge and research results from the university and public research institutions and encourage development of new companies that will become element of the successful knowledge commercialization. The public call aims to encourage the technological development and innovativeness in the framework of the sustainable business model. The applicants have to justify the transfer from the university and public institutions to the newly established young companies and the inclusion of such knowledge in R&D projects of the companies.

OPO:

Financing of the activities of the intermediaries of which the main activities are encouragement and enhancement of the market innovation, e.g. introduction of the new products, processes or services, being technological or non-technological innovation in the companies of the private sector in the R Slovenia. This can be seen from the numbers of newly established companies, number of new patents, models and number of organized events (training, educational activities, competitions with awards) that are closely linked to the previously mentioned activities.

YOUNG RESEARCHERS

The aim is to:

- ↳ Get the highly qualified human resources in the fields needed for Slovenian economy;
- ↳ Creation of new working places for researchers in the business sector;
- ↳ Increase the share of researchers in the business sector;
- ↳ Encourage the creation of the research groups in the business sector, especially of the SMEs;
- ↳ Increase the educational level in the business sector;
- ↳ Enhance the quality and usefulness of the scientific and research work;
- ↳ Create the conditions for the effective transfer of knowledge between the scientific-research sphere and the knowledge users;
- ↳ Encourage the cooperation between research organizations, Universities and business sector;
- ↳ Encourage interdisciplinarity of the post-graduate studies as to increase the knowledge spectrum.

Immediate aim is to enable young researchers to be actively engaged in the research activities during the post-graduate study, get new knowledge about the scientific or technical fields that represent the inventive contribution to the science. The indicator is the public presentation of the Phd and attainment of the PHd titel.

11.M.6.MAIN ACTIVITIES:

↳ VALOR:

- Feasibility studies linked to the industrial research;
- Industrial research;
- Experimental development.

↳ OPO:

- Support 10 organizations and so contribute to the encouragement of the innovation activities in different sectors outside the OPO.

Expected results: new patents, models; new innovative companies; new products, services and processes; education and training of companies and entrepreneurs to implement innovation activities, implemented promotional activities, competitions for technological and non-technological innovation and 3 innovation proposals.

↳ YOUNG RESEARCHERS:

- Scholarships for the post-graduate students;
- Mentoring.

11.M.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

11.M.8.PROBLEMS ENCOUNTERED:

Mindsets of representatives of University and companies, unsupportive policies, insufficient financial support.

11.M.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

11.M.10.KEY INNOVATIVE FEATURES.

11.M.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

11.M.12.TRANSFERABLE ASPECTS.

11.M.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

11.M.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector;
- ↳ National agency for entrepreneurship development.

11.M.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE.

11.M.16.EVALUATION REPORTS, AVAILABLE.

11.M.17.OTHER DOCUMENTS:

11.M.18.CONTACT DETAILS:

Public Agency for Technology of the Republic of Slovenia
Dunajska cesta 22
SI-1511 Ljubljana
Slovenia, Europe

E-mail: info@tia.si

Tel: +38 659 08 95 00 | Fax: +38 659 08 95 31

11.N.“ALGARVE” NATURA

11.N.1.SYNTHESIS:

↳ General Description:

Disclosure of environmental heritage, history and culture of the Algarve region by offering programs on land and at sea in order to show a part of the Algarve region that few people know, with the purpose of providing unforgettable experiences.

↳ What is the project about/what does it seek to achieve?

Natura intend to offer a differentiated set of services based on the natural resources of the Algarve region and in the knowledge-based expertise of the company's human resources.

↳ What results have been achieved?

Through the activity of the Natura Algarve is possible to see a qualitative improvement in terms of maritime and tourist services in the area of the Ria Formosa.

↳ Why is this good practice/case study?

Natura Algarve is a company that distinguishes its approach for the originality of the concept of tourism and the creation of synergies with reference entities in the region.

Img.23



11.N.2.BASICS OF THE OPERATION:

- ↳ Title: NATURA Algarve;
- ↳ Region: Algarve - NUTSII (Portugal);
- ↳ Geographical coverage: National;
- ↳ Starting date and duration: Company created in 2008
- ↳ Funding: *EU: 0,00 EUR*
NATIONAL PUBLIC: 60.000,00 EUR
NATIONAL PRIVATE: 30.000,00 EUR
TOTAL: 90.000,00 EUR

11.N.3.THEME:

Entrepreneurship, Knowledge Transfer and Innovation.

11.N.4.BACKGROUND INFORMATION:

- ↳ Rationale and context of the operation;
Natura Algarve is a start-up company created through the 2007 Business Idea Competition promoted by CRIA. The legal creation of the company was in January 2008 and the first client appears in April of the same year. In September 2008 the company engaged an investment project and at the same time the company established the first work contract. In November 2008 the company was able to have their own facilities in an incubator and in June 2009 the company developed a feed technology platform.

11.N.5.OBJECTIVES.

The objectives of Natura Algarve is to create the propitious environment to match the tourism supply with new eco-products/services based in the natural resources of the region, promoting the valorisation of the cultural and environmental heritage.

11.N.6.MAIN ACTIVITIES:

Natura Algarve is a tourism company which bases its activity on providing services that are based on a different proposal for other business. This company has two types of offer for two audiences: the provision of land-based activities and provision of water activities. Activities on land are targeted for walks on trails and paths almost unknown, revealing the uniqueness of local histories and preserved habitats associated with them.

Name: Ricardo Barradas

Email: ricardo@natura-algarve.com

The water activities are intended to explore the Ria Formosa through the passage by the various islands that constitute it. These offerings are placed in a trend of ecotourism and an educational aspect for schools. In addition to these general activities, the company also offers special programs as the choice of each client.

The proposed introduction of diverse and differentiated than tends to be presented in the Algarve tourist market should, in addition to the high specialization of the initiator of establishing itself as an asset in the process of creative and innovative company, the creation of cooperation networks with several reference entities, including research centers, local development associations and local authorities. This cooperation allows the development of new services building on the knowledge of the surrounding sea and land in the Algarve region.

11.N.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

The Natura Algarve case fits with the INOLINK objectives since it is based in the best use of the region and the appropriate networks and mechanisms to improve a service that currently is not so much innovative. Therefore, with this initiative the region is able to see that the tourism activities can be more wide, allowing the involvement of local communities in the structuration of new products.

11.N.8.PROBLEMS ENCOUNTERED:

The major issues to be addressed by this company are related to the need to overtake the seasonality of the tourism in the Algarve.

11.N.9.RESULTS AND (LIKELY) IMPACT:

Through the activity of the Natura Algarve is possible to see a qualitative improvement in terms of maritime and tourist services in the area of the Ria Formosa. The creation of a new concept of ecotourism rooted in the knowledge that allows tourism to rethink the nature and structure new products in the Algarve region are some of the results and observed impacts.

11.N.10.KEY INNOVATIVE FEATURES

The innovation of this good practice reside in the differentiation of the common tourism offer in the region, creating new products and reducing the seasonality of the sector.

11.N.11.SUSTAINABILITY:

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

11.N.12.TRANSFERABLE ASPECTS:

Through the example of Natura Algarve it is clear that knowledge-based entrepreneurship brings added value to business creation and the encouragement of industries that tend to present themselves as innovative and creative. Thus, the main issue to consider for a possible transfer to other socio-economic and geographic contexts is the initiative promoters, since it is this expertise that enhances the emergence of innovative and creative ideas. Moreover, given the company's activity centered on tourism, it is important to consider the use of the region endogenous resources and capabilities, allowing the creation of complementary offers with high added value reducing the seasonality of the tourist areas based on a single product.

11.M.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

- ↳ Education (University) or research institution;
- ↳ Business sector.

11.M.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE:

- ↳ Education (University) or research institution
- ↳ Business sector

11.N.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

The key elements for the success of Natura Algarve are mostly the fact that it is being developed in a knowledge-based approach with a dynamic and specialized team. Its innovative character and differentiation when compared with other companies in the sector constitute itself as another key to the success of this initiative.

11.N.16.EVALUATION REPORTS, AVAILABLE.

11.N.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

More information in: www.natura-algarve.com

11.N.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

12. TRAINING / QUALIFICATION

Type of Good Practice	Region	Good Practice
12.Training/qualification	ANDALUSIA	12.A.Talentia

12.A. "MALAGA" TALENTIA

12.A.1.SYNTHESIS:

↳ General Description:

TALENTIA Fellowship Program is an initiative by the Ministry for Innovation, Science and Enterprise in Andalusia, Spain (at present the Ministry of Economy, Innovation and Science) that provides postgraduate scholarships to students from Andalusia allowing them to study abroad in selected institutions. The program was created in 2007.

↳ What is the project about/what does it seek to achieve?

↳ What results have been achieved?

The Regional Ministry of Economy, Innovation and Science in Andalusia acts in the interest of the Andalusian development, social well being and economic growth, supporting commercial relations worldwide by recruiting bilingual Andalusian graduates, with a global perspective and a wish to exploit their talent.

↳ Why is this good practice/case study?

The fellowships are addressed to university graduates with outstanding intellectual and human excellence, an international profile and commitment to the development of Andalusia.

12.A.2.BASICS OF THE OPERATION:

- ↳ Title: Becas Talentia;
- ↳ Region: Andalusia;
- ↳ Geographical coverage: Andalusia - Worldwide;
- ↳ Starting date: 2007;
- ↳ Funding (budget and partners);

12.A.3.THEME:

To provide high potential students with guidance and advice, economic incentive and a return plan to study in a top-tier University and return to Andalusia to work for a local company.

12.A.4.BACKGROUND INFORMATION:

- ↳ To prevent highly talented students from moving abroad permanently.

Grantees must pursue the program for which the scholarship was awarded adhering to the dates indicated in the application. Recipients commit to develop their careers in connection with Andalusia during 4 years out of the 6 years following completion of their program. During transition period the awardees are not obliged to return to Andalusia and may remain abroad to work on their professional career. The transition period may be taken continuously or fragmented.

12.A.5.OBJECTIVES:

To prevent highly talented students from moving abroad permanently.

12.A.6.MAIN ACTIVITIES:

Guidance and Advice: Assistance to candidates in their selection of programs/educational centre/destination. Support the admission process to further advance their educational careers.

Economic Incentive: TALENTIA pays for tuition, travel expenses and a living allowance (housing, health insurance) for a maximum of two academic years. A sole donation is made upon commencement of the program.

Return Plan: Upon completion of the post-graduate course, TALENTIA awardees will receive assistance in joining the Andalusian job market. Furthermore, TALENTIA will encourage entrepreneurship, helping the awardees to launch their start-ups in essential sectors to Andalusia's economic development.

Connections:

To help develop a successful career in Andalusia, Talentia offers connections with entrepreneurs, venture capitalists, research institutions and companies.

12.A.7.FIT WITH INOLINK OBJECTIVES AND EXPECTED RESULTS:

Yes.

12.A.8.PROBLEMS ENCOUNTERED.

12.A.9.RESULTS AND (LIKELY) IMPACT:

(i.e. Good Practice(s)/ Case Study(s) [GP/CS] results in enhancing local, regional and interregional partnerships: Evidence could include demonstration that the project was inspired by another region's project/ programme or shared with another region and. Impact indicators used to assess the GP/CS in general and in particular coherent with INOLINK project objectives).

- ↳ 16m euro invested;
- ↳ 383 grants awarded.

12.A.10.KEY INNOVATIVE FEATURES:

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government.

The model of the Talentia initiative is an innovative one in its design, providing assistance, grants and a return plan for the grantees.

12.A.11.SUSTAINABILITY :

(Expected sustainability of the project: Evidence could include development towards self-financing or demonstration that the GP/CS has or will be part of a succession of projects sequentially funded by other EU financial instruments).

The project is sustainable as long as it is funded, either by the public administration or by other entities that may enter its activity.

12.A.12.TRANSFERABLE ASPECTS:

- ↳ Transferability of planning (forming a partnership, choosing priorities, etc.);
- ↳ Transferability of process (management structure, monitoring system, etc.).

12.A.13.ACTORS WHO PARTICIPATED IN DESIGNING GP/CS AND LEVEL OF INVOLVEMENT DURING PLANNING STAGE:

12.A.14.ACTORS WHO PARTICIPATED IN IMPLEMENTING THE GP/CS AND LEVEL OF INVOLVEMENT DURING IMPLEMENTATION STAGE

- ↳ Regional authority;
- ↳ Regional agency;
- ↳ Education (University) or research institution;
- ↳ Business sector.

Andalusian Regional Government.

12.A.15.MAIN SUCCESS FACTORS OF THE GOOD PRACTICE:

Talentia Profiles are evaluated for:

- ↳ Outstanding academic and professional merit, plus social commendations;
- ↳ Quality of the proposed program of study for which admission is considered;
- ↳ Proposed career and professional return plan;
- ↳ Foreign language proficiency or foreign university endorsing admission.

TALENTIA cooperates with the Council of the Chambers of Commerce, Industry and Navigation of Andalusia and individual companies in order to employ TALENTIA awardees.

The Fellowship Program works closely with Extenda, Trade Promotion Agency of Andalusia. With its headquarters in Seville and a growing network of offices worldwide, Extenda is committed to help doing business in/with Andalusia. TALENTIA also counts with the assistance of CADE (Centro de Apoyo al Desarrollo Empresarial) and Invercaria (Inversión y Gestión de Capital Riesgo de Andalucía).

The Fulbright Scholarship is also administered by TALENTIA. Clear support from all public administrations.

12.A.16.EVALUATION REPORTS, AVAILABLE.

12.A.17.OTHER DOCUMENTS:

Other documents: www.juntadeandalucia.es/economia/innovacionyciencia/talementia/?q=node/237

12.A.18.CONTACT DETAILS:

More information: www.juntadeandalucia.es/economia/innovacionyciencia/talementia/

V. NEXT STEP - MENTORING

Once selection has taken place the process of mentoring will be initiated to allow for transfer of knowledge, best practices and innovations from one institution or organisation to another, and also from one region to another. This process coordinated by MRA should assist in the specific regional and innovation connected to good practices within the Inolink Project.

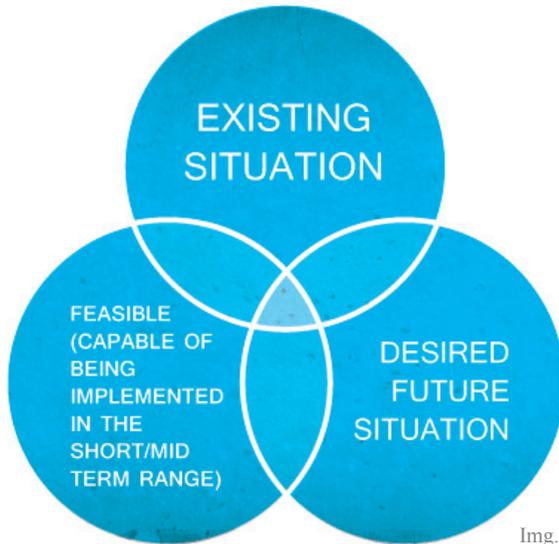
The mentoring process will also allow for the contribution to the development of the entire region through creation of efficient innovation network.

1. Purpose and objectives of the mentoring plan:

- ↳ Transfer of knowledge between the innovation's environments/frameworks, represented by the project partners being one of the innovation agents (intermediaries) representatives in their regions,
- ↳ Contribution to the development of the entire region through creation of efficient innovation network.

2. Process of the Mentoring Plan:

The following comparison should be made in order to take into account the transfer of good practices: the aspects of the situation in which we are at the moment, the desired situation in the near/mid-term future and the feasibility of achieving it (capability).



Img.24

Existing situation of each region was described in the Survey. The questions are:

- A. Are the stakeholders (innovation agents) that were responding to the questionnaire relevant (enough) to be taken into account or shall additional inputs be brought to the light in order to justify the wished future (described also as innovation seeds);
- B. Could the obstacles/innovation barriers been removed by the involved agent or should there be a broader range of regional/national innovation agents involved in the activities to achieve the desired future;
- C. Is the innovation agent accountable (empowered by/for) for implementation of the transferred good practice or should it be implemented by other innovation agent(s);
- D. Is the good practice that should be transferred complementing already existing innovation activities/measures, or it means the start of new range of activities/measures.

These entire questions should be kept in mind by the observing of good practices shown in the first round of the study visits.

The following matches should be done before the 2nd round of the study visit:

- A. Existing situation vs. desired future situation,
- B. Existing good practices in one of the already visited places.

During the study visits it was agreed that each partner reflects the observed good practices by simple rating/naming 1 to 2 of them that seems to be feasible to be transferred. The table was prepared by the PM and the partners rated the good practices as being relevant for transfer in the workshops. The good practices seen and the reflection of partners concerning their potential transferability are shown in table 2 (refer to table 1).

3. Basic requirements for the 2nd round of study visits:

The second round of the study visits should be implemented at least by 6 partners (or more, depends on the budget of each single partner; not to be forgotten: the additional innovation agents that are not from the PP staff should not be financed through the INOLINK, e.g. they have to bear their costs for study visit - travel costs).

The following procedures (optional) could be implemented:

Selection of the good practices shown in one of 5 places (Algarve, Malaga, Saarbrucken, Coventry, Maribor, Tuscany, note: Essone - not to be taken into account).

- A. The specific good practice to be detailed chosen by at least one partner;**
- B. The availability of the good practice holder (preparedness to share the knowledge); the conditions (if apply);**
- C. Successful mediation between them with the assistance of the domicile Partner.**
- D. The agreement between the PPs and the good practice holder about:**
 - ↳ The nature of the visit (e.g. on bilateral basis or participation in the event not customised only for the INOLINK PPs);
 - ↳ The methods of the Knowledge Transfer:
 - workshop
 - lecture
 - training
 - ↳ Duration of the 2nd study visit
min. 1 working day; max 3 working days;
 - ↳ Number of the participants per PP
The number should be limited according to the available budget. However, min. 1 and max 5 representative (of single PP) should attend the study visit;
 - ↳ The expected content of the study visit
To be defined according to the needs of the PPs and transferability of the good practice:
 - related to the institutional set up
 - content related
 - processes related
 - results and likely impact related
- E. The monitoring of the 2nd round of the study visits.**
The monitoring should be done according to the elaborated Mentoring plan.
- F. The reports to be produced and shared among partners on the basis of evaluation sheets.**

PARTNER	GOOD PRACTICE TO VISIT	LOCATION
RETA	Centre of Artificial Intelligence - DFKI	Saarbrucken, DE
	West Midlands European Services	West Midlands, UK
CUE	UIPP	Algarve, PT
CRIA	Knowledge Transfer Partnership	West Midlands, UK
	Toscana Life Sciences	Tuscany, IT
	Technology Corporation of Andalusia	Andalusia, SP





PARTNER	GOOD PRACTICE TO VISIT	LOCATION
RAPIV	Knowledge Transfer Partnership	West Midlands, UK
	Coventry University Technology Park	West Midlands, UK
	West Midlands European Services	West Midlands, UK
MRA	Knowledge Transfer Partnership	West Midlands, UK
	Coventry University Technology Park, CCI incubator	West Midlands, UK
	Becas Talentia	Andalusia, SP
	Jeremy Fund	Andalusia, SP
Abruzzo	Jeremy Fund	Andalusia, SP
North East RDA	Midlands Enterprise Network	West Midlands, UK
	UK trade and investment	West Midlands, UK
	Knowledge Transfer Partnership	West Midlands, UK
	SPEED	West Midlands, UK
	TTO	Saarbrucken, DE
	Cluster Initiative	Saarbrucken, DE
FUNDECYT	Knowledge Transfer Partnership	West Midlands, UK
	Venture Factory	Maribor, SI
ERURIA INNOVAZIONE	Biotech company Pharmacelsus	Saarbrucken, DE
NANOBIONET	TBC	TBC

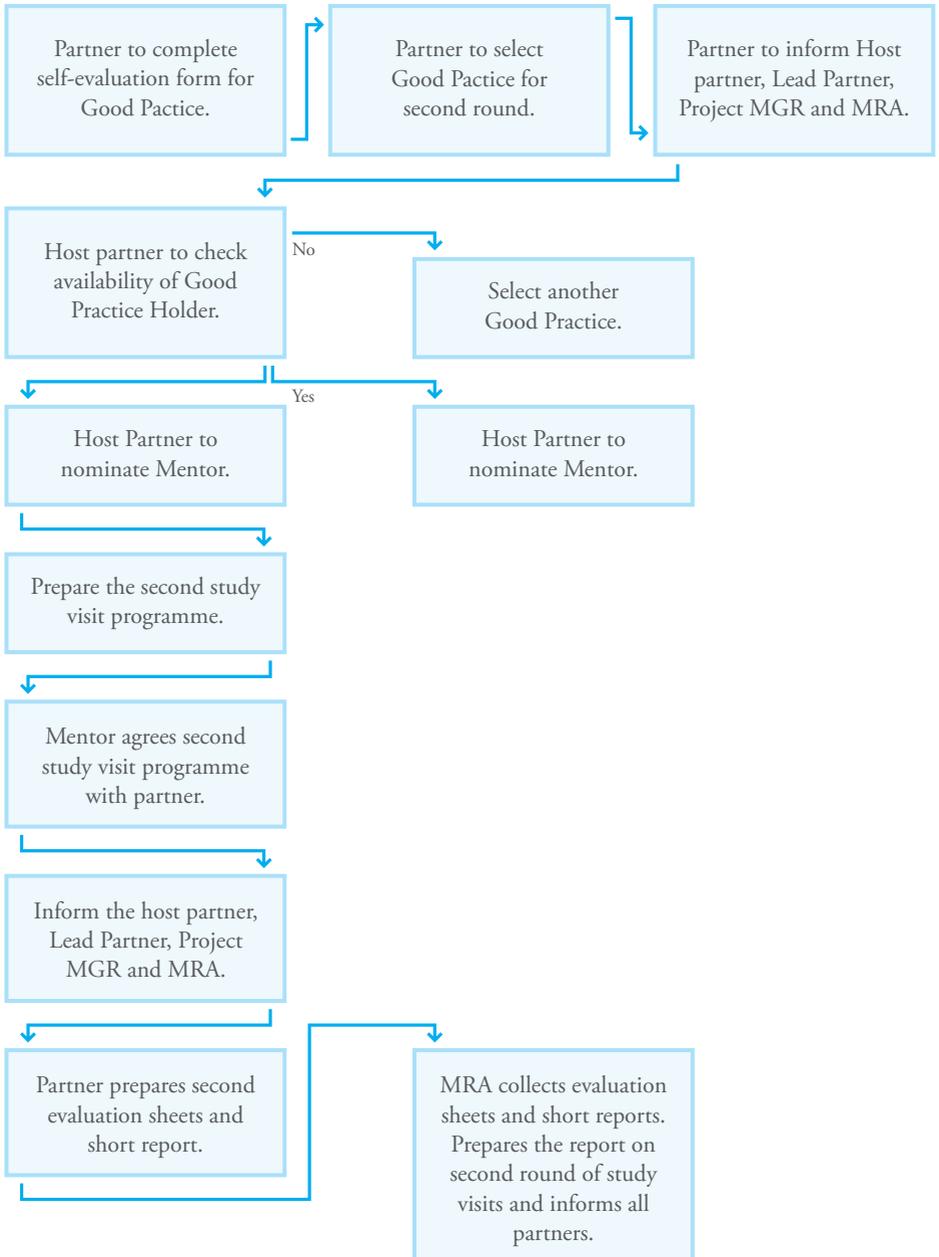
Table: 2nd study visit Time-table/GOOD PRACTICE / PPs

However, before deciding for the second round of the study visits and in order to assist the good practice organisation, the partners shall make the self-evaluation as shown in the table below (please see attached Appendix 1 or the Excel sheet).

The partners shall decide for the 2nd study visit for those good practice(s) for which they gave the highest score(s). The table includes the choices of the Good Practices partners wish to visit for the 2nd round of study visit.

Note: the self evaluation should be prepared for the innovation agent intended to make the 2nd study visit (e.g. it could be done also for the external partners, not partner).

4. The Mentoring Steps:



VI. CONCLUSION

This document presented the intent of the Good practice catalogue by stating the overall objectives of the project, how this report fits within the project lifetime and the mentoring activities. The Good Practice catalogue has been the collection of the Good Practices that each host region has presented during the first round of study visits. It is worth mentioning that the list of the Good Practices presented is not in any way exhaustive and it is the final selection of the regional partner. We have also described the methodology used to select the Good Practices for the study visits but also the identification of the interesting Good Practices that partners would like to take into consideration for the second round of the study visits and the mentoring. This guide would also permit policy makers to have a flavour and type of Good Practices to look at when they have not been involved in the study visits themselves. This document should serve as a starting point before further detailed inquiry could be made for the last stage of the INOLINK project, the improvement regional plan.

VII.ANNEX

- ↳ Img. 1. Map of Europe
- INOLINK web-site
- ↳ Img. 2. Picture by svilen001
- stock.xchng (royalty free)
- ↳ Img. 3. Picture by 123dan321
- stock.xchng (royalty free)
- ↳ Img. 4. Picture by hirekatsu
- stock.xchng (royalty free)
- ↳ Img. 5. Graphic from SPAROS
- ↳ Img. 6. Picture by CWMGary
- stock.xchng (royalty free)
- ↳ Img. 7. Picture by luvablelou
- stock.xchng (royalty free)
- ↳ Img. 8. Picture by cartam
- stock.xchng (royalty free)
- ↳ Img. 9. Picture by hisks
- stock.xchng (royalty free)
- ↳ Img. 10. Logo of Tovarna podjemov
- ↳ Img. 11. Picture by CDWaldi
- stock.xchng (royalty free)
- ↳ Img. 12. Picture by almualem
- stock.xchng (royalty free)
- ↳ Img. 13. Picture by flaivoloka
- stock.xchng (royalty free)
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- ↳ Img. 15. Graphic
- ↳ Img. 16. Picture by zeusmedia
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- ↳ Img. 17. West Midlands European Service logo
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- ↳ Img. 21. Picture by gerard79
- stock.xchng (royalty free)
- ↳ Img. 22. Graphic
- ↳ Img. 23. Picture by chatina
- stock.xchng (royalty free)
- ↳ Img. 24. Graphic

GOOD PRACTICE

GPs PER TYPE SUMMARY TABLE

TYPE	1.A.Polo Tecnologico della Magona - Tuscany	1.B.Sparos - Algarve	2.A.CUJE - West Midlands	2.B.Polo Tecnologico di Navacchio - Politer - Tuscany	3.A.Jeremie - Andalusia	3.B.SEF - Maribor	4.A.KTP - West Midlands	5.A.Idea contest - Algarve	6.A.PTP - Maribor	6.B.STP - Maribor	6.C.Tovarna Podjemov - Maribor	7.A.JAPTI - Maribor	8.A.UJPP - Algarve	9.A.EEN - Tuscany	9.B.EEN - Slovenia	9.C.ANCES - Andalusia	9.D.APTE - Andalusia	9.E.CTA - Andalusia
Applied Research/Commercialization of research [(Technological Park) (Spin Off)]	✓	✓																
Cluster / Park management			✓	✓														
Finance					✓	✓												
Graduate retention							✓											
Ideas selection								✓										
Incubation									✓	✓	✓							
Internationalisation												✓						
Intellectual Property Rights													✓					
Network / Clusters														✓	✓	✓	✓	✓
Proposal/ partnering support																		
Technology Transfer																		
Training / Qualification																		



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