IN-BUSINESS GROWTH

Innovative Sustainable Business Growth at Global Level

DESIGN OPTIONS PAPER

Innovation Support Programs for SMEs

Co-funded by the Horizon 2020 Framework Programme of the European Union

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INTRODUCTION

The overall objective of In-Business Growth is for the four partner-innovation agencies to exchange experience around nine essential innovation management themes, and improve innovation services towards SMEs. The project is aligned with the "Twinning advanced1" methodology, whereby the four innovation agencies are cooperating to review each other's practices and benchmark their own, related to the design and delivery of innovation support programs for SMEs, as well as compare them to those of third parties, collaborating in the present initiative.

The four partners explore 'an innovation support challenge' focusing on the redesign of the existing services, the creation of new instruments to deliver more efficient tools and to create synergies between European, national, regional and local support and the solutions for common problems linked to implementation, monitoring, impact assessment with the aim to deliver better innovation support to SMEs.

The project identity is summarized below:

Project: 692521 Innovative Sustainable Business Growth at Global Level

Program: H2020-INNOSUP-2014-5

Duration: 12 months

Budget: 50 000€, 100% EU funded

Partnership:

Table 1. In-Business Growth partnership

Partner number	Partner name	Partner acronym	Member state
PP1 (lead partner)	PARQUE TECNOLOGICO DE ANDALUCIA SA	PTA	Spain
PP2	UNIVERSIDADE DO ALGARVE	UA	Portugal
PP3	KAINUUN ETU OY	KE	Finland
PP4	BULGARIAN DEVELOPMENT AGENCY SDRUZHENIE	BDA	Bulgaria

The In-Business Growth project plan is organized into five actions:

Action 1 Exchanges of experiences and analysis State of Art;

Action 2 Design Guide of Best Practices and Innovative Methodology;

Action 3 Transfer to SMEs and third parties;

Action 4 Dissemination and exploitation, and Action 5 project management.

[1] https://ec.europa.eu/easme/en/peer-learning-innovation-agencies

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I- Action 1- Exchange of experience and common analysis of the state of the art

II.I. Executive summary

The purpose of this exchange of experience and common analysis of the state of the art is to organize & document the implementation of the In-Business Growth (IBG) project, provide solid background for the good practice guide and the innovative approach in Action 2, and ensure the necessary linkages to the transfer roadmaps to the partner institutions & third parties planned for Action 3 of the project, Figure 1 below.

Figure 1 : In-Business Growth project process

To maximize the benefits from Action 1 as the starting point of the action plan implementation, we remind that IBG project is at the intersection of knowledge intensive business services [KIBS] as part of innovation management, innovation agencies, and knowledge spill over theory. Considering this conceptual background, as key aspects might be relevant for the GP criteria and description, benchmarking among the partner areas, transfer roadmaps and evolution potential of the GPs.

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II.II. Conceptual background

IBG project is at the intersection of knowledge intensive business services [KIBS] (as part of innovation management), innovation agencies (as infrastructures delivering KIBS), and knowledge spill over theory.

Innovation management and knowledge intensive business services

The importance of knowledge intensive business service as part of innovation management has been acknowledged and discussed since the late 1980s, with the first references to be as old as since 1970 (Miles 2008)[2]. For example, OECD (OECD 2007, page12) [3] states that "Efficient business services can also help accelerate and deepen the innovation process. … Knowledge-intensive services can affect the innovation processes in different ways. Some services, such as R&D and strategic management aim at firm renewal. Such renewal services are closely linked to innovation, but are relevant and accessible to a limited number of highly capable recipient organizations equipped with sufficient resources". Similarly, Kuusisto (2002)[4] indicates that KIBS are considered to be one of the factors behind sustainable growth and key element of the knowledge-driven economy. As such they tend to be concentrated in innovation-leader/metropolitan regions, while they tend to be scarce in other types of regions and their absence might be one of the reasons why certain regions do less well in certain types of innovation than others."

KIBS (Miles 2008) combine various types of highly specialized knowledge, including codified and tacit knowledge, in order to create solutions for specific problems.They also play an important role in the initial stages of development of new products and services[5], i.e., in R&D processes, as well as in the subsequent stages of the innovation life-cycle and commercialization: "…confronted to a flurry of new production needs, businesses increasingly need to mobilize a wide range of skills and knowledge often exceeding their internal capacity. Access to KIBS is especially important, as businesses need to innovate and compete in international and even global markets"[6].

[2] BRYSON, J., P. DANIELS, et B. WARF. (2004): Service Worlds. People, Organisations, Technologies. London: Routledge.

[3] OECD (2007): Globalisation and Structural Adjustment, summary report of the study on globalisation in the business services sector. Page 12.

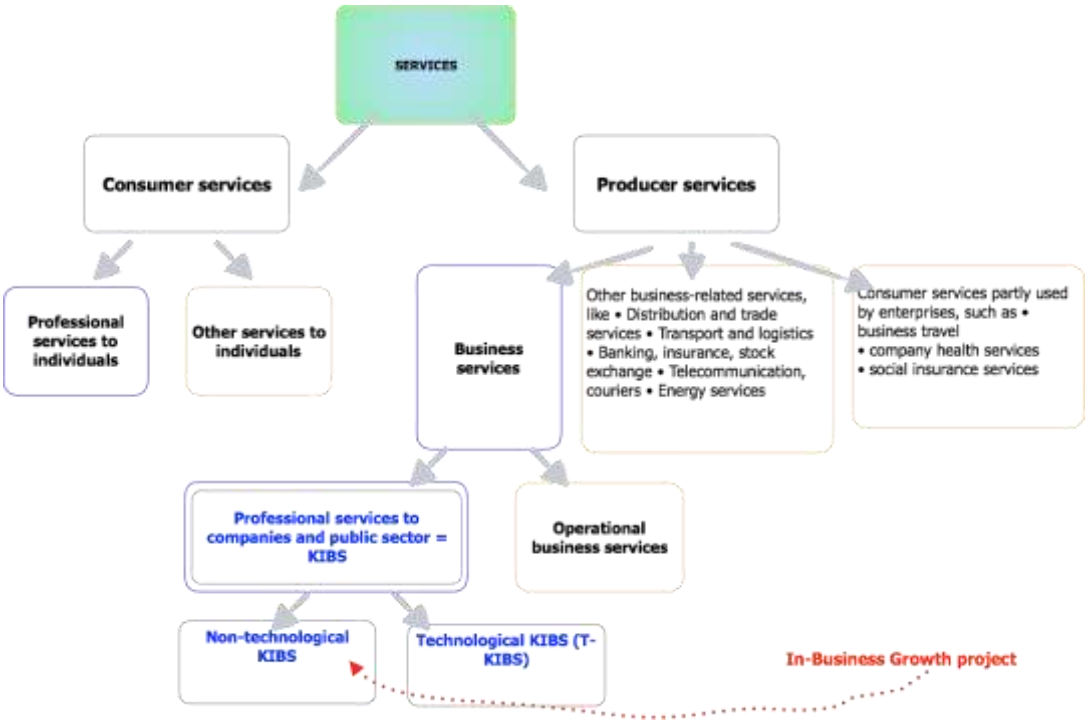
[4] Jari Kuusisto, Martin Meyer (2002): Insights into services and innovation in the knowledge-intensive economy, Finnish Institute for Enterprise Management, National Technology Agency, Technology Review 134/2003, Helsinki 2002.

[5] MILES, I. 2008. Miles, Patterns of innovation in service industries. IBM Systems Journal. 47(1): 115-128.

[6] David Doloreux, Richard Shearmur (2012): The use of knowledge intensive business services in SME manufacturing firms in Quebec. Performance diagnosis and drivers of innovation by sector and regions; short version, Institut National de la Recherche Scientifique Centre – Urbanisation Culture Société, page 19.

According to OECD's (2007) description[7] KIBS offer the following services: i) renewal services that are directly related to innovation such as R&D and strategic management consulting; ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems; iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues; and iv) network services, such as production networks that facilitate knowledge exchange and resource distribution. Figure 2 maps the service sector and indicates the focus of IBG project.

Figure 2 Mapping of the service sector and In-Business Growth project focus[8]



The demand for knowledge-intensive services seems to increase with the efforts of European economies to maintain their competitive positions through their development into knowledge-based economies. In this respect, the European Commission states: "The economic importance of services means that improvements in European living standards are likely to depend more and more on productivity

[7] OECD (2007): Globalisation and Structural Adjustment, summary report of the study on globalisation in the business services sector. Page 18.

OCDE. 2011. Innovation in the Knowledge Economy. Paris: OCDE; page 18.

OCDE. 2007. Innovation and knowledge-intensive services activities. Paris: OCDE.

[8] European Parliament, Policy Department Economic and Scientific Policy (2006): NEW PROFESSIONAL AND BUSINESS-RELATED SERVICES STATUS AND PROSPECTS IP/A/ITRE/FWC/2006-87/Lot1/C1/SC2 and IP/A/ITRE/ST/2007-03.

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improvements in business services than in manufacturing [which is related to the view that] KIBS are likely to be one of the main engines for future growth within the European Union."[9]

This is confirmed by an Innova report indicating that regions with strong KIBS sectors exhibit the highest prosperity levels in Europe[10].

Regional innovation agencies

"Regional innovation agencies are organizations in charge of delivering and coordinating innovation policies implemented at the regional level" (OECD, 2010[11] page1). They are part of a regional innovation system (no matter how incomplete) and their role is, in today's terms and taking into account the RIS3 approach, to contribute constructing regional advantage by (i) building on current advantages (which however relate always to science push or technology, or a mix of both), (ii) supporting socio – economic transformation (radical diversification, reconversion, new specializations), and (iii) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity) (OECD, 2011[12]). The EU high level expert report (EC, 2014[13]) also confirms that currently important factors to consider include (i) the changing nature of innovation (open innovation is used as an example), (ii) the changing structure of partnerships and (iii) increasing levels of cross organizational collaboration. These factors confirm & reinforce the OECD approach towards constructed regional advantage.

As a result of such priorities, the expectations from innovation agencies have changed (OECD, 2009[14], EC,2014 ibid above): for example, innovation agencies are expected to broaden their scope of action,

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[9] Commission of the European Communities (2007): Competitive European Regions Through Research & Innovation. A contribution to more growth and more and better jobs. Brussels.

Also: EC (2012): Knowledge intensive business services in Europe; Project financed by the 6th Framework Programme for Research, for the implementation of the specific programme "Strengthening the Foundations of the European Research Area" (Invitation to tender n° DG RTD 2005 M 02 02), report prepared by Fraunhofer institute, page 6.

[10] Europe Innova (2009): Knowledge Intensive Business Services, page 2: "The strength of the relationship between the concentration of KIBS in a region and the region's economic prosperity is striking. It is evident that wealthy regions typically support disproportionally high concentrations of KIBS employment. In fact, with no other factors taken into account, regional KIBS specialisation explains 59% of variance in GDP per capita. The pattern is similar, although less pronounced, when we look at innovation indicators. The trend is clear: regions with high concentrations of knowledge intensive business services exhibit superior patenting activity, and the opposite is true for regions with little KIBS. In the middle, however, there are regions with both extremely high as well as very low patenting. This suggests that there are many other factors influencing innovation, but the presence of KIBS makes a difference".

[11] OECD (2010): Regional innovation agencies. OECD (2010): Regional innovation strategies.

[12] OECD (2011): OECD Reviews of Regional Innovation: Regions and Innovation Policy. ISBN 9789264097384.

[13] European Union (2014): High Level Group on Business Services, Final report April 2014, page 18:" c) The Commission should take a lead to develop mechanisms to promote accessibility and standardisation of data – technologically enabled Business Services are constrained by the lack of interoperable data standards (by 2020).

[14] OECD/Mountford D. (2009): Organising for local development: the role of local development agencies. Summary Report, 26-27 Nov. 2009, working document, www.oecd.org/dataoecd/54/41/44682618.pdf?contentId=446 CFE/LEED(2009)18. Page 10 "Perhaps most importantly, however, Development Agencies appear to offer a politically acceptable form of co-investment between otherwise disparate partners. This might be because as a sole purpose vehicle there is little chance of resources being used for the wrong purposes, and Development Agencies can be held to

develop mechanisms for value and benefit capture, create solutions that are of value to business service firms themselves, as well as their clients, customers and society as a whole, etc.

There has also been / is ongoing a lot of discussion on standardization of services -including KIBS[15], [16] and therefore, also of the infrastructures providing them. While this discussion is still evolving -just as the KIBS classification evolved between the EUROSTAT NACE Rev.1.1 and 2 (Annex 3), we note it here as a highly probable forthcoming component in innovation management, including standardization of the service output, the performance capacity, and the communication interface (OECD, 2007[17]).

We feel that the preceding observations are mainstream trends, essential for the effectiveness of the IBG project and thus it is that they are reflected in the good practice discussion.

In-Business Growth project & knowledge spill overs

Knowledge spill overs enter the picture in In-Business Growth project since good practice transfer is one type of knowledge spill overs demonstration. Conditions facilitating (or not) effective GP transfer have been identified, and they relate to economic, technological. These conditions ('proximities') would be worth taking into account during the GP exchange, in order to tailor the roadmaps of Action 3.

Knowledge spill overs may be defined to denote the benefits of knowledge to firms, industries or regions not responsible for the original investment in the creation of this knowledge[18]. The good practice (GP) analysis and exchange is an enhanced effort to increase the knowledge stock and knowledge inputs of & into an economy, in this case innovation agencies' KIBS provision, through systematic, and largely 'learning –by doing' transfer; thus, it is linked / relevant with knowledge spill overs theory. The argument that a GP is transferable in the first place, comes from the examination of how knowledge spill overs work. This is a

account. Alternatively, it may be because as corporate entities, Development Agencies can be branded to reflect joint ownership (and joint credit!) or since as they are time-limited vehicles, Development Agencies can be closed down if necessary (unlike tiers of Government)".

[15] European Union (2014): High Level Group on Business Services, Final report April 2014, page 18:" …c). The Commission should take a lead to develop mechanisms to promote accessibility and standardization of data – technologically enabled Business Services are constrained by the lack of interoperable data standards (by 2020)".

Marco Bettiol, Eleonora Di Maria, Roberto Grandinetti (2012): The evolution of KIBS between standardization and customization: the rise of Combinatory KIBS, working paper for the Druid 2012.

EUROPEAN COMMISSION, Directorate-General for Research and Innovation (2012): Knowledge-intensive (business) services in Europe.

European Parliament (2006): NEW PROFESSIONAL AND BUSINESS-RELATED SERVICES STATUS AND PROSPECTS (IP/A/ITRE/FWC/2006-87/Lot1/C1/SC2).

[16] Heikki Uusi-Honko, James Howe, Gianluca Mulè (2012): EFQM Framework for innovation agencies. 2012 EFQM, Pro INNO.

[17] OECD (2007): Globalization and Structural Adjustment, summary report of the study on globalization in the business services sector.

[18] Manfred M. Fischer, Thomas Scherngell and Martin Reismann (2008) Knowledge spillovers and total factor productivity. Evidence using a spatial panel data model, page 2.

discussion that started already in the early 1950s[19], and today it is central to the knowledge-based economy.

Ongoing, extensive research discusses how knowledge externalities can disseminate effectively between organizations, usually business and research organizations, at both intra- and inter- regional levels.

Researchers have accepted that also other types of institutions like countries and regions can be included in the same research: "The discussion on regional absorptiveness started from the firm level. However, researchers have accepted that it can be extended to more complex institutions like regions, or even countries" (Caragliu & Nijkamp 2010[20]). The way knowledge spill overs work is by contributing to the total factor productivity (TFP or, equivalently A_o) of the spill-over firm/region/institution/individual economies, Figure 3 below. Thus, what GP transfer is about in IBG project, is improving the A_o of the partner innovation agencies and indirectly of the businesses they serve and the regional economies. This claim is aligned with the finding that diffusion between regions takes place horizontally, on the level of innovators and potential adopters (Schnellenbach 2006, p10[21]).

Maybe the most important aspect of this linkage is the notion of regional absorptiveness, meaning the knowledge (in this case GP) a region can absorb effectively. Since knowledge spill-over theory is valid for regions, and since good practice transfer is a knowledge spill-over function, it follows that the parameters that have been found important in the overall knowledge spill-over theory, must be reflected (confirmed, refuted or diversified) somehow in the good practice transfer process and results[22].

Figure 3 Good practice transfer as knowledge externality: the role of territorial capital in generating increasing returns to growth[23].

[19] For example, Hägerstrand, Torsten (1952). *The propagation of innovation waves*. Lund studies in geography: Series B, Human geography, 4. Lund: Royal University of Lund, Dept. of Geography. OCLC 254752.

Hägerstrand, Torsten (1967) [1953]. *Innovation diffusion as a spatial process* [*Innovationsförloppet ur korologisk synpunkt*]. Postscript and translation by Allan Pred; Translated with the assistance of Greta Haag. Chicago: University of Chicago Press. OCLC536383.

[20] Capello, R., Caragliu, A. and Nijkamp, P. (2008): Territorial capital and regional growth: increasing returns in local knowledge", paper presented at the International workshop on "Human capital, social capital and creative capital as sources of regional growth", Tinbergen institute, 30 June-1 July 2008.

[21] Döring, Schnellenbach (2008): What do we know About Geographical Knowledge Spillovers and Regional Growth? – A Survey of the Literature.

[22] Finding from the FRESH project (Interreg IV C 499R2 FRESH project handbook, Part 4 pages 65-83.).

[23] Compilation from ibid. above and the Interreg IV C 499R2 FRESH project handbook, Part 4 pages 65-83.

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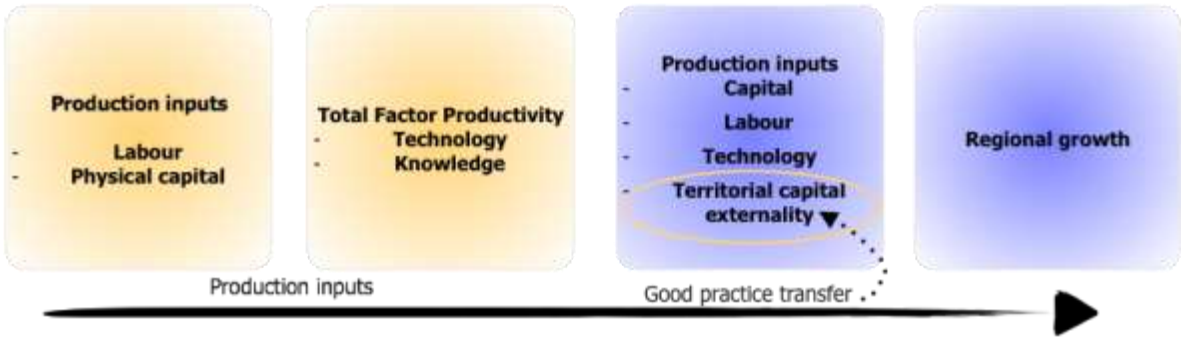

Thus, research findings indicate that successful GP transfer depends on the GP source as much as on the GP recipient. The recipient of new knowledge needs to be endowed with the capacities necessary to both appreciate and utilize available knowledge (Cohen and Levinthal 1990), which includes his cognitive capacities, but also his willingness to incur costs of learning new knowledge recipient (Schnellenbach 2006). In other words, it must appear to be economically rational for the recipient to utilize new knowledge (Cohen and Levinthal 1989). It implies that during the GP discussion, regional benchmarking and roadmap preparation, the transfers should be oriented towards maximizing the economic benefits of GPs for the partner innovation agencies & regional economies.

Conclusions

In conclusion, the strategic approach of Action 1 (mapped in Figure 3) is based on the following findings:

(1) In-Business Growth project contributes to the changing role and functions of innovation agencies towards better innovation management and provision of knowledge intensive business services in the partner areas.

(2) The In-Business Growth good practice themes benchmarked against the KIBS operational classification proposed by the OECD (OECD 2007): i) renewal services that are directly related to innovation such as R&D and strategic management consulting; ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems; iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues; and iv) network services, such as production networks that facilitate knowledge. The IBG good practice themes focus more on types I (renewal) and iv (networks).

(3) The good practice transfer is embedded into the knowledge spill over theory and as such it guides us to orient the good practice transfer into the most economic performing solutions and associated adaptations.

(4) The direct links to the knowledge spill over theory and the focus of the good practice themes on renewal (item 2 above), show that innovation agencies are expected to deal with internalization of

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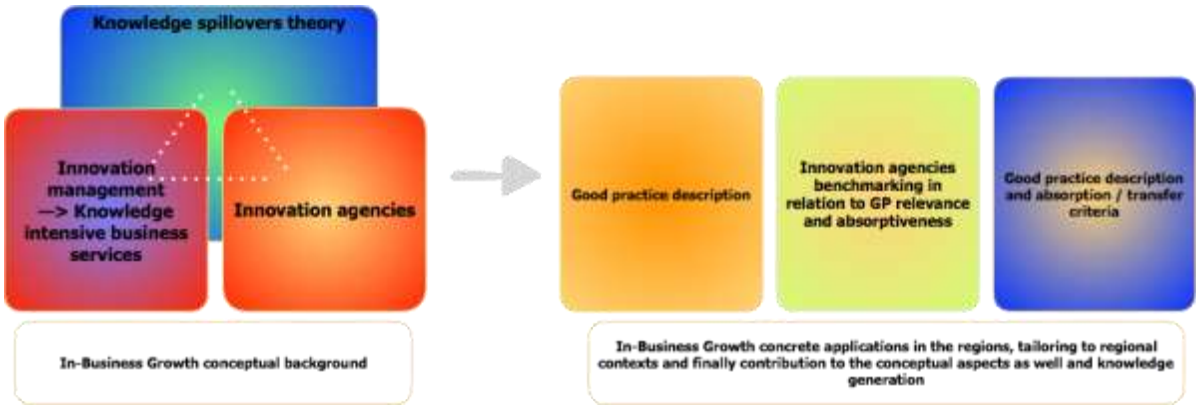
knowledge externalities in both their functions and services they provide. Thus, innovation agencies are expected to adopt a demand-led approach as a strategy.

(5) The demand led approach is another way for describing technology transfer, since technology transfer is a par excellence demand-led process, combining tangible and intangible (knowledge) "instructions[24]".

Figure 4 Action 1 strategic approach



II.III. Good practice themes, their background and focus

In-Business Growth project discussed nine good practice (GP) themes, as follows:

[24] Luis A. Rivera-Batiz & Paul M. Romer (1990): Economic integration and endogenous growth. NBER Working Papers 3528, National Bureau of Economic Research, Inc.

Luis A. Rivera-Batiz & Paul M. Romer (1991) International trade with endogenous technological change. NBER Working Papers 3594, National Bureau of Economic Research, Inc.

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- Good practice Theme 1 Adaptation to the real needs of SMEs,
- Good practice Theme 2 Demand-led approaches,
- Good practice Theme 3 Easy access to the existing supports,
- Good practice, Theme 4 Promotion and Dissemination of the information,
- Good practice Theme 5 Technology transfer,
- Good practice Theme 6 Commercialization of innovation,
- Good practice Theme 7 Follow-up of the progress of the SMEs,
- Good practice Theme 8 Establishment of constant means of improvement, and
- Good practice Theme 9 Access to resources through networked development.

In the next paragraph, there is an **introduction to each one of the nine themes.** The purpose of each introductory part is to provide a conceptual framework and basic guidance for the good practice descriptions. Each introductory part briefly refers to (1) What the good practice theme is about, (2) why it is important, from which aspect in respect to the IBG project, (3) good practice references, e.g. methodologies relevant to IBG project and guiding the description, and (4) expectations from the good practice description.

The good practice description follows a jointly agreed template, and found in Annex 1.

Good practice Theme 1 Adaptation to the real needs of SMEs

Key GP theme 1 question: Granted the knowledge intensive and ever more demanding evolving market, what are the tools for identifying SMEs real needs and for succeeding that SMEs acknowledge such needs as well, and what are the best ways innovation agencies can respond to these issues?

The heart of any interaction of an innovation agency with a business (most frequently an SME) must be based on the SME needs, i.e. of a detailed understanding of SMEs and their situation. The term´SME needs´, therefore, refers to the specific problems/issues they face in seeking to develop their business and, for the purpose of IBG project, the focus is more on SMEs real innovation needs. Good practice in needs assessment encourages BDS organizations to be as precise as possible in their analysis of needs[25].

SMEs innovation needs are –at least one very critical part of them, about knowledge transfer. However, the knowledge demands resulting from the SMEs expectations often diverges from external assessment and innovation agencies must bridge the gap of initiating & convincing businesses of their "real" needs. Such needs are often for academic knowledge inputs. To implement the knowledge transfer, innovation

[25] Business Development Services for SMEs (1997), page 8 What do we mean by 'SME needs'?

agencies must mediate to bridge the space between academia and SMEs. Research indicates that there is often a misalignment between academia expectations and SMEs expectations of innovation intermediaries[26]: for example, academia acknowledges that innovation diffusion is a guided process, and expects that innovation agencies provide stable and continuous resources, in the form of expert guidance based on industry knowledge and infrastructure; SMEs sometimes (often) feel that there is no need for any mediated guidance whatsoever[27]. However, research confirms[28] the importance of SMEs' acquiring external knowledge and therefore engaging in interorganizational knowledge transfer activities, and therefore, there is a possible gap between SMEs self-acknowledged needs and "real" needs. Innovation agencies are expected to address this gap, too. It implies that, adaptation to the real needs of the SMEs is an, evidently, demand – led approach, however, the content of the demand can come from both the self-acknowledged needs of SMEs as well as from externally defined "references", "standards" (and standards).

In order to facilitate the good practice discussion, we propose to utilize the methodology proposed by Szulanski (Szulanski, 1999[29]). It identifies four stages in the knowledge transfer process: (1) initiation (=initiation stickiness: the difficulty to recognize opportunities to transfer and to act upon them to initiate the transfer); (2) implementation (= implementation stickiness: after it has been decided to transfer knowledge, attention shifts to the exchange of information and resources that occurs between the source and the recipient. Transfer-specific ties are established between members of the source and the recipient and information and resource flows will typically increase and possibly peak at this stage. Efforts are made to prevent problems through careful planning (Pisano 1996[30]), especially to avoid the recurrence of problems that were already experienced in previous transfers of the same knowledge, and to help make the introduction of new knowledge less threatening to the recipient (cf. Rice & Rogers[31] 1980:508-509; Buttolph[32] 1992:464); (3) ramp-up (=ramp-up stickiness: once the recipient begins using acquired knowledge – e.g., starts up a new manufacturing facility, rolls over a new manufacturing process, or cuts over to a new system – the main concern becomes identifying and resolving unexpected problems that

[26] Silvia Massa, Stefania Testa (2008): Innovation and SMEs: Misaligned perspectives and goals among entrepreneurs, academics, and policy makers. Technovation 28 (2008) 393–407, www.elsevier.com/locate/technovation.

[27] ibid. above, pages 393, 396.

[28] Chen, Shizhong; Duan, Yanqing; Edwards, John S. and Lehaney, Brian (2006). Toward understanding inter-organizational knowledge transfer needs in SMEs: insight from a UK investigation. *Journal of knowledge management*, 10 (3), pp. 6-23. ALSO: Beijerse, R. (2000), "Knowledge Management in Small and Medium-sized Companies: Knowledge Management for Entrepreneurs", Journal of Knowledge Management, Vol.4 No.2, pp.162-179. Chase, R. L. (1997), "The Knowledge-Based Organization: An International Survey", Journal of Knowledge Management, Vol.1 No.1, pp.38-49. Chauvel D. and Despres, C. (2002), "A Review of Survey Research in Knowledge Management: 1997 – 2001", Journal of Knowledge Management, Vol.6 No.3, pp.207-223.

[29] Gabriel Szulanski (1999): THE PROCESS OF KNOWLEDGE TRANSFER: A DIACHRONIC ANALYSIS OF STICKINESS, Wharton School, University of Pennsylvania.

[30] Pisano, G. P. 1996. Learning-before-doing in the development of new process technology. Research Policy 25 (7): 1097-1119.

[31] Rice, R. E. & Rogers, E. M. 1980. Reinvention in the Innovation Process. Knowledge: Creation, Diffusion, Utilization 1 (4, June): 499-514.

[32] Buttolph, D. 1992. A new look at adaptation. Knowledge: Creation, Diffusion, Utilization 13 (4, June): 460-470.

keep the recipient from matching or exceeding a-priori expectations of post transfer performance. *The ramp-up stage is a relatively brief window of opportunity* to rectify unexpected problems (Tyre & Orlikowski[33] 1994) where the recipient is likely to begin using new knowledge ineffectively (Baloff[34] 1970; Adler[35] 1990; Galbraith[36] 1990; Chew, Leonard-Barton & Bohn[37] 1991) ramping up gradually towards a satisfactory level of performance, often with external assistance); and (4) integration (integration stickiness: once satisfactory results are initially obtained, the use of new knowledge becomes gradually routinized. This progressive routinization is incipient in every recurring social pattern (Berger & Luckman[38] 1966:53).

The good practice discussion is about methods of understanding and responding to SMEs' 'real innovation needs' and, in this sense, one key challenge is for SMEs to internalize demand-led approaches.

Therefore, for the purposes of IBG project, and of good practice theme 1, we propose to address through the good practice description one of more of the four methodological stages above, initiation / implementation / ramp-up / integration. The good practices could make references to the 1) overall approach, 2) expertise deployed (is it industry specific?), 3) interview content & structure, that generated motivation to the SMEs, leading to mapping of probably un-aware innovation needs, and addressed effectively their absorptiveness potential, i.e. 4) practical impact on the SME activities; and, on the other hand, reference to any standards followed or not.

Good practice Theme 2 Demand - led approaches /e.g. KET applications

Key GP theme 2 question: Which aspects of the demand – led approach should innovation agencies focus on addressing through the services they provide, and what are the associated good practices?

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[33] Tyre, M. J. & Orlikowski, W. J. 1994. Windows of opportunity: temporal patterns of technological adaptation in organization. Organization Science 5 (1, February): 98-118.

[34] Baloff, N. 1970. Startup Management. IEEE Transactions on Engineering Management EM-17 (4, November): 132-141.

[35] Adler, P. S. 1990. Shared Learning. Management Science 36 (8): 938-957.

[36] Galbraith, C. S. 1990. Transferring Core Manufacturing Technologies in High Tech Firms. California Management Review 32 (4(Summer)): 56-70.

[37] Chew, W. B., Leonard-Barton, D. & Bohn, R. E. 1991. Beating Murphy's Law. Sloan Management Review 32 (3-Spring): 5-16.

[38] Berger, P. L. & Luckman, T. 1966. The Social Construction of Reality: A Treatise in the Sociology of Knowledge. Garden City, N.Y.: Doubleday.

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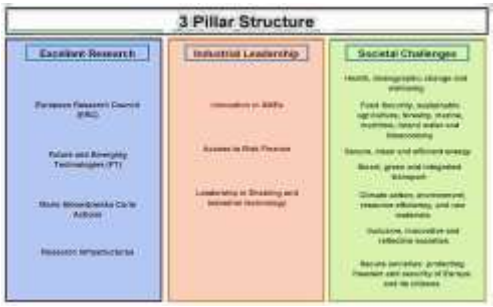
The EU decided more than 10 years ago, on a demand-led growth model as a way to strongly promote innovation[39]. "Demand-side (=end-use consumption[40]) innovation policies support and increase the uptake of innovations in society. They can involve legislation increasing consumer confidence in innovative products, safety regulations, standards, or public procurement. These demand-side tools complement supply-side policy tools such as public funding schemes. Creating effective links between demand-side and supply-side tools can improve the efficiency of the innovative system[41]." The demand-led approach on which we propose to focus good practice theme 2, is part of the demand-led growth priority & respective policies.

The demand led-approach is central in Horizon2020 since it comprises one of its three pillars[42], the one on Societal Challenges. For the purpose of IBG project, in good practice theme 2, we suggest focusing on two broad categories: (1) demand-led industries: Societal challenges as included into the Horizon 2020 program and (2) demand-side policies: Key Enabling Technologies (KET) as precondition for RIS3 implementation.

[39] The Horizon 2020 sections are Excellent science, Industrial leadership, Societal challenges, spreading excellence and widening participation, Science with and for Society, Cross cutting activities 8focus areas), Fast track to innovation pilot, European institute of innovation and technology (EIT), and Euratom. https://ec.europa.eu/programmes/horizon2020/h2020-sections



[40] http://ec.europa.eu/environment/archives/action-programme/env-act5/chapt1-1.htm

[41] http://ec.europa.eu/growth/industry/innovation/policy/demand-side-policies/index_en.htm

[42] Horizon 2020 has three main pillars: Excellent in Science, Insutrial leadership, and Societal Schellnges, http://europa.eu/rapid/press-release_MEMO-13-1085_en.htm

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- Societal challenges as part of the Horizon 2020 program. Societal challenges include innovative and effective ways of addressing the following types of challenges*: Health, Demographic Change and Wellbeing;Food Security, Sustainable Agriculture and Forestry, Marine, Maritime and Inland Water Research and the Bioeconomy,Secure, Clean and Efficient Energy,Smart, Green and Integrated Transport, Climate Action, Environment, Resource Efficiency and Raw Materials, Europe in a changing world - Inclusive, innovative and reflective societies, Secure societies – Protecting freedom and security of Europe and its citizens.*
- *Key enabling technologies as part of the RIS3 implementation preconditions.* RIS3 implementation demands applying to the prioritized industries Key Enabling Technologies (KET). There are six technologies – industrial biotechnology, nanotechnology, micro- and nano-electronics, photonics, advanced materials, and advanced manufacturing technologies –that the European Commission has through the RIS3 recently set on the policy-agenda for "ensuring the competitiveness of European industries in the knowledge economy[43]". What makes the six identified technologies "key enabling" ones, is that they are claimed to "enable" (1) "the development of new goods and services and the restructuring of industrial processes…. In a nutshell, KETs would be technological inputs for obtaining new "KETs-based products and applications[44]", and (2) the regional context as RIS3 performer. The potential of KET towards the development of S3 has emerged in the observatory platform of S3 best-practices[45]. Very recent research[46] also confirms that KET applications contribute to regional constructed advantage, proving that KETs increase the region's capacity of constructing new revealed technological advantages including that KETs positively moderate the impact of regional related knowledge on the construction of new revealed technological advantages. However, the application of KETs, especially in innovation follower or innovation moderate regions, is sometimes posing methodological and awareness challenges, because their application requires advanced research services. Sometimes the provision of such services implies cooperation with large research infrastructures (LRI) and also implies new approaches towards product development.

Therefore, under Good Practice Theme 2, we seek examples demonstrating how concrete demand-led approaches have been addressed for SMEs and the role of the innovation agency in the process, and/or how innovation agencies have been able to support response of SMEs to demand-side policies. Obviously, a good practice can be overlapping, e.g. one KET application might contribute to address a societal challenge issue, etc.

[43] European Commission (2009), "Preparing for our future: Developing a common strategy for key enabling technologies in the EU". Commission Communication (COM (2009)512. ALSO: European Commission (2012), "A European strategy for Key Enabling Technologies - A bridge to growth and jobs", Communication adopted on 26 June 2012.

[44] EC/JRC Technical reports / Sandro Montresor and Francesco Quatraro (2015) Key Enabling Technologies and Smart Specialization Strategies. European Regional Evidence from patent data, page 2.

[45] Sörvik, J., Rakhmatullin, R. and Palazuelos Martínez, M. (2014), Preliminary report on KETs priorities declared by regions in the context of their work on Research and Innovation Strategies for Smart Specialization (RIS3). JRC Technical Report 2013.

[46] Ibid. 32.

Good practice Theme 3 Easy access to the existing supports

Key GP theme 3 question: What types of innovation agencies should we prioritize and what types of existing supports should we take into account for the good practice description?

We focus on access to existing supports aiming at facilitating innovations to SMEs and in which innovation agencies have a role to play. We consider two types of supports (often interlinked), i.e. access to funding/financing resources and to expert knowledge resources. We have identified eight (8) fields to focus the good practices. Five of them deal with IBG good practice themes and three are compiled by reviewing recent literature and EC policy developments.

Therefore, we propose that the good practice description addresses one or more of the eight fields in terms of one or both of the support areas. The proposed approach is summarized in the table below.

Table 2. Mapping easy access to existing supports

Fields for the good practice description	Support areas	
	Funding/financing resources	Knowledge resources
Promoting the demand-led approach (GP theme 2)		
Technology transfer (GP theme5)		
Commercialization of innovation (GP theme 6)		
Promoting networked growth (GP theme 9)		
Improvement of the innovation agency per se, e.g. to adopt continuous improvement strategies, tools, and practices (GP theme 8)		
Help SMEs find international business, technology, and research partners in the EU and other non-EU countries, for their innovations		
Help SMEs benefit from EC innovation support schemes, e.g. SME Instrument, COSME, InnovFin….		
Capitalization on the results of EU projects, e.g.		

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Table 2. **Mapping easy access to existing supports**		
Fields for the good practice description	Support areas	
	Funding/financing resources	Knowledge resources
incentives to firms to invest/buy H2020 project outputs or start-ups as exploitation.		

Good practice Theme 4 Promotion and Dissemination of the information

Key GP theme 4 question: What type of information should innovation agencies prioritize to promote / disseminate, what tools to utilize, for what purpose, and what are the best approaches?

SMEs need to have access to adequate information to enhance productivity and to facilitate market access[47]. The establishment of an active SMEs sector - and the effective use of quality business information - has been identified as crucial in attaining long-term and sustainable economic growth for developed and developing countries, alike[48]. The importance of systematic and systematized dissemination of information to SMEs was the conclusion of an EC report since 2001[49]. Unesco considers information to be part of a learning[50] process, and therefore dissemination of information is conceived as an initial but nevertheless essential part of a larger, coherent whole.

In the context of the IBG project, we focus on innovation agencies' services and functions disseminating information to SMEs as a first step towards technology transfer and innovation promotion.

Effectively and timely promoting and disseminating information to SMEs is multisided. To be able to focus the discussion, under GP Theme 4, addresses only a few of such parameters, as follows:

[47] Ibid, previous.

[48] Corps, M. (2005). Information and communications technologies in small and medium enterprise development.

[49] EC (2001) Facilitating the exchange and dissemination of information, notably through new technologies. Final report of Working Group A, June 21. ALSO: OECD, European Training Foundation, European Union, European Bank for Reconstruction and Development (2016) SME Policy Index SME Policy Index: Eastern Partner Countries 2016.

[50] S.M.Dhawan (2006): BASICS OF INFORMATION DISSEMINATION, UNESCO 2006.

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- SMEs UNDERINVEST IN STRATEGIC INFORMATON: In general, SMEs do not seek strategic information, do not anticipate sufficiently or have difficulties in identifying the key priority information needed; they seek (and are willing to invest in) short term information. Strategic knowledge is key to growth and thus sustaining the competitive advantage of an organization. Strategic knowledge is the 'know how' management use when making key decisions about a company's future direction. Strategic knowledge has to be specific and to the point and may come from a wide range of external sources as often a company's future depends on the market they operate in and events that take place within the industry[51]. where SME owners do invest in information systems, there is a tendency to satisfy the immediate needs of the firm[52],[53]". It implies that strategic knowledge is potentially missing.
- SMEs ACCESS TO INFORMATION IS OFTEN HINDERED: Information is not available or, if it is available, it is not updated at the right time or not detailed enough; it is difficult to find the right information or to have knowledge of its availability because of existing gaps within communication systems; information retrieval costs are frequently too high. In all EU countries, many statistics produced or ordered by private companies are only available to those stakeholders that pay for it. Thus, the most small and medium sized market participants have no chance to obtain this information. So, there is no real information gap, but a gap of payable or accessible information; the information is inadequate to the role and needs of the stakeholders.
- SMEs ACCESS TO ESSENTIAL INFORMATION IS OFTEN A CHALLENGE: Another challenge is access to very specific information that SMEs might need. By their very nature of operation, the SMEs have a narrow range of products/services and a relatively simple and unsophisticated management structure with a narrow tolerance range of risk. Above all, SMEs are confronted with situations where decisions are made haphazardly and not based on accurate business information[54]. In order to respond to the specific needs of the SMEs, business information services should create value by bringing together information from different sources - both local and international.
- SMEs CAPACITY TO ABSORB & BENEFIT FROM ADVANCED INFORMATION: We remind that there is a positive relationship between firms' absorptive capacity and organizational responsiveness in the context of growth-oriented small and medium-sized enterprises (SMEs). By testing the different dimensions of absorptive capacity, external knowledge acquisition and intra-firm knowledge dissemination were found to be positively related to organizational responsiveness. In addition, the relationships between absorptive capacity and organizational responsiveness were moderated by the SMEs' strategic orientation. Results demonstrate that the responsiveness of growth-oriented SMEs is expected to increase if (1) they have well-developed capabilities in external knowledge acquisition and intra-firm knowledge dissemination; (2) they have a well-developed external knowledge acquisition capability and adopt a more proactive strategy, such as being a prospector; (3) they face a turbulent environment and have a well-developed internal knowledge dissemination capability[55].

[51] Ileana Hamburg, Emma O Brien (2014) Using Strategic Learning for Achieving Growth in SMEs, Journal of Information Technology and Application in Education Vol. 3 Iss. 2 June 2014 doi: 10.14355/jitae.2014.0302.04.

[52] Margaret Susan Levy (2009) An Exploration of the Role of Information Systems in Developing Strategic Growth in Small and Medium-sized Enterprises. Ph.D. Thesis, University of Warwick.

[53] Thong, J. (2001) Resource Constraints and information systems implementation in Singaporean small businesses, Omega, 143-156. ALSO: Caldeira, M. and Ward, J. (2002) Understanding the successful adoption and use of IS? IT in SMEs: an explanation from Portuguese manufacturing industries, Information Systems Journal, 12, 121-152.

[54] C. Okello-Obura Makerere and James Matovu (2011) SMEs and Business Information Provision Strategies: Analytical Perspective, DigitalCommons@University of Nebraska – Lincoln, Library Philosophy and Practice (e-journal), page 2.

[55] Jianwen Liao, Harold Welsch and Michael Stoica (2003) Organizational Absorptive Capacity and Responsiveness: An Empirical Investigation of Growth-Oriented SMEs, Entrepreneurship Theory and Practice, Volume 28, Issue 1, pages 63-85, September 2003.

Therefore, in the good practice descriptions under GP theme 4, we are seeking examples of organizational adjustment of innovation agencies, e.g. their operational flowcharts and the services they provide to SMEs to reflect addressing any, a few or all of the listed challenges; we are also seeking concrete examples of services (including projects) that address distinctly any of the listed challenges; finally, we are seeking examples whereby innovation agencies s reinforced their industry-lec competences in order to support dissemination of information to SMEs.

Good practice Theme 5 Technology transfer

Key GP theme 5 question: To which aspects / stages of the technology transfer process do innovation agencies' services have the most impact?

Technology transfer is a strategic area in the EU and globally. It is currently commonly accepted that a science-based, regional development strategy is an important precondition for European growth, and technology transfer is part of it, as integral part of a regional innovation system[56]. What is technology transfer? We adopt a simple and rather old definition, which, we feel, is still valid: "When scientific or technological information generated and/or used in one context is re-evaluated and/or implemented in a different context, the process is called technology transfer" (Bar-Zakay 1970[57]). These different contexts can be geographical (technology transfer between & among regions and countries) and/or transformational, i.e. the process of transforming the results of research and development into marketable products and services. This transformation can take place through a number of means, in particular the collaboration between research organizations and industry, the licensing of intellectual property rights, and the creation of start-up businesses or university spin-out companies (Krugman 1979[58]).

[56] Prepared by Dr. Henning Kroll and Dr. Thomas Stahlecker, Fraunhofer ISI (2006): Europe's regional research systems: current trends and structures. Project financed by the 6th Framework Program for Research, for the implementation of the specific program "Strengthening the Foundations of the European Research Area" (Invitation to tender n° DG RTD 2005 M 02 02).

[57] Samuel Bar-Zakay (1970): Technology transfer model. The Rand Corporation, Santa Monica, November 1970.

[58] Paul Krugman (1979): **A Model of Innovation, Technology Transfer, and the World Distribution of Income,** Journal of Political Economy, 1979, vol. 87, issue 2, pages 253-66. Today, we tend to take for granted the value and relevance Technology transfer is crucial for two reasons –a little condensed here, both of them discussed in one of the older Krugman papers (Krugman 1979) and subsequently very much researched, e.g. European Commission Directorate General Environment (2009): Bridging the Valley of Death: public support for commercialization of eco-innovation, Final Report May 2009: the first reason is that they help the destination region / country renew its economy, its products; the second reason is that they "teach" the destination region / country how to innovate better, i.e. how to produce better

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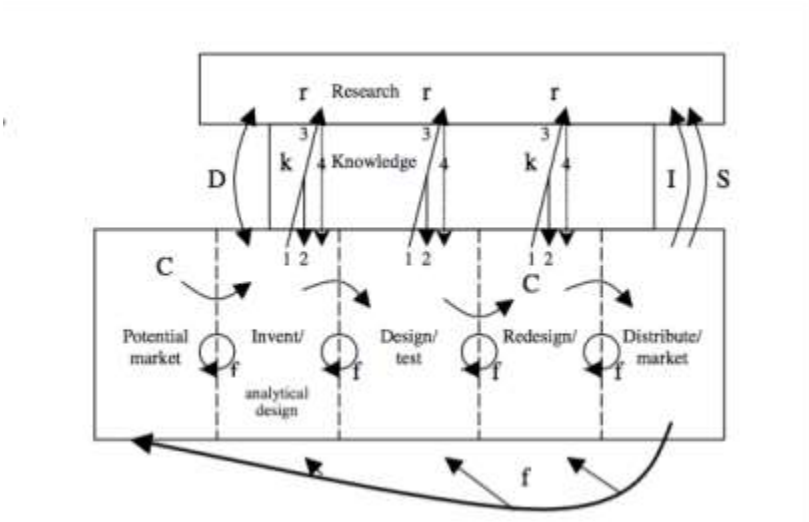
For the purpose of the good practice description under theme 5, we adopt a mainstream approach[59] as to the stages of technology transfer, proposing technology transfer as a six-stage process: **technology innovation, technology confirmation, targeting technology consumers, technology marketing, technology application,** and **technology evaluation**. Furthermore, we suggest that for innovation agencies, the most relevant stages are 3,4 and 5, i.e. targeting technology consumers, technology marketing, and technology application, without excluding the 6th step technology evaluation when relevant.

Therefore, in the good practice description, we seek examples of good practices that demonstrate concrete technology transfer cases in terms of targeting technology consumers, technology marketing, and technology applications and the role of the innovation agency in the process.

Good practice Theme 6 Commercialisation of innovation

Key GP theme 6 question: What are best types of services that an innovation agency can provide to business that have innovation commercialization potential?

Figure 5 Commercialisation of innovation: determinants and break even times[60]



Commercialization of innovation is the process of introducing a new product or production method into commerce—making it available on the market. This thematic unit focuses on SMEs that have

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new products". All innovation tends to bring positive externalities - spill-overs - from progress in innovation." EC,2009, page3).

[59] Risdon, Penny (1992): UNDERSTANDING THE TECHNOLOGY TRANSFER PROCESS. VITA Distribution Service, 20 Dec 1992, University of Pennsylvania.

[60] **Christopher Palmberg (2002): Successful innovation. The determinants of commercialisation and break-even times of innovations. VTT Technology Studies, VTT PUBLICATIONS 486, page 12.**

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commercialization of innovation needs & potential. The determinants of innovation commercialization and break even times are reminded in Figure5. Figure 5 maps the multi sided and iterative (and for that reason complex) requirements made for effective and efficient commercialization of innovation.

KEY: C = central pathway of innovation; D = scientific discoveries that generate radical innovations, F = market feed- back, f = iterative feedback between stages; I = innovations that contribute directly to scientific research, such as the microscope and telescope; K = contributions of existing knowledge to the renovation process, R = research used to solve problems encountered throughout different stages of innovation. SOURCE: Stephen J Kline and Nathan Rosenberg, "An Overview of Innovation," *The Positive Sum Strategy: Harnessing Technology for Economic Growth,* Ralph Landau and Nathan Rosenberg (eds.) (Washington, DC National Acade- my Press, 1986), p 290

The systematic nature of the commercialization process was measured by the mean score of the four dimensions described by Mazzarol and Reboud (2006)[61] as follows:

- Market index—a measure of the firm's focus on customer needs and how the new innovation offers customers value for money.
- Innovation index—a measure of the firm's systematic approach to the process of new product development, and its management of intellectual property.
- Resources index—a measure of the firm's technological, human, financial and managerial resources.
- Strategy index—a measure of the firm's strategic planning in relation to its commercialization process.

It follows that innovation agencies should focus on addressing these four measurements in order to promote innovation commercialization in SMEs. In particular, we distinguish the innovation agency services into two types: (1) 'Filling in' SMEs' gaps to innovation commercialization, and (2) recognizing the SME innovator typology and tailoring services accordingly.

(1) 'Filling in' SMEs' gaps to innovation commercialization: SMEs have been identified to suffer from general lack of resources for R&D and marketing, and this may limit their timeframe for commercialization. Moreover, limited human resources may influence a firm's propensity and ability to be aware of and respond to opportunities and threats presented by the external business environment compared with larger firms[62]. One of the most significant problem hindering innovation is the 'chicken or

[61] Mazzarol, T. and Reboud, S. (2006). "The Strategic Decision Making of Entrepreneurs within Small High Innovator Firms." International Entrepreneurship and Management Journal 2(2): 261-280.

[62] Miika Kajanus , Mikko Heinonen , Tuomo Eskelinen and Jarkko Pellikka (2011) Challenges in Commercialisation Processes of Product Innovation among SMEs. ALSO: Siu, W.S & Bao, Q. 2008. Network Strategies of Small Chinese High-Technology Firms: A Qualitative Study. The Journal of Product Innovation Management. VOL. 25. NO. 1, 70-102. North, D., Smallbone, D. & Vickers, I. 2001. Public sector support for innovating SMEs: The effectiveness of support measures in London's Lee

egg' trap that prevents investment: manufacturers wait until there is a demonstrated demand before they develop and commercialize technologies, but buyers wait to see the product on the market before they demonstrate they will buy it [63] . Thus, from this point of view, innovation agencies need to 'fill in gaps' that SMEs cannot address. These gaps can be summarized in the table below:

Table 3. Problem areas and concrete problems small and medium-sized firms confront during the commercialization process of product innovation [64]

Key problem fields	Problem	Result
Resources	-Fail to acquire and allocate internal and external resources during the commercialization process especially within the region -Insufficient managerial and industrial business experience available at the regional level	-Difficulties to plan the required resources (e.g. engineering and financial) for the commercialization process of product innovation. -Cost overruns due to the relatively modest progress to bring the new innovation into market
Business environment	-Availability and content of support and development services provided by local innovation system -Limited number of the potential regional, national and international business partners during the commercialization process	-Difficulties to get public funding due to the complexity of the terms and decision criteria -Availability of the experienced individual to support the commercialization process
Planning & Management of the commercialization process	-A systematic model for commercialization process of product innovation was missing -Lack of time and resources for applying public funding -Limited knowledge of the commercialization process requirements and activities	-Difficulties to manage and control the commercialization process -Unfavorable changes and cost overruns during the process due to the lack of knowledge in terms of commercialization process

(2) Understanding the SME innovator type and tailoring accordingly the innovation agency's services: Thuy Hang Do et al (2012)[65] developed a method that identified the relationship between the anticipated

Valley region. Small Business Economics. VOL. 16. NO. 2, 303-317. OECD 2005. OECD SME and Entrepreneurship Outlook: 2005, OECD, Paris. Teece, D. 2007. The role of managers, entrepreneurs and the literati in enterprise performance and economic growth. International Journal of Learning, Innovation and Development. VOL. 1. NO. 1, 43-64. Heydebreck, P., Klofsten, M. & Maier, J. 2000. Innovation support for new technology- based firms: the Swedish Teknolopol approach. R&D Management. VOL. 30. NO. 1, 1–12.

[63] European Commission Directorate General Environment (2009) Bridging the Valley of Death: public support for commercialisation of eco- innovation, Final Report May 2009, page 4.

[64] Miika Kajanus, Mikko Heinonen, Tuomo Eskelinen and Jarkko Pellikka (2011) Challenges in Commercialisation Processes of Product Innovation among SMEs, page 7.

[65] Thuy Hang Do, Tim Mazzarol, Thierry Volery Sophie Reboud (2012) Innovation Commercialisation and Anticipated Return: A Typology of Innovative SMEs.

return of an innovation and its commercialization process. We consider this approach very relevant to our GP theme 4 discussion, as it takes into accounts not only SME needs, but also the return (to the business and to the regional economy as well) of an innovation, and so it might be also a decision-making criterion for an innovation agency. In particular, they plotted the discriminating factors (page 13) by innovator typology (firm age, size, IPR protection, equity, R&D intensity, innovation novelty and hey came up with a descriptive typology of innovators (page 14), Figure below.

Table 4. Descriptive typology of innovators

High	Radical innovators	Investment ready innovators
Anticipated return	Mature innovators	Medium sized, self-financed innovators
Low	Unsystematic	Systematic
	Commercialization management	

Therefore, we are seeking good practices demonstrating how innovation agencies address type (1) innovation commercialization challenges. For example, there could be good practices on activating the Innovation Strategy of SMEs, i.e. identifying the most promising areas where the SME can achieve superior profit growth rates either with new products/services or with existing products/service in new markets or with new or improved processes or business models; another example could be effective approaches to the Innovation Life-Cycle Management, where there are many steps where leading innovators avoid inefficiencies and ensure short time-to-profit, while the average company might only focus on the time-to-market and forget about proper life-cycle management after the launch of the innovation[66]. We are also seeking good practices demonstrating type (2) approaches, i.e. how innovation agencies tailor their services according to the type of innovator profile, so that they finally provide comprehensive service models.

Good practice Theme 7 Follow up of the progress of the [supported] SMEs

Key GP theme 7 question: What are the good practices of evaluation and follow up approaches assessing and analyzing SMEs' progress in innovation performance, including outputs, results, learning, integration of new processes, and long term impact?

[66] Kai Engel, Eva Diedrichs, Sabine Brunswicker et al. (2009) Imp^{3}rove: A European Project with Impact 50 Success Stories on Innovation Management. Page 11.

Very often, SME support projects, including innovation support, do not include follow up activities. The action plan reaches the level of results and not of impacts. Very often, due to time pressure, innovation agencies do not adopt follow up activities. There is usually evaluation of results based on the output and result indicators mentioned in the relevant projects and / or the strategic documents of the innovation agencies. However, there are no provisions for follow up actions, through which competitive advantage for both, the innovation agency and the region would be built in the long run. Thus, under GP theme 7, we see to identify and discuss good practices and tools innovation agencies use in order to reinforce innovation results, improve them coherently in the long run, and build on positive outputs.

As an example, if such a possible tool is shown in the figure below, adapted from the Baltic Sea Region project InnoREG[67]. As the author[68] indicates, "the activities are not just meant to be performed once; the idea is that this tool should be regularly used to identify and communicate their activities".

Therefore, for the IBG project, we seek good practices demonstrating the application of such comprehensive approaches, fully or partially along with their results.

Good practice Theme 8 Establishment of constant means of improvement

Key GP theme 8 question: what do we mean by 'constant means of improvement' when it comes to the functions and services of innovation agencies? what are current mainstream state of the art approaches?

By the term "establishment of constant means of improvement" we mean improvement of innovation agencies' effectiveness in promoting innovations to SMEs. We consider two options: 1) constant means of improvement as far as the innovation agency's services are concerned, and 2) constant means of improvement of the innovation performance of SMEs as a result of the innovation agency support.

Under option 1, we selected two possible approaches: 1) the EC approach to innovation management which is prompting a standardized approach basically CEN 389[69], 2) mainstream tools for constant

[67] Innovation Support Tools and Practices handbook BSR project InnoREG, page 11 (www.baltic.org/bsrinnoreg), p17

[68] ibid, pages 13-17, Jarno Kolehmainen, Hermia Business Development Ltd.

[69] EC tools: Innovation management has been systematized by the EC and even standardized, the purpose being to support organizations to become more innovative in a confirmed, controllable and evolutionary way. An EU standard for innovation management (CEN389, 2008) developed technical specifications (TS) through the series CEN/TS 16555-1to7. These TS deal with (1) setting up an Innovation management system, (2) strategic intelligence, (3) Innovation and design thinking, (4) intellectual property management, (5) collaboration, (6) creativity management and (7) assessment of innovation management. They provide guidance on understanding the context of the organization; establishing the leadership and commitment of top management; planning for innovation success; identifying and fostering innovation enablers/driving factors; developing the innovation management process; evaluating and improving the performance of the IMS; understanding and using innovation management techniques. The complete TS series has been approved in March 2015. Therefore, it may be, that not many institutions have had the time to adopt them officially or even consider adopting them yet. However, we feel that anyhow the TS themes are relevant, and maybe IBG partners are partially already addressing them, regardless of any standardization.

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organizational improvement such as the KaiZen[70] approach. These approaches can be understood –to some degree, as complementary, not, since the EC approach points to improvement themes and the

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- CEN/TC 389 'Innovation Management'
- http://www.cen.eu/cen/Sectors/Sectors/Innovation/Pages/TC%20389.aspx
- http://standards.cen.eu/dyn/www/f?p=CENWEB:84:::NO;
- Annex B (normative) of CEN/TS 16555-7, includes the impact expected from an effective innovation management assessment on the innovation management system detailed in CEN/TS 16555-1. … Specific focus has been placed on the applicability for small and medium-sized enterprises. This Technical Specification is not intended for certification purposes".
- http://standards.cen.eu/dyn/www/f?p=CENWEB:110:0::::FSP_ORG_ID,FSP_PROJECT:671850,41929&cs=133215AAEDD1E3A46D57657FEFC8F85FD:

[70] Process – based KaiZen approach: The concept of continuous improvement in organizational business performance), is based on the Japanese approach that was developed and actually helped Japan renew and strengthen its economy after the 2nd world war. The reason we select this approach and not some other, is because the initial KaiZen has evolved, adapted and been adopted by western economies, for example under the Total Quality Management, so it is the source of a lot of organizational improvement literature. While one of the "secrets" of the knowledge-based economy is 'learning how to learn and being accordingly motivated', the counterpart in KaiZenis 'learning how to learn to improve and be accordingly motivated'. Basically, a problem-solving approach, identifying benchmarks of excellent practice and instilling a sense of employee ownership of the process. Deming describes continuous improvement as "Improvement initiatives that increase successes and reduce failures" (Juergensen, 2000). Juergensen further explains that "Continuous improvement (CI), however, cannot be defined as merely "ad hoc" project improvement teams that come together to fix a problem, or building new buildings, or asking for each other's opinion, or engaging in a programmatic event such as implementing Baldrige Quality Assessment Tools or engaging in Six Sigma process improvement". Rather, *CI implies cyclical application of several critical concepts that are strategically and appropriately sequenced*, involve all levels of an organization implying appropriate values and competences from both leaders and staff, and has been instilled on a day-to-day basis aligned resulting from a sense of urgency for continuous improvement. In summary, continuous improvement implies a systemic approach, whereby benchmarking & problem solving drives organizational improvement. It is based on eight (8) parameters: *Leadership readiness; Employees readiness & capacities; Ownership, Collaborate, utilize problem-solving techniques within the work teams, create an active support system, Change agents are needed, Use new technology.* These parameters are opened up in some detail in Annex 4 .

REFERENCES:

KAIZEN (Kai= change, Zen = good) i.e. good change, and it is the philosophy of continually seeking ways to improve operations.

Total Quality Management 1.9.2009 Continuous improvement: the essence of Kaizen.

De Jager, B., et al. (2004): "Enabling Continuous Improvement: A Case Study of Implementation." *Journal of Manufacturing Technology Management,* 15, no. 4 (2004): 315–324.

Dessinger, J., and J.L. Moseley (2004): *Confirmative Evaluation: Practical Strategies for Valuing Continuous Improvement.* San Francisco, CA: Pfeiffer, 2004. Rijnders, S., and H. Boer (2004): "A Typology of Continuous Improvement Implementation Processes." *Knowledge and Process Management* 11, no. 4 (October-December 2004): 283–296.

Harry Boer and Frank Gertsen (2003): From continuous improvement to continuous innovation: a (retro)(per)spective. Int. J. Technology Management, Vol. 26, No. 8, 2003.CONTINUOUS IMPROVEMENT, Encyclopedia of Management.

Deming cycle,: The Wheel of Continuous Improvement, Total Quality Management 25.2.2009, https://totalqualitymanagement.wordpress.com/2009/02/25/deming-cycle-the-wheel-of-continuous-improvement/. Deming's three questions are reminded here: 1) What are we trying to accomplish? 2) What changes can we make that will result in improvement? 3) How will we know that a change is an improvement?

Timothy Juergensen (2000) Continuous improvement: Mindsets, Capability, Process, Tools and Results. 2000 The Juergensen Consulting Group, Inc. All rights reserved.

These parameters are a compilation from various sources discussing Kaizen and Continuous Improvement, e.g.: Harry Boer and Frank Gertsen (2003): From continuous improvement to continuous innovation: a (retro)(per)spective. Int. J. Technology Management, Vol. 26, No. 8, 2003. Intentional innovation (2008) Kelogg Foundation. Timothy Juergensen (2000) Continuous improvement. Caffyn, S. (1999), "Development of a continuous improvement self- assessment tools", International Journal of Operations & Production Management, Vol. 19 No. 11, pp. 1138-53. APQC's Seven Tenets of Process Management in Depth (Collection) https://www.apqc.org/knowledge-base/documents/best-practices-process-

Kaizen approach to improvement processes. To summarize the two main approaches, we try to combine in Table 5 below.

Table 5. Summary of the EC and the Kaizen approaches for continuous improvement

KaiZen principles	EU standard for innovation management (CEN389,2008)					
	Setting up an innovation management system	Strategic intelligence	Innovation & design thinking	Collaboration	Creativity management	Assessment of innovation management
Leadership readiness						
Employees readiness & capacities						
Ownership						
Collaborate						
Utilise problem-solving techniques within the work teams						
Create an active support system						
Change agents are needed						
Use new technology						

improvement-seven-tenets-process-management and https://www.apqc.org/knowledge-base/collections/apqcs-seven-tenets-process-management-depth-collection for more readings.

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Therefore, the good practice description will consider 1) any actions, taken by innovation agencies, fragmented or comprehensive that demonstrate any of the EC and or Kaizen parameters in Table 5, and/or 2) any systematic tools adopted by SMEs towards constant improvement of their innovation performance.

Good practice Theme 9 Access to resources through networked development

Key GP theme 9 question: What is our priority as innovation agencies regarding networked-development based benefits?

The focus area is on value creation for innovation agencies through services from a network perspective. The main GP focus is on how the networks should function so as the objectives related to knowledge and competences can be reached. The competences, relationships, knowledge transfer and leadership in the networks are examined from the viewpoints of 1) the provision of services, 2) the incremental development of the current services and 3) the creation of new service innovations.

Therefore, the good practice discussion under the Good practice theme 9 focuses on different types of systematic partnerships which facilitate effective knowledge creation, knowledge transfer, use of knowledge as well as joint development.

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II- The Methodology of Action 1

Action 1 aimed at discussing good practices which, on the one hand, contributed to the nine (9) good practice themes of the IBG project, and on the other hand reflected the types of innovation agency functions (as per OECD) providing services as per the KIBS methodology. The purpose was to describe, discuss, and present GPs to the partners as the baseline for Actions 2 and 3.

To implement Action 1, we agreed, within the partnership, on a 6-step methodology with a triple purpose: to position innovation agency functions and services, as a benchmarking backbone for all four partners, in reference to state of the art evolutions of the field; secondly to allow a flexible, multisided description of good practices to be able to capture as best possible their most essential parts, and thirdly to propose a systematic, simple approach for assessing the importance and relevance of good practices for each one of the partners, thus paving the way for Actions 2 and 3.

The six (6) steps were implemented as follows:

(1) GENERAL BENCHMARK TO TAKE INTO ACCOUNT/ The state of play of innovation agencies: Innovation agencies are institutions serving the innovative growth of a region (OECD 2010[71]). As discussed elsewhere in this report (pages 8 and 28) Their role is constantly becoming more demanding, their functions tend to become standardised (EC various references[72]) and their business

[71] OECD 2010, Regional innovation agencies, www.oecd.org/innovation.

[72] DIN 820-4, Standardization – Part 4: Working procedure; ▪CEN Guide 14, Common policy guidance for addressing standardization on qualification of professions and personnel; ▪CEN Guide 15, Guidance document for the development of service standards; ▪Regulation No 1025/2012 of the European Parliament and of the Council of 25 October 2012 on European standardization, amending Council Directives 89/686/EEC and 93/15/EEC and Directives 94/9/EC, 94/25/EC, 95/16/EC, 97/23/EC, 98/34/EC, 2004/22/EC, 2007/23/EC, 2009/23/EC and 2009/105/EC of the European Parliament and of the Council and repealing Council Decision 87/95/EEC and Decision No 1673/2006/EC of the European Parliament and of the Council; ▪Directive 2011/83/EU of the European Parliament and of the Council of 25 October 2011 on consumer rights, amending Council Directive 93/13/EEC and Directive 1999/44/EC of the European Parliament and of the Council and repealing Council Directive 85/577/EEC and Directive 97/7/EC of the European Parliament and of the Council Text with EEA relevance; Directive 2006/123/EC of the European Parliament and of the Council of 12 December 2006 on services in the internal market; M/517 – Mandate for the programming and development of horizontal service standards.

We also reviewed DIN/DKE – ROADMAP (2015) THE GERMAN STANDARDIZATION ROADMAP SERVICES, Version 1

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innovation services tend to be tailored according to different stages of the business development (Tsekouras 2014[73]).

(2) KEY QUESTIONS: Each one of the nine good practice (GP) themes was opened up and discussed in reference to state of the art, and key questions for each one of them were defined. These helped as proxies for assessing the contributions for the collected good practices.

(3) GOOD PRACTICE TEMPLATE: We designed a GP description template, structured in such a way as to ensure detailed description of the GP, include key innovation management criteria, and facilitate classification of each GP in terms of its thematic contributions to the nine GP themes.

(4) COLLECTION AND ANALYSIS OF GOOD PRACTICES: We agreed, taking into account the rather restricted partnership size (four organizations) to include relevant good practices from entities outside the partnership. Thus, we are grateful for the contributions of partners from France, Hungary and Italy.

(5) INSIGHTS AND CONCLUSIONS: We drew conclusions in terms of overall characteristics and implications of the comprehensive GP analysis. We analyzed the GPs collected in terms of their thematic contributions and positioning in the OECD/KIBS table. These conclusions are the base for the regional benchmarking.

(6) BENCHMARKING: Action 1 closed with benchmarking workshops, whereby all four partners assess the good practice sin terms of importance and relevance to their own contexts. The possible forms as well as barriers, challenges for the good practice transfer are also discussed there. We designed tailored templates to facilitate this exercise.

[73] George Tsekouras, Christoph Meier, Arvydas Sutkus, Andreas Wolf, M.A. (2014) The smE-MPOWE Business Innovation Roadmap methodology: A methodological approach for establishing in a participative way a roadmap for business innovation in SMEs.

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II.IV. IBG good practice themes and their key questions

Table 6. Table Good practice themes and their key questions in IBG project.

GP theme 1 Adaptation to the real needs of SMEs	**Key GP theme 1 question**: Granted the knowledge intensive and ever more demanding evolving market, what are the tools for identifying SMEs real needs and for succeeding that SMEs acknowledge such needs as well, and what are the best ways innovation agencies can respond to these issues?
GP theme 2 Demand-led approaches (e.g. KET applications)	**Key GP theme 2 question:** Which aspects of the demand – led approach should innovation agencies focus on addressing through the services they provide, and what are the associated good practices?
GP theme 3 Easy access to the existing supports	**Key GP theme 3 question:** What types of innovation agencies should we prioritize and what types of existing supports should we take into account for the good practice description?
GP theme 4 Promotion & Dissemination of the information	**Key GP theme 4 question**: What type of information should innovation agencies prioritize to promote / disseminate, what tools to use, for what purpose, and what are the best approaches? We seek GPs whereby innovation agencies address all/a few/any of the fooling challenges: 1) SME underinvest in strategic information; 2) SMEs access to information is often hindered; 3) SME access to essential information is often a challenge; 4) SMEs capacity to absorb & benefit from advanced information.
GP theme 5 Technology transfer	**Key GP theme 5 question** to which aspects / stages of the technology transfer process do innovation agencies' services have the most impact? Stages of technology transfer: 1) *technology innovation, 2) technology confirmation, 3) targeting technology consumers, 4) technology marketing, 5) technology application, and 6) technology evaluation*.
GP theme 6 Commercialisation of innovation	**Key GP theme 6 question:** What are best types of services that an innovation agency can provide to business that have innovation commercialization potential? In particular, we distinguish the innovation agency services into two types: (1) 'Filling in' SMEs' gaps to innovation commercialization, and (2) recognizing the SME innovator typology and tailoring services accordingly.
GP theme 7 Follow up of the progress of SMEs	**Key GP theme 7 question:** What are the good practices of evaluation and follow up approaches assessing and analyzing SMEs' progress in innovation performance, including outputs, results, learning, integration of new processes, and long term impact?
GP theme 8 Establishment of constant	**Key GP theme 8 question:** Do innovation agencies improve their function and services constantly? What are their tools to constant improvement? Do they use

Table 6. Table Good practice themes and their key questions in IBG project.	
mean of improvement	any formal methods?
GP theme 9 Access to resources through networked development	**Key GP theme 9 question:** What is our priority as innovation agencies regarding networked-development based benefits?

II.V. Good practices description

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GP 1 PROGRAMM YUZZ									
GP theme	1								

Good practice profile

In-Business Growth partner contributing the good practice

Technology Park of Andalucía

Starting date & Closing date (if applicable)

The project started in 2009 with two centers, one in Barcelona and one in Madrid, as a technological SME incubator for great entrepreneurship ideas. Since then it has grown exponentially and thanks to the collaboration of more than 60 local entities, the program is now implemented throughout the Spanish territory. Since 2011, the Technology Park of Andalucía is part of this annual initiative, and the University of Málaga joined the program in 2014.

Sources of funding

Banco Santander supports this initiative through Santander Universities.

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

This GP focus on young creative entrepreneurs (under 30) with innovative ideas and inquisitiveness.

Field of application

Program of training and launch of entrepreneurial projects which offers training, support and advice, accompanying the entrepreneur throughout the development of the business plan and beyond.

Problem the GP addresses

Lack of efficient support toward young people with entrepreneurial spirit to impulse the creation of new companies.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region.

	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business'	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production net-works that facilitate knowledge exchange and resource

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		subsystems		distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)				
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+++	+++	+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)	+++	+++	+++	+++

Has the GP process followed any standard?

No.

Good practice results

What are the concrete results from the application of the GP?

Creation of 50 centers in all Spain

Involvement of 200 experts participating in the assessment process

Establishment of 500 new companies

How many beneficiaries have profited from this GP?

Around 150 young entrepreneurs have participated in this initiative since 2011 in Málaga

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Have the target groups given feedback on the approach?

According to the feedback of the entrepreneurs mentored, the program YUZZ provide the opportunity to learn new skills so that a business idea can be materialized step by step and begins to run, in a quick and practical way.

In addition, the initiative allows people to meet relevant actors and exchange views and experiences in the field of entrepreneurship at local, regional and national level, which can enhance greatly the results foreseen.

Yuzz is one of the few programs in Spain that supports entrepreneurs with ideas, because instead to "ask for a business plan as requirement, is a program that supports, advises and facilitates the identification of a realistic and sustainable business model".

Good practice insights

Is it possible to improve the GP? What could change?

During 7 intensive months, the program YUZZ facilitates the necessary support to develop the business ideas selected but with the objectives to deepen the acquisition of the capacities taught and improve the practice, it would be interesting to evaluate the possibility to increase the length of the course.

At the end of the program, many of them, students from the University of Málaga (UMA), present their project to the Spin Off Program of the UMA for the creation of companies by university students, the Technology Park of Andalucía (PTA) offers them as well a 3 month stay within one of the incubators of the PTA, and in addition, they are included in a database to receive information of interest from UMA and PTA, but the systematic follow-up of the Yuzz students remains poor. It will be interesting to propose a specific strategy to capitalize the results obtained, and offer a continuous support the entrepreneurs beyond the finalization of the course.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The Technology Park of Andalucía, is the coordinator of the program in Málaga, together with the University of Málaga. Over the years, the services provided by the program have been reviewed and constantly improved to respond in an effective way to the necessities of the entrepreneurs and the creation of new companies with strong capacities to develop their activities and grow.

Does this GP imply an impact on the business/academic/society? In what way?

The program impulses the creation of around 70 companies every year in all Spain. In Málaga, a total of 11 companies are running actually which directly make an impact on the increase of employment and the economic development of the regions involved in the program.

Focusing on the academic impact, this program is a living lab which enables to propose better business trainings and improve the academic offer, appropriate with the real business world necessities.

What do you feel are critical aspects of this good practice?

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Poor Follow-up beyond the finalization of the course

Improve the balance regarding the workload and the number of activities foreseen, no to get down the participants

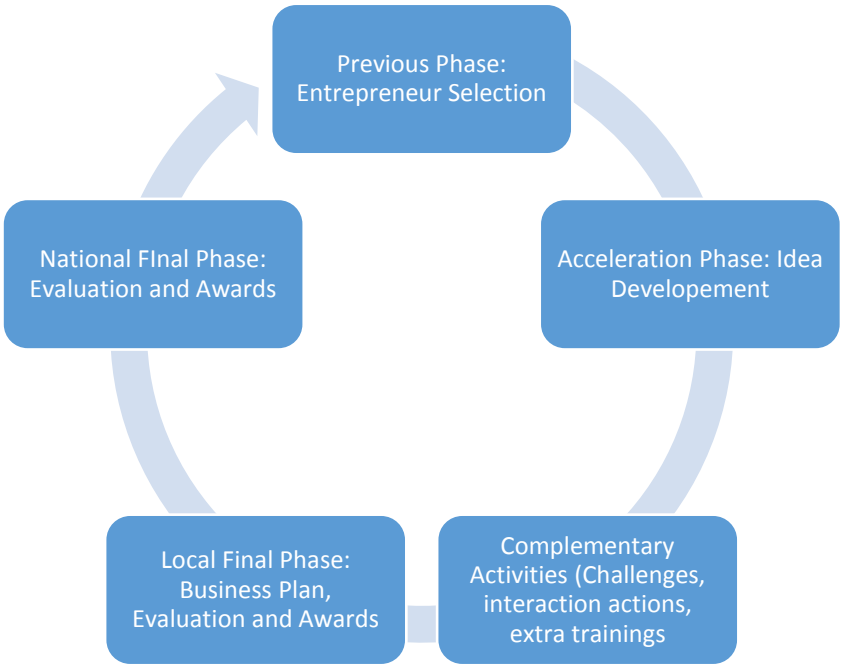
Are there innovative aspects in this GP, and if so, which ones?

The innovative aspects reside on the use of a common methodology at national level, and the use of innovative tools for the realization of the training, such as the streaming medias to deliver the training to entrepreneurs selected.

Description of the good practice implementation

Organization of the implementation, steps

The coordination and management of the program YUZZ nationwide is carried out by Santander Entrepreneurship International Centre. Indeed, the program is running actually throughout all the Spanish territory, with more than 60 local authorities, and offers training based on workshops and Masterclass with leading experts of each subject (more than 200 experts), individual support, and assessment to entrepreneurs for the development of their business plan. The participants apply to 60,000 euros in prizes, 50 trips to Silicon Valley and two new awards: YUZZ woman and Fintech.



How each step is concretely applied

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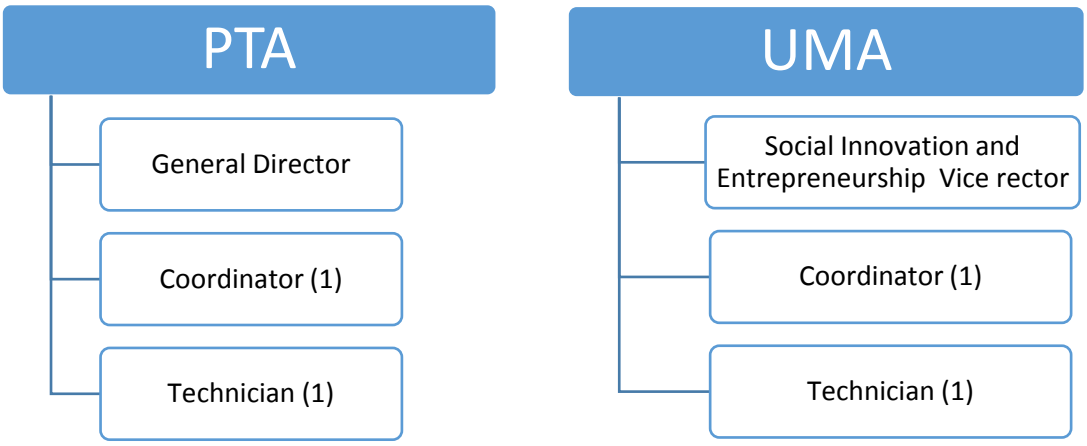
The implementation of the Program YUZZ is applied as follows:

Staff involved in the GP implementation

This GP is implemented in collaboration between the Technology Park of Andalucía and the University of Málaga, which structure is organized as follows with the participation of staff members from both entities:



Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

Without doubt this initiative is a good practice to transfer which could be perfectly transferred at national and transnational level.

Lessons learnt from the good practice and ideas for improvement / differentiation

For future editions of the course, it will be interesting to include a module of internationalization in the program

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curriculum to propose a global vision of entrepreneurship to the students.

GP2 PRO MALAGA									
GP theme	1	2	3					8	

Good practice profile

In-Business Growth partner contributing the good practice

Technology Park of Andalucía

Starting date & Closing date (if applicable)

This good practice started in 1987, firstly as an instrument of intern consulting within the City Council of Málaga is order to create and modernize public companies of the local government. The following year, Promalaga started focusing on the strategic positioning of the city in the framework of a general movement to boost the economic development of the city and the Region of Andalucia (the beginning of the PTA dates back to this period too). Promalaga realized that it was crucial to strengthen companies and to create support programs for entrepreneurs for the local development. Nowadays, Promalaga is encompassed in a new innovation model of smart city.

Sources of funding

Own resources from the City Council.

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

This good practice focus on the strategic development of the city and do not emphasis on specific sectors or industries, but rather on facilitating personalized support for the creation of new companies. Nonetheless, the sectors of activity with greater representation are professional services, trade and hotel industry.

Field of application

Promálaga is a public company from the city of Málaga, which works on the business promotion, the creation of employment, wealth and welfare in the city of Málaga. Promálaga have a network of technological, creative and cultural incubators, and a space for the development of ideas and projects of innovation and urban technologies.

Problem the GP addresses

This initiative focus on promoting the economic and business development of Malaga, running projects for the city, as well as promoting the creation of businesses. Promalaga advises entrepreneurs, in the area of subsidies and financing, legal forms, location, company plan, technology watch, R&D and Innovation.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

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Regional innovation agency main functions	KIBS classification according to content of service			
	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)				
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+++	+++	+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)				

Has the GP process followed any standard?

No.

Good practice results

What are the concrete results from the application of the GP?

How many beneficiaries have profited from this GP?

The following beneficiaries have profited from the GP in 2015:

- 15.000 queries

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- 1.365 attended entrepreneurs
- 34% of the attended visits have set up a company

Have the target groups given feedback on the approach?

The results obtained so far by the implementation of this good practice confirm the success of the initiative, and as well the capacity to adjust the activities to reach the strategic objectives set.

Good practice insights

Is it possible to improve the GP? What could change?

Over the years, Promalaga has been able to readjust its way to respond strategically to the necessity encountered, and probably the next steps will pass by supporting an active *internationalization* of the companies from the very beginning of their activities, and accompanying the companies in their *business development*, and not only for the creation, to reach competitive size. Other aspects to improve include *financing* and *collaboration between companies*.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The Technology Park of Andalucía started in the same wave of development as Promalaga, at the end of the eighty, and hosts actually two incubators of the Municipal Network of Incubators, Promálaga Excelencia, destined to leading enterprises from the technology sector, and Promálaga CW which hosts projects requiring a collaborative workspace (office or Coworking), which both together have more than 80% of occupancy actually.

Does this GP imply an impact on the business/academic/society? In what way?

With nearly 30 years of on-going activities, the impact on the business/academic/society has been highly demonstrated and Promalaga, is a well-known and efficient entity when it comes to speak about successful entrepreneurship support, with the Network of Incubators which covers all the territory of the city, offering a close and direct assistance and the Company creation unit called Malaga Emprende, which offers different supporting tools for the creation of new enterprises since more than 15 years.

What do you feel are critical aspects of this good practice?

A joint effort should be realized to make more visible the current results and the impacts.

Are there innovative aspects in this GP, and if so, which ones?

The innovative aspects to highlight are:

- Promalaga is a public company which has been able to establish a management procedure focusing on the market, rather than on politic issues
- The Incubators of the Network are self-managed to promote the independency of the entrepreneurs since the first minute (systems of smart management of the buildings)
- The Network of Incubators counts with ten technology, creative-cultural and co-working centers in different districts of the city which allow entrepreneurs to form groups around the same sector of

activity.

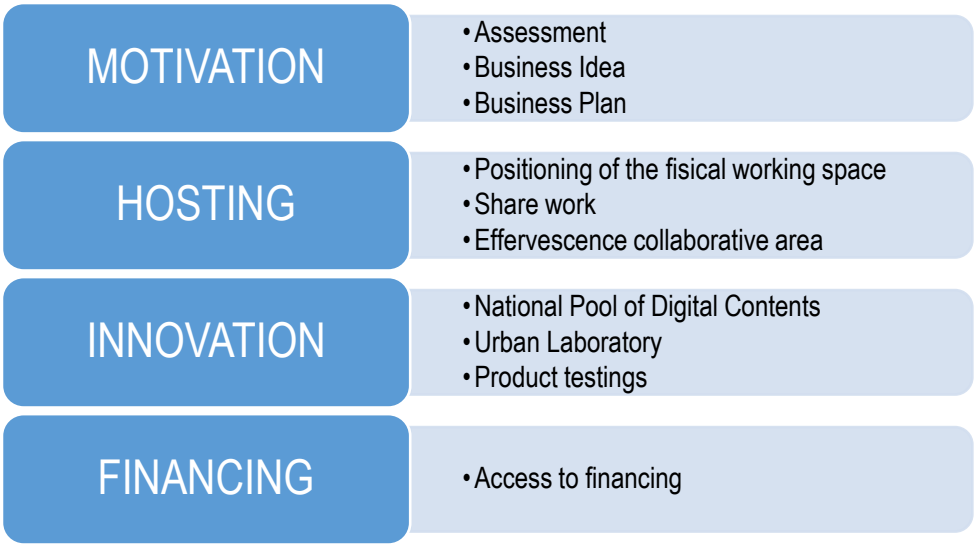
Description of the good practice implementation

Organization of the implementation, steps

The Promalaga initiative is structured as follows to offer a complete support for the creation of companies:

- Support in the preparation of the Business Plan
- Processing and constitution of legal forms of the projects supported by the program
- Business Consultancy: Provide the advice and management of projects during 1 year, providing tutoring to facilitate their positioning on the market
- Free advice service during the first year in tax, accounting and labor management through external consultants
- Investment Incentive Program: Assistance destined to the investment productive assets
- Business Setting-Up Services: Assistance in the constitution of mercantile society

These activities can be outline as follows:



How each step is concretely applied

The entrepreneur support activities begin with the proposal of assessment of the business idea through the reviewing of the business plan.

Once configured their business project, commercial, tax and labor consultancy is provided to launch the constitution of the company.

The Corporate name is requested to the Public Registry of Commerce, the entrepreneur receive assistance for the preparation of the statutes and the constitution of the social capital, an appointment is scheduled with the notary and the documentation is sent. From the notary, the registering on public record is realized and the final Tax

Identification Card is requested. Once recorded the companies obtain one year of free advice and proceed to register with the tax authorities and Social Security. Throughout the process the companies receive business consulting (trade name or mark, proceedings of the City Council) and information of interest to entrepreneurs such as where to get financing (Enisa loans, Emprendetur, CDTI, lines ICO, microcredit, Crowdfunding and own financial agreements or from other institutions), information supports and incentives of different public administrations, the entrepreneurs are informed of the Municipal Network of Incubators, and those interested in one of them, are scheduled to visit them and show the facilities, as well as the procedure to follow if they wish to settle in the network. In addition, they receive newsletters to be informed of all initiatives of interest.

Staff involved in the GP implementation

The GP counts with a light structure, which enable a good flexibility in the implementation of the activities:

- General Director: 1
- Technicians and professional: 11
- Accounting, administrative and other employees of office: 8

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

Promalaga is a very good practice which can be without doubt transferred at national and international level, and in this sense, from the entity, they confirm their willingness to participate in this process, and support the establishment of new methodologies.

Lessons learnt from the good practice and ideas for improvement / differentiation

Over the years, Promalaga has been very flexible and able to adapt its strategy and the activities implemented according to the necessity of the city and the economic circumstances, which is one of its main differentiation.

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GP3 Support Centres for Entrepreneurship Development (CADEs)									
GP theme	1		3				7	8	

Good practice profile

In-Business Growth partner contributing the good practice

Technology Park of Andalucía

Starting date & Closing date (if applicable)

2000- on going

Sources of funding

Andalusian Regional Fund

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

The GP focuses on entrepreneurs who want to launch a business initiative in Andalusia and existing companies which need support for their expansion, modernization and consolidation in the market.

Field of application

The mission of the *Support Centers for Entrepreneurship Development* is to promote entrepreneurship and business development.

Problem the GP addresses

THE GP focus on the revitalization of the regional economy, encouraging and supporting the creation and the consolidation of enterprises and employment.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which	++			

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however relate always to science push or technology, or a mix of both)				
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+++	+++	+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)				

Has the GP process followed any standard?

No

Good practice results

What are the concrete results from the application of the GP?

- 215 *Support Centers for Entrepreneurship Development*, distributed in 37 actuation areas which cover 100% of the region.
- 888 spaces of business hosting
- According to the 2015 management report:
- 15.408 companies created in Andalucia have been created through the CADEs
- 1.171 business development plan have been designed
- 2.312 projects have been monitored
- 2.933 courses and more than 15.000 hours of business training have been delivered

80% of survival after 1 year (10% over the regional average)

How many beneficiaries have profited from this GP?

According to the 2015 management report:

- 23.377 participants in business trainings
- 127.235 beneficiaries from the services of the CADEs

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- 75.605 students from the Public Educative System of Andalucia received business cultural courses

Have the target groups given feedback on the approach?

Every year a study is carried out to know the level of satisfaction and correspondence of services, and to analyze the needs, expectations and objectives of entrepreneurs and businessmen. The five top-rated services are as follows:

CI paremeter 1.	General Information about business creation and development
CI paremeter 2.	Support for the constitution of the company
CI paremeter 3.	Design of projects and/or business plans
CI paremeter 4.	Business Support and Monitoring
CI paremeter 5.	On-line Communication

Good practice insights

Is it possible to improve the GP? What could change?

Several aspects could be optimized, such as:

- Reorganization of personal according to the workload
- Reduction of the administrative procedures (local, state)
- Greater support regarding tax measures

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The Technology Park of Andalucía (PTA) hosted one of the first CADE created, and serves as an eco-system to receive the companies once their stay in the incubators is ended. Indeed, a company creation cycle has been established within the PTA which begins with the pre-incubators, followed by six incubators and several nests, and ending with the containers and the final setting up of companies. Many entrepreneurs who started off in the business incubators have become, much larger companies within the park.

Does this GP imply an impact on the business/academic/society? In what way?

Since more than 15 years, this GP focus on the revitalization of the regional economy, encouraging and supporting the creation and the consolidation of enterprises and employment, and the impact on the business/academic/society is evident according to the figures presented in the present document, and the presence of the network with 37 centers in 100% of the region.

What do you feel are critical aspects of this good practice?

Some aspects that need to be improve are:

- Improvement of the intern communication and tools, as the GP involves a large number of staff (947 persons) and 217 support centers

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- Enhancement of the external communication to make the GP and the service maps known widely
- Simplify the bureaucracy and the application forms to be presented

Are there innovative aspects in this GP, and if so, which ones?

This GP covers all the regional territory and counts with a unique government body of horizontal structure, and well-defined parameters, and with a very fluent communication.

Description of the good practice implementation

Organization of the implementation, steps

To carry out their mission and meet their objectives, the GP has the following structure, mainly horizontal (with 773 technicians dedicated to assessment):

- Central Services for leadership, management and administration.
- Height provincial Offices, one in each of the provincial capital of Andalucía.
- 215 Support Centers for Entrepreneurship Development (CADE), distributed in 37 geographical areas and attended by technical personnel specialized in creation and enterprise development, which provides support services to entrepreneurs and companies, giving coverage to 100% of the region

The GP includes the following services:

- ✓ Support Business Projects and Company Creation
- ✓ Support the strengthening of projects and Andalusian companies
- ✓ Promotion of Entrepreneurship culture

How each step is concretely applied

These three main branches of a comprehensive approach to business development are implemented as follows:

SUPPORT BUSINESS PROJECTS AND COMPANY CREATION

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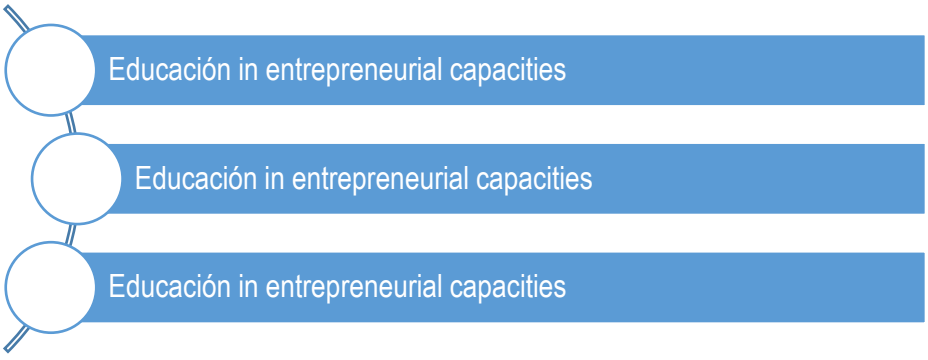
SUPPORT THE STRENGTHENING OF PROJECTS AND ANDALUSIAN COMPANIES

PROMOTE ENTREPRENEURSHIP CULTURE



Staff involved in the GP implementation

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The initiative counts actually with:

- 174 administrative officers
- 773 Technicians

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

The GP can be a very good exercise of transfer, as this kind of structure are not represented in a lot of countries, and the results coming of the implementation of such activity of entrepreneurial support can be highly beneficial for the business/academic/society taking part.

Lessons learnt from the good practice and ideas for improvement / differentiation

Great experience and wise lessons have been learnt in more than 15 years of implementation of the GP, and constant improvements have been settled up in several fields such as business assessment, entrepreneurial training to adequate the activities to the profile of the demander. In addition, cooperation with national and international strategic actors has bring a great added value to the GP.

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GP4 Business Development Model of the Technology Park of Andalucía									
GP theme	**1**				**5**				**9**

Good practice profile

In-Business Growth partner contributing the good practice

Technology Park of Andalucía

Starting date & Closing date (if applicable)

1992- on going

Sources of funding

Private and Public Investments (22% public and 78% private)

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

On one hand, this model facilitates the creation and consolidation of new companies, with the help of various institutions that encourage entrepreneurial activity, whilst on the other hand, different set-up options are provided to those companies who are already established and who want to have a presence at the Málaga technological complex.

Field of application

The Technology Park of Andalucia, located in Málaga, is a high-quality location in which to set up SMEs and large businesses that are innovative, respectful of the environment and geared towards manufacturing, advanced services and R+D.

Problem the GP addresses

The economic development of the region through the creation and setting up of innovative companies.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
Regional innovation agency main functions				

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(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	+++			+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++			+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)				

Has the GP process followed any standard?

No

Good practice results

What are the concrete results from the application of the GP?

- 626 companies actually
- 16.774 employees nowadays
- Turnover of the companies located in the park: 1.625 million of euros (in 2015)
- 6 incubation support Centers
- 13 Business Centers

How many beneficiaries have profited from this GP?

1765 Companies since the creation of the park have participated in 1 or several steps of the business model

Have the target groups given feedback on the approach?

The concrete results obtained so far speak for itself. The top-rated services offered to the target groups are as follows:

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- Business Support and enterprise growth
- Establishment of strategic contact networks (public institutions, university, companies)
- Technology Transfer
- International cooperation

Good practice insights

Is it possible to improve the GP? What could change?

Actually, the Technology Park of Andalucia is working on a new strategy plan for the next years which focus on the improvement of the operative and strategic functioning, the interaction, the involvement and the active participation of the park agent's y the development of beneficial activities at micro (companies and agents), and macro (territorial vision).

Smart Specialization as a conceptual model, and the RIS3 strategies as applied to the field of public policy, raises the need for actions on 3 axes of the territorial development:

- ✓ More forward in productive specialization of enterprises as a basis to achieve "competitive advantages"
- ✓ Search niche diversification among companies and agents of the areas of specialization
- ✓ Consider both approaches from a perspective of global opportunities, i.e., with international perspective

The PTA, in collaboration with the University of Malaga, has developed an initiative that is in fact the basis for a model of space that allows the park to offer a unique value proposition to companies within the framework of the intelligent specialization. This initiative is known as *Green Ray* and seeks to raise an alternative model of cohesive space, creative, innovative and with diverse approaches where the PTA and the University facilitate the emergence of projects of innovation and entrepreneurship with an international scope.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The Technology Park of Andalucia was at the root of the creation of the GP, when in 1988, the Regional Government of Andalucia and the Málaga City Council signed an agreement to create a Technology Park.

Does this GP imply an impact on the business/academic/society? In what way?

The economic impact made by the PTA on a provincial and regional level has been assessed in a study carried out by an international consulting firm which reveal that the PTA has an extremely strong presence in the Andalusian Science and Technology Network, proving it to be one of Andalucía's greatest assets in terms of technology transfer to the region, as well as a springboard for value creation in its surroundings. The most important data is shown below:

PTA's contribution to Málaga province's GDP is between 6.05% and 8.65%, whilst on an Andalucia-wide level it sits at around 1.21% and 1.71%.

In relation to the creation and maintenance of jobs, the PTA's contribution to Málaga province's population is

between 7.04% and 10.05%, whilst on an Andalucia-wide level the park's contribution sits at around 1.33% and 1.90% of all employment in Andalucia.

What do you feel are critical aspects of this good practice?

Even if the companies and entities are located within the same geographic area, the potential partner network (those who may have what each other needs, R&D or otherwise), particularly across multiple sectors, is not easily identified and dependent on serendipity in many cases. Indeed, the Technology Park of Andalucia is actually intending to identify, test and implement novel, robust and effective methodologies, approaches and tools able to decrease the impact of resource limitations in combining different competencies across cross-sectorial enterprises and SMEs to enables much faster and effective in-house, cross-cluster and external use of such knowledge. The result is a contribution to process innovation, faster cycles of development and redevelopment, more effective supply chain to name just a few. The societal-wide outcome will be therefore acceleration of innovation and growth, leading to long term sustainable competitive advantage, job creation and enhanced economic development.

Are there innovative aspects in this GP, and if so, which ones?

Probably one of the most innovative aspects is the union created between the Technology Park of Andalucia, as business environment for entrepreneurs, companies and multinational, with the University of Málaga, as entity with important sectorial research groups and spinoff creation. The joint design of global entrepreneurship processes by these two entities, promoting common and unanimous international entrepreneur projection is not usual between a park and a university.

In addition, the Technology Park of Andalusia organizes and coordinates a work group whose main objective is to unite international development strategies, such as the sharing of projects on a global scale and the search for joint ventures. The International Strategy Group is made up of the most important institutions at local and regional level: City Council, Chamber of Commerce, Confederation of Employers of Málaga, European Business and Innovation Centre of Málaga, ICEX Spain Exports and Investment, Provincial Council, Regional Government of Andalucia as well as Public Business Promotion Entity Promálaga, Strategic Planning Foundation CIEDES, Trade Promotion Agency of Andalucía and University of Málaga.

Description of the good practice implementation

Organization of the implementation, steps

The Business Development Model for Innovation is structured as follows:

Depending on the situation of each entrepreneur/company (entrepreneurial project, start-up, new companies, consolidated entities) they have the opportunity to take part in one or several steps of the Business Development

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Model.

How each step is concretely applied

Each element of the GP is managed by different independent actors according to their intern functioning, and are all located within the park, as follows:

PRE-INCUBATORS offer space, training and support for entrepreneurs and spin-offs

- University (1)
- Regional Government of Andalucía (1)

INCUBATORS offer space (office, warehouse), training and support to young companies

- Technology Park of Andalucia (1)
- Málaga City Council (2)
- European Business and Innovation Centre of Málaga (1)
- University of Málaga (1 in collaboration with the PTA)

BUSINESS CENTRES propose offices and warehouses to rent to companies

- 13 Business Centers from private entities

CONTAINERS consist in the rent of practical buildings by companies

- 3 Buildings owned and managed by the Technology Park of Andalucía

PLOTS consist in the acquisition of plots by consolidated companies

The PTA owns all the lands offered for purchase and long-term leasing

Staff involved in the GP implementation

The initiative counts actually with staff members involved from each of the entities indicated previously, including technicians, administrative and managerial positions.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

This good practice is highly transferable and in this sense, since years, the PTA offers advice to foreign delegations in order to help them respond to the various requirements of the area in which they are operating, and particularly in terms of its requirements for socio-economic development. This involves an intense training activity that demonstrates the aspects to consider in the creation and management of science and technology parks. Several entities from Saudi Arabia, Brazil, Morocco, Tunisia, Mexico and Costa Rica had the opportunity to take part in the assessment program in recent years.

Lessons learnt from the good practice and ideas for improvement / differentiation

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Despite the successful experience of the model since its creation, the change in the competitive models, globalization and also above all the economic crisis that has so severely affected not only the European economy, but in particular the Spanish and the Andalusian economy, requires the completion of a new balance and reflection upon which is and should be the model role in the future. In this sense, the Technology Park of Andalucía is actually finalizing the creation of a new strategy for the next period which include the following aspects:

- To be a reference in the territory
- Incorporation in a global context
- Promotion of attractiveness, and talent and high-quality HHRR retention
- Promotion of cross-collaboration
- Provide spaces for the creation of opportunities
- Adapting and improvement of services offers for a greater added value

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GP5 ARDAN – Regional Actions for the development of new activities									
GP theme	**1**			**4**					**9**

Good practice profile

In-Business Growth partner contributing the good practice

Ardan France (association)/ Endogenous economic development of the territories and employment

Starting date & Closing date (if applicable)

Regional Actions for the development of new activities were born in Lorraine (France) in 1988, on the initiative of the State and the regional Council of Lorraine, with the support of the European Union.

Currently active in six regions of France, with around 500 projects per year.

Sources of funding

- Public Financing (vocational training)
- Company financing

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

Ardan GP is focusing on small enterprises (very small, SMEs, small and medium industries, craft companies) and associations, with less than 50 employees, financially and economically healthy, interested in creating innovative and development projects, as well as structuring…

Field of application

Crafts, trade, industry and social economy sector…

Problem the GP addresses

Ardan focuses on three objectives:

- an economic objective: promote the implementation of development projects in companies – very small companies-small and medium industries, agricultural enterprises, craft companies, enterprises and associations from the social and solidarity economy as drivers of value creation for endogenous economic development of the territories;
- an employment objective: allow job seekers to integrate these companies as strategic or operational responsible, to structure a coherent framework and to contribute to the development of employment;
- the objective of securing career paths: support the development and mastering of the necessary skills to conduct and manage a structuring project in a small organization.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service

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Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)		+++	+++	+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)				
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)				

Has the GP process followed any standard?

- Continuous Improvement
- Certification of competences by the Cnam (National Conservatoire of arts and trade)

Good practice results

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What are the concrete results from the application of the GP?

Ardan has been spread in several French regions, and is now available to enterprises of Lorraine, the Centre region, Nord-Pas de Calais, Midi-Pyrénées, Normandy and Provence-Alpes-Côte d'Azur, with some 500 projects accompanied each year in these regions - projects piloted by young people under the age of 30 years (33%). It has also been implemented, in various forms in Alsace, Île-de-France, Pays-de-la-Loire, Burgundy and Rhône-Alpes.

How many beneficiaries have profited from this GP?

For more than 25 years, Ardan has proven its effectiveness:

- In 11 regions of France;
- More than 10 000 enterprises supported and developed;
- Almost 90 % of direct employment;
- Generating the same amount of resulting employments.

Several studies have been conducted by the National Institute of Statistics and Economic Studies (France) since the beginning of the years 2000 to evaluate the retrospective impact of Ardan in Lorraine, Bourgogne, Nord-Pas de Calais and Provence-Alpes-Côte d'Azur.

Have the target groups given feedback on the approach?

The concrete results, 90% of direct employment and more than 10 000 enterprises supported and developed in 11 regions of France speak by itself. See real testimonies in http://www.ardan.fr/temoignages.

Good practice insights

Is it possible to improve the GP? What could change?

Digitalization of the GP

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The CNAM was the Initiator and head of network of this initiative which is evaluated annually by the National Institute of Statistics and Economic Studies (France). A more intensive mobilization of the company heads who mobilize Ardan should be undertaken.

Does this GP imply an impact on the business/academic/society? In what way?

Optimize the GP to accompany at best endogenous economic development and employment

What do you feel are critical aspects of this good practice?

The key factors of success:

- a training and development program based on a project with real and lasting economic potential
- a methodological and tested pedagogical support

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- a global organization structured and formalized, quick and dynamic
- a harmonious and controlled articulation of the operations and practices in network

Are there innovative aspects in this GP, and if so, which ones?

This GP of training-development falls within the field of vocational training for adults, and it is specially designed to develop attitudes and entrepreneurial skills allowing to acquire the methods and the necessary skills for piloting projects in real situation.

It strengthens employability - one could say 'the entrepreneuriability', of the jobseeker by the acquisition of recognized certifications.

Description of the good practice implementation

Organization of the implementation, steps

The GP allows job seekers to be "developers" of sleeping projects of small businesses. Providing availability of six months, Ardan empowers them, as part of a training course, to drive the project in a real situation, developing their entrepreneurial skills and receiving professional coaching:

- a company hosts a job seeker to develop the sleeping project;
- the jobseeker, taken into account as an intern of vocational training, learn the skills necessary to the realization of the project. They are validated by a recognized certification nationally;
- the company's performance and the employability of job-seekers are strengthened;
- the program is co-financed by public authorities - in particular the regional councils - and businesses;
- the GP works in network with all the actors of economic development and employment in the territories.

How each step is concretely applied

Process described precisely with deliverables over training

Staff involved in the GP implementation

Ardan is built according to a structured process that relies on a partnership work between:

the **Commitment Committee:** An Assembly made up of public partners - funders or not-, social and socio-economic partners, which meets regularly to clarify the scope of intervention, guidelines and eligibility criteria, on the basis of the guidelines laid down by the public funder. The committee examines and approve all projects, individually, and assesses the impact of the GP. This constant monitoring of the implementation of the initiative guarantees the compliance of the public policy and its adequacy with the objectives set.

A network of partners - **local promoters**: which brings together economic development, training and employment professionals. Spread evenly on the territory, these field practitioners and privileged partners of

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companies provide a socio-economic watch, detect opportunities and examine projects of enterprises. The network of consular organizations, business incubators, management shops, chartered accountants and employers' organizations are included among others... Currently, around 150 structures distributed over the actual active regions and mobilizing some 250 professionals are in tune with the projects.

Territorial animation: coordinator of the GP, it holds the commitment committees and plays a interface role between the actors, manages training, guaranteeing the achievement and respect of targets (quantitative and qualitative), provides the administrative and financial management of the GP, is in charge of the animation and the training of the network as a resource structure, and provides control and assessment of the missions.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

There is not, as far as we know, such GP having consolidated its intervention on such a long period of time. Some similar actions have been identified, but they have failed to go beyond the experimental framework, some residing in a non-significant deployment stage. The fact that Ardan has continued is due to a lookout on the needs of the beneficiaries in the context of the regulatory changes of policies and objectives from local authorities.

The current challenge is to engage and succeed a change of scale to allow greater territorial coverage in the service of endogenous economic development of the territories and employment.

Lessons learnt from the good practice and ideas for improvement / differentiation

Propose a GP incorporating the digitalization

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GP6 Growth for Kainuu project (Kasvua Kainuuseen)									
GP theme	**1**	**2**	**3**						
Good practice profile									
In-Business Growth partner contributing the good practice									
Kainuun Etu Oy									
Starting date & Closing date (if applicable)									
1.1.2015 – 31.12.2017									
Sources of funding									
1) Local Structural Funds (European Social Fund, Regional Development Fund) + state funding 80% 785 000€, 2) Municipal funding 18% 19 401€, and 3) private co funding (businesses that participate in the project) 18% 177124.									
Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?									
The project is addressed to micro and medium sized businesses (SMEs) of the primary (mining and construction), secondary (manufacturing), and tertiary sector (services).									
Field of application									
The project is addressed to companies with a proven potential to grow (= SMEs and micros that plan to have either 1 more worker hired and/ or 10% turnover increase). The project has three lines of action: 1) ACTION 1 Growth and internationalization includes three sub Actions: 1.1) Growth and internationalization of the secondary sector (exports, and joint ventures for joint production), 1.2) Internationalization of the tertiary sector, e.g. selling of construction services, 1.3) Cooperation with distribution networks (with ICT apps for consumers)). 2) ACTION 2 Business transfers & generation shift. 3) ACTION 3 Education and training of the companies (digitalization, contracting, NDA, IPR) Linkages to innovation management: Sub action 1.1 and Action 2 include consulting for innovation development covering: screening & diagnostics, innovation development plan, access to additional resources, and bridging the gaps between large research infrastructures and businesses.									
Problem the GP addresses									
1) Growth & internationalization (Action 1 and sub actions 1.1, 1.2, 1.3). 2) Renewal of the economy (Actions 1, 2 and 3).									

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3) Innovation management (bridging the gaps between micro & SMEs and knowledge resources, towards concrete improved products (Sub actions 1.1 and 1.3, and Actions 2 and 3)				
GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region				
	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) Build on current advantages (which however relate always to science push or technology, or a mix of both)	++++			++++
(2) To support socio-economic transformation (radical diversification, reconversion, new specializations)	++++		++	++++
(3) Catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)	++++			++++
Has the GP process followed any standard?				
No				
Good practice results				
What are the concrete results from the application of the GP?				
There two kinds of results:				

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(1) Processed SMEs

Impact of the project on companies' growth and business approach –the latter for the smaller companies.

Action 1

Overall, there are some 400 businesses registered to the Customer Relationship Management (CRM) that will be contacted further. There was a target of 90 businesses for the 1st project year, some 200 businesses are now being processed.

One of the target market segments (construction activities in the Barents area, including Sweden Norway and Russian Federation) has been accessed and visited, and there are on-going (end 2015-2016 spring) discussions with the potential host markets' cooperation actors in construction tenders and internal discussions with businesses for grouping offers and products to prepare for the tenders.

Promotion of innovative products (ICT / apps) for better functioning and performance of extensive distribution chains is under negotiation.

Export agreements in USA and Asia targeted markets have been concluded, and commercial activities are expected for 2016 onwards.

There is innovation auditing in various businesses, with following steps of: 1) identification of private equity and public funding; 2) SME Instrument applications.

Action 2

100 companies have expressed interest for the business transfers / generation shift; plan to change, some 10% during the first year have changed owner or are in the process of changing owner. There is considerable demand for the project services. The amount of potentially saved workplaces is about 3 500.

(2) New SME support tools and specialization of the mediating role of the innovation agency: There is an ongoing interactive process. Kainuun Etu pre-checks (combination of structured and unstructured questionnaires) the situation with each company individually, identifies the types of support the companies need (including in-depth auditing), agrees them with the businesses, facilitates the access to the experts, then the experts make the business auditing, access to new markets, development plans and so on. In the case of the business transfers, and following the expert audit, Kainuun Etu facilitates the buy-out (but does not identify buyers at the moment) through access to funding and knowledge resources and contacts. Action 2 is treated as an economy renewal opportunity (i.e. not only turnover but also innovation and added value) by stressing innovation opportunities and new start up approaches after the buy-outs.

How many beneficiaries have profited from this GP?

In the Kainuun Etu CRM there are approx. 400 registered companies, and some 300 businesses have participated in training sessions.

Some 200 companies have been participating in the interactive diagnostics sessions, and proceeding further to targeted support sessions.

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Have the target groups given feedback on the approach?

Yes, there is feedback through the general awareness sessions, the individual consultancy sessions and indirectly through the stream of businesses that come to seek support from the project. The results to date are very encouraging and promising.

Good practice insights

Is it possible to improve the GP? What could change?

The GP has many sustainable methodological aspects, and especially the industry & location market-based demand-led approach, leading to merging of bottom-up needs with top-down requirements. As this is a perennial challenge to SMEs, we consider important to disseminate and promote this methodology further.

The GP can be strengthened by implementing: 1) innovation management priorities to the participating companies' strategy, 2) knowledge-based demand-led approach for the more promising businesses, 3) linkages to institutional counterparts (i.e. innovation agencies) across the EU for more extensive cooperation and SME growth; 4) contacts to mainstream business transfers networks at EU level.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

Initiator, manager and implementer; continuous exchange with companies

Does this GP imply an impact on the business/academic/society? In what way?

GP imply an impact on: 1) growth, renewal, innovation: as explained above, the project has impact on the

participating businesses' turnover, capacities and innovations; 2) innovation agency: the project provides a transferable good practice that is ideal for establishing the potential of interregional cluster cooperation; it also reinforces the growth and innovation management functions of innovation agencies.

Kainuun Etu as the innovation agency is the initiator, coordinator and implementer of the GP. The GP concept, with all its interactive and comprehensive components, has been inspired by public sector lessons learnt and were transferred to this GP through the innovation agency.

What do you feel are critical aspects of this good practice?

The market-based demand-led approach must be very clearly defined.

The project managers must have action-related competences and skills to ensure that the interactive sessions are essential and effective.

The innovation agency must have pre-existing networks with knowledge and funding resources inside and outside the region.

Are there innovative aspects in this GP, and if so, which ones?

The industry & location-based market-based demand-led approach, convincingly leading to merging bottom-up

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SME needs with top-down requirements set by concrete "destinations", thus leading SMEs to understand and address their real needs; this is a closed loop approach that works: it especially "brings" to home supply side markets with demand -side critical mass restrictions, concrete aspects of external markets.

Description of the good practice implementation

Organization of the implementation, steps

The implementation of the good practice actually starts from the project plan. In the Figure below, the project operations are mapped and colored according to the different actors: innovation agency (mauve), business plan (green), SMEs (yellow), target market (outlined grey), funding resources (outlined mauve) and expertise inputs on the concrete markets (outlined red). These actors form different spaces: the project (green), the coordination (mauve), the beneficiaries (yellow), and the resources spaces (outlined only), which define a demand (market)-based closed loop. It implies that the diagnostics and the development support are oriented to concrete market demand. *Therefore, businesses, which commit to the project, need to respond to the requirements of the market demand, and the diagnostics of their real needs combine a bottom-up (SME-based) with top-down (market and expertise-based) approaches.*

Because the market demand is almost always external for Kainuu businesses (local demand market is very small), it implies that through the acceptance of external (=non-local) market demands, SMEs achieve economic expansion and (when relevant) renewal through the implementation of the agreement they have signed for increasing staff and turnover through the project.

The operations of the project are marked by dotted lines. The light-yellow lines indicate innovation support actions, which are in fact a sub-set of the overall growth interventions. The green doted lines indicate the growth-based interactions bringing together the project objectives, the SMEs and the innovation agency. Clearly, the three Action lines of the project are also interacting, since, for example, a business transfer might be connected to internationalization, innovation management, as well as training and awareness raising.

The role of the innovation agency is primordial because it catalyzes supply into demand and demand into development actions. This is done through an interactive approach that brings together business diagnostics, with access to knowledge (market and excellence) as well as funding resources. All interaction between the innovation agency and individual businesses is confidential and safeguarded by non-disclosure agreements (NDAs).

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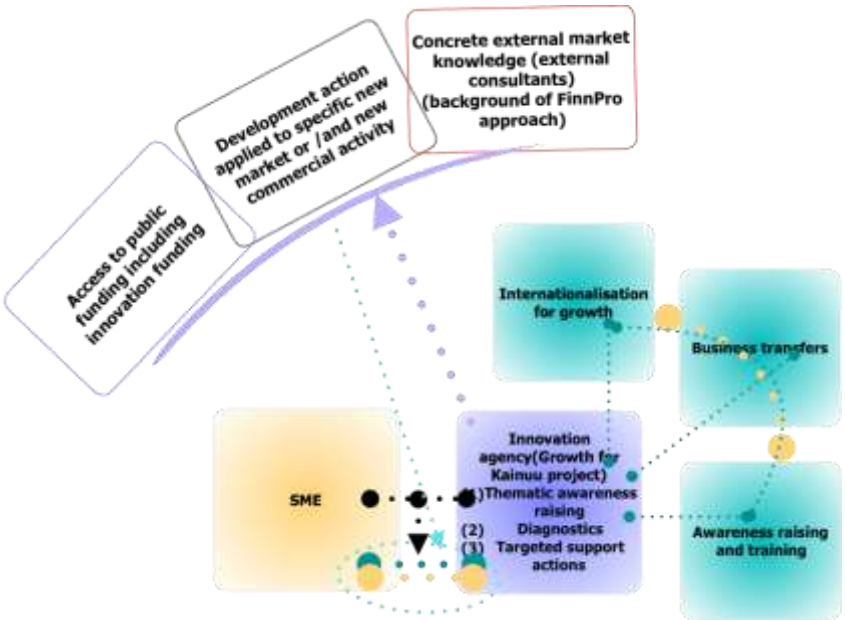
Figure 6 Figure Growth for Kainuu (Kasvua Kainuuseen) project spaces and operations



How each step is concretely applied

There are five key steps that group many activities "under" each one of them:

Step1: The target markets (geographical locations & industries) are defined in project application.

Step 2: Introduction and general awareness raising. In the project plan, the target markets are listed and justified (why they are prioritized). Based on this starting point, the first action is to raise awareness of the new project in terms of the services offered and the markets targeted.

Step 3: Diagnostic, interactive sessions with businesses.

Step 4: Opportunity and development recommendations, and co-funded initiatives like site visits, participation in fairs, brokerage sessions.

Step 5: Development actions within businesses and within the target markets. They end up with concrete commercial agreements.

Staff involved in the GP implementation

The project staff comprises the project director, three project managers (one per action line) and two project secretaries.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

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Yes, this is a fully transferable good practice. Its essential strength is that the development actions are organized according to concrete market-based demand specifications. It embeds companies into the activities of the target destination markets.
Lessons learnt from the good practice and ideas for improvement / differentiation
1)The good practice should be mainstreamed as part of the permanent functions of the innovation agency. 2)The institutional networking between the coordinating innovation agency with counterparts in the target countries should be reinforced. 3)The innovation management aspects should be reinforced, especially by including & addressing (in addition to the market-led, location-based demand approach) the knowledge-based, demand-led approach.
Source: Matti Luukkonen and the Kasvua Kainuuseen project. For the interviewing and IBG editing: Ninetta Chaniotou

GP 7 Project of Financial Education Edufinet									
GP theme	**1**	**2**	**3**	**4**					
Good practice profile									
In-Business Growth partner contributing the good practice									
Technology Park of Andalucía									
Starting date & Closing date (if applicable)									
2007 – on going The Banking Foundation Unicaja and the Technology Park of Andalusia (PTA) signed a collaboration agreement in 2016, in which the PTA joins the financial education project Edufinet, to promote financial education.									
Sources of funding									
Banking Foundation Unicaja									
Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?									
Current or future users of financial services (students, entrepreneurs, businessmen and citizens)									
Field of application									
Actions aiming at promoting financial education among businessmen, entrepreneurs, and citizens responding to the initiative launched by the OECD, which recommends to the countries members to "promote financial education and Knowledge". This initiative arose from the University of Málaga in collaboration with the									

International University of Andalucia, together with UNICAJA.				
Problem the GP addresses				
Lack of transparency, security and responsibility in the development of the financial relations between businessmen, entrepreneurs, citizens, and financial intermediaries, and therefore, an efficiency of the financial markets which need to be improved. The practice seeks to adapt the essential financial educational contents to the specific needs of such groups.				
GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region				
	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)				
(2) to support socioeconomic transformation (radical diversification, reconversion, new specializations)		+++	+++	
(3) catching up (through the creation of knowledge-based capabilities and				

upgrading of absorptive capacity)				

Has the GP process followed any standard?

No

Good practice results

What are the concrete results from the application of the GP?

- Internet Platform of Financial Education for Businessmen and Entrepreneurs:
- Total number of visits: 3.783.396
- Nº of countries: 180
- Financial Guide for kids
- Financial Guide for citizens
- Financial Guide for businessmen
- The website of the project Edufinet (www.edufinet.com) has received so far about three million and a half of cumulative visits, consultations and access from almost 180 countries.
- Around 300 annual in-person training sessions (all the sessions are designed specifically for the needs of the participants)

How many beneficiaries have profited from this GP?

Since it was launched, more than 75,000 people participated directly in conferences or meetings of this financial education project, of which more than 55,000 correspond to the collective of young people.

Have the target groups given feedback on the approach?

The target groups are actively involved in transmit feedbacks during the training sessions themselves by the use of evaluation remotes and short satisfaction surveys.

Good practice insights

Is it possible to improve the GP? What could change?

Due to the complexity of the structure, the heterogeneity of the practice is one element which can always be improved. In addition, the lengths of the training sessions need in some case to be readjusted to the needs of the participants.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The Banking Foundation Unicaja and the Technology Park of Andalusia (PTA) signed a collaboration agreement in 2016, in which the PTA joins the financial education project Edufinet, to promote financial education, so this year the first training sessions will be programmed for the businessmen of the park. In this sense, the PTA has realized

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a previous analysis of the real necessity of the members of the park, which detected that the training should be focusing in particular on international issues and how to work of global markets.

Does this GP imply an impact on the business/academic/society? In what way?

The impact on the active citizens, entrepreneurs, businessman and young people are clearly demonstrated, with the implementation of training sessions since the very early stage in colleges and high schools to promote the gain of financial knowledge and culture, and the realization of customized courses within each of the collectives (academic, business and society).

What do you feel are critical aspects of this good practice?

A joint effort should be realized to make more visible the current results and the impacts.

Are there innovative aspects in this GP, and if so, which ones?

The innovative aspects of this GP are:

- Pioneering initiative in 2007,
- Collaboration of numerous entities from different backgrounds
- Customization of the training sessions according to the needs of the participants
- Three pillars: Contents / Internet / Strong Trainer Network
- Potent Training Sessions

Description of the good practice implementation

Organization of the implementation, steps

The practice involves the participation of a large number of Spanish universities, entrepreneurship support entities, colleges of economists, organized in network.

How each step is concretely applied

The approach of this initiative is based on the design of customized training focusing on the real needs detected in each surrounding. Within the network, the most adequate members are selected according to the expertise requested.

Staff involved in the GP implementation

This initiative involves the participation of 72 members + instructors from all the entities collaborating. the Practice is organized in a network of different type of professionals which are linked together as follows:

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The principles are based on altruism, active participation of the members, the viability of the projects and the necessity to count with stable structures.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

This initiative will be a good practice to transfer and in this sense, it counts with the active support of the director of UNICAJA.

Lessons learnt from the good practice and ideas for improvement / differentiation

Based on the experience obtained throughout the years of implementation of the practice (more than 8 years of functioning), several ideas of improvement could be implemented:

- Improvement of the website
- Incorporation of videos as systems of training
- Give professional status to the structure
- Improvement of the communication between the entities involved in the network

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GP 8 Green Ray and Link by UMA-ATech									
GP theme	**1**	**2**					**7**		**9**

Good practice profile

In-Business Growth partner contributing the good practice

Technology Park of Andalucía and the University of Málaga (Collaborative partner)

Starting date & Closing date (if applicable)

Green Ray: End of 2014 – on going

UMA-ATech: from June 2015 – on going

Sources of funding

Own resources from the Technology Park of Andalucía and the University of Málaga

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

Students, entrepreneurs and companies with the illusion to change the world and that failure do not discourage them to achieve their dream.

Field of application

The Andalusia Technology Park (PTA) has created the building Green Ray on the Campus of the University of Malaga (UMA) with the aim of developing a *common strategy between the PTA and UMA in the field of entrepreneurial knowledge and support.* Indeed, the Link by UMA-ATech located in this building, is the largest space for business, university and innovation coexistence in Andalusia. Entrepreneurs can set up their companies and progress with them from scratch there. In addition, already consolidated businesses can find new ways of growing.

Problem the GP addresses

The GP focuses on the actual need of the SMEs to acquire more size to be stronger and resistant to crisis and external circumstances (growth and resilience). The concept and approach is based on the actual figures regarding the failures of the SMEs in many countries which indicated that, on average, 80% of them fails before to reach the five fist years of existence, and 90% before the 10 years. The Green Ray and the Link by UMA-ATech pretends to move two different worlds closer, connecting the University and the Business network.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
	(i) renewal services that are directly	(ii) routine services, such as accounting	(iii) compliance services, such as	iv) network services, such as production

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Regional innovation agency main functions	related to innovation such as R&D and strategic management consulting	and taxation that help improve the maintenance and management of different business' subsystems	legal services that help businesses deal with legal and regulatory issues	networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)				
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+++	+++	+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)				
Has the GP process followed any standard?				
No at the moment.				
Good practice results				
What are the concrete results from the application of the GP?				

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- Set up of the building Green Ray
- Launch of Link by UMA-ATech: largest space for business, university and innovation coexistence in Andalusia
- Implementation of 10 workspaces for business projects
- 12 Spin-Offs and technology/knowledge based companies actually located
- Creation of 20 companies since the beginning of the GP
- Third edition of the Ideas factory context with the collaboration of companies such as Ikea, Microsoft among others which propose challenges to resolve to talented university students, or open challenges (two editions per year)First Pilot Project of a Google Initiative "Activa tu Ciudad" to build an online presence of businesses in Google MyBusiness with the collaboration of students, teachers and companies
- Inauguration of the 2nd Samsung Tech Institute in Spain in November 2014 (IV editions so far, nearly 100 university students trained) - Training on new ICT technologies and especially the development of Android apps.
- Organization of specific classes from the University within the building (more than 400 students so far)
- Training and dissemination activities (15-20 weekly)
- More than 65 Visits of international companies (Intel, Alcatel, Telefonica)
- EBMC European Awards (the University of Málaga has been challenged by the German Youthful Publication Yaez)

How many beneficiaries have profited from this GP?

Since the beginning of the initiative, the following beneficiaries have profited from the GP:

- Students: 1617
- Entrepreneurs: 469
- Professionals: 554
- General Public (companies, entrepreneurs, students, citizens): 1030
- Kids: 75

Have the target groups given feedback on the approach?

Since the launch of the Practice, a very positive feedback and congratulations have been obtained indicating that it was about time to propose this kind of activities. The excellence of the actions speaks for itself.

Good practice insights

Is it possible to improve the GP? What could change?

A set of measures could be interesting to implement:

- ✓ Enlarge the team
- ✓ Improve the communication and dissemination to reach more people
- ✓ Improve the security of the building
- ✓ Improve the flexibility of the timetable of opening/closure

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- ✓ Establish a cafeteria (in the next few days, an area will be inaugurated)

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The Technology Park of Andalucia was involved in the design itself and in the implementation of the GP since the very beginning of the initiative, together with the University of Málaga, been aware of the importance of developing a common strategy between the business and the academic world in the field of entrepreneurial knowledge and support to create globally successful companies.

Does this GP imply an impact on the business/academic/society? In what way?

A change of mentality is starting to point out, especially in the business network, and in the academic eco system which promote the inclusion of knowledge directly into the Company from the initial steps.

What do you feel are critical aspects of this good practice?

At the initial stage of the design of the GP, one of the main critical aspects was the closed-minded environment,

but the implementation of the Green Ray and the Link by UMA-ATech demonstrated the accuracy of the strategy developed and the necessity of such eco-system to obtain real impacts.

Are there innovative aspects in this GP, and if so, which ones?

The fact to have in the same building all the strategic actors for the development of new companies is one of the innovative aspects of this GP, which is indeed a starting point for the creation of an open innovation community, where are participating spinoffs, companies, students, researchers and institutions to obtain direct results.

Organization of the implementation, steps

This GP is implemented in collaboration between the Technology Park of Andalucía and the University of Málaga, with the participation of staff members from both entities. The Good practice counts with 3 main lines of activities:

TRAINING	ENTREPRENEURIAL PROMOTION	RELATION UNIVERSITY/COMPANIES

How each step is concretely applied?

Within the Green Ray and the Link by UMA-ATech, the implementation of the GP is based especially on individual support to fulfil the following objectives:

- Adaptation to the real needs of the companies
- Promotion of the participation of companies in potential Spinoff and vice-versa
- Open the Green Ray to the companies of the park and vice-versa
- Promotion of collaboration between the business and the educational world.

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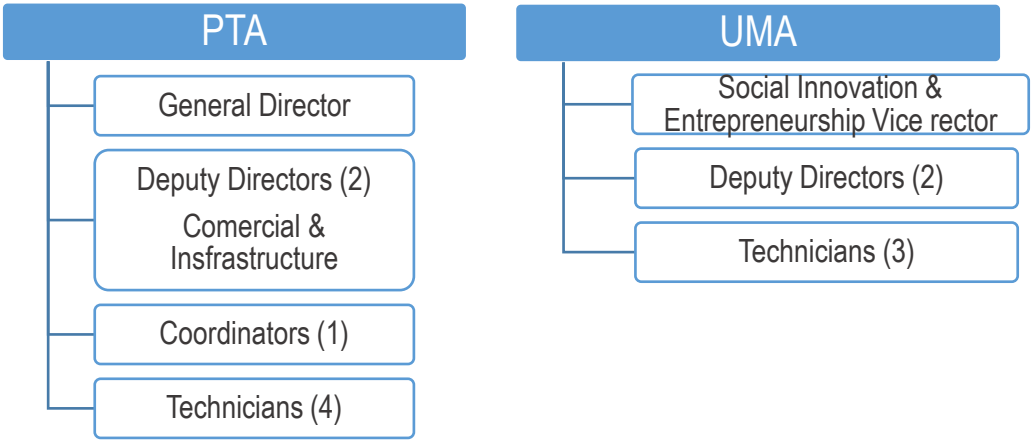
Staff involved in the GP implementation



Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

This initiative is a good practice to transfer which could be perfectly transferred at national and transnational level and in this sense, the Technology Park of Andalucía, together with the University of Málaga have established a working group to establish an international strategy and establish new innovation methodologies in the University – Technology Park relationships. The main objective is to analyze the current innovation paradigm and the new possibilities arisen thanks to the application of the open innovation concept through the innovation ecosystem surrounding university - technology park dyads across Europe.

Lessons learnt from the good practice and ideas for improvement / differentiation

The GP started to perform activities to support innovation for the creation and growth of SMEs at the end of the first semester of 2015, but in less than one year, the strategy established has given excellent results, and the actions speaks for themselves. The positioning on this new initiative from a market point of view using the knowledge and innovation from the education side is the main added value. For the durability of the GP, it's important to stay alert to follow the right path, and do not weaken its strength going in several different directions.

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GP 9 Alimenta2Talent – www.alimenta2talent.eu

GP theme			**3**		**5**	**6**			**9**

Good practice profile

In-Business Growth partner contributing the good practice

Fondazione Parco Tecnologico Padano – www.ptp.it / Business Acceleration, creation of new businesses

Starting date & Closing date (if applicable)

Alimenta2Talent does not have a fixed starting-closing date. The BP is organized once a year on the most trending and promising topic of agrifood and bioeconomy. The ideas selection process takes 3-4 months and the Alimenta Accelerating Program takes 6 months.

Sources of funding

Private plus public contribution (Municipality of Milan). Average ratio: 50:50.

Public financing started at 64% (1st edition, 2013), right now settles at 48% (last edition, 2015). This is a very interesting approach, public co-financing high as project start up, is now being reduced since the model is more and more appealing to private bodies that are co-financing as well.

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

Main focus is agrifood and bioeconomy.

Being a 1 year program, Alimenta2Talent is always targeted on the most trending and promising topic (current edition focus is on circular economy).

Addressee of the program: business ideas, entrepreneurs, business projects willing to develop through an intensive 6 months of acceleration and reach the market.

Field of application

Acceleration programs, Business Acceleration, Corporate Acceleration.

Problem the GP addresses

Alimenta2Talent program answers to the need of bridging the gap between technology need and technology providers. The aim is that of fastening the process of technology scouting and implementation, by narrowing and optimizing the technology need of the market with the offer.

We answer to this challenge through innovative startups.

Alimenta2Talent addresses the technology provider, the main focus is to help startups and entrepreneurs growing, shaping their business in order to have them quickly ready for the market, and, on the other hand, to make the technology immediately applicable by end-users.

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This approach, considered as "Corporate Acceleration", creates a stable and effective link between the market's problems with the universe of ideas and solutions.				
GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region				
	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	+++	+	++	+
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+	++	+
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)	+++	+	+	++

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Has the GP process followed any standard?

No

Good practice results

What are the concrete results from the application of the GP?

Direct business creation/development in agrifood and bioeconomy sectors. The startups exiting the program are market ready and compliant with the business/policy strategy of the Municipality of Milan.

How many beneficiaries have profited from this GP?

5 startups per year are either created or benefit from Alimenta Accelerating Program, reaching the market either immediately after the 6 months' intensive acceleration program, or a few months later, according to the specificities of the different business models.

Therefore, 10 startups were selected and supported through the first 2 editions of Alimenta2Talent. Other 5 startups (winners of the last edition of the program) are currently being accelerated.

Have the target groups given feedback on the approach?

Yes, Alimenta2Talent underwent two revision processes between edition 1 and 2, and edition 2 and 3. This reviewing process allowed for the retuning of the model, taking into account the main stakeholder, in a participative development process (both public and private stakeholders).

Good practice insights

Is it possible to improve the GP? What could change?

It is possible to improve the BP, Alimenta2Talent could be improved in the future in terms of number of SMEs and startups supported/created (of course maintaining the same high qualitative level), and in terms of coverage (an improved version could be organized with an international approach by starting collaborations with co-organizers, Parco Tecnologico Padano is currently working on this aspect.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

N.a.

Does this GP imply an impact on the business/academic/society? In what way?

Yes. Alimenta2Talent is aimed, together with the Municipality of Milan, at investing in the most promising technologies and people in the specific field addressed. Therefore, it has an impact on the business environment, by creating a new generation of startups that is able to answer technological and societal challenges in compliance with the policy guidelines set by the government bodies and public/private stakeholders involved.

What do you feel are critical aspects of this good practice?

The quality level of received applications, and the commitment level of the beneficiaries. Being developed in 6

months, the Acceleration Program is quite tough and requires a good commitment level by all involved parties.

Are there innovative aspects in this GP, and if so, which ones?

A first innovative aspect is the establishment of an early-stage link with the world of industry and end-users, that will be the potential recipient of the technologies and the ideas developed. The evaluation committee, responsible for the selection of the 5 business projects that will access the Alimenta Accelerating Program is composed indeed of either representatives of the world of research and public government, and representatives of large companies or corporations, that will provide the point of view of the market when training the new entrepreneurs.

Another interesting aspect is the tailor-made assistance that is provided to the single entrepreneur during the acceleration program, both financial (direct financial contribution) and technical (assistance of specific advisors and mentors according to the specific needs of the single startup).

Description of the good practice implementation

Organization of the implementation, steps

Alimenta2Talent 2015 (ongoing edition) is an innovative business platform for Circular Economy, to develop new high added value projects in Agrifood and Life Science sectors. The project is structured in two steps:

- An international call for innovative business ideas in Agrifood and Life Science sectors, focusing on the most important trending topic (i.e. Circular Economy)
- An acceleration program to boost businesses in 6 months: the Alimenta Accelerating Program developed by Parco Tecnologico Padano.

The first step is an international call for business projects open to ideas from all over the world.

A technical jury composed of highly qualified members from the world of business, industry, research and public government is then responsible for the selection phase, in order to find the 5 most promising ideas/projects to be accelerated.

The selection step leads directly towards phase 2: Alimenta Accelerating Program (AAP), the Technology and Business Acceleration program developed by Parco Tecnologico Padano.

The 5 selected startups will start 6 months of hard work inside Alimenta Business Accelerator, during which a sound Business Plan will be developed, together all the enabling elements for commercial execution and/or equity investment.

CI paremeter 6. The Alimenta Accelerating program is structured as follows:

CI paremeter 7. 1) M1-M2 STEP 1: Business Plan Challenge; Deliverable: Approved Business Plan; Stress Test;

CI paremeter 8.	2) M3-M5 STEP2: Alimenta2Talent Premium; Deliverable: enabling elements for commercial execution and/or equity investment; Stress Test;
CI paremeter 9.	3) M6 STEP3: Alimenta2Talent Champion; Deliverable: proof of commercial, strategic and investment agreements

The project able to create the highest value during the acceleration period will be the one and only Alimenta Champion.

In particular, PP9 contributes to the following:

Easy access to the existing supports

- Alimenta2Talent guarantees access to the existing supports through the Alimenta Accelerating Program, the six months intensive accelerating path aimed at supporting the selected startups inside Alimenta Business Incubator & Accelerator of PTP Science Park.
- Business modeling and planning, technological scouting, equity financing advisory, IP support, venture capital support, project management and legal and administrative counseling are part of a wide set of services provided by a highly skilled panel of Advisors and Mentors during the acceleration path. Startups participating in the Alimenta Accelerating Program will be supported also in boosting innovation as a crucial aspect to create value. PTP, through its Core Facilities, provides all the necessary tools to grow a business in the Agrifood, Bioeconomy and biomedicine sectors.

Commercialization of innovation

- One of the aim of Alimenta2Talent program is to bring innovation to market bridging the gap between research and business world. The acceleration helps startups to reinforce the business model, expand the business expertise, strengthen the knowledge and skill sets and gives them the confidence needed to reach the market.
- The intensive path is focused on a stage of new product development that occurs at the transition from invention to a commercialization by offering a bundle of services, helping startups and business projects defining and building their value proposition, their initial products, identifying promising customer segments and securing resources.

Access to resources through networked development

- One of the biggest benefits of being part of Alimenta Business Incubator & Accelerator is the ability to tap into a strong network of business partners.
- In fact, in addition to the core services, the selected and accelerated startups benefit also from the ecosystem in which the PTP Science Park is assimilated. Not only entrepreneurs will feel inspired and motivated after attending specific events or meet ups, but also many exceptional opportunities can occur with potential investors or business partners.
- They become part of a strong international network, joining a high-potential international community that can support them long after the program is over: International Clusters, Venture Capitals, Business Angels, Investors, Platform and R&D Institutes, partnership and co-development Agreements.
- Networking plays a key role in the growth of their business. The extent, however, depends on the type of

product or service offered, from validating an idea to finding potential partners. Building the right relationships can definitely help a startup get off the ground.

Technology transfer

- Alimenta2Talent, meeting every year the most trending challenges of AgriFood and Bioeconomy, supplies the market with innovation by narrowing and optimizing the technology need of the market with the offer.
- In the academic sector, the process of commercialization or bringing technologies to the marketplace is known as technology transfer.
- From the demand side, A2T GP can be targeted on the specific needs of Companies: a specific call for scouting, selecting and accelerating the most promising and appropriate technology providers in order to implement a Corporate Acceleration process.
- From the supply side, A2T GP represents a driving force by matching new business ideas/projects and innovative startups with the R&D Institutes, Universities and Public and Private Entities owning the know-how to develop and grow the technology through partnership or collaboration opportunities.

How each step is concretely applied

Step 1: An international call for business projects is issued worldwide. It stays open for a 4 to 6 months' period. In the meanwhile, the technical jury is formed, by involving high level members covering the worlds of industry, research and government. After the closure of the call, received applications are evaluated, a pre-selection is made up to 15 projects. The 15 entrepreneurs are evaluated with a vis-à-vis procedure, to assess also the inclination towards entrepreneurship. The final 5 winners are then presented to stakeholders and press in a public international event.

Step 2: The Alimenta Accelerating Program is structured as an intensive 6 months' period of tech and biz acceleration, developed through intermediate steps, through which entrepreneurs can earn money and access further competences, through several tests. The offer is completed by a full access to specialized mentors and advisors, as well as the research and development facilities of Parco Tecnologico Padano. The last evaluation step will award the Alimenta2Talent champion.

Staff involved in the GP implementation

The staff involved in Alimenta2Talent implementation is composed of 2 FTE project managers, 0,5 FTE communication officer and 0,5 FTE Technical Secretariat, plus the pool of Advisors and Mentors that will support directly the acceleration of startups.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

Alimenta2Talent can be considered as transferable, provided it is inserted in a lively ecosystem and supported by a business accelerator. It can also be implemented in partnership, adding the international or cross-sectorial value to

its core elements.

Lessons learnt from the good practice and ideas for improvement / differentiation

Alimenta2Talent has proven as an effective tool for supporting technology transfer. The most appreciated element is that of narrowing the market needs to the technology providers.

Business and research not always speak the same language and run at the same pace. It is therefore crucial the role of mediators, able to translate the market needs and scout for solution on one side, and to help ideas, innovation and technology providers get ready for the market, creating real value. This is the spirit of Alimennta2Talent.

GP 10 Regional Agency for entrepreneurship and innovation / High technology business incubator

GP theme						5				

Good practice profile

In-Business Growth partner contributing the good practice

Bulgarian development agency

Starting date & Closing date (if applicable)

2007 and on going

Sources of funding

European Structural Funds, European Commission programs

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

The activity of the organization is addressed to newly emerged micro and medium sized businesses (SMEs), which are focused on the field of ICT development, technologies for environmental sustainability, pharmaceuticals and other.

Field of application

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries? The activity of the organization is addressed to newly emerged micro and medium sized businesses (SMEs), which are focused on the field of ICT development, technologies for environmental sustainability, pharmaceuticals and other.

Problem the GP addresses

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- Lack of support for emerging and existing high-technological SMEs.
- Absence of environment for the development of SMEs in the field of high technologies and increasing of their competitiveness.
- Low high-tech production share in the districts of North-East Planning Region in Bulgaria.
- Lack of technological transfer in the North-East Planning Region in Bulgaria.
- Lack of suitable conditions for the professional development of highly qualified young specialists.
- Absence of high-tech park in the North-East Planning Region in Bulgaria.
- Absence of link between the technology-oriented SMEs and the market.
- Lack of foreign investors

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

Regional innovation agency main functions	KIBS classification according to content of service			
	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	+++	+	+	+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+	+	+++
(3) catching up (through the creation of knowledge-based capabilities and	+++	+	+	+++

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upgrading of absorptive capacity)				

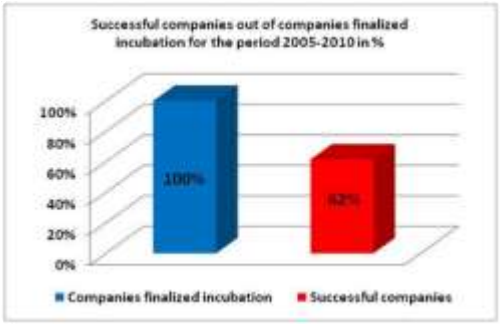
Has the GP process followed any standard?

No

Good practice results

What are the concrete results from the application of the GP?

CORES Ltd. finalized its 36 months' incubation period within High-Technology Business Incubator – Varna (HTBI) with the successful realization of the project „System for control and forecasting in real time of the spread of dredging spot". Software product has been developed for forecasting the spread of the dredging spot. The successful development of the company is ensured by: project, approved for financing under OP „Competitiveness", widening of the fields of activity, increased number of personnel. „CORES" Ltd. keep their office at the premises of RAPIV and continue the collaboration with RAPIV and the other companies.



The Decision Support System (DSS) for management of coastal floods, created under the leadership of Dr. Valeri Penchev, is about to be used as a training tool within project SimCoast, 7FP, as well as for the elaboration of plans for coastal floods management.

SVEMAR Ltd is one of the first successfully incubated companies in HTBI – Varna, carries out its activities in the field of environmental protection: design of irrigation systems, landscaping, preventing soil erosion with the usage of special coatings and hydro-seeding.

From the start of their activity in High-Technology Business Incubator – Varna until now, Svemar Ltd has increased the number of employees more than 20 times. The good practices of Svemar Ltd. in the field of prevention of soil erosion are selected for transfer by International partners as part of the implementation of project for international cooperation in the field of climate change adaptation – REGIOCLIMA project, program INTERREG IVC. The company also earned a public order for the fortification steep land at Sofia International airport using its developed system of cellular system GEOWEB, bio-degradable carpets Greenfix and implementation of hydro- seeding. Both companies have been nominated for business discovery of 2009.

3K AD carries out its activities in the field of energetics water technologies and communications. The company is accepted in HTBI with the project „Last electric mile" for transfer of data through the electricity grid. As a result of the successfully completed incubation period, the company has ten times increased the turnover and number of employees.

In the 2005-2010 period 62% of all the companies that have been through the incubation period has profited.

How many beneficiaries have profited from this GP?

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There are incubated companies, which already finished their stay in the incubator with very high results – more than 8 tines growth in their income and 5 times increase of employees. These are "3K" Ltd, Svemar Ltd and Cores Ltd. The companies "3K" Ltd and Svemar Ltd were nominated by the Business Academy for start-up companies for 2010.

During the years 2005-2010 many companies expressed interest for incubation in HTBI from those, 63% applied with a project for incubation. The share of companies, that signed a contract for incubation is 26% from those, expressed interest. The share of successful companies is 62% from those who finished their incubation period in HTBI.

Within the project "Enlarging Business Incubator Varna within RAPIV" 44 companies and entrepreneurs expressed interest for the BI services. 19 of them applied with their projects and 6 of them have been approved for incubation. Up to now all of them are successfully implementing their projects within the BI-Varna.

CASE STUDIES

- CORES Ltd. finalized its 36 months' incubation period within High-Technology Business Incubator – Varna (HTBI) with the successful realization of the project „System for control and forecasting in real time of the spread of dredging spot". Software product has been developed for forecasting the spread of the dredging spot. The successful development of the company is ensured by: project, approved for financing under OP „Competitiveness", widening of the fields of activity, increased number of personnel. „CORES" Ltd. keeps their office at the premises of RAPIV and continue the collaboration with RAPIV and the other companies. The Decision Support System (DSS) for management of coastal floods, created under the leadership of Dr. Valeri Penchev, is about to be used as a training tool within project SimCoast, 7FP, as well as for the elaboration of plans for coastal floods management.

- SVEMAR Ltd is one of the first successfully incubated companies in HTBI – Varna, carries out its activities in the field of environmental protection: design of irrigation systems, landscaping, preventing soil erosion with the usage of special coatings and hydro-seeding.

- From the start of their activity in High-Technology Business Incubator – Varna until now, Svemar Ltd has increased the number of employees more than 20 times. The good practices of Svemar Ltd. in the field of prevention of soil erosion are selected for transfer by International partners as part of the implementation of project for international cooperation in the field of climate change adaptation – REGIOCLIMA project, programme INTERREG IVC.

3K AD carries out its activities in the field of energetics water technologies and communications. The company is accepted in HTBI with the project „Last electric mile" for transfer of data through the electricity grid.As a result of the successfully completed incubation period, the company has ten times increased the turnover and number of employees.

Project funded by the Horizon2020 programme of the European Union

Have the target groups given feedback on the approach?

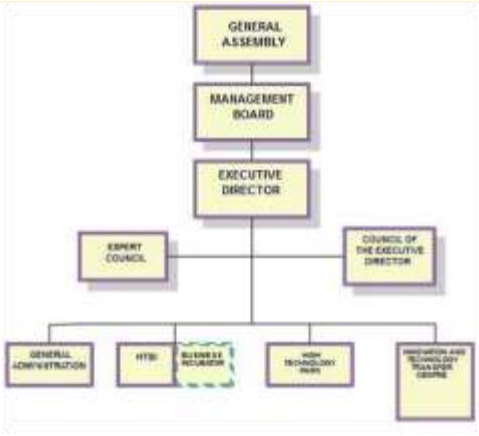
The target groups (companies, incubated in BI-Varna, as well as companies taking part in different projects implemented by RAPIV for supporting business and innovation environment have been regularly interviewed, by filling feedback questionnaires. Incubated companies give very high results of the services and work provided by the experts of BI-Varna.

Is it possible to improve the GP? What could change?

The GP can be improved by focusing in more details on the current university students and their potential of running a successful ICT oriented SME. In this regard the PR complain of the organization can be improved in a sense that they should be the ones searching for SMEs willing to go through the incubation process and not the other way around. In this case, they will improve their dissemination activities and involve more actors into the process. In this regards the GP will address directly one of the issues that they are stating- the lack of high-tech production in the region.

Good practice insights

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?



The activities of Business Incubator – Varna are managed by the RAPIV team, possessing long years of experience in management and development of favorable and pro-innovative environment, supporting business infrastructure and supplying services to enterprises.

The management team comprises highly qualified and experienced jurists, engineers, business and finance experts.

The successful combination of young and experienced experts and managers is the result of a well-defined business strategy. RAPIV team combines profound market knowledge with professional experience, thus offering to our customers the reliable and creative solutions, answering their needs.

As it is visible from the graph the business incubator for high-tech SMEs is only one of the services that RAPIV provides. The management of the business incubator is left to a decentralized governance system, which is divided between the General Assembly, the Management board of directors and the Executive director, each of whom participates with one vote in the decision-making process.

Does this GP imply an impact on the business/academic/society? In what way?

The GP has an impact on the business and the society, due to: 1) growth and innovation: the organization supports the local market by helping the emergence of SMEs and the innovativeness of their products; 2) innovation agency: the project provides high-tech business environment in which the participants cannot only receive an advice for their company, but also to exchange idea for products and their implication and use in the

society.

What do you feel are critical aspects of this good practice?

- High-tech definition and inclusion must be very clearly defined.
- The trainers and project managers have to have abilities and competences not only in business management but in ICT development as well.
- The agency in charge of the GP has to be previously aware of the current market situation, the need for ICT development and the potential users of the incubator

Are there innovative aspects in this GP, and if so, which ones?

The procedures in this good practice are standard.

Description of the good practice implementation

Organisation of the implementation, steps

Step 1: Technology innovation

Step 2: Technology Confirmation

Step 3: Targeting Technology Consumers

Step 4: Technology marketing

Step 5: Technology Application

Step 6: Technology Evaluation

During the evaluation of projects, received for incubation, RAPIV is following all of the aforementioned steps.

How each step is concretely applied

Step 1: Technology innovation

When an entrepreneur or a company has an innovative project, and wants to apply for incubation in BI-Varna, they have to fill in the following documents: application form for the candidate (company of physical person, possessing the innovation), application form for the project (describing the innovation project with which they apply) and a detailed business plan (explaining the idea, its financial and market viability). The expert team of BI-Varna evaluate it and provide the candidature of an independent regional expert in the field of the project. When the evaluation of the external expert is received, the team of BI-Varna, along with the management body of RAPIV are gathering with a member of the organization in order to discuss the feasibility of the project idea. In case it is prominent and well-motivated, the candidate is invited to discuss the possibilities for incubation.

Step 2: Technology Confirmation

After the evaluation process is finished the next step is to define the implementation of the idea. RAPIV could

support the incubated company in the implementation of its project, by contacting leading experts and scientists with the management of the company

Step 3: Targeting Technology Consumers

During this stage a focus group of experts is being organized in order to define the potential markets for the product's application.

Step 4: Technology marketing

During this step the trainers are giving information and applying skills in terms of possible fields for dissemination and the specifics of the local environment. In this stage the product is being shaped in order to respond to the local needs and audience.

Step 5: Technology Application

In this stage the product is oriented in terms of monitoring and process tracing. At this stage a plan is being implemented towards the desired audience and the approach to them.

Step 6: Technology Evaluation

In this step a plan is being developed regarding the impact of the product on the society and the local economy.

RAPIV is supporting its incubated companies during all the stages of the implementation of their innovative projects, by providing them business services, networking and infrastructural support.

Staff involved in the GP implementation

Experts, dealing with companies for 2015 are 6. The total number of staff, including the supporting staff for 2015 are 12.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

As the process of the GP is rather standard, there is a big chance for it to be transferable. As one of the priorities of it is to develop the marine technology, it would be especially useful in cases, where geographically there is a sea or an ocean nearby.

The good practice addresses the need of scientific approach in business incubators, which has been a priority in

the EU. Therefore, it can be transferred to every country that experiences the same issues. Lessons learnt from the good practice and ideas for improvement / differentiation.

The creation and the sustainable development of the BI-Varna represents, by itself a good European practice. The implementation of the project for enlarging the BI-Varna within RAPIV represents a prolongation of the RPAIV's activities in the field of supporting the newly created SMEs, by the creation in 2005 and the management of the first High-Technology Business Incubator in Bulgaria. HTBI within RAPIV has proven during the years its role for the development of the regional and local economy. RAPIV manages, with its own resources, to ensure the successful and sustainable functioning of HTBI within RAPIV, including full range of services and equipment. RAPIV managed to renovate the building and to ensure 14 new offices, under the project, funded by the OP "Development of the competitiveness of the Bulgarian Economy" 2007-2013 and to incubate new companies. As successful practices during its activity, BI-Varna can mention:

- Attraction of companies with foreign participation;
- Information and dissemination activities, by the edition of a monthly bulletin with possibilities for the companies to apply for funding. As a result, incubated companies prepared projects (with the help of the BI-Varna experts) and applied.

Organization of information campaigns, especially those that took part in the universities. These campaigns give the possibilities of young highly qualified people to understand about the BI-Varna services and possibilities for starting business.

Lessons learnt from the good practice and ideas for improvement / differentiation

The GP is only one of the activities of RAPIV. Therefore, it will be useful to analyze how the different projects of the organization interfere with each other.

There should be a specific emphasis on the relation of the GP with the international environment and how does it address the potential foreign markets of the product.

Project funded by the Horizon2020 programme of the European Union

GP 11 National Science to business platform

GP theme						6			

Good practice profile

This is a potential GP that started with the ongoing period of the Structural Funds 2014-2020. It is not yet in full deployment; however, we feel there is strong potential and so we propose to include it in the GP list.

In-Business Growth partner contributing the good practice

Bulgarian development agency

Starting date & Closing date (if applicable)

ERDF 2014-2020

Description of the GP

The National Science to business program aims to strengthen the relation between the business and the academia. Due to the fact that there is no active business incubator within the universities the platform creates a suitable environment for such relations. It functions mainly as a communication channel between young scientists and entrepreneurs, and it does not establish any monitoring over their future collaboration.

The project has been funded with the support of Operational Program "Development of Human Resources", co-financed by the European Social fund.

The good practice was adopted in Bulgaria and funded as part of the operational program Development of the human resources. It includes 11 institutions:

- Confederation of employers and industrialists in Bulgaria
- South-West University
- Bulgarian Academy of science
- Ministry of economy
- Technical University, Sofia
- University of national and world economy
- Association of the research universities in Bulgaria and the rector of the Medical University, Sofia
- New Bulgarian University
- The Bulgarian Chamber of Commerce and Industry
- Bulgarian Industrial Association
- Sofia University

Project funded by the Horizon2020 programme of the European Union

The reason why this platform is presented as a good practice is the fact that at the moment there are no organizations within the universities, to be in charge of the relation between the academia and the business. As this is considered as the first attempt for such communication, it has been focused only on the primary steps for encouraging the dialog between the young researchers and the business:

- support young scientists for a month of training abroad to work with high-tech developments and products as an important step towards a new generation of scientists, meeting the needs of business;
- dissemination of information on ongoing research and new scientific developments, promotion of research results, presentation of successfully completed research products with benefits for society and business;
- conducting thematic events and scientific schools in seven priority areas such as energy; green chemistry; biotechnology and new materials and others;
- Interactive development of a national platform that will be unique entrance and will integrate three existing systems - Register for scientific activities; information from the Bulgarian Patent Office and information protected dissertations database of NACID.

As the platform is in the beginning of the process of establishing the relations between the business and the academia, it is focused only on the first steps of this communication and dissemination channel. The aim of the platform is not to regulate the follow up relations between a company and the researcher whose work they are willing to use.

The importance of the platform is mainly regarding the first steps in establishing the business- science relations and to disseminate the research achievements of young scientists.

There are two main target groups: young academic workers and entrepreneurs. As the aim of the project is to promote the academic development and the new scientific works to the business in order to transfer the scientific information on the market, there are sever major areas, in which such exchange can happen.

These are:

- Green chemistry- the target groups in this subfield are young chemistry scientists and entrepreneurs, which are searching for innovative approach in the same field;
- Information and communication technologies- scientists and entrepreneurs in this field;

- Energy Efficiency and Renewable Energy- scientists and entrepreneurs in this field;
- Intelligent materials - scientists and entrepreneurs in this field;
- Food, agriculture and biotechnology - scientists and entrepreneurs in this field;
- Engineering, optics and electronics - scientists and entrepreneurs in this field;

The scientists register in the platform and publish their research. The entrepreneurs, on the other hand, also register and shortlist the needed research which can help their business and contact their authors for further collaboration.

Scope of the project

- ✓ the whole country - the problem with weakest link science and business is national and is a question facing many new Member States;
- ✓ active involvement of the target groups of all districts in the country, especially those from places where there is a concentration of scientific potential;
- ✓ Strengthening the links between science and business - policies of the Member States.
- ✓ Creation of National Interactive Platform
- ✓ Research and Analysis of Level of Preparedness
- ✓ Creation of 12 National Newsletters
- ✓ Advertising of Science and Descent Medium Business
- ✓ Conduct 7 thematic schools and their exchanges in seven priority areas where there is scientific capacity and economic potential high-tech and innovative development.
- o Create and broadcast on 7 film (any film developed in three series with length each series of 5 minutes) selected "issues".
- o Provision of Services Development
- o Supporting young scientists, PhD students and post PhD students for a month of training in high-tech research centers and Infrastructure - 240 beneficiary have received support
- o Support of specialized publications refereed publications and journals with impact factor indexing of scientific journals - 304 publications and 20 editions have received support
- o Raising Awareness in the Society, The Provision f Publicity Results And Promoting The "Science Business" Dialogue
- o Organizing and conducting press conference at starting a project to promote the set in project activities and expected results;

- Organizing and conducting a roundtable to promote and discussion of the results;
- Organization of the final conference project;
- Developing and broadcasting TV spot advertising in national, regional and local media;
- Developing a website advertising "banner" and logo of the project;
- The web site interviews and materials to implement Project activities;
- Preparation, printing and distribution of information materials for the project and project activities;
- Produce 700 the number of electronic media (DVD) 7 specialized film (100 for each movie). The films will be broadcast in two broadcast television stations.

GP12 Large research infrastructure services for SMEs									
GP theme	**1**	**2**							**9**

Good practice profile

In-Business Growth partner contributing the good practice

Kainuun Etu Oy

Starting date & Closing date (if applicable)

29.9.2011 - on going

Sources of funding

There are / have been three sources of funding, all of them related to the Structural Funds.

Interreg IV B Baltic Sea Region, Science Link project, 3 930 000€ (170 000 KE), 2012 – 2014, 17 partners, 8 countries, led by DESY, DE: Science Link is a network between research facilities of photon and neutron sources and its users. The project aimed at supporting and encouraging innovation and entrepreneurship in the Baltic Sea Region. https://www.science-link.eu/about-science-link/project-facts/index_eng.html

NRCP (Network of Regional Contact Points) ERDF Kainuu, Aug 2014 – April 2015 50 000€. Small scale national project that disseminated to more Finnish regions the Science Link approach and at the same time reviewed the absorptive potential of 20 SMEs in Kainuu regarding material research and nanotechnology.

Interreg V B Baltic Sea Region Baltic TRAM project, 4 000 000€ (389 000€KE), 2016 – March; 16 partners led by DESY, DE.

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

Project funded by the Horizon2020 programme of the European Union

There are four target groups:

Large research infrastructures, such as synchrotrons providing material research services

- · Regional innovation intermediaries
- · Industrial Research Centres (IReCs)
- · SMEs of all industries
- · Universities with material research departments (usually under the Physics faculty)

Field of application

Manufacturing industries

The priority is on knowledge management through networked development models.

Material research and measurement technology services towards more competitive, safe, and sustainable products. Case studies are available at this link: https://www.science-link.eu/newsroom/case-studies/index_eng.html .

Problem the GP addresses

Material research and state of the art solutions are relevant to any manufacturing business. However, the field often appears too complex / unknown to small entrepreneurs. At the same time LRIs/RIs need a market for their research. The types of problems addressed are listed below:

- Demand for RI & LRI services to businesses
- Access to RI & LRI services in peripheral areas
- Formulation of tailored tools for accessing peripheral SMEs and
- Up scaled narrative to regional SMEs

The concrete problem was to create an approach that facilitates KET applications, in this case nanotechnology, in the Kainuu RIS3 SMEs. The catalyst, in this case, has been the realization that measurement technology services related to material research can systematically activate KET applications in nanotechnology.

The solution found is a network among research infrastructures, universities, innovation agencies and SMEs. The role of the innovation agency is pivotal since it is preparing the KET – related application network and the approach for the SME, thus saves the SME resources. By making agreements with LRIs and universities, the innovation agency is also serving the industry needs as a whole n the region. The structure and types of functions are mapped in the figure below.

Specific issues addressed by the three projects are as follows: SCIENCE LINK: 1) Awareness of SMEs of material research needs, including nanotechnology applications (part of the RIS3 provisions); 2)

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Familiarity with LRI benefits to SMEs; 3) Absorptiveness of SMEs in terms of advanced research services NRCP: 1) Mobilize more regions in Finland towards material research services; 2) Assess SME absorptiveness potential for material research services; 3) Link material research to RIS3 implementation, 4) Make the concept of KET and material research accessible to as many businesses as possible, 5) identify the skills that an innovation agency should have to address consistently and effectively KET applications from the perspective of material research applications. Baltic TRAM: 1) Sustainable demand in a better defined and evolving space of advanced research services to SMEs, 2) re-investing in industry-expertise, 3) National networks, 3) Macro-regional integration and saving of funds, 4) Flow of dialogue and cooperation among RIs, innovation agencies, SMEs, regional authorities, universities.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++, ++++) in relation to the region

	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	++ (for specialization regions)			+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++ (for diversification regions)			+++

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(3) catching up (through the creation of knowledge-based capabilities & upgrading of absorptive capacity)	++++ (for radical transformation regions)			+++

Has the GP process followed any standard?

No.

Good practice results

What are the concrete results from the application of the GP?

There are five types of results: benefits to SMEs, benefits to innovation agencies, benefits to large research infrastructures (LRI), universities, and regional authorities. These results can be organized into (1) practical benefits to the economy and (2) closing of structural gaps of the functioning of knowledge-based economy.

Benefits to SMEs include: 1) Science Link: 66 products from 66 companies received synchrotron material measurements, leading to better, safer and more sustainable products benefitted through Science Link. 2) NRCP: 52 SMEs were screened and assessed through the NRCP.

- *Benefits to innovation agencies include*: Science Link: The Swedish partner (Malmö region) focused also on qualification of the innovation needed to promote material research services in the long run, though, both, innovation agencies and private consultancies. Kainuun Etu identified a way by which the Science Link approach can be strengthened and mainstreamed. Turku partner mainstreaming the LRI cooperation
- *Benefits to LRIs and Universities include*: Better understanding of how to cooperate with economic and development actors. Insights into and investing in a new field of activities, bringing together scientific excellence with societal needs (which are not always up to the level of scientific excellence in the first place).
- *Benefits to regional authorities include*: Tools and criteria for realizing an ecosystem approach to complete regional innovation system.

How many beneficiaries have profited from this GP?

About 170

Have the target groups given feedback on the approach?

There has been very strong support from all beneficiaries. The benefits and the relevance of the project were very evident and partners continued working together after the end of the funding period. The work led to the identification of a next step for structuring the LRI2SME2Regions space, and thus Baltic

TRAM was also planned and submitted.

Good practice insights

Is it possible to improve the GP? What could change?

The GP needs to be 1) completed through a model for sustainable demand (Baltic TRAM) regarding LRI services and SMEs, 2) functions need to mainstreamed in the regional actors according to core competences and corresponding competences need to be ensured, 3) the macro regional approach needs to be operationally matured and institutionalized, 4) linkages of the GP to regional policies and especially RIS3 implementation should be reinforced, and 5) a process of constant improvement needs to be included.

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

1) As intermediary between LRIs and businesses.

2) As member of long term network that consolidates its functions & quality profile as time passes. The initial Science Link approach has matured into a 3-step model, LRI/RI- IReC/regional innovation intermediaries/ businesses.

3) As business development intermediary that, following the material research experiments, helps business identify cofounding for investing the necessary adjustments.

4) The service needs to be mainstreamed and needs to become more permanent in Kainuun Etu.

SMEs: 1) Science Link: 66 products from 66 companies received synchrotron material measurements, leading to better, safer and more sustainable products benefitted through Science Link. 2) NRCP: 52 SMEs were screened and assessed through the NRCP; 3) Baltic TRAM: 60 SMEs, out of which 20 in Kainuu.

- Innovation agencies: 3 innovation agencies
- IReCs/ Industrial centers: 3 established through the Baltic TRAM project.
- Large research infrastructures: 4 LRIs
- Universities: 11 universities
- Regional authorities: 3 regional authorities

Does this GP imply an impact on the business/academic/society? In what way?

Better understanding of how to cooperate with economic and development actors. Insights into and investing in a new field of activities, bringing together scientific excellence with societal needs (which are not always up to the level of scientific excellence in the first place). Establishment of long term networks and joint development through various programs.

What do you feel are critical aspects of this good practice?

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1) ATTITUDE OF LRIS/RISCOMMERCIALISATION TOWARDS THE LAYMAN: It was important to stress WHAT material research can do for product improvement, in very simplistic and practical way.

2) IReCs/ Industrial Research Centers with material and industry-specific specialization need to exist.

3) QUALIFICATION & FUNCTIONS OF THE INNOVATION AGENCY / CONCLUTANCIES: Innovation agency (or regional contact point) must be qualified to assess relevance of advanced research services for the regional industries and seek to contact them.

4) LEADERSHIP OF THE REGIONAL AUTHORITY: Regional authorities need to accept that 1) regional innovation systems are most of the times incomplete; funding for projects addressing local needs through non regional resources, are inevitable; 2) being part of the knowledge based economy is an option for any region: regions are peripheral in terms of what they do (or not do) not in terms of where they are located.

Are there innovative aspects in this GP, and if so, which ones?

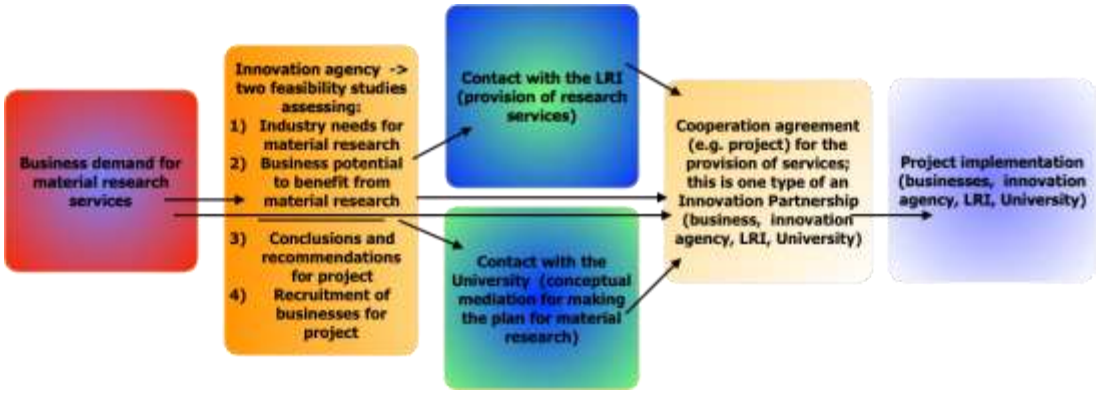
The GP is a process innovation, and adds especially to the total factor productivity in regions. It helps regions no matter where and SMEs no matter what they do, link with LRIs and vice versa, and creates a sustainable 'market space'; through the big data management action that is included in the Baltic TRAM project it introduces also a foundational step towards continuous improvement.

Description of the good practice implementation

Organization of the implementation, steps

The GP can be implemented in five main steps: request for action, preparatory documentation / feasibility studies, exchanges with LRIs and universities, project partnership agreement, project implementation. The figure below summarizes this approach. It is essential that the feasibility studies in the preparatory stage document fully the needs and potential for material research services as well as the type of LRI and University that would benefit the project.

Figure 7 Good practice map



Project funded by the Horizon2020 programme of the European Union

How each step is concretely applied

Step 1 There is demand from the economy or need for material research services identified by regional actors

Step 2 Feasibility studies: The innovation agency initiates a SWOT regarding the needs of local industries for specific types of LRI services and the potential of local businesses to absorb and benefit from such services. A documented report results, leading to a project or not. Recruitment of a business group (4-5).

Step 3 LRI & University partner identification: The innovation agency identifies and negotiates with suitable LRI and university.

Step 4 Partnership agreement: The innovation agency, businesses, LRI and the university sign a cooperation agreement and formulate the related project plan.

Step 5 Project implementation

Staff involved in the GP implementation

2 persons from the innovation agency (none of the two-full time)

1 person from the university (University of Turku, Physics Department)

Research team assessing applications (2-5 members)

1 person from the regional authority

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

It is fully transferable. To stablish it there is needed a political or managerial decision, then introduction of the benefits and relevance of material research issues by a physicist, then identification of IReCs and long term cooperation agreements between the innovation agency and the IReCs.

Lessons learnt from the good practice and ideas for improvement / differentiation

The projects proved two things: 1) networked development on the base of "commercializing" advanced research services is possible and sustainable, and 2) demand-led approached are possible to any manufacturing SME, provided there has been very good preparation for presenting the case.

In more detail, we note that 1) it is possible to bridge LRI services2SMEs through the facilitation of innovation agencies. Result indicators and qualification criteria should be established; 2) there is anticipated a clear demand for LRI services especially in the area of material research and nanotechnology applications (or even developments). This GP is important to regions with a manufacturing economic base and development orientation; 3) innovation agencies are strengthened by adopting this GP in terms of innovation management skills, sectorial competence, and reinforced provision of KIBS. On the rather challenging side, 1) an important barrier / risk is the funding and

financing for such type of projects, that are usually not part of the local structural funds. This will hinder the transfer of the good practice; 2) the need to always provide for subsidized funds always because material research services are expensive and usually SMEs do not have this type of funding in abundance; 3) often businesses are not fully aware of the meaning of nanotechnology applications and the need / benefit for and from them. In such cases, innovation agencies need to have a more comprehensive approach in order to raise awareness and also assess demand and absorptiveness potentials, see also above Figure Good practice map; 4) it implies that the project-based approach must be supported with funding and the regional funding authorities. It implies that the relevant regional authorities must have the corresponding insights and leadership to support this process.

Source: Ninetta Chaniotou

Project funded by the Horizon2020 programme of the European Union

GP 13 Eco-Point Service									
GP theme		**2**	**3**	**4**			**7**	**8**	

Good practice profile

In-Business Growth partner contributing the good practice

NORRIA North Hungarian Regional Innovation Agency Nonprofit Corporation

Starting date & Closing date (if applicable)

CEEM project – 01.11.2012.-30.11.2014. The project has already closed, but the Eco Points continue to support interested SMEs at the premises of NORRIA.

EISS project – 12.01.2016.-11.01.2017. This project is funded by the Horizon 2020 program, INNOSUP-5-2014 topic. Two of the project partners from Italy and Hungary (NORRIA) teamed up to exploit the findings of CEEM project, namely to spread the results into another country (Greece), thus covering larger geographical territory to involve more SMEs (at least 30). The 3 EMT tool will be tailored to the needs of the local SMEs – if necessary. Also, the Eco Points created in the frame of CEEM project in Italy and Hungary will be transformed into EISS Points and a new Point will be set up in Greece. Using the Twinning Advanced methodology, project partners will elaborate a Design Option Paper (DOP), which will serve as a "guide" or a "handbook" to other innovation agencies to design and/or deliver similar, more enterprise-friendly programs and services on eco-energy efficiency.

Sources of funding

Central Europe Program 2007-2013, in the frame of "CEEM – Central Environmental and Energy Management as a Kit for Survival" project

Website: http://www.ceemproject.eu/

Horizon 2020 Programme, in frame of "EISS – Eco-Innovation Support Services" project

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

The project targeted SMEs mostly operating in the traditional industrial sectors (i.e. construction & building, food, manufacturing, automotive). However, the methodology and the tools were elaborated in such way that can evaluate the performance of any type of SMEs, but preferably those working in production.

Field of application

CEEM aims at supporting environmentally friendly technologies in the industrial production of the Central Europe regions by offering SMEs operational methods, good practices, an IT tool (3EMT) to self-assess their performance and also by setting up 5 Eco Points in each participating country (Italy, Slovenia,

Austria, Hungary, Czech Republic) in order to support technology transfer actions, networking and B2B.

The project aimed at matching jointly environmental positive performance towards business improvement by showing the economic advantages of greener production and consumption patterns.

CEEM project offers SMEs the opportunity to test their Eco-Energy performance through the 3EMTool. "3EM" stands for Eco Energy Efficiency Management which is the main goal of this free software developed by CEEM project technical partners. To discover how eco-friendly a company is and its energy performance, SMEs simply have to fill in the questionnaire linked to the button on the CEEM website: http://www.ceemproject.eu/3emt-tool/

The 3EMtool software analyzes and sums up Eco-Energy patterns; helps to self-assess environmental performance of companies; benchmarks companies with other central European enterprises; delivers a customized Assessment Report. The report sizes the companies' eco energy consumption and highlight strengths and weaknesses of their performance; suggests further services and facilities, like a list of eco-energy experts and other useful links and documents (http://www.ceemproject.eu/experts/).

During a Pilot Action, concluded on November, 30th more than 500 companies from Italy, Hungary, the Czech Republic, Slovenia and Austria have completed the 3EMT questionnaire and got a personalized benchmark report.

Problem the GP addresses

Central European regions are characterized by a medium-high economic activity mainly performed by micro and SMEs, belonging for the most to the traditional industrial sectors (i.e. construction & building, food, manufacturing, automotive). These companies have a strong impact on the Central Europe environment; therefore, a key factor for a sustainable economic development of the region is the implementation of environmentally friendly technologies in the goods' life cycle. CEEM aims at supporting the adoption of these technologies by SMEs' in the Central Europe area by offering them operational methods, good practices and the access for free to a new IT tool for the benchmarking, to match jointly environmental positive performance and business improvement.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
	(i) renewal services that are directly related to innovation such as R&D	(ii) routine services, such as accounting and taxation that help improve the maintenance and	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory	iv) network services, such as production networks that facilitate knowledge exchange and
Regional innovation				

agency main functions	and strategic management consulting	management of different business' subsystems	issues	resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)				
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++		+++	
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)	+++		+++	

Has the GP process followed any standard?

NO

Good practice results

What are the concrete results from the application of the GP?

12 partners from 5 EU countries jointly elaborated a practical IT tool, which is freely available to any companies in Europe and worldwide. They just have to go on the project website, register in the system to use the 3EMT tool and they are ready to test their eco-energy performance either themselves, or with the help of experts. A supporting network system, called Eco Points to promote this approach and tool were set up also at the premises of the project partners. In the frame of a pilot action, by the end of 2014, more than 500 companies tested the system and filled out a feedback questionnaire in order to improve the tool and the number of companies are still growing. Further important result is another approved Horizon2020 project among two of the CEEM partners, which aims to transfer this good practice to other countries (i.e. Greece) in the frame of a peer-learning activity of innovation agencies.

How many beneficiaries have profited from this GP?

Up to the end of April 2016, 536 companies in total were involved and have profited from this GP.

Project funded by the Horizon2020 programme of the European Union

Have the target groups given feedback on the approach?
Yes, they have. Minor problems occurred with the tool (i.e. correct translation using the right terms), but the overall reaction to this approach was positive, companies found that the tool is easy and simple to use. They just have to collect the requested data (i.e. collect their electricity and other relevant bills and invoices), then do some minor calculations. They can choose to use the tool themselves, or if they need it, they can ask for the advice and support of the CEEM experts. According to the feedbacks, the benchmark reports are very useful, because they provide an overall picture about the company performance, thus clearly showing the improvement possibilities. They can also position themselves on local and global markets and compare their eco-efficiency performance to other similar companies worldwide. Consultancy provided by Eco Points was an added value for companies.
Good practice insights
Is it possible to improve the GP? What could change?
On one hand the geographical coverage by involving more countries in Europe or worldwide, and on the other hand the scope of target groups: tailor the tool to the specific needs of e.g. public authorities, NGO-s, citizens.
How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?
NORRIA was a project partner and led WP5 – Policy. The Agency was responsible for drafting the territorial and the transnational strategies. NORRIA tested the 3EMT tool on 118 companies. An Eco Point was also set up by NORRIA at its premises, which continues to support companies. NORRIA transfers the GP to other EU countries (i.e. Greece) in the frame of a Horizon2020 project.
Does this GP imply an impact on the business/academic/society? In what way?
Definitely. By applying this GP, businesses can better plan and monitor their eco-energy performance, also compare themselves to other businesses in order to provide higher quality products. Academy can help to improve the tool if necessary. Society can benefit from the better eco-energy performance of the businesses, who are motivated to prioritize to use environmental friendly technologies in their industrial production.
What do you feel are critical aspects of this good practice?
Sometimes it is hard to reach companies and to make them interested in such cases, like energy efficiency. They somehow must be motivated to learn to use such tools in order to perform better.
Are there innovative aspects in this GP, and if so, which ones?
The innovative aspects of the GP are: it provides a free and easy-to-use tool, with simple and short questionnaire to any companies worldwide. Usually these types of services cost a lot of money and take lots of time and expertise, not to mention the benchmarking report that companies also receive for free. Besides the Eco Points provide additional assistance on how to use this tool as well as on how to improve

eco-energy performance based on the findings of the benchmarking report.

Description of the good practice implementation

Organization of the implementation, steps

Main ACTIONS are the following: a benchmarking analysis of regulations and indicators of ecological and energetic performance of SMEs in the addressed Central countries; the development of the self-assessment questionnaire; the implementation of a LCA-based ICT tool. After the 3EMT tool development, training seminars on the use of the tool are organized: 1) for partners, 2) for intermediaries and experts. After the trainings, the Pilot phase starts: companies are invited in submitting their profile using the on line self-assessment questionnaire, consequently trained experts support them in giving the right interpretation to the report and in finding how to improve their performances. Companies are also asked to complete an evaluation report to further implement the tool.

How each step is concretely applied

The approach in the CEEM project was the following: gathering and comparison of background information; predisposition of an evaluation questionnaire template for SMEs; design and test of a LCA-based ICT tool, which is the core of the 3EMT toolkit; translation of the questionnaire in German, Italian, Slovenian, Czech, Hungarian and implementation of the 3EMT toolkit in the CEEM website. The design of the 3EMT software was awarded to external experts recruited according to the public procurement rules and in possession of the technical skills required to synthetize all the inputs and requests made by partners and the existing tools (GaBi, SimaPro softwares are available in CE countries with CE databases. EMAS compliancy is included in the management scheme and in the tool also). During the Pilot phase CEEM partners have had the possibility to test the software step by step, in view of its implementation and availability for all EU companies. The actions produced: 1) A first version of an Eco-Energy Efficiency knowledge base, which contains a structured description of the energy efficiency domain and provides the basic uniform terminology and definitions concerning relevant standards, regulatory documents, technological developments and so on, used and exploited within the project.

Staff involved in the GP implementation

This GP is currently implemented in the 5 CEEM partnering countries (Germany, Italy, Slovenia, Hungary and Czech Republic). At each individual Eco Points, there are generally 1-2 internal colleagues and also several external experts, who provide support to the enterprises (please refer to: http://www.ceemproject.eu/experts).

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

We feel that this GP has a clear and simple methodology to follow and therefore is very much transferable. In fact, it is one of the main aims to transfer this GP in as much European countries as

possible, since the benchmarking report can provide more precise evaluation results and therefore can be more useful by including different SMEs from several different areas of Europe or even beyond.

The CEEM project has developed and put into practice a tool that can be further implemented by Regions/Member States in order to collect also those data needed for the requested bi-annual reporting. The 3EMT tool in fact permit to gather statistical information related to eco-energy management in the companies and comprise information related to the production cycle and to the internal knowledge awareness about directive and rules. The questionnaires had been developed taking into consideration also the template of the EC in order to set up the right questions. The tool is organized in an easy way so to be adaptable for different institutional purposes, i.e. at regional level to understand the needs of the companies and use the information to plan actions and funding, at national level to gather comparable data.

Lessons learnt from the good practice and ideas for improvement / differentiation

- The tool has a clear and good structure including user interface, easy data collection. Expert consultancy is a real value. Key energy efficiency challenges and intervention points were defined country by country. The output and the benchmark report can be utilized as a state-of-the-art for further international projects.
- However, de minimis condition is a problem for enterprises in the CE region (the service itself has no fee, but comes under "de minimis rule").
- The tool content could be improved based on these observations:
- Users can't scroll forward or back on the pages if there is an unfilled mandatory question on the page. Slight changes in the navigation (go directly to a specific page) could improve the usability of the 3EMTool.
- Missing mobility questions: mobility should be also part of the questionnaire; fuel consumption could be very significant (e.g. in case of transport or logistics companies).
- NACE codes: sometimes they are not exact or difficult to find, most of the companies have more than one NACE Code.
- The questions are a little bit general, also because they have to assess a wide range of companies usually different from one another. Cluster dimension would help to provide more specific questions and reflect on the most important sector-specific issues in the future.
- Some sensitive questions are posed about politics, which could be eliminated or rephrased.

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GP 14 Business ideas contest

GP theme			3	4	5		7	8	9

Good practice profile

In-Business Growth partner contributing the good practice

University of Algarve – Division of Entrepreneurship and Technology Transfer

Starting date & Closing date (if applicable)

2004 – on going (developed every 3 years)

The University of Algarve, through CRIA, started the initiative in 2004, launching the 1st edition and supporting the first 12 projects. In the 2nd edition, in 2007, a cooperation was formalized with the CGD Bank (*Caixa Geral de Depositos*) towards a financial support for dissemination and grants for the main winner.

The initiative is launched every 3 years (2004, 2007, 2010, 2013, 2016), during the month of October/November, starting with a large regional campaign at a regional level, on all main innovation and knowledge centers (schools, universities, training centers, municipalities, and so on), and closing the applications (1st phase) in the end of February.

Sources of funding

Regional Funds / Own funds of the University / CGD Bank (grant for the winner)

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

New business ideas to be implemented in the Algarve region, focused on knowledge and innovation (students, entrepreneurs, businessmen and coverall citizens), directed to international markets (export), and potentially creator of qualified jobs at a regional level.

Field of application

All actions developed aim to promote knowledge based entrepreneurship as a way of introducing innovation and competitiveness in the regional market, promoting the creation on new qualified jobs. The initiative is directed to entrepreneurs, businessman and all citizens, joined or individually, who have a business idea and who are interested in transforming it to a new company, to be established in the Algarve region. Therefore, although the initiative is promoted by the University of Algarve, and very clearly directed to highly educated people, able to transfer and value knowledge and research results into the market through the creation of new products and new services, it is open to everyone who has a business idea, and can justify the existence of competences and experience to develop it, with economic and financial viability.

Problem the GP addresses

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- Severe economic crisis and high unemployment in the region
- Low levels of innovation (region with the lowest investment expression in R&D by companies, despite being the second region with the most significant growth in the period 2003-2009)
- The importance of entrepreneurship and innovation as catalysts of increased competitiveness of enterprises, qualified employment generation, and regional development
- This lack of innovation and competitiveness at a regional level, with a regional market excessively based on services directed to tourism, has created severe problems at a regional level, related with job creation and regional competitiveness, extremely dependent on tourism, and on a period from mid-June to mid-September.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

Regional innovation agency main functions	KIBS classification according to content of service			
	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)		+++	+++	+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+	+	++	+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive	+	++	+++	+

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capacity)				

Has the GP process followed any standard?

NO

Good practice results

What are the concrete results from the application of the GP?

Regional cooperation among stakeholders in the operationalization of the Business Ideas Contest

Initiative coordinated and developed by the University of Algarve, in cooperation with ANJE (National Association of Youth Entrepreneurs), NERA (Most representative Business Association of the Algarve), AMAL (Association of regional municipalities of the Algarve), 16 municipalities od the Algarve (individually), CGD Bank, CCDR Algarve (Regional Coordination Agency), Regional Media, University Radio, and others;

- New innovation and knowledge based companies created in the region since 2004
- 81 new companies created, based in the Algarve;
- 74% survival rate off companies created from these processes;
- Business Volume of these companies in 2014 is around 9 Million Euros;
- Around 66% of this business volume represents international sales, proving the international scope of this new ventures;
- Creation of a Regional Innovation System
- New regional incubators (including a university incubator);
- Network of innovative companies
- Regional increase of competitiveness and capacity for knowledge absorption;
- Increasing events of entrepreneurship and innovation, capitalizing from good practices

How many beneficiaries have profited from this GP?

Since it was launched, more than 700 entrepreneurs/researchers, participated directly in this initiative and profited from the training and coaching of experienced consultants and business man.

Have the target groups given feedback on the approach?

The target groups are actively involved in all the entrepreneurial process, which means that any suggestion or criticism is given at real time. Moreover, there is a global satisfaction survey at the end of the workshops and training sessions, which is the appropriate time for any feedback.

Good practice insights

Is it possible to improve the GP? What could change?

The goal of the organization was always to develop and implement a light structure of implementation that responds to the actual needs and constraints of the regional entrepreneurs. Therefore, from one

edition to other, there are always some level of adaptation and optimization, following the learning from last edition, in order to continuously improve the GP.

What could be change and improved constantly:

- Promotion actions, increasingly directed to potential entrepreneurs;
- Selection methodology;
- Optimization of training actions;
- Follow up support to selected entrepreneurs;

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

The CGD Bank and the Regional Coordination Commission (Regional Government) are involved since the beginning, contributing whenever possible in the promotion actions at a local and regional level, and participating actively in the selection committee of the projects and of the entrepreneurs. Additionally, members of CGD bank participate in the training sessions directed to the selected entrepreneurs, passing along experience and competences (particularly in the financial area and funding opportunities), and intermediating with other experienced businessmen. Moreover, this regional partner's act as coachers to the new entrepreneurs, promoting a regional network directed to improve competitiveness and trade.

Does this GP imply an impact on the business/academic/society? In what way?

The impact on the active citizens, entrepreneurs, businessman and young people are clearly demonstrated, given the broad development of knowledge based entrepreneurship sessions in all the region (colleges, schools, regional entities) and the development of new and innovative businesses directed to international markets. Also, the overall dissemination of entrepreneurship and good practices all over the region, has consolidated the regional innovation system and all its actors, resulting in a more efficient cooperation among all stakeholders in further initiatives, sharing resources and outputs.

What do you feel are critical aspects of this good practice?

An initiative specifically developed and oriented towards the creation of new innovative and knowledge based businesses, and a joint effort among regional stakeholders towards a result.

Are there innovative aspects in this GP, and if so, which ones?

The innovative aspects of this GP are:

- Regional initiative directed to the identification an support of new and innovative knowledge based business ideas, with an adapted and consolidated methodology;
- Systematically operating since 2004, allowing for the capitalization of good practices and for the recognition of regional stakeholders (companies, entrepreneurs, researchers, public entities)
- Collaboration of regional stakeholders at a regional level;
- Customization of the training sessions according to the needs of the participants

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Description of the good practice implementation

Organization of the implementation, steps

The practice involves the participation of a large number of regional entities working in the scope of innovation and entrepreneurship, namely:

- University of Algarve;
- NERA (Algarve Business Association);
- ANJE (National Youth Business Association);
- CCDR (Regional Authority);
- All 16 municipalities of the Algarve regional, and the Association of Municipalities of the Algarve (AMAL);
- CGD Bank;

The implementation of the GP is done in the following way:

1 Action Planning

- Promotion strategy (mailing list, press releases, social media, pwp templates, rollups);
- Decentralized sessions in all municipalities of the Algarve, directed to the promotion of entrepreneurship and launching of the Business Ideas Contest (BIC).
- Decentralized sessions in all the faculties, professional schools, employment center agencies, business associations, incubators, and other relevant entities of the Algarve innovation system, directed to the promotion of entrepreneurship and launching of the Business Ideas Contest.

2 Launching of the BIC

- Phase 1 – Summary proposal (short description of the idea, presentation of the team, and main potential market)
- Broad selection of 1st phase projects by a jury composed by the organization entities and other regional stakeholders;

Phase 2 – Training sessions for the broad selected projects in phase 1

- Seminars and training sessions on entrepreneurship and management
- Further development of the business ideas (pre-business plan) with support by a consultant
- Presentation of the business idea (pre-business plan) to a jury, composed by regional stakeholders, entrepreneurs and businessmen;

Phase 3 – Final selection

- Delivery of final projects
- Selection of final 15 winners
- Presentation of final awards, namely:
- X hours of specialized business consultancy by professionals (business plan and funding opportunities);

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- X hours of business Coaching;
- 1 year free incubation;
- 6 months' free tax consultancy;
- Image and stationary;
- 1year free membership from regional business associations;
- Regional and national media coverage;
- Financial grant for validation of technology

WHAT MAKES THE GP WORK?

- no pressure for the contest, allow technology to develop
- the contest is disseminated door to door, in as simple and accessible way as possible
- pre-selection of ideas during stage 1, about 50% of contestants
- pre-selected ones start working on the business plan; 3 weeks of training on the business plan are offered, but there is general acceptance that more training might be needed
- pre-selected present their business idea during the stage 3 selection, the presentation is oral, 10 minutes, videoed.
- the jury consists of all types of stakeholders; the selection is done through groups of 5 stakeholders per idea: the presentations, discussion and selection sessions take place in parallel; some 10% are finally selected. The winners get small grants to set up their businesses, not in cash but in goods and services.
- to date, the ideas that seem to work most are those that are closest to the market
- 2nd timers are encouraged.

How each step is concretely applied

The dissemination actions are developed in cooperation with regional and national partners, valuing the experience, mission and network of each one, in order to assure maximum coverage.

Regarding the selection and training phases, the implementation is developed in accordance with a specific methodology developed by the organization, based on common sessions among all participants, allowing for the optimization of resources and the creation of networks among all entrepreneurs. At a second phase, after selection, the support is personalized in accordance with the necessity of each project and each team.

Staff involved in the GP implementation

The initiative involves the participation of around 10 members of the University of Algarve, who is the

entity responsible for the definition of the methodology and the implementation of the GP. This staff members are responsible for the dissemination of the initiative and operationalization of all the actions necessary for the organization of the Business Ideas Contest.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

This initiative will be a good practice to transfer, namely because:

- Capacity of addressing common problems in peripheral regions with overspecialization, and with innovation and knowledge transfer gaps;
- Easy to implement, given the low level of financial mechanisms necessary. In fact, that all is absolutely necessary is the capacity to intermediate all regional stakeholders towards a common goal;
- Action methodology very "user-friendly", allowing for the acceptance and participation of regional entrepreneurs;
- Capacity to adapt the methodology in accordance with each regional specialization strategy;
- Contribution of the outcomes of the initiatives towards short-term and mid-term goals of the region, contributing to regional development, regional competitiveness and creation of qualified jobs;

Lessons learnt from the good practice and ideas for improvement / differentiation

Based on the experience gained since the implementation of the initiative in 2004, several concepts for improvement have been identified and implemented, namely:

- Relevance of a strong and "door to door" communication. It is not enough to disseminate broadly in the media. It is absolutely necessary to address each public directly, in close and personal sessions (in each school, in each class, in each faculty session…);
- Phase 1 should be very easy to address, with very low requirements, allowing for the participation of a great number of entrepreneurs, allowing for a big "pool of selection";
- Integration of relevant stakeholders in the initiative (jury, dissemination, consulting….), in order for them to "get engaged";
- Training sessions should be common, allowing for common learning but more importantly, to facilitate and promote interaction among entrepreneurs;
- Awards should be "operational tools" instead of "just" money, supporting the effective creation of the new company, which is the overall goal of the initiative;
- The skills (formal and informal) and experience of the entrepreneurs are as (or more) important as the idea.
- Personal consultancy and coaching after selection makes all the difference. It's important to continue supporting the entrepreneur in the first year or two, since that's when most mistakes will be made, and an external support of experience consultancies can make a difference.

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GP 15 Focus Groups and Innovation Communities

GP theme	1				5	6	7	8	9

Good practice profile

In-Business Growth partner contributing the good practice

University of Algarve – Division of Entrepreneurship and Technology Transfer

Starting date & Closing date (if applicable)

2013 – on going

The University of Algarve, through CRIA, started their activity in 2004, working on the areas of Intellectual Property, Entrepreneurship support and Knowledge Transfer.

Although the priority was given to Entrepreneurship and IP, since 2007, and supported by the regional innovation strategy and the European framework of financial mechanisms directed to applied research and development, a more specific focus was given to Knowledge Transfer, developing Science to Business activities.

The implementation of Focus Groups and Innovation Communities emerge as a necessity to work the regional innovation system at a mid/long term level.

Sources of funding

Regional funds

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

Researchers, businessman, entrepreneurs, policy makers, technology transfer officers (TTO's);

It's focused on the RIS3 strategy defined by the region, filling the gap between knowledge creation and innovation by companies, preparing the regional innovation system in the long run

Field of application

All actions developed aim to promote a higher cooperation triple helix agents at a regional level (University, Companies, Public Bodies), as a way of strengthening the regional innovation system and identifying mid and long term constraints and opportunities for fostering knowledge transfer and innovation.

The initiative is directed, jointly, to researchers, businessman and policymakers, intending to foster a broad discussion on market and knowledge constraints and opportunities in a 5 to 10 years' period. The goal is to help defining mid and long term innovation strategies, able to be implemented by academia and by SME's, and allowing policymakers to review and/or adapt the existing support mechanisms (financial and non-financial) towards the implementation of these innovation strategies.

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Problem the GP addresses

The lack of innovation and competitiveness at a regional level, with a regional market highly peripheral or overspecialized in one sector can created severe problems. Therefore, this GP developed by the University of Algarve, aims to address the following problems:

- Severe economic crisis and high qualified unemployment
- Low levels of applied R&D and innovation by companies
- Impact on general characteristics of regional companies, namely low international competitiveness and weak capacity of new knowledge integration in the generation of new products and services (critical mass);
- Cooperation gap among University and Industry;
- Lack of common innovation strategies, not recognized by all stakeholders

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
Regional innovation agency main functions	(i) renewal services that are directly related to innovation such as R&D and strategic management consulting	(ii) routine services, such as accounting and taxation that help improve the maintenance and management of different business' subsystems	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory issues	iv) network services, such as production networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	+++	+	++	+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	++	++	+++
(3) catching up (through the creation of	+++	+++	++	+++

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knowledge-based capabilities and upgrading of absorptive capacity)				

Has the GP process followed any standard?

NO

Good practice results

What are the concrete results from the application of the GP?

- Regional Networks among Science and Industry
- Joint organization of relevant initiatives among regional stakeholders
- Joint dissemination of innovation events
- Formal regional innovation network (incubation, entrepreneurship support, internationalization support, R&D)
- Number of companies with R&D investment in the region
- Increase of R&D projects
- Increase of cooperation projects among University and Industry
- New startups and spinoffs resulting from the identification of market opportunities
- Increased number of patents, both university or company based
- Increased number of licensing agreements
- Recognition of a Regional Innovation System
- Network of innovative companies
- Regional increase of competitiveness and capacity for knowledge absorption;

How many beneficiaries have profited from this GP?

Since this initiative started, a significate increase of innovation projects was registered, resulting in more projects and ideas submitted to regional programs, particularly on R&D cooperation's between University and SME's, and in knowledge requests from industry.

This means that resulting from the discussion of common innovation strategies among triple helix stakeholders, new ideas and opportunities where developed, resulting in the development of new R&D projects, in the sharing of resources, ideas and networks, in the development of new products and services, and in the creation of new knowledge based companies.

Also, given the discussion of potential constraints with regional policymakers, corrections and adaptations where made in policy instruments, allowing for new applicants and for new areas of development.

Have the target groups given feedback on the approach?

The target groups are actively involved in all the process, which means that any suggestion or criticism is

given at real time, to all participants. Also, a final survey is passed along all participants in order to identify corrections and new ideas.

Good practice insights

Is it possible to improve the GP? What could change?

The six (6) focus groups are organized to reflect the 6 RIS3 areas. Each one of the focus groups discusses the opportunities, potential, future development priorities and needs of the respective RIS3 industries. This process has given rise to 24 innovation communities

The goal has always been to develop and implement a light structure of regional players, representative of Academia (science), Companies (Industry) and Public Bodies (Policy Makers), able to discuss actual knowledge and market opportunities and constraints, towards a more regional competitiveness in the mid and long term.

Therefore, regarding the operationalization of these actions, and given the different timings and availability of each part, the idea is to organize Focus Groups and Innovation Communities on a semester of annual base, allowing for an efficient discussion.

What could be change and improved constantly:

- Proposing a multi-annual calendar for the meetings, allowing for the preparation of all entities present, and showing that it's not a "one time event";
- Permanent formal and informal contacts with all stakeholders;
- Definition of a regional facilitator (or more than one, specific for each area of expertise), responsible for the "moderation" off all sessions;

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

CRIA is the technology transfer division of the University of Algarve. Therefore, this methodology was created to engage industry and research towards technology transfer, in cooperation with the regional coordination agency (CCDR Algarve), which main goal was to increase the number of projects submitted to R&D calls.

The services provide have been quite successful, given the growing number of new projects coming out of these sessions, resulting in new applications for regional, national and international programs.

Facing the future, an important step should be taken towards the sustainability of this initiative, allowing for the formal recognition among all triple helix stakeholders of the relevance of these focus groups and innovation communities as a platform for discussing constraints and identifying opportunities, contributing to a more individual and global competitiveness.

Does this GP imply an impact on the business/academic/society? In what way?

CRIA is the technology transfer division of the University of Algarve. Therefore, this methodology was created to engage industry and research towards technology transfer, in cooperation with the regional

coordination agency (CCDR Algarve), which main goal was to increase the number of projects submitted to R&D calls.

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Facing the future, an important step should be taken towards the sustainability of this initiative, allowing for the formal recognition among all triple helix stakeholders of the relevance of these focus groups and innovation communities as a platform for discussing constraints and identifying opportunities, contributing to a more individual and global competitiveness.

What do you feel are critical aspects of this good practice?

The impact on the active business and academic community is clear and very significant, reflecting a strong economic impact in the region. This joint ventures among industry and university, resulting in applied R&D and licensing agreements for knowledge transfer, outcome in the development of new high value products and new high value services (as well as in the creation of new start-ups and spinoffs) directed to international markets.

Also, regarding policymaker's point of view, the initiative has clearly been a Good Practice, since it allowed for a significant improvement in the program execution, namely trough the participation of new companies on R&D calls in the regional program (more than double regarding the last framework).

This outputs allow for the consolidation of a regional innovation system and all its actors, resulting in a more efficient cooperation among all stakeholders in further initiatives, sharing resources and outputs, and more regional competitiveness.

An initiative specifically developed and oriented towards regional competitiveness, identifying opportunities and eliminating barriers for development.

The common discussion of a regional innovation strategy, according with each regional RIS3 strategy, among all regional stakeholders, contributes clearly to a more competitive region. In the case of this GP, a critical aspect is considered to be the common participation of science, industry and policymakers, allowing for the common discussion off all 3 perspectives, presenting each part potential and constraints.

Are there innovative aspects in this GP, and if so, which ones?

The innovative aspects of this GP are:

- Regional initiative directed to a mid and long term innovation and competitiveness strategy;
- Discussion among regional stakeholders;
- Identification of specific needs and constraints of each stakeholder, allowing for a more fruitful discussion;
- Identification of regional opportunities and constraints;
- Suggestions of policy changes towards a more effective growth;
- Collaboration of regional stakeholders at a regional level;

Description of the good practice implementation

Organization of the implementation, steps

The implementation of the GP is done in the following way:

1 Focus Group (FG)

- Identification of the session dynamic;
- Identification of the session moderator;
- Selection of relevant stakeholders and triple helix representatives, distributed by sectors, according with each region RIS3 strategy;
- Clear presentation of the initiative goals and proposed outputs
- Creation of a Common database with all the proposals and ideas resulting from the Focus Group, mapping which entities can be included in each proposal;

2 Innovation Communities

- Identification of innovation communities (IC) to be developed, according with RIS3 strategy (for example: agrofood, sea, tourism….)
- Identification of each IC moderator;
- Identification of the session dynamic and goals;
- Identification of ideas to be discussed and developed, according with the outputs of the FG
- Selection of relevant entities and individuals to participate in each selected session (agrofood, sea…), according with each region RIS3 strategy;
- Mapping of all proposals resulting from each IC, as well as the participating entities;
- Creation of a Common database of all proposals, by each sector;
- Analysis of policy instruments and mechanisms (at a regional, national or international level), able to support the implementation of each proposal, according with each sector and list of partners.

How each step is concretely applied

The Focus Group is implemented in cooperation with regional government, in order to maximize the interest of all participants, given the formal invitation.

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The organization of the FG is coordinated by the technology Transfer Office of the University, creating a "meeting guide", available for all participants, and steering the meeting according with the proposed goals, allowing for a free discussion among all participants. The coordinating entity will also be responsible for gathering all the proposals and ideas coming out of the session, and maintaining the flow of information with all participants after the session, allowing for all to have access and validate (or give feedback) to the final report.

After the FG, according with the proposed strategic lines mapped and with the approved RIS3, Innovation Communities (IC's) are organized in order to discuss and further develop the operationalization of specific projects.

These IC's are organized according with specific themes and ideas resulting from the FG, being that all participants are invited according with their specific knowledge, experience and competences.

After the gathering of all IC outputs, the entity coordinating the initiative should develop an analysis of all policy instruments and mechanisms (at a regional, national or international level), able to support the implementation of each proposal, according with each sector, gathering all relevant partners for the success of the project.

Staff involved in the GP implementation

The initiative involves the participation of around 3 members of the University of Algarve, who is the entity responsible for the definition of the methodology and the implementation of the GP. This staff members are responsible for the coordination among all participants, for the steering of the sessions, for gathering all the outputs, and for developing the efforts towards the implementation of each final project/proposal.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

This initiative will be a good practice to transfer, namely because:

- Capacity of addressing common problems;
- Capacity to promote a more effective cooperation among stakeholders towards regional development;
- Easy to implement, given the low level of financial mechanisms necessary;
- Capacity to adapt the methodology in accordance with each regional specialization strategy, and accordance with the innovation absorption capability of each company;
- Contribution of the outcomes of the initiatives towards short-term and mid-term goals of the

region, contributing to the development of applied research, technology transfer, regional development, regional competitiveness and creation of qualified jobs;

Lessons learnt from the good practice and ideas for improvement / differentiation

Based on the experience gained since the implementation of the initiative in 2007, several concepts for improvement have been identified and implemented, namely:

- Relevance of a strong personal network. It is absolutely necessary to address each stakeholder directly, in order to explain the proposed goal;
- It is relevant to identify specific moderators for each area;
- Integration of relevant stakeholders in the initiative, both at a FG level, and also at an operational level (IC);
- Creation and updating of the database;
- Clear Long term strategy. This will not work unless all stakeholders are completely aware that this is a permanent and ongoing initiative.

GP 16 Science to business

GP theme	1	2	3		5	6		8	9

Good practice profile

In-Business Growth partner contributing the good practice

University of Algarve – Division of Entrepreneurship and Technology Transfer

Starting date & Closing date (if applicable)

2007 – on going

The University of Algarve, through CRIA, started their activity in 2004, working on the areas of Intellectual Property, Entrepreneurship support and Knowledge Transfer.

Although the priority was given to Entrepreneurship and IP, since 2007, and supported by the regional innovation strategy and the European framework of financial mechanisms directed to applied research and development, a more specific focus was given to Knowledge Transfer, developing Science to Business activities.

Sources of funding

Own funds

Framed on European Projects whenever possible (MED Program, Atlantic Area, POCTEP)

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

Researchers and professors of the University, and to new and existing companies in the region, open and

willing to invest on knowledge and innovation as a path to competitiveness and internationalization and creation of qualified jobs;

It's focused on the Strategic Areas of knowledge defined by the University, and by the RIS3 strategy defined by the region, filling the gap between knowledge creation and innovation by companies.

Field of application

All actions developed aim to promote knowledge transfer as a way of introducing innovation and competitiveness in the regional market, and value the competences existing inside the research centers of the Universities, filling the gap between science and SME's. It is also a mechanism to promote the creation of new qualified jobs (MsC's, PhD's) inside SME's, and thus increase of capacity of innovation absorption of R&D by local and regional SME's. The initiative is directed to researchers and businessman, through the identification of industry needs and science and knowledge opportunities

Therefore, the initiative is very clearly directed to transfer of knowledge and research results to the companies, as a mechanism for the conception and commercialization and new products and new services, increasing the competitiveness of SME's and economically valuing the knowledge created in the Universities through licensing.

Problem the GP addresses

The lack of innovation and competitiveness at a regional level, with a regional market highly peripheral or overspecialized in one sector can created severe problems. Therefore, this GP developed by the University of Algarve, aims to address the following problems:

- Severe economic crisis and high qualified unemployment
- Low levels of innovation (region with the lowest investment expression in R&D by companies, despite being the second region with the most significant growth in the period 2003-2009)
- Impact on general characteristics of regional companies, namely low international competitiveness and weak capacity of new knowledge integration in the generation of new products and services (critical mass);
- Some regions, like the Algarve, have only one R&D agent in the territory, with a set of skills in reference sectors, which can be valued;
- Requirement of strategies for the complementary promotion and interaction between economic agents, valuing the huge range of endogenous resources;
- Taking advantage of the Europe 2020 framework as an opportunity for the regions;

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
	(i) renewal services that are directly	(ii) routine services, such as accounting and taxation that help	(iii) compliance services, such as legal services	iv) network services, such as production

Regional innovation agency main functions	related to innovation such as R&D and strategic management consulting	improve the maintenance and management of different business' subsystems	that help businesses deal with legal and regulatory issues	networks that facilitate knowledge exchange and resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	+++	++	+++	+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+++	+++	++	+++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)	+++	+++	++	+++

Has the GP process followed any standard?

NO

Good practice results

What are the concrete results from the application of the GP?

- Regional Networks among Science and Industry

Although the initiative is coordinated and developed by the University of Algarve, it assumes a strong cooperation with all the business associations ANJE (National Association of Youth Entrepreneurs), NERA (Most representative Business Association of the Algarve) as way of addressing the companies directly. Also, a strong connection with regional stakeholders is necessary, as a way of utilizing and adapting the innovation mechanism;

- Number of companies with R&D investment in the region

More than 127 U-E joint ventures (since 2005);

Around 30 Million euros in investment for the region (around 9 Million euros in R&D)

- Number of licensing agreements with companies and other IP agreements

71 Patents submitted (29 granted)

6 licensing agreements since 2009;

- Addresses the long-term activation of regional innovation system, functions in complementarity with the focus groups (medium term) and the business ideas contests (short term)
- Creation of a Regional Innovation System
- Network of innovative companies
- Regional increase of competitiveness and capacity for knowledge absorption

How many beneficiaries have profited from this GP?

Since it was launched, more than 200 companies have been surveyed and around 60 researchers where contacted towards individual meetings with companies. The regional innovation system

This means that according with the needs identified by industry, more than 200 Science to Business (S2B) meetings have been organized, resulting in a significant number of joint ventures based on knowledge and innovation transfer.

Have the target groups given feedback on the approach?

The target groups are actively involved in all the entrepreneurial process, which means that any suggestion or criticism is given at real time, both to the facilitator (technology transfer unit) as well as to the researchers. A good representation of success is the number of new joint ventures developed by the same entities, assuming the recognition of added value from the cooperation.

Good practice insights

Is it possible to improve the GP? What could change?

The goal has always been to develop and implement a light structure of implementation that responds to the actual needs and constraints of the companies. Also, and at the same time, this requires a permanent mapping of all R&D activities (through an updated database) developed in the University by all the different research centers and by each research group, as well as the equipment's and methodologies.

The matching of both these supply and demand of innovation and knowledge (and knowledge based research), is the success key towards the intermediation of both parties.

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Therefore, regarding the operationalization of these actions, and given the permanent changes in the Internacional markets and in the companies, themselves, there are always some level of adaptation and optimization, according with the sector and the capacity of each company and each research center, in order to continuously improve the GP.

What could be change and improved constantly:

- Permanent formal and informal surveys among industry and companies. This means not only formal surveys, but a permanent participation in regional and national events directed to companies, in order to further comprehend the needs and requirements of companies;
- Permanent formal and informal contacts with research centers, namely trough the participation and organization of regular events of science dissemination;
- Definition of internal specialists for each area, allowing for an optimization of resources and for a better connection and network among the interface agency and the agents (both companies and researchers);

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

CRIA is the technology transfer division of the University of Algarve. Therefore, this methodology was created to engage industry and research towards technology transfer.

The services provided have been quite successful, given the growing number (and rate) of new joint ventures, as well as the approval rate of this projects under regional, national and international programs.

Facing the future, an important step should be taken towards the sustainability of this system, meaning that trough ICT tools, companies and science should be in permanent intermediation of their supply and demand for innovation. It's important to highlight that there are a great number of platforms such as this. However, most do not work without the intermediation/intervention of a facilitator such as a technology transfer officer (TTO). In order for this to work independently from the TTO, the regional innovation system need to be extremely dynamic and self-sustaining.

Does this GP imply an impact on the business/academic/society? In what way?

The impact on the active business and academic community is clear and very significant, reflecting a strong economic impact in the region. This joint ventures among industry and university, resulting in applied R&D and licensing agreements for knowledge transfer, outcome in the development of new high value products and new high value services (as well as in the creation of new start-ups and spinoffs) directed to international markets. Also, the overall dissemination of good practices all over the region, allows for the consolidation of a regional innovation system and all its actors, resulting in a more efficient cooperation among all stakeholders in further initiatives, sharing resources and outputs, and more

regional competitiveness.

What do you feel are critical aspects of this good practice?

An initiative specifically developed and oriented towards knowledge transfer, promoting the development of applied research and the transferring of knowledge results to the companies, promoting innovation and contributing for the creation of new products and services, to new innovative and knowledge based businesses, and more competitive region, both at an economic and scientific level.

Are there innovative aspects in this GP, and if so, which ones?

The innovative aspects of this GP are:

- Regional initiative directed to the promotion of knowledge and science based joint ventures among industry and university;
- Identification of real knowledge and science needs from industry at a regional level;
- Identification of scientific results and knowledge with economic value, able to be transferred to the market;
- Identification of science equipment's and research methodologies able to used and/or transferred for the market;
- Organization of specific Science to Business events and meetings, according with the requirements of each part;
- Collaboration of regional stakeholders at a regional level;

Description of the good practice implementation

Organization of the implementation, steps

The practice involves the participation of regional partners working in the scope of research and innovation, namely:

- University of Algarve;
- NERA (Algarve Business Association);
- CCDR (Regional Authority);

The implementation of the GP is done in the following way:

1 Industry Surveys

- Identification of the survey template;
- Selection of a pool of companies (primarily those with innovation potential and R&D experience and then open to all) to be surveyed, distributed by sectors, according with each region RIS3 strategy;
- Creation of a Common database of science needs;

2 Research surveys

- Identification of the survey template;
- Identification of all research groups, research center, and researcher in the institution;
- Mapping of all research output from the University or research Centre, as well as the experience of the team, the methodologies used, and the equipment available;
- Creation of a Common database of science and knowledge outputs;

3 Science to Business Meetings

- Matching of both databases, identifying common areas of supply and demand;
- Individual preparatory meetings among the TTO and industry representative;
- Individual preparatory meetings among the TTO and science representative;
- Joint meeting among the TTO, the industry representative and the science representative;
- Preparation of a meeting report. This "draft project" should be used for formalizing the interest of both parts, but also as a document for the TTO to develop al the "due diligences" regarding Intellectual Property Rights (IPR's), or towards the identification of financial mechanisms towards applied research joint ventures;
- Formalization of knowledge transfer mechanisms (licensing agreement).

How each step is concretely applied

The industry surveys are implemented in cooperation with regional and national partners, assuming both a direct approach to companies but also the intermediation of business associations as an institutional facilitator.

The science surveys are developed by the TTO's of each entity, requiring permanent scouting actions in all the research centers and a close proximity/cooperation with the rectory and research councils.

As for the science to business meetings, are developed among both parties (science and business), but accompanied by a TTO, who should "steer" the meeting towards specific outputs, namely knowledge transfer, whether consolidated through licensing agreements or through the operationalization of applied research projects. It should also be the responsibility of the TTO, to identify and developed all the necessary efforts to gather all the resources and mechanisms necessary for the implementation of the project.

Staff involved in the GP implementation

The initiative involves the participation of around 5 members of the University of Algarve, who is the

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entity responsible for the definition of the methodology and the implementation of the GP. This staff members are responsible for the definition/adaptation of the surveys, and for the permanent "scouting" of knowledge and technologies among the research centers, as well as for the matching and operationalization of the S2B meetings.

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

This initiative will be a good practice to transfer, namely because:

- Capacity of addressing common problems in peripheral regions with innovation and knowledge transfer gaps;
- Easy to implement, given the low level of financial mechanisms necessary;
- Action methodology very "user-friendly", requiring a close proximity to industry and research agents;
- Capacity to adapt the methodology in accordance with each regional specialization strategy, and accordance with the innovation absorption capability of each company;
- Contribution of the outcomes of the initiatives towards short-term and mid-term goals of the region, contributing to the development of applied research, technology transfer, regional development, regional competitiveness and creation of qualified jobs;

Lessons learnt from the good practice and ideas for improvement / differentiation

Based on the experience gained since the implementation of the initiative in 2007, several concepts for improvement have been identified and implemented, namely:

- Relevance of a strong personal network. It is not enough to disseminate broadly the initiatives and to gather information through other partners (for example business associations). It is absolutely necessary to address each company and each researcher directly, in order to create personal bonds;
- It is relevant to identify specific persons to each area, allowing for the creation or a more efficient network with both companies and researchers;
- Integration of relevant stakeholders in the initiative (business associations, business angels, venture capitalists, banks, regional and national government [definition of innovation policies])";
- Creation and updating of a knowledge supply and demand database;
- Whenever implementing joint ventures, it's important to be aware of the timings and real potential of each partner, as well as the Technology Readiness Level (TRL) of each technology;
- Whenever closing licensing agreements, understand the scope. Sometimes a strong or uncompromising position regarding the other side can compromise or disable future cooperation's;

GP 17 centrope_tt innovation voucher									
GP theme	**1**		**3**		**5**				**9**

Good practice profile

In-Business Growth partner contributing the good practice

Pannon Business Network (PBN), Hungary

Starting date & Closing date (if applicable)

Starting date: July 2010

Ending date: Apr 2011

Sources of funding

ERDF – 100% funding, no-cofinancing needed.

Target group, and if addressed to businesses, what type of businesses? Is it focused on specific sectors and / or industries?

The transnational voucher system supports the SMEs to get service from universities and R&D institutes abroad.

All industries and sectors could participate in the system (no industrial constraint).

Field of application

The GP aims the transition from national voucher system to transnational voucher system.

The transnational voucher system supports the SMEs to get service from universities and R&D institutes abroad, thus providing financial support for 50 transnational science-to-business cooperation.

Priority was given to technology oriented projects, while all supported activities had to demonstrate innovative and scientific approach.

Problem the GP addresses

Limited interregional cooperation between SMEs and R&D institutions in Central Europe.

GP's most important contribution to 1) the regional innovation agency function & 2) KIBS (mark with+, ++, +++) in relation to the region

	KIBS classification according to content of service			
	(i) renewal services that are directly related to innovation such as R&D	(ii) routine services, such as accounting and taxation that help improve the maintenance and	(iii) compliance services, such as legal services that help businesses deal with legal and regulatory	iv) network services, such as production networks that facilitate knowledge exchange and
Regional innovation				

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agency main functions	and strategic management consulting	management of different business' subsystems	issues	resource distribution.
(1) build on current advantages (which however relate always to science push or technology, or a mix of both)	+++	+	+	+++
(2) to support socio – economic transformation (redical diversification, reconversion, new specializations)	+	+	+	++
(3) catching up (through the creation of knowledge-based capabilities and upgrading of absorptive capacity)	+++	+	+	+++

Has the GP process followed any standard?

No.

Good practice results

What are the concrete results from the application of the GP?

34 concrete transnational cooperation between SMEs and R&D institutions

How many beneficiaries have profited from this GP?

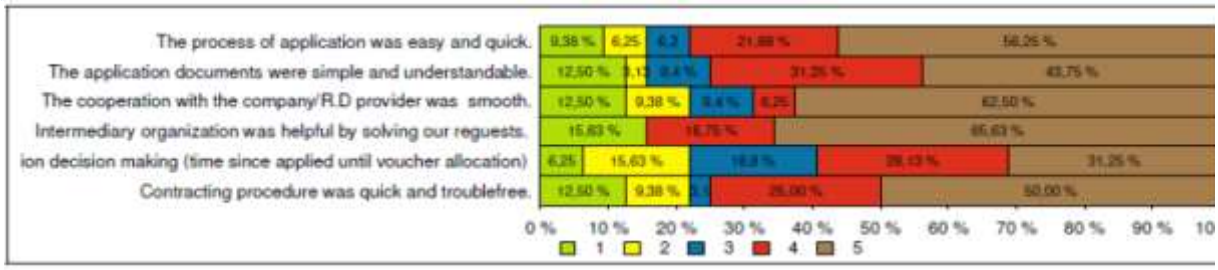
58: 34 SMEs + 24 R&D Service Providers

Have the target groups given feedback on the approach?

The applicants were kindly asked to fill an easy and transparent online questionnaire.

34 out of 43 invited applicants filled the questionnaire and shared his/her point of view about the voucher system and about the quality of cooperation.

Regarding the process they rated as follows (1 =disagree, 5 = totally agree).



Good practice insights

Is it possible to improve the GP? What could change?

Based on the experiences of the centrope_tt contact points and the feedbacks of the participating applicants the new version of the centrope_tt voucher should follow the following principles:

- better marketing (more active marketing activity, social media, B2B events for matchmaking)
- less administration (less and shorter documentation, electronic application system)
- quick and smart system (shorter lifetime of one application-realization process)
- different types of vouchers (small and larger amounts)

How was the innovation agency involved in the GP? How would you rate the services provides? What would you change in the future?

All business intermediaries were actively involved both as regional contact points and as members of the Project Approval Committee.

Does this GP imply an impact on the business/academic/society? In what way?

It was a bottom up initiative emerged by business support organization.

It supported the business and cluster internationalization, need for innovation partnerships outside the region.

What do you feel are critical aspects of this good practice?

- There is geographical imbalance among the regions and the R&D institutions from less developed regions could attract less attention for SMEs.
- Public procurement rule application was very challenging with the proposals.
- Language skills of the applicants were a big barrier during the effective cooperation.

Are there innovative aspects in this GP, and if so, which ones?

- Effective Project Approval Committee, democratic decision-making.
- Transition from national voucher system to transnational voucher system.

Description of the good practice implementation

Organization of the implementation, steps

- Elaboration of the legal and organizational frames of the centrope_tt innovation voucher

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- Publishing the centrope_tt voucher call and organizing promotional work
- Assistance in the elaboration of the voucher applications
- Participation on the monthly meetings of the ***Project Approval Committee (PAC)*** meetings
- Decision on the submitted applications
- Assistance in finding the suitable R&D providers
- Technical assistance in the realization of the voucher projects
- Financing of the realized vouchers
- Evaluation of the centrope_tt voucher system

How each step is concretely applied

Tasks of the Project Approval Committee (PAC)

- Task 1: monthly meeting (PAC meeting), where the intermediary partners presented the submitted applications
- Task 2: decision on the submitted applications by simple majority (approved/not approved voting)
- Task 3: monitoring of the realization of the pilot projects
- Task 4: assistance in searching for suitable R&D providers
- Task 5: monitoring the financing phase

Staff involved in the GP implementation

7 business support organizations from 4 Central Europe countries

Conclusions and transferability

Would you feel the good practice is transferable? Is it possible to transfer the GP and feasible?

The system itself is transferable. However, the feasibility depends on the committed business support intermediaries and the available financial sources for the implementation.

Lessons learnt from the good practice and ideas for improvement / differentiation

The most important improvement would be the possibility to have different levels of vouchers: smaller amounts of 5.000 EUR and higher around 20.000 EUR/cooperation.

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II.VI. Conclusions and benchmarking suggestion

To achieve the objectives of Action 1, we reviewed, selected, described, discussed and analyzed among the partners 17 good practices (GP). Table 7 below summarizes the GP contributions, and is the base for drawing some of the key conclusions. To set up this table and interorse the findings, we distinguish the thematic contributions of each GP into primary and accompanying contributions, denoted respectively by red and yellow fonts indicated in the description of each one of the GPs.

Table 7. Focus of good practice contribution per good practice theme

Good practice themes	Good practice contribution
GP theme 1 Adaptation to the real needs of SMEs	GP: 1,2,3,4,5,6,7,8, 9,12,14,15,16,17 • Comprehensive entrepreneurship programs and institutions, supporting startups and young people entrepreneurship • Growth – oriented business development programs • Demand-based, i.e. assessment and adjustment to needs of SMEs in terms of concrete demand requirements • Alignment with national level initiatives
GP theme 2 Demand-led approaches (e.g. KET applications)	GP: 7,6,12, 13 • Concrete market demand as base for development actions • Global industry-based demand • Regulation (standard) and science – based demand as base for tailored development actions
GP theme 3 Easy access to the existing supports	GP: 2,3,7,9,13,14,17 • Accessibility to knowledge supports • Accessibility to funding and financial supports • Long term services, covering also small part of innovation management
GP theme 4 Promotion & Dissemination of the information	GP: 5,7,8, 13,14 • Comprehensive training and capacity building regarding funding and financial issues • Comprehensive training in environmental and energy matters as a part of overall industry improvement

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Table 7. Focus of good practice contribution per good practice theme

Good practice themes	Good practice contribution
GP theme 5 Technology transfer	GP: 8,9,10, 15, 16, 17 • Processes for technology transfer to businesses • Processes for reinforcing technology transfer in the region through industrial strengths reinforcement
GP theme 6 Commercialisation of innovation	GP: 9, 11,14,15,16 • National tools (e.g. platforms) supporting commercialization
GP theme 7 Follow up of the progress of SMEs	GP: 2, 3, 13, 15,16 • Demand led (e.g. environmental or energy performance) monitoring performance tools • Baseline services funded contiguously, and follow up actions included
GP theme 8 Establishment of constant mean of improvement	GP: 2,3,7, 12,13, 15,16, • Institutionally based tools to improve businesses performance • Iterative processes as way to lead to innovation agency changes and improvement
GP theme 9 Access to resources through networked development	GP: 4,9, 12, 14, 15,16, 17 • Set up of permanent knowledge transfer networks, to supplement large infrastructure research missing resources in regions; in the process, also establishment of tailored approaches and other tools to maximize benefits from the external networks. • Related variety results through inter-sectorial cooperation. • Permanent, regional, network-based initiatives to strengthen innovative businesses. Combination of information, consultation, training, and access to resources.

Table 7, beyond the contributions to the different GP themes, indicates also that:

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- Each GP contributes to more than one of the GP themes.
- Contributions to GP theme 1 Adaptation to the real needs of SMEs, are cross cutting. This is not surprising since understanding the real needs of SMEs is a precondition for any development action. Comparing further the various GPs, we realized that there was an evolution, from general understanding of the needs of SMES, towards demand-led adaptation (e.g. in response to environmental regulations) and technology transfer. It would be important to discuss further, the concrete tools for identifying the real needs of SMEs according to different demands.
- Provision of technology transfer services is condition sine qua non for innovation agencies. It implies, as many GPs demonstrate, interaction / cooperation with universities & research infrastructures. In case the required research institutions are not in the same location as the innovation agency, partners to seek the required services beyond their region. It would be very useful to discuss the form and content of cooperation; for example, in GP8 there is a joint program between the university and the innovation agency (Malaga Science Park in this case).
- In the innovation agency service provision, there is an evolution from comprehensive entrepreneurship services towards comprehensive innovation services (motivation, hosting, innovation, financing), as well as niche initiatives, e.g. technology transfer projects, environmental improvement, network-based research services, or innovation funding tools, e.g. respectively GPs 1,2,3,4, and 9, 10, 12,13,17.
- Certain GPs go beyond innovation service provision to SMEs, and they function as economy renewal agents, e.g. GP 14,15,16; to achieve this objective, GPs are staged (short run, medium run, long run) and are deeply and extensively embedded in the region, involving stakeholders in all stages. The innovation agency is in frequent and direct contact with SMEs. An interactive model is introduced whereby consultation and training to the entrepreneur –to-be are combined with contributions by the entrepreneur namely understand and describe better their market as a preparatory step of their business plan.
- Continuity, duration, and self-improvement of the innovation agencies are essential. From the contributed GPs it appears that innovation agencies have a practical, self-correcting approach rather than using more need to consider tools for this purpose, taking into account the present tendency to standardize innovation agency functions and services.
- The funding sources vary, to include private funds, national / regional funds, and EU funds.

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II.VII. Suggestion for the benchmarking exercise

We proposed the benchmarking exercise to include of two parts: 1) benchmarking of the GPs contributes in terms of the GP themes' key questions and possible improvement of the GPs description and the overall GP template, and 2) benchmarking of own regions' innovation agencies in terms of the GP themes' key questions and the GPs contributed; discussion as to which GPs would be most relevant to import in each region, and conclusions for key questions to discuss with the stakeholders regionally.

The proposed approach is summarized next:

Good practice benchmarking per partner	
PTA, PP1	Contributor, some clarifications during the discussion: Programme was initiated by the Bank of Santander; basically, training for young entrepreneurs, same at national level; it is cross cutting; biggest success; they are going to transfer this GP to another country; by 2018 they plan to start the same in the UK and DE; the main actor in the training is the Santander Bank
UA, PP2	Interested but hard to replicate; Because of the difference in critical mass between Andalucia and Algarve; For Portugal, it's an issue to invest too much in infrastructures.
KE, PP3	Interested in the content of the training.
BDA, PP4	The programme is interesting, but there are differences in the approach (banks very hard to replicate), training for entrepreneurs should be made like a national programme. The training material is of interest nevertheless.
Partners	**GP 2 PRO MALAGA**
PTA, PP1	Contributor
UA, PP2	Interested in benchmarking Pro Malaga with own programme; need to involve the stakeholders. The municipality of Faro have already a division of economic growth and tourism promotion. The GP will be explained / tested with the municipality.
KE, PP3	Interesting, needs scaling; to be discussed internally in KE and depending, with the stakeholders.
BDA, PP4	Government decentralisation is needed for the GP to be adopted and adapted. In a way, the form of Government is a barrier. It might be possible to transfer some parts of it; the approach is relevant, but the scale is too big.
Partners	**GP3 Support Centres for Entrepreneurship Development (CADEs)**
PTA, PP1	Contributor
UA, PP2	
KE, PP3	The methodology is of interest to us.

Good practice benchmarking per partner	
BDA, PP4	Very interesting. One of the most interesting issues, and many businesses could be reached. The GP the most probable to be adopted by BDA. More details will be needed.
Partners	**GP4 Business Development Model of the Technology Park of Andalucía**
PTA, PP1	Contributor
UA, PP2	Too big for us as well.
KE, PP3	Too big for us.
BDA, PP4	Like GP3, it is of interest. It might be difficult to attract private business co-financing. Big companies from their training centre. Public education and training is provided to all, on the job training or specialised training in the company. Big companies are usually FDI.
Partners	**GP 5 ARDAN – Regional Actions for the development of new activities**
PTA, PP1	Interested, but would like to know more, how it works.
UA, PP2	Very interesting GP. They already doing something like this with the unemployment programme but outside of the companies. That programme can be use as framework for building a similar programme as ARDAN.
KE, PP3	Interested, but would like to know more, how it works, especially to see if it could be transferable to other industries than those in focus in ARDAN.
BDA, PP4	Interesting, especially I view of the support from the European Funds. The priority in BG is more on improving the competitiveness of the economy more than creating new business. National Crafts Association, hand-made crafts, not industrialised businesses. Might be interesting but needs more information, for example, do they provide just training within the companies?
FR	*Contributor is Ardan France (association)/ Endogenous economic development of the territories and employment, kind contribution outside the project partnership.*
Partners	**GP 6 GROWTH FOR KAINUU PROJECT (KASVUA KAINUUSEEN)**
PTA, PP1	Interested in the internationalisation part.
UA, PP2	Interested in the Generation Shift part.
KE, PP3	Contributor: the effort is on designing development actions reflecting the demand of concrete markets, and then export to the said markets.
BDA, PP4	The approach is very interesting. In general, there seems to be missing this kind of support for SMEs. Maybe the Sofia Technology Park would be the best actor to consider adopting the GP. However, most manufacturing companies are rather big companies and FDI:s.
Partners	**GP 7 Project of Financial Education Edufinet**
PTA, PP1	Contributor, some additional comments during the discussion: This autumn will be online. Target groups: 1st objective: children and teenagers; 2nd objective: university students; 3rd objective citizens; 4th objective: entrepreneurs.
UA, PP2	Very interested in the EDUFINET.

Good practice benchmarking per partner	
KE, PP3	Very interested in the EDUFINET.
BDA, PP4	Very interesting GP. BDA is working on financial education; in BG there are already some kind of projects working on this. Some banks also supported the training. There are also national funds allocated to financial education. Financial education has been laid out in the national strategy of education of Bulgaria. Obligatory financial education from school-base is important but also promotion is very welcome.
Partners	**GP 8 Green Ray and Link by UMA-ATech**
PTA, PP1	Contributor
UA, PP2	Interesting but too demanding, maybe it could be adapted to the sea –activities; at strategic level the university should focus more on the sea industry; better facilities needed for the sea industry; probably too expensive.
KE, PP3	Good, but too expensive for us.
BDA, PP4	Very hard to replicate, both in scale and content. Technology Parks are most suitable to transfer this GP.
Partners	**GP 9 Alimenta2Talent – www.alimenta2talent.eu**
PTA, PP1	
UA, PP2	Very interesting to import; there is the business idea contest (GP 14) which is transversal to every area; the idea contest ends with the prizes (the prizes are services that support the creation of the companies after the contest); GP9 continues with the growth and the development of the idea during the contest.
KE, PP3	Very interesting to import; addresses knowledge-based economy and critical mass issues as well, like embedded FDI; industrial focus, suitable for Kainuu; services to support also product development.
BDA, PP4	There are initiatives in BG regarding bio-economy, especially focusing on cleantech. There is already a lot of promotion of this sector. Also, regarding agro-food, there are a lot of programmes. Since 2015, they have stared helping people that invest in rural economy, purpose is to improve the competitiveness of the farms. Measures include vegetable, cattle, honey industries. There is ongoing restructuring for farming. There is no focus on connecting research to business, but on capital investments, e.g. in tractors.
IT	Contributor is Fondazione Parco Tecnologico Padano – www.ptp.it / Business Acceleration, creation of new businesses, kind contribution outside the project partnership.
Partners	**GP 10 Regional Agency for entrepreneurship and innovation / High technology business incubator**
PTA, PP1	
UA, PP2	
KE, PP3	Interested if case studies explain barriers and achievements, because maybe we are sharing some common barriers but need to understand better.
BDA, PP4	Contributor

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Good practice benchmarking per partner	
Partners	**GP 11 National Science to business platform - GP is still evolving, not to be benchmarked yet**
PTA, PP1	Interesting in having information on the evolution of the tool.
UA, PP2	
KE, PP3	
BDA, PP4	Contributor
Partners	**GP 12 Large research infrastructure services for SMEs**
PTA, PP1	Potentially interesting for the University of Malaga, would like to know more.
UA, PP2	Interested to transfer
KE, PP3	Contributor: The project addresses two issues, 1) that manufacturing SMEs integrate material research as part of their competitiveness improvement plans, & 2) to ensure access of SMEs located in less advanced regions, to large research infrastructures, permanently, i.e. after the project ends, and that these research infrastructures are not necessarily localised in the regions; 3) the "secret" of the good practice is the interaction between industrial research centres and innovation agencies, facilitating respectively, the interaction between research infrastructures and SMEs.
BDA, PP4	The good practice is relevant to the BG economy, possibly some eligible Interreg programmes could be explored for that purpose.
Partners	**GP 13 Eco-point service**
PTA, PP1	Potentially interesting of the PTA to include in the set of services offered to the companies, would like to know more to see if the transfer could be strategic.
UA, PP2	
KE, PP3	Interesting for transfer, such services are needed anyhow.
BDA, PP4	There are some questions, but interesting anyhow. These actions are covered in BG by a state agency.
HU	*Contributor is PTA/ NORRIA North Hungarian Regional Innovation Agency Non-profit Corporation, kind contribution outside the project partnership*
Partners	**GP 14 Business ideas contest**
PTA, PP1	Potentially interesting for the PTA and the University of Malaga, would like to know more and discuss the possibility to transfer.
UA, PP2	Contributor
KE, PP3	Very interesting for transfer and might integrate also larger areas
BDA, PP4	Very interesting, interested to transfer, not necessarily easy; the Polytechnic might be more suitable.
Partners	**GP 15 Focus Groups and Innovation Communities**
PTA, PP1	Potentially interesting for the PTA and the University of Malaga, would like to know more and discuss the possibility to share practice.

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Good practice benchmarking per partner	
UA, PP2	Contributor, some clarifications: industries related to RIS3, i.e. concerned agrofood, tourism, sea, ICT, cultural and creative industries, and energy; 3 kinds of partners are selected based on the triple helix model and the businesses are invited accordingly. Focusing on sub-industries and these focus the innovation groups, more than one per industry. To create the smart specialisation, it starts from the innovation groups, creating joint project to apply for investments. Industrial associations are crucial in selecting those among their members that have the highest innovation absorption potential (they use criteria like; previous participation in R&DT programmes; and participation in national SME's Network – COTEC).
KE, PP3	Essential for us in Kainuu; for us it is also essential that the paths are up scaled.
BDA, PP4	Interesting. It needs government endorsement if it is too proceeded, therefore rather difficult to transfer.
Partners	**GP 16 Science to business**
PTA, PP1	Potentially interesting for the PTA and the University of Malaga, would like to know more and discuss the possibility to share practice.
UA, PP2	Contributor, some clarifications: the main objective is to increase the number of patents and license process agreements, and the subsequent integration of the stakeholders into the innovation process. They contact directly to businesses, based on the RIS3 themes, and ask them what they need in terms of R&D; otherwise they go to the Industrial Investigation Centres, part of the University of Algarve; there are 15 main Investigation Centres in the UA and they are divided in various groups of research. They ask what they can provide in terms of technology and research, in order to match with business's needs. Very often the research provided by universities is not what businesses need, so it means that the centers of investigation have to do an effort to match those need's. All this work is done under the programmes of the incentives system provided by the Regional Coordination Agency for the Development (CCDR Algarve).
KE, PP3	Very interesting, and also transferable in BRIDGES project.
BDA, PP4	Interesting, to look into it deeper.
Partners	**GP 17 Centrope_tt innovation voucher**
PTA, PP1	
UA, PP2	There is a voucher system at national level, and there would be interest in the international approach. The PT innovation voucher is up to 20 000€, 75% ERDF, 25% SME.
KE, PP3	We are interested, and this is a priority in another project as well.
BDA, PP4	Interesting idea. Some more information needed.
PBN	*Contributor is Pannon Business Network (PBN), Hungary, kind contribution outside the project partnership*

III- Action 2- Design Guide of Best Practices and Innovative Methodology

IV.I. Executive summary

The purpose of the Action 2 of the In-Business Growth (IBG) project, was to share the results obtained in the Action 1 and identify the most efficient solutions for the design of the guide of best practices and the establishment of an innovative methodology, in terms of:

GP Theme 1: Adaptation to the real needs of SMEs,

GP Theme 2: Demand-led approaches (e.g. KET applications to SMEs),

GP Theme 3: Easy access to the existing supports,

GP Theme 4: Promotion and Dissemination of the information,

GP Theme 5: Technology transfer,

GP Theme 6: Commercialization of innovation:

GP Theme 7: Follow-up of the progress of the SMEs,

GP Theme 8: Establishment of constant means of improvement,

GP Theme 9: Access to resources through networked development.

The "Twinning advanced " methodology was followed, whereby the four innovation actors were cooperating to review each other's practices and benchmark their own, related to the design and delivery of innovation support programs for SMEs, as well as compare them to those of third parties, collaborating in the present initiative. And for the final purpose to ensure the necessary linkages to the transfer roadmaps to the partner institutions & third parties planned for Action 3 of the project.

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IV.II. Guide of Best Practices

The best way to present the results to make the Guide of Best Practices attractive to the public objective and a real useful tool, was investigated and implemented, to propose an instrument for the design and delivery of new and updated innovation support programs for SMEs which can respond better to the actual demand.

- ✓ First section: Introduction and Background
- ✓ Second section: Presentation of the 9 themes defined

GP Theme 1: Adaptation to the real needs of SMEs,

GP Theme 2: Demand-led approaches (e.g. KET applications to SMEs),

GP Theme 3: Easy access to the existing supports,

GP Theme 4: Promotion and Dissemination of the information,

GP Theme 5: Technology transfer,

GP Theme 6: Commercialization of innovation:

GP Theme 7: Follow-up of the progress of the SMEs,

GP Theme 8: Establishment of constant means of improvement,

GP Theme 9: Access to resources through networked development.

- ✓ Third section: presentation of each Good Practices and its Transfer Opportunities
- ✓ Fourth section: Contact and support

You can access to the good practices handbook in the following link:
http://www.pta.es/es/documents/IBG_good_practice_handbook.pdf

IV.III. Innovative Methodology

With the implementation of the In-Business Growth project, we have seen that many initiatives to support entrepreneurship and the development of SMEs already exists related to the nine themes selected, adaptation to the real needs of SMEs, demand-led approaches (e.g. KET applications to SMEs), easy access to the existing supports, promotion and dissemination of the information, technology transfer; commercialization of innovation, follow-up of the progress of the SMEs, establishment of constant means of improvement and access to resources through networked development. Support initiatives are accessible at local, regional and national, European and International level.

Indeed, the two questions that arise are firstly, within this wide range of services and opportunities available, how can an entrepreneur or a company make the right choice, and secondly, how the services and existing supports can bring a real answer to their necessities.

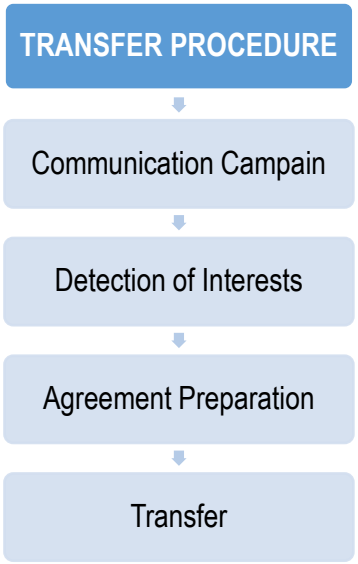
Public Objective

The project focused on beneficiaries at different level, including:

- Citizens
- Enterprises
- Academic world
- Governments
- Administrations
- Authorities
- Communities
- Participating entities themselves

Transnational Transfer Methodology

It has been pointed out before that knowledge not only needs to be possessed, but needs to be disseminated from one place to another; one country to another; one entity to another. An international environment and culture of innovation and knowledge transfer is desirable in facilitating the conditions for a more innovative Europe. The methodology counts indeed with the following phases:



The process includes the following steps:

1	**Dissemination Campaign**	Campaign of dissemination and awareness of the GPs and their contributions toward the public objective in each participating region (partners and collaborators) a. Promotion of the GP handbook in social medias b. Presentation of the GP handbook in workshops and events c. Direct communication with potential innovation actors
2	**Detection of interest**	a. Direct communication with potential stakeholders b. Personal Meetings c. Detection of the necessity

	d. Selection of the adequate Good Practice (GP) e. Bring the founder of the GP together with the interested actor
	Establishment of the procedure to follow for the matching of the GP with the adequate innovation actors:
3 **Transfer**	a. Verification that the minimum requirements for transfer are fulfill b. Adaptation to the optimal conditions for the transfer when it's possible c. Checking the adequacy of the matching d. Evaluation and ideas for improvement / differentiation e. Intellectual Properties and Memorandum of Understanding f. Implementation of the transfer g. Follow-up and evaluation

Joint Working Methodology

The proposed methodology is based on the experiences gathered in the different regions participating in the project and the simple acknowledgement that what most is needed is the human abilities to collaborate and offer to entrepreneurs and SMEs a range of activities which have proved their efficiency.

We could call it innovation community, working group of innovation, the possibilities of names are broad, but what is important is the concept, to work jointly to add values and reach concrete results.

The methodology can be divided in three main steps, activities that can be implemented at short-term, at medium term, and long-term, and can be resume as follows:

SHORT-TERM IMPLEMENTATION

We detected that one of the problem the entrepreneurs support entities address, and which have a direct impact on the public objectives, the entrepreneurs and SMEs, is that each entity is normally

working by its own, without considering the activities undertaken locally. The problems which result from this situation are:

- Overlapping of activities
- Lack of coordination between local actors
- Overspending of economic and human resources available
- Inefficient city view

These problems have indeed a direct impact on the entrepreneurs who have a wide range of information available to assimilate and analyze which make harder the decision making, bearing in mind as well the lack of time they normally have.

Given this situation, we propose a series of tasks designed to improve and solve this landscape.

The challenge focus on the abilities of local authorities to build and implement a joint strategy that considers the reality of the local surrounding.

The activities to undertake for short term results focus on:

1	**Regular Meetings**	The first step, which seems obvious, but that is not always achieved is to gather together all these actors, university, city council, chamber of Commerce, business associations and incubators, technology park, regional government, and to sum up all the entities which are supporting the development of new and existing companies, to organize regular joint meetings to get to know each other. Indeed, it is essential to know in details what each one is doing to propose strategic support to entrepreneurs and SMEs. A meeting every two months bringing together all these actors can be the starting point of an improvement in the design and delivery of innovation support programs for SMEs.
2	**Resources Pooling**	Once the strategic actors get to know each other, the next step is the establishment of a common catalogue of services, which will be an efficient tool for entrepreneurs and SMEs to find the right assets they need, without having to compare information.

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To be efficient, these meetings of the STRATEGY GROUP created should be formed by the main representatives and executives of the principal institutions of the local area, who can take directly decisions on the strategy to perform, to optimize time. These two activities can be implemented without additional resources; they only require the commitment of these entities to work on the development of common activities for the benefits of SMEs.

MEDIUM-TERM IMPLEMENTATION

3	**Share Activities**	The establishment of a common calendar of activities, including all the relevant activities of each member, within the same calendar tool, such as Google calendar, can be a good instrument to inform not only the members, but especially entrepreneurs and SMEs about relevant information and events that are going to take place. The link of this calendar can be published within the website of each member.
4	**Improvement of actual activities**	Once the regular meetings and resources pooling have been successfully implemented, as well as the joint calendar of activities, it comes to work harder on the improvement of actual activities, and to collaborate in team. The same strategy can be put into practice, we the creation of a technical committee in charge to analyze the practices, and propose improvement, if necessary.
5	**Design common activities**	In addition to the improvement of the actual activities, specific actions can be design for the benefit of the public objectives upon detections of necessities and problems to be solve.

LONG-TERM IMPLEMENTATION

Now that the members of the STRATEGY GROUP are used to work jointly for the global development of the eco-system, using the actual resources (human, economic) of each one of them, for a long-term implementation of this collaboration and to optimize the results, a strategic option can be the launch of a common space of coexistence.

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6

Common Space of Coexistence

To offer a unique value proposition to companies within the framework of the intelligent specialization, this initiative seeks to raise an alternative model of creative, innovative and with varying approaches clumps space, where all the strategic actors facilitate the emergence of projects of innovation and entrepreneurship with an international scope.

The operation of the common space can be structured around two basic ideas: on the one hand, entrepreneurs and companies have the possibility of using the knowledge developed by the University, and on the other also it offers tools that are required on the market and the competitive environment to become entrepreneurs and global entrepreneurship projects.

IV- Action 3- Transfer of good practices to SMEs and third parties

IV.I. Introduction

The aim of this document is to present a portfolio of possible methodological guidelines for implementation of the best practices identified during the project "In Business Growth". It can be seen as a tool that supports SMEs and third actors to develop implementation plan for adopting a practice. Here you will find concrete steps, checklists and methods to identify stakeholders in order to implement into real life a particular practice. This document also provides case studies as illustration and example of how an organization can implement a best practice.

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IV.II. General framework steps to be followed for implementing a best practice into your own organization

1. Identify problem, issue review and select best practice

The first and most important step is to be aware of the present situation of your organization. Information such as the total number of employees and their profiles is a must before starting the process. Then you must go through the previous experience of your organization, the expertise that it already has and only then you should proceed with the identification of the problem itself.

The next step is to analyze the strengths and weaknesses of your organization. Depending on the size of your organization you can have a team whose main responsibility is to point those issues, you can even decide to outsource it to a third party, but in situations where this is not relevant you would need to make this analysis on your own, consulting of course the other members of the organization.

It is very important not to read the description of the practices before you identify the problem itself. It is quite possible that if you do that you may fall into bias and choose a practice not because it refers to your problem, rather than due to the fact that you like the implementation of the practice and you find it convenient for your case.

After you have to determine the strengths and the weaknesses of your organization the next step is to identify its main problem. Note that this is a vast topic on its own. Usually people tend to think that their main problem is the lack of clients and resources but these are just the consequences of the problem and not the problem itself. The issue is usually related to the general strategy of the organization, the way team members are being selected, the way profits are allocated or simply not using the right tools for operation. Ones you have determine this you may precede with the next step.

After you have located your problem you may proceed with the good practices. Read them carefully and the questions you need to answer is "Does my organization have the needed resources?" and "Is the political and economical environment in the country friendly for the implementation of the practice?". If the answer to both of this questions is "YES" then the practice is suitable for your organization (that still doesn't mean that it is the right one for you).

In order for a practice to respond to your needs, it needs to be relevant to your problem. Only then you can be sure that the practice will respond both to your needs and capacity.

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2. Adapt that best practice knowledge to your local context

It is very important to mention that the adaptation of the practice has nothing to do with the "copy-paste" mechanism. No situation and context is identical. You need to be aware that even if the context seems similar and your organization type is matching even the smaller differences will bring a different outcome. Therefore you need not to replicate but to adapt.

How to proceed with the adaptation? One needs to remember that there is no aspect of the practice that needs to be transferred 1:1, it all depends on you and the vision of your organization.

As far as it meets your needs, you may adapt only a fragment of the practice and not the whole practice itself. The most important thing is to be aware of the specifics of your organization and to apply the practices according to them.

Two of the variables you should always be aware about are the political and economic conditions in your country. These externalities which will most likely determine your process of adaptation.

As for the internalizes – they pretty much depend on the capacity of your organization and the skills of your key members.

3. Analyses of stakeholders involved

Before proceeding with the analyses of the stakeholders, first it is important to be sure who are they. There are several techniques for identifying your stakeholders. The common understanding is that stakeholders are all the physical and juridical persons that are related with your organization.

These persons can be grouped, according to their relation with your organization – they can be customer, providers of services to your organization and financial bodies. As you may already know all of these different groups require different type of approach.

In the case of the customers the analyses will involve their needs and the channels for communication. Ones you have picked the practice you are going to adapt you should stick to the customer relation which it involves.

In the case of the providers the important point will be the channel for distribution and the relations that you have already established with them.

As for the financial bodies their analyses will include the relations with the organization, the contract that connects you and the circumstances under which the practice can be adapted to this environment.

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4. Assess existing resources and need for new ones

If you have developed the first part of the practice adoption that means that you are almost ready with this part. When you were choosing your best practice for adoption you already made a research on the resources you already have.

The next step is to figure if you would need something in addition and if so, from where to find it. In this case you should look again the information and the approach you chose for your stakeholders. This information will help you to locate the source of resources and the way to approach it.

5. Assess facilitators and dissemination channels, including target group

Here you should also look up into your analysis of the stakeholders. The type of relation with your customers will pretty much determine your actions in this phase. In this case there are two things you need to consider ones adopting the practice – how do you usually reach your customers and targets and does the practice include other types of approaches. If this is the case you need to go one step further and chose whether you are going to adopted the approach foreseen in the practice or you should stick to your previous tactics.

In all cases you should keep your data straight as it will be your main source of information for the success of the use of the dissemination channels.

6. Tailor the best practice to your organization needs and implement

As it was already mentioned before, just because you think a practice will respond to the needs of your organization does not mean that you need to adapt all of it. Sometimes only a fragment is enough and sometimes you need to adapt the whole practice except for one particular point. It all depends on you and your needs. Even more – you can combine the practices. The only thing you need to remember is that what matters is the prosperity for both you and the stakeholders of your organization.

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7. Post implementation evaluation and monitoring

Ones the practice has launched there are few more steps you need to take. First of all you need to be sure that the practice really matches your needs. This can happen only by regular monitoring and assessment of the environment.

The tools you will be using depend on the outcome you are seeking – they can vary from questionnaires to the target groups to financial auditing and measurement of your production.

One of the criteria you may use are the outcomes of the practice in its original case. This will help you to position your performance and to measure if you are going in the right direction.

Furthermore it may be the case that the implementation process is not over yet. Don't take it as an end-game process. Feel free to adapt more techniques, tools and measures. You can combine two practices for your purposes- every approach is possible as long as it matches your needs.

8. Sustain acquired knowledge and adapt procedures regularly.

The main reason behind performing constant monitoring is the fact that you always need to adapt to the changing environment. And in this case the practices provided can again become handy. As you already now an organization is like a living body- it changes, it transforms in order to adapt to the new environment.

The best practices that we provide are meant to serve you in all of the stages of your organization. It is up to you to choose when and how to use them. Ones you deal with one risk, another one will appear. But as long as you have constant access to the information regarding the progress of your organization and the needs of your targets you can always perform the same process and to take similar actions in order to adapt to the new environment. And the good practices are meant to always be handy in such situations.

9. Case study

In the framework of the *European project In-Business Growth* from the Horizon 2020 programme, where various agents of innovation have cooperated to review practices related to the design and implementation of innovation support programs for SMEs, the first 'Business Financing' seminar has taken place in Portugal the 26th of January, in order to offer, to approximately one hundred entrepreneurs, basic knowledge in investment and business financing, among others, to be able to acquire the necessary skills to fend for themselves in this field.

This training activity that has taken place in the Portuguese city of Faro, was made possible by the recent cooperation agreement signed between the University of the Algarve and the Bank Foundation Unicaja, whose main objective is to promote financial education within the public in general, with special attention to university students, and giving an international jumping.

This collaboration agreement was one of the results of transfer activities developed in the framework of the European project In-Business Growth, carried out by several international entities, such as the University of the Algarve, in which several innovation agents cooperate to revise practices related to the design and implementation of initiatives to support innovation for small and medium-sized enterprises.

During one year, partners and actors of the 'In-Business Growth' project have worked on the analysis of the current situation in this field, in the creation of a handbook of good practices and in the establishment of a new innovative methodology which may be transferred to any agent who has the willing to improve the growth and existence of SMEs.

Under the agreement, signed by Unicaja and the University of the Algarve, both institutions will encourage the promotion of financial education programs through the organization of courses and other activities to provide university students the necessary knowledge in this area. Thee agreement is based in the premise that, with the knowledge of basic financial concepts of all the citizens in general, and, university students and entrepreneurs in particular, the transparency, security and responsibility in the development of their relations with financial will take to a greater efficiency in the market.

The training session counted with the participation of the Deputy Director of Technology Transfer and International Relations from the Technology Park of Andalucia, Sonia Palomo, and Domingo J. Narváez, Head of the Business Unit from the Business Banking Management from Unicaja.

During the seminar 'Business Financing', whose objective was to expose the results of the project *In-Business Growth* and strengthen the cooperation between Spain and Portugal, the main interest focus on the promotion of entrepreneurship and, accordingly, in the keyes to ensure the success when a business is launched.

Attendees were provided with skills to address the creation of a business plan, and, after the initial networking, the economic and financial plan of the companies were analyzed, with emphasis on the study, with aspects such as, for example, the initial investment and the funding plan, the Treasury, estimate profit and loss budget, balance sheet or indexes of profitability.

Another important issue discussed in this seminar has been the funding information, covering the different types based on the cycle of life of the entity, the aspects to consider when looking for financing and the different options, such as internal or external funding.

Edufinet, a pioneering initiative.

The Edufinet project was launched in late 2007, although its development began in 2005, within Unicaja and with the collaboration of the International University of Andalusia (UNIA) and the University of Malaga (UMA). Edufinet became one of the pioneers financial institutions in Spain to launch such initiative, and has been recognized with several awards. Since the establishement of Edufinet, more than 75,000 people have participated, directly or indirectly, in lectures or project seminars, of which 55,000 are young. In addition, the web site www.edufinet.com - which offers systematic and practical information that do not require previous knowledge - has recorded more than 5.5 million visits, consultations with access from almost 180 countries.

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V- Communication Activities

1 MONTH – FEBRUARY 2016

1. Participation in the Forum Transfiere

Following the ***Kick Off Meeting*** which took place in Málaga the 09th of February 2016, the partners participated as well in the ***5th Forum Transfiere*** where the project In-Business Growth were presented. In this sense, on the 10th of February, the partners took part in a radio program called Mundo Digital TV. A link will be soon available.

The European Forum for Science, Technology and Innovation (TRANSFIERE), which took place in Málaga the 10th and 11th of February 2016, is one of the biggest professional and multisectoral forum of Spanish Innovation, in which participants can establish B2B contacts, transfer scientific knowledge and lines of technological research, show their innovative products and services and get to know the technological needs of Public Administration. This International Forum was a very good opportunity to deepen the roadmap we established for the project, and furthermore, to look for new links of cooperation.

ARTICLES PUBLISHED

On the occasion of these events, several press releases were published on newspapers and online press, as follows:

- Communication Agency Europa Press (***online press release***)

An article were published in the communication Agency Europa Press, líder in España. Europa Press broadcast without interruption more than 3,000 daily information to a network of nearly 2000 clients, which include the main Spanish media: newspapers, radio, television and digital media; national, regional and local.

- Presentation of the project (***online press release***)

El PTA participa en un proyecto europeo para apoyar la innovación de las pymes

MÁLAGA, 9 Feb. (EUROPA PRESS) -

El Parque Tecnológico de Andalucía (PTA) ha presentado el proyecto europeo In-Business Growth, del programa Horizonte 2020, que permitirá rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las pymes.

El plan estará respaldado por la Universidad de Algarve (Portugal), la Empresa de Desarrollo Regional de Kainuu (Finlandia), la Agencia Búlgara de Desarrollo (Bulgaria) y el PTA. Asimismo, ha sido presentado este martes por representantes de las entidades que impulsan la iniciativa, el director de la tecnópolis, Felipe Romera, y el vicerrector de Proyectos Estratégicos de la Universidad de Málaga, Víctor Muñoz.

In-Business Growth es el resultado de un análisis que ha detectado las necesidades reales de las pymes, basándose en las cifras actuales que reflejan su fracaso en muchos países. En promedio, el 80 por ciento de estas empresas no cumplen los cinco años de existencia y el 90, no llega a los 10.

En relación con ello, los socios del proyecto apuntan a varios factores externos e internos: la falta de apoyo institucional, la escasez de los programas de soporte, las escasas fuentes de financiación, el excesivo control gubernamental o las altas tasas de impuestos, entre otros.

See complete articule in http://www.europapress.es/andalucia/malaga-00356/noticia-pta-participa-proyecto-europeo-apoyar-innovacion-pymes-20160209180331.html

2. Promotion from the Technology Park of Andalucia

- Article in the website

El PTA lidera un proyecto europeo para apoyar la innovación en las PYMES

19/02/2015

El Parque Tecnológico de Andalucía (PTA) ha acogido hoy el lanzamiento y presentación del proyecto europeo In-Business Growth del programa Horizonte 2020, que permitirá rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las PYMES.

La Universidad de Algarve (Portugal), a través de su División de Emprendimiento y Transferencia de Tecnología, la Empresa de Desarrollo Regional de Kainuu (Finlandia), la Agencia Búlgara de Desarrollo (Bulgaria) y el PTA (España), serán las entidades que respalden este proyecto, que pretende revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las PYMEs.

Durante doce meses, los socios y actores del proyecto van a trabajar en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y desarrollo de las PYMEs.

Representantes de las entidades que impulsan esta iniciativa se han reunido en el PTA, junto con el director de la tecnopolis, Felipe Romera, y el vicerrector de Proyectos Estratégicos de la UMA, Víctor Muñoz, para presentar esta iniciativa.

El proyecto In-Business Growth es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las PYMES, basándose en las cifras actuales en cuanto al fracaso de las PYMES en muchos países, que indican que, en promedio, el 60% de ellas no cumplen los cinco de existencia y el 90% no llega a los 10 años.

Según señalan los socios del proyecto a este respecto, se puede apuntar a varios factores externos e internos como la falta de apoyo institucional, la escasez de los programas de soporte para las PYMES, las escasas fuentes de financiación, el control gubernamental excesivo, altas tasas de impuestos entre otros.

"Las Pequeñas y Medianas Empresas son los principales actores que facilitan el crecimiento y creación de empleo que se requiere para reactivar la economía", ha apuntado el director de la tecnopolis malagueña.

"Consciente de este diagnóstico, es fundamental desarrollar metodologías estratégicas para este propósito a nivel nacional e internacional que puede aplicarse con eficacia para abordar adecuadamente las necesidades reales detectadas. En este sentido, la importancia de la diversificación y la internacionalización del negocio para las PYMES deben considerarse como una prioridad en sus planes estratégicos", ha asegurado Romera.

Los socios del proyecto asistirán también al Foro Transfiere que se celebrará durante este miércoles y jueves en Málaga.

http://www.pta.es/es/noticia.cfm?id=el-pta-lidera-un-proyecto-europeo-para-apoyar-la-innovacion-en-la#.Vrysx2fSncs

3. Association of Science and Technology Parks of Spain

- Article in the website (***online press release***)

the Association of Science and Technology Parks of Spain (APTE) published an article about the project informing the close launch of the activities. APTE counts with an average of **7.300 visits per month** from differents public objectives:

- Technology Parks
- Companies
- Public Institutions
- I+D and Innovation Centres
- Others

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APTE
Asociación de Parques Científicos y Tecnológicos de España

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APROBACIÓN DEL PROYECTO EUROPEO IN BUSINESS GROWTH LIDERADO POR EL PARQUE TECNOLÓGICO DE ANDALUCÍA

-Parque Tecnológico de Andalucía.-

Diciembre de 2015.-

En el marco de la reciente aprobación del proyecto europeo **IN-BUSINESS GROWTH** del programa Horizonte 2020, varios agentes de innovación van a cooperar para revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las PYMEs.

La ***Universidad de Algarve*** (Portugal), a través de su División de Emprendimiento y Transferencia de Tecnología, la ***Empresa de Desarrollo Regional de Kainuu*** (Finlandia), la ***Agencia Búlgara de Desarrollo*** (Bulgaria) y el ***Parque Tecnológico de Andalucía*** (España), se unen en el proyecto para explorar un desafío innovador centrado en el rediseño de los servicios existentes y la creación de nuevos instrumentos para ofrecer herramientas más eficientes de apoyo a la innovación en las PYMES.

El proyecto **In-Business Growth** es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las PYMES, basándose en las cifras actuales en cuanto al fracaso de las PYMES en muchos países, que indican que, en promedio, el 80% de ellas no cumplen los cinco de existencia y el 90% no llega a los 10 años. Se puede apuntar a varios factores externos e internos como la falta de apoyo institucional, la escasez de los programas de soporte para las PYMES, las escasas fuentes de financiación, el control gubernamental excesivo, altas tasas de impuestos entre otros.

Las Pequeñas y Medianas Empresas son los principales actores que facilitan el crecimiento y creación de empleo que se requiere para reactivar la economía. Consciente de este diagnóstico, es fundamental desarrollar metodologías estratégicas para este propósito a nivel nacional o internacional que puede aplicarse con eficacia para abordar adecuadamente las necesidades reales detectadas. En este sentido, la importancia de la diversificación y la internacionalización del negocio para las PYMES deben considerarse como una prioridad en sus planes estratégicos.

Asimismo, durante doce meses, los socios y actores del proyecto **IN-BUSINESS GROWTH** van a trabajar en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y existencia de las PYMEs.

Volver al Número de los Parques

Parques miembros

Planificador de encuentros empresariales

APTE - Asociación de Parques Científicos y Tecnológicos de España

Web diseñada por el Vivero de

Full article in: http://www.apte.org/es/noticia-parque1784.cfm

4. Newspaper SUR (*writing press release*)

SUR DINERO Y EMPLEO
PAÍS: España
PÁGINAS: 8
TARIFA: 1336 €
ÁREA: 159 CM² - 15%
FRECUENCIA: Semanal
O.J.D.: 19131
E.G.M.: 148000
SECCIÓN: DINERO
14 Febrero, 2016

El PTA lidera un proyecto para apoyar la innovación en las pymes

:: SUR

MÁLAGA. El Parque Tecnológico de Andalucía (PTA) ha acogido el lanzamiento y presentación del proyecto europeo In-Business Growth del programa Horizonte 2020, que permitirá rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las pymes.

La Universidad de Algarve (Portugal), a través de su División de Emprendimiento y Transferencia de Tecnología, la Empresa de Desarrollo Regional de Kainuu (Finlandia), la Agencia Búlgara de Desarrollo y el PTA serán las entidades que respalden este proyecto, que pretende revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las pymes.

Durante doce meses, los socios y actores del proyecto van a trabajar en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y desarrollo de las pymes.

Representantes de las entidades que impulsan esta iniciativa se han reunido en el PTA, junto con el director de la tecnópolis, Felipe Romera, y el vicerrector de Proyectos Estratégicos de la UMA, Víctor Muñoz, para presentar esta iniciativa.

Necesidades reales

El proyecto es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las pymes basándose en las cifras actuales en cuanto al fracaso de las pymes en muchos países, que indican que, en promedio, el 80% de ellas no cumplen los cinco de existencia y el 90% no llega a los 10 años. Según los socios del proyecto, se puede apuntar varias causas, como la falta de apoyo institucional, la escasez de los programas de soporte, las escasas fuentes de financiación, el control gubernamental excesivo y elevados impuestos, entre otras.

Co-funded by the Horizon 2020 Framework Programme of the European Union

5. Delivery of the corporate image of the project

During February 2016, the University of Algarve, in charge of the Communication activities, designed and delivered the corporate image of the project, with the collaboration and the acceptance of the partners , including the following elements:

- Document templates (word and PPT)
- Logo
- Stationary (cover letter, envelops, folder)
- Wallpaper

2 MONTH – MARCH 2016

6. Association of Science and Technology Parks of Spain

- Publication in the website (***online press release***)

For the launch of the project, the Association of Science and Technology Parks of Spain (APTE) published an article in its website, and in the newsletter send to all the members.

INICIO | LA ASOCIACIÓN | MIEMBROS DE APTE | EMPRESAS DE LOS PARQUES | SERVICIOS DE APTE | PUBLICACIONES | NOTICIAS Y EVENTOS

APTE

EL PTA LIDERA UN PROYECTO EUROPEO PARA APOYAR LA INNOVACIÓN EN LAS PYMES

Parque Tecnológico de Andalucía.

Marzo de 2016

El Parque Tecnológico de Andalucía (PTA) ha acogido recientemente la presentación del proyecto europeo In-Business Growth del programa Horizonte 2020, que permitirá rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las PYMES. Sólo dos proyectos han sido aprobados en 2015 a nivel europeo en el marco de esta nueva convocatoria del programa INNOSUP.

Liderado por el Parque Tecnológico de Andalucía, el consorcio está además formado por la Universidad de Algarve (Portugal), a través de su División de Emprendimiento y Transferencia de Tecnología, la Empresa de Desarrollo Regional de Kainuu (Finlandia) y la Agencia Búlgara de Desarrollo (Bulgaria). Este proyecto pretende revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las PYMEs.

Durante doce meses, los socios y actores del proyecto van a trabajar en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y desarrollo de las PYMEs.

El proyecto In Business Growth es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las PYMES, basándose en las cifras actuales en cuanto al fracaso de las PYMES en muchos países, que indican que, en promedio, el 60% de ellas no cumplen los cinco de existencia y el 90% no llega a los 10 años.

Según señalan los socios del proyecto a este respecto, se puede apuntar a varios factores externos e internos como la falta de apoyo institucional, la escasez de los programas de soporte para las PYMES, las escasas fuentes de financiación, el control gubernamental excesivo, altas tasas de impuestos entre otros.

Las Pequeñas y Medianas Empresas son los principales actores que facilitan el crecimiento y creación de empleo que se requiere para reactivar la economía.

Consciente de este diagnóstico, es fundamental desarrollar metodologías estratégicas para este propósito a nivel nacional e internacional que puede aplicarse con eficacia para abordar adecuadamente las necesidades reales detectadas. En este sentido, la importancia de la diversificación y la internacionalización del negocio para las PYMES deben considerarse como una prioridad en sus planes estratégicos.

Parques miembros

Planificador de encuentros empresariales

Full article in http://www.apte.org/es/noticia-parque1880.cfm

- Newsletter APTE March 2016 (online press release)

Boletín NewsAPTE nº57

NewsAPTE nº57 - Marzo 2016

NewsAPTE es el boletín electrónico mensual de la Asociación de Parques Científicos y Tecnológicos de España – APTE – para todas las personas interesadas en la actualidad en el campo de los parques científicos y tecnológicos, la transferencia de tecnología y la I+D+I.

Más información en www.apte.org

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NOTICIAS APTE

LOS PARQUES CIENTÍFICOS Y TECNOLÓGICOS SE REÚNEN EN MÁLAGA PARA APROBAR SU PLAN DE ACCIÓN PARA 2016

La Asociación de Parques Científicos y Tecnológicos de España (APTE) celebró el pasado 9 de febrero su I Asamblea General de APTE del año en el marco del Foro Transfiere para consensuar con sus miembros el plan de trabajo para 2016. +Info

Co-funded by the Horizon 2020 Framework Programme of the European Union

PRIMERA CONVOCATORIA DE PROYECTOS DE INNOVACIÓN TECNOLÓGICA PARA EMPRESAS UBICADAS EN PARQUES CIENTÍFICOS Y TECNOLÓGICOS ESPAÑOLES Y DE SAO PAULO

La APTE ha estado trabajando junto con ICEX España e Invest Sao Paulo, en una convocatoria de proyectos con la que pretendemos promover la cooperación entre las empresas de los parques de ambas regiones, así como la captación de inversión para ellas. +Info

EVENTOS DESTACADOS

INDIA SOFT 2016

Los días **10 y 11 de marzo** de 2016 tendrá lugar en Munbai (India) una nueva edición de la Feria Internacional de Información y Tecnología INDIASOFT. +Info

II Congreso de Ciudad Inteligentes

Los días **13 y 14 de abril** se celebra en Madrid el II Congreso Ciudades Inteligentes, en el que APTE colabora, que potenciará el intercambio de conocimiento y experiencias sobre las Ciudades Inteligentes en España, con la utilización de la tecnología y la innovación como herramientas base de desarrollo. +Info

II CONGRESO
CIUDADES INTELIGENTES
Madrid 13-14 Abril 2016

FERIA INNOVA BARCELONA

Tras 64 años realizándose de forma ininterrumpida en Bruselas, y atendiendo a la constante demanda de diferentes países de acoger este reconocido salón, Innova llega a España, concretamente a **Barcelona, del 12 al 14 de mayo**. +Info

EVENTOS PARQUES

Adapta tu negocio al móvil: estrategias de mobile marketing
Parque Tecnológico de Álava.- Ya nadie duda que el móvil se ha convertido en la herramienta principal de búsqueda de información y en un importante canal de comunicación entre empresa y cliente. El acceso a nuestros clientes cada día está más ligado a los smartphones, tablets y demás dispositivos móviles. Este taller se celebrará el **8 de marzo**. +Info

III edición del Net-Lunch
Parc Científic i Tecnològic de la Universitat de Girona.- El próximo **10 de marzo** el Parc de la UdG vuelve a organizar el NET-Lunch. En las dos últimas ediciones participaron cerca de doscientas personas entre usuarios y representantes de diferentes sectores de ámbito gerundense donde pudieron disfrutar de una jornada donde intercambiar experiencias y hacer negocios frente a un desayuno al aire libre. +Info

Monta una infraestructura Big Data para tu Empresa
Parque Científico y Tecnológico de Gipuzkoa.- Big Data es una nueva forma de recopilar, almacenar, tratar y analizar grandísimos volúmenes de datos. Con el impulso al denominado Industry 4.0 entre otras iniciativas, se tiende a monitorizar todo tipo de información para después tratarla. Pero el volumen de datos, la velocidad a la que se debe manejar, y su variedad o naturaleza diferente, hace que sea necesario cambiar el paradigma o base tecnológico que hay por debajo. Este evento se celebrará del **9 al 11 de marzo**. +Info

Congreso: International RILEM Workshop on Creep Behavior in Cracked Sections of Fibre Reinforced Concrete
Ciudad Politécnica de la Innovación.- Los días **9 y 10 de marzo** se celebra en la CPI este taller que ofrecerá la oportunidad de disfrutar de un programa sobre el estado actual de la técnica y los últimos avances en la evaluación y la consideración de la fluencia en elementos de hormigón reforzado con fibra. +Info

"La microempresa ante el reto de la innovación: la cultura de la innovación en Canarias"
Parque Científico y Tecnológico de Tenerife.- El día **10 de marzo** se celebrará este

encuentro debate Universidad – Empresa, en torno a la innovación en la microempresa canaria. Dicho debate irá precedido de la exposición de los resultados y conclusiones de una tesis doctoral, que ha desarrollado una investigación en torno a la cultura de la innovación en Canarias, realizada por Madelon van Oostrom. +Info

VII Congreso Internacional de arquitectura blanca
Ciudad Politécnica de la Innovación.- Del **10 al 12 de marzo,** la UPV acoge este congreso internacional de intercambio de experiencias arquitectónicas realizadas en hormigón blanco a nivel internacional. +Info

Jornada de CITOLIVA
GEOLIT, Parque Científico y Tecnológico. CITOLIVA organiza el **11 de marzo** una jornada sobre prácticas de manejo agrícola para aumentar el secuestro de carbono del olivar. +Info

Curso de Mindfulness en el entorno laboral

Geolit, Parque Científico y Tecnológico.- **El próximo 14 de marzo, de 19:00 a 20:30 horas,** tendrá lugar en la sala conferencia este curso organizado por Organización Consciente . +Info

Jornada Inversión y Emprendimiento en el sector Biotecnológico
Parque Científico - Tecnológico de Córdoba (Rabanales 21).- El próximo 16 de marzo, tendrá lugar en el Parque Científico Tecnológico de Córdoba, Rabanales 21, la jornada "Inversión y emprendimiento en el sector biotecnológico", en el que participará como ponente principal Luis Ruiz Ávila, Doctor en genética molecular por la Universidad de Barcelona y con una amplia biografía en el sector, contando además con la presencia de empresas instaladas en el Parque, que expondrán sus casos de éxito. +Info

Curso de técnicas avanzadas de endoscopia para ginecólogos
Parque Tecnológico de Galicia - La Sociedade Galega de Obstetricia e Xinecoloxía (SGOX) y Tecnópole con el apoyo de la Fundación Paideia Galiza y la colaboración de las empresas Coren y Karl Storz organizan un curso sobre las técnicas de endoscopia más avanzadas para especialistas en ginecología de toda Galicia. Tendrá lugar los días **16 y 17 de marzo**. +Info

Conferencia "Desarrollo de negocios B2B"
Parc Científic i Tecnològic de la Universitat de Girona.- El Club Girona ESADE Alumni te invita a esta sesión, titulada "Desarrollo de negocios B2B", a cargo de Oscar Torres, Director del programa B2B Management de Executive Education, Director Global Business Development en Dassault Systemes, Consultor, Formador, Miembro de Consejo Asesor y Experto en Estrategia y Ventas B2B. El evento tendrá lugar el **17 de marzo**. +Info

Jornada Técnica "Biofiltración del agua"
Parc Científic i Tecnològic de la Universitat de Girona.- Los sistemas de biofiltración engloban diversas instalaciones que tienen por objeto la adecuación de la calidad de el agua a los usos previstos y todas ellas que presentan en común unos procesos biológicos naturales vivos. estos procesos se desarrollan en entornos acuáticos, gracias a la presencia de vegetación acuática, macrófitos, zooplancton, fitoplancton y la creación de superficies que permiten que se desarrollen biofilms. Esta jornada se celebrará el **17 de marzo**. +Info

Curso sobre la nueva versión de la norma ISO 9001
Parque Tecnológico de Galicia.- Tecnópole celebra el próximo **18 de marzo** una actividad formativa de carácter intensivo para actualizar conocimientos sobre la nueva versión de la norma ISO 9001, en proceso de revisión por parte de la Organización Internacional de Normalización. +Info

Servicios cloud para los archivos de mi empresa
Parque Científico y Tecnológico de Gipuzkoa. Los servicios cloud son cada vez más utilizados en todos los ámbitos. Un ámbito en el que la nube puede ser de ayuda a las empresas es en el almacenamientos de archivos. Este curso tendrá lugar el **22 de marzo**. +Info

Lanzamiento de la gincana "¡Atrévete con las matemáticas!"
Parque Tecnológico de Galicia - En el marco de la edición 2016 de Galiciencia, Tecnópole pone en marcha la primera fase de la desarrollo de la gincana "¡Atrévete con las matemáticas!". Tendrá lugar el **29 de marzo**. +Info

NOTICIAS DE LOS PARQUES

EL PARC DE RECERCA UAB IMPULSA EL PROGRAMA ENCIENDE!
-Parc de Recerca UAB.- leer más

LA EMPRESA MURCIANA RINGSOUTH EUROPA, ALOJADA EN EL PARQUE CIENTÍFICO DE MURCIA, ABRE DELEGACIÓN EN EL CAMPUS DE GOOGLE DE MADRID
-Parque Científico de Murcia - leer más

EL PARQUE CIENTÍFICO DE LA UMH PARTICIPA EN EL VEHÍCULO DE COINVERSIÓN WANNASEED PARA AYUDAR A EMPRESAS EMERGENTES
-Parque Científico de la Universidad Miguel Hernández de Elche.- leer más

TECNÓPOLE SE ENCUENTRA EN EL TOP 5 DE LOS VIVEROS EMPRESARIALES DE ESPAÑA
-Parque Tecnolóxico de Galicia.- leer más

LA EMPRESA DE BIOTECNOLÓGICA GERUNDENSE GOODGUT CIERRA CON ÉXITO UNA SEGUNDA RONDA DE FINANCIACIÓN
-Parc Científic i Tecnològic de la Universitat de Girona - leer más

LA BIOTECNOLÓGICA AROMICS OBTIENE EL SELLO "PYME INNOVADORA"
-Parc Científic de Barcelona.- leer más

AEROPOLIS ACOGE EL PRÓXIMO 10 DE MARZO UNA JORNADA CON EXPERTOS SOBRE LAS ÚLTIMAS TENDENCIAS EN LA PRODUCCIÓN PARA LA INDUSTRIA AERONÁUTICA
-Aerópolis, Parque Tecnológico Aeroespacial de Andalucía.- leer más

EL GRUPO PSA PEUGEOT-CITROËN VISITA EL PARQUE CIENTÍFICO UC3M
-Parque Científico Universidad Carlos III de Madrid - Leganés Tecnológico - leer más

TALLER SOBRE CIBERSEGURIDAD PARA PYMES EN RABANALES 21
-Parque Científico - Tecnológico de Córdoba (Rabanales 21). - leer más

DE GIJÓN AL MUNDO
-Parque Científico Tecnológico de Gijón - leer más

60 PERSONAS PARTICIPAN EN LA SEGUNDA COMPETICIÓN DE ROBÓTICA GRAND PRIX ROBOT 24 HORAS
-Espaitec, Parc Científic, Tecnològic i Empresarial de la UJI.- leer más

JORNADA "INVERSIÓN Y EMPRENDIMIENTO EN EL SECTOR BIOLÓGICO" EN RABANALES 21
-Parque Científico - Tecnológico de Córdoba (Rabanales 21). - leer más

CUARTA EDICIÓN DEL CICLO DE DESAYUNOS EMPRESARIALES DE TECNOALCALÁ
-TECNOALCALÁ.- leer más

EL PTA LIDERA UN PROYECTO EUROPEO PARA APOYAR LA INNOVACIÓN EN LAS PYMES
-Parque Tecnológico de Andalucía - leer más

DONOSTIA-SAN SEBASTIÁN Y EL PARQUE CIENTÍFICO Y TECNOLÓGICO DE GIPUZKOA HAN

SIDO ELEGIDOS POR LA COMISIÓN EUROPEA PARA PROBAR AUTOBUSES AUTOMATIZADOS
-Parque Científico y Tecnológico de Gipuzkoa - leer más

LA TECNOLOGÍA DE FABRICACIÓN ADITIVA, A DEBATE EN AEROPOLIS A TRAVÉS DE UNA JORNADA CON DIVERSAS EMPRESAS DEL SECTOR
-Aerópolis, Parque Tecnológico Aeroespacial de Andalucía - leer más

MBA CONTINÚA CON SU APOYO A LOS JÓVENES TALENTOS
-Parque Científico Tecnológico de Gijón - leer más

MÁS DE 200 RESPONSABLES EMPRESARIALES E INSTITUCIONALES RESPALDAN UNA NUEVA EDICIÓN DE "DIÁLOGOS 3"
-Parque Tecnológico de Álava - leer más

ABIERTO HASTA EL 10 DE MARZO LA CONVOCATORIA MINERVA PARA ACELERAR TU PROYECTO TIC
-GEOLIT, Parque Científico y Tecnológico - leer más

UN NIÑO CON AUTISMO MEJORA SU CALIDAD DE VIDA GRACIAS A LA INTERACCIÓN CON EL ROBOT SOCIAL DE LA EMPRESA DEL PARQUE CIENTÍFICO DE LA UMH AISOY ROBOTICS
-Parque Científico de la Universidad Miguel Hernández de Elche - leer más

AERÓPOLIS PONE EN VENTA SU ÚLTIMA PARCELA DISPONIBLE EN EL PARQUE, UBICADA EN EL CENTRO DEL RECINTO TECNOLÓGICOS
-Aerópolis, Parque Tecnológico Aeroespacial de Andalucía - leer más

EL PARQUE CIENTÍFICO DE LLEIDA ABRE EN 2016 LA PLANTA PILOTO DE TECNOLOGÍA DE ALIMENTOS
-Parc Científic i Tecnològic Agroalimentari de Lleida - leer más

COMUNICAR EN INGLÉS, UNA NECESIDAD LATENTE EN LAS EMPRESAS DEL PCTB
-Parque Científico y Tecnológico de Bizkaia - leer más

NUEVA REUNIÓN EN GEOLIT DE LA COMISIÓN JAÉN 2020 PARA CAPTAR FINANCIACIÓN INTERNACIONAL PARA PROYECTOS EMPRESARIALES
-GEOLIT, Parque Científico y Tecnológico - leer más

CONVOCADO EL XII PREMIO CIENCIAS DE LA SALUD
-Parque Tecnológico de Ciencias de la Salud de Granada (PTS Granada) - leer más

LAS EMPRESAS SIXTEMIA Y CCOITRAMUNTANA PARTICIPAN EN EL CONGRESO MUNDIAL DEL MÓVIL
-Parc Científic i Tecnològic de la Universitat de Girona - leer más

UNIVERSO MAKER PARA TODOS
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-Parc Científic de Barcelona.- leer más

LA EMPRESA DEL PARQUE CIENTÍFICO DE LA UMH COMPOSTINGREEN PRESENTA SU INNOVADOR VERMICOMPOSTAJE PARA LA AGRICULTURA ECOLÓGICA
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LA OBSERVACIÓN A RESOLUCIÓN ATÓMICA DE UNA ENZIMA OFRECE NUEVAS POSIBILIDADES EN LA INVESTIGACIÓN DE LOS CÁNCERES DE HÍGADO Y COLON
-Parque Científico y Tecnológico de Bizkaia.- leer más

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INVESTIGADORES EUROPEOS IMPULSAN UNA NUEVA PLATAFORMA PARA FACILITAR LA TRANSFERENCIA AL MERCADO DE INNOVACIONES ALIMENTARIAS IDEADAS POR ESTUDIANTES UNIVERSITARIOS
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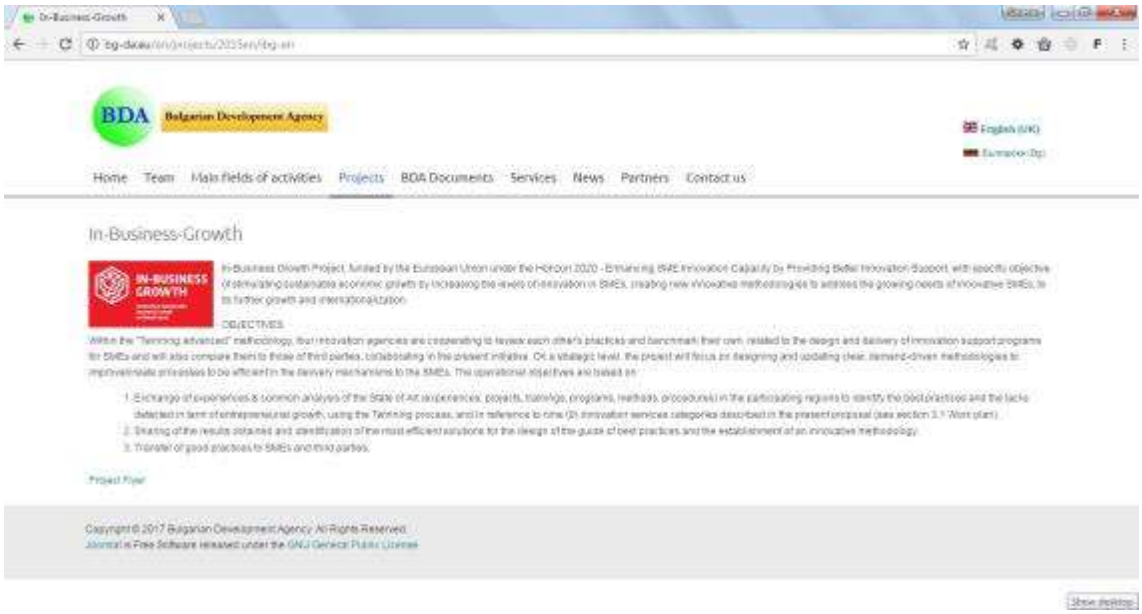
3 MONTH – APRIL 2016

1. Promotion from the Bulgarian Development Agency

- Website of the partner

The Bulgarian Development Agency published information in English and Bulgarian language about the project in their website.



See full article in: http://bg-da.eu/en/projects/2015en/ibg-en

- Awareness Activities

The Bulgarian Development Agency realised several activities to inform about the project and the actions undertaken:

- Reaching 30 organizations, whose main activities are related to business incubators and innovation regarding the development of the Good practices content. The organizations were shortlisted based on a desk research, aiming to select the most relevant and interesting practices, matching the aims of IBG project.
- Communication with The Regional Agency for Entrepreneurship and Innovations - Varna (RAPIV) by phone and through email regarding their good practice in the field of innovation.

- Communication with representatives of National Science to Business platform by phone and through email regarding their good practice in the field of innovation.

2. Preparative work

During the month of April, the partnership worked actively on the preparation of several promotion activities to be perfom in the forecoming months.

4 MONTH – MAY 2016

1. APTE Magazine nº53 March – May 2016

The Association of Science and Technology Parks of Spain (APTE) published an article in cuaterly magazine, sent to all the members (around 250).

PARQUE TECNOLÓGICO DE ANDALUCÍA (PTA)

La multinacional tecnológica Ciklum se implanta en el PTA

Ciklum, empresa líder en desarrollo de software a nivel mundial, inauguró el 24 de febrero sus nuevas oficinas en el Parque Tecnológico de Andalucía (PTA), en Málaga.

A la inauguración que tuvo lugar en las nuevas oficinas de Ciklum, asistieron José Luis Ruiz Espejo, presidente del Parque Tecnológico de Andalucía (PTA), Francisco de la Torre, alcalde de Málaga y Svetlana Yefimova, directora de Ciklum IT Spain.

La llegada de la empresa tecnológica a Málaga se produce después de que Ciklum y la Agencia de Innovación y Desarrollo de Andalucía IDEA, a través de Invest in Andalucía, firmaran un acuerdo de colaboración el pasado enero por el que la Agencia se comprometía a prestar el conocido como servicio de Softlanding, que consiste en una serie de actuaciones que facilitarán la instalación de los trabajadores de la empresa procedentes de Ucrania y Bielorrusia en Málaga, tales como ayudarles en la tramitación de los permisos necesarios para trabajar en España, asesorarles en la búsqueda de vivienda, de colegios para los hijos, etc.

José Luis Ruiz Espejo, presidente del Parque Tecnológico de Andalucía, Svetlana Yefimova, directora de Ciklum IT Spain y Francisco de la Torre, alcalde de Málaga

Gracias a estos servicios que presta la Junta de Andalucía, desde septiembre de 2013 se han asentado en Andalucía 70 nuevos proyectos de los que 24 se han ubicado en Málaga.

"Málaga es una elección perfecta para Ciklum, gracias a sus excelentes comunicaciones con el resto de Europa y el Mundo, así como una gran cantidad de talento y profesionales cualificados. Ciklum va a trabajar conjuntamente con la Universidad de Málaga (UMA) para ofrecer oportunidades a estudiantes con talento y personal experimentado" declaró Svetlana Yefimova, directora de Ciklum IT Spain.

Ciklum tiene unas altas perspectivas de cooperación con instituciones andaluzas tanto desde el punto de vista social como económico. En primer lugar, la situación de negocios a nivel mundial a la región, la creación de numerosos puestos de trabajo en el sector IT y la cooperación efectiva con proveedores locales.

El PTA lidera un proyecto europeo para apoyar la innovación en las pymes

El Parque Tecnológico de Andalucía (PTA) ha acogido recientemente la presentación del proyecto europeo In-Business Growth del programa Horizonte 2020, que permitirá rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las pymes. Sólo dos proyectos han sido aprobados en 2015 a nivel europeo en el marco de esta nueva convocatoria del programa INNOSUP.

Liderado por el Parque Tecnológico de Andalucía, el consorcio está además formado por la Universidad de Algarve (Portugal), a través de su División de Empredimiento y Transferencia de Tecnología, la Empresa de Desarrollo Regional de Kainuu (Finlandia) y la Agencia Búlgara de Desarrollo (Bulgaria). Este proyecto pretende revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las pymes.

Durante doce meses, los socios y actores del proyecto van a trabajar en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y desarrollo de las pymes.

El proyecto In-Business Growth es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las pymes, basándose en las cifras actuales en cuanto al fracaso de las pymes en muchos países, que indican que, en promedio, el 80% de ellas no cumplen los cinco de existencia y el 90% no llega a los 10 años.

Según señalan los socios del proyecto a este respecto, se puede apuntar a varios factores externos e internos como la falta de apoyo institucional, la escasez de los programas de soporte para las pymes, las escasas fuentes de financiación, el control gubernamental excesivo o altas tasas de impuestos, entre otros.

"Las Pequeñas y Medianas Empresas son los principales actores que facilitan el crecimiento y creación de empleo que se requiere para reactivar la economía" declaró Felipe Romera, durante la presentación del proyecto.

2. Technology Park of Andalucia

- PTA Magazine March – May 2016

A new article were published in the Magazine nº 85 March – May 2016 of the Technology Park of Andalucía about the project. This magazine is send to more than 3.800 contacts.

El PTA lidera un proyecto europeo para apoyar la innovación en las PYMEs

Portugal, Bulgaria, Finlandia y España son los países que participarán en el programa para impulsar el desarrollo empresarial

El Parque Tecnológico de Andalucía (PTA) acogió en febrero el lanzamiento y presentación del proyecto europeo In-Business Growth del programa Horizonte 2020, que permitirá rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las PYMES.

La Universidad de Algarve (Portugal), a través de su División de Emprendimiento y Transferencia de Tecnología, la Empresa de Desarrollo Regional de Kainuu (Finlandia), la Agencia Búlgara de Desarrollo (Bulgaria) y el PTA (España), serán las entidades que respalden este proyecto, que pretende revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las PYMEs.

Durante doce meses, los socios y actores del proyecto van a trabajar en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y desarrollo de las PYMEs.

Representantes de las entidades que impulsan esta iniciativa se reunieron en el PTA, junto con el director de la tecnópolis, Felipe Romera, y el vicerrector de Proyectos Estratégicos de la UMA, Víctor Muñoz, para presentar esta iniciativa.

Reunión de los socios del proyecto en el PTA

El proyecto In-Business Growth pretende revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las PYMEs

"Las Pequeñas y Medianas Empresas son los principales actores que facilitan el crecimiento y creación de empleo que se requiere para reactivar la economía", apuntó Felipe Romera, director del PTA

El proyecto In-Business Growth es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las PYMEs, basándose en las cifras actuales en cuanto a su fracaso en muchos países, que indican que, en promedio, el 80% de ellas no cumplen los cinco de existencia y el 90% no llega a los 10 años.

Según señalan los socios del proyecto , se puede apuntar a varios factores externos e internos como la falta de apoyo institucional, la escasez de los programas de soporte para las PYMEs, las escasas fuentes de financiación, el control gubernamental excesivo, o altas tasas de impuestos, entre otros.

"Las Pequeñas y Medianas Empresas son los principales actores que facilitan el crecimiento y creación de empleo que se requiere para reactivar la economía", apuntó el director de la tecnópolis malagueña.

"Consciente de este diagnóstico, es fundamental desarrollar metodologías estratégicas para este propósito a nivel nacional e internacional que puede aplicarse con eficacia para abordar adecuadamente las necesidades reales detectadas. En este sentido, la importancia de la diversificación y la internacionalización del negocio para las PYMES deben considerarse como una prioridad en sus planes estratégicos", aseguró Romera.

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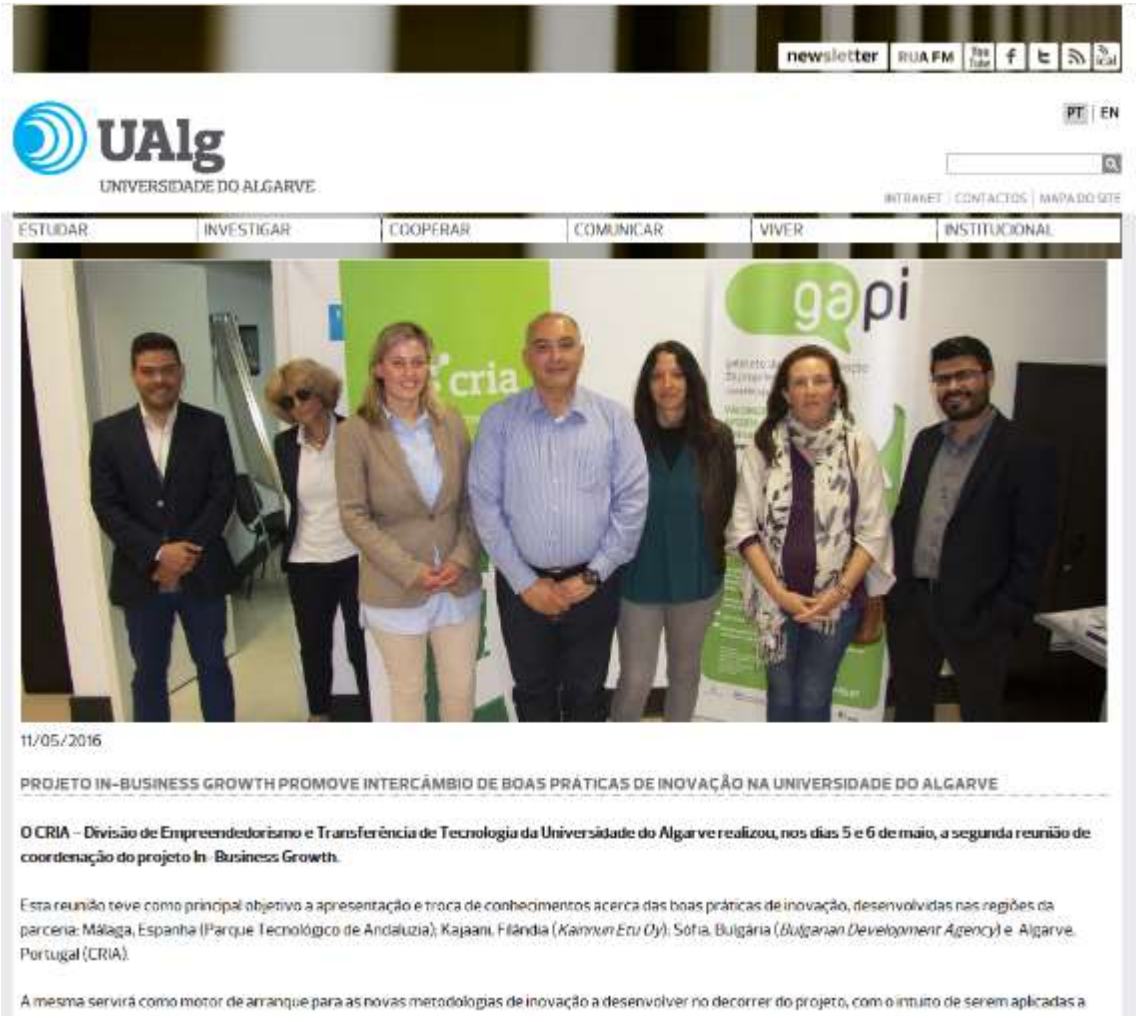
- Website of the PTA

http://www.pta.es/es/proyectos_europeos.cfm#.V3OWnGckrcv
http://www.pta.es/es/documents/In-BusinessGrowth_web.pdf

3. University of Algarve

- Website



The complete article is available in https://www.ualg.pt/pt/content/projeto-business-growth-promove-intercambio-boas-praticas-inovacao-na-universidade-do.

- Online Algarve Mais News (***online press release***)

See complete article in https://www.ualg.pt/sites/default/files/recortes/algarvemais_13-05-2016.pdf

- Online Postal do Algarve (***online press release***)

See the complete article in https://www.ualg.pt/sites/default/files/recortes/postalalgarve4_11-05-2016.pdf.

- Radio RUA FM (***online press release***)

See the complete article in https://www.ualg.pt/sites/default/files/recortes/ruafm_05-05-2016.pdf.

- Online Postal do Algarve (***online press release***)

See the complete article in https://www.ualg.pt/sites/default/files/recortes/postalalgarve_05-05-2016.pdf.

- Regional Newspaper Sul Informação (***online press release***)

See the complete article in https://www.ualg.pt/sites/default/files/recortes/sulinformacao_05-05-2016.pdf.

4. Bulgarian Development Agency

- Website

The Bulgarian Partner posted an article about the steering committee that ook place in Faro, Portugal, the 5th and 6th of May 2016.

Have a look to the article in: http://www.bg-da.eu/en/news/628-05-05-2016

5. Technology Park of Andalucia

- Meeting with the University of Málaga (Green Ray)

During the month of May 2016, Aline Daniel, International Project Manager of the Technology Park of Andalucia, met the team of the Green Ray from the University of Málaga, one of the good practices selected for the In-Business Growth, in order to design the strategy to promote the practices at international level.

5 MONTH – JUNE 2016

1. Delivery of the communication tools

In May the communication tools for the promotion of the project were delivered by the Portuguese partner, and include the following elements:

- ✓ Several options of banners, to be included in the website of each partner

- ✓ Flyer of the project to be printed by each partner and disseminated

- ✓ Roll-up to be printed by each partner and disseminated
- ✓ Newsletter form

- ✓ In-Business_Growth_Visual_Identity_Guidelines

2. Iberian Conference in Lisbon

The PTA, together with the University of Malaga, participated in a reflection day on the role of technology parks and universities, and technology transfer models in Lisbon, on the 28th and 29th of June 2016.

In a world where innovation and entrepreneurship has a decisive role, the creation of wealth, technology and transfer of knowledge from the University to the economy has an increasingly important role. In recent decades, a model for this transfer based on the creation of technology parks and its connection with the universities has been tested, especially in European countries. This model can and tends to be internationalized, but before a reflection on their success is required.

This new event is part of the activities of the European project IN-BUSINESS GROWTH from the Horizon 2020 program, led by the Technology Park of Andalusia, in which various innovation agents from Bulgaria, Finland, Portugal and Spain are cooperating to review practices related to the design and implementation of innovation support programs for SMEs.

See the complete article in http://www.pta.es/en/news_item.cfm?id=encuentro-iberico-modelos-transferencia-tecnologia-#.V8gdEGckrcs.

6 MONTH – JULY 2016

1. **Third Steering Committee in Sofia (6th and 7th of July 2016)**

- University of Algarve

The full article is available in https://www.ualg.pt/pt/content/projeto-business-growth.

- Bulgarian Development Agency

The Bulgarian partner, as host of the third Steering Committee, organised several activities related to the project, in adition to the technical meetings, such as:

NETWORKING MEETINGS:

- Meeting with Mr. Boyko Sekiranov – head of Department "Regional economics and finances" of **Sofia municipality**. The aim of the meeting was to share experience in the field of good practices and innovation in business development. During the meeting were discussed different tools which the municipality uses to support the local SMEs, as well as the challenges in front of the administration regarding support for local entrepreneurs.

- Meeting with Mrs. Leyla Radanova – Expert in Economic promotion policies in the **Ministry of Economy**. The aim of the meeting is to share experience in the field of good practices and innovation in business development. During the meeting were discussed the different mechanisms by which the Ministry can support the business environment, especially the opportunities coming from the European Commission.

- Networking event in Sofia Tech Park on the 7th of July 2016

An article about the project meeting and activities is available in: http://www.bg-da.eu/en/news/624-08-07-2016

2. S2E National Event - Bulgaria

The Bulgarian Developement Agency participated last 14th of July 2016 in the following event: "The Synergies between European Structural and Investment Funds (ESIF) and Research and Innovation Funding: Stairway to Excellence". The partner presented the project and distributed flyers among partner organizations during this conference organised by the European Commission, Ministry of Economy of Bulgaria and Ministry of Education and Science.

3. Meeting with the Rector of the University of Málaga (20th of July 2016)

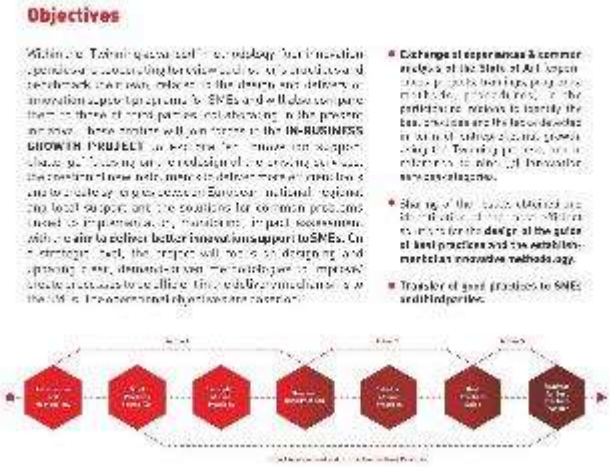
- Technology Park of Andalucia

In the framework of the activities of dissemination and promotion of the project In-Business Growth, members from the Technology Park of Andalucia met the Rector of the University of Málaga in order to present the project, and study together opportunities of transfer and exchange of good practices.

7 MONTH – AUGUST 2016

1. Launch of the IBG Newsletter

The first newsletter of the project were launched in Agust 2016 in all the regions participating, using the data base of each partner, and disseminating the documents to more then … contacts, focusing on companies, public institutions, education organisms, innovation agents, SME support entities and similar public objectives.



What's happening

At the moment, the partnership is working on the discussion, improvement and organization of the good practices selected in each participating regions. About 17 good practices were collected, and at this stage the partnership is working on the optimization of its structure to be more effective as an innovative methodology. The next step will be the benchmarking of best practices collected for future implementation and dissemination, with more emphasis on the regions of the partnership.

Synergies between European Initiatives

Following the objective to share areas of challenge in SME support among several agencies with experience in addressing similar challenges (Twinning advanced methodology), the North Hungarian Regional Innovation Agency is participating in three projects called CEEM, EISS and In-Business-Growth (as mentioned earlier) which have one thing in common: they all target to provide better local innovation support services to SMEs.

CEEM – Central Environmental and Energy Management as a Kit for Survival (Central Europe programme) – has laid a solid foundation for further exploitation possibilities by developing an easy online tool, called 3EMT (Eco Energy Efficiency Management Tool) for companies to self-check and benchmark their performance, as well as by establishing a transnational network of National Eco-Points (NEPs) that mainly provide information and – if necessary – offer the help of experts on how to use the tool.

Thanks to the fruitful outcome, two of the initial partners, Finn Innovation and NORRA have identified further cooperation possibilities, such as "EISS – Eco Innovation Support Services", a peer-learning project funded by H2020-Innosup-2016-2017. EISS – involving a third innovation agency, KEPA from Greece – aims to collaboratively address to improve eco-innovation support services in smaller manufacturing companies from traditional sectors in the peripheral regions, where innovation services offer is often weak. A National Eco Inno EISS Point is also planned in Greece and the tool offered to and tested on at least 30 SMEs. The most important outcome is a joint Design Option Paper, which will serve as a "guide" or a "handbook" to other agencies and business support centers to provide similar, more focused services on eco-energy efficiency.

These initiatives have indeed been introduced to the In-Business Growth partners in order to further capitalize the CEEN project results and spread these simple, yet effective business innovation support tools across Europe.

Parque Tecnológico de Andalucía

CRIA – Divisão de Empreendedorismo e Transferência de Tecnologia

Kainuun Etu Oy

Bulgarian Development Agency (BDA)

IN-BUSINESS GROWTH

Co-funded by the Horizon 2020 Framework Programme of the European Union

2. Publication in the Website of the APTE:

The Association of Science and Technology Parks of Spain (APTE) published an article about the first results of the In-Business Growth European Project in its website. You can see the full article in: http://www.apte.org/es/noticia-innovacion496.cfm

3. European Cluster Collaboration Platform

The PTA published an article about the first results of the In-Business Growth European Project in European Cluster Collaboration Platform funded by the EU programme for the Competitiveness of Enterprises and SMEs (COSME). You can see the full article in:

http://www.clustercollaboration.eu/profile-articles/first-results-business-growth-european-project

4. Technology Park of Andalucia

- PTA Magazine June – August 2016

A new article were published in the Magazine nº 86 June – August 2016 of the Technology Park of Andalucía about the project. This magazine is send to more than 3.800 contacts.

+DEA!

Internacional

Los socios del proyecto In-Business Growth del programa Horizonte 2020 se reunen en Faro

El PTA lidera esta iniciativa europea que pretende apoyar la innovación en las PYMES

Los socios que forjan el proyecto europeo In-Business Growth del programa Horizonte 2020, entre los que se encuentran miembros de la Universidad de Algarve (Portugal), a través de su Oficina de Emprendimiento y Transferencia de Tecnología, la Empresa de Desarrollo Regional de Kainuu (Finlandia), la Agencia Búlgara de Desarrollo (Bulgaria) y el PTA (España), se reunieron el pasado mes de mayo en Faro (Portugal) con el objetivo de presentar los mejores casos de éxito como pymes innovadoras.

Sobre el proyecto, In-Business Growth está permitiendo rediseñar y crear nuevos servicios e instrumentos para apoyar la innovación en las PYMES.

Durante doce meses, los socios y actores del proyecto están trabajando en el análisis de la situación actual, la creación de una guía de buenas prácticas y el establecimiento de una nueva metodología de trabajo innovadora que podrá ser transferida a cualquier agente de innovación que tenga la voluntad de mejorar el crecimiento y desarrollo de las PYMES.

El proyecto In-Business Growth es el resultado de un análisis de los socios y actores involucrados en la propuesta que han detectado las necesidades reales de las PYMES, basándose en las cifras actuales en cuanto al fracaso de las PYMES en muchos países.

La iniciativa pretende también revisar prácticas relacionadas con el diseño y ejecución de programas de apoyo de innovación para las PYMES.

Representantes de las entidades que integran el proyecto en Faro

Co-funded by the Horizon 2020 Framework Programme of the European Union

8 MONTH – SEPTEMBER 2016

1. Technology Park of Andalucia

- Training Edufinet

An event of financial education for entrepreneurs took place the 22nd of September 2016 in the space **Link by UMA-ATech** from the Green Ray, in Malaga. The objective was to inform and train entrepreneurs and financial staff from startups about basic skills in the financial world. It was a face-to-face conference which were also broadcast in streaming with member of the University of the Algarve (Portugal) with the aim to study the good practice, and see if it's feasible to transfer the model in Portugal. You will find below a detailed program of the journey:

0. Presentation
1. Financial Education
2. Edufinet Project
3. The choice of the legal form of the Company
4. the role of the financial system
5. The approach of the financial decisions
6. Main financial instruments
7. Relations bank-company
8. Questions of actuality

Experts:

- José A. Díaz Campos
- Juan F. García Aranda
- José M. López Jiménez

The training session was streamed in direct in: http://youtu.be/GX7NintWF-0




- Press Releases

Málaga hoy

PAÍS: España
PÁGINAS: 11
TARIFA: 503 €
ÁREA: 72 CM² - 10%

FRECUENCIA: Diario
O.J.D.: 6754
E.G.M.: 18000
SECCIÓN: MALAGA

5 Noviembre, 2016

Jornada de educación financiera para emprendedores

FORMACIÓN. Unicaja ha participado en una jornada sobre Educación Financiera para empresarios y emprendedores del Parque Tecnológico de Andalucía (PTA) en Málaga. La jornada ha sido además retransmitida a emprendedores portugueses adscritos a la Universidad de Algarve (Portugal) a través de tecnología *streaming*.

Un momento de la jornada.

La Opinión de Málaga
PAÍS: España
PÁGINAS: 2
TARIFA: 788 €
ÁREA: 105 CM² - 25%
FRECUENCIA: Diario
O.J.D.: 2750
E.G.M.: 18000
SECCIÓN: MALAGA
5 Noviembre, 2016

El clic del día

LA OPINIÓN

Educación financiera para empresarios

▶ Unicaja ha participado, a través del Proyecto Edufinet de Educación Financiera, en una jornada sobre Educación Financiera para empresarios y emprendedores del Parque Tecnológico de Andalucía (PTA). La jornada ha sido además retransmitida en streaming a emprendedores portugueses adscritos a la Universidad del Algarve (Portugal) El Proyecto Edufinet es uno de los proyectos de educación financiera pioneros en el país. Edufinet está impulsado por la Fundación Unicaja, así como por Unicaja Banco, con la colaboración de diez universidades y casi una decena de instituciones y organizaciones empresariales.

La Opinión

PAÍS: España
PÁGINAS: 21
TARIFA: 387 €
ÁREA: 78 CM² - 10%

FRECUENCIA: Diario
O.J.D.: 2750
E.G.M.: 19000
SECCIÓN: MALAGA

5 Noviembre, 2016

Unicaja organiza una jornada sobre educación financiera en el PTA

EUROPA PRESS MÁLAGA

Unicaja participó ayer, a través del Proyecto Edufinet de Educación Financiera, en una jornada sobre Educación Financiera para empresarios y emprendedores del Parque Tecnológico de Andalucía (PTA) en Málaga. La jornada fue además retransmitida a emprendedores portugueses adscritos a la Universidad de Algarve (Portugal) a través de tecnología *streaming*. La jornada sobre educación financiera, de carácter gratuito, se ha celebrado recientemente en Málaga, en el espacio Link by UMA en el edificio The Green Ray, y corrió a cargo de José María López Jiménez, miembro de la Dirección de Asesoría Jurídica Corporativa de Unicaja Banco y del equipo de trabajo del Proyecto Edufinet; de Juan Francisco García Aranda, miembro de la Dirección de Banca Corporativa de Unicaja Banco y del equipo de trabajo del Proyecto Edufinet, y de José Antonio Díaz Campos.

2. Dissemination of the newsletter

- University of Algarve

CRIA - Divisão de Empreendedorismo e Transferência de Tecnologia from the University of Algarve has disseminated the newsletter nb. 1 in September, using direct email and reached a total of 350 contacts, including the following ones:

- **Internally, using UAlg mailing lists**: Faculties, Rectorate team, Units, Services, Research Centres, UAlg Media as Radio and Communication Office, Academic Association, companies located in UAlg Business Incubation
- **Regionally**: Municipalities, Regional Directorates, Services of Regional Public Administration, Association and other regional stakeholders.
- **Nationally**: Technological Parks, Public Institutes, Universities, Services of National Public Administration and Associations.

3. Kainuun Etu Oy

- Online article published from Brussels

The office of the Finnish partner in Brussels informed that the small article published on the In-Business Growth Project had many good responses and they are planning sessions with the EC and also promoting it there, explaining how a rather small budget project can finally bring valuable results if the right people are involved.

http://www.eastnorth.fi/index.php?id=747&news_id=1249&start=6&archive=

East & North FINLAND

Ajankohtaista

09.08.2016
Itä- ja Pohjois-Suomen alue kuuluu vahvaan innovaatioalueeseen

28.07.2016
Syksy tuo tullessaan lukuisia Horisontti 2020 -infopäiviä

22.07.2016
Brexit ei vaikuta meneillään oleviin hankehakuihin ja projekteihin

19.07.2016
Eurooppalaiset aktiivisen ikääntymisen mallialueet valittu - mukana Oulu ja Kuopio

23.06.2016
Euroopan komissio investoi 6,7 miljardia euroa liikenneinfrastruktuuriin

Edellinen Seuraava
1 | 2 3 | 4 | 5 |
6 7 | 8 | 9 | 10 |

Kuukauden hanke: Kainuun etu mukana In-Business Growth -projektissa

30.08.2016

IN-BUSINESS GROWTH
Innovative Sustainable Business Growth at Global Level

Kainuun Etu on mukana EU:n Horisontti 2020 -ohjelman rahoittamassa In Business Growth (IBG) -hankkeessa. Projektin tavoitteena on parantaa innovaatiotoimistojen pk-yrityksille tarjoamia tukipalveluita, joiden avulla tuetaan yritysten kansainvälistä kasvua.

Co-funded by the Horizon 2020 Framework Programme of the European Union

11 | 12 | 13 |
14 | 15 | 16 |
17 | 18 | 19 |
20 | 21 | 22

UUTISARKISTO
2014 | 2013 | 2012

IBG -projektissa käytetään Twinning Advanced -menetelmää, joka perustuu hyvien käytänteiden tunnistamiseen, vertaisarviointiin, benchmarkingiin ja tietojen jakoon. Hankkeessa ovat mukana Technology Park of Andalucia (ES), the University of Algarve (PT), Kainuun Etu Oy (FI), ja Bulgarian Development Agency (BG).

Hankkeen tuloksena tavoitellaan paitsi parannuksia olemassa oleviin innovaatiotukiohjelmiin myös uusia menetelmiä, joilla voidaan vastata tehokkaammin innovatiivisten pk-yritysten kasvavaan ja kansainvälistyvään tukitarpeeseen. Vuoden kestävä (1.2.2016 –31.1.2017.) hanke on rahoitettu kokonaan Horisontti 2020 -ohjelman kautta saadulla rahoituksella (50 000 euroa, tukiprosentti 100 %).

Hankkeen toiminta käytännössä

Twinning Advanced -menetelmää hyödyntäen, neljä yhteistyökumppania arvioivat toistensa käytäntöjä ja analysoivat omia toimiaan, jotka liittyvät pk-yrityksille suunnattuihin design- ja innovaatiotuki-ohjelmiin. Lisäksi projektissa vertaillaan hyviä käytäntöjä kolmansiin osapuoliin, jotka tekevät myös yhteistyötä hankkeessa.

Jokainen hyvä käytäntö keskittyy innovaatioiden tukipalveluiden ongelmakohtiin. Projekti etsii ratkaisuja ja parhaita käytäntöjä yhdeksään tällaiseen haasteeseen. Yksi näistä haasteista on pk-yritykselle relevanttien tukitarpeiden oikeellinen identifioiminen ja tuen mukauttaminen niihin sopivaksi tavalla, joka vakuuttaa myös yrittäjän tuen hyödyllisyydestä.

Projektin toteutus on nyt puolivälissä. Yksityiskohtainen hyvien käytäntöjen menetelmien analyysi tehtiin ensimmäisten kolmen kuukauden aikana. Projektin ulkopuoliset innovaatiotoimistot Ranskasta, Unkarista ja Italiasta ovat myös osallistuneet. Tähän asti on tunnistettu, analysoitu ja vertailtu yhteensä 17 hyvää käytäntöä. Yhteenveto hyvistä käytännöistä tulee verkkosivuille myöhemmin.

Hakuprosessi

Kainuun Etu lähti mukaan hankkeeseen yhteydenoton innoittamana. Hakemuksen kirjoittamiseen ei tarvittu ulkopuolista konsulttia vaan se kirjoitettiin valmiiksi yhteistyökumppaneiden kanssa neljässä kuukaudessa.

Co-funded by the Horizon 2020 Framework Programme of the European Union

Yhteistyöstä ja hankkeen sisällöstä on hyviä kokemuksia vaikka yhteistyökumppanit eivät olleetkaan entuudestaan tuttuja.

Hyötyä Kainuulle

Hanke tuo Kainuulle monipuolista hyötyä. Tärkein hyöty on Kainuun yritysten innovaatioperusteisen kasvun vahvistuminen, joka saavutetaan taloudellisella yhteistyöllä ja innovaatiomahdollisuuksien paremmalla tunnistamisella. Toisaalta IBG -projekti tukee Kainuun Etu Oy:n innovaatiotukipalveluiden uudistumista ja vahvistamista. Osa hyvistä käytännöistä ei ole pelkästään relevantteja Kainuun Edulle vaan niistä hyötyvät myös muut Kainuun toimijat. Kainuun Edun tavoitteena on jakaa IBG -projektin yhteydessä esiin tulleita hyviä käytäntöjä maakunnassa.

Kasvua Kainuuseen ja Kainuun edun Baltic Tramin/Science Link -projektit ovat olleet hyviä käytäntöjä, jotka on hankkeen myötä voitu analysoida yhdessä kumppaneiden kanssa ja siirtää kumppaneille. Yhteistyö IBG-hankekumppaneiden kanssa on ollut toimivaa. Kainuun Etu voikin tulevaisuudessa jatkaa kansainvälistä yhteistyötä hankkeen kautta löydettyjen kumppaneiden kanssa.

Lisätietoja:

Ninetta Chaniotou
Johtaja
+358 (0)44 551 4559
ninetta.chaniotou@kainuunetu.fi

Kainuun etu

IBG-projekti

Euroopan komission tietokanta IBG-projektista

Kasvua Kainuuseen

Baltic Tram

Co-funded by the Horizon 2020 Framework Programme of the European Union

EU OFFICE

24, Avenue Palmerston - B-1000
BRUSSELS, BELGIUM

Puhelin: +32 2 231 01 22

email: info@eastnorth.fi

Tykkää meistä Facebookissa

Seuraa meitä Twitterissä

Katso YouTube kanavaamme

Tilaa RSS-uutissyöte

Co-funded by the Horizon 2020 Framework Programme of the European Union

9 MONTH – OCTOBER 2016

During the month of october, no comunication tools were delivered, but the partnership worked on the preparation of several promotion activities to be perfom in the forecoming months and especially for the final closure of the In-Business Project.

10 MONTH – NOVEMBER 2016

1. Promotion Activities

- Joint International Strategy Group of Málaga

The managing body of the Technology Park of Andalucía organizes and coordinates a working group whose aim is to combine international development strategies as well as the implementation of projects at global level and the search for joint actions of local authorities. The group is composed of members of the University of Malaga, the City Hall, the Chamber of Commerce, the Entrepreneur Confederation, Málaga Council, the newspaper Sur (local newspaper of major print run in the province of Málaga), a business incubator (European Business and Innovation Centre of Málaga), and the provincial delegation of ICEX Spain delegation export and investments and the managing body of the PTA.

The JOINT INTERNATIONAL STRATEGY GROUP was therefore created as a response to a common reflection of the major actors in the city, pointing towards the development of an international strategy with vision of medium and long term.

Last 15th of November 2016, several strategic agents of the city of Málaga involved in the creation of companies such as the University of Málaga, ICEX, Bic Euronova, the Centre of Business Development Support from the Regional Government and and the financial entity Unicaja Centre to know the rresults of the project and propose formulas to transfer different practices among European countries.

http://www.lavanguardia.com/vida/20161116/411914239364/destacan-seis-iniciativas-de-apoyo-empresarial-en-malaga-como-modelo-de-emprendimiento-en-europa.html

http://www.laopiniondemalaga.es/malaga/2016/11/17/europa-destaca-seis-iniciativas-aplicadas/890235.html

Co-funded by the Horizon 2020 Framework Programme of the European Union

http://www.laopiniondemalaga.es/malaga/2016/11/16/europa-toma-modelo-seis-iniciativas/890137.html

http://www.edufinet.com/index.php?option=com_content&task=view&id=2043&Itemid=238

LaOpinión
PAÍS: España
PÁGINAS: 16
TARIFA: 338 €
ÁREA: 86 CM² - 11%
FRECUENCIA: Diario
O.J.D.: 2750
E.G.M.: 19000
SECCIÓN: MALAGA
17 Noviembre, 2016

Europa destaca seis iniciativas aplicadas en Málaga de apoyo empresarial

▶ El proyecto In-Business Growth cita a The Green Ray, Edufinet, YUZZ, el PTA, Promálaga y el CADE

LA OPINIÓN

■ El proyecto In-Business Growth, que ha analizado las mejores prácticas europeas para apoyar el emprendimiento y el desarrollo empresarial con el fin de elaborar un manual de referencia, ha destacado seis casos de éxito que se desarrollan en Málaga, según anunció ayer el Parque Tecnológico de Andalucía (PTA). En concreto, la guía incluye 27 buenas prácticas que se han recopilado entre los socios del proyecto en una decena de países europeos y que servirán como referencia para otros países.

En este sentido, el proyecto ha reconocido en Málaga como buenas prácticas, y con potencial para ser replicadas en otros lugares, seis iniciativas: el espacio para la convivencia entre la Universidad y la empresa The Green Ray, el proyecto de educación financiera Edufinet, el Programa YUZZ para jóvenes emprendedores, el modelo del PTA y la labor de Promálaga y el CADE para apoyar nuevos proyectos empresariales.

En el proyecto, liderado por el PTA, han participado como socios la Universidad de Algarve (Portugal), la Empresa de Desarrollo Regional de Kainuu (Finlandia) y la Agencia Búlgara de Desarrollo (Bulgaria). También se han analizado los programas de apoyo empresarial de Francia, Italia, Hungría, Eslovenia, Austria y República Checa. El proyecto In-Business Growth se enmarca en el programa europeo Horizonte 2020.

Co-funded by the Horizon 2020 Framework Programme of the European Union

SUR
PAÍS: España
PÁGINAS: 6
TARIFA: 675 €
ÁREA: 136 CM² - 10%
FRECUENCIA: Diario
O.J.D.: 17948
E.G.M.: 146000
SECCIÓN: MALAGA
17 Noviembre, 2016

Europa toma como modelo casos de apoyo empresarial que se aplican en la ciudad

:: SUR

MÁLAGA. El proyecto In-Business Growth, que ha analizado las mejores prácticas europeas para apoyar el emprendimiento y el desarrollo empresarial, con el fin de elaborar un manual de referencia, ha destacado seis casos de éxito que se desarrollan en Málaga en este ámbito. En concreto, la guía incluye 17 buenas prácticas que se han recopilado de una decena de países europeos y que servirán como referencia para otros países a la hora de implantar medidas de apoyo al desarrollo empresarial.

En este sentido, el proyecto ha reconocido como buenas prácticas, y con potencial para ser replicadas en otros lugares, seis iniciativas aplicadas en Málaga: el espacio para la convivencia entre la universidad y la empresa The Green Ray, el proyecto de educación financiera Edufinet, el Programa YUZZ para jóvenes emprendedores, el modelo de desarrollo empresarial del PTA y la labor de Promálaga y el CADE para apoyar nuevos proyectos empresariales.

Co-funded by the Horizon 2020 Framework Programme of the European Union

11 MONTH – DECEMBER 2016

1. Participation to the Conference "Incubation of SMEs – Networking and support"

- Good Practice Transfer

Participation to a Conference – Conference "Incubation of SMEs – Networking and support" promoted by IAPMEI (National Institute for Supporting SMEs and Investment) – Regional Delegation of Faro, 7th December 2016. CRIA/UAlg has presented the good practice "Business Development Model of the Technological Park of Andalucia (PTA)". It was attended by nearly 60 persons, included technicians of incubators and technological parks, agents for supporting SMEs and companies. The participants were interested mainly in the soft-landing service offered by PTA to foreign companies.

Conference "Incubation of SMEs – Networking and support" promoted by IAPMEI – Faro, 7th December 2016 Presentation of the "Business Development Model of the Technological Park of Andalucia" – In-Business Growth Good Practice

2. Cooperation Agreement Signature

- First Transfer

A cooperation agreement was signed between the University of the Algarve and the Bank Foundation Unicaja in December 2016, as a result of the activities of transfer of the project In-Business Growth, to promote financial education within the public in general, with special attention to university students, and giving an international jumping.

Under the agreement, signed by Unicaja and the University of the Algarve, both institutions will encourage the promotion of financial education programs through the organization of courses and other activities to provide university students the necessary knowledge in this area. Thee agreement is based in the premise that, with the knowledge of basic financial concepts of all the citizens in general, and, university students and entrepreneurs in particular, the transparency, security and responsibility in the development of their relations with financial will take to a greater efficiency in the market.

http://www.europapress.es/economia/finanzas-00340/noticia-proyecto-edufinet-educacion-financiera-unicaja-firma-acuerdo-universidad-algarve-20161214161555.html

http://www.diariodeleon.es/noticias/leon/proyecto-edufinet-unicaja-suma-universidad-algarve-portugal_1122631.html

http://www.diariosur.es/economia/banca/201612/19/proyecto-edufinet-unicaja-firma-20161219102801.html

SUR ES

MÁLAGA | ANDALUCÍA | ESPAÑA | MUNDO | ECONOMÍA | MÁLAGA CF | DEPORTES | CULTURAS | OPINIÓN | GENTE Y ESTILO | PLANES

TEMAS

Ha llegado la nueva forma de invertir con Bolsa Abierta ¿Estás preparado?

BANCA

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Bodegas Pérez Hidalgo C. B. Vega del Geva Crianza

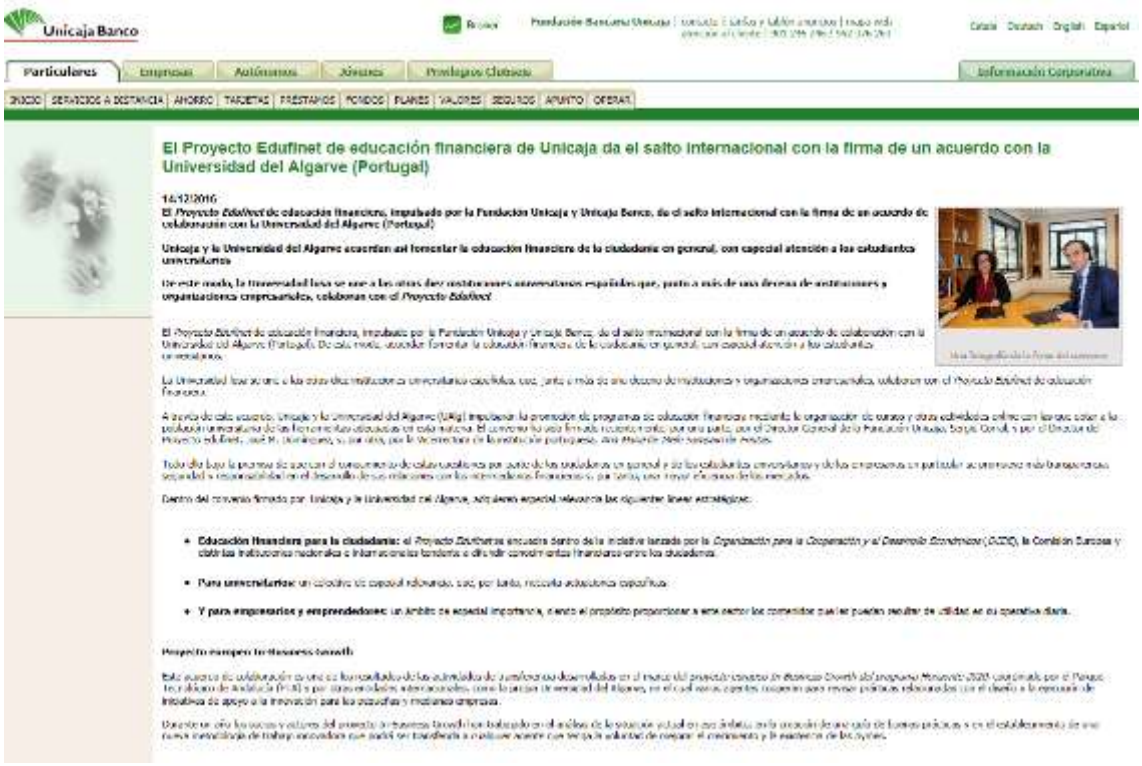
El proyecto Edufinet de Unicaja firma un acuerdo con la Universidad del Algarve

SUR

El Proyecto Edufinet de educación financiera, impulsado por la Fundación

Co-funded by the Horizon 2020 Framework Programme of the European Union

https://www.unicajabanco.es/PortalServlet?pag=1154079450383&content=fw1219756471655



http://www.edufinet.com/index.php?option=com_content&task=view&id=2048&Itemid=238

http://www.rededucacionfinanciera.es/actualidad/el-proyecto-edufinet-de-educacion-financiera-de-unicaja-firma-un-acuerdo-con-la-universidad-del-algarve/

red española de educación financiera

NOSOTROS ACTUALIDAD CONTENIDOS PROGRAMAS

El Proyecto Edufinet de educación financiera de Unicaja firma un acuerdo con la Universidad del Algarve

INTERNACIONAL · PÚBLICO OBJETIVO: JÓVENES

El proyecto Edufinet de educación financiera, impulsado por la Fundación Unicaja y Unicaja Banco, da el salto internacional con la firma de un acuerdo de colaboración con la Universidad del Algarve (Portugal) para fomentar la educación financiera de la ciudadanía en general, con especial atención a los estudiantes universitarios.

Según indica Unicaja en una nota, la universidad lusa se une a las otras diez instituciones universitarias españolas, que, junto a más de una decena de de instituciones y organizaciones empresariales, colaboran con el Proyecto Edufinet de educación financiera.

A través de este acuerdo, Unicaja y la Universidad de Algarve (UAlg) impulsarán la promoción de programas de educación financiera mediante la organización de cursos y otras actividades online con las que dotar a la población universitaria de las herramientas adecuadas en esta materia.

El convenio ha sido firmado recientemente, por una parte, por el director general de la Fundación Unicaja, Sergio Corral, y por el director del Proyecto Edufinet, José M. Domínguez, y, por otra, la vicerrectora de la institución portuguesa, Ana María de Melo Sampaio de Freitas.

Todo ello bajo la premisa de que con el conocimiento de estas cuestiones por parte de los ciudadanos en general y de los estudiantes universitarios y de los empresarios en particular "se promueve más la transparencia, seguridad, y responsabilidad en el desarrollo de sus relaciones con los intermediarios financieros y, por tanto, una mayor eficiencia de los mercados".

Co-funded by the Horizon 2020 Framework Programme of the European Union

http://www.expansion.com/agencia/europa_press/2016/12/14/20161214161554.html

Philips Foundation

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TITULARES

Filtrar por Directorio

- Seleccione un directorio -

El Proyecto Edufinet de educación financiera de Unicaja firma un acuerdo con la Universidad del Algarve

14/12/2016 | EUROPA_PRESS

SEVILLA, 14 (EUROPA PRESS)

El Proyecto Edufinet de educación financiera, impulsado por la Fundación Unicaja y Unicaja Banco, da el salto internacional con la firma de un acuerdo

Co-funded by the Horizon 2020 Framework Programme of the European Union

https://www.obrasocialunicaja.es/proyecto-edufinet-unicaja-da-salto-internacional-la-firma-acuerdo-la-universidad-del-algarve-portugal/

El Proyecto Edufinet de Unicaja da el salto internacional con la firma de un acuerdo con la Universidad del Algarve (Portugal)

14 diciembre, 2018

El Proyecto Edufinet de educación financiera, impulsado por la Fundación Unicaja y Unicaja Banco, da el salto internacional con la firma de un acuerdo de colaboración con la Universidad del Algarve (Portugal). De este modo, acuerdan fomentar la educación financiera de la ciudadanía en general, con especial atención a los estudiantes universitarios

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http://www.ideal.es/agencias/andalucia/201612/14/edufinet-salto-internacional-incorporar-845624.html

IDEAL ES

Edufinet da el salto internacional al incorporar una universidad portuguesa

AGENCIAS

Málaga, 14 dic (EFE).- El proyecto Edufinet de educación financiera, impulsado por Unicaja, ha dado el salto internacional con la firma de un acuerdo de colaboración por el que la Universidad del Algarve (Portugal) se suma a una veintena de instituciones y organizaciones empresariales que participan en esta iniciativa.

A través de este acuerdo, Unicaja y la Universidad del Algarve impulsarán la promoción de programas de educación financiera mediante la organización de cursos y otras actividades en internet con las que dotar a la población universitaria de las herramientas en esta materia, según ha informado hoy la entidad financiera en un comunicado.

El convenio ha sido firmado recientemente por una parte por el director general de la Fundación Unicaja, Sergio Corral y el director del proyecto

LO MÁS TOP
VISTO | COMENTADO | COMPARTIDO

http://agencias.abc.es/agencias/noticia.asp?noticia=2394257

Noticias agencias

Edufinet da el salto internacional al incorporar una universidad portuguesa

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Por comunidades

Andalucía
Aragón
Baleares
Cantabria
Castilla La Mancha
Castilla y León
Cataluña
Ceuta
Comunidad Valenciana
País Vasco
Córdoba
Extremadura

Co-funded by the Horizon 2020 Framework Programme of the European Union

http://www.ahoraleon.com/los-alumnos-del-juan-del-enzina-aprenden-economia-la-mano-la-ule/

Los alumnos del Juan del Enzina aprenden economía de la mano de la ULE. Mayte Tascón y Cristina Gutiérrez, profesoras de la Universidad de León (ULE) que forman parte del Grupo de Innovación Docente 'Educación Financiera' GID-EF (www.edufinet.com), han impartido hoy una sesión a alumnos de primer curso de bachillerato de Investigación en Excelencia del Instituto de Enseñanza Secundaria IES Juan del Enzina de León, en la que han abordado temas relacionados con la manera de elaborar el presupuesto familiar, cómo se crean las empresas, o qué son y para qué sirven los diferentes productos financieros.

Se trata de una actividad que forma parte de las iniciativas que lleva a cabo el grupo para explicar las finanzas fuera del ámbito universitario, y que en esta ocasión ha resuelto muchas dudas y preguntas de los jóvenes estudiantes del Juan del Enzina. Las dos profesoras han explicado que el proyecto trata de "vincular la economía financiera con el mundo real, porque todos en nuestra vida cotidiana tenemos relación con ella", al tiempo que se busca "despertar el interés por conocer mejor la economía". También se pretende interesar a los jóvenes en la disciplina, para despertar vocaciones y captar futuros estudiantes para la Facultad de Ciencias Económicas y Empresariales de la ULE.

El GID-EF de innovación docente fue creado en marzo de 2015 en el marco de una convocatoria realizada por la Escuela de Formación para la constitución de este tipo de grupos. La iniciativa está coordinada por Javier Castaño, y el grupo lo integran Mayte Tascón, Carmen Fernández Cuesta, Borja Amor, Paula Castro y Cristina Gutiérrez, todos ellos del Área de Economía financiera y Contabilidad del Departamento de Dirección y Economía de la Empresa de la ULE.

INTERNACIONALIZACIÓN DEL PROYECTO

Hay que apuntar que el Proyecto Edufinet de educación financiera, (que es impulsado por la Fundación Unicaja y Unicaja Banco), ha extendido su ámbito de actuación gracias a la firma de un acuerdo de colaboración con la Universidad del Algarve (Portugal), que se produjo este mismo mes de diciembre, que va a hacer posible la internacionalización de las actuaciones que se estaban llevando a cabo hasta ahora.

De esta manera la universidad portuguesa se ha vinculado a las otras diez centros universitarios españoles, entre los que se encuentra la ULE, que junto con más de una decena de instituciones y organizaciones empresariales, colaboran con el Proyecto Edufinet.

http://www.ileon.com/universidad/069302/educacion-financiera-de-la-universidad-a-las-aulas-de-instituto

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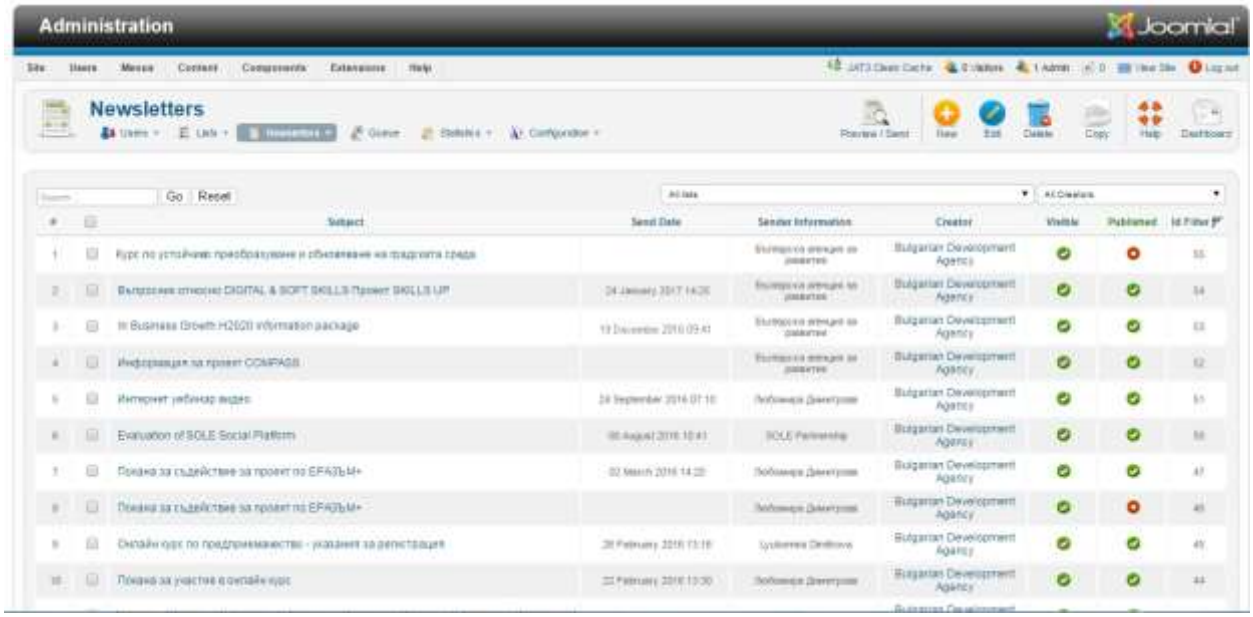
Desde su constitución, el grupo ha llegado a cabo diversas actividades, enmarcadas en tres grandes apartados:

- "Educación Financiera para niños". Que se desarrolla en diversos colegios, y está dirigida a niños de primaria.
- "Educación Financiera. ¿Cómo mejorar tu economía doméstica". Con actividades orientadas especialmente para personas de la tercera edad, y en algunos casos en colaboración con el Programa Interuniversitario de la Experiencia de la ULE.
- "Educación Financiera para universitarios". Con la creación de un blog 'Derecho-finanzas', en colaboración con el desarrollo del simulador bancario ULE Bank.

http://www.sulinformacao.pt/2016/12/banco-espanhol-vai-ensinar-a-gerir-financas-na-universidade-do-algarve/

3. Promotion Activities in Bulgaria

On 19 Dec 2016, Bulgarian Development Agency sent by email the updated Newsletters and information package for the project to 1387 recipients including SMEs (45), Universities (241), Chambers of Commerce and other professional organizations(62), Municipalities and Regional Authorities (1039).



12 MONTH – JANUARY 2017

1. Good Practice Transfer

- Organization of a Business Financing Training and Conference

CRIA Lunch & Learn "Business Financing and the Edufinet Program" – Faro, 26th January 2017

The first seminar on business financing was held under the protocol recently celebrated between the University of Algarve (Portugal) and the Bank Foundation Unicaja (Spain) and was target to businessmen and entrepreneurs installed in the UAlg incubator.

In the framework of the European project In-Business Growth from the Horizon 2020 programme, where various agents of innovation have cooperated to review practices related to the design and implementation of innovation support programs for SMEs, the first 'Business Financing' seminar has taken place in Portugal the 26th of January, in order to offer, to approximately one hundred entrepreneurs, basic knowledge in investment and business financing, among others, to be able to acquire the necessary skills to fend for themselves in this field.

LA VANGUARDIA | Andalucía

Al Minuto Internacional Política Opinión Vida Deportes Economía Local Gente Cultura Sucesos Temas

Local Andalucía

AND ECONOMÍA EMPRESAS

Emprendedores de Portugal aprenden a impulsar sus negocios con plan europeo

Comparte en Facebook Comparte en Twitter

30/01/2017 16:52

Málaga, 30 ene (EFE).- Alrededor de un centenar de emprendedores y empresarios de la incubadora del Centro Empresarial de Gambelas -que depende de la Universidad del Algarve- han aprendido a impulsar sus negocios en una jornada celebrada en Faro (Portugal) en el marco del proyecto europeo In-Business Growth del programa Horizonte 2020.

Durante el curso "Financiación empresarial" los asistentes han estudiado aspectos básicos de la inversión, el plan económico de las corporaciones, el presupuesto de tesorería o la previsión de la cuenta de resultados, ha explicado en nota de prensa la Fundación Unicaja, impulsora del "Proyecto Edufinet" en este país.

Además se han tratado otros aspectos como el balance de situación, los ratios de rentabilidad y los distintos tipos de financiación en función del ciclo de vida de las empresas.

Lo + Visto

Los peor vestidos de la alfombra roja de los premios Goya 2017

El 'twerking' de Irene Junquera que ya se ha hecho viral

Una adolescente acude al hospital con una pitón atrapada en la dilatación de su oreja

Los mejor vestidos de la alfombra roja de los Premios Goya 2017

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See complete article in:
http://www.lavanguardia.com/local/sevilla/20170130/413851083908/emprendedores-de-portugal-aprenden-a-impulsar-sus-negocios-con-plan-europeo.html

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Vida Natural Big Vang Tecnología Salud VangData Qué estudiar Bienestar Ecología Vanguardia de la Ciencia Más

Economía.- Unicaja y la Universidad del Algarve enseñan a emprendedores portugueses a impulsar sus negocios

Unicaja ha llevado a cabo en la Universidad del Algarve (Portugal) la primera iniciativa de fomento de la educación financiera tras la reciente firma del convenio que supuso el salto internacional del Proyecto Edufinet. En concreto, se ha incidido en el fomento del emprendimiento.

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30/01/2017 17:47

SEVILLA, 30 (EUROPA PRESS)

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See complete article in: http://www.lavanguardia.com/vida/20170130/413849570345/economia--unicaja-y-la-universidad-del-algarve-ensenan-a-emprendedores-portugueses-a-impulsar-sus-negocios.html

See complete article in: http://www.finanzas.com/noticias/economia/20170130/emprendedores-portugal-aprenden-impulsar-3559379.html

See complete article in:
http://www.expansion.com/agencia/europa_press/2017/01/30/20170130174139.html

SUR.es

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Además se han tratado otros aspectos como el balance de situación, los ratios de rentabilidad y los distintos tipos de financiación en función del ciclo de vida de las empresas.

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See complete article: http://www.diariosur.es/agencias/andalucia/201701/30/emprendedores-portugal-aprenden-impulsar-878770.html

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Unicaja y la Universidad del Algarve enseñan a emprendedores portugueses a impulsar sus negocios

30/05/2017

El *Proyecto Edufinet* ha llevado a cabo en Portugal, junto a la Universidad del Algarve, la primera iniciativa de fomento de la educación financiera tras la reciente firma del convenio que supuso el salto internacional de este programa que impulsan la Fundación Unicaja y Unicaja Banco

Durante la jornada 'Financiación empresarial' se ha incidido en el fomento del emprendimiento y, consecuentemente, en las claves con las que intentar garantizar a estos empresarios el éxito en la puesta en marcha de sus negocios

A través de esta sesión, el *Proyecto Edufinet* de educación financiera ha formado a aproximadamente un centenar de empresarios de la incubadora del Centro Empresarial de Gambelas, dependiente de la Universidad del Algarve

Unicaja ha llevado a cabo en la Universidad del Algarve (Portugal) la primera iniciativa de fomento de la educación financiera tras la reciente firma del convenio que supuso el salto internacional del Proyecto Edufinet. En concreto, se ha incidido en el fomento del emprendimiento.

A través de esta jornada desarrollada en la ciudad portuguesa de Faro, el *Proyecto Edufinet*, impulsado por la Fundación Unicaja y Unicaja Banco, ha formado a aproximadamente un centenar de emprendedores y empresarios de la incubadora del Centro Empresarial de Gambelas, dependiente de la Universidad del Algarve. Para ello, les ha facilitado una serie de conocimientos con los que hacer frente a la puesta en marcha de un proyecto empresarial.

El propósito de la jornada 'Financiación empresarial', llevada a cabo recientemente en el marco del proyecto europeo In-Business Growth del programa Horizonte 2020, ha sido acercar a los emprendedores de esta incubadora aspectos básicos de la inversión y la financiación empresarial, entre otras cuestiones, de modo que cuenten con competencias para desenvolverse con autonomía en este ámbito.

En concreto, tras un espacio de networking, se ha analizado el plan económico-financiero de las empresas, haciendo hincapié en el correspondiente estudio, con aspectos como el plan de inversión inicial y de financiación, el presupuesto de tesorería, la previsión de la cuenta de resultados, el balance de situación o las ratios de rentabilidad.

Otra cuestión importante de esta jornada ha sido la relativa a la financiación, abordando los distintos tipos existentes en función del ciclo de vida de la empresa, los aspectos a tener en cuenta en su búsqueda y las diversas fórmulas, tales como propia y ajena (bancaria y no bancaria).

Hacienta el acuerdo suscrito entre Unicaja y la Universidad del Algarve, ambas entidades acordaron impulsar la promoción de programas de educación financiera a través de la organización de cursos y otras actividades online con las que dotar a la población universitaria de las herramientas adecuadas en esta materia.

Todo ello bajo la premisa de que con el conocimiento de estas cuestiones por parte de los ciudadanos en general y de los estudiantes universitarios y de los empresarios en particular se promueve más transparencia, seguridad y responsabilidad en el desarrollo de sus relaciones con los intermediarios financieros y, por tanto, una mayor eficiencia de los mercados.

Este acuerdo de colaboración es uno de los resultados de las actividades de transferencia desarrolladas en el marco del proyecto europeo In-Business Growth del programa Horizonte 2020, coordinado por el Parque Tecnológico de Andalucía (PTA) y por otras entidades internacionales, como la propia Universidad del Algarve, en el cual varias agentes cooperan para revisar prácticas relacionadas con el diseño y la ejecución de incentivos de apoyo a la innovación para las pequeñas y medianas empresas.

***Edufinet*, iniciativa pionera**

El *Proyecto Edufinet* se puso en marcha a finales de 2007, si bien comenzó a desarrollarse en 2008, en el seno de Unicaja, con la colaboración de la Universidad Internacional de Andalucía (UNIA) y la de Málaga (UMA). De este modo, se convirtió en una de las entidades financieras pioneras en España en poner en marcha una iniciativa de este tipo. Un trabajo que ha tenido como recompensa la obtención de varios premios.

Desde la puesta en marcha de *Edufinet*, más de 75.000 personas han participado de forma directa en jornadas o encuentros de este proyecto, de las que más de 30.000 son jóvenes. Asimismo, la página web www.edufinet.com, donde se ofrece información estadística y práctica, así el requerimiento de conocimientos especializados precisa, cuenta desde esa fecha con más de 5,3 millones de visitas acumuladas, con consultas y accesos procedentes de casi 180 países.

La **Universidad del Algarve** (en portugués, Universidade do Algarve) [www.ualg.pt/pt] es una institución pública de enseñanza superior. Cuenta con cuatro campus, tres de ellos situados en la ciudad de Faro y el más pequeño, en Portimão.

See complete article in:

https://www.unicajabanco.es/PortalServlet?pag=1442407273787&content=fw1219756644179

See complete article in: http://www.eleconomista.es/economia/noticias/8119673/01/17/Unicaja-y-la-Universidad-del-Algarve-ensenan-a-emprendedores-portugueses-a-impulsar-sus-negocios.html

See complete article in: http://www.europapress.es/economia/finanzas-00340/noticia-unicaja-universidad-algarve-ensenan-emprendedores-portugueses-impulsar-negocios-20170130174141.html

See complete article in: http://www.efeemprende.com/noticia/142667/

See complete article in: http://www.elsoldigital.es/unicaja-y-la-universidad-del-algarve-ensenan-a-emprendedores-portugueses-a-impulsar-sus-negocios/

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EDUCACIÓN / UNIVERSIDAD

Unicaja y la Universidad del Algarve enseñan a emprendedores portugueses a impulsar sus negocios

POR EUROPA PRESS / LAINFORMACION.COM

Etiquetas: Málaga, España, Portimão, Universidad Internacional de Andalucía, Universidad, Economía (general), Información Para Empresas, Personas Desaparecidas

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A través de esta jornada desarrollada en la ciudad portuguesa de Faro, el Proyecto Edufinet, impulsado por la Fundación Unicaja y Unicaja Banco, ha formado a aproximadamente un centenar de emprendedores y empresarios de la incubadora del Centro Empresarial de Gambelas, dependiente de la Universidad del

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See complete article in: http://www.lainformacion.com/educacion/universidad/Unicaja-Universidad-Algarve-emprendedores-portugueses_0_995000914.html

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Economía.- Unicaja y la Universidad del Algarve enseñan a emprendedores portugueses a impulsar sus negocios

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El propósito de la jornada 'Financiación empresarial' llevada a cabo recientemente en el marco del proyecto europeo In-Business Growth del programa Horizonte 2020, ha sido acercar a los emprendedores de esta incubadora aspectos básicos de la inversión y la financiación empresarial, entre otras cuestiones, de modo que cuenten con competencias para desenvolverse con autonomía en este ámbito.

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See complete article in: http://www.finanzas.com/noticias/economia/20170130/economia-unicaja-universidad-algarve-3559308.html

See complete article in: http://ecodiario.eleconomista.es/espana/noticias/8118443/01/17/Unicaja-y-la-Universidad-del-Algarve-ensenan-a-emprendedores-portugueses-a-impulsar-sus-negocios.html#

See complete article in: http://www.lavozlibre.com/noticias/ampliar/1323893/unicaja-y-la-universidad-del-algarve-ensenan-a-emprendedores-portugueses-a-impulsar-sus-negocios

http://www.cria.pt/noticias/financiamento-empresarial-servido-ao-almoco-na-ualg-1/

http://www.cria.pt/iniciativas/in-business-growth-promove-almoco-volante-sob-o-tema-financiamento-empresarial/

2. Promotion Activities

- Joint International Strategy Group of Málaga

In the framework of the JOINT INTERNATIONAL STRATEGY GROUP in Málaga, last 31st of January 2017, the Technology Park fo Andalucia organised the first meeting of the year with the participation of the Mayor of Málaga, in order to present the results of the In-Business Growth Project, and study together opportunities of transfer.

13 MONTH – FEBRUARY 2017

1. FORUM TRANSFIERE 2017

Within the framework of the 6th Edition of the European Forum for Science, Technology and Innovation, TRANSFIERE 2017, held in Malaga on the 15th and 16th of February, the Technology Park of Andalusia presented the work done by all the partners of the European project In-Business Growth, which analysed the best practices applied in different countries of the European Union to support entrepreneurship and business development, and designed methodologies to transferred these initiatives at national and international level.

El rey Felipe VI, presidente de honor del comité organizador de Transfiere, presidió el acto inaugural de una edición en la que han estado presentes, además, 2.300 proyectos tecnológicos, medio centenar de universidades, 39 plataformas tecnológicas y más de 170 ponentes.

Aline Daniel, International Project Manager of the PTA, presented the project in the area "Red point" of the Forum within the table "Best European Practices to support SMEs", with the participation of Rafael Ventura, Vice Chancelor of Innovation and Entrepreneurship from the University of Malaga (UMA), and and Hugos Barros, Head of the Business and Technology Transfer Division from of the University of Algarve (Portugal) and partner of the project.

In Transfiere, the responsibles of the project presented the handbook of good practices, as well as the methodology of international transfer and joint working methodology followed during the project.

Co-funded by the Horizon 2020 Framework Programme of the European Union

See the program in http://transfiere.malaga.eu/es/programa/red-point/#.WMEuzWcizcs

Some articles published on the web:

- http://www.pta.es/es/noticia.cfm?id=pta-presenta-in-business-growth-transfiere#.WME0Q2cizcs

- http://www.lavanguardia.com/vida/20170216/4277120668/foro-transfiere-cierra-su-sexta-edicion-con-mas-de-4000-participantes.html

LA VANGUARDIA | Vida

Foro Transfiere cierra su sexta edición con más de 4.000 participantes

Transfiere, Foro Europeo para la Ciencia, Tecnología e Innovación, ha despedido su sexta edición con más de 4.000 participantes. Durante este pasado miércoles y este jueves el evento ha celebrado una convocatoria "histórica" al contar en la jornada la inauguración con la visita del rey Felipe VI.

Lo + Visto

MÁLAGA, 16 (EUROPA PRESS)

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Durante el foro han tenido lugar más de 5.000 reuniones. Destaca también el incremento de un 60 por ciento en el número de grupos de investigación, con un total de 275, según han informado en un comunicado desde la organización.

Asimismo, más de 4.000 profesionales procedentes de alrededor de 1.800

- http://www.europapress.es/andalucia/malaga-00356/noticia-foro-transfiere-cierra-sexta-edicion-mas-4000-participantes-20170216165925.html

epmalaga.es europa press

Málaga

Foro Transfiere cierra su sexta edición con más de 4.000 participantes

EUROPA PRESS

MÁLAGA, 16 Feb. (EUROPA PRESS) -

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Servicio Fotográfico de Andalucía »»

Málaga ofrecido por

- https://fundaciondescubre.es/blog/2017/02/15/malaga-reune-en-el-vi-foro-transfiere-a-la-mayor-representacion-de-idi-y-transferencia-de-conocimiento-en-espana/


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- http://novaciencia.es/foro-transfiere/

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El Rey Felipe inaugura el Foro Transfiere de Málaga este miércoles con más de 140 ponentes

Compartir

El Rey de España, Felipe VI, inaugura este miércoles el **Foro Transfiere, Foro Europeo para la Ciencia, Tecnología e Innovación**. El evento, que reúne a más de 140 ponentes de una veintena de países, se celebrará durante los días 15 y 16 de febrero en el **Palacio de Ferias y Congresos de Málaga** convirtiéndose en la mayor representación del ecosistema del I+D+i y la transferencia de conocimiento en España.

Portugal es el país invitado este año para analizar en profundidad su **modelo de innovación**, participando en la zona de networking y en diferentes paneles y mesas redondas, caso de Oportunidades de Colaboración con Parques Portugueses (Tecparques) y Buenas Prácticas Europeas de Apoyo a las PYMEs (Proyecto InBusiness Growth, H2020), entre otros.

Bielorrusia y Hungría están presentes también en la zona expositiva para exponer sus proyectos e iniciativas más destacados en el campo del I+D+i. Junto a ello, se realiza además un panel temático en el Foro Internacional de la Innovación coordinado por la Asociación Internacional de Parques Científicos y Áreas de Innovación (IASP) en el que se dan a conocer las prioridades de cooperación internacional y las principales líneas de actuación entre la Unión Europea y Brasil en materia de innovación. En el apartado de

Descárgate Nova Ciencia

NOVA CIENCIA

STOP ABLACIÓN

PIXELOCEN

Andalucía

2. EURADA Brokerage Event 2017: Peer learning of innovation Agencies

It is interesting for all the development agencies to identify the valuable results of the projects supported by the H2020 call of "Peer learning of Innovation Agencies" (H2020-Innosup-05). During the projects, there have been joint learning activities with results that could be useful for other agencies. Each of the best practices of the projects have been carried out by at least 3 innovation agencies and could be easier to be transferred to other agencies. The results of these projects are especially indicated for SMEs' innovation support programmes. There are valuable results on finance innovation in SMEs, designing tailored SME innovation services, establishing synergies between structural funds and H2020, the practical implementation of Seal of Excellence, etc.

In this sense, Kainuun Etu participated in the Peer Learning for Innovation Agencies event, organised by EURADA on 15.2.2017 (*Workshop and Brokerage Event: Peer learning for Innovation Agencies, February 15th, 8h30-18h00 Scotland House, Rond-Point Schuman 6, 1040 Brussels*) and disseminated the experience, findings and good practice transfer of IBG project.

The objective of the event was to capitalise the projects supported by the call of peer learning for innovation agencies (H2020-Innosup-05), promote the utilisation of project results by development agencies and establish partnerships for future projects.

The event was organised in two parts: capitalisation and brokerage:

- The first part included presentations of INNOSUP project results followed by a dialogue with a panel of practitioners of regional economic development. The purpose of this first session is to identify clearly useful project results for other agencies.
- The second part aimed at establishing partnerships for future projects. Innovation agencies with a project proposal presented briefly their ideas of projects and discussed with potential partners.

PROGRAM: http://www.brokerage2017.com/agenda.html

February 15, 2017 9h00 - 18h00 Scotland House, Rond-Point Schuman 6, 1040 Brussels - Belgium

9h00 **Welcome coffee and registration**

9h30 **Opening Session**
Welcome address, Sarah ENGLISH, Head of Brussels office, Scotland Europa, Scottish Enterprise
- ***EU policies to support peer learning for innovation agencies***, Dorota PRZYLUDZKA, DG Growth European Commission
Moderator: Stanislaw GINDA, Director of Bielsko-Biala RDA, President of Eurada

10h00 **1st Session of project results capitalisation:** Presentation of project results of the call peer learning for innovation agencies
- ***Strategies learning for excellence management*** (*COOPERATELL* project), Enrique ESTEBAN, Agencia de Desarrollo Económico de La Rioja
- ***Innovative Sustainable Business Growth at Global Level*** (*In-Business Growth* project), Nineta CHANIOTOU, Manager of Kainuun Etu
Discussion panel composed of: Eva PANDO (IDEPA) and Jean SEVERINS (Province of Limburg)
Moderator: Ryan TITLEY, Communication & Planning Manager, ERRIN

11h00 **Coffee break and bilateral meetings**

11h30 **2nd Session of project results capitalisation:** Presentation of project results of the call peer learning for innovation agencies
- ***SPARK, a revolutionary kit for innovation opportunities*** (*TRANSNOVIS* project), Frédéric ERPICUM, Agence pour l'Entreprise et l'Innovation
- ***New tools for innovation monitoring*** (*NETIM* project), Giuseppe CREANZA, ARTI Puglia
- ***Peer learning in business innovation tools for SMEs*** (*Peer-BIT* project), Radka Svobodová, South Moravian Region Representative to the EU
Discussion panel composed of: Carmen SILLERO (Agencia IDEA), Jorg VAN DER MEIJ (NV Industriebank LIOF) and David JEPSON (Civil European Perspectives)
Moderator: Martin GUILLERMO, Secretary General, Association of European Border Regions (AEBR)

13h00 **Lunch**

14h00 **Call H2020-INNOSUP-05 Peer learning for innovation agencies**
- ***Key aspects of the call***, Eric KOCH, EASME European Commission
Moderator: Roberta DALL'OLIO, ERVET, Vice President of EURADA

14h30 **3rd Session: Brokerage of new project ideas for the call H2020-Innosup-05 of peer learning of innovation agencies**
- ***Smart Industrial Villages***, Frubrizio TOLLARI, ERVET
- ***Concentration of technology centers***, Wim MARTENS, Agencia de Desarrollo Económico
- ***ESSI European Support to Social Innovation***, Roberta DALL'OLLIO
- ***Migrant Entrepreneurship*** - Graziana GALATI, ERVET
- ***Development regional guide for financing innovation*** Roberto ALGARRA, IVACE
Moderator: Estéban PELAYO, Director of EURADA

15h30 **Coffee break**

16h00 **4th Session: Brokerage of new project ideas**


- ***SYMED***, **Interreg Europe**, Bogdan CHELARIU
- ***Biotics - Plants for animal infections***, Ana VALENZUELA, De Creatieve STEM vzw
- ***Watify campaign is coming to you! Support to events boosting technological transformation***, Esteban PELAYO, EURADA
- ***Social Entrepreneurship***, Luca Pastorelli, DIENIS
- ***Cybersecurity***, **Interreg Europe**, Jose DE DIEGO, Agencia de Desarrollo Economico
- ***Exploring the hidden paths of innovation*** **Interreg Europe**, Giuseppe CREANZA, ARTI Puglia
- ***CleanTechEU Clean technologies for manufacturing SMEs*** H2020-**INNOSUP-03-2017**, Tamas GYULAI, EU-Mentor
- ***Drawing on experience from H2020 PSE and working on Blue Growth Value Chains Mapping***, Laura ROMAN, Technolopolis
- ***Open Cinema Platform***, Christoph WARBACK

Moderator: Esteban PELAYO, Director of EURADA

17h00 **Networking cocktail**

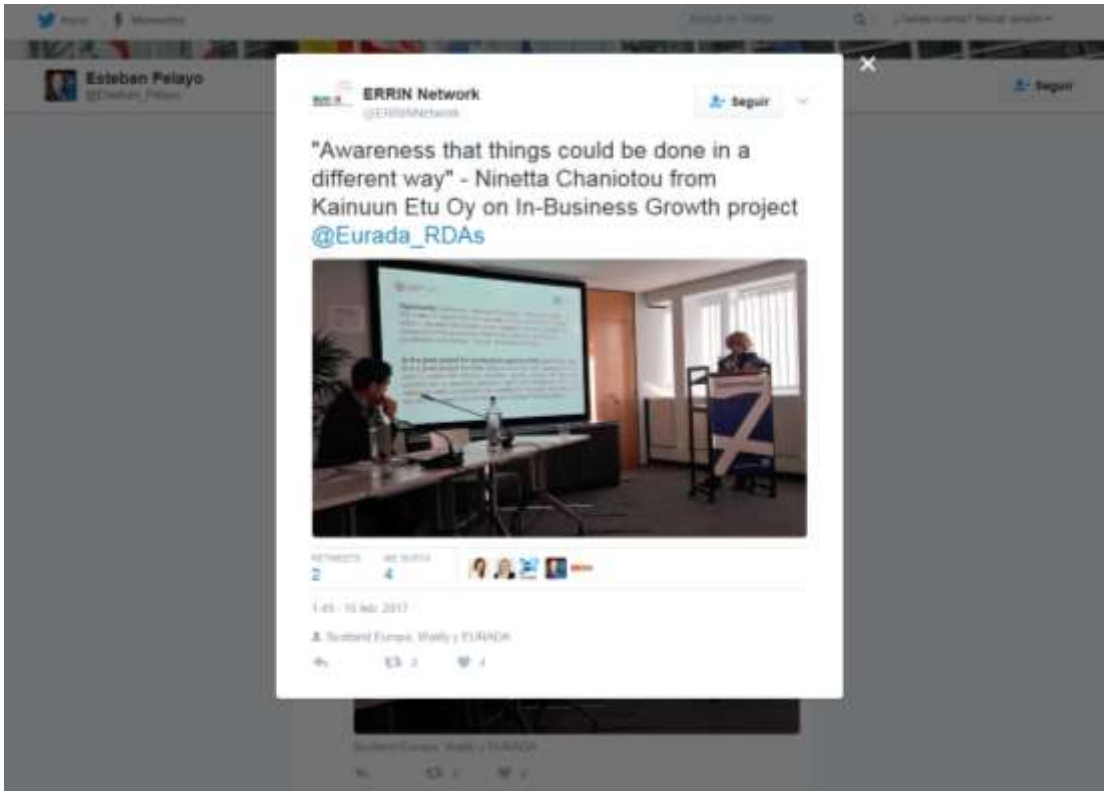
This event is organised by: eurada

In cooperation with: Watify ERRIN

Some press releases:

- http://www.alpeuregio.org/images/15.02.2017_Report_Brokerage_Event_2017.pdf

Twitters:


Esteban Pelayo
ERRIN Network
Seguir
"Awareness that things could be done in a different way" - Ninetta Chaniotou from Kainuun Etu Oy on In-Business Growth project @Eurada_RDAs

SYNTHESIS

RESULTS	FORESEEN	DONE
Articles in partner websites	-	4 (Ualg), 6 (PTA), 3 (Bulgaria)
Writing articles in partner magazines	-	3 (PTA)
Online Press Release	-	44 (PTA), 5 (Ualg), 1 (Finland)
Writing Press Release	-	2 (PTA)
Local/ regional/National Conferences	6 (2 per contry)	1 (Forum Transfiere 2016 - PTA) 1 (Iberian Conference - PTA) 1 (Forum Transfiere 2017 - PTA) 2 (Conference IAPMEI FARO, 7th Dec. 2016 – UAlg; Session Lunch & Learn Business Learning EDUFINET – 26th Jan.2017 – UAlg)
Workshops	6 (2 per contry)	1 (Forum Transfiere 2016 - PTA) 1 (Edufinet Training Workshop - PTA) 2 (Joint International Strategy Group Meeting – PTA) 1 (Forum Transfiere 2017 - PTA) 1 (Meeting with the Rector of the University of Málaga – PTA)
International event	3	1 (Iberian Conference – PTA) 2 (Forum Transfiere 2016 and 2017 - PTA)
Mailing (newsletters)	12	6

Co-funded by the Horizon 2020 Framework Programme of the European Union

Corporate Image		• Document templates (word and PPT) • Logo • Stationary (cover letter, envelops, folder) • Wallpaper
Communication tool	-	• Banner • Flyer • Roll-up to • Newsletter form • In-Business Growth Visual Identity Guidelines

Not foreseen:

1 Cooperation Protocol: Agreement Signature beween Edufinet and the University of Algarve

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