



get on the **smart** path

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# Catalogue of Good Practices

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# 1. PROVINCE OF FLEVOLAND

## I. General Characteristics of the Practice

### 1. Title of the practice (instrument/project)

#### **Geomatics business park**

### 2. Location of the Good Practice

<b>2.1. Country</b>	The Netherlands
<b>2.2. NUTS1</b>	Oost Nederland
<b>2.3. NUTS2</b>	Flevoland
<b>2.4. City</b>	Marknesse
<b>2.5. Organisation</b>	Geomatics business park

### 3. Precise theme/issue tackled by the practice

Establishment of a top location (business and science park) for innovative and knowledge intensive geomatics organizations producing environmental information.

### 4. Key words

Geomatics Business Park, innovation, satellite data, clustering, environmental information

### 5. Objectives of the practice

The establishment of an assembly of SME's and Knowledge Institutions rendering Geo-information & satellite earth observation data into innovative, commercial services and products and to improve high tech employability in the Province of Flevoland.

### 6. Detailed description of the practice

#### 6.1. Origin/background

Geomatics Business Park (GBP) is a business and science park for companies and knowledge institutions working in the field of earth surveillance observation and information technology. The use of earth surveillance observation data is a rapidly growing market, with a broad field of employment, such as coastal defense, water and soil management, air quality, precision agriculture, ecology and the management of (vital) civil infrastructure.

#### 6.2. Bodies involved

GBP started in 2002 as a spin off of the National Aerospace Laboratory, with financial contributions from private investors, the National Aerospace Laboratory and regional & national governments. The GBP also received contributions from the European Fund on Regional Development (2002 – 2008 and 2009 - 2013). The Regional Development Agency (OMFL) played an important role in development of the site. In 2012 over a dozen of private companies found their home in the GBP. The companies within the GBP

have close relations with the technical universities.

### **6.3. Problem tackled**

Geomatics plays an important role in the traditional domains of the government, such as coastal, water and soil management, air quality, ecology and the management of (vital) civil infrastructure.

Geomatics is increasingly employed in business as well, both on a national and international level. For starting enterprises in a new market it is often difficult to find a proper location that offers both the technical infrastructure and easy access to high-tech institutions. The GBP fills this gap and provides financial support for rapid development of innovative products and services.

### **6.4. Target of the practice**

GBP invites companies and knowledge institutions to establish at GBP and benefit from the many synergy advantages the business park has to offer. The combination of closely related expert knowledge, modern facilities and available networks, which can all be found here, results in an unsurpassed business establishment climate for ambitious companies and knowledge institutions in the realm of geomatics.

Within the GBP the forerunners of the geomatics industry share their treasures of knowledge, innovative capacity and insight into (international) market segments. With its thematic approach and consequent possibilities to work together Geomatics Business Park manifests itself as the European centre for the development and supply of environmental information based on earth surveillance.

### **6.5. Target groups**

Small and medium sized entrepreneurs and forerunners in the field of (satellite based) geomatics. These companies usually represent a treasure of knowledge and innovative capacity and its workers have a high degree of education.

### **6.6. Detailed content of the practice**

The GBP existed after the departure of the Laboratory for Water Research. This laboratory moved to another part of the Netherlands, but some of the employees refused to move from Marknesse and started their own company. The National Aerospace Laboratory was interested in this spin-off and enabled an employee to find out if it was possible to work in the 'old building' of the laboratory of Water Research and to start working in that building several companies under the name of Geomatics Business Park. The overall idea was that all these small companies wouldn't have enough critical mass to function as a respectable partner in meetings with big companies/clients. With financial aid from the EFRO funds (1994-2000) the building was partly restored.

The fact that the Dutch government was co-financing the satellites, but did not do much with the data the satellites provided, motivated the Ministry of Economic Affairs together with the National Aerospace Laboratory and the new companies, Province of Flevoland and the Municipality of Noordoostpolder, to support the Synergyplan GBP 2001-2006. The Province joined through the EFRO program 2000-2006. This plan intended to:

1. Motivate and support the collaboration between companies and knowledge institutions. An arrangement was made that was approved by the European Commission. To make use of this benefit the companies had to be resided in the GBP.
2. Active knowledge transfer. GBP organized several workshops, seminars, a website and much more.
3. The inhabitants of GBP multiplied from 50 to a 100.
4. The tenants multiplied from 10 to 20.

Side note: the individual companies rarely spoke of the GBP, but promoted their own company.

When the Synergy plan ended the idea for the GeoValley was developed with focus on several themes: water, space, air and more. The idea was to work together in clusters. GeoValley is also supported by EFRO funds 2007-2013. Besides the support on content with project arrangements and project management, the building was restored and prepared for new tenants. A private party is now the owner of the building. Now the number of companies is declining and a number of companies are getting bigger.

### 6.7. Financial framework

In the period 2009 – 2012 several geomatic companies and knowledge institutions are working together under the name of Geo Valley to develop new innovations and applications in the realm of geomatics. Geo Valley is executed by a consortium of small and mid sized enterprises. Within the Geo Valley investment program, the GBP plays an important role. The financial framework of the Geo Valley Investment program is as follows:

- ERDF: 1.9 million euro.
  - Funding national government: 1,5 million euro.
  - Other public funding: 1.3 million euro.
  - Private funding: 1.3 million euro.
- TOTAL: 6,0 million euro.

### 6.8. Timescale

**Start:** 2001

**End:** 2013

## 7. Evaluation

### 7.1. Results and outputs of the practice

In the past decade the employability in the GBP in Flevoland increased from 45 to 140 jobs.

### 7.2. Main strengths (success factors)

The three most important success factors are:

1. Geomatics Business Park is situated in the direct vicinity of a national research institute, the National Aerospace Institute (NLR).
2. The rapidly growing market of geomatics
3. The availability of innovation Programme (Geo Valley) that is supported and executed by a consortium of enterprises.

### 7.3 Main weaknesses

The main weakness is that the Geomatics Business Park is situated in quite a remote area, which is poorly accessible for public transport and a less favoured area for young people to establish.

#### 7.4 Difficulties encountered

In spite of the growing market for geomatics, it is difficult to house enterprises and knowledge institutions under the roof of the GBP, in spite of the shared facilities the GBP has to offer. The growth of the innovation based jobs was ahead expectations in the first Program Period but stays behind the expected values as calculated at the beginning of the current Geo Valley program. Growth is currently achieved by enterprises already established in GBP for a number of years, more than attracting new companies. Governmental funding of the GBP is still needed.

#### 7.5 Lessons learned from the practice

An active role from the regional governmental organizations was essential in the starting phase of the GBP and still is in 2012. The governmental support needed, both in time and funding, are longer and higher than expected initially. Creating a cluster demands a long time effort from both enterprises and governments and demands professional workers in the field of marketing and acquisition. A next step is to integrate GBP in the EU geomatics infrastructure which is currently being established by the EU Program 'Global Monitoring of Environment & Security (GMES)'. This Program offers opportunities to develop innovative, commercial services based on space data provided by the GMES constellation of satellites (from 2014 onwards). GBP and Province of Flevoland are open to those European areas who are interested in the (commercial) geomatics sector to exchange views, practices and knowledge.

#### 7.6 Recommendations for improvement

See 7.5.

### 8. Other relevant information

<http://www.geomaticspark.com/>

### 9. Contact

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## II. Transferability of the practice

### 10. Key factors associated with the regional context

Geomatics Business Park is a success because the basis for utilizing information is developed by the National Air and Space laboratory that is located nearby. It is a spin-off of the international research institute.

### 11. Other key factors for the success of the good practice

There is office space in the immediate vicinity and there is a strong growth market.

## 12. Factors that might hamper the transfer of the good practice

None.

## 13. General judgment of the practice

**13.1. Degree of innovation** Very innovative. Internationally appreciated.

**13.2. Transferability** What can be transferred is that a viable cluster needs more than smart researchers. There has been too much acquisition on the content. Smart salesmen are required.

**13.3. Cost/benefit ration** It has cost a lot. Several restorations, several arrangements, subsidies and management. Approximately 14 million euros.

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

**ACRRES, Applied Centre for Renewable RESources**

## 2. Location of the Good Practice

<b>2.1. Country</b>	The Netherlands
<b>2.2. NUTS1</b>	Oost Nederland
<b>2.3. NUTS2</b>	Flevoland
<b>2.4. City</b>	Lelystad
<b>2.5. Organisation</b>	ACRRES

## 3. Precise theme/issue tackled by the practice

The mission of ACRRES is to develop, test and demonstrate new applications of sustainable energy, such as solar, wind and biomass-based energy, to present teaching tools and to develop new applications from green raw materials. ACRRES works on this mission in a joint effort with private companies.

## 4. Key words

Sustainable energy, innovation, clustering, applied research, education, demonstration, business development

## 5. Objectives of the practice

The objective of ACRRES is to stimulate the application of sustainable energy and green raw materials by developing the following four pillars:

- Experiments

Together with (new) partners: perform practice-oriented research to develop prototypes to improve cost-effective methods of sustainable energy generation and the use of biomass.

- Testing

Offer space to businesses to be used as a test location for their prototypes (processes, machinery, equipment).

- Demonstrations

The own premises in Lelystad have ample space for demonstrations to show present and future possibilities of sustainable energy and green raw materials.

- Learning

By concentrating activities: create an excellent learning environment (apprenticeships, orders) and information point for (groups of) students.

## 6. Detailed description of the practice

### 6.1. Origin/background

ACRRES in Lelystad is the national centre for the application of sustainable energy and green raw materials. The objective of this initiative of

Wageningen UR is to develop sustainable energy on the basis of sun, wind and biomass. ACRRES also develops applications to utilize green raw materials for the extra value. ACRRES started in 2007 as an initiative of Wageningen University and Research Centre (Wageningen UR) and the province of Flevoland. ACRRES is also a particularly suitable location for demonstrations and testing prototypes.

#### **6.2. Bodies involved**

The ACRRES initiative was founded by private investors, Wageningen UR, the Province of Flevoland and the Municipality of Lelystad. ACRRES also received contributions from the European Fund of Regional Development (EFRO), cooperates with a big energy company and several SME's in solar energy, algae's and bio-ethanol.

#### **6.3. Problem tackled**

ACRRES was founded in order to meet the challenges of the 21st century to find new resources of reliable energy in combination with the reduction of the production of greenhouse gasses. One of the options to meet these challenges is use of solar- and wind energy and the use of manure, biomass, algae and other green raw materials in order to produce organic gasses or vegetable oils. ACRRES is focusing on this specific area of research by developing new applications and demonstrations with help from private investors.

#### **6.4. Target of the practice**

The objective of ACRRES is to develop new ways for producing sustainable energy on the basis of solar, wind and biomass, in a joint effort with private companies, local authorities and educational institutes. The centre will also maximize applications to utilize green raw materials and to and to minimize mineral en energy losses.

#### **6.5. Target groups**

The main target groups of ACRRES are energy companies and collectors of waste materials, SME's and agricultural SME's. There is a wide range of customers and suppliers in renewable energy.

#### **6.6. Detailed content of the practice**

ACRRES develops and tests prototypes for sustainable energy production. ACRRES has a test location for 12 windturbines, the largest location in Western Europe. ACRRES is also a particularly suitable location for demonstrations. ACRRES has arranged an information and training room for visitors and educational institutes where learning and a person's own experience are central issues. Since it can offer all these activities within a single practice, ACRRES is an excellent environment for work placement by students. On the website of ACRRES you can find more detailed information ([www.acrres.nl](http://www.acrres.nl)).

#### **6.7. Financial framework**

The annual turnover of ACRRES is about 1,5 million euro.

In a 5 year period (2008 – 2013) 6,8 million euro was invested in construction of research and demonstration facilities (silo's, installations en other hardware) (named "Energierijk"). The European Fund for regional Development contributed 1,7 million euros.

#### **6.8. Timescale**

**Start:** 2007

**End:** -

ACRRES started in 2007. In 2012 over 15 private investors are working with ACRRES on new applications on renewable energy. It is expected that ACRRES

will continue its work on a variety of projects through private and/of governmental funding.

## 7. Evaluation

### 7.1. Results and outputs of the practice

Since 2007 there are 8 innovation based jobs created at ACRRES with approximately 10 - 30 spin-off jobs in the private sector. In 2012 there will be 10 large projects carried out.

Since 2007 ACRRES developed a wide variety of research and demonstration facilities (see the above mentioned website).

ACRRES receives visitors (groups) on almost a weekly basis (over 2000 per year), with representatives from governments (regional, national and international), (international) schools and private companies.

### 7.2. Main strengths (success factors)

ACRRES has the premises and facilities of Wageningen UR at its disposal. Wageningen UR has an excellent reputation, both national and international, which helped ACCRES to get a proper head start.

The central location of ACRRES at the borders of a medium sized city (Lelystad) and the rural environment guarantee good accessibility and is especially interesting for developing innovations on the interface between town and countryside. Sustainable carbon and nutrient cycles can be shown and tested at a central spot for both the urban environment and farmers.

### 7.3 Main weaknesses

The main weakness of ACRRES is that it is still difficult to find private funding. Especially in the current timeframe of recession it is difficult to find private funding.

### 7.4 Difficulties encountered

The construction of the research facilities (silo's and installations) was more difficult and took more time then was expected. The growth of the innovation based jobs stays behind the expected values.

### 7.5 Lessons learned from the practice

An active role from the regional governmental was essential in the starting fase of ACRRES. Acquisition and marketing are essential tools, and are not to be underestimated, in the starting phase of this young cluster. Therefore, only recently, an 'ACRRES ambassador' was appointed.

### 7.6 Recommendations for improvement

See 7.5.

## 8. Other relevant information

[www.acres.nl](http://www.acres.nl) (also in English)

## 9. Contact

	Name	Telephone	Email
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## II. Transferability of the practice

### 10. Key factors associated with the regional context

A large network, a platform and the vast practical knowledge of Wageningen University. The central location of ACRRES on the borders of Lelystad and the farming environs guarantees good accessibility and is especially interesting for developing innovations on the interface between town and countryside. Sustainable carbon and nutrient cycles can be shown and tested at a central spot for both the urban environment and the countryside.

### 11. Other key factors for the success of the good practice

- In the start up period of ACRRES the contributions from the European Fund for regional Development were of significant importance for the success.
- The growing demand of new forms of reliable energy.

### 12. Factors that might hamper the transfer of the good practice

None.

### 13. General judgment of the practice

- 13.1. Degree of innovation Very good
- 13.2. Transferability Good
- 13.3. Cost/benefit ration Neutral

In general the province of Flevoland concludes that ACRRES is a promising centre of applied research in the field of biobased economy and renewable energy. However, it is still difficult to find private investors and to create additional innovate jobs.

## 2. MANCHESTER METROPOLITAN UNIVERSITY

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

#### **10,000 Small Businesses**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	United Kingdom
<b>2.2. NUTS1</b>	North West England
<b>2.3. NUTS2</b>	Greater Manchester
<b>2.4. City</b>	Manchester
<b>2.5. Organisation</b>	Manchester Metropolitan University

#### 3. Precise theme/issue tackled by the practice

The programme aims to facilitate growth in existing SMEs (including social enterprises), over 12 months old, through the provision of high level education for business owners to give them the skills required to manage the sustainable growth of their company. Innovation in the programme can be considered in two ways, that it is equally viable for social enterprise as well as other SMEs. The programme also provides high level managerial training for existing business owners, in a fraction of the time it takes to carry out an MBA, whilst focusing on the key aspects that will lead the business to sustainable growth and job creation.

#### 4. Key words

Social Enterprise, Job Creation, SME, Management, Higher Education

#### 5. Objectives of the practice

The goal of the programme is to equip participants with tools to help them overcome a range of obstacles and lay the foundation for long-term sustainable growth and job creation in their communities. The programme is based on the broadly held view of leading experts that greater access to a combination of education and business support services best address barriers to growth. The programme is targeted at businesses employing between 5 and 40 employees.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

Small businesses and social enterprises play a vital role in creating jobs and driving economic growth in the United Kingdom. The Goldman Sachs 10,000 Small Businesses UK program is designed to provide high-quality, practical support to the owners and leaders of established small businesses and social enterprises as they seek to grow.

## 6.2. Bodies involved

The program is delivered through a network of local partners who combine relevant academic expertise and extensive experience working with the owners and leaders of small businesses.

Goldman Sachs 10,000 Small Businesses in the UK is currently open to applications from small businesses and social enterprises in London, Midlands, North West of England and Yorkshire. In the North West of England the delivery partner is Manchester Metropolitan University.

## 6.3. Problem tackled

## 6.4. Target of the practice

## 6.5. Target groups

The program is offered on a fully funded basis to small businesses and social enterprise leaders who desire to grow their businesses, create local employment and have scalable business models. This program is not intended for start-up businesses, sole traders or businesses that are not seeking to grow.

The following eligibility criteria also apply:

- The applicant must be the primary owner / co-owner of the business, or the most senior decision-maker if the business is not limited by shares
- The business must have been operating for at least one year and will generally have between five and 40 employees
- Social enterprise applicants must be commercially operated businesses that achieve their social purpose through trading rather than grant funding
- The business must be scalable and capable of generating additional local employment
- Applicants should not have extensive recent management education
- Preference will be given to those businesses operating in or on behalf of disadvantaged communities or regeneration areas.

## 6.6. Detailed content of the practice

The program brings together leaders of small businesses, including social enterprise, from across industry sectors and creates unique networking and peer learning opportunities, enabling a high level managerial training programme in much less time than traditional programmes.

For those small business leaders selected to participate, the core of the program is a high quality, practically-focused business and management education, delivered over twelve sessions lasting approximately 100 hours. The program has been designed specifically for this program by world-class international, national and local experts in entrepreneurial learning.

During the course of the program every small business owner develops a customised Growth Plan to direct their organisation's business strategy and expansion.

Participants also benefit from a range of business support services, including:

- Specialist workshops
- One-on-one business advising
- Coaching / mentoring
- Access to professional experts

- Networking opportunities and
- Alumni services

Our Partners:

Goldman Sachs 10,000 Small Businesses in the UK has been designed by world-class international, national and local experts in entrepreneurial learning.

Our partners include:

- Aston Business School, Aston University
- Leeds University Business School
- Manchester Metropolitan University Business School
- Saïd Business School, University of Oxford
- University College London (UCL)

### 6.7. Financial framework

The programme is free to the user within the boundaries of the eligibility criteria. The programme is funded by Goldman Sachs. The average cost per business leader trained is €12,500.

### 6.8. Timescale

**Start:** 2011

**End:** 2015

## 7. Evaluation

### 7.1. Results and outputs of the practice

The first cohort of 25 businesses delivered by MMU created 100 jobs in Manchester. If this is repeated over the full 5 years, with 25 businesses in each cohort every 6 months, the project will work with 250 businesses and create 1000 jobs.

### 7.2. Main strengths (success factors)

The main successes of the practice is job creation within the companies following participation, so are the ability to bring together a large number of stakeholders as well as business peers together in the delivery of the practice.

### 7.3 Main weaknesses

To date, after 1 year, whilst MMU undertakes continuous evaluation and strives for continuous improvement, no significant problems have been encountered.

### 7.4 Difficulties encountered

-

### 7.5 Lessons learned from the practice

Not yet known.

### 7.6 Recommendations for improvement

Not yet known.

## 8. Other relevant information

<http://www.10ksbnw.co.uk/>

## 9. Contact

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## II. Transferability of the practice

### 10. Key factors associated with the regional context

Delivery through a university that has a long history of working with SMEs and understands their needs has been a definite advantage.

### 11. Other key factors for the success of the good practice

A large private sponsor is a key to the operation of the programme which is free to the end user. Although this could equally be a private sector provider, clearly public finances are an issue in every European region, banks could be approached that have a similar interest in business creation and growth.

### 12. Factors that might hamper the transfer of the good practice

We are not currently aware of any but are willing to discuss with partners in more detail.

### 13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Good
13.3. Cost/benefit ration	Very good

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

**Innospace**

## 2. Location of the Good Practice

<b>2.1. Country</b>	United Kingdom
<b>2.2. NUTS1</b>	North West England
<b>2.3. NUTS2</b>	Greater Manchester
<b>2.4. City</b>	Manchester
<b>2.5. Organisation</b>	Manchester Metropolitan University

## 3. Precise theme/issue tackled by the practice

Graduate retention, creation of knowledge based businesses, low cost incubation facilities providing low risk to the entrepreneur, significant social networking opportunities.

## 4. Key words

Creative Industries, Social Networking, Incubator, SMEs, Knowledge Transfer

## 5. Objectives of the practice

The aim of Innospace is to provide a low cost, low risk, incubation facility for graduates and other local entrepreneurs to test out and grow their new businesses. It forms a significant part of the University's contribution to the regional economy, helping to retain graduate talent in the region and link the university's training and research expertise with the city-region's businesses. It contributes to the regional gross value added through growing new knowledge-based businesses and it introduces business as a career choice to individuals.

## 6. Detailed description of the practice

### 6.1. Origin/background

Innospace was created in 2007 to support graduates to establish their own businesses through:

- providing a cost-effective incubation facilities to reduce the risk for new start ups
- fostering a supportive community of entrepreneurs
- providing business support and business networks
- delivering seminars and events for enterprise learning

It is based at Manchester Metropolitan University (MMU) close to the Business School, which enables significant knowledge transfer and innovation.

Innovation in Innospace comes from the vast opportunities for social networking and dynamism that is created by the layout of the facility and

where business owners are encouraged to participate in joint events.

## **6.2. Bodies involved**

Manchester Metropolitan University provides accommodation for Innospace and manages the facility. Additional provision in terms of ongoing support to business is also provided by a range of agencies and stakeholders who provide training and advice events on a regular basis.

## **6.3. Problem tackled**

The stimulation of new, innovative companies is a key to the successful long term economic success of Manchester. The removal of some of the existing barriers has enabled Innospace to contribute to the delivery of this goal.

Innospace's price point is currently £495 for year one and £995 for year two hotdesking. It is designed to overcome barriers to entry:

- fear of debt is the single largest barrier to entrepreneurship for both men and women, although women are significantly more fearful than men.
- it minimises risk and the need for large start up capital

Innospace's enterprising community overcomes another key barrier, especially experienced by would-be female and BME entrepreneurs: lack of confidence.

## **6.4. Target of the practice**

Innospace is designed to stimulate innovation and increase knowledge based start ups in Manchester.

## **6.5. Target groups**

The facility targets MMU graduates, students and staff. Innospace has around 120 tenants: 45% from the digital creative and IT sectors, 30% from financial and professional services and the remainder from other sectors including textiles and fashion, medical, food and drink.

## **6.6. Detailed content of the practice**

Innospace is unique in Manchester, in that it is an early-stage hotdesking incubator: an ecosystem of pre-start and very early stage start-up companies, with appropriate support services and a small supply of grow-on space. It is also unique, in that it is primarily focused on enabling graduates to pursue business as a career option.

Innospace also enables home-based businesses to grow through introducing would-be isolated entrepreneurs into a supportive environment and acting as a stepping stone onto the commercial property ladder. It is therefore not in direct competition with other incubators; indeed, it complements the other incubators in the city as a source of collaboration (e.g. through Corridor Connections) and providing a feed of prospective new tenants.

## **6.7. Financial framework**

In many ways, Innospace works as a small business: it depends on tenant fees to pay for staff salaries and other running costs. MMU subsidises Innospace through paying all building overheads.

## **6.8. Timescale**

**Start:** 2007

**End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

- Number of Graduate start-ups - 121
- Number still active which has survived at least 3 years - 62
- Number of active firms - 126
- Estimated current turnover (£000s) – 5,370
- Estimated current employment (FTE) - 145
- Estimated external investment received (£000s) - 700

### 7.2. Main strengths (success factors)

The main strengths of the facility are the ability for tenants to experience a high level of social networking, collaboration with other young businesses, and significant on going support through seminars provided across a range of business support services.

### 7.3 Main weaknesses

The facility is currently still subsidised to a degree by Manchester Metropolitan University but continually strives to seek, and achieves, new sustainable income streams.

### 7.4 Difficulties encountered

- Innospace is an interface between public and private sector: hugely beneficial in terms of knowledge transfer and access to talented graduates, but cultural differences between the sectors, e.g. timescales, attitude to risk, decision making processes, can lead to difficulties
- The decline in public sector business support provision over the past two years has made it more difficult to deliver intensive business support to start-ups

### 7.5 Lessons learned from the practice

Over the four years of Innospace's existence, its management team has learned many lessons relating to the delivery of business incubation, including the approach needed in building enterprising communities, delivering business support, incubator management systems and processes and the physical design of incubation facilities.

### 7.6 Recommendations for improvement

-

## 8. Other relevant information

<http://www.innospace.co.uk/>

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

Initially the facility was supported by ERDF from the Regional Competitiveness and Employment programme. Another key factor to success is that it was unique in that it is an early-stage hotdesking incubator which did not exist at the time.

### **11. Other key factors for the success of the good practice**

Innospace has benefited from being managed by a team provided by the university. Some start up funding was also required from the ERDF programme until a number of businesses located in the facility and started to pay rent. The success in attracting creative businesses is also due to some extent with the strong emphasis that Manchester has placed in recent years to developing the Creative sector.

### **12. Factors that might hamper the transfer of the good practice**

Ability to work with and within a university.

### **13. General judgment of the practice**

<b>13.1. Degree of innovation</b>	Good
<b>13.2. Transferability</b>	Very good
<b>13.3. Cost/benefit ration</b>	Good

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

### Manchester International Festival

## 2. Location of the Good Practice

2.1. Country	United Kingdom
2.2. NUTS1	North West England
2.3. NUTS2	Greater Manchester
2.4. City	Manchester
2.5. Organisation	Manchester International Festival

## 3. Precise theme/issue tackled by the practice

The programme has significantly raised the profile of Manchester as a modern city, as a city with an ability to host international events and attract both domestic and international tourism. It has significantly increased tourism and created an engine for growth, wealth and jobs.

## 4. Key words

tourism, creative industries, regional growth, innovation, international

## 5. Objectives of the practice

The following aims and objectives of the Festival were set for the 2011 Festival:

- To consolidate Manchester International Festival's position as the leading festival of original, new work, created by a wide range of major international artist;
- To help secure Manchester's reputation as a leading cultural city and showcase its ability to deliver major large-scale events;
- To help build the creative potential of Manchester's different communities and artists through a series of innovative, high quality community-based commissions and creative development programmes;
- To ensure that the Festival is a sustainable event – financially and environmentally

## 6. Detailed description of the practice

### 6.1. Origin/background

The Manchester International Festival (MIF) emerged as a legacy of the 2000 Commonwealth Games. It was championed by Manchester City Council as the first manifestation of the new brand concept of Manchester as the 'original modern city'. In a crowded field, MIF's 'unique selling point' as a festival was that it would be a biennial, artist-led festival with a focus on commissioning and producing new work as well as presenting special events by leading world artists.

The first Manchester International Festival took place between 28 June and 15 July 2007. There have been two further editions in 2009 and 2011. The festival has rapidly emerged as a significant player on the international festival circuit and as an important driver in the local economy. The next event will be in 2013.

#### **6.2. Bodies involved**

The Manchester International Festival company works with a large range of stakeholders including Marketing Manchester, Visit Manchester, the local authorities, arts groups, theatres and venues as well as local businesses and agencies working in deprived communities.

#### **6.3. Problem tackled**

The programme has significantly raised the profile of Manchester as a modern city, as a city with an ability to host international events and attract both domestic and international tourism. It has significantly increased tourism and created an engine for growth, wealth and jobs.

#### **6.4. Target of the practice**

The Manchester International Festival is based in the City of Manchester. It draws on the talent of local and international artists to enable it to showcase new work on an international stage.

#### **6.5. Target groups**

Local, national and international artists are the drivers of the MIF. The aim is to raise the profile of Manchester as a modern city, but also to ensure that economic growth is achieved by encouraging the involvement of local businesses and residents.

The festival continues to make progress in ensuring that local people are involved, particularly those from more disadvantaged areas. This is an area of work which strengthens each year and which MIF is committed to maximising, both in terms of their involvement in delivery of the festival as well as attendance and participation in the arts.

In addition, the Festival is extremely keen to build on and expand its relationships and partnerships with other arts organisations around the world to further develop the programme.

#### **6.6. Detailed content of the practice**

Manchester International Festival is the world's first festival of original, new work and special events and takes place biennially, in Manchester, UK. The Festival launched in 2007 as an artist-led, commissioning festival presenting new works from across the spectrum of performing arts, visual arts and popular culture.

The following aims and objectives of the Festival were set for the 2011 Festival:

- To consolidate Manchester International Festival's position as the leading festival of original, new work, created by a wide range of major international artist;
- To help secure Manchester's reputation as a leading cultural city and showcase its ability to deliver major large-scale events;
- To help build the creative potential of Manchester's different communities

and artists through a series of innovative, high quality community-based commissions and creative development programmes;

- To ensure that the Festival is a sustainable event – financially and environmentally;

The role of the Festival as a driver in the city's economy continues to grow. Using the model prepared for the Festival at feasibility stage by Cambridge Policy Consultants, Morris Hargreaves McIntyre calculates that the 2011 festival achieved an economic impact of £37.6m (compared to £35.7m in 2009).

### 6.7. Financial framework

The total cost in 2011 was £11.3m made up of:

- Manchester City Council £2.5m
- Other public funding £2m
- Sponsorship £2.4m
- Other funding £2.8m
- Pre festival commissions £0.2M
- Ticket sales £1.6M

The financial results for 2011 indicate that MIF is continuing to develop a diverse and stable financial base for the Festival. While public funding has remained stable at 40% of turnover, the leveraging impact of this public funding has grown dramatically. In the prevailing economic conditions, raising £2.4m in sponsorship is an impressive performance, especially given the demise of the North West Development Agency with whom MIF has traditionally treated as a corporate sponsor. One of the encouraging aspects of the growth in turnover from 2009 to 2011 has been the fact that MIF has managed to grow the proportion of its income going in to its artistic programme – from 67% in 2009 to 69% in 2011, while managing to reduce the proportion of its resources expended on festival operations – from 20% in 2009 to 17% in 2011.

### 6.8. Timescale

**Start:** 2007

**End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

The economic impact of MIF on the city is backed up by further data collected by local organisations. For instance, footfall in the City Centre was significantly increased in the city centre as well as hotel occupancy rates.

The economic impact of Manchester International Festival is calculated using a bespoke model developed by Cambridge Policy Consultants (CPC) for the first festival in 2007. The model's calculation of economic impact includes the short-term impacts e.g. visitors' spend in the city during the Festival but also incorporates longer-term impacts such as future tourist visits and the impact of the Festival on inward investment. A full economic impact assessment is available, however some of the main indicators for 2011 are identified in the table below:

Toral cost: £11.3m  
of which public sector: £4.3m

Economic impact (£): £37.6m (hotels, local businesses, shopping, restaurants etc)

Economic impact (value per £1 spent): £3.33

In addition, the Festival creates and sustains a significant number of jobs directly within the delivery of the Festival. 17 staff member work for the Festival year round and a further 39 are contracted by the Festival for a minimum of 3 weeks during the Festival period. This total of 56 jobs does not however take into account the considerable number of people working as performers, stage managers or technicians on MIF commissions nor those people employed by venues and other suppliers working with the Festival. In 2011 for instance, MIF issued 485 contracts with artists, technicians, stage management etc for the services of more than 600 different people.

The economic impact on the broader economy of £37.6m clearly also has significant job creation opportunities, however, there is some work required to quantify in detail the number of jobs creation or safeguarded.

### **7.2. Main strengths (success factors)**

The MIF has successfully raised the aspirations of the city to host international arts events as well as successfully engaging local partners and local people. It continues to raise private sponsorship and reduce its reliance on public funding.

Research conducted in the wake of the 2009 Festival, indicated that MIF was on the cusp of emerging as a global brand; and that MIF's unique commissioning model was the primary driver for the rise of MIF. The dramatic increase in the levels of co-commissioning funding raised by MIF is hard evidence of the growing profile of MIF. This is also backed up by the growing number of presentations of MIF commissions around the world since the last Festival.

### **7.3 Main weaknesses**

MIF is very proud of its achievements to date but is constantly striving to engage more partners and stakeholders both locally and internationally.

### **7.4 Difficulties encountered**

The economic conditions have in recent years been clearly unpredictable, however, whilst the economic downturn has had an impact on the amount tourist have to spend, numbers continue to increase and private sponsorship has continued.

### **7.5 Lessons learned from the practice**

There is some discussion around the activity that should or could take place in the 'off year' ie the year that the MIF, which takes place every two years, does not take place. This is likely to include maximising the international touring of its productions in the 'off year' as well as the creation of major 'one-off' commissions.

### **7.6 Recommendations for improvement**

Continually seeking improvement in its activities, MIF is continuing improve its delivery year on year. A number of areas are being currently expanded including further engagement of local venues and arts delivery bodies and

greater emphasis is being placed on the involvement of local people to ensure even greater involvement of residents and businesses. MIF is also striving to further develop its links with overseas partners outside of the UK, in addition to those already secured.

## 8. Other relevant information

<http://mif.co.uk/news/>

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

Engagement with a wide range of partners and stakeholders is critical to the success.

## 11. Other key factors for the success of the good practice

A strong desire to work with international partners; and bring together local stakeholders as well as communities, also potentially a critical mass of domestic tourism as well as international tourism.

## 12. Factors that might hamper the transfer of the good practice

Degree of ability to work in partnership with a wide range of stakeholders.

## 13. General judgment of the practice

13.1. Degree of innovation	Very good
13.2. Transferability	Good
13.3. Cost/benefit ration	Very good

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

### Manchester Science Park

## 2. Location of the Good Practice

2.1. Country	United Kingdom
2.2. NUTS1	North West England
2.3. NUTS2	Greater Manchester
2.4. City	Manchester
2.5. Organisation	Manchester Science Park

## 3. Precise theme/issue tackled by the practice

Manchester Science Park was established to encourage the development of a knowledge-based economy within the Manchester City Region, which will increase the employment opportunities of its residents. However, it was also established to be self financing and sustainable and has achieved this by having shareholders and receives no public subsidy unlike many other science parks.

## 4. Key words

Science Park, R&D, internationalisation, knowledge based jobs, technology

## 5. Objectives of the practice

1. To enhance the economic, creative and technological base of the Manchester City Region and to increase the opportunities for the employment of its residents through harnessing the resources of Academic Institutions to improve the prosperity of its inhabitants and create employment by encouraging the establishment of a knowledge-based economy within the Manchester City Region.
2. To develop appropriate science park facilities in conjunction with Local Authorities and Academic Institutions as well as other organisations for use by companies engaged in the knowledge-based economy.
3. To assist, promote, encourage and secure the development of facilities managed by the Company for occupation by companies which would benefit from close association with Academic Institutions.
4. To encourage and assist companies engaged in the knowledge-based economy to establish and grow within the Manchester City Region thereby enhancing employment prospects and social benefits.
5. To ensure the efficient running of all facilities managed by the Company within the Manchester City Region including the provision of information advice and services to businesses operating within them.

## 6. Detailed description of the practice

### 6.1. Origin/background

For over 25 years, Manchester Science Parks (MSP) has supported the growth of innovative companies across sectors such as ICT, biotechnology, industrial technologies and digital media.

Its Mission is: to encourage the establishment of a knowledge-based economy within the Manchester City Region, which will increase the employment opportunities of its residents. We will achieve this by harnessing the resources of the City Regions' academic institutions to enhance the economic, technological and creative base in the area.

There are currently 165 companies based at MSPs in total employing approximately 1400 people.

MSP is located at 4 main sites:

- Manchester Science Park
- Manchester Techno Park
- One Central Park
- Salford Innovation Park

## **6.2. Bodies involved**

As a model, Manchester Science Park is innovative in itself as it receives no public subsidy unlike many science parks. Instead it has shareholders consisting of Manchester Metropolitan University, the University of Manchester, Manchester City Council, and Salford City Council. Partners and investors also include BASF, NHS, Natwest Bank and Pochin. Structuring the business model in this way has created a sustainable organisation that drives forward innovation on a business footing without public subsidy.

MSP is also home to BioNow, the cluster development agency for biomedical and pharmaceutical companies.

## **6.3. Problem tackled**

Manchester Science Parks is a sustainable, self sufficient, non subsidised facility which is an engine for innovation, growth and job creation in Greater Manchester.

MSP has built a world class reputation as a centre of innovation and has demonstrated its success as a location for both home-grown and overseas companies looking to expand into the UK.

A world-class science and technology community: Manchester Science Parks is internationally recognised as a groundbreaking centre of excellence. Its reputation as one of the most successful and fastest growing locations of its kind is underpinned by its proven ability to provide the environment, facilities and support to maximise innovation and commercial success.

## **6.4. Target of the practice**

MSP offers quality business accommodation to innovative, knowledge based companies. On top of this it provides first rate business development support including seminars, networking events, access to academic resources and a free PR service. It also provides introductions to

programmes, people and funding in order to help companies to grow and to sustain that growth.

### 6.5. Target groups

MSP offers quality business accommodation to innovative, knowledge based companies. On top of this it provides first rate business development support including seminars, networking events, access to academic resources and a free PR service. It also provides introductions to programmes, people and funding in order to help companies to grow and to sustain that growth.

### 6.6. Detailed content of the practice

MSP Business Model

The activities of the Company can be described under three headings:

- Core Business: The development and management of fit-for-purpose office and laboratory accommodation and the provision of cost effective estate services.
- Added Value Services: The provision of business support services to support the growth of high-tech companies.
- Identity and Image: The promotion and communication of MSP's activities in support of its objectives.

Tenant companies benefit from MSP's strong links with the City's universities. Thanks to its proximity to the Universities and senior academic representation at board level, MSP can provide assistance regarding a range of activities that can support companies in their development.

### 6.7. Financial framework

As a model, Manchester Science park is innovative in itself as it receives no public subsidy unlike many science parks. Instead it has shareholders consisting of Manchester Metropolitan University, the University of Manchester, Manchester City Council, and Salford City Council. Partners and investors also include BASF, NHS, Natwest Bank and Pochin. Structuring the business model in this way has created a sustainable organisation that drives forward innovation on a business footing without public subsidy.

### 6.8. Timescale

**Start:** 1984

**End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

The 2011 Tenant Survey identified the following indicators of success:

- Wage - The mean wage at MSP is £44,857. This can be compared with the mean wage in Greater Manchester of £29,339, the UK mean wage of £32,837 or the mean wage in London £50,058.
- Length of life - 80% companies are more than five years old. This can be compared with the average length of life for Greater Manchester companies of 4.5 years.
- A survival rate of MSP companies - ten-year survival rate of msp companies is 70%. As with previous years this is still much greater than the UK five-year business survival rate of 44.4% and GM five year survival rate of 42.4% .
- Inward investment - 15% of tenants are inward investment companies.
- International trade – 81% of tenants have customers abroad. In terms of customer location, majority of tenants have got clients in the UK and at local

level. The third important market is Europe followed by the USA and Canada.

- Turnover - In 2011, 60.3% had higher turnover than the previous year.
- Human resources - 40.6% also recorded an increase in the number of employees.
- Expansion - 34.8% stated they expanded over the last year i.e. taken more space or opened new branches.
- New products / services – During 2010, 37 tenant companies developed new products /services. Consequently, 192+ products / services were developed by tenant companies in 2011 of which 153+ were introduced into the market.
- Licences for technology – 45 licences were brought in or taken out by companies in 2010.
- Funding - 27% of companies received additional funding. The number decreased by over 10% which may be explained in cuts in funding.
- 52 companies, 66.6%, acknowledged formal working relationships (detailed below) with another tenant on the park. 23 companies recognized that these working relationships were a direct result of either msp networking activities, contacts or information provided by MSP.
- 55 companies made business contacts (MSP based and/or external) as a result of tenant networking, or an introduction made by MSP. 14 companies acknowledges they obtained additional sales or work as a direct result of either MSP networking activities, contacts or information provided by MSP.
- 64% of companies have links with the universities and/or hospitals.
- 12 companies stated they won awards or prizes in 2011:
  - o Technology Strategy Board Award as well as Bill and Melinda Gates Award – Protein Technology;
  - o Reseller of the year – The Phone Co-op;
  - o Number 1 Global Partner for SunSystems SAP number 1 Global Partner for SAP B1 Listed at 91st in Sunday Times – Sapphire;
  - o Software Satisfaction Award – PAS;
  - o Business of the Year in various business magazines – GGS.

## **7.2. Main strengths (success factors)**

As shown in 7.1 above, companies are achieving significant growth, high value job creation and increased turnover and are successfully accessing international markets. Survival rates are high. There is also a significant amount of trading between companies located at MSP. A large majority of companies have strong links to the universities.

In 2009, MSP celebrated its 25th anniversary. Manchester Science Park opened in 1984 - during a recession era - with just one building (Enterprise House). It has since grown to become an internationally recognised focus for technology based businesses, providing fit-for-purpose accommodation in a supportive business environment. Over the years it has also taken a responsible role in the development of communities adjacent to its various locations.

MSP itself is testament to the fact that, with the right support and foresight, innovation can flourish despite growing concerns over the economy.

## **7.3 Main weaknesses**

MSP is willing to explore any potential weaknesses with SMART Europe

partners.

#### **7.4 Difficulties encountered**

Innovation takes many forms, persuading agencies, organisations, businesses and communities that social innovation is as valid as scientific innovation has been challenging but we believe that we have made progress in widening understanding around the innovation agenda.

#### **7.5 Lessons learned from the practice**

MSP continues to thrive, in no small part due to the business model, through shareholders, rather than public subsidy.

#### **7.6 Recommendations for improvement**

MSP is constantly striving to make improvements and recognises that international networking, benchmarking and sharing of good practice is a key to its future sustainability and success.

### **8. Other relevant information**

<http://www.mspl.co.uk/>

### **9. Contact**

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<b>9.2.</b>	Anne Dornan	00 44 161 247 3951	Anne.Dornan@mspl.co.uk

## **II. Transferability of the practice**

### **10. Key factors associated with the regional context**

Partnership with key investors including Manchester City Council, Manchester University, Manchester Metropolitan University and Salford City Council has been a key to the success of the company.

### **11. Other key factors for the success of the good practice**

Examine the model applied in Manchester with shareholders rather than public subsidy.

### **12. Factors that might hamper the transfer of the good practice**

We are not currently aware of any, but willing to discuss with partners in more detail.

### **13. General judgment of the practice**

<b>13.1. Degree of innovation</b>	Very good
<b>13.2. Transferability</b>	Good
<b>13.3. Cost/benefit ration</b>	Very good

## 3. Veneto Region

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**M31 Italia Srl**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	Italy
<b>2.2. NUTS1</b>	North-East
<b>2.3. NUTS2</b>	Veneto
<b>2.4. City</b>	Padova
<b>2.5. Organisation</b>	Incubator M 31 Italia S.R.L.

#### 3. Precise theme/issue tackled by the practice

The experience of M31 ITALIA S.R.L. addresses the theme of the conversion of the regional economy into innovative sectors and the gradual creation of new business models.

#### 4. Key words

Innovation, Incubator, Development, Business Model, Manufacture

#### 5. Objectives of the practice

Transformation - through new support schemes for innovative business projects and enterprises mainly in the ICTs field - of the relevant potential present in Veneto region into true economic growth, incubating at the same time a different business model.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

M31 was born on initiative of prof. Ruggero Frezza after starting, with young researchers and former students, some high-tech companies, by having experienced the most common problems and errors in the field of the enterprises in Italy.

M31 is a seed investor in new high technology enterprises to which it provides support services to strategy, management, business development, internationalization and the collection of new capital needed for growth.

M 31 has been created with the precise aim to boost new and innovative enterprises at a local level, avoiding the waste of local talents – talents represented by dynamic businessmen and high-level academic profiles born in the best contexts and universities but driven by a sometimes not receptive

territorial tissue to foreign countries.

As a business incubator, M 31 Italia S.R.L. is in charge of the creation and rapid growth of several new technology ventures focused mainly on the ICTs in Veneto region.

## 6.2. Bodies involved

The portfolio has the following companies':

Centervue Spa  
Si14 Spa  
Adaptica Srl  
Adant Srl  
Uqido Srl

M31 USA: L.L.C. owned at 100%

Zond, M31 business unit, which provides software engineering services Italy Srl to start-ups and third party customers.

M31 has a total of about 4 million invested in portfolio companies and raised approximately 4 additional million from other investors.

M31 is not a fund then receives no management fee. It supports his budget with:

- services provided to companies in which it invests;
- sale of investments;
- engineering services to third parties.

## 6.3. Problem tackled

Academic education and research in Italy are of excellent level, however not enough new enterprises are originated by or near the best research centres, the reason being that although talents abound, there is a lack of entrepreneurial culture.

An incubator has to find, select and support new business realities when they are in the elaboration-proposal phase. The main problem of Padova and Veneto territory is not the lack of knowledge, aimed education, know how, even will, but, mainly, the sclerotization of the natural dynamic of temporal sequence "old --> new". In other words, while being in presence of several potentially virtuous contexts in the R & D field, innovative business proposals don't find their way to the fruitful realization of their premises cause of a closed territorial background.

## 6.4. Target of the practice

M 31, as an innovative business incubator, lets Veneto's enterprises and companies to find a way to start their path in their natural context, to find a better way to let their business grow or to relocate themselves in better and "up to date" sector, creating at the same time strong links between entrepreneurship and the academic institutions. Moreover, due to the current European crisis, every new step towards a reformulation of business priorities, updated to a changed and changing economic landscape, can support the entire regional context.

## 6.5. Target groups

The target profiles of M 31 Italia S.R.L. are:

- inventors, proposed entrepreneurs
- business angels
- existing companies looking for new markets and new products
- young graduate or PhDs looking for creative challenges and those who wants to be part in starting new businesses and new companies
- research institutions with which we develop agreements for technology transfer and for educating to the entrepreneurial spirit
- anyone who is interested in starting, supporting, contributing, investing in o collaborating with new entrepreneurial initiatives

## 6.6. Detailed content of the practice

Partners participate in the new businesses from the very beginning.

The instruments M31 ITALIA S.R.L. provides are various. The most common are:

- Research and development projects: the partners and M31 both contribute to support the development of new entrepreneurship in the form of a contract in which the ownership of the results is shared in proportion to mutual investment.
- Dedicated financing: the partners provide M31 funds to allow the development of new enterprise and to achieve predetermined objectives; part of the financing will be converted into shares of the new company.

For each new idea and business proposition M 31 Italia S.R.L. defines:

- The business plan;
- The development strategy of the relevant new company
- The suitable alliances that can be of help for this particular venture
- The necessary intellectual property strategy and its practical implementation by applying for all relevant patents.

The incubator then selects the academic centres of excellence featuring technologies relevant to the new business opportunity and defines the associated collaboration agreements. The recruitment of under-graduate, post-graduate students or PhDs immediately follows, with the aim to make them join the internal team of professionals which is responsible for the development phase.

Then starts the marketing strategy and the new enterprise is developed as an internal division of M31 thus keeping the maximum degree of flexibility in order to meet all the specific necessities of the business in question.

The new company is incorporated when the team is complete and when investors manifest interest; the new company is still hosted in M31's facilities and exploits all the available synergies with other companies of the M31 Group.

The compensation for M31 activities is in the form of royalties.

M 31 Italia S.R.L. hosts the following start-ups:

- ADANT (Wireless Communication)
- ADAPTICA (Adaptive Optics and Optoelectronics)

- CENTERVUE (Medical Devices)
- SI 14 (Microelectronics and Embedded System)
- UQUIDO (ICT)
- THE EYE KNOWLEDGE NETWORK (web)
- M 31 USA (International Trade and Development Services)

Current M 31 projects:

- SIMEA (focused on the use of sensor and actuator networks to monitor and control the building environment)
- M 31 DIGITAL MEDIA (focused on software solutions for the display-distribution-storage of multimedia content and creation of original interfaces)
- M 31 BEMS (focused on the design of systems and sensor networks for energy-certification, monitoring and control of loads and thermo-electric plants in buildings)

### 6.7. Financial framework

M31 SPA was founded on November 26, 2006 and is active from January 7, 2007 with an investment of the shareholders of 400.000 Euros.

In February 2008, Giannino Marzotto stakes in an investment of 1.850.000 Euros

In April 2008 M31 Spa is the first company Centervue Spa

In February 2010 the fund TT Venture entered the capital. Its investors are primarily some bank foundation, as Fondazione Cariplo. M31 Italia S.R.L is formed with two M31 S.p.A. members who have a 76% share and TT Venture with a 24% share. All the activities of M31 Spa were conferred on M31 ITALIA S.R.L. TT Venture invests 3.000.000 Euros.

Members, therefore, are all private and among them there are private investors and a venture capital fund.

### 6.8. Timescale

**Start:** 2006

**End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

#### OUTPUTS

The practical outputs of the various initiatives of M31 are, of course, the products provided by its hosts:

ADANT: antenna solutions for WiFi and RFid connections:

- WiFi Smart Antenna System, which can be successfully applied in the enterprise and home networking, and in portable devices, such as Smartphone and notebook
- Adant RFid Smart Antenna System, which can be applied to a variety of scenarios like supply chain, warehouse, manufacturing and emerging markets (i.e. people tracking) where tagging and tracking goods are important

ADAPTICA: several products conceived for industrial applications and research labs:

- Deformable Mirrors (Pan, Saturn, Rhea)

- Control Electronics (IO32 and IO64)
- Wavefront Sensor (Mercury)
- Integrated System for Adaptive Optics (Europa P, Europa S, Didaptica, Ganymede P)
- LCD (Charon)
- Software (MMOS SDK)

CENTERVUE: medical devices designed to aid in the early detection of several specific ocular diseases:

- MAIA, Macular Integrity Assessment, which realizes a functional exam of the retina and detects early and intermediate macular degeneration
- DRS, Digital Retinography System, which realizes a morphologic exam of patient retina area

SI 14: different product lines based on Freescale, Intel and Ti platform. Some of their most famous products are:

- Imx27
- Imx28
- Atom.

UQUIDO: The company uses the latest information technology not only to eliminate queue and waiting lists in Public Studios, Museums and Shops, but also to create a network around these businesses that can communicate and interact with their users and customers. Uqido defines the schedule and turn of each user, monitoring queue and flow. The patented technology is based on an algorithm that calculates the right moment to show up in the line.

Using the latest mobile technology Uqido can send text messages to the users who will receive useful information and updates directly on their mobile phones.

## RESULTS

Turnover of the associated companies by M31: 2007: about 900.000 euros; 2008: about 1 million euros; 2009: about 2 millions; 2010: about 3 millions; 2011: more than 11 millions; 2012: more than 17 millions (expectation).

Employees and partners: until 2007 approximately 15 employees. Today about 100 employees including about a dozen in the U.S.

First outlay: sale of Centervue 's shares to a French fund at a value equal to about four times the investment made by M31 in September 2011

### 7.2. Main strengths (success factors)

Relationships with institutional investors in Europe and USA; business development skills, management and financial control.

### 7.3 Main weaknesses

Poor capitalization, budget that can't support a structure larger than the current skills.

### 7.4 Difficulties encountered

Crisis 2009-2010: economic impact of the loss of some major customers. Closing or scarcity of venture capital funds that can follow the investments made by M31. The ecosystem of innovation in other fields than manufacture

and risk finance are deficient.

### 7.5 Lessons learned from the practice

The economic impact of the crisis was remedied thanks to the gearing of the overall capital levels and a careful financial management.

### 7.6 Recommendations for improvement

The basic strategy for improving M31's activities is working on the development of the ecosystem of innovation in which M31 operates. This must be done at the policy level by the national and regional authorities by using the recommendations of the local prominent figures in the field of innovation.

## 8. Other relevant information

M31 website: <http://www.m31.com/en>

Centervue: Spa [www.centervue.com](http://www.centervue.com)

Si14 Spa: [www.si14.com](http://www.si14.com)

Adaptica Srl: [www.adaptica.com](http://www.adaptica.com)

Adant Srl: [www.adant.com](http://www.adant.com)

Uqido Srl: [www.uqido.com](http://www.uqido.com)

M31: [www.m31usa.com](http://www.m31usa.com)

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

The presence of an excellent University and of an ecosystem propitious to the activities of manufacturing firms. In Veneto it's possible to find all the suppliers needed to build a complex machine that includes mechanical, electronic, optical, software devices.

## 11. Other key factors for the success of the good practice

The model is quite easily replicable in any other European region, especially in those whose main industrial field is manufacture.

In any case, the presence of high-level Universities and/or research centres would ease the finding of excellent staff and counselors.

## 12. Factors that might hamper the transfer of the good practice

The model is not easily transferable in regions which don't have high-profile

Universities, R&D agencies and, generally, didn't invest in innovation in the last years. M3 ITALIA S.R.L., though the whole ecosystem of innovation in Veneto is not perfect yet, couldn't have been born without a previous focus on innovation at the local level.

### **13. General judgment of the practice**

- 13.1. Degree of innovation** Very good
- 13.2. Transferability** Good
- 13.3. Cost/benefit ration** Very good

## 4. Veneto Innovazione

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

#### Financial Engineering

#### 2. Location of the Good Practice

2.1. Country	Italy
2.2. NUTS1	Nord-Est
2.3. NUTS2	Veneto
2.4. City	Venezia Mestre
2.5. Organisation	Veneto Innovazione

#### 3. Precise theme/issue tackled by the practice

The practice consists of a synergic set of tools to foster investments in innovation.

#### 4. Key words

Financial Engineering, Venture Capital, Innovation funding, system of guarantee, Public-Private Equity

#### 5. Objectives of the practice

- decrease the costs for innovative investments
- enhance the access to the credit system for SMEs
- launch a venture capital fund for start-ups and companies at an early stage

#### 6. Detailed description of the practice

##### 6.1. Origin/background

Even though in Veneto there is a very high level of entrepreneurial propensity, private funds (and also private venture capitalists), which companies or moreover start-ups can apply to, are still lacking. The credit system is often far from the SMEs needs and, especially now because of the credit crunch, it is rather reluctant to give loans without the proper guarantees. On the other side, SMEs asking to fund innovative ideas or start-ups working in high-tech sectors like biotech, nanotech and ICT, are not always able to provide guarantees as their value is more based on intangible assets.

Public funds for innovation and research are usually connected to periodic calls which are not always in line with the companies' timescale and needs.

##### 6.2. Bodies involved

The Regional Authority, by means of public tenders, charges external (under specific requirements) to act as managing bodies.

##### 6.3. Problem tackled

- low propensity of SMEs to invest in innovation
- difficulties encountered by SMEs, also start-ups at an early stage, to have funds to launch innovative projects

#### 6.4. Target of the practice

Regional/Public Authorities

#### 6.5. Target groups

SMEs

#### 6.6. Detailed content of the practice

To overcome the barriers above mentioned, a well balanced mix of financial engineering tools, focused on research and innovation, has been set up and launched.

The Financial Engineering actions includes three integrated tools:

- 1-System of guarantee for innovative investments
- 2-Revolving Fund for SMEs innovative investment
- 3-Venture Capital and private equity Fund

In line with the Operating Programme strategy, the Regional Authority has launched tenders to select and charge external Bodies to manage the funds. In all the cases an high level of experience as well as a spread system of local desks is required to give companies assistance as well as coaching.

Besides another mandatory requirement for all the tools is that to the Managing Bodies are requested of an equal amount of private funds to be added to the public provision. Finally the mechanism is studied to feed itself as the guarantee system as well as the revolving fund foresees a return of money and moreover the venture capital fund is based on a reinvestments system.

#### 6.7. Financial framework

ERDF Fund for a total fund of 95 mil (only public side)  
 guarantee fund: 35 mil (public fund) + 35 mil (private fund)  
 revolving fund: 45 mil (public fund) + 45 mil (private fund)  
 venture capital: 15 mil (public fund) + 15 mil (private fund)

**6.8. Timescale**                      **Start:** 2007                      **End:** 2013

### 7. Evaluation

#### 7.1. Results and outputs of the practice

Foreseen outcomes:

- +5% of new companies established through this programme
- more than 200 companies supported with the financial facilities

#### 7.2. Main strengths (success factors)

- Amount of funds: though the re-investment mechanism, the financial resources are available for SMEs in a long-term perspective
- Private-public partnership: the system involves also private actors who are in charge of the management of the funds; this means not only an increase in the available budget but also in the expertise and in the integration of public and private competences
- Open calls and spread support: through the local desks (spread through out the region) always available to provide information and collect proposals, SMEs are

not forced to specific deadlines but are free to submit their proposals accordingly to their needs

### 7.3 Main weaknesses

- The process needs time to be really operational
- The involvement of several actors (public, credit institutes, associations and intermediaries) is a must.

### 7.4 Difficulties encountered

The main barrier is to spread a new culture and attitude toward entrepreneurs and credit institutes.

### 7.5 Lessons learned from the practice

The practice is still ongoing; at this stage it is difficult to extract lessons.

### 7.6 Recommendations for improvement

Recommendations can be given with reference to the next programming period (2014-2020).

The financial engineering tools should be included in a wider regional strategy in line with the Europe 2020 objective of a smart, sustainable and inclusive growth, channeling most resources on the sectors and the activities identified by the strategy, with a view to satisfy requests by the companies as much as possible and to ensure a strong impact on the territory.

## 8. Other relevant information

<http://www.regione.veneto.it/Economia/Programmi+Comunitari/Nuova+programmazione+2007+-+2013/Azione+1.2.1.htm>;

<http://www.regione.veneto.it/Economia/Programmi+Comunitari/Nuova+programmazione+2007+-+2013/Azione+1.2.2.htm>;

<http://www.regione.veneto.it/Economia/Programmi+Comunitari/Nuova+programmazione+2007+-+2013/Azione+1.2.3.htm>

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

- low presence of private venture capital
- high entrepreneurial attitude

## 11. Other key factors for the success of the good practice

Existence of private actors (especially credit institutes) that can be involved in the process and that can multiply the fund.

## 12. Factors that might hamper the transfer of the good practice

Availability of time (the process is complex) and human resources (experts in

innovation funding).

### **13. General judgment of the practice**

**13.1. Degree of innovation** Very good

**13.2. Transferability** Good

**13.3. Cost/benefit ration** Very good

## 5. Province of Bologna

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**BAN Bologna - Business Angels Network**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	Italy
<b>2.2. NUTS1</b>	Emilia Romagna Region
<b>2.3. NUTS2</b>	Province of Bologna
<b>2.4. City</b>	Bologna
<b>2.5. Organisation</b>	Province of Bologna

#### 3. Precise theme/issue tackled by the practice

Services supporting start – up enterprises: promotion and dissemination of venture capital culture locally while favouring the match between BA and start-up businesses.

#### 4. Key words

Start- up, Business Angels, Innovative financial Instrument, Mentoring, Services

#### 5. Objectives of the practice

The business angels network aims to support the development of start-up and early stage enterprises through innovative financial instruments and mentoring activities.

#### 6. Detailed description of the practice

##### 6.1.

##### Origin/background

BAN Bologna is a Local Association network founded in 2001 as a result of the cooperation between different kind of Public Authorities and Associations acting in the Bolognese area and since then it is a member of bigger and already existing networks: IBAN (Italian Business Association of Informal Venture Capital - [www.iban.it](http://www.iban.it)) and EBAN (European Business Angels Network - [www.eban.org](http://www.eban.org)) both founded in 1999.

##### 6.2. Bodies involved

Province of Bologna (Local Public Administration intermediary between 60 Municipalities and the Regional Gov. of Emilia Romagna); UNINDUSTRIA (Association of SMEs); ConfCommercio Enterprises for Italy – ASCOM Bologna (Association promoting services for trade); ASTER (Science Technology and Enterprises Consortium); ConfArtigianato Bologna (Federation

of Craft and Small Enterprises); LegaCoop Bologna (Association of Cooperatives).

### **6.3. Problem tackled**

Start-up and early stage Enterprises have serious problems to get financial support (seed – start up – and early stage capitals) and guarantees from financial bodies in their early stage of development which is the most crucial one to overcome due to the need of banks' guarantee, limited banks competitiveness, high banks commissions and high interests rate. Within this frame BAN main mission is to provide them with assistance through innovative financial instruments and mentoring activities.

### **6.4. Target of the practice**

Start-up businesses, BA, incubators, Research Centers, Universities, Trade associations, Professional orders and Local Administrations.

### **6.5. Target groups**

People who have a business idea and new/potential Entrepreneurs on the one side, Business angels (managers, entrepreneurs, consultant both active or retired) /informal venture capital investors having sound experiences in financial and management fields on the other side.

### **6.6. Detailed content of the practice**

Sensitize the territory on the culture of venture capital by organizing seminars, conferences, workshops, events, and Investment Forum to facilitate meetings between new businesses and / or project business proposers and BAs (informal investors)

How BAN works:

BAN Bologna strongly supports the matching between:

Entrepreneurs – needing financial resources and management skills and Business Angels - offering financial resources and management skills

BAN Bologna supports business project development and promotes the meeting of supply and demand of risk capital through the following actions:

A) BAN Bologna selects business projects; B) Identifies business angels; C) promotes the economic matching between entrepreneurs and business angels.

1st step: entrepreneurs/ people having only a business idea contacts BAN Bologna through the website and fill in a business plan; - The business angels contact BAN Bologna through the website and provide their CV

2nd step: BAN identifies investment priorities of business angels; BAN makes a comparison between demand and supply; BAN makes a pre-screening of business projects.

3rd step: BAN selects business projects from entrepreneurs; - The evaluation committee identifies

(to single out) the business projects that will be presented to the Business Forum for investors only.

4th step: Organization of Business Forum; Contact between entrepreneurs and business angels.

Finally the business angel and the entrepreneur sign a contract specifying also how and when the business angel will leave the operation.

### **6.7. Financial**

## framework

BAN Bologna does not foresees any cost for businesses, for those who have a business idea and for BAS while it is self-financed by the members' share (Province of Bologna, Ascom, Aster, Confartigianato and Legacoop Unindustria). It is open to sponsorship of Credit institutions and in case of matching, the BAs commit themselves to recognize a "success fee" to BAN.

**6.8. Timescale**                      **Start:** 2001                      **End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

400 projects and 70 business angels addressed to BAN Bologna;  
90 projects selected through the pre-screening;  
48 entered the Ban Network through the evaluation Committee;  
48 business angels entered the Ban network;  
50 meetings and presentations;  
10 Forum of investments successfully carried out  
5 matches  
1 exit of Business angel in 2011 and many contacts in progress

### 7.2. Main strengths (success factors)

Public and private entities within the same frame is undoubtedly an added value. BAN members are in fact able to make available facilities, time, and relevant information at a very low cost. Furthermore, BAN members in a different way, with different professional background, experiences and activities that are complementary and synergic at the same time, are key figures for start-up businesses and interface effectively traditional financial institutions. Finally, the members are recognized as "guarantee" structures,

The membership to a national network BAN (IBAN) and to an international one (EBAN) offers wide growth opportunities. IBAN, for instance, provides information also about entrepreneurial projects at "0" costs. Among the services provided there are: the filling in of the "proposer format"; the organization of Forum of investment; support and prepare of the Forum (including the preparation of pitching session presentation); organization and support for one to one meetings with the BAs. This specific activities includes: the identification and scouting of BAs relevant to the specific investment; organization and support for the meeting; organization of promotional and communication events. In case of a successful matching, BAN suggest alternative investment opportunities and offer access to informal training sessions. Finally the entry of a BA in a start-up business can encourage and favour the entry of a venture capital fund.

### 7.3 Main weaknesses

A weak point is surely a static nature of entrepreneurial projects and of BAs, due to the current critical economic situation. On the one hand, companies do not have within them the time and expertise to handle a negotiation with an investor, on the other hand investors when accredited not always are active.

From the BAN and start-up businesses point of view:

- cultural obstacles in choosing BAN as a financial instrument
- fear of not being able to manage the invested capital;

- distrust towards the entrepreneur and his reliability;
- hidden returns.

For the entrepreneurs:

- fear of losing the exclusiveness of the business idea;
- of "intrusion" in the business;
- of losing control of the business and management independence.

The enterprise "closes up like a claim":

- for the entrepreneur: the fear to losing the exclusiveness of the business idea, the "intrusion" in the business and losing control of the business and management independence;

at the same time

- the private investors : fear of not being able to manage the invested capital, distrust towards the entrepreneur and his reliability and potential "hidden returns".

It is a very difficult balance/ relationship to handle and basically the Province and BAN rule is also to help both parties to get over the obstacles described.

#### **7.4 Difficulties encountered**

Locally, there's a lack of a "venture capital" culture, small number of successful matching, difficulties in finding available and willing BAs.

#### **7.5 Lessons learned from the practice**

The average investment of Business angels is between 25.000 € and to 250.000 €;

- the investment usually lasts from 5 up to 7 years;
- Business angels' main investment sectors are:

ITC

Electronics

Biomedical

Industry

Energy

There has been also the case of more than one BA has invested in the same company (syndicate of angels).

#### **7.6 Recommendations for improvement**

- simplification of pre-screening procedures and of assessment carried out by the Evaluation Unit
- support and assistance for the preparation and testing of the business plan "BA investor ready", also using existing tools;
- information and assistance on opportunities of easy finance at Community, national, regional level;
- setting up and implementation of a training schedule for both proponents and for the BAs (BA academy).

### **8. Other relevant information**

Consider that in Italy there is no regulation supporting investments in venture capital. The economic crisis has challenged the tools of traditional finance instruments consequently financial instruments typical in Anglo-Saxon culture, very different from our environment, are now spreading. In the mid-2000 in the Emilia-Romagna region has been launched the public – private fund Ingenium (funded by the Emilia Romagna Region and by a

management company) that encourages the start up of innovative companies operating in high technology sectors (born form academic – research - businesses spin offs). The fund will support investment and development strategies of innovative businesses able to guarantee good profitability and growth prospective through investment in growth and implementation of development programs for existing businesses.

Important is to keep in mind that Business Angel works on business projects having a financial dimension from 100,000€ up to 500.000€ and mainly in start up business phase. The venture capitalists, instead, operates within bigger financial dimension and in the phases of development and consolidation of a company.

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

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

The Region intends to better integrate ER initiatives dedicated to the creation and development of new business. Within this frame, apart from the mentioned objectives there is the aim to facilitate and to improve access to finance and investment. From mid-2000 there is an important fund named Ingenium. operating in this perspective. Despite the fact that Ban Bologna is participated mainly by local entities, in reality the network covers the whole regional area. Ban Bologna is thus very active in our region and represents the key local point for the IBAN network. The richness and dynamism of the Emilia Romagna Region is definitely a strong point: the presence of clusters of excellence, public and private structures of equal excellence make the Emilia-Romagna a favorable environment for the development of innovative projects like those supported by BAN Bologna.

## 11. Other key factors for the success of the good practice

A well organized entrepreneurial environment; structures/services/people that provide services (key figures could be trade associations, research centers, incubators, development agencies, local authorities) able and skilled to support the creation and the development new businesses, assisting them in the most delicate phase.

## 12. Factors that might hamper the transfer of the good practice

The lack of a culture supporting the creation of new businesses of Innovative finance and of dedicated services.

### **13. General judgment of the practice**

<b>13.1. Degree of innovation</b>	Good
<b>13.2. Transferability</b>	Good
<b>13.3. Cost/benefit ration</b>	Very good

## 6. Észak-Alföld Regional Development Agency

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**Job-creating cooperation between triple helix actors:  
Self supporting village of Túrístvándi**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	Hungary
<b>2.2. NUTS1</b>	Alföld és Észak
<b>2.3. NUTS2</b>	Észak-Alföld
<b>2.4. City</b>	Debrecen
<b>2.5. Organisation</b>	Túrístvándi

#### 3. Precise theme/issue tackled by the practice

In the region a number of small villages are suffering from the high unemployment rate. These are multiple disadvantaged small communities where the lack of jobs and lack of entrepreneurship led to a community where many people are living on allowances.

#### 4. Key words

self-supporting, agricultural employment, stop migration, municipality support

#### 5. Objectives of the practice

The main aims are to build a sustainable operating business system on the idea of local food production (fruits, vegetables, meat, etc), to ensure 80% of local energy consumption from agricultural waste completed with electricity produced by the local watermill. Above all, to create the circumstances for boosting entrepreneurship.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

The area has traditionally been characterized by agricultural activities, the backyard farming still exists, but people are producing mainly for their own consumption, in spite of the fact that capacity would ensure mass-production.

##### 6.2. Bodies involved

Municipality of Túrístvándi

##### 6.3. Problem tackled

Due to the decrease of incomes the community activity and the sense of local identity is weakening, the younger population leaves the less developed villages.

##### 6.4. Target of the practice

Local producers, enterprises

### 6.5. Target groups

Local population

### 6.6. Detailed content of the practice

The solution of Túrístvándi (small village in Észak-Alföld region with ~700 inhabitants) is to build a sustainable operating business system on the idea of producing the fruits, vegetables and the meat in the village, and not take it from supermarkets or abroad.

Local producers and entrepreneurs were identified who produce - or would produce – such goods, that could be supplied to the consumers by direct selling on the local market. In order to find out the available degree of self-supporting, the local demand and supply was analyzed, and the municipality has established a non-profit entity, that has "social agreement" both with the producers and consumers. On the one hand the agreement guarantees the takeover of goods, on the other hand the entity delivers it to the consumers, at pre-determined prices. The non-profit entity defines a much lower margin rate on "consumer price" than the usual dealer margins are, so in that way the producer gets more for its products, and the customer will not pay more than in the nearby store. The local vendors has no extra stand fee for the market, however the non-local has to pay for the market place.

### 6.7. Financial framework

?

### 6.8. Timescale

Start: 2006

End: -

## 7. Evaluation

### 7.1. Results and outputs of the practice

In June 2012 80% of the local food consumption will be met by local products. The non-profit entity was established in 2009 and created thirteen new jobs that were filled with unemployed people; in 2012 twenty family have the opportunity to join the initiative.

### 7.2. Main strengths (success factors)

The self-supporting system ensures jobs for the people, it provides the conditions for agricultural production, guarantees the takeover of goods, and ensures the good quality of products.

The biggest strength is the sectorial cooperation, and the role of the municipality.

### 7.3 Main weaknesses

The main difficulty is the non-harmonized European and national financial sources, it takes months to get the financing after the submission.

### 7.4 Difficulties encountered

See 7.3.

### 7.5 Lessons learned from the practice

-

### 7.6 Recommendations for improvement

-

## 8. Other relevant information

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

National legal background  
Preconditions for agricultural production  
Role of municipality

## 11. Other key factors for the success of the good practice

The main precondition is the customer behaviour: If all residents buy local products, the local producers can count on this market. It assumes that the producer, who relies on the strong local consumer loyalty, will not sell his products elsewhere. Most of all, the main precondition is that people accept and respect this "social agreement".

## 12. Factors that might hamper the transfer of the good practice

One of the biggest risks is the fact that commercial networks behaviour can not be foreseen. It is a relevant question whether the quantity of the local need is enough for the efficient production. Another risk is, whether those who work in other cities – quite significant part of citizens - are willing to buy local products or not, especially when a nearby department store offers cheaper import goods. However, the introduction of this system doesn't require any particular investment, therefore intense loss can not occur.

## 13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Very good
13.3. Cost/benefit ration	Very good

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

**Job-creating cooperation between triple helix actors: multinational company and university, IT sector**

## 2. Location of the Good Practice

<b>2.1. Country</b>	Hungary
<b>2.2. NUTS1</b>	Alföld és Észak
<b>2.3. NUTS2</b>	Észak-Alföld
<b>2.4. City</b>	Debrecen
<b>2.5. Organisation</b>	University of Debrecen

## 3. Precise theme/issue tackled by the practice

On the one hand an IT multinational company needs special educated labour force, on the other hand the university's aim is to create its educational structure tailored to business sector's needs in order to ensure valuable degree for its students.

## 4. Key words

triple helix actors cooperation, IT sector, education programme, marketable knowledge, outsourced university department

## 5. Objectives of the practice

The special training programme enables students to gain marketable knowledge in order to meet labour market requirements.

## 6. Detailed description of the practice

### 6.1. Origin/background

IT Services Hungary (ITSH) is a Hungarian subsidiary of T-Systems. ITSH's service centers, based in Budapest and Debrecen, serve international clients in the areas of systems integration and operations. ITSH and the University of Debrecen (UD) have established a quite complex research and educational cooperation in the field of Information Technology since 2007.

### 6.2. Bodies involved

IT Services Hungary  
University of Debrecen

### 6.3. Problem tackled

The main aim of the initiative is to offer practice-oriented education and competence development for students in order to enhance the value of their degree on the labour market, and train them for the needs of ITSH.

### 6.4. Target of the practice

The University offers a good quality of education, especially in the field of IT and foreign languages, the students of these faculties provide a good base

of human resource for ITSH.

### 6.5. Target groups

University students, employees of ITSH

### 6.6. Detailed content of the practice

The University considers this cooperation strategically important; beyond the common research activities this education programme ensures employment opportunities for students of UD. The main interest of ITSH is to recruit the best employees they can by influencing their education and orientation.

Type of co-operations:

- 1) UD professors held trainings for ITSH employees
  - 3-month long IT training
  - foreign language trainings (English, German, French)
- 2) Special educational opportunities for UD students within the University
  - newly established IT minor available for students from German Faculty with 50 credits
  - 2-year long IT qualification for all UD students
- 3) University department at the ITSH, where ITSH employees are teaching students from IT Faculty.
- 4) Test labour in the premise of ITSH: 8-10 UD students are dealing with test engineer tasks
- 5) Common research activities

### 6.7. Financial framework

?

### 6.8. Timescale

Start: 2006

End: -

## 7. Evaluation

### 7.1. Results and outputs of the practice

Results, outputs: 70% of ITSH employees studied at UD

X trained students since 2009, from which X students are employed

X students per semester

### 7.2. Main strengths (success factors)

The training programmes offered for UD students are very popular, a pre-selection procedure ensures the best quality of students for these trainings.

The main strength of the initiative is the opportunity to educate the future generation of employees ready for the jobs by ensuring them the relevant competencies and experience through the trainings.

### 7.3 Main weaknesses

!

### 7.4 Difficulties encountered

!

### 7.5 Lessons learned from the practice

!

### 7.6 Recommendations for improvement

-

## 8. Other relevant information

-

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

Excellent IT education at the university  
Willingness from the business sector's side

## 11. Other key factors for the success of the good practice

Have a strong engagement from the company side  
Company's willingness to invest  
Similar aims between the actors

## 12. Factors that might hamper the transfer of the good practice

University bureaucracy

## 13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Very good
13.3. Cost/benefit ration	Very good

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

### Rural airport as potential tool for job-creation

## 2. Location of the Good Practice

2.1. Country	Hungary
2.2. NUTS1	Alföld és Észak
2.3. NUTS2	Észak-Alföld
2.4. City	Debrecen
2.5. Organisation	Airport Debrecen

## 3. Precise theme/issue tackled by the practice

Debrecen has an excellent location in Central-Eastern Europe to develop an intermodal cargo and logistic centre and passenger hub to serve Debrecen and other cities in the region and to join into the international cargo-transit and passenger transport.

## 4. Key words

regional airport, job creation, Debrecen, cargo, transport

## 5. Objectives of the practice

The main objective is to build a logistic hub by ensuring cargo intermodal facilities and passenger transport. This logistic hub could support the regional economic development in such countries (like Hungary) that have capital-centered economic structure (80% of GDP is produced in the capital city and in its agglomerate) in order to equalise the economical miss-balance. A regional airport directly contributes to job-creation by providing jobs for the airport employees, but it also has an indirect job-creating impact by boosting tourism, serving the industrial parks and increasing the regional potential for attracting foreign direct investment. Nevertheless, it is also an essential element of the social welfare indicators.

## 6. Detailed description of the practice

### 6.1. Origin/background

The airport of Debrecen has operated as a military airport and hosted charter flights during summer before 2000.

### 6.2. Bodies involved

Airport Debrecen Ltd.  
Municipality of Debrecen

### 6.3. Problem tackled

The overall development of the airport began in 2001, when the Debrecen Property Management company bought the Airport Debrecen Ltd.

### 6.4. Target of the practice

From 2004 the airport was entitled as pike and international border crossing

point. For 2012 the airport defined a strategy to extend its transport-palette with regular flights.

### 6.5. Target groups

The target groups of the airport are not only the tourists and business passengers, but the airport also puts a great emphasis on the cargo transit.

### 6.6. Detailed content of the practice

The first destinations are London (launched June 2012), Eindhoven, Milano - in order to connect to international transit. Beyond European destinations far-eastern ones are planned.

Airport Debrecen Ltd is strongly cooperates with the Municipality Of Debrecen, as the main objective of the practice is to enhance local job-creation, to boost regional economy and also support the tourism by connecting into international transit.

### 6.7. Financial framework

-

### 6.8. Timescale

**Start:** 2011

**End:** 2016

## 7. Evaluation

### 7.1. Results and outputs of the practice

Results:

- Regular flights to European destinations (London already launched, Eindhoven and Milano planned)
- 12 charter destinations in the summer schedule for 2012
- International visibility of the airport and also the city/region
- Increasing passenger number

### 7.2. Main strengths (success factors)

Strength:

- well-planned and structured strategy
- cooperation with local actors (municipality, tourism office, university)
- good location

### 7.3 Main weaknesses

-

### 7.4 Difficulties encountered

Difficulties:

- Collecting investors

### 7.5 Lessons learned from the practice

The already existing basic infrastructure meant a lot support during the planning and implementation.

### 7.6 Recommendations for improvement

-

## 8. Other relevant information

-

## 9. Contact

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## II. Transferability of the practice

### 10. Key factors associated with the regional context

Excellent geographical location in Europe  
Support of municipality, tourism office

### 11. Other key factors for the success of the good practice

Existing transport needs  
Business-focus on the region, and not only on the hosting city itself  
Excellent cooperation with the relevant local and regional actors (authorities, industrial actors, tourism office)

### 12. Factors that might hamper the transfer of the good practice

Already existing airport at the area  
Missing support from the relevant regional actors

### 13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Good
13.3. Cost/benefit ration	Good

## 7. Maramures County Council

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**ASSOC Packing Social Economy Enterprise**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	Romania
<b>2.2. NUTS1</b>	Nord West Development region
<b>2.3. NUTS2</b>	Maramures county
<b>2.4. City</b>	Baia Mare
<b>2.5. Organisation</b>	ASSOC - Professional Welfare NGO

#### 3. Precise theme/issue tackled by the practice

Innovation in non profit sector to boost job creation.

#### 4. Key words

social enterprise, people with disabilities, packing

#### 5. Objectives of the practice

For coming to the aid of people who are vulnerable and contributing to local community development, ASSOC has established a social economy enterprise, ASSOC Packing, with the production profile of packing cardboard and paper, designed to provide jobs for people with disabilities.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

ASSOC Professional Welfare NGO is a promoter of Social economy opening one of the first social enterprise in Romania. Social Economy Enterprise ASSOC Packing was created within the project "Social services and vocational training for people with disabilities", co-financed by European Social Fund through Operational Sectorial Program - Development of Human Resources 2007-2013.

##### 6.2. Bodies involved

ASSOC Professional Welfare NGO

##### 6.3. Problem tackled

By hiring persons with disabilities, you are following the principle of equal opportunity. It is important to take on social responsibility, to create an "inclusive" society and to have an open mind regarding new workforce opportunities. There is a tendency to consider hiring a person with

disabilities as an act of charity, but for an “inclusive” society it is necessary to combat these ideas and to create real opportunities for them to work.

#### **6.4. Target of the practice**

To create a social enterprise tailored upon the working abilities of people with disabilities in order to create jobs for them and support them to live a normal life.

#### **6.5. Target groups**

people with disabilities (physical, visual, somatic and mental) , unemployed, living in Baia Mare area

#### **6.6. Detailed content of the practice**

Using specific instruments for testing the working capacities of people with disabilities (the Ruward test), ASSOC have selected and hired 11 persons with disabilities (physical, visual, somatic and mental) to produce full range of cardboard and paper packaging. The personal and professional development of persons with disabilities hired is supported by a team of specialists trained and certified by experts from the Netherlands. For each person with disability hired there is a special program for personal and professional development on going. These programs are elaborated according to the needs identified for each person with disability hired, based on instruments developed by experts working in the project, with a continuous monitoring process and evaluation stages, so that each hired person will adapt inside the team work and at working place.

#### **6.7. Financial framework**

Social Economy Enterprise ASSOC Packing was created within the project ” Social services and vocational training for people with disabilities”, co-financed by European Social Fund through Operational Sectorial Program - Development of Human Resources 2007-2013.

#### **6.8. Timescale**

**Start:** 2010

**End:** 2013

### **7. Evaluation**

#### **7.1. Results and outputs of the practice**

10 disabled people were selected and employed after being evaluated by specialists regarding their working abilities. They work in two shifts of 4 hours each. The main production is cardboard packaging. The people employed are constantly being evaluated and counseled by psychologists and social workers in order to support them to integrate and for improving their personal development.

#### **7.2. Main strengths (success factors)**

Due to the evaluation instrument used in their selection, the disabled people employed are both fit to the work they are doing and well integrated in the working process. The workers are monitored and coordinated in their work by a cardboard packaging specialist, he himself also being a disabled person. The evaluation instrument Ruward is a unique one in Romania and has been transferred as a good and successful method for indentifying the functional remaining of disabled people which is their ability to work. The criteria mentioned above are the key for a sustainable social economy structure beyond the implementation period of the project. At present, the social economy structure covers the demand of more than 50 clients for different types of cardboard packages.

#### **7.3 Main weaknesses**

Some of the weak points of social economy structure are: the tough competition on the free commercial market because there are no special treatment for this kind of enterprises; client's mentality towards disabled people capacity of work; there are no subsidies from the government; most of the disabled people employed are not qualified for the job and they are still learning by practicing at the work place.

#### **7.4 Difficulties encountered**

Uncorrelated legislation to the real needs of disabled people; non applied legislation and rules; superficial basic evaluation from the existing state employed specialists and poor payment of them; the disabled people's lack of knowledge concerning the rights to work part-time and still receiving the government allowance; identifying those disabled people who desire and are able to work and qualify them according to the market demand; the employers' mentality according to which the disabled people are not competitive and are a high risk factor at the work place.

#### **7.5 Lessons learned from the practice**

Practice helps to improve; both good evaluation and good specialists give the disabled people the chance to be motivated to work and to improve them. Once they are motivated to take part to the labour process, with some special support and counseling, they succeed to break the barriers and to feel part of the society.

#### **7.6 Recommendations for improvement**

Support from the government for a better legislation and subsidies for the employers when employing disabled people; continuous counseling and monitoring of disabled people working in a social structure.

### **8. Other relevant information**

<http://eng.assoc.ro/social-economy/>

### **9. Contact**

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<b>9.3.</b>	Remus Burdea	0040 262211544 0040 726 280865	remus.burdea@maramures.ro

## **II. Transferability of the practice**

### **10. Key factors associated with the regional context**

Local authority support, good team, massive local need for cardboard packaging.

### **11. Other key factors for the success of the good practice**

There has to be enough demand for the product, the support of the local community, availability of disabled people to work, specialists to support the

evaluation, counseling and monitoring the disabled people.

## **12. Factors that might hamper the transfer of the good practice**

No. all the regions in Romania and Europe could use the same profile for a social enterprise as there is always need for cardboard packaging.

## **13. General judgment of the practice**

<b>13.1. Degree of innovation</b>	Good
<b>13.2. Transferability</b>	Very good
<b>13.3. Cost/benefit ration</b>	Neutral

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

### Development of Suior Tourism Center

## 2. Location of the Good Practice

2.1. Country	Romania
2.2. NUTS1	North West Development Region
2.3. NUTS2	Maramures County
2.4. City	Baia Sprie
2.5. Organisation	Tourist Suior Company, Baia Sprie

## 3. Precise theme/issue tackled by the practice

Innovative approaches in tourism to foster job creation - tourism as a driving force of regional economy.

## 4. Key words

winter tourism, summer tourism facilities

## 5. Objectives of the practice

In order to maintain the jobs all year long and create new ones at Suior Tourism Center, situated near a well known winter resort at 18 km from Baia Mare, several summer tourism and business tourism facilities were developed.

## 6. Detailed description of the practice

### 6.1. Origin/background

Suior Tourism Center was a former student camp with 4 buildings that were renovated, rehabilitated and transformed into 3 mini hotels and a restaurant. Near those buildings a ski slope was built, connecting an old ski slope from Mogosa resort.

### 6.2. Bodies involved

Tourism Suior Company Baia Sprie

### 6.3. Problem tackled

The most important problem tackled is attracting tourists from Romania and abroad and accommodating them for longer periods all year, in order to obtain a higher rate of profit and employment and maintaining the jobs created all year long.

### 6.4. Target of the practice

The target was to diversify the tourism offers and facilities and create an area where business tourism, adventure tourism, summer tourism could complete the existing winter tourism facilities.

### 6.5. Target groups

The target groups are the tourists interested in adventure tourism and summer sports, companies that want to organize team building activities for their employees, or seminars and conferences, as well as students that want to spend the summer holiday in an interesting and very picturesque place.

#### **6.6. Detailed content of the practice**

The accommodation facilities from the 3 mini hotels situated at the starting point of the ski slope were completed with a conference room in the restaurant building, and a relaxation area with sauna, jacuzzi, solarium, massage, fitness, billiards, table tennis, darts, etc. Also sport grounds where you can play soccer, handball, volleyball, basketball, tennis, paint ball field and necessary equipments and an entertainment area for small children were arranged near the mini hotels. Up in the mountain at the end of the ski slope at 970 meters altitude a group of 3 rustic wooden chalets, a rustic restaurant, a bar and a cellar were built near an artificial lake. A pontoon bridge was built on the lake near the restaurant with a nice terrace. The artificial lake is used for fishing in the summer and for feeding the snow cannons in the winter, extending thus the ski season. Places for barbeques and campfires were arranged in the forest, nearby and in this rustic ambiance thematic evenings with folklore songs and dances are organized for the tourists. Also hiking and visits at the most important tourism attraction from Maramures could be organized for the tourists. The water from the lake is also used for the snow cannons and thus the winter tourism can be extended for longer period or during dry seasons.

#### **6.7. Financial framework**

All these improvements and new facilities were built by the Tourism Suior Company from their own budget, reinvesting the profit.

#### **6.8. Timescale**

**Start:** 2007

**End:** 2009

### **7. Evaluation**

#### **7.1. Results and outputs of the practice**

After completing the wooden construction at the end of the ski slope, the accommodation capacity has increased by 30% and the service capacity has increased by 150%. A number of 30 new jobs were created and most important the 50 existing jobs are maintained during the economic crisis.

#### **7.2. Main strengths (success factors)**

A very beautiful natural environment, top quality services and the diversity of these tourism services. All these factors are leading to obtaining a complete tourism product (accommodation, meal, leisure, entertainment, relaxation). Originality of the new tourist attraction that will combine the rustic appearance with comfort at high quality standards.

#### **7.3 Main weaknesses**

Poor road infrastructure, few air and rail links of Baia Mare with both the capital and with other cities, lack of means of transport connecting Baia Mare and Baia Sprie towns to Suior Tourism Center and low purchasing power of local population.

#### **7.4 Difficulties encountered**

The construction of the wooden buildings was very difficult due to the place situated in the forest at 970 meters altitude. The transport of the logs was quite a challenge.

### 7.5 Lessons learned from the practice

After finishing the lake and the nearby rustic constructions, the entire area became a tourism attraction itself. The most important lesson learned is: in order to increase the number of tourists you have to diversify the tourism offer, to raise the quality of tourism services and to maintain a reasonable price.

### 7.6 Recommendations for improvement

- An optimal use of the environmental resources is a key element in tourism development, maintaining essential ecological processes and presenting the natural heritage and biodiversity.
- To meet socio-cultural authenticity of host communities, to preserve their cultural heritage existing traditional values and contribute to intercultural understanding and tolerance.

## 8. Other relevant information

[www.suior.ro](http://www.suior.ro)

## 9. Contact

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9.3.	Rohian Cosmin	0040 745 397463	contact@suior.ro

# II. Transferability of the practice

## 10. Key factors associated with the regional context

The location of the Suior Tourism Center in a mountainous area of outstanding beauty, surrounded by forests and a vast panorama. Existence of 2 ski slopes situated nearby.

## 11. Other key factors for the success of the good practice

Existence of an area with tourism potential in terms of nature, traditions, tourism attractions, etc.

## 12. Factors that might hamper the transfer of the good practice

Market risk, which consists of risk of factors that influence supply and demand for specific services of tourism to develop in directions with different intensities, producing adverse changes in liquidity, volatility and price, resulting in a continuous and dynamic process.

## 13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Medium
13.3. Cost/benefit ration	Good

## 8. Patras Science Park

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**Patras Science Park**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	Greece
<b>2.2. NUTS1</b>	Kentriki Ellada
<b>2.3. NUTS2</b>	Dytiki Ellada
<b>2.4. City</b>	Paras
<b>2.5. Organisation</b>	Patras Science Park S.A.

#### 3. Precise theme/issue tackled by the practice

Development and support of new technology based firms (NTBFs).

#### 4. Key words

Technology, science park, NTBFs, incubator, technology transfer

#### 5. Objectives of the practice

Patras Science Park is an organization established according to the model of an incubator for New Technology Based Firms (NTBFs). Main scope is the provision, creation and development of the appropriate infrastructures, financial conditions, mechanisms and services that will support and promote the creation, operation and development of technological innovative firms through processes of fast growth (spin-off, spin-out) and their cooperation with Academic and Research Institutes.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

Patras Science Park (PSP) was founded in 1989 as an initiative of the Foundation for Research and Technology (FORTH/ICE-HT). In 1998 she completed the existing premises of 4.800 sqm total surface. In 2001, the Ministry of Finance acquired the total number of her equity.

##### 6.2. Bodies involved

The initial Feasibility Study of the PSP development was carried out by the Technopole Service Development of Sophia Antipolis Park (France). Nowadays PSP is supervised by the General Secretariat of Research and Technology (GSRT). She is a Limited Company operating according to the rules and Provisions of the relative legislation for public enterprises.

##### 6.3. Problem tackled

Patras Science Park was created as a place of settlement and development for small, innovative and technologically driven firms, research institutes or

cluster initiatives. She is expected to act as a landmark for knowledge and technology transfer in the region. A mechanism to stimulate and manage the interflow of knowledge and technology between the University, Research Institutes and the market. Furthermore a leverage of community development based on human resources and an ecosystem of creativity, innovation and entrepreneurship.

It is acknowledged that the immediate environment of a technology park assists small technology firms to grow. Results show that the rate of survival and subsequent growth is significantly higher compared to similar companies based elsewhere. Firms based in technology parks contribute to a range of financial and social indices, thus playing an important role in regional prosperity. Especially for Greece, technology parks are expected to contribute in closing the technology gap between national and European companies.

#### **6.4. Target of the practice**

Major scopes of Patras Science Park include: 1) The strengthening of her role as a basement of technology firms and center for facilitating technology and knowledge transfer between Academic Organizations (RTOs) and Private companies. This has to be done through the provision of high quality services and infrastructures, 2) To contribute in the international perspective of the Greek Technology Firms, 3) To coordinate interested parties for the creation and development of suitable mechanisms for SMEs and Cluster Initiatives funding, 4) Relationships with Technology Parks and Cluster Initiatives abroad, 5) Coordination and Management of Research & Development Projects in the Region in cooperation with the companies based or connected with her.

#### **6.5. Target groups**

Target Groups include Start-ups, Spin-off and Spin-out firms which exploit research results derived in the University or Research Labs, Innovative Technology Driven companies, Research and Development units of multinational companies, cluster initiatives, international companies focusing on innovation and R&D. 6.6 Patras Science Park was funded by EU Development Funds along with national resources for her premises construction.

#### **6.6. Detailed content of the practice**

Patras Science Park was funded by EU Development Funds along with national resources for her premises construction. Today provide the following

services to her tenant and affiliated companies:

- a) A total net space of 1.980 sqm for companies and labs along with further 3.000 sqm of common facilities and utilities
- b) Secretariat, accounting, legal support
- c) Project Management, Business Plan preparation, Proposal preparation and Submission
- d) Access to University and Research Centres for the implementation of technology projects, technology transfer, lab and library facilities.
- e) Access and cooperation with other Technology and Science Parks
- f) Networking facilities (broadband, wireless, fiber optics)
- g) Seminar and Congress facilities
- h) Gym

i) Participation in regional, national and European projects along with other firms and Institutes.

### **6.7. Financial framework**

Patras Science Park does not receive governmental subsidy for her operating expenses. Revenue derives from Tenants and Projects (national and European) run by her or with the cooperation of her companies.

### **6.8. Timescale**

**Start:** 1998

**End:** -

## **7. Evaluation**

### **7.1. Results and outputs of the practice**

Today around 20 technology companies and one research centre are based in Patras Science Park. Daily more than 120 people work or cooperate with them. The majority include highly skillful and experienced personnel with postgraduate and other professional qualifications. Recently three companies graduated as they were looking for expansion and PSP could not cover their needs in terms of space available. However, capacity utilization reached again 95% last month, proving the dynamic prospects of the area and the PSP herself. There is an already good record of companies created and developed in PSP such as Bytemobile, Atmel, CBL, Analogies, Nanoradio, Antcor. Companies based in PSP have registered more than 25 international patents, invested more than 6m Euro in Capital Employed and participated in technology projects with a budget of more than 20m. Three of them have received VC funding whereas five private equity funds. The international perspective accounts for more than 90% of their annual turnover. Main fields of interest include Energy, ICT and Pharmaceuticals.

### **7.2. Main strengths (success factors)**

Strengths of PSP include the vicinity with the University and Research Centres (all within 5 min driving distance), an extended Scientific Personnel Capacity in the region, the Industrial Zone and Port of Patras.

### **7.3 Main weaknesses**

Main weakness is the small size of the Park and the lack of governmental subsidy that would enable her to further develop and exploit economies of scale, thus attracting more and larger enterprises, as well as providing better and innovative services.

### **7.4 Difficulties encountered**

As mentioned before, the small size of the park does not allow her to exploit larger economies of scale and maintain stable level of turnover.

### **7.5 Lessons learned from the practice**

Investment in infrastructures is necessary by the government. Furthermore, a solid and long term national and regional policy for innovation and technology is important for the development of Technology Parks and NTBFs.

### **7.6 Recommendations for improvement**

Regional and National Governments need to invest steadily in Science Parks and Innovation policies to maintain and develop related jobs and firms.

## **8. Other relevant information**

www.psp.org.gr

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

Presence of University and Research Centres, Industrial Zone, Entrepreneurial Culture

## 11. Other key factors for the success of the good practice

-

## 12. Factors that might hamper the transfer of the good practice

Lack of Governmental Subsidy

## 13. General judgment of the practice

13.1. Degree of innovation	Very good
13.2. Transferability	Very good
13.3. Cost/benefit ration	Very good

## 9. Avila County Council

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

#### Gredos Mountains Centre & Tree Adventure Park

#### 2. Location of the Good Practice

2.1. Country	Spain
2.2. NUTS1	Castilla y León
2.3. NUTS2	Avila
2.4. City	Hoyos del Espino
2.5. Organisation	Junta de Castilla y León/AMN

#### 3. Precise theme/issue tackled by the practice

Job creation in rural areas related with natural resources preservation for a sustainable tourism.

#### 4. Key words

Nature, preservation, sustainable, tourism

#### 5. Objectives of the practice

Preservation of nature and rural job creation.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

The Gredos Regional Park, located in the Southern area of Avila province, is a fragile mountain area with peaks over 2.500 m, this natural resource is under the pressure of thousands of tourist coming mainly at weekends and mostly in summertime, in this delicate ecosystem where we can find coexisting autoctunos wild and flora life. All the activities carried out by the tourist as well as by the outdoor activities private companies are in fact a potential risk for this highly value environment. So, the regional authority has created by one hand and interpretation centre at the three main gates of this Natural Regional Park, accurately at the north face of this range of mountains is located one of those three, where the tourist can get wide information about the natural resources within the park, further explanations about the geological process, the local flora & fauna, even is possible to watch on live the wild life from this centre thanks to an innovative remote camera system managed from the own centre without disturbing those wild animals.

##### 6.2. Bodies involved

Junta de Castilla y Leon regional authority, Fundacion Patrimonio Natural,

Municipalities, Avila County Council

### **6.3. Problem tackled**

Pressure of uncontrolled tourism, potential damages to the nature resources: fauna, flora, landscape, fire prevention. Lack of information about feasibility paths, where to climb, activities allowed, parking areas.. Lack of rural jobs in that protected area due to the restrictions for outdoor activities. Lack of innovation in terms of new approach to the nature.

### **6.4. Target of the practice**

Preserve nature and rural job creation.

### **6.5. Target groups**

Tourists, Local SMEs: outdoor activities, hotel industry, restaurants in the area, local farmers, mountain lovers, policy makers,...etc.

### **6.6. Detailed content of the practice**

With the set up of the interpretation centre called "casas del parque", meaning houses of the park, the visitors have a common place for better understanding the fragile and highly value natural park they are entering, there they can improve for free their knowledge, value the autoctonus flora, fauna and geology of the location. The location at the main gates, allow the visitor for having a reference point, to know in advance the richness of the place, what is allowed and what is not, where they can park, what public services they can use, places for taking a bath, well signaled natural routes for hiking, climbing,...etc. As an example of controlled activities is located close to this interpretation centre a Tree Adventure Park, owned by a small private company, where visitors can enjoy an amazing journey playing on the trees facing different challenges split in different levels, including accessible route for wheelchairs, with this new initiative few rural jobs have been created and on the other hand the risk over the trees is considerably reduced, apart for providing them further information about other outdoor amazing activities in a close relationship with nature within the park, so from a responsible point of view. The Regional Authority, Junta de Castilla y Leon through Natural Patrimony Foundation built up these three centres, in North, South, and East gates, since these are the main access points for visitors. In the own interpretation centres some rural jobs have been created, actually these are mainly female rural jobs. All these actions are a part of a comprehensive strategy to value and protect the regional park, according with the European Card of Sustainability, as well as according with the National standards for getting the Q of quality, so as a contribution to a global strategy on natural patrimony, resources, routes, hostelry, leisure activities, training for children, camps for students, organization of journeys for better know the surroundings, library physical and electronic for visitors use,...etc. Moreover this houses of the park are the meeting point, and they are provided with public toilets, maps, free parking area combined with future public transport services, covered room for winter season.

### **6.7. Financial framework**

Gredos Mountains Centre, aprox 750.000 euros/each one, there are three centres.

Tree Adventure Park, aprox 250.000 euros

### **6.8. Timescale**

**Start:** 2009

**End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

Visitors of Centres: 10.000-12.000 yearly  
Job Creation Centres: total 8 rural jobs  
Visitors of Tree Adventure park: 4.000 yearly  
Job Creation Centres: total 4 rural jobs

### 7.2. Main strengths (success factors)

The success factors are the location and the good communication of its existence, the continues activities carried out by the centre, the training of young students as coming visitors as adults in the coming future. A little factor of innovation in a rural framework, with new approaches. Free access to the interpretation centre.

### 7.3 Main weaknesses

Weaknesses: is no possible a total control of visitors coming through alternative gates as well as those through those but without a stop. Organization and communication of attractive activities or providing information it should be worthy enough to get those houses before entering the park, at least for the first time.

### 7.4 Difficulties encountered

Building activities in a protected area, control of activities.

### 7.5 Lessons learned from the practice

As more informed the visitor is, much more responsible behavior, so less damages to the nature.

### 7.6 Recommendations for improvement

To achieve mostly of visitors go into the park through the visitor centres.

## 8. Other relevant information

[http://www.patrimonionatural.org/casas.php?id\\_casa=2](http://www.patrimonionatural.org/casas.php?id_casa=2)

<http://www.amngredos.com/web/default.asp>

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

Comprehensive regional strategy, collaboration between different administration level and public-private stakeholders. Real will for the value and protection of natural resources.

## 11. Other key factors for the success of the good practice

A protected natural figure, geographical coverage of the area, collaboration of private-public stakeholders.

## **12. Factors that might hamper the transfer of the good practice**

No, so far as we know.

## **13. General judgment of the practice**

<b>13.1. Degree of innovation</b>	Good
<b>13.2. Transferability</b>	Very good
<b>13.3. Cost/benefit ration</b>	No data

# I. General Characteristics of the Practice

## 1. Title of the practice (instrument/project)

### Rural Houses Net

## 2. Location of the Good Practice

<b>2.1. Country</b>	Spain
<b>2.2. NUTS1</b>	Castilla y León
<b>2.3. NUTS2</b>	Avila
<b>2.4. City</b>	248 Municipalities of Avila Province
<b>2.5. Organisation</b>	Casas de Gredos and Avila County

## 3. Precise theme/issue tackled by the practice

Job creation in rural areas related to cultural resources preservation through old buildings refurbishment for a sustainable tourism.

## 4. Key words

Culture, preservation, sustainable, tourism, rural houses

## 5. Objectives of the practice

Fixing rural population through job creation, preserving local culture with rural houses net.

## 6. Detailed description of the practice

### 6.1. Origin/background

The province of Avila is located in the Southern part of Castilla y Leon Region, over 100 km far from Madrid. Is a province with elderly population in rural areas, integrated by 248 municipalities. It has three main areas, the plateau in the North, the Mountains in the South and the World Heritage City in the centre. The main resource of the province is the Tourism, based on the natural, cultural and gastronomy resources, furthermore, considering the close 6 million inhabitants of Madrid, Avila province is a destination for inside tourism, mainly at weekends with short stays due to the fact mainly tourist are coming just to the capital as a part of a route across the World Heritage Cities, and because the lack of proper accommodations during several years in the rural areas in order to attract a different profile of visitor, a nature lover, in company of the family with longer stays. Lack of a centralised service for booking accommodations in the province.

### 6.2. Bodies involved

"Casas de Gredos" Booking center, Municipalities, Avila County Council

### 6.3. Problem tackled

From 70's up to early 90's the rural areas suffered an important decrease of population, migration to the capital or to Madrid, jointly with elderly own population, so most of buildings were in ruins, without any future for young

people there. Then in the early 90's a public initiative by the Avila County Council set up an initial little net of rural houses, most of them owned by the municipalities, as old teacher house, old doctor house, old school buildings, they were restored with public money, and then rented through a booking center called "Casas de Gredos" as a way for incomes for those little municipalities, as well as as a way for rural job creation, mostly female rural jobs, directly or indirectly related with this rural houses net. When the owner it was a municipality the Avila County Council paid in advance the refurbish and new items dotation, then according with the booking a % it was recovered by the County Council up to pay the whole cost, then it became an incomes source for the municipality, apart from a way for fixing local population and generate other opportunities as restaurants, services,.....etc.

#### **6.4. Target of the practice**

Set up rural houses net for fixing rural population, preserving cultural heritage by refurbishing old buildings.

#### **6.5. Target groups**

Little rural municipalities, local SME's: outdoor activities, restaurants industry, Tourist and nature lovers, policy makers,...etc.

#### **6.6. Detailed content of the practice**

The Avila County Council through this initiative set up firstly a little net of rural houses in order to provide visitors a different profile of accommodations for getting longer stays in our province in contact with nature, and as a way to refurbish those ancient buildings otherwise would be lost forever, so the restoration works were financed by the public body and later recovered through the a % of the incomes, controlled thanks to the Booking Centre set up as another added value for owners in charge of keeping this activity within the proper Rural Tourism Development, preserving the environment, boosting promotion and development to guarantee a high standard of quality, preservation of architectural heritage according with local tradition, as well as assessment for managing those little companies in terms of using new technologies for commercializing directly to the costumer in their own origin markets. Nowadays Avila has the higher number of rural houses in Spain, over 800, the booking centre was transferred to private owners in 2006 in order to compete in an open market in similar conditions.

This net of rural houses, became the way to keep in good conditions those old public buildings like the doctor house, priest house, teacher and school house, old workshop buildings what nowadays is a kind of little industrial tourism resource. All those refurbish works should be done according with traditions and using local materials by local SMEs, in order to create local jobs, as well as mostly of people employed are women, since they have the most difficult conditions to access to jobs. Most of all this solution is a way to keep the little village "alive", providing high standard quality services to their customers, although the level of innovation is still a weaknesses in most of the cases, as well as the need to open the market to a more European profile, through friendly green facilities, English skills, etc.....

The booking center it means, apart from a job creation itself, an added value and a link with the natural resources (routes, interpretation centres,...),

cultural resources (festivities, cultural sites,...) gastronomy resources (restaurants, local products...), so a way to provide to the customer an integrated package for spending wonderful days in a peaceful region, so to increase overnights, then the economic wealth so fixing population thanks to job creation in rural areas.

### 6.7. Financial framework

aprox. 90.000 euros/year for the booking centre.

### 6.8. Timescale

**Start:** 1995

**End:** 2006

## 7. Evaluation

### 7.1. Results and outputs of the practice

Number of houses belonging to the booking center: over 300 houses. Job creation: no data at level of rural houses, at the booking service directly 3 people (reduced due to crisis).

### 7.2. Main strengths (success factors)

Main Strengths: the success factors are the public-private initiative, the added value of the services provided since there are synergies with other sectors in order to provide integrated packages, the initial co-financing for refurbish the old houses coming from public funds and recovered later with the bookings.

### 7.3 Main weaknesses

Weaknesses: low level of using technology or innovation, big companies providing the same service, lack of training on other languages skills for opening the offer to other European markets, potential speculations from non local people just trying to make quick profits without respecting traditions and culture neither quality standard.

### 7.4 Difficulties encountered

Competence with other regions offering the same, joining interest among different stakeholders like hotels, rural houses, restaurants. Difficulties for associations within the sector and with complementary sectors like agrofood, outdoor activities.

### 7.5 Lessons learned from the practice

Need of increasing the quality of the service instead of quantity, priority to tackle the visitor profile to adapt the offer for increasing the overnight ratio Awareness of a good long term strategy to preserve the natural and cultural resources.

### 7.6 Recommendations for improvement

Innovative approach for increasing the competitiveness of the SME companies involved, as a tool for adapting the offer in a more flexible way, use of new technologies. Differentiation from other offers, from a smart approach, look for an environmentally friendly visitor profile.

## 8. Other relevant information

<http://www.casasgredos.com/cdg/catalogo.php>

## 9. Contact

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## II. Transferability of the practice

### 10. Key factors associated with the regional context

Collaboration between public-private stakeholders, Community engagement, Value of cultural resources.

### 11. Other key factors for the success of the good practice

Strong associations between owners, as well as collaboration between Public body with the municipalities and private owners. Combination of resources for offering integrated packages to market: accommodation + activities + gastronomy.

### 12. Factors that might hamper the transfer of the good practice

No, so far as we know.

### 13. General judgment of the practice

13.1. Degree of innovation	Neutral
13.2. Transferability	Very good
13.3. Cost/benefit ration	Good

## 10. The Baltic Institute of Finland

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**Demola / New Factory**

#### 2. Location of the Good Practice

2.1. Country	Finland
2.2. NUTS1	Manner-Suomi
2.3. NUTS2	Lansi-Suomi
2.4. City	Tampere
2.5. Organisation	Demola of New Factory

#### 3. Precise theme/issue tackled by the practice

Multidisciplinary teams of university students in collaboration with companies produce demonstrations of new products, services and social practices, and gain the ownership of IPR that makes entrepreneurship possible.

#### 4. Key words

multidisciplinary, collaboration, entrepreneurship, university, innovation

#### 5. Objectives of the practice

The objective of Demola is to boost multidisciplinary agile innovation culture and encourage entrepreneurship in Tampere Region. University students from three regional universities can develop product and service demo concepts together with companies and create new solutions to real-life problems.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

Tampere is an international growth centre for versatile services, know-how and creativity. It is recognised that successful business activities can be enhanced significantly through investment in structures enabling innovation. Demola reflects successful open innovation between companies and students within a dedicated innovation environment. Demola is a part of a project in Creative Tampere, the City of Tampere's business development programme, which aims to facilitate new business, services, innovation and creativity. The Creative Tampere programme was established to accelerate this growth by promoting interaction among representatives of different sector in order to develop new creative ideas.

##### 6.2. Bodies involved

Hermia Sciece Park, Tampere University of Technology, University of Tampere and Tampere University of Applied Sciences.

### 6.3. Problem tackled

Getting students and their ideas into prototypes and project in real life with help from companies. Providing a neutral platform for universities and businesses for cooperation.

### 6.4. Target of the practice

To create new innovations, prototypes, get licenses, offer a neutral location for universities and businesses for cooperation etc.

### 6.5. Target groups

Students, universities, local SMEs, international companies, public organisations.

### 6.6. Detailed content of the practice

The cooperation started as an open innovation platform between Hermia Science Park (local innovation company) and three local universities where the students were able to implement multidisciplinary innovation projects. First the focus was on software and digital services and the idea of the first project was to strengthen the position of Tampere as an attractive location for companies. Demola employs about 10 people but the number of student involved in its activities is hundreds. Their projects vary from social innovation to user oriented services and wider cooperation between the universities and much more.

### 6.7. Financial framework

The whole New Factory concept, which Demola is part of, is funded by the Finnish Government and EU (64%), City of Tampere (29%), other public funding (1,4%), private funding (2,7%) and other funding (2,9%).

### 6.8. Timescale

**Start:** 2008

**End:** -

## 7. Evaluation

### 7.1. Results and outputs of the practice

The key results of Demola highlight the engagement of over 500 students in developing product and service concepts with project partners and over 110 projects completed or in development. During the first three years over 200 services and prototypes have been created. As a result 96% of results are licensed, new jobs created and new companies have been established. The development of Demola and its open innovation approach has been further enhanced with its integration into the "New Factory" platform which also includes Promoto and Suuntaamo as innovation approached that respectively support the development of innovative ideas by entrepreneurs and business professionals and the engagement of citizens in innovation, product and service development. The Demola project was the winner of the 2010 Regional Innovation Award from the Assembly of European Regions, and Demola has just been awarded the Baltic Sea Region Innovation Award 2012 presented by BSR Stars and Baltic Development Forum.

### 7.2. Main strengths (success factors)

Demola operates on a region-wide basis with three universities. The range of stakeholders involved in the project is important with the project being managed by Hermia Science Park and funded through City of Tampere. The project also operates on a limited budget enhancing the overall value of the achievements and impacts. The role of students is central to the success of the programme. It is their commitment to team working, problem-solving and

creating demonstrable solutions that enhances the delivery of the project with support of industry mentors and Demola staff. The establishment of Demola as a neutral ground location, not dependent on any one partner or university, has allowed flexibility in growth and has given confidence to potential new partners when joining. Running in a cost-efficient and agile manner has allowed quick reactions to changing environments and events. Focusing on producing concrete demo results has helped to lead a change in the mind-set of innovation thinking in local environments.

### 7.3 Main weaknesses

Securing funding that is not directly related to projects (basic funding) is difficult.

### 7.4 Difficulties encountered

Resources are not increasing as quickly as the need for them e.g. due to the structural changes in the ICT sector (e.g. latest Nokia lay offs and redundancies).

### 7.5 Lessons learned from the practice

All partners can benefit from this cooperation. Companies can use students' fresh ideas, and students' ideas can be brought forwards with help from companies.

### 7.6 Recommendations for improvement

The concept is under regular evaluation and is being developed and improved continuously.

## 8. Other relevant information

[www.demola.fi](http://www.demola.fi)

<http://www.youtube.com/watch?v=EfkGWgyPkf4>

## 9. Contact

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

Having multiple universities and many innovative and international companies in the area.

## 11. Other key factors for the success of the good practice

Universities.

## 12. Factors that might hamper the transfer of the good practice

Lack of funding and interested/suitable parties

### **13. General judgment of the practice**

- 13.1. Degree of innovation** Very good
- 13.2. Transferability** Very good
- 13.3. Cost/benefit ration** Very good

# 11. Sor-Trondelag Fylkeskommune

## I. General Characteristics of the Practice

### 1. Title of the practice (instrument/project)

#### VRI- Tools for regional R&D and Innovation

### 2. Location of the Good Practice

2.1. Country	Norway
2.2. NUTS1	-
2.3. NUTS2	-
2.4. City	Trondheim
2.5. Organisation	Counties of South- and North Trøndelag, Norwegian Research Council, Innovation Norway

### 3. Precise theme/issue tackled by the practice

Arrange for business innovation through support in initializing research (R&D) and development within small and medium sized enterprises (SME).

### 4. Key words

Innovation, research, SME, R&D, partnership

### 5. Objectives of the practice

Reduce the initial hindrance for starting R&D projects within SMEs in order to create competence based innovation. Hence jobs will be created and/or secured.

### 6. Detailed description of the practice

#### 6.1. Origin/background

It is observed that mainly Universities, R&D institutions and larger companies normally are involved in R&D projects. Also as competence based innovation often is based upon R&D projects it is necessary to involve SMEs in R&D.

#### 6.2. Bodies involved

A program was developed as a cooperation between the Norwegian Research Council, the various counties of Norway, Innovation Norway as well as a number of different governmental and private sector institutions.

#### 6.3. Problem tackled

Necessary involvement of SMEs in R&D.

#### 6.4. Target of the practice

This program, VRI (Tools for regional R&D and innovation), are now established in 15 different regions of Norway. VRI offers consultancy in evaluating the R&D need related to challenges encountered by SMEs.

### 6.5. Target groups

Universities, research institutions, SMEs

### 6.6. Detailed content of the practice

The programme allows guidance in arranging for cooperation between SMEs and R&D institutions as well as financing of the first preparation part of a R&D project. The support is given to the SMEs through a number of VRI consultants working for VRI in direct dialogue with the SMEs. Each region have prepared a priority list of areas to be supported reflecting the regional business climate as well as development directions identified by the region. The SMEs are directed to VRI through a number of channels, including the county authorities.

### 6.7. Financial framework

On average approximately 3 500 000 Euro is used for the VRI program. The VRI program is financed through cooperation between regional and governmental funds.

### 6.8. Timescale

**Start:** 2007

**End:** 2016

## 7. Evaluation

### 7.1. Results and outputs of the practice

The VRI programme is still underway (has only been 50% completed) and no complete evaluation has been performed. However, it is observed that a significant number of SMEs has become more involved in R&D projects, aiming at improving their innovation capability and again securing new and existing markets.

### 7.2. Main strengths (success factors)

The main strength of the VRI program is the way the VRI consultants are actively engaged in bridging between SMEs and the R&D institutions, enabling the possibility to help the SMEs evaluate and formulate their R&D need.

### 7.3 Main weaknesses

The weakness is as for most similar programs, to really meet the SMEs which have not been able to discover that they have to innovate in order to survive, and help them understand that innovation through competence is required. This in particular applies for SMEs which are established outside the larger communities.

### 7.4 Difficulties encountered

Other difficulties encountered are attached to the fact that this initial VRI support may not be sufficient to really start a good R&D project.

### 7.5 Lessons learned from the practice

The VRI program has led to more R&D innovation in SMEs in the county of South-Trøndelag. One will therefore recommend a similar approach by other regions.

### 7.6 Recommendations for improvement

-

## 8. Other relevant information

<http://www.vritrondelag.no/VRI/Web.nsf/Firstpage?OpenForm>

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# II. Transferability of the practice

## 10. Key factors associated with the regional context

The important success factors are the local VRI consultants who know the regional SMEs and can connect to R&D institutions. The VRI consultants are normally associated with the R&D institutions in the region. Also the fact that we have regional R&D institutions covering most areas of interest is important.

## 11. Other key factors for the success of the good practice

Again, the fact that we have the possibility to connect between regional SMEs and regional R&D institutions are important. This will allow local interaction and easy continued cooperation. An understanding of the local needs is easily understood in this way. Easy decision making in awarding financial support is also important.

## 12. Factors that might hamper the transfer of the good practice

Lack of local cooperation possibilities may hamper use of the same approach.

## 13. General judgment of the practice

13.1. Degree of innovation	Good
13.2. Transferability	Good
13.3. Cost/benefit ration	Good

## 12. Almi Företagspartner Mitt AB

### I. General Characteristics of the Practice

#### 1. Title of the practice (instrument/project)

**Innovation Alliance (2011-2012)**

#### 2. Location of the Good Practice

<b>2.1. Country</b>	Sweden
<b>2.2. NUTS1</b>	Norra Sverige
<b>2.3. NUTS2</b>	Mellersta Norrland
<b>2.4. City</b>	Östersund
<b>2.5. Organisation</b>	Almi Företagspartner mitt

#### 3. Precise theme/issue tackled by the practice

Mapping - Collaboration, Innovation Process , Incubator Development

#### 4. Key words

Incubator-Science Park-business advice - business idea- Research

#### 5. Objectives of the practice

Create synergies bases / methods in unifying organization for the collaboration of innovation support systems.

#### 6. Detailed description of the practice

##### 6.1. Origin/background

Innovation Alliance was established as a joint project in October 2007 (project 2007-2010). Partners have managed to create excellent synergies bases / methods to become the unifying organization for collaboration innovation support system structure and evolution.

##### 6.2. Bodies involved

##### 6.3. Problem tackled

Reach out to women innovators/innovators – Reach out to rural areas (large geographical area)

##### 6.4. Target of the practice

Increase commercialised innovations

##### 6.5. Target groups

Enterprises

##### 6.6. Detailed content of the practice

We intend to create a sustainable virtual learning organization for innovation

support system and its actors. The parallel develop and secure forms of work for effective and independent of distance innovation consultancy, where the foundation is to work on consensus and common business model which we have identified in our first projects Innovationsbron Focus Business Development.

### 6.7. Financial framework

35 million Swedish crowns – divided between 23 regional bodies

### 6.8. Timescale

**Start:** 2007

**End:** 2010

## 7. Evaluation

### 7.1. Results and outputs of the practice

Jämtland, Västernorrland TOTAL

Number of people who inspired 600 900 1500

Which women 156 234 390

Including people of foreign descent

36 54 90

Number of people who received advice 450 600 1050

Which women 166 222 388

Including people of foreign descent

27 36 63

Number of new firms started 15 20 35

Which women 5 9 14

Including people of foreign descent

2 5 7

Number of jobs retained 50 60 110

Which women 10 14 24

Including people of foreign descent

3 5 8

Number of SMEs with financial support

240 360 600

Number commercialized innovations

24 36 60

Number of innovation systems and clusters

The project concerns the interaction within the innovation system and cluster projects:

a) for collaboration between industry, colleges / universities and other public services.

Number of projects for product and process development

Projects for

a) product development services, b) process development related services, c) product development of products, d) process development into products.

Jämtland, Västernorrland TOTAL

Number of people who inspired 600 900 1500

Which women 156 234 390

Including people of foreign descent

36 54 90

Number of people who received advice 450 600 1050

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Including people of foreign descent  
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 Which women 5 9 14  
 Including people of foreign descent  
 2 5 7  
 Number of jobs retained 50 60 110  
 Which women 10 14 24  
 Including people of foreign descent  
 3 5 8  
 Number of SMEs with financial support  
 240 360 600  
 Number commercialized innovations  
 24 36 60  
 Number of innovation systems and clusters  
 The project concerns the interaction within the innovation system and cluster projects:  
 a) for collaboration between industry, colleges / universities and other public services.

Number of projects for product and process development

Projects for  
 a) product development services, b) process development related services,  
 c) product development of products, d) process development into products.

**7.2. Main strengths (success factors)**

Innovation systems-groups-agencies that worked together

**7.3 Main weaknesses**

Project period length. This was the reason for the follow up project.

**7.4 Difficulties encountered**

Problems to time the innovation progress with financing opportunity.

**7.5 Lessons learned from the practice**

Cooperation with other projects/agencies/organisation that have a function in supporting innovation.

**7.6 Recommendations for improvement**

**8. Other relevant information**

[www.almi.se/mitt](http://www.almi.se/mitt)

**9. Contact**

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## **II. Transferability of the practice**

## **10. Key factors associated with the regional context**

The success factors of the project were the cooperation between other existing innovation project in Mid Sweden

## **11. Other key factors for the success of the good practice**

The success factors of the project were the cooperation between other existing innovation project in Mid Sweden

## **12. Factors that might hamper the transfer of the good practice**

No specific

## **13. General judgment of the practice**

**13.1. Degree of innovation** Very good

**13.2. Transferability** Good

**13.3. Cost/benefit ration** Very good