Embracing
OPEN INNOVATION IN EUROPE

A Best Practices Guide on Open Innovation Policies

EURIS PROJECT

euris
EUROPEAN COLLABORATIVE AND REGIONAL OPEN INNOVATION STRATEGIES

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

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The Interregional Cooperation Programme INTERREG IVC, financed by the European Union's Regional Development Fund, helps Regions of Europe work together to share experience and good practice in the areas of innovation, knowledge economy, environment and risk prevention. EUR 302 million is available for project funding but, most importantly, a wealth of knowledge and potential solutions are also on hand for regional policy-makers.

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FOREWORD

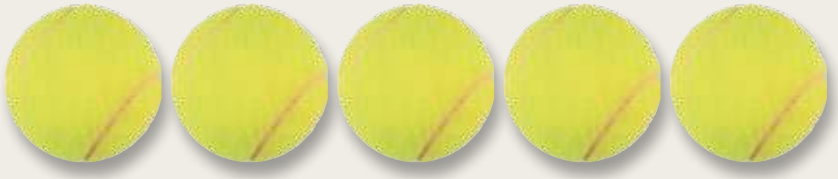
The Innovation Union Flagship Initiative of the Europe 2020 Strategy promotes the translation of the Open Innovation culture from the private sector into the Innovation Governance system to foster Open Innovation practices, if EU companies are to become key players in current Global Networks of Innovation.

Accelerated collaboration rates between companies and research centres in close-to-market innovation processes, the uptake of Intellectual Property Rights for their full exploitation through technology markets and the integration of consumers and citizens into the knowledge creation process are pointed out amongst the practical effects of embracing an Open Innovation culture in Europe.

Although the Open Innovation concept was initially developed by Henry Chesbrough as a business—driven phenomenon, it has implications for Research and Innovation (R&I) policies, as framework conditions are key to foster an open and collaborative environment.

"European Collaborative and Open Regional Innovation Strategies –EURIS", is an inter-regional cooperation project co-funded under the INTERREG IV C Programme by the European Regional Development Fund (ERDF), which aims to help EU regions to embrace Open Innovation and mainstream it into their regional innovation policies. EURIS partnership is composed by 5 EU regions from Spain (Government of Navarra), Germany (Stuttgart Region Economic Development Corporation, WRS), The Netherlands (Brainport Development NV, Eindhoven), Hungary (West Transdanubia Regional Development Agency) and Poland (Marshall's Office of Lodz). EURIS addresses the hot topic of "Open Innovation" from an innovative approach, contributing to the policy debates on how EU Regions can enhance their innovation ecosystems and frameworks leading to Open Innovation practices.

'Open Innovation' is like a championship at which all the players are winners



An appropriate mix of regional scientific, technological and innovation policies as well as industrial policies is needed to support Open Innovation. This calls for improved coordination of these different policy areas. Potential policy measures to support Open Innovation should aim to remove existing barriers to collaboration, to enable the development of Open Innovation structures and to ensure the crea-

tion and diffusion of knowledge flows within the innovation system. Of particular importance is the removal of barriers to co-operation across Europe and the availability of skilled work force so as to meet Open Innovation needs.

EURIS has produced this Guide in order to provide policy-makers and programme managers with a strategic insight into regional innovation, thus leading to a reflection on which policies, measures and support programs can strengthen and accelerate Open Innovation, collaboration and cooperation practices between innovation stakeholders, both at the regional and inter-regional level.

To that end, EURIS has identified and studied regional policies on 5 collaborative policy areas that contribute to regional innovation ecosystems enabling Open Innovation practices:

- Networking and Collaboration
- Human Capital and Entrepreneurship Culture
- Intellectual Property management and Technology Markets
- Access to Finance
- Knowledge, Science and Technology base

Thirty-five regional Good Practices on such policy areas, supported by regional authorities have been identified and reported by EURIS, available on the project website (www.euris-programme.eu). Such Good Practices come from EURIS partner regions' experience, as well as from other EU and non-EU regions.

A selection of 18 such practices have been deemed as Best Practices which might inspire or guide other EU regions in designing and implementing further collaborative policy efforts, and such selection is reported in this Guide. Furthermore, the Guide also provides some practical input and tips for the potential transfer of such Best Practices by other EU regions, proposing a simple method for the successful assessment and implementation of any eventual transfer process.

We hope that this Guide will illustrate that regional policies can really make a difference in the embracing of Open Innovation and will become an inspiring tool for all those EU regions willing to overcome cultural, institutional and geographical boundaries for the development of more Open Innovation prone innovation ecosystems.

EURIS Project

The hot topic of 'Open Innovation'

EURIS addresses the hot topic of 'Open Innovation' from an innovative approach, contributing to the policy debates on how EU regions can enhance their innovation ecosystems and frameworks leading to Open Innovation Practices.

1. At a glance

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Fernsehturm at Stuttgart

A Open Innovation

Open Innovation is a term promoted by Henry Chesbrough, professor and executive director at the Center for Open Innovation at University of California, Berkeley (USA), in his book "Open Innovation: The New Imperative for Creating and Profiting from Technology"

> "Open Innovation is a new paradigm that assumes that firms can and should use external ideas as well as internal ideas and internal and external paths to market, as the firms look to advance their technology". Henry Chesbrough.

The boundaries between a firm and its environment have become more permeable; innovations can be easily transferred inward and outward. The central idea behind Open Innovation is that, in a world of widely distributed knowledge, companies cannot afford to rely entirely on their own research, but should instead buy or license processes or inventions (e.g. patents) from other companies. In addition, internal inventions not being used in a firm's business should be taken outside the company (e.g., through licensing, joint ventures, spin-offs).

The Open Innovation mechanism allows organization to acquire, integrate and process external information more efficiently and effectively. It is a new form of interacting and collaborating with the external environment of a company including various potential external actors (beyond suppliers, customers, universities, etc.).

By applying methods of Open Innovation an organization can overcome its local search bias and acquire precise need information and therefore innovate more successfully and cost-efficiently.

Open Innovation is not about...	...but about
• open access to own technologies	• strategic IPR management
• outsourced R&D	• strategic R&D
• technology only	• technology and business model
• technical invention	• commercial innovation
• appropriating value	• win-win partnership
• new ventures	• core product development process
• partnerships only	• innovation ecosystem building
• cutting research costs	• improving R&D ROI

Global players such as Procter & Gambler, Apple, Phillips, Xerox, Siemens, among others, as well as many interconnected SMEs (micro-multinationals) have already embraced Open Innovation on their midst. Open Innovation is the practice of looking beyond the four walls of your company —towards suppliers, universities, producers of complementary products and services and other firms— to identify and capitalize on new opportunities for innovation.

B Policy relevance of Open Innovation

The Open Innovation concept was initially developed as a business-driven phenomenon. However, it also has sound implications for **Research and Innovation policies (R&I),** as framework conditions are very important to foster an open environment, allowing businesses to embrace Open Innovation approaches, and it entails the opening up of the R&I field beyond national boundaries.

In fact, the policy relevance of Open Innovation strategies is becoming more and more evident in recent European Union policy and strategy documents. It is the epitome of strategies leading to increased rates of collaboration between companies and research organizations for the full exploitation of untapped potential arising from research and the embedding of regional companies and innovation stakeholders into EU and international value networks/chains and into Global Networks of Innovation.

Open Innovation accelerates the exchange of Knowledge and Technology Transfer between research centres and companies, as well as among EU Regions. It creates new business opportunities in traditional and new emergent sectors, responding to the EU's new societal and community needs. Ultimately, such strategies lead to an increased quality of life, living conditions and employment rates.

The new **Europe 2020** strategy sets out a vision of Europe's social market economy for the 21st century, aiming at turning the European Union into a smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion.

Europe 2020 puts forward 3 mutually reinforcing priorities:

- Smart growth

developing an economy based on knowledge and innovation.

- Sustainable growth

promoting a more resource efficient, greener and more competitive economy.

- Inclusive growth

fostering a high-employment economy delivering social and territorial cohesion.

To that end, the **"Innovation Union"** flagship initiative, one of the seven flagship initiatives set out by the European Commission in order to achieve such goals, aims at **improving framework conditions** and access to finance for R&I so as to ensure that innovative ideas can be turned into products and services that create Growth and Jobs.

The Innovation Union proposes thus to take collective responsibility for a strategic, inclusive and business-oriented new R&I policy, prioritizing and protecting investments in the European knowledge base, reducing costly fragmentation and making Europe a more rewarding place for innovation and for bringing ideas to the market.

Under the wide range of actions and commitments set out by the Innovation Union, Open Innovation is referred to as a sought-after approach in order to deliver the so-called "fifth freedom", the free movement of innovative ideas through means such as brokerage, intermediaries and network support activities. Thus, the EU needs to translate the Open Innovation culture from the private sector to the

Landscape of Lodz Region

"opening up for better horizontal and vertical co-operation of the governance system in order to accompany Open Innovation processes in an increasingly transnational economy".

Notwithstanding the above, such EU strategies and initiatives do not address directly how EU Member States and regions can tackle and promote such Open Innovation strategies. Within this framework, the **"European Open and Collaborative Regional Innovation Strategies-EURIS"** project intends to provide some leverage at the EU level, pooling existing policies and experiences from Open Innovation powerhouses and delivering guidelines and Policy Recommendations for other EU regions.

Thus, from an **R&I policy** perspective, a number of challenges are visible through the lens of Open Innovation:

• Open Innovation practices require variety in terms of small entrepreneurial activities and their avenues for growth, combined with the structures and activities of more established firms. The challenge is to put in place structures, networks and markets capable of supporting the development of such entrepreneurial activities.

• The need for more interconnectedness of actors, activities and knowledge implies complementarity among actors and Open Innovation infrastructures. The challenge is to put in place the appropriate incentives and (soft) infrastructures to enable the exploitation of complementarities and reduce transaction costs.

Knowledge Management Center at Győr

• As firms develop and integrate into Global Innovation Networks, a primary challenge is to stimulate demand and develop local environments that are attractive to the players that perform innovation activities and deliver commensurate benefits to the community.

We can conclude thus that Open Innovation requires encouraging the development of knowledge exchanges. In this perspective, public policies should ensure transparency in the development of innovation intermediaries and knowledge markets. These infrastructures would enable enhanced connectivity between small and large firms and between young and more established companies in international and Open Innovation networks.

Under this perspective, a broad framework of policy areas, at a multiple level of governance, does affect Open Innovation, but EURIS project focuses on policy areas:

• Falling under the competences of Regional Innovation Strategies, thus recognizing the key role that EU regions play on the European Innovation Governance.

• Under the Collaborative Policy field, as a collaborative environment is crucial for the development of knowledge exchange and interconnectedness.

• Benefiting from an interregional approach, as Open Innovation requires overcoming regional strategic thinking and the opening up of regional innovation systems. Specifically, **EURIS focuses on 5 policy areas**, as it is deemed that they can most shape the regional innovation ecosystems' attractiveness for the development of consistent Open Innovation practices by companies and innovation actors.

1. Networking and collaboration

On the one hand, networking and collaboration are core elements of Open Innovation; on the other hand, competition remains one of the core drivers of innovation. The main policy challenge in supporting Open Innovation would be to find the right balance between competition and collaboration among partners.

Well-structured processes and networks to find and to connect suitable partners for innovation as well as appropriate knowledge flows between actors are needed. Under this policy area, the following policies and approaches are deemed to have a positive impact on the delivery of Open Innovation practices:

• Build strong networks including smart people ("sector champions"), building on excellence and involving strong drivers; develop public-private partnership models with multinational companies.
• Support intermediaries and platforms for Open Innovation by setting up Open Innovation agencies or involving cluster management units and supporting the sharing of facilities.
• Encourage and support transnational innovation activities of SMEs. Enable transnational collaboration, in particular between organizations in border regions by synchronizing national resources.
• Facilitate collaboration with partners outside Europe, e.g. by simplifying rules and regulations for employing non-EU personnel for limited periods.

2. Human Capital and Entrepreneurship Culture

Cooperation in Open Innovation systems requires new skills in the field of innovation and knowledge management, cooperation management across different cultures and sectors, financial and networking skills along the entire value chain as well as specific business skills for (new ways of) technology transfer, diversification and commercialization, etc. Furthermore, increased awareness of the benefits of Open Innovation and more entrepreneurial spirit are also needed.

Under this policy area, the following policies and approaches are deemed to have a positive impact on the delivery of Open Innovation practices:

• Modify or adapt existing curricula at schools and universities in cooperation with companies, taking into account the specific requirements of Open Innovation and collaboration.
• Extend and simplify mobility schemes to ensure the availability of skills and to support multi-cultural cooperation. Open up existing European mobility schemes to other parts of the world.
• Set up innovation communities in order to increase awareness of a new "European approach" to Open Innovation across the world and promote Europe as preferred place to innovate. For this, existing communities like clusters etc. should be supported to become globally acting Open Innovation communities.

3. IP Management and Technology Markets

Open and collaborative innovation asks for easy access to patent systems, timely, simple procedures and a high presumption of validity of granted patents. The new commercialization processes might demand alternative forms of IP protection and technology transfer as well as an enlarged public domain. Under this policy area, the following policies and approaches are deemed to have a positive impact on the delivery of Open Innovation practices:

- Ensure the quality of granted patents (rigorous application of search and examination standards).
- Improve efficiency by closing procedural loopholes, reducing pendency times and utilizing work done by other patent offices.
- Support patent insight and knowledge by patent training and support for SMEs and universities (e.g. European Patent Academy, European Patent Network).
- Provide easy-to-use patent information as well as patent landscapes for critical market sectors (e.g. ICT standards, drugs).
- Optimize IP policies of grant authorities (academic research) for collaboration.
- Raise awareness and knowledge of alternative forms and strategies to protect intellectual property including strategies based on sharing information.
- Support the development of technology markets e.g. by a trading platform or stock exchange for Intellectual Property.

4. Access to finance

Supporting the availability of risk capital and exit possibilities are a crucial element for a functional Open Innovation system, as for instance:

- Foster access to risk capital, in particular encourage business angels and venture capitalists across Europe (e.g. tax incentives).
- Facilitate cross-border investment by business angels and venture capital in Europe.
- Provide better exit opportunities within Europe e.g. by establishing a specific stock market offering fast growing (young) companies to raise equity by going public.
- Raise awareness and openness of companies (in particular SMEs) towards risk capital.

5. Knowledge, Science & Technology base

Fostering Europe's excellence in Science and Technology and contributing effectively to sustainable development worldwide needs more international cooperation and more political coordination in order to overcome the fragmented European research landscape.

Knowledge, Science & Technology base (more info)

Whereas Europe is leading in many high-tech R&I fields, it is often lagging behind USA and Asian countries with view of commercialization in particular with regards to low-tech and adaptive technologies. In general a balanced set of measures is needed targeting both external (also international) collaboration and internal R&I of companies. Policies under this area might entail to:

- Concentrate more on world-class poles (research centres of excellence and clusters) and strive for excellence (strengthen the "high potentials") in order to increase visibility and ensure competitiveness.
- Simplify processes and delivery mechanisms in order to foster R&I collaboration and business R&I across Europe (e.g. through innovation vouchers instead of classical subsidies or tax incentives).
- Support and build commercial networks with industry in order to accelerate the technology commercialization activities and to foster technology transfer.
- Focus policy support not only on R&I high tech fields, but also target low-tech and services as important fields for commercialization at global markets. Nevertheless, public spending in R&I and knowledge creation remains of high importance for Europe.
- Foster international collaboration by opening up government programs and European Research Area (ERA) to foreign affiliates or partners.

An appropriate mix of regional policies, scientific and technological policies as well as industrial policies is needed to support Open Innovation. This calls for improved coordination of the 5 policy areas mentioned above.

Potential policy measures to support Open Innovation should aim to remove existing barriers to collaboration, to enable the development of Open Innovation structures and to ensure the creation and diffusion of knowledge flows within the innovation system. Of particular importance is also the removal of barriers to co-operation across Europe and the availability of skilled work force with view of Open Innovation needs.

Ultimately, an improved understanding of the mechanisms of Open Innovation calls for turning the views from market failure to system failure, policy interventions from company or market support to systemic development and focus on interactions. A more systemic approach to innovation policies is needed taking into account the whole business environment instead of solely market issues.

EURIS project

The main goal of the "European Open and Collaborative Regional Innovation Strategies-EURIS" project is to contribute to the Opening up of the Innovation ecosystems of EU Regions. The embracement of Open Innovation, in terms of accelerated cooperation rates among Innovation Stakeholders (companies and research centres), both in the midst of each region and among EU regions, is the ultimate goal of EURIS.

High Tech Campus Eindhoven

The EURIS partnership is composed by organizations coming from Navarra Region (Spain), the Stuttgart Region (Germany), Eindhoven Region (The Netherlands), West Transdanubia Region (Hungary) and Lodz Region (Poland), with sufficient powers and willingness to improve their Regional Innovation Strategies (RIS) by embracing more Open Innovation conducive policies. Further information on EURIS partners can be found in section 5. The project is to be implemented between 2010 and 2013 with the co-financing of the European Regional Development Fund (ERDF) within the framework of the Interregional Cooperation Programme INTERREG IV C. Further information on the INTERREG IV C Programme can be found in section 6.

The strategy selected for such purpose is three fold.

• **Identification and analysis of Good Practices in the 5 policy areas positively affecting collaboration and Open Innovation frameworks.** As a result of this approach, 35 Good Practices have been identified in partners' regions and from other EU and non-EU countries, which have been analysed and reported on EURIS website: www.euris-programme.eu/homepage/goodpractices. This analysis has led to the production of "Embracing Open Innovation in Europe: A Best Practices Guide on Open Innovation Policies", this collection of 18 Best Practices including useful guidelines for the transfer of such Best Practices by interested regional policy-makers and programme managers.

• **The exchange of good practices, policies and models on such policy areas, as well as the development of new approaches by regional innovation stakeholders, through inter-regional sub-projects.** Following the EURIS Call for inter-regional projects in 2010, 6 sub-projects started their implementation by mid 2011, addressing a wide array of policy areas related to Open Innovation, with a strong focus on companies and SMEs, the main actors of Open Innovation.

These sub-projects allow public or public-equivalent agencies involved in R&I from participating regions to actively exchange a given Good Practice, or to develop an interregional new model. Ultimately such co-operation efforts will strengthen institutional cooperation links among regional public stakeholders and will be the source of future cooperation efforts. The involvement of stakeholders at sub-project level is also to enhance the ownership process of such agents in the design of RIS, and will ultimately benefit from new policies adopted by RIS.

Along the following pages, we offer a brief description of the 6 sub-projects co-financed within the framework of the EURIS project ensues, showing the wide array of Open Innovation perspectives addressed by the project:

1. InfoPro. Open Information Processing with Innovation Networks.
2. OPINET. Open Innovation Networking Platform for SMES.
3. HYBRISECTORS. Open Innovation in sectors with potential capacity for hybridization.
4. ORP. Open Research Platform.
5. SFFS. Open Innovation thorugh Shared Facilities and Facility Sharing.
6. BMOI. Business Models for Open Innovation.

InfoPro. Open Information Processing within Innovation Networks

•**Lead Participant** Virtual Dimension Center Fellbach (VDC), Stuttgart Region, Germany.
•Association of Economic Consultants Pro-Akademia (Pro-Akad), Lodz, Poland.
•Zala County Foundation for Enterprise Promotion (ZMVA), West Transdanubia, Hungary.
•Eindhoven University of Technology (TUE), Eindhoven, The Netherlands.
http://infopro.euris-programme.eu

InfoPro's general objective is to improve and optimize information processing within innovation networks, as a tool to ease and facilitate Open Innovation practices among members. For the first time, the strengths, weaknesses, threats and opportunities specific to the field of information processing of participating networks and partners will be spotted out and analysed. In addition, project results will be openly disseminated over external innovation networks through open seminars to be held in each partner region.

OPINET. Open Innovation Networking Platform for SMES

•**Lead Participant** European Business and Innovation Centre of Navarra (CEIN), Navarra, Spain.
•Virtual Dimension Center Fellbach (VDC), Stuttgart Region, Germany.
·INNONET Centre of Innovation and Technology, West Transdanubia, Hungary.
http://opinet.euris-programme.eu

OPINET strives to raise the awareness of companies and SMEs on the new paradigm of Open Innovation, by the creation of a network of Open Innovation Contact Points aiming at promoting and facilitating Open Innovation strategies in SMEs. This is to be achieved through the provision of resources such as Open Innovation success stories by SMES, guidance on how to deal with Intellectual Property Right issues and the identification of real Open Innovation opportunities among target companies.

HYBRISECTORS. Open Innovation in sectors with potential capacity for hybridization

- **Lead Participant** European Business and Innovation Centre of Navarra (CEIN), Navarra, Spain.
- University of Stuttgart, Stuttgart Region, Germany.
- Pannon Novum Regional Innovation Agency, West Transdanubia, Hungary.

http://hybrisectors.euris-programme.eu

HYBRISECTORS will develop a new method aiming at the identification of new business opportunities at the intersection of different sectors, markets and areas of knowledge (hybridization). The method will be developed within an Open Innovation environment and will allow drawing on policy recommendations on how to promote such interdisciplinary approaches.

ORP. Open Research Platform

- **Lead Participant** University of Stuttgart, Stuttgart Region, Germany.
- University of Lodz, Lodz, Poland.
- Széchenyi István University, West Transdanubia, Hungary.
- Public University of Navarra, Navarra, Spain.
- Medical University of Lodz, Lodz, Poland.
- Technical University of Lodz, Lodz, Poland.

http://orp.euris-programme.eu

ORP proposes the development of an open and collaborative platform which will allow regional universities, research organizations and companies to exchange available knowledge and to tap on the Intellectual Property Rights potential of regional knowledge. It will also provide a collaborative forum for the development of joint R&I projects or the creation of technology based new companies following Open Innovation schemes.

SFFS. Open Innovation through Shared Facilities and Facility Sharing

- **Lead Participant** City of Helmond, Eindhoven, The Netherlands.
- INNONET Centre of Innovation and Technology, West Transdanubia, Hungary.
- European Business and Innovation Centre of Navarra (CEIN), Navarra, Spain.

http://sffs.euris-programme.eu

SFFS focuses on the European automotive sector, specifically on one of the facilitators of Open Innovation environments – facility sharing or use of shared facilities by different companies and research organizations looking for the promotion of open and collaborative frameworks. The project will identify and exchange good examples and best practices on shared facilities and facility sharing as a support structure for Open Innovation in the automotive sector. It will also deliver practical guidelines, business models and policy recommendations for regional policymakers in this field.

BMOI. Business Models for Open Innovation

- **Lead Participant** Eindhoven University of Technology, Eindhoven, The Netherlands.
- Public University of Navarra, Navarra, Spain.
- University of Stuttgart, Stuttgart Region, Germany.

http://bmoi.euris-programme.eu

BMOI aims to generate actionable insight through case studies and good practices, generic principles, training contents and policy recommendations, to help firms transform their business models to profit from Open Innovation. Focus is in particular on established firms and how they can transform their business models towards more open approaches taking into consideration the features of regional contexts and the policies deployed in target regions.

EURIS sub-projects will be implemented from April 2011 to November 2012.

• Strategic thinking process both at the project and regional level, leading to the delivery of policy recommendations for the transfer or integration of policies and models into partners' Regional Innovation Strategies, conducive to an Open Innovation culture.

The strategic thinking process is planned as an ongoing process to be led by EURIS partners and to be conducted both with EURIS sub-project participants and other regional innovation stakeholders. In this process, it is of the outmost importance that EURIS partners and sub-project participants alike bear in mind the final goals of the EURIS project and the intricacies of the selected strategy.

To that end, a very close coordination and full exploitation of potential synergies between the actions of EURIS programme and EURIS sub-projects, as well as among sub-projects is encouraged, both at a programme and at a regional level. Sub-project participants must feel that they are part of a bigger effort, the EURIS project, with a shared goal. Hence, such a comprehensive approach must also be present in all the communication and dissemination efforts carried out by EURIS programme and sub-projects.

To facilitate such coordination and synergies, EURIS fosters the strategic monitoring of sub-projects vis-à-vis agreed Terms of Reference focusing on strategic and policy implications of each sub-project, co-

Innovation City for Renewable Energies at Navarra. Photo by Larrión & Pimoulier

ordination meetings by regional participants for sharing sub-project progress and an Evaluation Workshop of all sub-projects to take place in March 2013. This workshop will be the main venue where all partners and participants will come together to jointly reflect on the conclusions and recommendations arising from the programme. A second publication with the findings, lessons learnt and policy recommendations resulting from the evaluation of sub-projects will be produced in 2013.

D How to use this guide

This publication is a result of the work carried out within the framework of the EURIS project regarding the identification and reporting of regional Good Practices in the 5 policy areas positively affecting Open Innovation selected by the EURIS project.

The partners identified Good Practices in their own regions and at national level during the course of 2010 and 2011. Other experiences from EU regions were also listed and allocated among the partners for further study purposes.

As a result of this process, **35 Good Practices** have been short-listed and studied in more detail through desk research and on-site visits. Some of them have been visited also by a delegation of the project partners and regional stakeholders.

To screen only **18 Best Practices** from all the reported Good Practices an evaluation was developed following an agreed evaluation grid taking into consideration the impact and results of assessed Good Practices.

An important indicator for adding Good Practices to the short list of Best Practices was the positive results achieved while implementing the Good Practice in the region of origin. Another indicator was obtained by assessing the transferability of Good Practices to other regions. Transferability assessment is detailed on section 4.

The guide is addressed to EU, national and regional policy makers and programme managers involved in the design and implementation of R&I policies, mostly in the collaborative field. For instance, the Guide might be of interest to policy-makers involved in R&I, innovation agencies, economic development agencies, business incubators and accelerators, research centres and universities, business or trade associations, business angels and venture capital funds, etc.

Thus, if you belong to any such organisations and are actively involved in or interested in the impact of collaborative policies on Open Innovation practice and performance, the Guide offers you an insight into how other Member States and EU regions have addressed this issue. The Guide also provides hints and tips on how to transfer them to your regional context.

The Guide can also be useful to other European bodies, organisations and networks already aware of the impact of collaborative policies and Open Innovation on European Innovation Governance, as these will be able to access examples of Best Practices ready to be used on R&I and dissemination actions, further leading to the promotion of Open Innovation policies on the EU agenda.

Aware that policy makers and programme managers often lack the time to delve in-depth into documents which may potentially interest them, the Guide has been laid out with the end user in mind. Thus, information on available Best Practices is provided through different layers of information. This approach allows users to select the Best Practices of their interest and to conduct a deeper assessment depending on their interest and time:

• Firstly, section 2 provides an overview of the 35 Good Practices identified by the EURIS project by region and policy area addressed. Complete information on the 35 Good Practices is available at EURIS website: www.euris-programme.eu/homepage/goodpractices

• Secondly, section 3.1 includes a summary table of the 18 Best Practices selected. This might help the reader to get a quick overview of what the Best Practices are about and which ones might be of interest to look into in more detail as presented further on in the current guide.

• Thirdly, in section 3.2, EURIS partners have developed a one-page pitch on the Best Practice at hand. Again, the goal is to make it easier for the reader to pick which Best Practices might be of interest for the region at hand. Four questions are briefly answered: (1) What is the Best Practice about? (2) For whom is the Best Practice designed? (3) How does it work? (4) Advice for Transferability e.g. In which circumstances would the Best Practice work most effectively?

• Fourthly, a full report on each Best Practice is available at EURIS website with information on:

— The policy profile: policy area that is addressed, role of the public authorities, framework conditions that are addressed;
— The analysis of the Best Practice: impact indicators, role played by stakeholders;
— Lessons learnt, where available.

This information again should help the reader to judge the added value of the Best Practice at hand.

Finally, section 4 comprises a methodological advice for the reader. This chapter presents guidelines on how to further assess whether the Best Practice is ready to be transferred from another region to a region it was not designed for. This section discusses the situation prior to the actual transfer. In case the conclusion is that a Best Practice is not yet ready for transferring, and/or that the receiving region is not yet ready for applying the Best Practice, advice is given on how to manage the process for allowing the Best Practice and/or region to reach a more mature stage allowing for a successful transfer of a Best Practice at a later time.

35 Good Practices on 5 policy areas

Thirty-five regional Good Practices on 5 collaborative policy areas, supported by regional authorities have been identified and reported by EURIS, available on the website www.euris-programme.eu. Such Good Practices come from the project partner regions' experience, as well as from other EU and non-EU regions. This chapter offers the inventory of all these good practices, in which the 18 best ones are highlighted as most successful and likely to be transferred.

2. Inventory of GOOD PRACTICES


Stuttgart Exchange Session June 2010

The EURIS Programme has identified 35 Good Practices in the 5 policy areas addressed. Good Practices Reports are available at EURIS website: www.euris-programme.eu. Reports characterize each Good Practice taking into consideration:

- Policy area addressed;
- Role played by regional authorities;
- Framework conditions affected by the initiative;
- Description of the Good Practice with key features, financing, background, maturity and sustainability level;
- Analysis of the results and impact indicators of the Good Practice;
- Key success factors of the Good Practice;
- Role played by regional stakeholders on its design and implementation.
- Lessons learnt.

The following tables sum up the Inventory of Good Practices, listed by the geographical origin of available Good Practices and the policy area addressed.

Following an evaluation of reported Good Practices taking into consideration the quality and transferability of Good Practices, the EURIS Programme has selected 18 Best Practices highlighted as most successful and likely to be transferred. The selected Best Practices are marked with an asterisk and reported in section 3.

*selected as Best Practice

Navarra Region, Spain

Nº	Title	Policy area addressed
1	Innovative Technology based Companies (EIBT) Network*	Networking and Collaboration
2	MEUPOLE Method for the stimulation of R&I projects*	Networking and Collaboration
3	Multidisciplinary Innovation and Technology Centre of Navarra (CEMITEC)'s IP exploitation strategy*	IP Management and Technology Markets
4	Navarra Network of Research and Technology Organizations. RETECNA.	Networking and Collaboration
5	Needs assessment Study on Science & Technology talent demands	Human Capital and Entrepreneurship
6	Programme for the analysis of collaborative R&I projects	Networking and Collaboration

Stuttgart Region, Germany

Nº	Title	Policy area addressed
1	Business Angels Region Stuttgart*	Access to Finance
2	Cluster Initiatives Programme	Networking and Collaboration
3	Competence Centres Stuttgart Region*	Networking and Collaboration
4	PUSH! Start Up Programme*	Networking and Collaboration

* selected as Best Practice

Eindhoven Region, The Netherlands

Nº	Title	Policy area addressed
1	Business Incubation Programme*	Networking and Collaboration
2	Creative Conversion Factory	Networking and Collaboration
3	High Tech Campus Eindhoven*	Networking and Collaboration
4	High Tech Automotive Campus Helmond*	Knowledge, Science and Technology base
5	Holst Center	Knowledge, Science and Technology base
6	MiPlaza	Networking Collaboration

West Transdanubia Region, Hungary

Nº	Title	Policy area addressed
1	Education and Research Partnership between AUDI Hungaria	
	Motor and Széchenyi István University*	Human Capital and Entrepreneurship
2	Encouraging Open Innovation, Living Labs	
	and Social Dialogue in Hungary	Networking and Collaboration
3	Kitchen Budapest	Networking and Collaboration
4	Knowledge Management Center of Széchenyi István University*	Knowledge, Science and Technology base
5	Rapid PROTOtypingTEChnology Service,	
	Demonstration and Training Point (PROTOTEC)*	Networking and Collaboration
6	Research on Living Labs on the V4 Region	Networking and Collaboration

*selected as Best Practice

Lodz Region, Polland

Nº	Title	Policy area addressed
1	Art_Incubator	Human Capital and Entrepreneurship
2	Bioenergy for the region cluster*	Networking and Collaboration
3	BioForum—Central European Forum of Biotechnology and Innovative BioEconomy*	Networking and Collaboration
4	Individual Medical Implants Lab	Knowledge, Science and Technology base
5	Innovation Manager programme	Human Capital and Entrepreneurship
6	Regional R&I institutes potentiality analysis	Knowledge, Science and Technology base
7	Technology Transfer Centre of the Technical University of Lodz*	Knowledge, Science and Technology base

Other regions and countries

Nº	Title	Region, country	Policy area addressed
1	Aalto University Design Factory*	Otaniemi, Finland	Networking and Collaboration
2	Birmingham Science Park Aston*	West Midlands, UK	Networking and Collaboration
3	Design Entrepreneurship Science	North West, UK	Networking and Collaboration
4	Flanders Institute of Biotechnology*	Flanders, Belgium	Knowledge, Science and Technology base
5	Mobile Heights Business Center	Oresund/Sweden and Denmark	IP Management and Technology Markets
6	Waterloo University	Ontario, Canada	Knowledge, Science and Technology base

All the Best Practices

University Design Factory · Bioenergy for the region cluster · Bioforum · Birmingham Science Park · Business Incubation Programme · Competence Centres · High Tech Campus · EIBT network · Method for the stimulation of R&I projects· Push! Start Up Programme · Rapid Prototyping Technology Service · Partnership between AUDI and university· Multisdisciplinary IP exploitation strategy · Business Angels · Institute of Biotechnology · Hight Tech Automotive Campus · Knowledge Management Centre · Technology Transfer Centre

3. The Best PRACTICES

- A Best Summary Practices Table
- B Best Practices Pitches

A Best Practices Summary Table

Policy area addressed	Nº	Title	Region	Country
Networking and Collaboration	1	Aalto University Design Factory	Otaniemi	Finland
	2	Bioenergy for the region cluster	Lodz	Poland
	3	BioForum—Central European Forum of Biotechnology and Innovative BioEconomy	Lodz	Poland
	4	Birmingham Science Park Aston	West-Midlands	United Kingdom
	5	Business Incubation Programme	Eindhoven	The Netherlands
	6	Competence Centres Stuttgart Region	Stuttgart	Germany
	7	High Tech Campus Eindhoven	Eindhoven	The Netherlands
	8	Innovative Technology based Companies (EIBT) Network	Navarra	Spain
	9	MEUPOLE Method for the stimulation of R&I projects	Navarra	Spain
	10	PUSH! Start Up Programme	Stuttgart	Germany
	11	Rapid PROTOtyping TEChnology Service, Demonstration and Training Point (PROTOTEC)	West Transdanubia	Hungary
Human Capital and Entrepreneurship	12	Education and Research Partnership between AUDI Hungaria Motor and Széchenyi István University	West Transdanubia	Hungary
IP Management	13	Multidisciplinary Innovation and Technology Centre of Navarra (CEMITEC)'s IP exploitation strategy	Navarra	Spain
Access to Finance	14	Business Angels Region Stuttgart	Stuttgart	Germany
Knowledge, Science, and Technology Base	15	Flanders Institute of Biotechnology	Flanders	Belgium
	16	High Tech Automotive Campus Helmond	Eindhoven	The Netherlands
	17	Knowledge Management Centre of Széchenyi István University	West Transdanubia	Hungary
	18	Technology Transfer Centre of the Technical University of Lodz	Lodz	Poland

B Best Practices Summary Pitches

BEST PRACTICE 1 AALTO UNIVERSITY DESIGN FACTORY

Region Otaniemi · Country Finland · Policy Area **Networking and Collaboration** · Report http://euris-programme.eu/docs/adf_finland

What is the practice about?

The Aalto University is a new university with centuries of experience, created from the merger of three leading Finnish universities: the Helsinki School of Economics, Helsinki University of Technology and The University of Art and Design Helsinki. The most important objectives of Aalto University are to develop and cultivate a passion-based, student-centric learning culture, as well as the quality of research and education. The Design Factory is in essence a place where students, teachers, researchers and industry partners can interact under the same roof.

Image from the Aalto Design Factory Memory of 2010-2011

This is an experimental platform for education, research and application of interdisciplinary product design. Factory premises are designed for interaction, lectures, seminars, workshops, team work and all kind of hands-on actities: prototyping, experiments, user tests etc. The mission of Design Factory is to develop creative ways of working, spatial solutions and enhanced interdisciplinary interaction to support world-class product design in educational, research and practical application contexts.

For whom is it designed?

For students, researchers and business practitioners willing to cooperate.

How does it work?

The Design Factory is the symbiosis of the state-of-the-art conceptual thinking and cross-disciplinary hands-on doing. It leads a way towards a paradigm shift in education and business by providing a constantly developing collaboration environment for students, researchers and business practitioners. Therefore, it is an innovative environment for finding, incubating and realizing new ideas together with leading scholars, top future talent and a mixture of companies. Additionally, the Factory offers not only the ideal facilities and tools for different working modes and prototyping, but also a great deal of publicity through a steady flow of visitors and high-profile events.

Advice for transferability

The Design Factory at Aalto University can be transferred to other regions without large investments. It occupies a separate building. It is not necessary for any eventual transferring to build any special premises. It is enough to have a creative workroom to implement similar activities. Most important conditions are:
(1) to have a coaching-oriented education instead of traditional education,
(2) students should understand the advantages of "learning by doing"
(3) enterprises should recognize the opportunities of this kind of cooperation.
Additionally, it is very important that the educational system in the region include interdisciplinary approach (for example in the wood industry more emphasis should be laid on business and design education).

BEST PRACTICE 2 BIOENERGY FOR THE REGION CLUSTER

Region **Lodz** · Country **Poland** · Policy Area **Networking and Collaboration** · Report http://euris-programme.eu/docs/bfr_lodz

What is the practice about?

The main objective of the cluster is to support sustainable bioenergy developments in the Lodz Region in Poland in the context of the integrated energy and climate change package of the European Commission to cut emissions for the 21st Century. The territorial area of the project covers the Lodz Region. However, to reach its goals, it is also being carried out abroad, to benchmark the best eco-energy practices. The projects carried out by the Cluster are integrated sets of activities addressed to members of the Bioenergy for the Region (BfroR) Cluster and all stakeholders interested in the development of the renewable energy sector (RES) in Poland and the EU.

Web of Bioenergy for the Region Cluster from Lodz, which offers a PhD Programme

For whom is it designed?

The Bioenergy for the Region (BfroR) Cluster, established in April 2007, is a bottom-up cooperative initiative, open to companies, farmers, R&D institutions, local administration and business support institutions in the Lodz Region.

How does it work?

It is a bottom-up initiative, created to respond to the actual needs of science and industry at the local level. It works through the collaboration of different types of partners: administration at all levels (local, regional and national), companies, including SMEs, R&D organizations.

The main goal of the practice is matchmaking Polish, EU and global RES companies and R&D organizations in order to create an Open Innovation and collaborative approach. All the efforts will be used to create a base of technologies for developing the renewable energy sector.
It is also a good promotional tool for research projects undertaken by young scientists and addressed to local RES companies and counties.

Advice for transferability

The idea of the BforR Cluster was created by a university lecturer having a Ph.D. degree, with the assistance of many scientists from the University of Lodz and the Technical University of Lodz. The BforR Cluster is now independent of the academic structure as regards organizational, financial and substantive issues.

The Bioenergy for the Region Cluster initiative is based on sustainable development rules, focusing on environmental issues and CO2 emission reduction. It relies on wide social participation, including business, R&D institutions, regional and local authorities, NGOs, and on the economic contribution of the partners of the innovation network.

BEST PRACTICE 3 BIOFORUM—CENTRAL EUROPEAN FORUM OF BIOTECHNOLOGY AND INNOVATIVE BIOECONOMY

Region Lodz · Country Poland · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/bioforum_lodz

What is the practice about?

BioForum is the biggest and the most important international event on biotechnology in the region of Central Europe and is held each year in a different country. The 2011 edition took place in Lodz, Poland.
The main goal of BioForum is to create business networking within Central Europe to attract well established US and Asian biotech businesses. It is an event supporting technology transfer on life sciences (biotechnology, biochemistry, molecular biology, etc.) to areas such as bioeconomy, health, drugs and food production, cosmetics and environment.

For whom is it designed?

The BioForum includes companies and institutions supporting technology transfer: patent attorneys, venture capital funds, seed capital funds, technology and advanced technology parks as well as technology incubators. Scientists, technologists and entrepreneurs have the opportunity to show their achievements in the fields of novel chemical substances and drugs, technologically advanced laboratory apparatus, tools for the pharmaceutical industry, genetic and molecular biology tools and solutions as well as research laboratory equipment.

How does it work?

It works through:

Partnering

Prescheduled one-to-one business meetings are organized for potential partners: investors, biotechnology and pharmaceutical companies, R&D team leaders. BioPartnering is widely renowned and appreciated by the participants as the best platform for making contacts between Science and Business.

Fair

BioForum is also a perfect opportunity to become acquainted with the current developments in the field of biotechnology and life science. The exhibition is addressed mainly to representatives of the bio-sector interested in new technologies and their implementation by and into their companies.

R&D Potential Poster Session

The presentation of R&D projects, i.e. healthcare, pharmaceutics and biotechnology, constitutes a unique part of BioForum. BioForum presents research work achievements and their implementation potential, thus making BioForum a unique platform for dialogue between Science and Business.

Seminars

The BioForum Programme also allows meeting people with a deep knowledge and understanding of the dynamics of the biotech sector and learning from their experience.

Lodz edition of BioForum

Advice for transferability

The origins of BioForum reach back to the year 2000. Since then, the event has made a dramatic expansion in terms of participants and scope. BioForum started with 17 participants in 2000 and in its 10th edition (May 2011) over 100 exhibitors from 10 countries presented their companies. The world biggest pharmaceutical & biotech companies attended and actively participated in this event (e.g. Merck MSD, Abbott, Roche, Genentech).

BEST PRACTICE 4 BIRMINGHAM SCIENCE PARK ASTON

Region West Midlands · Country United Kingdom · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/bspa_birmingham

What is the practice about?

Birmingham Science Park Aston (BSPA), created nearly 30 years ago, has recently updated its strategy, turning it into a "Science Park Without Walls". BSPA is incepted as a physical place where digitally savvy entrepreneurs can locate their businesses on a high tech business incubator and through digital connectivity create an effective interface between the local research hubs and a virtual international community. BSPA focuses on promoting sector interfaces driven by ICT (Clean Technologies, Health Care and Digital media sectors) through the application of innovative ICT services and facilities.

For whom is it designed?

BSPA is an initiative promoted by Birmingham City Council to implement Birmingham Science City (BSC), a regional strategic partnership with long-term goals for researchers, public and private users and promoters. BSC's vision for 2020 is to develop and use science and technology to improve prosperity and quality of life of Birmingham and the West Midlands. Birmingham City Council owns BSPA, which trades as a separate private company.

How does it work?

The "Science Parks without Walls" represents the translation of a hub culture to a Science Park, incepted as a network of ports fostering exchange in a physical (shared common facilities and premises, e.g. future Clean/High Tech Engineering centre, an Engineering Academy and the I-Centrum, an ICT Village) and virtual 'place' where innovation communities collaborate. Openness of the Science Park to Global Networks of Innovation is fostered through the use of ICT technologies, the "Ideas and Communications Suite", built with Cisco Tele Presence equipment and which creates direct links to other creativity centres in locations such as San Francisco, New York, Chicago, Toronto, Paris, Barcelona and Dubai. The Park's Ideas and Communications Suite relies on three further networked organizations: JANET (UK network of research institutions), the University of Warwick and TATA Communications.

Birmingham image at the web of the Park http://bsp-a.com/space/faraday-wharf/

Advice for transferability

BSPA is a policy and operational tool of the innovation strategy designed by Birmingham City Council and is thus aligned with the regional economy strategy. In order to fully embrace the "Science Park without Walls" concept, it is deemed as necessary to bring together a broad partnership of public and private companies and research centres, among which the active involvement of the 5 different Universities operating in the area and that of multinational companies as Cisco or TATA. Communications are key to ensure its connection to Global Networks of Innovation. The real estate development aspects of the enlargement of the Science Park through new and shared facilities looking for private investors is a crucial issue not to be neglected by regional and local authorities.

BEST PRACTICE 5 **BUSINESS INCUBATION PROGRAMME**

Region **Eindhoven** · Country **The Netherlands** · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/businessincubation_eindhoven

What is the practice about?

Business incubation in the Brainport Eindhoven Region supports the potential business life in creating a successful enterprise. Business Incubation services range from physical location facilities, to managerial advice, funding and networking activities. The current six physical incubators that are directed by Brainport Development offer room for up to 200 start-up companies. It is noteworthy that two physical incubators have received the "soft landing accreditation" by the American NBIA (National Business Incubation Association).

For whom is it designed?

Business incubation activities help SMEs in the early stages of their life cycles, from -1 up to 5 years. The business incubation is primarily targeted at increasing and accelerating the growing number of (high) technology businesses in the Brainport Eindhoven Region. In order to achieve this, Brainport focuses on its spearhead sectors: High Tech Systems, Life Technologies, Design, Automotive and Food.

Brochure edited by Brainport Eindhoven
Available at http://www.brainport.nl

How does it work?

Business Incubation in the Brainport Eindhoven Region is done by several parties. Most actively working on the concept are Brainport Development NV and the Eindhoven University of Technology (TU/e). Business Incubation facilities include 6 physical incubators, 2 virtual incubators and several other incubator activities. Physical incubators offer physical full-service accommodation for start-up companies: offices, business space, labs and research facilities and restaurants. Other business incubation services include: managerial and financial support, pre-seed funding, seed funding, professional network activities, workshops and assistance with intellectual property issues.

The region has almost 25 years of experience in business incubation and has learned over the years that focusing on thematic incubators pays off: facilities can be shared (labs and clean rooms), people can connect with other people and companies in the incubator, thus increasing (the speed of) innovation. This also contributes to cluster and network formation.

Advice for transferability

In the Netherlands, business incubation activities are launched by several parties: regional development agencies and universities, among others. Uniting these actions increases the impact of the facilities and the quality of the service. Each party has its own knowledge and expertise on business locations, technologies and IP it can offer to starters. The lessons learnt from the business incubation facilities in the region prove that thematic incubators meet the needs of start-up companies better than generic incubators do.

BEST PRACTICE 6 COMPETENCE CENTRES STUTTGART REGION

Region Stuttgart · Country Germany · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/competence_centres__stuttgart__germany

What is the practice about?

The Competence Centres initiative launched by the Stuttgart Region Economic Development Corporation systematically pursues the approach to initiate and support effective co-operation and networking on a triple helix basis with a cross-sectorial technology-oriented focus.

For whom is it designed?

The initiative addresses innovative players around the triple-helix approach: companies, universities and research institutes, local government partners, chambers of commerce and associations – being all interested in the exchange of knowledge and experience as well as in the opening up of innovation processes.

How does it work?

While the approach generally aims at creating network institutions with own legal entities (associations with employees and management boards) that generate long-term benefits for the region, the concept is firmly based on the idea of companies investing time and money in order to gain tangible business benefits. Competence Centres make available the technological and business expertise for regional firms, especially SMEs with limited R&D resources, helping them to enhance the outcomes of projects. Network members provide a major part of the annual budget on the basis of annual membership fees. The municipality where the pertinent competence centre is located usually provides financial support for a limited time in the set-up phase. For the whole initiative a coordination office is managed by the Stuttgart Region Economic Development Corporation.

Advice for transferability

The main aim of this initiative is to support the set-up and management of regional networks, integrating possibly all regional companies, universities, research institutions working in a particular technology area. Most important success factors are: qualified staff and management resources employed by the network; intensive communication among the partner institutions initiated and moderated by the network management; institutionalization of the network in order to ensure financial contribution of all partner institutions; initiation and implementation of cooperation projects in order to provide added value for the network partners.

Fellbach Virtual Dimension Center

BEST PRACTICE 7 HIGH TECH CAMPUS EINDHOVEN

Region Eindhoven · Country The Netherlands · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/htce_eindhoven

What is the practice about?

In an area of just one square kilometre, more than 8.000 researchers, developers and entrepreneurs work closely together, developing the technologies and products of tomorrow at the High Tech Campus Eindhoven (HTCE).

For whom is it designed?

The inhabitants of the campus are a dynamic mix of service companies, technological start-ups, innovative SMEs, research institutes and global companies that have been attracted by the manner in which Open Innovation principles have been designed into the hardware and software of the campus.

Eindhoven High Tech Campus

How does it work?

HTCE continues where other science parks stop: the campus offers high quality commercial spaces, conference areas, parking facilities, shops, restaurants, child-care facilities, indoor as well as outdoor sports facilities and a campus sports club at a good and easily accessible geographic location. The beating heart of the campus is 'The Strip', a 400 meter long building in which all meeting, dining and sporting activities takes place. Individual firms/ organizations are simply not allowed to organize their own meeting and catering facilities. Another key characteristic of the HTCE is the focus on 5 technology domains: microsystems, high tech systems, embedded systems, life sciences and "infotainment". Having such a high density of highly educated people from more than 50 nationalities in one square kilometre, collaboration is inevitable.

Advice for transferability

The driving force behind the HTCE is Philips. At the end of the 1990s the company wanted to concentrate its R&D activities nationwide in one single location stimulating knowledge sharing and mutual collaboration. At first, this started as an internal initiative. However, in order to further accelerate the process, the campus was opened up to other technological companies in 2003.

This Best Practice proves that an ambitious vision in combination with a well-considered design and a clear focus on expertise yield results. Currently HTCE belongs to the 17% largest science parks in the world. On the other hand the support of a large and (financially) powerful industrial player like Philips facilitated the process to a large extent.

BEST PRACTICE 8 INNOVATIVE TECHNOLOGY-BASED COMPANIES (EIBT) NETWORK

Region Navarra · Country Spain · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/eibt_navarra_1

What is the practice about?

The EIBT Network is a loose network composed of 7 Research and Technology Organizations (RTOs), 2 Universities and the European Business and Innovation Centre of Navarra (CEIN), promoted by the regional government to foster the creation of innovative technology-based companies ("EIBT" being the acronym of "innovative technology-based company" in Spanish).
Since its inception in 2006, the EIBT Network has promoted and supported the creation of 20 innovative technology-based companies in several technology sectors, with a high predominance of biotechnology initiatives (25% of total EIBTs created) and Nanotechnology (15%), which have created more than 90 jobs. It should be noted that 50% of new EIBTs are born from Universities and RTOs.

For whom is it designed?

The target audience is entrepreneurs (project and business ideas promoters based on new technologies) of Navarra, coming from Universities, RTOs and business spin-offs in cooperation with RTOs and Universities.

How does it work?

EIBT Network gives soft support to entrepreneurs by helping them grow business ideas and turn them into viable businesses through the provision of advisory services (technology support provided by RTOs, business plan development, IPR management, grants management, marketing and sales, human resources management, etc.) and access to pre-incubator and business incubator facilities and by facilitating contacts with venture capitalists. The programme gives no direct financial support to future businesses. However, it gives support through its programme management team during the process of starting up innovative technology companies in the form of grants for external business services like company 'handholding' or advising. Other regional initiatives, e.g. the public-private Start Up Capital Navarra initiative (www.startup.es) provide seed and start-up capital to EIBTs. CEIN also takes part on this initiative and many EIBTs are participated by Start-Up Capital Navarra.

3PBiopharmaceuticals (left) and Tafco Metawireless (right): two EIBT enterprises from Navarra

Advice for transferability

EIBT Network's success relies on the active involvement, commitment and coordination of the regional government, RTOs and Universities, who have created an informal yet effective nurturing environment where entrepreneurs from RTOs and Universities can turn to for support. Following a one-stop-shop approach is deemed as crucial in order to remain effective and entice new entrepreneurs.

BEST PRACTICE 9 MEUPOLE METHOD FOR THE STIMULATION OF COLLABORATIVE R&I PROJECTS

Region Navarra · Country Spain · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/meupole_navarra

What is the practice about?

MEUPOLE is an innovative method tested within EUROINNOVA-NAVARRA, the second regional programme of innovative actions of Navarra, co-funded by ERDF 2006-2008. It aimed at reactivating the regional Science, Technology and Business sector by way of identifying and supporting collaborative R&I Projects at the regional level in 3 target sectors for the regional economy (Biotechnology, Nanotechnology and Renewable Energies). Technology-driven research projects addressing ambitious challenges in such sectors had to involve at least 2 companies, 1 technology centre and 1 university, thus contributing to overcoming the distrust felt by stakeholders and opening up their strategies to co-creation schemes.

For whom is it designed?

This approach may only be applied by regional authorities having powers to provide grants to collaborative R&I projects, since the best incentive for cooperation and collaboration is a higher co-financing rate and a quicker procedure to access such grants. The strategy relied on the so-called Driving Agents, a key role played by Research and Technology Organisations (RTOs) with expertise in the selected fields, who received funding for steering the involvement of companies, other RTOs and universities in the process.

How does it work?

• On the basis of a SWOT analysis on regional capabilities and of a regional supply and demand profile of the target sectors, sector-based working tables were called by the regional government and by appointed Driving Agents where RTOs, companies and universities presented their proposals for R&I collaborative projects.
• The Driving Agents relied on an open coordination method and held several result-oriented meetings to consolidate and merge coincident or supplementary ideas for collaborative projects. The merging of proposals was well received by proponents.
• The resulting R&I collaborative projects got access to more flexible and quicker funding from the regional government, both in terms of financing rates and submission procedures. This method enabled to co-finance a total of 9 different R&I collaborative projects with the participation of 32 different companies, universities and technology centres, amounting to almost EUR 17,200,000 (contributed by ERDF and regional funds).

CENER, Centro de Energías Renovables at Navarra takes part into this programme.

Advice for transferability

The transferability of the strategy depends on focusing on specific sectors, on the financial and institutional support of public authorities to Driving Agents so as to legitimize their role and on the allocation of an ambitious budget for the support of selected collaborative R&I projects in order to motivate and stimulate stakeholders.

BEST PRACTICE 10 PUSH! START UP PROGRAMME

Region Stuttgart · Country Germany · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/push_stuttgart_germany

What is the practice about?

PUSH! is a regional network that facilitates the foundation of new firms by entrepreneurs coming from universities and research institutions. The network offers young entrepreneurs access to experts from the worlds of education, research and business, as well as to advisory services and government bodies.

Package Excellent Center (PEC)

For whom is it designed?

PUSH! offers its services to start-ups coming from universities and research institutions within the Stuttgart Region or their alumni up to five years after leaving. The network consists of partners and consultants coming from more than 100 institutions, companies and initiatives from the fields of counselling and mentoring, financing and investment, universities and research institutions, chambers and associations.

How does it work?

A first contact point for interested people is typically one of the three PUSH!-Campus Agencies, located at regional universities. After a first counselling interview, which is free of charge, the agencies arrange contacts with the relevant network partners, depending on demand and status of the prospective start-up. PUSH! partners offer services such as information material, seminars, coaching and mentoring. With its internet platform, PUSH! provides a broad variety of information on the services provided by partners and on pertinent further education at universities. PUSH! e.V., an association, is the main institution behind the project – its executive board decides on the strategy and the realisation of new measures. The PUSH! branch office – responsible for coordination and communication within the network – is managed by the Stuttgart Region Economic Development Corporation.

Advice for transferability

The Stuttgart Region received subsidies worth several million Euros from national, regional (State of Baden-Württemberg) and EU-programmes between 1998 and 2008 to set up and run the initiative. It is always a challenge for the initiative to secure the follow-up financing, once the funding period ends. Many activities do not pay for themselves, so public financial support is needed. Therefore it should be from the beginning an important part of the concept for such an initiative to plan and prepare a sustainable funding. Besides it seems reasonable to embed such a science-focused initiative in a programme for entrepreneurship and business incubation with a broader approach – if available – to reach also other persons interested in starting their own business already having some years of professional experience.

BEST PRACTICE 11 RAPID PROTOTYPING TECHNOLOGY SERVICE, DEMONSTRATION AND TRAINING POINT (PROTOTEC)

Region West Transdanubia · Country Hungary · Policy Area **Networking and Collaboration** · Report http://www.euris-programme.eu/docs/prototec_westtransdanubia

What is the practice about?

INNONET Centre of Innovation and Technology is a non-profit organization supporting innovative small and medium enterprises and thus fostering the development of the West-Transdanubian Region in Hungary. The Centre's work is based on the firm belief that long-term socio-economic benefits of innovation processes significantly exceed the earnings of individual companies participating in them. INNONET offers leased infrastructure at a reduced rate to innovative SMEs to ensure their evolution in an optimal incubator environment backed up by innovation and management services. These 'in-house' services are further enhanced by INNONET's taking a leading role in the identification of innovative ideas and supporting the development of projects based on local and cross-border cooperation.

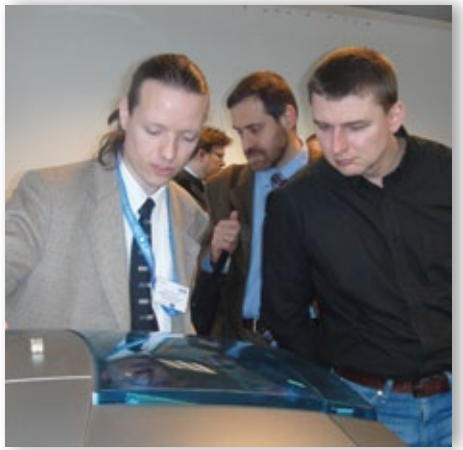
A milestone of this evolution was the launch of INNONET's 3D Printing /rapid prototyping service in April 2010. The idea behind PROTOTEC is the facilitation of communication and collaboration between SMEs within the automotive supply chain.

For whom is it designed?

3D Printing serves both as a communication tool for enterprises to discuss new ideas/projects and as a method to collect information on competence networks for INNONET.

How does it work?

INNONET offers a shared infrastructure where enterprise customers are able to utilize HW and SW equipment which is otherwise too expensive for their operations. The optimal model for this collaborative utilization is still under evaluation and is expected to be verified by the results of the EURIS programme.



PROTOTEC 3D Printer

For INNONET, the basic idea of PROTOTEC is equal to the basic idea of "Competence Centre". INNONET believes that by providing specific technical services better connections can be built among regional enterprises. This is more than a mere solution to daily technical challenges; this is the base for long-term strategic co-operation.
As a non-profit organization, INNONET finds the complementary feature of the service very important (supporting the enterprises with an otherwise unavailable service, not competing but completing their services). Moreover, INNONET and its customers can mutually exchange new ideas, like other foreigner technical service providers having good practices in Open Innovation.

Advice for transferability

Concrete technical services ensure a higher level of operation compared to general innovation support services. To define the services, and what competence should they focus on, a demand-supply analysis of the region's enterprises is needed. If the service meets the demand-supply matrix of the region, then it is enough for economic development purposes.

BEST PRACTICE 12 EDUCATION & RESEARCH PARTNERSHIP BETWEEN AUDI HUNGARIA & SZÉCHENYI ISTVÁN UNIVERSITY

Region West Transd. · Country Hungary · Policy Area **Human Cap. and Entrepreneurship** · Report www.euris-programme.eu/docs/audiuniversity_partnership_westtransdanubia_hungary

What is the practice about?

AUDI Hungaria Motor Kft. (AHM) settled in the city of Győr in 1993 and the engine development centre was opened in 2001. Since the beginning AUDI has cooperated with local educational institutions, especially with Széchenyi István University. As one of the country's most important industrial cities, Győr has always had a wide experience in the automotive industry. The co-operation between AUDI and Széchenyi István University is based not only on R&D&I, but on education as well: since 2008 a separate AUDI department is training students as experts in the different spheres of the vehicle industry, focusing on AUDI's specific needs.

AUDI at Győr

Images of AUDI from http://audi.hu/en/galeria

For whom is it designed?

Both sides benefit from the co-operation: while AUDI has up-to-date professionals and a front-rank R&D&I background, young talent is invited to a profitable job right after graduation.

How does it work?

The university provides a well-defined, practice-oriented training, German language training, excellent internship opportunities for students and ensures long-term cooperation between educational and industrial actors in Győr. The experts at the university provide specific solutions for specific needs and ensure a stable and high-quality R&D&I background for AUDI. This cooperation is a future-oriented education contributing to future developments (e.g. alternative vehicles).

BEST PRACTICE 12 EDUCATION & RESEARCH PARTNERSHIP BETWEEN AUDI HUNGARIA & SZÉCHENYI ISTVÁN UNIVERSITY

Region West Transd. · Country Hungary · Policy Area Human Cap. and Entrepreneurship · Report www.euris-programme.eu/docs/audiuniversity_partnership_westtransdanubia_hungary

Advice for transferability

It is crucial to have a strong and innovative industrial company and an open-minded education institute at the receiving region. It is also important to have traditions in the region in the field concerned. Without continuous research and development it is hard to maintain the cooperation. One of the most important questions that need clarification is finance: who and how will finance the cooperation? The duration of cooperation is also crucial: real innovative and future-oriented cooperation must be planned with several decades in mind.

These are all key ingredients for successful cooperation, but on the top of that what was really essential here was all the parties (the leaders of AUDI, the university and the city of Győr) shared similar concerns. AHM realized that there was a shortage in Europe as well as around the world of qualified engineers able to speak, read, write and communicate in foreign languages. Although the foreign language shortage felt by AHM was German, English is just as important and widely expected from professionals around the world. Young engineers graduating from Széchenyi István University form a base for future R&D&I developments at AUDI Hungaria Motor Ltd. The need from the side of the university was also clear: among many other measures, a university is assessed according to the employment rate and salary level of its graduates. To perform well under this criterion, the university needed to deliver an educational programme that would ensure that the students are employable on graduation. This requires state-of-the-art technology and active industrial projects training students on what would be required from them at AHM. The internship programme further enhances this, because as part of their training programme students participate in an internship programme that enables them to work even before they graduate. Most of the students have a job offer before they graduate. The key factor for success in this cooperation was to bring the university and the industrial partner to the same level in terms of communication, action, response time and documentation, since a university differs immensely from an industrial company in all these areas. The ambition and the desire for change of both parties at all levels were and still are essential to make this cooperation successful. Another key factor was to employ associates wearing two hats – they hold a position in both institutions and are "insiders" both at AHM and at the university, thus facilitating communication and enabling to understand situations faster and easier.

BEST PRACTICE 13 MULTIDISCIPLINARY INNOVATION & TECHNOLOGY CENTRE OF NAVARRA IP EXPLOITATION STRATEGY

Region Navarra · Country Spain · Policy Area IP Management · Report http://www.euris-programme.eu/docs/cemitec_navarra

What is the practice about?

The Multidisciplinary Innovation and Technology Centre of Navarra (CEMITEC) is a public Research and Technology Organisation (RTO) focusing on electronics, fluid mechanics and thermal engineering, metallic and polymer materials. Intellectual Property Rights protection and exploitation of R&I results is one of the key strategic objectives of the organisation, which implements a determined policy aimed at the creation of technology-based companies.

Since 2008, 7 patent applications and 2 copyrights licenses have been protected and 2 technology-based companies have stemmed from CEMITEC in two domains: new Inkjet printing technologies for different surfaces and materials and embedded electronics systems. Estimations point out that turnover for 2011 for both companies will amount to EUR 500,000 and estimates for 2015 are EUR 10 M. Business plans for 4 additional technology-based companies are currently under assessment.

For whom is it designed?

The Best Practice is addressed to Research and Technology Organizations (RTOs) interested in integrating an IP exploitation strategy into its strategic and day-to-day processes. The Best Practice also proposes a specific business model for the creation of such technology-based companies by involving the organization's researchers and staff.

How does it work?

• The embedding of the IP strategy in the day-to-day processes has taken place by implementing an internal procedure for the development of R&I efforts aimed at the creation of technology-based companies. Such procedure has been recognised under the EFQM Excellence Model.

• CEMITEC relies on the involvement of external IP managers who can win the trust of all the parties involved so as to agree on fair and balanced IP exploitation schemes.

• The proposed business model for newly created companies is guaranteed by CEMITEC's participation as shareholder and member of the governing bodies of resulting companies, providing finance and technology (IP value). Company researchers and staff may become shareholders but their shares are held by CEMITEC, i.e. shareholders enjoy their economic rights and benefits as shareholders but delegate scientific and commercial decision-making powers to CEMITEC.

Embelectron IP and In2PrintingSolutions products, two of the enterprises generated from CEMITEC

Advice for transferability

Strategic goals linked to IP evaluation must be accompanied by both internal procedures and processes steering and easing the R&I efforts towards such goals. Involvement of staff and researchers on the new businesses has turned into a key motivational tool, increasing their commitment and ownership of R&I processes.

BEST PRACTICE 14 BUSINESS ANGELS REGION STUTTGART (BARS)

Region Stuttgart · Country Germany · Policy Area **Access to Finance** · Report http://www.euris-programme.eu/docs/business_angels_programme_stuttgart_germany

What is the practice about?

Business Angels Region Stuttgart e.V. (BARS) is a network of private investors interested in investing in new technology-based firms. It is a model of early stage financing aiming at the great potential of young high-tech firms. The association arranges contacts between selected innovative start-ups and private investors.

For whom is it designed?

The members of BARS are successful and well-funded entrepreneurs with experience in managing a company. They invest in promising firms with their own capital in the early development stage in order to reduce the funding gap. Start-ups and young firms should be based on innovative research results and knowledge-intensive technologies.

BARS brochure

How does it work?

Investments by Business Angels are intended for long-term involvement. To ensure the sustainability of the investments, the applications from start-ups or young firms are previewed and preselected by a clearing agency before contact with Business Angels is made. Then, promising concepts run through a specified due diligence process. The start-ups have to present their profile, idea and business plan. The aim is an investment with predictable chances and risks and with prospect of a long-term as well as fruitful partnership. In addition Business Angels support young knowledge-based companies with their business experience, management and leadership skills and their network contacts. The funding for the BARS association is provided by the Stuttgart Region Economic Development Corporation and mainly includes personnel expenses for establishing and running the association's coordination office. In addition all members of BARS have to pay an annual membership fee, which is used to finance events and marketing activities.

Advice for transferability

Aiming at providing comprehensive start-up support, BARS is bound in the regional start-up community and closely cooperates with PUSH!, a network of partners for academic start-ups. A network like BARS highly depends on the characters involved. Therefore the network manager needs to be both communicative and empathetic. The selection of firms for potential investments is crucial and must be taken with care. Trust between the network members has to develop and should be fostered by confidence-building activities. Confidentiality must be guaranteed if requested.

BEST PRACTICE 15 FLANDERS INSTITUTE OF BIOTECHNOLOGY. VIB

Region Flanders · Country Belgium · Policy Area **Knowledge Science and Technology** · Report http://www.euris-programme.eu/docs/vib_flanders

What is the practice about?

VIB is a life sciences research institute in Flanders, Belgium. With more than 1200 scientists from over 60 countries, it performs basic research into the molecular foundations of life. VIB is an excellence-based entrepreneurial institute that focuses on translating basic scientific results into pharmaceutical, agricultural and industrial applications.

For whom is it designed?

VIBs mission is to conduct frontline bio molecular research in life sciences for the benefit of scientific progress and the benefit of society. The three core objectives of VIB are internationally excellent research, technology transfer and communication to the general public. VIB develops and disseminates a wide range of science-based information about all aspects of biotechnology and provides access to important state-of-the-art technology and research services to all scientists.
VIB works in close partnership with four universities – UGent, K.U.Leuven, University of Antwerp and Vrije Universiteit Brussel. A unique concept is the successful interaction between VIB and the participating universities: the research departments develop a long-term strategic plan that defines their mission, long-term focus and the basic research agenda.

How does it work?

VIB is a decentralised institution, uniting the very best researchers in teams and research departments that maintain physical ties with Flemish universities. VIB was established in 1996 and is one of the four strategic research institutes in Flanders. VIB is a multi-site research institute that integrates 72 research groups in 8 departments from 4 universities in one institute. The Flemish government supports this centre of excellence combining competences to generate new knowledge in areas relevant to the society and which can be applied for generating and strengthening local economic development.

Poster VIB International Phd Program In Life Sciences

Advice for transferability

The important biotechnological realizations in Flanders led to the Flemish government's decision to invest considerably in Flemish biotechnology. The main objective was to strengthen the excellence of Flemish life sciences research on the one hand and to turn the results into new economic growth on the other. For a research institute as VIB it is important to find governmental support and create the awareness that a certain research topic leads to an excellent knowledge position and economic growth.

BEST PRACTICE 16 HIGH TECH AUTOMOTIVE CAMPUS HELMOND

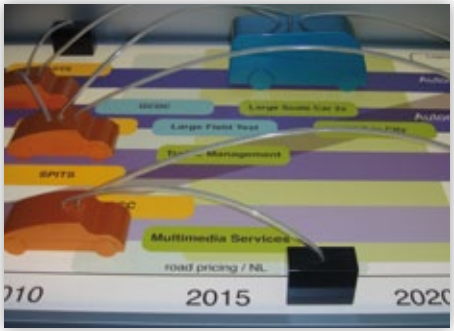
Region Eindhoven · Country The Netherlands · Policy Area **Knowledge Science and Technology** · Report http://www.euris-programme.eu/docs/htac_eindhoven

What is the practice about?

The High Tech Automotive Campus (HTAC) offers a one-stop-shop for the Automotive cluster, with a concentration of world-class education, R&D, engineering, test-facilities and a great community building & Open Innovation. There is interplay between industry, education and government. HTAC's goal is to function as a(n) (inter) national magnet to attract first-class automotive companies, and the business they attract, to the Brainport Eindhoven Region.

For whom is it designed?

The High Tech Automotive Campus in Helmond provides a home for automotive companies, automotive education institutes as well as public and private research centres, laboratories and test facilities in a spirit of cooperation, knowledge sharing and Open Innovation. It offers a challenging and inspiring environment where automotive knowledge institutes and automotive businesses come together.



High Tech Automotive Campus Helmond

How does it work?

HTAC offers many more facilities than other campuses or science parks. Here, high-tech companies and engineering companies are accompanied by knowledge institutes. All of them are able to make use of the facilities, as there are several meeting rooms and test facilities present at the campus. Furthermore, the campus is continuously developing: the Automotive Facilities Brainport Centre and two automotive education centres at vocational level (MAC) and higher vocational level (ACE) are the newest projects. The High Tech Automotive Campus has a clear strategic focus for all its activities and inhabitants on two technology domains in the Automotive cluster: future power train and smart mobility. The future power train is a focus on sustainability in R&D and the reduction of CO_2 emissions. Smart Mobility is concerned with technology helping to both increase and make better use of road capacity.

Advice for transferability

Many companies and initiatives have shown their interest in the HTAC. However, HTAC is still in a quite immature phase, as it was only in June 2008 that the Business Plan to realise the High tech Automotive Campus was launched. The operational start of the campus was in mid-2009. The High Tech Automotive Campus has its own foundation and is managed by its own management and board of directors. The foundation is set up in a triple helix structure, with three representatives from knowledge institutes, three from governmental institutions and three from the business sector.

BEST PRACTICE 17 KNOWLEDGE MANAGEMENT CENTRE OF THE SZÉCHENYI ISTVÁN UNIVERSITY

Region West Transdanubia · Country Hungary · Policy Area **Knowledge Science and Technology** · Report http://www.euris-programme.eu/docs/kmc_westransdanubia

What is the practice about?

The Knowledge Management Centre, established on 1stJuly 2009 is a horizontal service provider of the Széchenyi István University in Győr. Within the framework of the project funded by the Social Renewal Operational Programme, the Knowledge Management Centre develops services that aim on the one hand to explore, utilize and support the evaluation of new research, innovation and technological transfer opportunities, based on the research resources and competences of the university and on the other hand to promote the university to become a regional knowledge centre. This is achieved through the development of university knowledge-management processes and information systems and through active economic and institutional partner management.

Features of the centre

-Customer-oriented and transparent the operation of the centre has a process attitude, the services are provided in a uniform way and constant information is given to the internal and external clients, in a transparent way.

-Market-oriented its services closely adjust to internal and market demands, which is why the internal and external market demands - connected to its services - are regularly assessed, and the development of its services are based on that.

-Proactive the centre takes an active role in the development of economic and scientific contacts. The partners and participants are not waited for passively, but they are actively searched out. The cooperation that opens up new opportunities for new technological transfer, innovation opportunities and market demands are actively searched and hunted for.

Széchenyi István University

For whom is it designed?

The best practice is designed for universities, technology transfer offices and other intermediary institutions.

How does it work?

Although the project was completed at the end of 2011, the centre continues its activities and focuses on innovation and business development services. Most of the services offered by the KMC are used by a lot of students and staff members. The most popular activity of the centre is a competence-based grant scheme provided for prototype building. The results are quite spectacular, the student teams go further and further in developing their product or services with the assistance of the experts working for the KMC. It is expected that these activities will help create knowledge-intensive jobs and start-ups in the region. The centre contributed to the Open Innovation System of the region by mapping the knowledge and research results of the University, by building cooperation among universities and between education and industry and by supporting technology transfer and establishment of spin-offs. It also brings science closer to the public with popular scientific events.

Advice for transferability

This good practice could be implemented in those regions featuring a strong R&D capacity with exploitation potential.

BEST PRACTICE 18 TECHNOLOGY TRANSFER CENTRE OF THE TECHNICAL UNIVERSITY OF LODZ

Region **Lodz** · Country **Poland** · Policy Area **Knowledge Science and Technology** · Report http://www.euris-programme.eu/docs/ttc_lodz

What is the practice about?

TTC TUL Ltd. is a company wholly owned by TUL (Technical University of Lodz). It was created to take better advantage of the intellectual and technical potential of the University and to help scientists to commercialize potentially valuable inventions arising from their research.

TTC:

- looks for licensees;
- creates market value for licensed technologies;
- conducts negotiations and selling licenses;
- creates spin-off companies;
- sells technology made by scientists at TUL;
- provides knowledge-based innovative services developed at TUL.

For whom is it designed?

TTC's activities are mainly focused on supporting effective cooperation between TUL's scientists and entrepreneurs in terms of undertaking new spin-off companies to facilitate advanced technology transfers and the transfer of scientific ideas from science to economy.

How does it work?

- TTC helps researchers to commercialize intellectual property arising from their research (selling, licensing, spin-out, spin-off companies).
- TTC provides consulting expertise and advice in technology transfer and innovation management to clients across the public and private sectors.
- TTC manages the University's intellectual property portfolio, working with University researchers on identifying, protecting and marketing technologies through licensing, spin-out company formation, consulting and material sales.
- TTC provides access to University expertise and provides researchers with advice on commercialization.

University of Lodz

Advice for transferability

TTC TUL Ltd follows the vision of creating a company recognized as a broker of innovative technology in the Polish market, acting in close cooperation with the best scientists. TTC TUL Ltd. is financed with capital coming from TUL and own sales. It is a company wholly owned by TUL.

To make TTC TUL fully successful, better and more intensive efforts encouraging scientists to commercialize their research results are needed, as well as a greater commitment to building a regional cooperation network between science and business.

The best moment for transferring

A transfer of a Best Practice only becomes feasible and desirable when an organization recognizes that another organization has successfully implemented a solution for a set of problems or issues which the former is seeking to address with a view to stimulating its own actions based on the lessons derived from that success.

4. Guidelines for the ASSESMENT & TRANSFER OF BEST PRACTICES

The current section provides a guideline on which elements need to be considered to successfully assess and facilitate the transfer of Best Practices from one setting to another.

The principles of transferring Best Practices

Transfer is a structured process of learning. As such the Best Practice should provide a tangible basis for learning that is based on proven solutions to common problems or issues. Within the context of the EURIS project, Best Practices are related to Open Innovation experiences in the private sector.

A transfer of a Best Practice only becomes feasible and desirable when an organization recognizes that another organization has successfully implemented a solution for a set of problems or issues which the former is seeking to address with a view to stimulating its own actions based on the lessons derived from that success.

In the context of the EURIS project the goal is ultimately to inspire the development of regional policies by facilitating the adoption of Open Innovation principles and experiences. Considering the active involvement of the project partners and the regions they are representing, the willingness to learn and to share are taken for granted. The challenge however lies in realizing whether changes need to be made among regions to experience the benefits from the actual transfer.

There are different types of experiences that could be transferred. There are also different levels of adoption of the lessons learnt from the Best Practices:

- Local circumstances are characterized by considerable diversities in terms of cultural conditions, social and economic contexts, local capacities, and so on;
- There is a natural resistance to change;
- Some places have institutional structures that are not really open to external input.

Before the transfer: assessment of the Best Practice

When considering the transfer of a Best Practice, some key questions need to be answered in order to assess its transferability.

1. Is the Best Practice sufficiently clearly defined? Do we know exactly what the constituent components of the Best Practice are?
2. Is the receiving location able to release the capacity that is necessary for giving the Best Practice the attention it needs?
3. Does the receiving location support the transfer of the Best Practice at the relevant levels of government (city council, regional authorities, national government)?
4. Is the political situation stable enough at the receiving location?
5. Are legislative and/or regulatory problems to be expected when transferring the Best Practice?

6. Is sufficient funding available or is it feasible to make the financial arrangements required?
7. Do companies welcome the Best Practice?
8. Does the Best Practice fit the local habits and routines of companies and public bodies?
9. Are potential environmental impacts addressed?
10. Are equal opportunities and gender issues taken into account?

Methodology

The above questions are intended as particular focuses when assessing the transferability of the Best Practice at hand. It is recommended to write a (two page) policy note addressing the foregoing issues. The policy note should conclude with a positive or negative recommendation. Taking into account the local situation at the receiving location, some items might be of more importance than others and should be paid more or less attention in the policy note.

During the transfer: process indicators for a successful transfer

In the foregoing paragraphs some of the challenges related to the transfer of Best Practices have been made explicit. This demonstrates the uniqueness and context dependency of the actual transfer at hand. When looking at the subject matter from a process perspective, 6 indicators are to be taken into account:

1. Participation: Does the transfer involve and promote participation of all possible stakeholders including the donor and implementers?
2. Transparency: Is the transfer process open and accessible to all stakeholders?
3. Accountability: Are there mechanisms in place to ensure accountability for actions and responsibilities of all partners involved?
4. Inclusion: Is the participation of all potential stakeholders considered in the design of the transfer?
5. Financial feasibility: Are resources and funding available to implement and sustain the initiative? Are funding alternatives identified?
6. Sustainability: Does the initiative consider the economic, environmental and social needs without trading off one at the great expense of the other, now or in the future?

Methodology

The above process indicators are to be seen as minimum requirements for a successful transfer process. In an ideal world all questions relating to the indicators should be answered with 'yes' to reach the most successful transfer of any initiative. Because this ideal situation is seldom to be found, it is necessary to develop actions to increase the score on each of the indicators. The assumption is that a high score increases the success of the actual transfer. In order to stipulate actions a four-step approach —including feedback loops— is proposed.

Step 1

Status Indicators

This step comprises determining the status of each of the process indicators. For each of the six indicators, the status should be plotted on a 10 point scale in which 1 is the lowest score and 10 is the maximum score.

Step 2

Actions to increase the score of each the 6 indicators

For each of the indicators, the following questions need to be answered
—What is the desired minimum score on the 10-point scale?
—What actions can we undertake in order to increase the score?
—Who needs to be involved in those actions?
—Which timeline is realistic in order to execute the actions?
—How are we going to measure the increase in performance?
After the actions have been formulated, work needs to be done.

Step 3

Re-evaluation

In this step the procedure for step 1 is repeated. In case the scores on each of the questions are at an acceptable level, the actual transfer is completed and step 4 can be started. If not, step 2 and 3 are to be repeated.

Step 4

Documenting the process

To facilitate future transfer processes, it is important to document the process. The following items need to be described:
—What did not work and why?
—What turned out 'even better' than the original?
—Describe what the hosts have learned from the transfer.
—Which lessons are to be drawn to enrich the original initiative?
—Which lessons are to be drawn for future transfers?

AUDI Department Győr University

Inno-Share Győr

Packaging Excellence Center Stuttgart Region

EURIS meeting Brussels February 2011

High Tech Automotive Campus Helmond

¿The goal? Exchange of cooperation practices

EURIS has produced this Guide in order to provide policy-makers and programme managers with a strategic insight into regional innovation, thus leading to a reflection on which policy measures and support programmes can strengthen and accelerate Open Innovation, collaboration and cooperation practices between innovation stakeholders, both at the regional and inter-regional level.

5. EURIS
PARTNERSHIP

- Ⓐ Navarra Region, Spain
- Ⓑ Stuttgart Region, Germany
- Ⓒ Eindhoven Region, The Netherlands
- Ⓓ West Transdanubia Region, Hungary
- Ⓔ Lodz Region, Poland

A Navarra Region, Spain

Government of Navarra.
DG Enterprise and Innovation
Department of Rural Development, Industry, Employment and Environment
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B Stuttgart Region, Germany

Stuttgart Region Economic Development Corporation
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C Eindhoven Region, Netherlands

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D West Transdanubian Region, Hungary

West-Transdanubian Regional Development Agency Nonprofit Limited Liability Company
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A Navarra Region, Spain

Gobierno de Navarra

Gobierno de Navarra. DG Empresa e Innovación.
Departamento de Desarrollo Rural, Industria, Empleo y Medioambiente
Government of Navarra. DG Enterprise and Innovation
Department of Rural Development, Industry, Employment and Environment

Navarra is an autonomous region located to the north-east of Spain, sharing a border with the south of France. Following the decentralized system of the Spanish state, Navarra has got the most comprehensive and ample powers and competencies amongst Spanish regions for the design and implementation of public policies on a variety of fields, including Innovation.

Navarra is a small region with a population of 620,000, but with a dynamic economy and an estimated GDP per capita of EUR 28,000, which makes it one of the wealthiest regions in Spain and the 38thEU region according to per capita average income.

The Department of Rural Development, Industry, Employment and Environment of the Government of Navarra is the public administration body responsible for the design, implementation, monitoring and evaluation of the Regional Innovation Strategy (Fourth technology Plan of Navarra 2012-2015), whose overall goals are in line with the objectives of the Europe 2020 Strategy.

To that end, the current RIS mainly focuses on 2 specific priorities: the support of collaborative policies in the fields of research, technological development and innovation, promoting the collaboration and cooperation between companies and research organizations, and the internationalization of the regional innovation system.

The EURIS Programme, led by the Department of Rural Development, Industry, Employment and Environment of the Government of Navarra, will allow Navarra and other striving regions to collaborate with Open Innovation powerhouses at the European level. The ultimate goal is to transfer good practices or new approaches on Open Innovation into the next regional innovation strategy that will definitively position Navarra as an open and global innovation player.

www.navarra.es

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B Stuttgart Region, Germany

Wirtschaftsförderung Region Stuttgart

Wirtschaftsförderung Region Stuttgart GmbH (WRS).
Stuttgart Region Economic Development Corporation.

The Stuttgart Region Economic Development Corporation (WRS) is a subsidiary of the public body "Verband Region Stuttgart" and was founded in 1995 as the economic development agency for the Stuttgart Region.

The Stuttgart Region is a political entity that is legally entitled to all questions regarding regional and infrastructure planning, transport and economic development.
WRS and Verband Region Stuttgart are the two relevant bodies which develop the policies in their fields of responsibility and implement them in the region.

The working programme of WRS comprises:
• marketing for the region,
• invest or support services and investment promotion activities at regional, national and international scale and
• regional development, covering the implementation and funding of own regional innovation support initiatives and strategies in the fields of start-up support, innovation financing + venture capital and regional cluster management.

Taking already existing practical experiences in implementing innovation support measures in the Stuttgart Region and the direct cooperation with additional important stakeholders into consideration, the Stuttgart Region Economic Development Corporation possesses the competences, capacity and know-how required to actively contribute to achieving the EURIS project results.

Accompanied by an ongoing strategy process for regional development in the Stuttgart Region ("Strategy 2020"), which defines important future activities, the results of the EURIS project and especially the Open Innovation policy recommendations will be directly integrated into the activities of WRS for further enhancing and boosting the innovation framework conditions in the Stuttgart Region.

www.wrs.region-stuttgart.de

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Email: stephanie.fleischmann@region-stuttgart.de

C Eindhoven Region, The Netherlands

Brainport Development NV
Brainport Development NV

Top Technology Region Brainport is a breeding ground for innovation and the home base of world-class businesses, knowledge institutes and research institutions. Together they design and manufacture the technology of the future to ensure a safe, green and caring society and the sustainable economic development of the Netherlands. With the Eindhoven region at its core, Brainport is the hub of a network stretching out across the Southeast Netherlands and the Dutch borders.

Brainport Development is a new-style development company. Together with representatives from trade and industry, knowledge institutes and the authorities, Brainport Development works on reinforcing the Top Technology Region Brainport.

Brainport is an important pillar of the Dutch economy with spearhead sectors: High Tech Systems & Materials, Food, Automotive, Lifetech and Design.

Brainport Development encourages and develops regional and (inter) national projects and programmes, promotes Brainport at home and abroad and facilitates regional trade and industry through services such as business advice and business funding, incubator facilities, business accommodation and business centres.

Brainport's mission is to strengthen this unique ecosystem to improve the international competitiveness of The Netherlands.

www.brainportdevelopment.nl
www.brainport.nl

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Email: w.dekinderen@brainportdevelopment.nl

D West Transdanubia Region, Hungary

Nyugat-dunántúli Regionális Fejlesztési Ügynökség Közhasznú Nonprofit Kft.
West-Transdanubian Regional Development Agency Nonprofit Limited Liability Company

Mission: West-Transdanubian Regional Development Agency is an organic community, an open and developing organisation, which supports local initiatives through its initiating, mediating and service activities and cooperates with all the stakeholders concerned with the balanced development of our region."

The West-Transdanubian Regional Development Agency was established 1999 as the basic institution for development, innovation, strategic planning and programme implementation at a regional level. The West-Transdanubian Region consists of 3 counties: Győr-Moson-Sopron, Vas and Zala. The agency has offices in 5 towns of the region.

Since its foundation, the agency has developed an extensive range of co-operations with regional, national and international organisations. It has launched several key regional initiatives, designed and applied many regional strategies, and has coordinated the drafting of approximately thirty regional programme documents. WTRDA manages thousands of million EUR from national and EU (ERDF) funds every year. The Agency has more than 70 highly trained full-time employees and a group of 11experts devoted to multinational project management, while also running the Regional Representation Office in Brussels.

WTRDA is both the designer and the fully competent intermediate body of the West Transdanubia (Transdanubian) Regional Operational Programme 2007-2013 (ERDF), which includes support measures on behalf of innovation and technology transfer institutions, innovation houses, clusters, industrial parks and business support advisory services for SMEs. The Agency is also responsible for the national innovation support scheme dedicated mostly to SMEs and which provides the main budget to financially support start-up and spin-off companies, the establishment of innovation service centres, the development of innovative products, etc.

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E Lodz Region, Poland

Województwo Łódzkie.
The Lodz Region

The Lodz Region is located in central Poland. The region's area totals 18,219 km2 and the population is 2,534,000. The density of population is 139 (hab./km2) and the urbanisation level is higher than in other parts of Poland. The level of education of the region's inhabitants is close to the national average. The region of Lodz is divided into 24 districts (poviats) and 177 municipalities and communities (gminas). The local executive bodies of gminas and poviats are, respectively, mayors and poviat administration officers (starosts), with councillors, elected in democratic elections, with legislative powers. The Lodz Region displays a high growth potential and splendid prospects of becoming a major business hub in the middle of Poland and Central and Eastern Europe. Very soon, entrepreneurs will create another promised land here that, just like two centuries ago, will become a land of success.

The Marshal's Office in Lodz is the administrative body of the Lodz Region. The Lodz Region (The Lodzkie Voivodeship) is the highest in terms of self-government. The Office is a multi-department institution with approximately 900 employees. The Marshal's Office in Lodz is an organisation employing people effectively acting for the benefit of the inhabitants of region. It is a modern and efficiently managed public institution, one of the best organisations within the self-government administration system in Poland, setting quality and professional standards (PM-EN ISO 9001:2009).

The Lodz Region is also the Managing Authority of the Regional Operational Programme for the Lodz Region 2007-2013. The Lodz Region is carrying out the Loris Plus Project within its Regional Innovation Strategy (RIS) with the general goal of elaborating a strategic framework that increases the innovativeness and competitiveness of enterprises in the Region through the optimization of infrastructures and regional innovation policies.

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6. INTERREG IV C
PROGRAMME

INTERREG IVC Interregional Cooperation Programme provides funding for interregional cooperation across Europe. It is implemented under the European Community's territorial cooperation objective and financed by the European Regional Development Fund (ERDF).

The Operational Programme was approved in September 2007 and INTERREG IVC will run from 2007 to 2013. The INTERREG IVC Programme is financed by the European Regional Development Fund (ERDF). The total ERDF budget available for commitments to operations during the period 2007-2013 amounts to 302 million EUR, which can be used by EU partners and will be matched with national co-financing. In addition, 2.7 million EUR is available for the participation of Norwegian partners. Swiss partners also have an opportunity to apply for national funds.

The overall objective of the INTERREG IVC Programme is to improve the effectiveness of regional policies and instruments. A project builds on the exchange of experiences among partners who are ideally responsible for the development of their local and regional policies.
The INTERREG IVC supports two thematic priorities:

- **Priority 1. Innovation and the knowledge economy.**
- **Priority 2. Environment and risk prevention.**

The thematic coverage of the priorities is designed to contribute to the accomplishment of the Lisbon and Gothenburg agendas.

European Union
European Regional Development Fund

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

- **Priority 1: Innovation and the knowledge economy**

Priority 1, connected with the Lisbon agenda, aims at enabling regional and local authorities and other stakeholders at the regional level to improve their policies, methods and capacities in the field of innovation and the knowledge economy, through the exchange and transfer of knowledge and experience between regions throughout the European Union and the development of new policies and approaches.

This priority contributes to reducing regional disparities throughout Europe by strengthening regional innovation potential. The ambition is also to pool expertise in order to increase the overall level of regions' competitiveness in Europe.

The renewed Lisbon strategy for growth and jobs in the European Union places a strong emphasis on further developing the knowledge society. This is based on the assumption that Europe's potential for future economic development is directly linked to its ability to create and promote high-value, innovative and research-based economic sectors, that are capable of competing with the best in the world.

• **Priority 2: Environment and risk prevention**

The aim of Priority 2, connected with the Gothenburg agenda, is also to empower the public authorities and other stakeholders to improve their policies and develop new approaches to improve the quality of environment and to increase the attractiveness of the regions in Europe by means of exchanging knowledge and experience between regions.

The European Union is committed to sustainable development, which involves protecting and improving the quality of environment. Globally, that means safeguarding the Earth's capacity to support life in all its diversity, and respecting the limits of the planet's natural resources. An EU-wide environmental policy makes sense, because all EU citizens are entitled to the same level of environmental protection and all businesses are entitled to operate in the same competitive conditions.

Typical tools for the exchange of experience are networking activities such as thematic workshops, seminars, conferences, surveys and study visits. Project partners cooperate to identify and transfer good practices. Possible project outcomes include for example case study collections, policy recommendations, strategic guidelines or action plans. INTERREG IVC also allows light implementation or piloting, but only if these complement the exchange of experience activities.

Further information on
www.interreg4c.eu

to finish
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International good practices
Reported by Brainport Development NV based on Best Practice descriptions from the European projects Making Knowledge Work and Crossworks, in which Brainport Development participated as Lead Partner. All good practices checked/corrected by Linco Nieuwenhuyzen, Strategy Advisor Brainport Development NV and Jasmijn Rompa, Junior Strategy Advisor Brainport Development NV.

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