MAKING KNOWLEDGE WORK

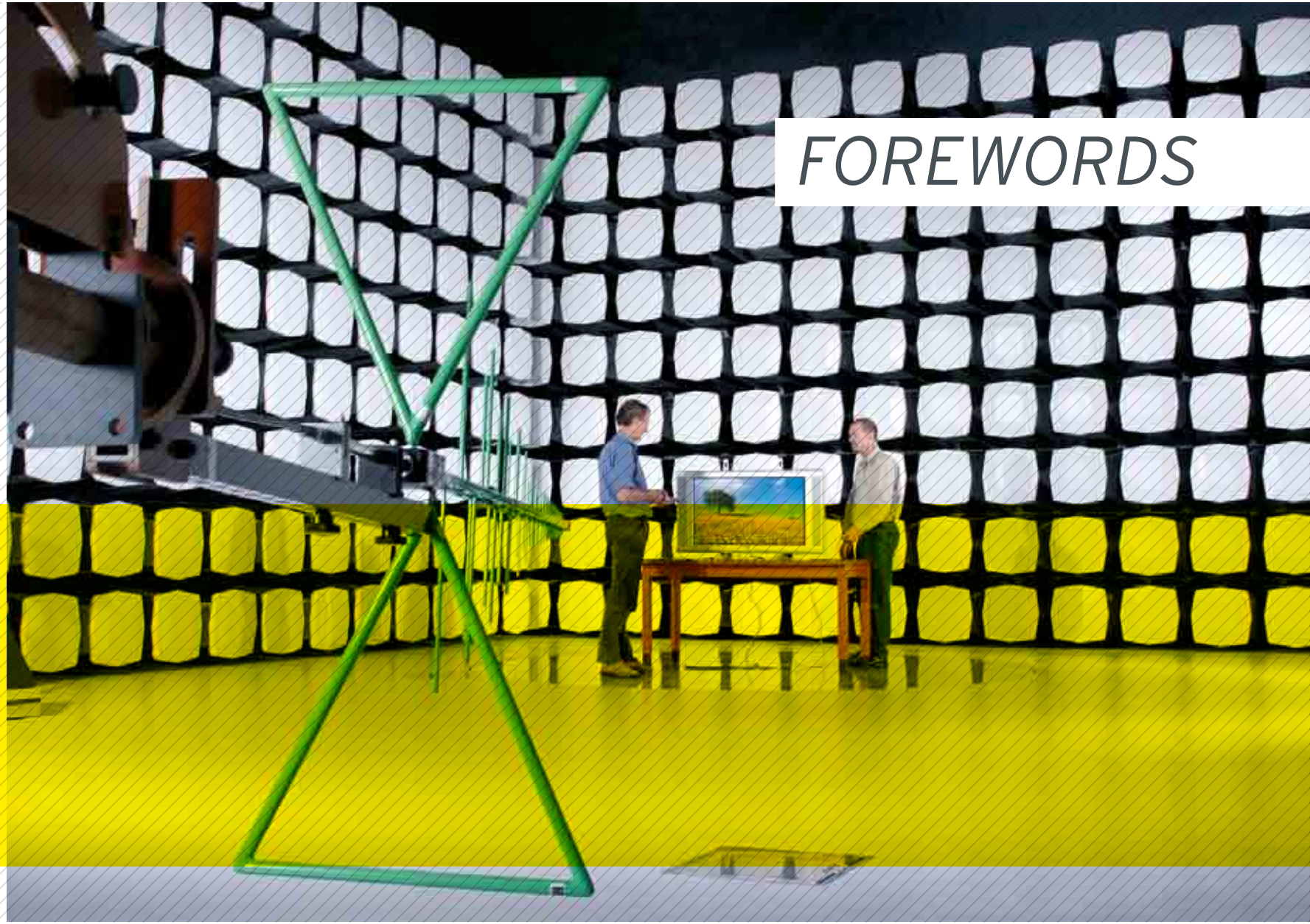
1 PROJECT
100'S OF CONTACTS
1000 IDEAS

INTERREG IVC
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

European Union
European Regional Development Fund

MAKING KNOWLEDGE WORK.

CONTENT



FOREWORDS

FORWARD to the Making Knowledge Work Mainstreaming Guide

Having worked closely with the Making Knowledge Work Intereg IVC fast track project, we welcome this mainstreaming guide which shows how European funding can actively contribute to sustained collaborative action between the project partner regions and cities over the past two years.

Cohesion policy is a motor for growth and competitiveness. This competitiveness will be driven not by lower costs but by an innovative Europe which means targeting future Structural Funds investment at SMEs, innovation and energy efficiency.

Future regional competitiveness will come from regions developing their own individual regional innovation eco-systems based on smart specialisation and mobilising their demand of innovation. Smart specialisation is all about involving regional partners in a bottom up process of entrepreneurial discovery and where the needs of all public actors and procurers are well identified and

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anticipated by the supply chain, particularly SMEs. This process should not be inward looking. Regions can and should make sure that they are aware of what is going on outside in other European regions. They need to identify cooperation opportunities, for instance, by linking their business clusters or by going for joint innovative procurement to stimulate demand for innovative solutions.

Making Knowledge Work has shown that this is being done in many regions across Europe and the regional action plans presented in this guide indicate the learning, sharing and implementation activities that have or will take place in all regions. We congratulate the regional actors involved in this project who have brought energy to the project and made things happen.

This guide has a practical usage to stimulate all regions to take up or adapt the ideas presented. In addition, the guide provides important input for thinking on future regional initiatives and transnational cooperation at a time when Europe has to make sure that it exploits all available future European funding in the most efficient manner.

We, therefore, thank the project members for sharing their activities and ideas and we believe that this guide will be a useful asset for other regions wishing to explore how they can upgrade their innovation activities.
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Claus Schultze
Directorate General Regio

Bertrand Wert
Directorate General
Enterprise and Industry

MAKING KNOWLEDGE WORK makes a difference!

We really enjoyed it! The Making Knowledge Work (MKW) project brought together 12 enthusiastic partner regions from across Europe, all dedicated to investing in knowledge and turning inventive ideas into marketable products and services. During a two-year INTERREG IVC project led by the Brainport Eindhoven Region, we exchanged good practices, learned extensively from our partner regions and set up improved regional policies, projects, programmes and initiatives.

The first year (2010) of the MKW project saw project partners put forward good practices which set high standards both in developing innovative ideas and commercialising R&D results effectively. With an inventory of 12 good practices, MKW covered a broad range of approaches, methodologies and activities in the field of 'bridging the innovation gap'. Examples of good practices include the Flanders Institute of Biotechnology, the Innovation-Design-Entrepreneurship and Science initiative in North West England, Birmingham Science Park in the West Midlands, and Innovative Public Procurement in the Helsinki Region. Intensive exchanges of experiences took place during fact-finding missions and mutual follow-up visits that provided all the partners involved with first-hand experience.

Two roads diverged in a wood, and I... I took the one less travelled by, and that has made all the difference.

(Robert Frost)

During the second year (2011), the focus was on the successful transfer of good practices from one region to another. As the transfer of good practices is only as good as the people that make them work, it was important to identify the right people with the right level of commitment. We learned that transferring good practices is highly dependent on the varying maturity of the innovation ecosystems and differences in mindset, culture and administrative environments. And we learned to be careful as some of the good practices, while excellent in their own environment, appeared to be more difficult to implement in other regions due the reasons mentioned above.

Good examples of MKW transfers from one region to another are the adoption of the Nord-Pas de Calais Region's INNOSCOPE tool by the West Midlands and Brainport Eindhoven Regions, the implementation of the Stuttgart Region's Competence Centre Programme by the Lombardy Region, how the MKW project influenced Navarra's new Regional Innovation Strategy as well as the plans for the Copernicus Institute in Kujawsko-Pomorskie and the Art Incubator in Lodz, based on the good practices in the Øresund Region's Mobile Heights Business Centre, the Brainport Eindhoven Region's Creative Conversion Factory and the Helsinki Region's Aalto Design Factory.

And that's not all. The MKW project has made a lot of effort to communicate what we have been doing, so that Europe in general, as well as our regions, know what we have done and what we have learned. In keeping with Robert Frost's 'The Road Not Taken', we have explored and taken roads less travelled.

At the Joint Technical Secretariat INTERREG IVC briefing in Brussels on 12th July 2011, an audience of more than 100 MEPs watched the MKW video which clearly illustrated the ways in which we are bridging the innovation gap in Europe. The video was also screened and discussed at various other events including the Regions for Economic Change Conference (24th June 2011) and at the final MKW event which is part of the Creativity World Forum (16-17th November 2011) in Hasselt.

We have also used a wide range of communication activities including these three successful Brussels Briefings covering issues such as the EU's Innovation Union flagship (25th October 2010), exploring how regional stakeholders were teaching the innovation process (23rd February 2011) and Smart Specialisation (22nd June 2011). By the end of the project, two MKW newsletters will have been published, and a wide range of press releases have led to various articles appearing in newspapers and magazines in the different regions. And last but not least, the MKW project has been presented and discussed at a variety of regional, national and European innovation and economy events.

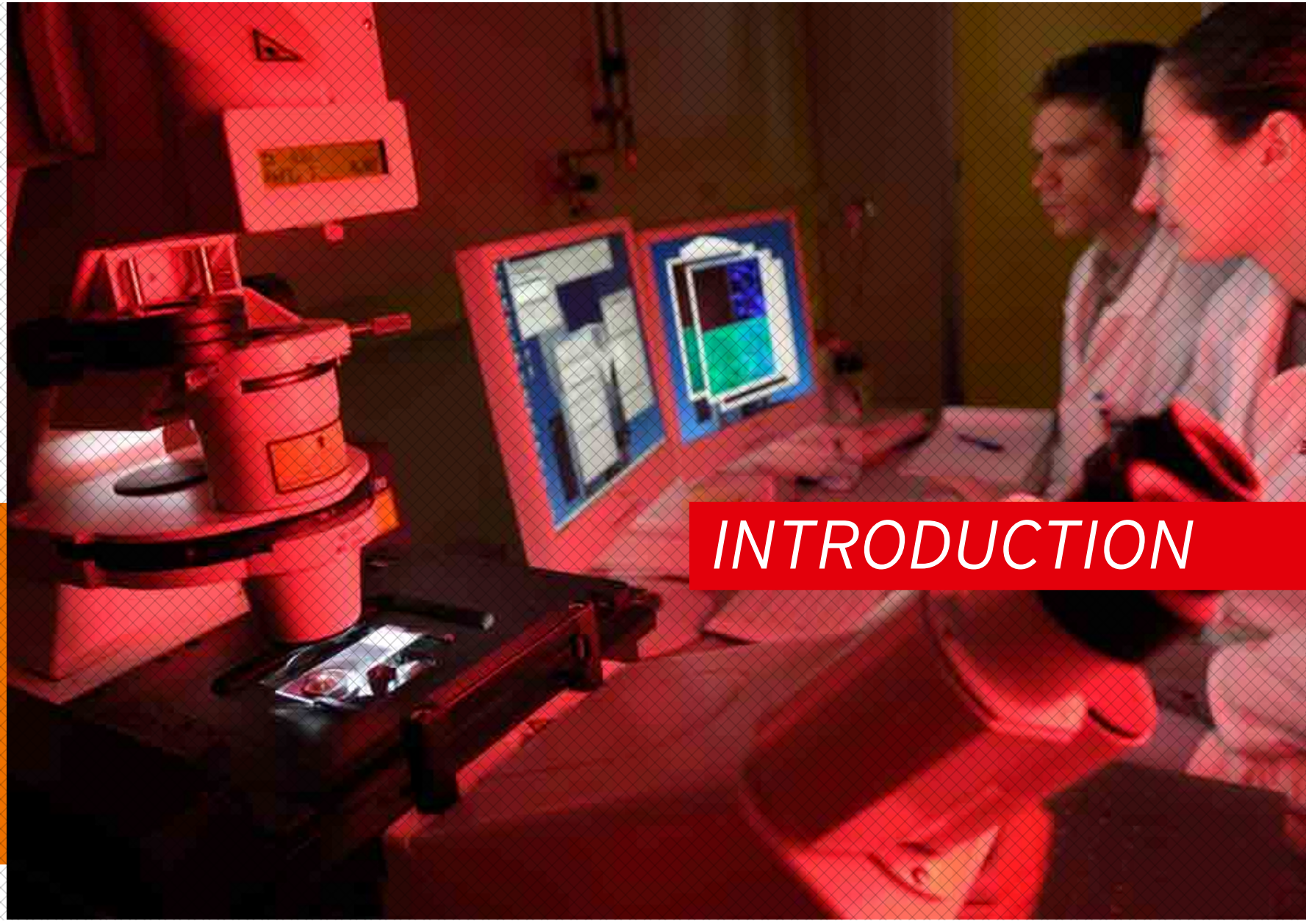
And now we are proud to present this book. It contains a summary of all the MKW partners' regional action plans. These action plans have been drawn up in close cooperation with regional stakeholders and Management Authorities. Although ERDF funds are depleted in many regions, alternative finances have been and will be sought for specific MKW transfer initiatives at local, regional, national and European level. In other words, we are setting off towards real life implementation, fulfilling the goals of our action plans.

The poet Robert Frost was right: you can travel roads you know and feel comfortable as you go. But taking roads less travelled brings fresh inspiration, new insights and opportunities that can change your life. We are convinced that this project has helped its regions change the way they think and act, and we look forward to the specific projects and activities that will be proof of this in the next few years. □

Laurens Meijering,
Project Manager,
Making Knowledge Work,
Brainport Development N.V.,
Brainport Eindhoven Region,
The Netherlands

Richard Tuffs,
Project Leader,
MKW Communication, Director
of European Regions Research
and Innovation Network (ERRIN),
Brussels, Belgium

Peter Bertels,
Project Leader,
MKW Transfer of Knowledge,
Flanders District of Creativity,
Leuven, Belgium



INTRODUCTION

"Making Knowledge Work" (MKW) is an EU-funded project that aims to exploit ideas and foster smart, sustainable growth by exchanging experience about how regions support the process of commercialising ideas and R&D results. The MKW project helps to bridge gaps in the innovation chain which have held Europe's creative potential back for too long.

INTRODUCTION

MKW brings together 12 regions from across the European Union which are dedicated to investing in knowledge and turning inventive ideas into marketable products and services. By encouraging inventive and productive collaboration between business, government and academia, MKW's project partners are contributing to the creation of a European Innovation Union capable of generating smart, sustainable growth. In practical terms, the project works by exchanging experience about how regions can increase the commercialisation of research and innovative ideas, by sharing information about successful initiatives that can be used as a model for others and by setting up regional action plans.
The project is co-funded by the European Union's Regional Development Fund (INTERREG IVC programme) and has been designated as a European Commission Capitalisation Fast Track project under the "Regions for Economic Change Initiative". This underlines its strategic importance for the European Union, as well as the involvement of the European Commission in the project's implementation.

BRIDGING THE INNOVATION GAP

Innovation is the key to competitiveness and to fostering smart economies. Innovation can contribute to providing solutions to societal challenges such as climate change, economic recession, health issues, ageing and unemployment in an affordable and timely manner. Europe understands these challenges and has therefore prioritised fostering 'smart' economies that create and sustain jobs and stimulate growth in its regions.

One of Europe's strengths lies in its ability to stimulate R&D, which gives it vast innovation potential. It has a long-standing tradition of breakthrough inventions. It is home to a wealth of creative people and it can capitalise on excellent research and cultural diversity. Yet, Europe does not benefit fully from these advantages, partly because the research, results and ideas from universities, labs, companies and inventors often do not find their way into commercially viable products, services and processes. This is as true for Europe as it is for other major developed and developing regions across the world. MKW aims to bridge this gap in the innovation chain through specific policies and projects involving key stakeholders and innovation players. MKW brings together 12 regions from across the European Union which are dedicated to investing in building up knowledge and turning that knowledge into marketable products and services.

Greatness is more than potential, it is the execution of that potential MKW analyses and transfers successful activities that stimulate the uptake and commercialisation of innovative ideas and R&D results. MKW contributes to the ambition of creating a European Innovation Union by exploiting ideas and fostering smart, sustainable growth.

In the first phase, the project works by showcasing best practices which demonstrate how regions have increased the commercialisation of their ideas, IPR and research results. Exchanging best practices openly will teach us more about the key drivers required for turning good ideas into viable products and services. Among its range of tools, MKW organises fact-finding missions to visit successful best practices, it runs a wide variety of stakeholder events to promote the exchange of knowledge including 4 Brussels Briefings, and it is drawing up an online database containing good practices from the different regions.

In the second phase, each region draws up a definite action plan that defines precisely how the lessons learnt through the best practices from other regions will be implemented. These action plans are strategic documents to which the respective Structural Funds Managing Authority and relevant stakeholders will commit support and/or funds. This book, officially called the mainstreaming guide, contains

the abstracts of all the regional action plans and best practices in the regions. It is the starting point for moving on to the next phase of turning the crossover potential into real action.

THE PROJECT PARTNERS

The MKW consortium comprises 12 innovative European regions and is led by Brainport Development NV (Brainport Eindhoven Region, the Netherlands). The European Regions Research and Innovation Network, ERRIN, supports the project. ERRIN comprises more than 90 dynamic, research intensive regions across Europe.

The project partners are:

- Brainport Development NV, Brainport Eindhoven Region, the Netherlands (lead partner)
- Birmingham City Council, West Midlands Region, United Kingdom
- Culminatum Innovation Oy, Helsinki Region, Finland
- Flanders District of Creativity, Flanders, Belgium
- Innovhub, Chamber of Commerce Milan, Lombardy, Italy
- Kujawsko-Pomorskie Region, Poland
- Lancaster University Management School, North West Region, United Kingdom
- Lodz Region, Poland
- Lund University, Øresund Region, Sweden
- Navarra Government, DG Enterprise, Navarra Region, Spain
- Nord France Innovation Développement, Nord-Pas de Calais, France
- Stuttgart Region Economic Development Corporation, Stuttgart Region, Germany
- European Regions Research and Innovation Network (ERRIN), Brussels

For more information about MKW, go to http://www.makingknowledgework.eu.

MKW is supported by the EU's Regional Development Fund, INTERREG IVC, which helps regions work together to share experience and good practice in the areas of innovation, the knowledge economy, the environment and risk prevention. €302 million is available for project funding. In addition, the programme provides a wealth of knowledge and advice for regional policy makers. INTERREG IVC is financed by the EU Regional Development Fund. The European Commission has also selected MKW as a fast track project under the Regions for Economic Change Initiative.

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Birmingham, United Kingdom

01

Birmingham City Council
1 Lancaster Circus
Queensway
Birmingham, B4 7DJ

Brainport Eindhoven Region, the Netherlands

02

Brainport Development N.V.
PO BOX 2182
5600 CD Eindhoven
+31 40 751 2424
a.verhaag@brainportdevelopment.nl

Flanders, Belgium

03

Flanders District of Creativity
Diestsevest 76
3000 Leuven
+32 16 24 29 24
peter.bertels@flandersdc.be

Helsinki, Finland

04

Culminatum Innovation Oy Ltd
Tekniikantie 12
FI-02150 Espoo
+358 400 968 189
kauko.huhtinen@culminatum.fi

Kujawsko-Pomorskie, Poland

05

Marshal's Office of Kujawsko-Pomorskie Region
Plac Teatralny 2
87-100 Torun
+48 56 62 18 487
r.modrzewski@kujawsko-pomorskie.pl

Lodzkie Region, Poland

06

Department of Regional Policy
Marshal's Office in Lodz
Al. Piłsudskiego 8
90-051 Lodz
+48 42 663 31 02
monika.urbaniak@lodzkie.pl

Lombardy Region, Italy

07

Innovhub - Stazioni Sperimentali per l'Industria, Special Agency of Milan Chamber of Commerce
Via Camperio, 1
20123 Milan
+39 02 8515 5230
ilaria.bonetti@mi.camcom.it

Navarra, Spain

08

DG Enterprise and Innovation Department of Rural Development, Industry, Employment and Environment Navarra Government
Plaza Tomás Caballero 1
31005 Pamplona
+34 848 427663
rafael.muguerza.eraso@cfnavarra.es

Nord-Pas de Calais, France

09

Nord France Innovation Développement (NFID)
323 Boulevard du Président Hoover
59000 Lille
+33 20 177 226
jmpruvot@nfid.fr

North West, United Kingdom

10

Lancaster University Management School
Bailrigg
Lancaster LA14YX
+44 (0) 1524 510708
m.george@lancaster.ac.uk

Øresund, Sweden

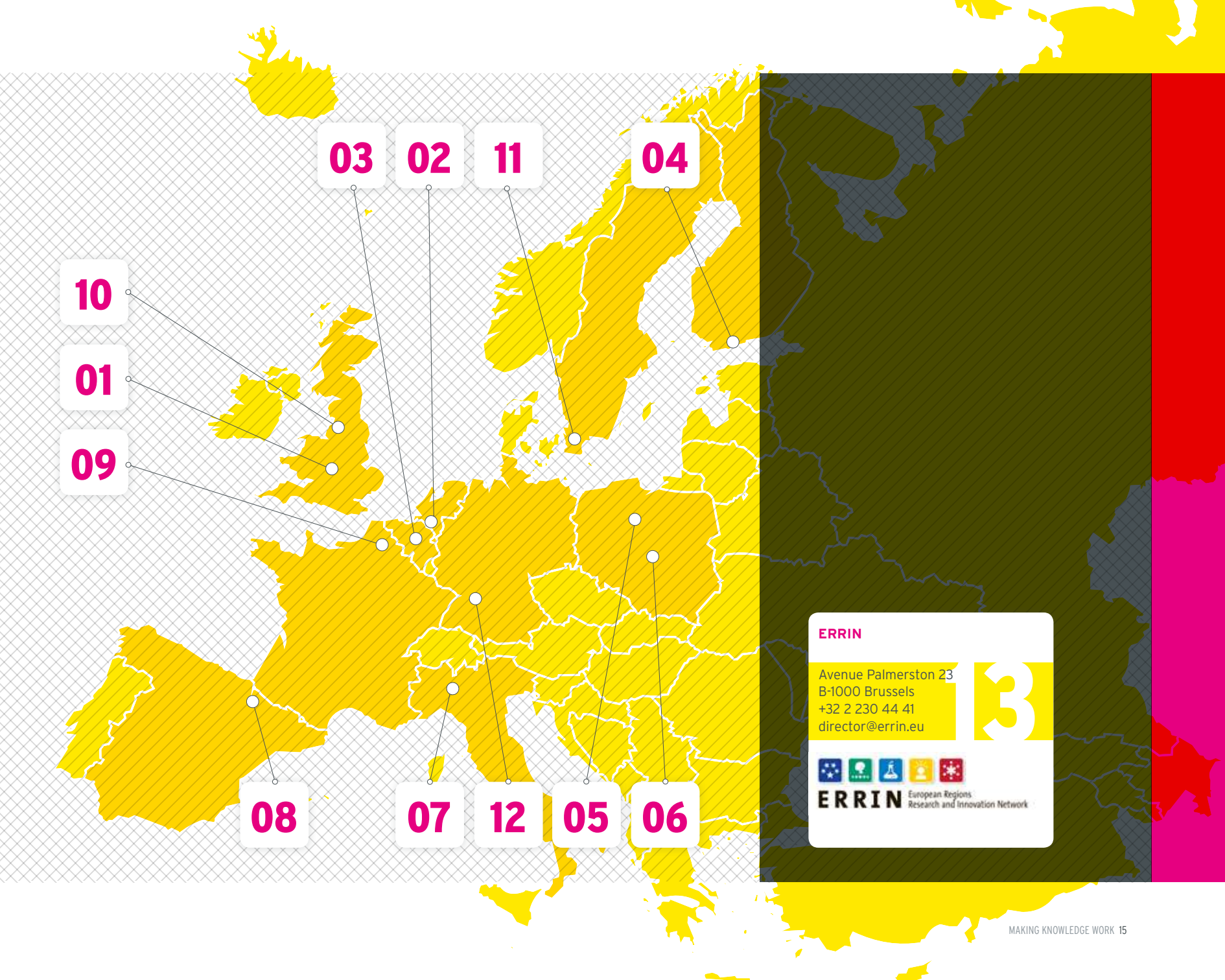
11

Lund University
Box 117
SE - 221 00 Lund
+46 46 222 0000
ulrika.cattermole@luis.lu.se

Stuttgart Region, Germany

12

Stuttgart Region Economic Development Corporation
Stephanie Fleischmann
Friedrichstraße 10
70174 Stuttgart
+49 711 22835 26
stephanie.fleischmann@region-stuttgart.de



ERRIN

Avenue Palmerston 23
B-1000 Brussels
+32 2 230 44 41
director@errin.eu

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ERRIN European Regions Research and Innovation Network

01
Birmingham University

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Project Partners - Birmingham

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Mark Barrow - Strategic Director: Development

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Birmingham Science Park Aston

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Regional Action Plan
Birmingham City Council, United Kingdom

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Scope and context

Research[1] shows that between 2000 and 2007, two-thirds of productivity growth in the UK private sector was the result of innovation. A separate worldwide study[2] confirmed that innovation is central to growth while UK businesses' development and competitive advantage depends on effective knowledge management and the rapid commercialisation of technologies[3].

The West Midlands region underperforms in this compared with the English average and falls into the bottom half of the regions in 12 of the 16 indicators measured. Research highlights the work needed to foster an innovative environment in the West Midlands in order to improve economic prosperity and productivity, improve commercial exploitation, and close the productivity gap. In addition, it is recognised that the West Midlands has a poor record of commercialising innovation. In particular, the region's businesses are investing less in innovation output activities than their counterparts in other regions[4].

Birmingham City Council (BCC) has a strategic role in implementing regional and City Council policies which promote the knowledge economy, transfer best practice and support a network of agencies. One of the priorities of the Birmingham City Council Plan 2010 is to 'succeed economically' with a key outcome being to ensure that innovation and business enterprise are stimulated and supported. BCC works with both academic (University of Birmingham, Aston University, Birmingham City University) and specialist knowledge management agencies (Central Technology Belt, Birmingham Science Park Aston, Service Birmingham and Digital Birmingham). A range of knowledge-based programmes are delivered from R&D to 'close to market' initiatives, such as the Index Scheme. BCC plays an instrumental role in commercialising knowledge.

1 NESTA Innovation Index 2009
2 OECD Innovation Strategy: Getting a Head Start on Tomorrow
3 Concept to commercialisation, Technology Strategy Board
4 Measuring Regional Innovation, West Midlands Regional Observatory

2.0

Project 1 The Innovation Engine

WHAT

The Innovation Engine (IE) is an open, secure and active innovation management service that enables local businesses to exploit their Intellectual Property and allows global businesses to access the best local ideas, knowledge and innovation, thereby boosting the local economy. This system will develop links with West Midlands Hive and Find It In Birmingham to provide a more integrated offering.

The IE is inspired by the INNOSCOPE tool developed in 2002 by Nord France Innovation Développement (NFID), the Nord-Pas de Calais' regional innovation agency. INNOSCOPE is an analytical tool based on financial data which, in cooperation with a university research laboratory, allows innovative companies to be identified. With the help of the tool, it becomes easy to identify innovative SMEs, i.e. those which could receive public funding for the development of innovative projects. Today, one in three SMEs identified using INNOSCOPE is in fact potentially interested in developing innovative projects.

It was interesting to see a tool that embraced organisations in the area, but we noted it was a measure of potential for further innovation rather than a driver of current innovation. It inspired us to use the concept to design a tool that would drive SMEs and corporate, research and academic organisations to communicate, connect and commercialise within the Birmingham metropolitan region.

WHY

The Innovation Engine (IE) aims to exploit ideas to foster smart sustainable growth. A large body of inventions, ideas and skills capable of creating high added value lie unexploited in universities, businesses, governmental and non-governmental organisations. This proposal will deliver a mechanism for connecting ideas with a wide range of organisations capable of commercialisation.

PROJECT OBJECTIVES

The project's objectives were:

- To involve 1,090 businesses, including 720 SMEs, which generated 166,850 online hits from companies, dealt with 33,370 initial enquiries, 6,674 validated enquiries and 667 follow up interchanges, resulting in tangible commercial benefit to 333 companies.
- To create a shop window for the innovation generators from universities and SMEs to showcase their ideas to a wide commercial audience accessed by, and linked to, global innovation and business advice networks.
- To provide a network hub generated through social networking interest around innovation, where innovative ideas and competitive-minded businesses can be linked in complete confidentiality.

As a direct result of participating in the MKW project, Birmingham Science Park Aston has adopted technologies, processes and frameworks that are helping the entrepreneurs and innovative companies associated with the Park to be more efficient and prosperous.

HOW

By providing an easily accessible information system for businesses for locating the relevant competencies and innovative concepts within participating Higher Education Institutions (HEIs) and companies. By enabling innovators to showcase their ideas by setting up a secure innovation hub linked to more widely established innovation networks and services where new ideas and businesses can be linked to more widely established innovation networks and services. The role of the knowledge brokers will be to act as an interface between SMEs and the Innovation Engine, thereby giving SMEs a more interactive approach to intellectual property and connections with larger companies.

WHO

Involved partners: Birmingham City Council, Birmingham Science Park Aston, University of Birmingham, Birmingham City University, Innovation XChange and Birmingham Science City.

Who will benefit: SMEs, Higher Education Institutions, local businesses and science parks. In the longer term, the regional economy. ›

WHERE AND WHEN

Development, design, management etc., will be between Birmingham-based partners in a specific location.

The IE will be launched when funding is secured.

FUNDING

Funding to support the delivery of the project has applied for 50% private funding to match the ERDF call from AWM, the Regional Development Agency. The closing date for outline proposals was 24th June 2011. The private sector matching funding will be supported through project partners: Birmingham City Council, Birmingham Science Park Aston, Innovation X Change, University of Birmingham and Birmingham City University.

Results from the panel in July confirmed that our application for funding from the ERDF was unsuccessful. We are now looking at future funding opportunities when they arise. At present there are none available to support this project in the near future.

The project will be developed into a self-funding model via a tiered membership scheme providing connections between SMEs, large companies and educational institutions. Informal peer group networks and specific interest groups will also be set up to address common goals and enhance supply chain capability, in environmental performance, the automotive sector etc.

"Opinion formers and economic agencies such as civic leaders, business and research organisations recognise the need for mechanisms that encourage and stimulate the innovation pipeline. The Innovation Engine directly addresses these issues and will become an important driver of commercialising innovation in the region."

STRATEGIC FIT

The project is a good match with three of the West Midlands Operational Programme's priorities: 'promoting innovation', 'improving business performance' and 'developing a stronger entrepreneurial culture'.

The programme supports the Local Enterprise Partnership (LEP) strategy with its vision of creating and supporting a globally competitive knowledge economy, and becoming a global leader in innovation enterprise. Furthermore, the project endorses the LEP strategy of creating a culture and climate where innovation and enterprise can thrive and prosper.

The programme also supports the Birmingham City Council Plan and its 'succeed economically' theme, by working with partners to improve economic prosperity. The Birmingham City Council Economic Strategy - key area 3 is 'Fostering Business Development and Diversification'. Sub section 3.2, 'innovation and creativity's strategic objective' is to encourage business innovation and accelerate the conversion of technological progress into new commercial opportunities.

STRATEGIC ADDED VALUE

The system is organised into four sections and has the following benefits:

- A satellite vault which will increase partnership working. This is an up-to-date, high-quality database of ideas, confidential to the university or organisation. The database collects data about business interest from the website, which it then correlates with the innovations or ideas. Satellite domains will be available to universities and HEIs, research institutes, science parks and any organisation where ideas need disseminating, such as Birmingham City Council.
- A Master Vault forming a Secure Hub for a regional network, allowing networking outside the region. Several satellites link together around a central hub (the master vault) where individual satellite data about any company's needs can be matched to ideas available throughout the entire network. Once matched, the business

needs and innovations or ideas are then sent to the relevant satellite.

- A satellite website operating as an open portal for increased awareness and a climate of innovation: a free open-access website area where businesses can view the innovative ideas in the region and innovators get a chance to showcase their ideas.
- A series of links will enhance the web offerings of the institutions concerned to improve networking. These will strengthen the current infrastructures of Find It In Birmingham and West Midlands Hive, as well as links with European systems, e.g. INNOSCOPE in Lille.

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Project 2
Public Procurement

WHAT

Public procurement is big business. In the European Union, it represents over 17% of gross domestic product, or €2 trillion a year. However, some people claim that traditional operating methods leave much of the market's innovation potential under used. Authorities in the Helsinki region have created the 'Public Procurement for Innovation' programme to develop the expertise, methods and operating culture needed to find innovative public procurement solutions as part of Finland's National Innovation Strategy.

WHO

Birmingham City Council, in partnership with Birmingham Science City, is leading the development of the transfer of 'Public Procurement' best practice from the MKW project. Birmingham Science City is a regional partnership which develops and uses science and technology to improve the prosperity and quality of life in the West Midlands. Together, BCC and Science City formed a local steering group that decided to develop the idea of improving procurement as a stimulus for innovation in the region.

The involvement of the Innovation Exchange (IXC) with the MKW project has given us a unique insight into the requirements of SMEs in a low-growth, economically challenged urban area. It has also shown us the how they can benefit from intervention by a local authority which has learned best practices from European partners.

The Birmingham steering group comprises representatives from the City Council, Birmingham Science City, University of Aston, Birmingham Science Park – Aston and the University of Birmingham.

HOW: INTEGRATION INTO THE REGIONAL FRAMEWORK

Although the steering group recognises the importance of changing procurement processes, the reality can be challenging. This is because of the entrenched culture of risk-aversion amongst public sector procurers and the climate of austerity which makes it difficult to bridge the cost gap between buying what we have always bought and buying innovation. In consultation with procurement officers at Birmingham City Council, a number of changes, interventions or policy shifts need to occur in Birmingham for change to happen. These include:

- Nomination of a senior champion to help change the culture in service areas of risk aversion i.e. buying what we know.
- Funding is needed to remove the issue of additional complexity and risk-management involved in procuring innovation.
- A network and staff resources need

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to be available to identify, consider and prioritise opportunities (this is the area that is best developed through Science City). This group needs to bring together the complementary skills of procurement, technology expertise, economists and regeneration. Currently, we are working with partners to try and develop a consortium around the future procurement of low carbon vehicles. This will initially be a feasibility study, but will also evaluate the potential benefits of collective procurement.

- Establishing a pre-commercial procurement demonstrator project to illustrate some of the benefits of the process to procurers and other Council officials, such as those in finance, budget holders etc.

FUNDING

Using potential future funding sources to try and deliver a more ambitious procurement activity, like the FP7 call due in July 2012 concerning pre-commercial procurement. The aim would be that the funding will alleviate some of the fears about the risks involved in buying technology that has not yet been developed or proven.

Should we be unable to access European funding, we will then look at some of the best practices that we might be able to implement on a smaller scale at BCC or through working with procurement leads across our newly formed Local Enterprise Partnership. For example, Tekes focuses on the cultural/behavioural aspects of moving towards more innovative procurement.
This is mainly centred on actions to raise awareness about the potential innovation impact of public procurement.

WHEN: IMPLEMENTATION SCHEDULE

- It is likely that we will bid for transnational funds in the current Framework Programme. Other activity is likely to take place in a more ad hoc way, as and when funding opportunities present themselves.
- The work we are doing with local partners on the feasibility study about low carbon vehicles was due to be completed in May 2011.
- Birmingham Science City will continue with its quarterly meetings about public procurement as a stimulus for innovation to try and identify new opportunities/funding opportunities.

EXPECTED IMPACT

The impacts vary according to the period over which implementation is viewed. If we manage to implement a small procurement of electric vehicles following the work of Sustainability West Midlands, this will have small overall impact but will begin to demonstrate how outcome-based or forward commitment procurement might work in the future. Currently, pre-commercial procurement is probably more of a 'leap of faith' for many procurers, but hopefully we will be able to stimulate this work further by applying for project funding.

In the short-term, we are likely to have a 'case study' or project approach to using procurement to stimulate innovation. However, a critical mass of projects or initiatives may enable us to build something close to a strategic approach to procuring innovation over the long term. However, these are difficult times in government (both local and national) in the UK, and the austerity measures could compound risk-aversion
in the immediate future.
The Birmingham Science City Working Group on stimulating innovation through public procurement will remain an important collective during this period.

Ultimately, our aim would be for BCC to be a critical player in stimulating Higher Education and innovative local companies to provide solutions which enable us to meet our strategic ambitions. The spin-off from this would be wealth creation and improvement of quality of life in the City.
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01

Best Practice

Birmingham City Council, United Kingdom

PARTNER

Birmingham City Council

CONTACT

GARY GOULD
Birmingham Science Park
Aston Faraday Wharf
Hold Street
Birmingham B7 4BB
United Kingdom

+44 121 250 3513
garyg@bsp-a.com

Birmingham Science Park Aston

An incubator of companies for future entrepreneurs

With the knowledge economy crucial to moving the economy out of recession, the Birmingham Science Park Aston (BSPA) has redirected its strategy to place renewed emphasis on backing young technology entrepreneurs.

Launched in late 2009, the Entrepreneurs for the Future incubator facility is supporting 26 IT companies in fields ranging from audio and video streaming, to medical technology and digital advertising.

If they pass the selection process, the young entrepreneurs are given business support, mentoring, access to finance and six-months free accommodation at the BSPA site in the heart of Birmingham. "We take a risk if we think that a business truly does have potential," says project manager Hugo Russell. "Hopefully, they'll end up growing so they take space in the facilities here and grow for the region".

Set up in 1982, BSPA quickly developed into one of Britain's p remier science parks and is now seeking a new direction to promote the knowledge economy as an engine of regional economic regeneration. Another new initiative is Science Park Without Walls, which aims to build links with companies well beyond the region.

Overall, BSPA accommodates over 70 businesses on its 8 hectare site and is working on a long-term plan for its projects running up to 2020, with more property development taking place at the site over the next 2-5 years. The project is based on creating private sector income and becoming self-sufficient. BSPA believes it can become a model for other regions and is keen to work with other MKW partners.
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01
Skyline of Eindhoven by night

02
Design in Strijp-S Brainport Eindhoven Region

03
Future cooking

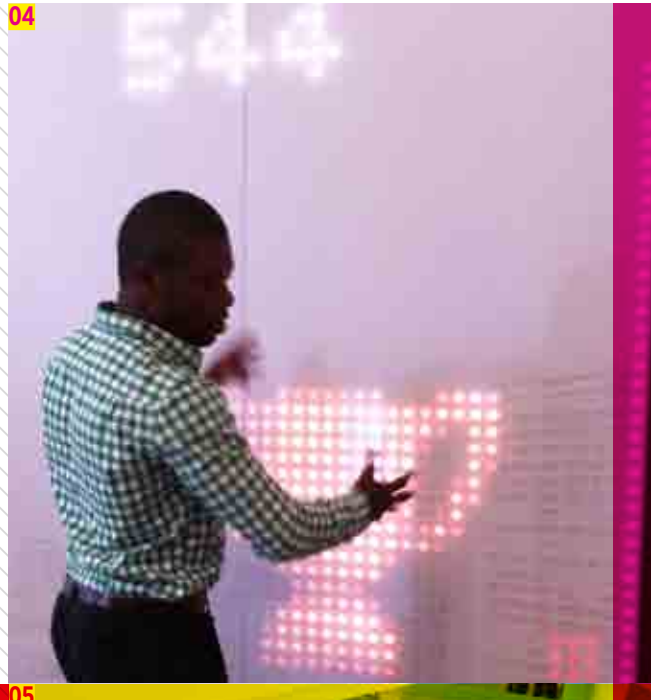
04
Making fun during fact-finding-mission at Creative Conversion Factory Eindhoven

05
It is the people that makes knowledge work

02

Regional Action Plan

Brainport Eindhoven Region, the Netherlands



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Scope and context

MKW analyses and transfers successful activities that stimulate the take up and commercialisation of innovative ideas and R&D results. Brainport Development and a wide range of other regional stakeholders have taken a close look at good practices in other European regions in the field of 'bridging the innovation gap'. Based on detailed information exchange between MKW partners, three best practices (innovative public procurement, smart SME support tools, and proof of concept fund and entrepeneurship) have been selected which closely match the ambitions of the Brainport Eindhoven region's Brainport 2020 Agenda, as well as provincial and national policies. The lessons learned have been transferred into this action plan for the Eindhoven region in the Netherlands.

1.1

Brainport 2020 Agenda

Brainport 2020 is a vision and strategy, as well as a tangible implementation programme, for the Brainport Eindhoven region within the context of the south-eastern part of the Netherlands. The Brainport 2020 Agenda comprises a cohesive and comprehensive vision of Brainport in parallel with the Dutch airport (Amsterdam region) and seaport (Rotterdam region) visions. It also has focus on cross-border links to Flanders and Nordrhein-Westfalen on the Southeast Netherlands level, with the Brainport Eindhoven region as its pivot." The Dutch Cabinet wants to make the Dutch economy one of the world's top five economies and has therefore opted to focus on top sectors. High Tech Systems & Materials, Chemical Engineering & Chemistry and Agro-food are all substantial contributors to the Dutch economy. These three sectors account for 68% of all private spending on research and development, and together make up almost half of all Dutch exports, the engine of the country's economic growth. World players, multinationals and small and medium sized enterprises with strong export positions in these sectors are located in Southeast Netherlands. Looking at top regions around the world with a similar business and technology profile, a European top three spot and world top ten ranking can be reached for the Southeast Netherlands. But to achieve this, specific activities and investments are necessary. These are outlined in the Brainport 2020 Agenda "Top Economy, Smart Society". Key ambitions expressed in the Brainport 2020 programme are:

- In 2020 Southeast Netherlands will be one of the top three European top technology regions and in the top ten on a global scale.
- Economic growth in Southeast Netherlands of around 3% is double our country's average.
- The industrial base in Southeast Netherlands is taking advantage of opportunities for growth, with its annual share of gross national product rising by €40 billion to a total of €136 billion.
- The implementation of three field labs of world renown are acting as an incubator for innovative solutions in the fields of home care, mobility and sustainable buildings.
- Southeast Netherlands will be heading for near full employment. Every talent will be used, from clever skilled workers to highly educated knowledge workers.

The programme describes crucial short and long term measures in the fields of people (job market), technology (R&D / design), business, basics (quality of the living environment and infrastructure), governance and international cooperation.

What the MKW people share are their imagination, drive and determination, making them passionate about taking innovation to the next level. Good practices are only as good as the people who make them work.

Ton van Lier, former MKW Project Manager (now working at the Municipality of Helmond).

1.2

Province of Brabant Agenda

The Brainport Eindhoven region is located in the province of Brabant. The mission of the provincial Brabant Agenda is to create an excellent environment for economic and social development aiming for a high quality of life and, through this, to achieve an innovative and globally competitive region. The priorities of the province of Brabant emphasise the need for 'smart connections' between social demands and economic potential, between regional-national-European agendas and between triple-helix-stakeholders. ›

The Brabant priorities include:

- Strengthening entrepreneurship (SMEs), innovation and valorisation
- Creating continuity between jobs, knowledge and business locations / campus areas
- Fostering international growth, investments and cooperation.

Innovative public procurement, smart SME support tools, and measures to bridge the innovation gap are supported within the Brainport 2020 and provincial Agenda.

2.0

Project 1
Innovative Public Procurement

WHAT

The Brainport Eindhoven region needs more market-focused start-up companies and rapid, innovative growers. This requires additional capital for promising companies in every phase of their development.

The public sector can take an important decision in this by purchasing innovative products as (launching) customers. Integrating innovation and public procurement policies can accelerate this process. The Innovative Public Procurement (IPP) practices from Culminatum Innovation, Helsinki Region (Finland) are an important input for taking public sector purchasing of innovative products to the next level, fitting into Brainport 2020's and the Brabant Agenda's IPP ambitions. The Helsinki region has created Public Procurement for Innovation to develop the expertise, methods and operating culture needed. The Brainport Eindhoven region can learn the following lessons from this good practice:

- The Finnish **thematic approach** of Innovative Public Procurement, such as in the field of housing, sustainability concepts and health issues.
- Innovative PP is **stimulated at several levels**, such as at municipal level, at Helsinki regional level and at a national level through TEKES (the Finnish Funding Agency for Technology & Innovation).
- Early **stakeholder involvement:** in Finland the demand side is involved at a very early stage and further on throughout the complete procurement process.

In this regard, Brainport Development organised a conference on June 30th 2011 called 'Innovative purchasing: the opportunity!' in cooperation with the Dutch Ministry of Economic Affairs and Innovation and with Pianoo (the Dutch Public Procurement Expertise Centre). Finnish public procurement good practices were showcased and discussed. Furthermore in 2011, Mr Henk Brink, Economic Affairs Alderman in the municipality of Eindhoven, was assigned as a member of the National Network of IPP Ambassadors and the SBIR (Small Business and Innovation Research) programme.

WHY

Reasons to implement this good practice:

- Innovative public procurement is an EU, national and regional priority for the next years (alignment in all levels is needed)
- The Dutch public sector spends € 60-70 billion per year on products, services, buildings and infrastructure. The public sector should take the lead in acting as a modern customer by buying innovative products and services and stimulating the innovative power of Dutch companies
- Contribute to the establishment of the Innovative Public Procurement

Open innovation is learning from people who get things going in environments different from those you are used to.

Pieter de Bock, Innovation Lab, Eindhoven Technical University.

ambitions within the Brainport 2020 Agenda
- Combine and mutually strengthen regional and local innovation and public procurement policy objectives

HOW AND WHEN

Foreseen action plan to implement this good practice:
- Create awareness and roll out the IPP approach in local and regional policies from 2012 onwards
- Strengthen the IPP cooperation with the national SBIR programme and Pianoo (Dutch Public Procurement Expertise Centre)
- Embark on European projects in the field of Innovative Public Procurement, e.g. within the current Framework programme (FP8) and/or the Competitiveness and Innovation Programme (CIP), and the 'Horizon 2020', the future integrated funding system that will cover all EU research and innovation funding
- Project development within local, regional, national and ERDF IPP tenders (2012-2020)
- Implementation of running IPP projects such as the Brainport Health Innovation PCP project 'Silver' on Robotics (2011-2013).

FINANCING

We are looking for finance for our IPP-ambitions from regional, national and European funds. Estimate of finance required: €300,000 (2012) and some mln € each year from 2013-2020. Integration of approach in existing PP funds.

WHO

The following stakeholders will be involved in the foreseen implementation of this good practice:
- Province of Brabant
- Brainport Development
- City of Eindhoven
- City of Helmond
- The city region Eindhoven SRE (intermunicipal co-operative union)
- Pianoo (Dutch Public Procurement Expertise Centre)
- Dutch Ministry of Economic Affairs, Agriculture and Innovation (SBIR programme)
- EU partner regions such as Stuttgart, Birmingham and Helsinki

3.0

Project 2
Toolkit for identifying and monitoring innovative SMEs

WHAT

The Brainport Eindhoven region and intermediary organisations within the province of Brabant need clever support tools to identify and monitor innovative SMEs. One tool which can meet this need is Innoscope, the MKW good practice from Nord France Innovation Développement, Lille (France). This online mapping tool based on data at firm level helps to identify and monitor innovative SMEs and has the potential to improve the existing SME toolkit portfolio used in the region by SME facilitator Syntens, amongst others. The Syntens Innovation Centre contributes to the growth of the Dutch economy by stimulating innovation in SMEs.

Together with the regional Chambers of Commerce, Syntens raises awareness amongst SMEs of their options for innovation and helps them to take definite steps that lead to tangible results. The Brainport Eindhoven region can learn the following lessons from the Innoscope good practice:
- This tool **increases the effectiveness of SME support**, as it gives a thorough insight into the opportunities for different companies
- Innoscope is not a standalone monitoring tool, but it is embedded in **a customer relation management system** with company related information. This allows optimum use of available data
- The quality of the data is ensured by the **involvement of all relevant stakeholders:** everybody has to enter applicable data. A unique penalty system motivates all parties

WHY

Reasons to implement this good practice:
- Increase the effectiveness and

›

efficiency of SME support in the Brainport Eindhoven region and within SME facilitator Syntens
- Raise the quality of data monitoring of regional SME innovation policies
- Raise the intelligence for new economic policies and strategies
- Long-term: stimulate structural multiple use of SME toolkits and customer relation management through stronger cooperation of regional innovation intermediaries

HOW AND WHEN

Foreseen action plan to implement this good practice:
- Innoscope pilot within the Brainport Eindhoven Region for 100 to 500 SMEs, for example (2012: pilot planning and set-up, execution of pilot)
- Roll-out a look-a-like Innoscope tool (after successful pilot, 2012-2013) into SME advice activities within Brainport Development and Incubator 3+ (monitoring the development of start-ups and fast growth companies, link to national valorisation programmes) and into the SME toolkit from SME facilitator Syntens
- Roll-out a common SME toolkit within the ecosystem of SME innovation intermediaries in the province of Brabant (2012 onwards)

FINANCING

We are looking for finance for Innoscope ambitions from regional (2012: REAP, Regional Economic Action Programme), national and European funds. Estimate of finance required: €100,000 (2012) and €2,000,000 (2013-2020).

WHO

The following stakeholders will be involved in the foreseen implementation of this good practice:
- Brainport Development
- SME facilitator Syntens and the Chamber of Commerce Brabant
- Province of Brabant
- Other SME innovation intermediaries (such as NL Agency, BOM, TU/e Innovation Lab, REWIN, etc.) and Tilburg School of Economics and Management of Tilburg University

4.0

Project 3
Proof of Concept and entrepreneurship

WHAT

The Brainport region aims to develop and attract both domestic and foreign engineering and entrepreneurial talent. The approach of the Mobile Heights Business Centre good practice will be a good addition to the practices already in place in the region: matching entrepeneurs with new ideas and valorize idle IPR. The Mobile Heights Business Centre (MHBC, Sweden) was launched in 2009 as a cluster organisation linking business, academia and regional government. The vision was to establish Mobile Heights as the world's first ecosystem based on open innovation in mobile communications. The success of MHBC has given inspiration to linking entrepreneurship for creating new start-ups, university spin offs and helping fast growth companies. The Brainport Eindhoven region can learn the following lessons from this good practice:
- **Matching the right entrepeneurs** to the right new technologies and/or intellectual property rights to create new business start-ups
- **Specific working methods with entrepreneurs** increases the chances of success. Special features include a combination of management tools, intensive matching and learning process and the involvement of experienced entrepeneurs in a start-up community
- The MHBC, Aalto Design Factory (Helsinki) and Creative Conversion Factory (Brainport) initiatives all encounter the same gap: bridging the 'proof of concept/relevance' phase. Lessons learned can be incorporated in future instruments to **bridge the innovation gap**.

WHY

Matching the right entrepreneurs to the right ideas will contribute to achieving the ambitions of the Brainport 2020 programme. However, the gap in financing of the 'proof of

concept/relevance' phase needs to be overcome in order to make any entrepreneurial project successful. Financing the whole innovation cycle is clearly a problem encountered by start-ups and fast-growing firms. This applies especially to financing the early stage of business development, with gaps existing between the different types of funds and with some funds lacking sufficient volume. In the European arena, it is strongly believed nowadays that using financial engineering instruments, funded by the future Common Strategic Framework for EU Research and Innovation and/or future Structural Funds or managed by the EU Investment Bank and EU Investment Fund for example, are part of the solution to this problem. Especially at a time of limited public funds available, as these financial engineering instruments are thought to evolve into revolving funds. Within the Brainport Eindhoven region, the Eindhoven Technical University (TU/e) is working hard to develop a 'proof of concept/relevance fund' (PoCF). The Innovation Lab (Technology Transfer Office) of TU/e is exploring the possibilities for such a fund in regional, national and European arenas, working with other stakeholders (universities, agencies, local government, etc.) from inside and outside the Eindhoven region, as well as from the Aachen, Leuven and other European regions.

HOW AND WHEN

Foreseen action plan to implement this good practice:

- Set up a Proof of Concept/Relevance Fund project (contents, consortium, finances, 2011-2012) including lessons learned from Mobile Heights Business Centre
- If feasible, develop large scale Proof of Concept Fund in cooperation with the Joint Technical Secretariat for new Structural Funds budgeting period (2014-2020)
- Link up to EU financial engineering support schemes like JEREMIE and/or INTERREG (forthcoming period)

FINANCING

The TU/e is looking for additional finance for PoCF ambitions from regional, national and European funds for forthcoming years.
Estimate of finance required: to be determined (~ some million € a year).

WHO

The following stakeholders will be involved in the foreseen implementation of this good practice:

- TU/e Innovation Lab
- International Technology Transfer Offices at RWTH Aachen and University of Leuven amongst others
- Brainport Development
- Province of Brabant
- National intermediary Technopartner

□

The Making Knowledge Work project is a shop window which showcases ways of speeding up innovation. Our region is eager to adopt some of these European best practices.

Piet Boomsma, Policy Advisor Economy and Innovation, Province of Brabant.

02
Best Practice
Brainport, The Netherlands

PARTNER

Brainport Development N.V.,
Brainport Eindhoven Region

CONTACT

ANNE VERHAAG - VAN NULAND
PO BOX 2182, 5600 CD Eindhoven
The Netherlands

+31 40 751 2424
a.verhaag@brainportdevelopment.nl

Creative Conversion Factory

Turning promising ideas into brilliant products

From intelligent building blocks and wall panels that buzz, glow and flicker with light to give kids a whole new concept of interactive games, to a navigation system that allows visitors to find their way around labyrinthine modern buildings, the Creative Conversion Factory (CCF) in Eindhoven is an incubator for turning promising ideas into smart and marketable new products.

The CCF was set up in 2007 by Brainport Eindhoven in conjunction with Philips Design, Philips Research, the Eindhoven University of Technology and a number of other research, design and business partners. The concept sprang from the growing realisation that too many potentially good, innovative ideas lay unused because of a lack of expertise or no direct fit with the business interests of a patent owner. Through the CCF, ideas can be examined for potential and then put through business development and matchmaking processes with partners who are likely to take the concept to market.
A prime example was the Intelligent Playground which drew on an idea from two students at the Eindhoven University of Technology of creating interactive games for kids using colours and sounds to get them playing in the physical world as an alternative to computer games.
The students were given coaching in business practices and their idea was combined with others lying in Philips' archives. They were then put in touch with Korein, a company that runs 80 day-care centres around the southern Netherlands, and a group of businessmen who were interested in marketing the games under the NYOYN (pronounced 'Enjoy'en') brand. "It was a perfect timing, they got off to a flying start with the stuff we had been working on," says Hans Robertus, creative director of Brainport Eindhoven. "The business is doing well nowadays... and nothing would have happened if those plans were still lying in the archives."

The CCF was set up with €900,000 from public funding. In the future, the CCF will merge with the technostarter programme set up by the Innovation Lab of the Eindhoven University of Technology to support students who want to turn ideas into businesses. □

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01
Bar d'Office, Flanders DC's network of coworking spaces in Flanders

02
Flanders Institute of Biotechnology
© VIB, Valerie Clarysse

03
Flanders District of Creativity makes creativity happen in Flanders

04
GPS brainstorming kit, one of the free tools developed by Flanders DC

05
Flanders Institute of Biotechnology, one of the strategic research centres in Flanders

03

Regional Action Plan
Flanders DC, Belgium

04

05

The Flanders Region is happy to have been involved in the Making Knowledge Work (MKW) project. During 12 fact-finding missions and follow-ups, we were able to exchange experiences with all our partners in all the partner regions across Europe.

These fruitful discussions confirmed the value of several ideas and best practices in Flanders. The best practices in the MKW project provided valuable input for Flemish stakeholders and our brainstorming session about future common projects.

1.0

Broader scope and context: Flanders in Action

This Regional Action Plan needs to be read in conjunction with the 'Flanders in Action' project (ViA 2020), launched by the Flemish Government. On 20th January 2009, the new Pact 2020 was presented to stakeholders in Hasselt.
In this ambitious plan, Flanders is looking ahead to 2020 and aiming to take up a leading position as one of Europe's best-performing regions. An ambitious goal, yet one that can be attained if the Flemish community can bring all of its considerable assets to bear on this endeavour.

For that reason, Flanders in Action is focused on breakthrough activities. Such an action plan requires much more than just a slow improvement or a few percentage points of growth. It points to an evolution that fundamentally alters the Flemish landscape and Flemish society. In addition, it is also the fastest way to the head of the European peloton.

Breakthroughs are not achieved by taking ordinary measures. Breakthroughs demand dramatic action that will really make a difference, strengthen the Flemish economy and its society in a number of crucial respects, and breathe new life into it. The authorities, industry, society, and citizens must all roll up their sleeves and get to work to implement the following seven crucial breakthroughs in the following areas:

- The open entrepreneur
- Flanders learning society
- Innovation centre Flanders
- Green and dynamic urban region
- Europe's smart hub
- Caring society
- Decisive governance

The ultimate goal is not yet within reach, but the road towards it is already clearly marked. Together with all relevant stakeholder organisations, the Flemish Government is turning this challenging vision into feasible actions that bear tangible results.

2.0

Stakeholders

Flanders DC assembled a group of 24 people from the most relevant stakeholder organisations in the triple helix model. They attended some of the fact-finding missions and follow-ups. This group was split between the three components - government (6), education (12) and companies (6) and consisted of, among others, people from Vlerick Leuven-Gent Management School, the IBBT research centre, Lessius University College, Industrial Design Centre, HoWest, Flanders Drive, Strategische Projectenorganisatie Kempen, Flanders DC, UNIZO (the association of SMEs in Flanders), VOKA (the Flemish Chambers of Commerce), Enterprise Flanders Agency (Agentschap Ondernemen) and representatives of the Flemish Government...

Flanders DC invited this stakeholder group to an intensive session about the best practices presented in the fact-finding missions and follow-ups. Best practices were discussed and compared with similar projects or approaches in Flanders. This discussion was the starting point for the brainstorming session which eventually led us to the specific projects presented in this action plan.

The stakeholder group identified three major items that can be improved in Flanders. We need more and better start-ups, and we need to make the entrepreneurial spirit an integral part of the Flemish education system. A third item that cropped up is creativity. In general terms, we need to stimulate creative entrepreneurship. Creativity allows us to find new solutions and identify new opportunities. The projects selected for this MKW regional action plan fit perfectly into the broader vision of Flanders Region. They contribute to the 'open entrepreneur', the 'Flemish learning society', 'Innovation centre Flanders' and 'Green and dynamic urban region'.

3.0

Creative Incubator

WHAT

The Creative Incubator is a platform which brings together the innovative power of businesses, government, knowledge institutions, the creative industries and the social sector. The Creative Incubator's goal is to create new and sustainable economic and societal development based on the urgent and complex questions that our society faces. The involvement of the creative industries will help the incubator to break with conventional solutions and to come up with creative, sustainable alternatives with both economic and societal benefits.

WHO

The initiative will be started by the Provinciale Hogeschool Limburg (PHL) and Creazy (creative innovation company). The Creative Incubator will be hosted at C-Mine, the creative hub in the city of Genk in the province of Limburg.

PHL and Creazy are now looking for other partners who can actively support the Creative Incubator. Possible future partners will be found within the traditional triple helix as well as in public sectors (healthcare, mobility, environment). PHL and Creazy call this group the quadruple helix.

The Flanders District of Creativity supports the idea of starting Creative Incubators. Other partners who were also enthusiastic about this idea are the Limburgse Reconversie Maatschappij (a regional investment fund), UNIZO (the association of SMEs in Flanders), VOKA (the Flemish Chambers of Commerce), the Business Angels Network Flanders, Enterprise Flanders Agency (Agentschap Ondernemen) and the Innovation Agency of the Flemish Government (IWT), as well as major industrial players like Belgacom, Philips, Canon and Ford.

HOW

Central to the concept of the Creative Incubator is the Creative Innovation Lab, from which creative and sustainable solutions will emerge. Ideas, concepts and/or research questions will follow a 6-month path through the innovation lab. This path involves 4 steps:

- BrainBath
- Ingredients Room
- Bubbling Zone
- Spin out/off class

The initial ideas and concepts grow into start-ups as they progress through the four phases of the Creative Innovation Lab. This process is strongly supported by specific courses at the supporting universities and university colleges and by the partnering knowledge institutions.

After the 6-month period, the most promising start-ups are spun-out and given further support in the Incubator. Ideas that did not lead to a promising start-up receive no further support. However, these ideas will be stored on an open innovation platform, where they can be picked up by anyone who has good ideas about ways to develop them further.

The Creative Incubator has several sources for initial ideas and concepts:

- Entrepreneurs can come to the Incubator with an idea
- Partner companies can spin-out some of their unused ideas to the Incubator

- Government, society and non-profit organisations can put research questions into the Incubator

WHEN
If funding is found, the Creative Incubator will start in September 2012.

FINANCING
The Creative Incubator needs some start-up funding for the first two to three years. The founding fathers of the Creative Incubator, PHL and Creazy, are looking for financial support from a European project and/or Flanders regional funds.

After the initial period, the Creative Incubator's business model should be financially sustainable via contributions from the partner institutions, companies and (for a very small amount) from participating students/entrepreneurs.

LINK
The Creative Incubator was inspired by the Creative Conversion Factory (Brainport, Eindhoven) and Mobile Heights Business Centre (Lund, Sweden). The Creative Conversion Factory has shown that it is possible for companies to commercialise their unused patents on a platform which creates new start-ups. Mobile Heights Business Centre was also an inspiring example. MHBC is similar to the Creative Incubator in the sense that it starts with the student/entrepreneur and not just with the ideas (as in the Creative Conversion Factory).

4.0
Practice Enterprise

WHAT
Practice Enterprise is a new educational concept for learning how to practise professional activities in higher education, developed by Lessius University College Mechelen. The concept started from a simple question. How can higher education institutions integrate real life professional contexts to as large an extent as possible within their training courses? This was the basic question for a research project that came up with the idea of full Practice Enterprise.

A Practice Enterprise is a company (organisation) that forms an integral part of an educational institution. It is run by students and lecturers, and functions as a learning environment. The Practice Enterprise is a permanent unit, independent of students entering or leaving it. The Practice Enterprise supplies real products and/or services to customers. The students perform a full range of relevant typical professional activities. This means that the professional world is actively involved in education. The educational institution has the final responsibility for the quality of the work and the education.

Several course-specific Practice Enterprises are currently operating at Lessius University College and at partners abroad. Further research will measure and monitor some of the important effects detected by the research group during the implementation of Practice Enterprise:
- the improved quality of students' skills
- intrinsic entrepreneurship, increased rather than decreased motivation to learn is a reality
- companies and entrepreneurs have a positive response to these 'newly and differently' educated young professionals
- organising multi-campus education is a logical next step for educational institutions as an interdisciplinary approach is the cornerstone of a full Practice Enterprise approach.

WHO
Practice Enterprise is a two-year research and development project led by Lessius University College Mechelen, together with Katho-Hantal Kortrijk and Katholieke Hogeschool Kempen.

HOW
Practice Enterprise is a new teaching concept which is easy to implement.

Educational courses can choose to start a gradual transition process, working towards a fully-fledged Practice Enterprise.

The Practice Enterprise simulates the professional context during the course. The concept builds further on familiar formats such as student companies, college companies, in-company projects, work placements etc. but aims to go several steps further in that it offers 100% real-life experience.

WHEN

Today, four course-specific Practice Enterprises are currently operating as described above. They are Interior and Furniture design, Journalism, Communication Management and Office Management. This year, Lessius' courses in Multimedia and Business Administration also started implementing Practice Enterprise. Lessius University College's broader ambition is to develop full interdisciplinary Practice Enterprises, involving students from different courses, thus aiming at implementing multi-campus education. An 'umbrella' ambition using Practice Enterprise as an educational filter to detect intrinsic entrepreneurship is to create the conditions for actually 'breeding' and fostering new entrepreneurship, by starting a guidance office and creating facilitating tools, such as a pre-incubator.

FINANCING

Practice Enterprise is a two-year research and development project made possible by the Onderwijsontwikkelingsfonds of Leuven University Association which ends in November 2011. The project's research team, Filip Burgelman and Dr. Leen Dom, are looking for financial support to continue developing and implementing the concept further in the international higher education arena.

LINK

The Practice Enterprise concept was initiated by Lessius University College in 2009. But a visit to the Aalto Design University (Helsinki) as part of the MKW project shaped the further development of the concept at Lessius. It also inspired us to start thinking about extending this project to all other University Colleges in Flanders.

5.0

Business Students meet Creative Students

WHAT

This is a crossover project that lets students from business schools and students in creative education work together on a business case. Skills from both groups will be integrated in the project. This is a pilot project which is trying to find a model programme for Flanders' education system to implement to make optimum use of the synergies between business and creative students.

WHO

- Vlerick Leuven-Gent Management School: Miguel Meuleman
- Antwerp Management School: Geert Van Wonterghem
- Flanders District of Creativity: Carlo Vuijlsteke
- Artesis University College
- HoWest University College
- Syrris
- VOKA, Flemish Chambers of Commerce

HOW

Researchers from Vlerick and Antwerp Management School will study best practices in Europe (Aalto University, but also the University of Applied Arts Institute of Design in Austria and several others). From this research, they will create a model programme which will be tested by the business schools and the creative university colleges involved in the project.

WHEN

The project will start at the end of 2011.

›

FINANCING
This project is financed by Flanders District of Creativity in line with their vision of making entrepreneurial Flanders more creative and making Creative Flanders more entrepreneurial.

LINK
Aalto Design University (Helsinki)

6.0
Competence Centre

CONTEXT
In December 2010, stakeholders from Flanders participated in the fact finding mission to Stuttgart where the Competence Centre Programme was presented as a best practice. The mission of this programme is equivalent to Flanders' competence poles. One of the largest competence centres is Flanders' DRIVE, the automotive cluster, initially funded by ERDF.

As a stakeholder in the Making Knowledge Work project, Flanders' DRIVE participated to the fact finding mission in Stuttgart with valuable contacts and discussions for the future. Flanders' DRIVE participated to the TechnologieTag on E-mobility in Stuttgart in November 2011 with support of the Flanders Innovation Agency (IWT) and Flanders Investment and Trade.

Flanders' DRIVE will certainly play a key role in the field of green mobility. Due to the great diversity of stakeholders both from public and private sector, open innovation is crucial to strategically mainstream all the existing and new initiatives. In this challenging domain, a decisive boost for commercialisation might also come from creativity, service innovation and new business models that could make the innovation more attractive for the end user. Flanders DC will be an actor for creativity to make innovation better work in a domain where user acceptance remains an important challenge.

EVALUATING THE POLICY FRAMEWORK
An expert group is currently reviewing the role of Flemish excellence centres in the Flanders' policy framework. The aim of this ongoing evaluation of the Flemish innovation landscape is to find ways to better valorise research in Flanders. This objective could be realised using new business models and service innovation. In this perspective, the role of the competence centres will be re-analysed so to better align with the Strategic Research Centres.

Together with Flemish innovation funding agencies, the expert group is discussing solutions for better research valorisation in the open innovation context of Flanders.

WHEN
Recommendations about service innovation and new business models, from the expert review report, expected at the end of 2011, will be implemented by follow-up working groups in 2012 and beyond.

LIVING LABS ELECTRIC VEHICLE
Flemish Government brings forward e-mobility as a pilot domain for the implementation of these new ideas for research valorisation. Therefore a new instrument Living Labs Electric Vehicle was initiated. Flanders' DRIVE plays a key role in the upcoming years (2012-2013) for the rollout, technology watch and transfer for their services to its business cases of electric vehicles.

FINANCING
In view of the Smart Specialisation Strategy for the next cohesion programming period, strategic applications will be done so that ERDF funding will complement Flanders' funded actions.

LINK
Competence Centre Programme (Stuttgart Region) □

03
Best Practice
Flanders DC, Belgium

PARTNER

Flanders District of Creativity
peter.bertels@flandersdc.be

CONTACT

Joris Gansemans
VIB Headquarters
Rijvisschestraat 120
9052 Gent, Belgium

+32 9 244 66 11
joris.gansemans@vib.be

Flanders Institute of Biotechnology

Pioneering innovation in Life Sciences

VIB, a Life Sciences research centre in Flanders, is a showcase for the regional government's innovation strategy that builds on a long tradition of pioneering work Life Sciences.

Launched in 1996 as a joint venture between the universities of Ghent, Antwerp, Brussels and Leuven, the VIB serves as a multi-site centre of excellence with the regional government supporting about 58% of the research costs. The institute has over 1,200 scientists from 60 countries working on research projects which can hopefully be translated into pharmaceutical, medical, agricultural or industrial applications. A dedicated team of 15 people examines the scientists' work for possible commercial applications. VIB also conducts contract research for companies.

Another objective is to incubate start-up companies at a rate of around one a year. "So far, not a single one has failed," says Joris Gansemans, communications coordinator at VIB. "We have already launched 11, and we have two or three more in the pipeline."

VIB start-ups and licensees are working to develop drugs to treat cancer, rheumatoid arthritis, thrombosis, flu, osteoporosis and other diseases, as well as developing resistant, high-yield crops or advanced genetic analysis tools.

Although biotech innovation can take decades to come to market, VIB has already chalked up some notable success stories. Ablynx is working on a new generation of therapeutic antibodies, and Devgen is developing products to protect rice and other crops from worm damage. "It's not really the number of companies that counts with us, but their viability," Gansemans explains. "It's not just launching the idea, but the entire process."

A non-profit organisation, the VIB recorded an operating income of €68.12 million in 2009. The Management Agreement between the Flemish Government and VIB provided VIB with a grant of €39.46 million gross. This investment has paid off over the years, as VIB has built up over 160 patent families and generated over €75 million from industrial partners. □

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Popot Sneaker Store, City of Helsinki Tourist & Convention Bureau
© Material Bank - Sakke Somerma

02
Arabianranta - new residential area, City of Helsinki
© Media Bank - Seppo Laakso

03
Daycare Centre Toivo, City of Helsinki
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Regional Action Plan
Helsinki, Finland

04

05

1.0

Project 1
Innovative and pre-commercial public procurement

WHY

As elsewhere in Europe, the public sector in Finland is facing immense pressure for change. Particularly when it comes to enhancing the public sector's productivity. This will provide a good opportunity to open public service provisions up to competition.

However, traditional operating methods of public procurement leave a lot of the market's innovation potential unused. The procurement of creative and knowledge-intensive services requires new methods, skills and a change in attitude.

The local authorities play a key role in implementing public procurement policy and legal framework.

The Helsinki Metropolitan Area's Competitiveness Strategy presents a new, more active role for the cities. This means closer integration of public services with the creation of new knowledge and expertise, and the active use of new innovative solutions in the public sector's operations.

Working together, the cities and regions are able to create the critical mass needed in the newer and often most innovative business sectors. So a region may become an important test market in implementing new and innovative products and technologies.

CONTEXT

Sweeping reform of public procurement legislation in 2004 clarified the opportunities for addressing innovation in all procurement processes. The new EU Directives have created several opportunities for seeking innovative solutions through public procurement, such as possibilities for technical dialogues between purchaser and supplier, the ability

to specify requirements in terms of functional performance or standards, and options for allowing variants, thus opening up bids to alternative ideas. In addition, a completely new procedure, competitive negotiation, was introduced for highly challenging procurements.

As innovative public procurement is a new approach, both the problems and the potential are rather generic in each country and region.

Future challenges in society (ageing) and the environment (climate change) are generic and are often dealt with by the public authorities, which creates a lot of opportunities and challenges for the authorities.

The field of public procurement is so vast that there cannot be a single method or criterion for addressing the topic. Case studies should therefore be applied and the bigger picture drawn from their results. So far, the concept, process and results of innovative public procurement have not been subject to much study as to this is a relatively new approach. There is a lot to do in this respect.

WHAT

Currently, there is insufficient readiness to adopt innovative methods. Cooperation, training and, most importantly, practical experience are needed to create the harmony needed to interpret legislation and find common ground rules. Making use of the flexibility that the procurement framework offers will, if the rules are applied correctly, make it possible to find innovative solutions from the market. It's important to note that the key obstacles to innovation-friendly procurement do not flow from the legal framework, but rather from the way the rules are applied.

The joint pilot programme introducing the new EU procurement processes and guidelines drawn up mutually by the cities of Helsinki, Espoo, Vantaa and Kauniainen requires greater attention and resources.

The aim of this Innovative Public Procurement project is to develop the operating culture, expertise, methods and models for identifying innovative solutions in public procurement. The project will create and disseminate information that can be applied in procurement procedures and contractual practices that promote innovations. It will encourage dialogue between customers and service providers. And finally, it will strengthen the procuring organisation's in-house innovation and cooperation capabilities.

PILOT PROJECTS AND NEW OPENINGS

In order to achieve systematic change, the procurement policy and guidelines for innovation need to be built upon concrete examples. The cities therefore started three hands-on pilot procurement processes:

- An ICT system for transport services
- A logistics system for a hospital
- The development of residential services for people with special needs in the social sector

We intend to create a network of highly trained procurement professionals and support them with a web-based toolbox, but this has not yet been set up.

The most important feature of these projects is that they are set up in close cooperation with the sectors' businesses, universities, research institutes and public administrations.

Defined public policies and measures to promote public and pre-commercial procurement have been mainly realised through the cities' support for living labs such as Forum Virium Helsinki for digital media applications, Active Life Village for social and health services, as well as RFID Lab and Sensor Centre for electronic identification and sensors.

WHAT HAS ALREADY BEEN ACHIEVED

A service voucher has been introduced so that citizens can get municipal services from the private

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sector if the public sector is not able to provide them.
Changing the work processes, new ways of working (peer networks), technology (e-services) and division of labour across organisational boundaries are also being adopted in places.

Procurement renewals are often first developed and piloted in projects and then adopted as everyday practice. Cities have defined public procurement strategies that have novel approaches. Implementing these strategies takes time and needs extra support.

OPPORTUNITIES

In today's global economy, the public sector's demands and purchasing activities have a significant impact on the development and competitiveness of markets. Public procurement can help to concentrate and strengthen markets, and can also encourage the development of new, competitive solutions in the market. European public procurement legislation in 2004 clarified the opportunities for addressing innovation in all procurement processes and introduced a new procedure, competitive negotiation, for highly challenging procurements.
Innovations can also be promoted by building long-term partnerships which continuously develop the service. Innovation and lifecycle costs can be given greater weight in defining procurement requirements and setting bid comparison criteria.

Currently, there is insufficient readiness to adopt innovative methods. Cooperation, training and, most importantly, practical experience are needed to create the harmony needed to interpret legislation and find common ground rules.

RENEWING PUBLIC PROCUREMENT

Public procurement is an essential part of the economic ecosystem. Innovative public and pre-commercial procurement can be one of the applications for solving the challenges faced by cities and municipalities caused by changes in population structure and the demand for sustainable development for example.

The increase in efficiency and the number of applications should be assessed for continually increasing the efficiency of municipal services and the local economy.

As a rule, municipalities are the key operators in public procurement as purchasers. Private companies have their clear role as suppliers and as counterparts in R&D projects, and the research institutions have their own role in developing pre-commercial procurement applications.

More important than new methods and tools is the new kind of approach towards the delivery of public products and services.

Public procurement comes from specific circumstances, creating a unique market of its own. Public procurement is always applied locally, depending greatly on the surrounding environment.

WHO

In Finland, the projects are often run by consortia of public, science and business stakeholders, and the results are applied by the public stakeholder which makes the project sustainable.

Applying innovative public procurement needs a different kind of mind-set from the one of traditional civil servants. We have to think like businessmen and innovators.

FUNDING

National public funding is available for R&D activities in innovative public procurement through Tekes. Pilot R&D projects are both regional and mainstream, depending on the subject.

National funding for designing innovative public procurement is typically 75% of a project's total expenses, and also typically 75% for the producer's

and supplier's R&D expenses in implementing procurement.

POTENTIAL

Procurement of public products and services offers huge potential both for product and service developers and providers, as well as for municipalities, to deliver these products and services in more effective and economic ways.

At European Union level, public procurement represents 17% of the EU's GDP, over €2 trillion. Just a 1% saving on this figure by applying novel public procurement methods is an immense sum of money!

Finland's GDP of is about €190 billion. Even a small saving in public procurement by applying innovative methods will mean remarkable public cost reductions in absolute terms.

Innovative public procurement can boost the local economy and even create new global markets.
As the scope and applications of public procurement are often very specific, they can be rather difficult to apply to different environments. Of course we can learn from the processes, but direct copying is not possible, not even within the different departments of the same municipality, let alone from municipality to municipality.

Innovative public procurement is not the only means of resolving most of the challenges we are facing in Europe but it definitely has potential to do so. The need for public procurement is always there and the innovative approach has no limits!

LINK WITH OTHER PARTNER REGIONS

In general, there are still relatively few applications of innovative public and pre-commercial procurement in the EU. The need to cut municipal costs seems to be widespread in the partner regions. These regions are eager to learn more about innovative procurement methods and successful applications from each other.

2.0

Project 2
Innoskooppi

CONTEXT

At the same time that public support for companies is diminishing due to the grim economic outlook, the support system for a start-up SME seems confusingly complicated. The Executive Summary of the Evaluation of the Finnish National Innovation System 2009 describes the public support infrastructure: "High-growth entrepreneurial companies are widely regarded as key drivers of employment, industrial productivity and long-term economic growth in developed economies."

The current Finnish public support infrastructure, which aims to help growth companies in both their pre-commercial and commercial stages, is the result of several years of evolving policy activities and practice. Support is managed and allocated across a variety of public bodies. As a result, the enterprise support system has become excessively complex to both access and administer. One costly outcome of this complexity is that high-growth entrepreneurs are not always able to find and access appropriate sources of support efficiently. The need to devote time and attention to understanding the complex public support system diverts scarce managerial resources from a more productive attention to customers and the market. Furthermore, the provision of advice and support does not seem to fully take into account how companies evolve over time.

The evaluation concludes that the complex enterprise support system and the needs of innovative growth companies do not always meet. The support may not be channelled to the most deserving SMEs.

WHAT

Innoskooppi is a statistical analysis tool for business development, based on the INNOSCOPE tool developed ›

in 2002 by Nord France Innovation Développement (NFID). This tool allows the regional innovation agency in Lille to identify innovative companies.

WORKING BODIES

In the Helsinki Region, the business development organisations know each other well but they lack the information they need about their target group to be able to accelerate business development.

The City of Helsinki's Urban Facts department is very active in processing data for various city purposes as well as for the whole Helsinki Region. Urban Facts can understand the Innoskooppi concept and also process the data as information for business development. In addition to producing the information, Urban Facts could also follow up and evaluate the effectiveness of the business development measures put in place by using the information.

Helsinki Region Infoshare is an open information project that focuses more on explaining the information needs for urban planning. The project's partners represent many cities and organisations in the Helsinki Region. Innoskooppi could be an action line for this project if its activities become permanent.

SPECIFIC ACTIONS

Urban Facts and enterprise support organisations should sit down to define the criteria for what defines sufficient information.

WHAT HAS ALREADY BEEN ACHIEVED

At Tekes, the Finnish Funding Agency for Technology and Innovation, a statistical method was developed to evaluate the effectiveness of support measures for companies that were given public support, compared with those that were not. Culminatum Oy applied the method in evaluating the business incubators focusing on knowledge-intensive cluster companies.

RENEWING PUBLIC ENTERPRISE SUPPORT MEASURES

Innoskooppi has built-in potential to streamline enterprise support measures while focusing enterprise support measures only on SMEs with the most potential.

WHO

In the Helsinki Region, public-private partnerships have been easy and are common practice. The development of Innoskooppi needs to be carried out with the close cooperation of public bodies and business support organisations.

POTENTIAL

Proper allocation of enterprise support measures for SMEs with the most potential saves public resources and will bring municipalities more income as tax revenue.

LINK WITH OTHER PARTNER REGIONS

The Innoskooppi tool is the Helsinki implementation of the INNOSCOPE tool developed in Lille to allocate scarce public business support resources in a useful manner. □

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Best Practice
Helsinki, Finland

PARTNER

Culminatum Innovation, Helsinki Region

CONTACT

Kauko Huhtinen
Riikka Hietanen
Tekniikantie 12
FI-02150 Espoo, Finland

+358 400 968 189
kauko.huhtinen@culminatum.fi
+358 40 583 2496
riikka.hietanen@culminatum.fi

Innovative Public Procurement

Well-designed public procurement has a crucial role in stimulating innovation

Public procurement is big business. In the European Union, it represents over 17% of gross domestic product, or €2 trillion a year.

However, traditional operating methods leave much of the market's innovation potential under used. Therefore authorities in the Helsinki Region have identified an urgent need to introduce new methods and skills into the procurement of creative and knowledge-intensive services.

Working together, the cities of Helsinki, Espoo, Vantaa and Kauniainen have created Innovative Public Procurement Programme to develop the expertise, methods and operating culture needed to find innovative public procurement solutions as part of Finland's National Innovation Strategy.

Supported by funding from Tekes, the Finnish Funding Agency for Technology and Innovation, they work on the principle that procurement can best stimulate innovation when tenders and contracting documents are defined in terms of performance and functional requirements rather than detailed, prescriptive specifications. Public authorities are challenged to 'think innovation' when launching procurement procedures, factoring in innovation issues from the earliest stages of policy formation and project shaping. They can stimulate innovation in the market by working out new solutions to their needs through collaborative procurement with potential suppliers.

As a result of close coordination between business, universities, research institutes and public administration, a network of highly trained procurement professionals has been set up. This network will be supported by a web-based toolbox and a training programme for key personnel and stakeholders. Several challenges need to be overcome, including raising awareness about innovations amongst staff at procuring authorities, boosting interaction between procurers and suppliers, developing strategies to link policy objectives with new markets and technological developments as well as countering a perceived conflict between value for money and innovation.

As a catalyst for incorporating innovation considerations into the procurement process systematically, the Helsinki Region launched three hands-on pilot processes for the procurement of hospital logistics, ICT systems for transport and residential services for people with special needs.
Since then, about 25 projects have been funded in Finland by Tekes, focusing on construction and real estate, water supply and sewerage, social services and healthcare, as well as energy and the environment.

Tekes funding typically covers around 50% of the costs in the planning stages of procurement, such as defining a long-term cost-and-benefit perspective and promoting technical dialogue between stakeholders. It also supports R&D costs incurred both by the procurer and the supplier during the procurement's implementation phase. □

05

Regional Action Plan Kujawsko-Pomorskie, Poland

1.0

Scope and context

The Kujawsko-Pomorskie Region is taking part in the MKW project through the implementation of the Regional Innovation Strategy to 2015. Priorities in the strategy's implementation are developing companies for a knowledge-based economy, creating an effective system of economic and scientific cooperation in the region as well as creating a pro-innovation business environment. All of these priorities comprise investment, institutional, educational, organisational and promotional activities.

By participating in the MKW Project, the Kujawsko-Pomorskie Region is seeking good practices and experiences in order to boost innovation-linked education, increase coordination among potentially innovative partners, build up an information and knowledge exchange system, improve efficient use of the region's innovation infrastructure and support innovation in management and human resources.

As the Managing Authority of the Regional Operational Programme for 2007-2013, and Intermediate Body in implementing the Human Capital Operational Programme, the regional government helps in the use of acquired knowledge in local projects, specifically directed towards the R&D sector and companies. The effects of implementing the project will also affect programming resources for tasks of the 2014-2020 EU financial perspective.

STUDY VISITS

Representatives from the Kujawsko-Pomorskie Region went on a series of project meetings and study visits, including visits to Helsinki, Navarra, Stuttgart, Manchester and Eindhoven. There were both regional authority workers and external experts, who were also involved in analysing the project's partners' undertakings and preparing the Action Plans.

Fact-finding missions mainly gave them the opportunity to acquaint themselves with detailed solutions and practical aspects of how the foreign partners' individual projects worked. The great value of these visits and the intellectual and educational worth of the projects visited should be emphasised. However, in our experts' opinion, the potential ability to apply international experiences to regional policies requires thorough organisational and legal analysis.

STAKEHOLDERS

The main partners involved in the MKW project represent the R&D sector and non-governmental organisations (NGOs). It is the relationship between both these sectors that will be developed in association with the local government. By virtue of the project's strong relationship with the Regional Innovation Strategy, it was natural to for partners to join the regional authorities in formulating an innovation policy. To achieve this, they collaborated with members of the Regional Innovation Council, including representatives from administration, science and business.

Thanks to the commitment of external experts, representatives of scientific-research sectors and business institutions who took part in the MKW project study visits, additional Action Plans for creating conducive conditions for knowledge and technology transfer were drawn up.

The next sections give an overview of the internal projects and project ideas from stakeholders. The stakeholder project ideas were inspired by a visit to Stuttgart in May 2011.

2.0

Internal project 1
Environmental Science and Technology Popularisation Centre

Young people and adults in the Kujawsko-Pomorskie Region have limited access to natural science popularisation centres. This is because there are limited places where people could become enthused by environmental sciences and experiment interactively in physics, chemistry or biology, or carry out astronomical observations. There is also a lack of technological education and insufficient maths and natural science classes in elementary and secondary schools.

Because the regional government was aware of these problems, it designed a unique project, the 'Environmental Science and Technology Popularisation Centre'. This specialised building contains hi-tech science laboratories complemented by an astronomic observatory, 'Copernicus Astrobase'. An important element of the laboratory is the world renowned MultiCentre, an environment of unlimited activities in the new technology world. Laboratories for children from 4 to 16 years old will be created within MultiCentre.

There will also be spaces for permanent and temporary science and technology exhibitions in the Centre. The laboratories will also have specialist science workrooms for biology, physics and chemistry. In these, the children will be able to conduct all kinds of natural science experiment.

The Centre's activity is aimed at different social groups. There will be classes are for pre-school children, adolescents, adults, retirees and especially for teachers.

The main goal of implementing the 'Environmental Science and Technology Popularisation Centre' project is to develop an infrastructure for educational purposes, to improve the quality of training in order to increase education and qualification levels, and to adapt skills to meet the needs of the labour market (especially in rural areas). The other objectives of the implementation are:

- levelling opportunities and bridging the digital divide
- acquainting students with hi-tech technologies
- educating young people and adults about astronomy and increasing students' interest in astronomy, maths and natural sciences
- popularising astronomy and increasing 'astronomical awareness' amongst students, as well as amongst local people
- creating an atmosphere of innovation.

The decision to set up the project is in response to the need to develop a greater range of competencies, which support the dissemination of knowledge about maths, natural sciences and IT. Popularising astronomy amongst students and local people by building astronomic observatories is a great reason for creating an 'Environmental Science and Technology Popularisation Centre'. This project can also support local tourism initiatives.

Financing the project amounts to €2 million, of which 65% (€1.3 million) will come from the ERDF. The rest will come from the Kujawsko-Pomorskie Region or local authorities.

The project will be completed by the end of 2012. Building and/or adapting the infrastructure to meet the Centre's needs will be carried out in the 2nd and 3rd quarters, and its infrastructure equipment will be installed in the 3rd and 4th quarters of 2012.

3.0

Internal project 2 Research and Implementation Fund

This Fund seeks to increase the region's competitiveness through improving companies' innovation levels by applying R&D results and significant developments in science and technology. The Fund also stimulates links between science and business. This objective will be met through grants for research and development.

Universities, scientific and research institutes and companies (including start-ups) will benefit from the Fund. ›

Other beneficiaries may be consortia of entities outside the Kujawsko-Pomorksie Region which work with regional stakeholders to implement our research efforts.

The Fund will support areas of research which are most likely to have a scientific and innovative use of new organisational forms and advanced technologies. This research and development should help to solve key problems in the region's economy, as well as developing cooperation between business and science, which is an essential condition for the effectiveness of the innovation activities.

Basic research will not be looking for funding. Industrial research and development activities will be funded:

- Industrial research means planned research or critical investigation aimed at the acquisition of new knowledge and skills for developing new products, processes or services, or the introduction of significant enhancements to existing products, processes or services.
- Development activities means acquiring, combining, shaping and using existing knowledge and skills from the fields of science, technology, business and other relevant knowledge and skills, for planning or designing new, altered or improved products, processes or services.

Projects looking for support must comply with the Regional Innovation Strategy to 2015 and the Kujawsko-Pomorskie Region's 2007-2020 Development Strategy. The detailed scope and types of project will be determined in consultation with a group of experts in innovation and R&D policy, and the Regional Innovation Council.

The project will be implemented in cooperation with partners selected in a contest announced by the Marshal's Office. Entities from the sphere of science and business will be invited. Each project must be supported by a research team and an entrepreneur. Together, they will outline the scope and nature of their cooperation in a proposal for the contest.

Implementation of the project will proceed through partnership which will be led and coordinated by the region's local government (the Marshal's Office). The rest of the project's tasks will be carried out by the partners involved in research work and implementation.

The Research and Implementation Fund will be administered by the Marshal's Office as a regional authority project under section 5.4 of the 2007-2013 Regional Operational Programme. The implementation of the project is planned for 2012-2013. The total value of the project is €3.75 million of which research grants amount to about €3.6 million.

4.0

Stakeholder project 1
Regional Knowledge Transfer Programme

WHAT

The main objective of this project is to adapt the German experience by creating conducive conditions for the establishment of new companies based on hi-tech technologies spun off from universities in the Kujawsko-Pomorskie Region. Our regional universities are researching and/or own some very advanced technologies, many of which could become the basis for transfer to existing companies or for creating new business.

The best solution would be to create entirely new spin off/spin out companies, which will own Intellectual Property rights and commercialise new technology. In turn, the regional authorities would be able to direct the development of specific industries in the region by supporting those industries through grants or competitions for funding.

WHO AND WHEN

Responsible party: Nicolaus Copernicus University in Torun, Academic Business Incubator of NCU (UMK).
Implementation schedule: 2012-2013

FUNDING

Finance source: Human Capital Operational Programme. Budget: approx. €500,000

5.0

Stakeholder project 2
EUROPLAN 2020 Institute

WHAT

A planned Technology Creation and Transfer (TCT) institute, which would operate in three basics areas:

1. Programming, based on implementing the EU 3x20 by 2020 Directive (reducing energy consumption, reducing CO2 emissions, increasing the share of renewable energy sources share, especially transport fuels)
2. Economic development, by launching special renewable energy sources projects, developing scientific and technical bases for the manufacture and use of renewable energy sources in Poland, making the region energy independent
3. Progressive innovation, promoting the scientific growth of universities and the progress of energy, design and technological culture, monitoring the natural resources of young people. Reducing harmful emissions, increasing the number of university and secondary school graduates in employment. Increasing production of regional goods and professional services. Improving experience, skills and knowledge

WHO AND WHEN

Responsible party: University of Technology and Life Sciences in Bydgoszcz, Faculty of Mechanical Engineering
Implementation schedule: 2012-2013

FUNDING

Finance source: regional and national operational programmes.
Budget: approx. €2,300,000, including investments of approx. €800,000.

6.0

Stakeholder project 3
Regional programme for raising staff engineering qualifications in innovative companies

WHAT

The main objective of the project is to adapt the German experience (Virtual Dimension Centre Fellbach) to improve the level of innovation amongst regional companies by introducing products and solutions based on advanced engineering tools. These will be in the fields of complex automatic system design (Eplan), dynamic digital modelling (Matlab, Plecs), creating mechanical projects (Solid Works) andadvanced electronic systems (Altium Designer).

The proposed training programmes are aimed at enhancing the competitiveness and level of innovation of companies in the Kujawsko-Pomorskie Region, by increasing the skills of engineering staff in advanced technologies.

The added value of this project lies in the cooperation between the engineering staff of regional companies and skilled Nicolaus Copernicus University scientific staff. By bringing together engineers from different branches of industry, experience in transferring advanced technologies will be exchanged.

WHO AND WHEN

Responsible party: Nicolaus Copernicus University in Torun, Faculty of Physics, Astronomy and Information Technology.
Implementation schedule: Jan-Jun 2012

FUNDING

Finance source: regional and national operational programmes. Budget: approx. €120,000

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7.0

Stakeholder project 4
Creation of regional Copernicus Institute modelled on the German Fraunhofer Institute

WHAT

The main objective of this project is to adapt the German experience by creating conducive conditions for turning knowledge and technologies from universities in the Kujawsko-Pomorskie Region into economic practice, by organising and founding Copernicus Institutes for research. This must be achieved before implementing new technology, prototyping and technology development on a semi-industrial scale and creating a new business to commercialise this technology.

Fraunhofer Institutes work on partial grant funding (approx. 35%) from government, and generate the remaining 65% of their operating costs from orders obtained from local government, national government or from business.

A very important element of this system is to find institutes near the universities, so that academic staff can work on applying technologies without having to give up their scientific careers. This system triggers a series of patent applications which later leads to obtaining about twice as many patents than before. Obtaining patents can revolve around their licensing, which brings additional income to their owners.

The process of creating a network of Copernicus Institutes would begin firstly from using current R&D, but managed on a different basis from before. Funding on this basis generates teams just for the task required. If an order is filled and there is no other contract of a similar scope, the team would be dissolved. This limits numbers of permanent staff at the institutes to the minimum.

WHO AND WHEN

Responsible party: Nicolaus Copernicus University in Torun, Academic Business Incubator of NCU
Implementation schedule: 2012-2013

FUNDING

Finance source: Regional Operational Programme of the Kujawsko-Pomorskie Region.
Planned Budget: approx. €5,000,000

□

05
Best Practice
Kujawsko-Pomorskie, Poland

PARTNER

Kujawsko-Pomorskie Region

CONTACT

Maciej Kruzewski
Sklodowskiej-Curie 73
87-100 Torun, Poland
m.kruzewski@kujawsko-pomorskie.pl

Rafal Modrzewski
Plac Teatralny 2
87-100 Torun, Poland
r.modrzewski@kujawsko-pomorskie.pl

Regional Centre for Innovation Development and Information Society

Eliminating the divisions between science, business and government

The Regional Centre for Innovation Development and Information Society was set up in 2008 to help tackle problems facing the development of innovation in the Kujawsko-Pomorskie Region, notably the divisions between business, academia and public authorities, and the lack of financial instruments to support the fulfilment of the Region's innovation potential.

The main objective of the project is to eliminate the gulf that frequently separates companies from regional government and the innovations created by academic research facilities. Instead of divisions, the centre aims to promote cooperation to spark common pro-innovation projects and use university know-how to boost economic development.

Located in north-central Poland, the region is seeking to boost innovation-linked education, increase coordination among potentially innovative partners, build up the system of information and knowledge exchange, make the use of the regional innovation infrastructure more efficient, and back innovation in management and Human Resources. According to the centre's website, www.roriisi.eu, "The reinforcement of our region's innovation potential seems to be indispensable for improving its competitiveness."

Backed by €500,000 in public funding from the Marshal's Office of Kujawsko-Pomorskie Voivodeship and the ERDF, the centre is used to coordinate the development of a network of innovation institutions and entities across the region. One of its first tasks was to support the establishment of an information exchange system between researchers and businesses, to facilitate technology transfers and monitor regional innovation development. Attention is being given to eliminating social and psychological barriers to the spread of knowledge-based innovation. A special training course is planned to educate public administration personnel.
Entities already engaged in innovation development in the region include the Regional Innovation Centre of the University of Technology and Life Sciences in Bydgoszcz, the Modernity Centre, the Business Incubator and Technology Park in Torun, the Interdisciplinary Centre for Modern Technologies and the Academic Business Incubator at Nicolaus Copernicus University in Torun.

Among the achievements so far are the creation of a digital system of data analysis, eReSMAT, a self-governing forum consisting of a series of meetings between players from science, business and administration, and the creation of a newsletter and website to disseminate information about innovation opportunities. Ongoing initiatives include the implementation of a voucher system for companies to support research in universities and a pilot project to set up a digital platform for innovation through pre-commercial procurement procedures.
In its second phase, the centre will be developed into a Centre of Regional Innovation System Management (CeZaRIS) which will create a financial instrument to support development through venture capital loans. A conference held at Bydgoszcz University in November presented the main activities of 2010, including the organisation of national innovation boards, the implementation of a regional system of innovation financing and the appointment of a Regional Innovation Council. □

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Fields of the Lodz Region
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Landscape of the Lodz Region
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06

Regional Action Plan
Lodzkie Region,
Poland

04

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1.0

Scope and Context

The process of creating knowledge and innovation resources is determined by a number of factors, such as systems and structures, the cooperation between many parties and the competence of the organisation. In accordance with its 2007-2013 Regional Operational Programme, the Lodz Region has recognised the need to invest in building a regional innovative economy aimed at technological entrepreneurship. A need which is also met by international programmes. Support institutions operating at the interface of business, science and public administration have a particular role to play. They can create good practices as well as implement the best practices of other Polish and foreign institutions.

On the study visits organised during this Fast Track project, we became acquainted with good practices in the MKW partner regions. Representatives from the following regional institutions in the Lodz Region were invited to take part in the MKW project:

- The University of Lodz
- The Technical University of Lodz
- The Academy of Humanities and Economics in Lodz
- The Institute of New Technologies in Lodz
- The Lodz Regional Technology and Science Park

Representatives from these institutions and from the Lodz Region Local Government took part in five study visits. They defined the best practices to implement in the region using the following criteria:

- support for creating new technology companies
- improvement of infrastructure necessary for the needs of modern, innovative businesses
- support for developing small and medium-sized companies
- breaking down communication barriers: science-business, academic-entrepreneur
- building a cooperative network for science-business
- developing clusters and building a cooperative network for local business
- creating new workplaces
- improving the region's image
- attracting investors to the region
- support for transferring new technologies from scientific institutions and commercialising them
- developing specific innovation services not currently available in the region
- developing selected industries considered to be strategic to the region
- developing the basis of a 'learning region'
- concentrating support services in the region
- obtaining funds and the necessary amount of financing for implementing good practices.

The good practices which best met our criteria were the Regional Centre for Innovation Development and Information Society (Torun), the Creative Conversion Factory (Eindhoven) and the Competence Centre Programme (Stuttgart).

2.0

Project 1
Regional Centre for Innovation Development and Information Society (Torun, Poland)

The 'Regional Centre for Innovation Development and Information Society' project mirrors Kujawsko-Pomorskie's Regional Strategy for Innovation (RSI). Its task is to build a platform for cooperation between social, economic, science and research bodies by creating space for innovation in the region and strengthening the regional system of innovation.

The Kujawsko-Pomorskie and Lodz Regions are very similar when it comes to the development of business environment institutions. Activities in Kujawsko-Pomorskie's science and technology park are well developed, but new investments in the Lodz Regional Park of Science and Technology will bring at least matching

standards of performance. Establishing a regional development centre in the Lodz Region is possible because a platform for knowledge integration project has been introduced.

The 'Lodz Platform for Knowledge Transfer' project was implemented in 2009, on the initiative of the Marshal's Office in Lodz. The aim of the project is to bring sectors which are key for development closer together, namely SMEs and R&D institutions. The idea is to create permanent and fruitful connections between the business environment and science, with support from the public administration.

The project is divided into two stages. The first stage comprises the preparation of a formal and legal model, together with the Lodz Platform for Knowledge Transfer's regulations and privacy policy, and the preparation of the Internet platform including the Internet portal, the automating business processes application and databases. Completion of this phase date is planned for the end of November 2011. The second stage, Acceleration of Innovation, will then start. The project has been executed using funds from the European Social Fund within the Human Capital Operational Programme. The ESF subsidy is PLN 1,245,180.30 (approx. €311,000).

3.0

Project 2 Competence Centre Programme (Stuttgart, Germany)

The idea of the Competence Centre Programme is to concentrate resources, mainly the expert knowledge needed to bring innovation into the market in specialised technological centres. The aim is also to achieve the synergy which would accelerate commercialisation. All around the world, consolidating specialised technical and economic knowledge and making it available to local entrepreneurs is considered to be a highly effective method of promoting modern technologies.

The Competence Centres initiative continues the idea of initiating and supporting effective cooperation and networking through a 'triple helix' approach between government, education and companies.

In the Lodz Region, this good practice cannot be implemented in its full form. This is mainly because there is a lot of variation between Business Environment Institutions (BEIs). The Lodz Region's BEIs are also unlike those of the Stuttgart area when it comes to structure. Competence centres are companies which employ the cluster's manager, and often other full or part-time personnel, on temporary contracts. Their task is to organise cooperation and support the members of a given centre. It should be noted that the idea of competence centres in the Stuttgart region began as long ago as 1990. It should therefore be assumed that Business Environment Institutions will evolve in Lodz, eliminating the existing barriers to their activity. The following competence centres, to name but a few, can be considered to be specific to the Lodz Region: the Lodz Regional Park of Science and Technology (Technopark), the Belchatow and Kleszczow Technology and Industry Park, and the region's Bioenergy Cluster.

The Lodz Region has already invested in developing the organisations for creating knowledge and technologies. Technopark is planning further, far larger investments, with subsidies from the European Community budget. These will comprise extending the Lodz Technology Incubator and the BioNanoPark complex of laboratories. The subsidy from the ERDF's Innovative Economy Operational Programme is PLN 45,417,000 (€11,354,000). The Technical University of Lodz will build the European Centre of Bio and Nanotechnology. The subsidy from ERDF within the Regional Operational Programme for the Lodz Region is PLN 74,593,570 (about €18,648,000). From 2003 to 2007, Lodz University created two centres, the Centre for Innovation and the Technology Accelerator, at a cost of over PLN 12 million.

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The centres are based on the know-how of the University of Texas at Austin. The New Interdepartmental Centre of Nanotechnology at Lodz University is financed from grants, departmental statutory funds and resources obtained from external sources. The Medical University of Lodz obtained a subsidy of PLN 310,000 (€77,800).

Investing EU resources of about €1 million in the 2014-2020 programming period to integrate all the new 'competence centres' into the network, would make it possible to actually implement this programme.

4.0

Project 3
Creative Conversion Factory (Eindhoven, The Netherlands)

The Creative Conversion Factory (CCF) is an open innovation initiative, the aim of which is to create opportunities for gathering companies, designers, technology institutes and other market partners in one place in order to convert promising ideas into effective products, mainly in the area of non-standard 'ambient experience' solutions.

The 'Fashion Promotion Centre – the Textiles and Clothing Cluster' and the 'Art_Incubator' projects are related to the Creative Conversion Factory. Both projects were started using resources from the ERDF within the Regional Operational Programme for the Lodz Region for the years 2007-2013.

FASHION PROMOTION CENTRE – THE TEXTILES AND CLOTHING CLUSTER

This project is designed to create a regional cultural centre connected with the science and business environments. The project's end-product will be an organisational unit called the 'Fashion Promotion Centre', operating within the structure of the Academy of Art. The project's concept is complex, combining activities from the areas of culture, education, entrepreneurship and scientific research. The aim of this undertaking will be achieved by setting up three basic sub-projects:

Infrastructure

A multi-function hall will be built, incorporating a professional show room.

Research

The aim will be to strengthen the research and development potential of innovative solutions for textiles which correspond to current fashion and design trends, while being safer for wearers. The project's objective will be to purchase fixed assets in the form of research and development equipment.

Development

The purpose of the development sub-project is to stimulate the business environment to create cooperative connections between students and graduates of the Academy of Art in Lodz with the Lodz Region's textiles and clothing industry. During the project's implementation, we expect Clothing Department students and graduates to be provided with key information to improve their future operations in the fashion market, and raise their awareness of new technologies, techniques and world trends in fashion. Within the framework of the project, the Academy of Art in Lodz will carry out advisory, informative and promotional activity, and mount exhibitions. The area also comprises cooperation with designers, stylists, seminars about new technologies and trips to world fashion and textile technologies fairs, for educational purposes. The ERDF subsidy is PLN 19,619,263 (approx. €4,905,000).

The Art_Incubator will comprise two tasks which form one, content-related whole. The first task is a revitalisation activity which will result in creating a major part of the incubator - offices, art studios and a multi-profile artistic area for the benefit of future users of the incubator. The second task is to run and manage the incubator, in other words to be the support institution for helping future entrepreneurs, third sector organisations

and artists to enter the market.

The Art_Incubator will be a one-of-a-kind platform which will make it possible to put business and artistic ideas into practice. It will also be the first incubator in Poland aimed at supporting and promoting the activities of the creative sector. In addition to providing support, it will be aimed at institutions and companies in the cultural and artistic fields. These could be institutions organising artistic events, companies supporting them with their products or services (such as technical equipment, advisory services), or entrepreneurs from the culture industries. The Art_Incubator will provide all of these entities with space, as well as premises and an administration infrastructure.

The Art_Incubator will also play an integrating role for people from the culture and art communities, as well as entrepreneurs. It will promote the people and companies which cooperate, in order to make the Lodz Region one which supports culture and art, a place which encourages entrepreneurship in artistic communities. The project can therefore be considered to make a significant contribution to cultural and social support for Lodz and its region. This can result in innovations in business, creating permanent workplaces in the fields of culture and cultural tourism. Finally, the project can serve as an example of a good practice implemented in the Lodz Region, which could be adopted in other regions of the country or Europe.

The ERDF subsidy is PLN 13,486,285 (approx. €3,371,000).

CONCLUSIONS

The analysis of the good practices we have selected shows that their implementation will increase the knowledge and competence of institutions in the region within the scope of innovation, transfer and commercialisation of knowledge, as well as fostering technological entrepreneurship. To a large extent, the Lodz Region is already carrying out some activity related to the implementation of good practices. So this strengthens the significance of the projects we have selected for the region.
The implementation of selected practices will:

- increase the role of centres generating knowledge and innovative technologies (good practice - Competence Centre Programme, Stuttgart)
- facilitate the transfer and commercialisation of knowledge and technologies (good practices - Competence Centre Programme, Stuttgart; Regional Centre for Innovation Development and Information Society, Torun; Creative Conversion Factory, Eindhoven)
- build a regional cooperation model (as at the Regional Centre for Innovation Development and Information Society, Torun)
- strengthen support for personnel and experts (as at the Competence Centre Programme, Stuttgart)
- select ideas which can be put into practice (as at the Creative Conversion Factory, Eindhoven)
- build the basis for trust, cooperation and partnership between science and industry (as at the Creative Conversion Factory, Eindhoven), and between science, business and public administration (as at the Regional Centre for Innovation Development and Information Society, Torun)
- intensify and create a comprehensive range of innovation support programmes for enterprises (as at the Competence Centre Programme, Stuttgart)
- increase the contribution of science to the system of technology transfer and the commercialisation of knowledge (as at the Creative Conversion Factory, Eindhoven, and the Competence Centre Programme, Stuttgart) □

01
Skyline of Milan, from the rooftop of Duomo

02
The Duomo, Milan's gothic Cathedral

03
The Teatro alla Scala, world-famous opera house in Milan, by night

04
Skyline of Milan, from the rooftop of Duomo

05
Pinacoteca di Brera - the monumental courtyard

07
Regional Action Plan
Lombardy Region, Italy


04


05

Given the nature of our project, a transnational cooperation initiative which focuses on the transfer of best practices through regional operative programmes financed by structural funds, the participation of the Milan Chamber of Commerce in the MKW project was seen as crucial. Moreover, the clear link to the commercialisation of knowledge and public/private research results was seen as important added value, since it is an asset which is carefully taken into consideration by the regional government itself. After the knowledge sharing phase, the Milan Chamber of Commerce could then identify some best practices which would be suitable for the local environment. This article will show how to combine lessons learnt and local objectives, to achieve a strategy for development and for enhancing the local economy's competitiveness.

1.0

Scope and context

TRIPLE HELIX COOPERATION IN THE LOMBARDY REGION

As a starting point, analysis of local regional context highlights the presence of a critical mass of triple helix players in several fields like design, fashion, agrofood, biotech, ICT and new materials. However, what is lacking is a methodology that aims at commercialising these sectors as networks with a 360 degree approach.
Regional economic development can be supported effectively with cooperative methodology between networks of companies and research centres in these strategic thematic areas. The final aim being to share abilities and competences in order to innovate effectively and to create operative synergies that could generate an effective critical mass that will create market leading positions.

The Lombardy Region has, since 2003, already considered something of this kind, by launching operative programmes aimed at improving cluster policies. Previous thematic areas were already being commercialised in a non-standardised way (mainly financial support for R&D projects), so a structured methodology was never implemented on a regional level. However, financial tools have evolved since 2003, ranging from a first initiative called 'Distretti' and then 'Metadistretti' which offered a wide range of financial support initiatives towards clusters characterised by common technologies and know-how, through to the 'Driade' initiative, aimed at enhancing networks of companies by spot financing for common initiatives.

The last stage of this evolution is represented by the ERGON initiative, which can be considered as the foundation for the practical implications of the implementation of Centres of Excellence.

FOUNDATION: THE ERGON INITIATIVE

The Ergon initiative is a pilot exercise, which puts the commercialisation of stable clusters of companies into practice on a regional basis through 2 different actions:

- The creation of company clusters / networks
- The promotion and encouragement of company clusters / networks

The first course of action aims at enhancing and consolidating the development of a legally recognised stable network and clusters of companies. In particular, the objective is fostering the process of specialisation, regard-

"Free movement of people, goods, services and capital. With the Making Knowledge Work project European policy makers have the possibility to cross the borders of their own country and experience several best practices to support innovation, promoting the fifth freedom: free movement of knowledge!"

Luca Sassi, Project Officer, Milan Chamber of Commerce

ing production processes and/or services, to enhance the market position of SMEs in the region. Companies in the clusters will share common competences and resources. The clusters will also ease knowledge exchange in the fields of process, product, service and organisational innovation.

The creation of company clusters involves 4 main activities:

- Developing and enhancing shared functions (e.g. planning, logistics) in the cluster in order to improve efficiency and productivity
- Creating common activities aimed at the innovative SMEs which are involved in cluster actions
- Commercialising quality management systems at cluster level
- Creating and promoting a common network trademark, to enhance the visibility and effectiveness of network activities.

The second course of action is focused on promoting the culture and the need for networking, and spreading the networking culture among SMEs by supporting the creation of new forms of company clustering. This action will have a special focus on easing the process of developing new kinds of networks, aggregations and platforms. The development of these new business links and agreements stimulates the local economy by linking companies together. There will be specific support for the very process of aggregation between companies. This support consists of enhancing skills and core competences in the field of aggregation development.

The actions planned for achieving this important objective are:

- Supporting contact and cooperation between companies to create long-term relationships
- Supporting the creation of network systems by intensifying cooperation and knowledge exchange between regional and international companies
- Defining strategies and actions for the promotion of regional networks and regional territory
- Sharing know-how about methods and techniques for the support of company clusters and cooperation
- Creating and promoting local trademarks.

Given the characteristics of the ERGON pilot initiative, it is clear how an integrated methodology of cluster commercialisation can be considered as a perfectly natural evolution of network policies in Lombardy, and this is why the main stakeholder, the Lombardy regional government, has shown so much interest.

NORTHERN ITALY

The innovation landscape should also be looked at from a broader, northern Italian perspective. The Piedmont Region, close to the Lombardy Region, has already implemented an interesting methodology called Innovation Poles. Companies and R&D centres in Piedmont are successfully organised into networks. The regional government has structured, and is coordinating, this triple helix cooperation per sector in these Innovation Poles, using a management body.

This suggests that the implementation of a similar methodology is feasible in northern Italy.

2.0

Project Centres of Excellence

WHAT

As already stated, the development and commercialisation of stable and formal company clusters is a key factor for enhancing the competitiveness and attractiveness of the regional economic system. So it is interesting to analyse the Competence Centres methodology developed by the Stuttgart region. Competence Centres are legally recognised bodies, managed by permanent staff, aimed at commercialising local points of strength with networks which integrate companies, universities and research institutes in the same field of activity. The main task is to build an effective base for knowledge exchange, cooperation and project building among partner institutions. This is in order to increase the level of coordination and effectiveness of local activities aimed

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at supporting technology transfer and the commercialisation of research results.

The integration of this methodology into the ERGON initiative will allow some breakthrough improvements, the main ones of which are summarised below:

- Regional availability of a structured tool for commercialising the innovation process
- Development of an innovation strategy in line with local trends (R&D roadmap, existing technology portfolio, long and mid-term R&D objectives)
- Access to specialised research infrastructures to be given to SMEs
- Effective commercialisation of the technology transfer process

WHO

The initiative will be integrated in the next regional programming period, and will be mainly coordinated by the regional government. Other stakeholders which will be involved in the process are the Milan Chamber of Commerce and the network of Lombardy Chambers of Commerce (Unioncamere Lombardia).

The role of the Lombardy Region in particular will be to coordinate the new system, as it is the local body responsible for designing and implementing policies that aim to enhance the competitiveness of the whole entrepreneurial ecosystem. In other words, this means performing crucial tasks such as starting and promoting innovative projects in the regional context, supporting all networks' marketing and communication activities, organising events on behalf of one or more clusters, linking local clusters to other national/international networks and offering information about existing funding opportunities.

HOW

The initiative will be integrated in next period's regional operative programmes, either as a completely separate initiative or, more likely, parts of it as an evolution of existing implemented methodology.

WHEN

The new programme, which is currently being finalised, should be ready by mid 2012. Its implementation will require fine-tuning by all the interested partners, i.e. the Regional government, the Milan Chamber of Commerce and the Regional Chamber's network.

Through a dedicated task force, the players involved will define the programme's actions, the timing of each call's publication and the allocation of money for each call.

In line with the above elements, it is likely that Ergon 2, based on the MKW action plan, will be totally operative by the end of next year.

FINANCING

Funding will be on a regional basis, and will be granted through the Framework Agreement for the economic development and competitiveness of the Lombardy economy. This is a financial tool based on inter-institutional cooperation between regional government, Chambers of Commerce and Provinces, and it is structured as a governance tool for territorial cooperation to stimulate and coordinate support measures for entrepreneurial development on a regional basis.

The main priority of the agreement is focused on promoting, supporting and developing companies' competitiveness, as well as supporting company clustering and developing network and sector policies. For this reason it is the perfect funding tool on which to rely.

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07
Best Practice
Lombardy Region, Italy

PARTNER

Innovhub - Stazioni Sperimentali per l'Industria, Special Agency of Milan Chamber of Commerce

CONTACT

Ilaria Bonetti
Via Camperio, 1
20123 Milan, Italy
+39 02 8515 5230
ilaria.bonetti@mi.camcom.it

Andrea Vallan
Via Camperio, 1
20123 Milan, Italy
+39 02 8515 5236

Framework Agreement enhancing the competitiveness of Lombardy

Bringing regional authorities and chambers of commerce together to promote innovation

Since 2006, the Lombardy Regional Government and the region's network of 12 Chambers of Commerce have worked hand-in-hand to support innovation through a unique cooperation agreement. By working together to manage public funding, the region and the network of Chambers have created an innovative model that also addresses public policy issues such as rationalisation, building trust in public institutions and coordinating the effective allocation of public money.

They have focused on five main areas:

- Innovation
- Internationalisation
- Promotion of the regional environment
- Administrative modernisation
- Supporting innovation for handicrafts and micro-companies

Companies seeking funding can access a single point of contact using standardised IT methods. This approach has led to significant reductions in red tape, addressing real local needs.

For 2010, €66 million was made available under the Framework Agreement, including €35.1 million from the Lombardy Regional Government, €30.7 million from the Chambers Network and €220,000 from external partners.

The framework agreement has improved the competitiveness of local companies participating in calls for tender. It has developed effective measures to support companies' R&D projects, notably by putting them in touch with skilled partners, and has developed simplified rules for calls. By reducing overlaps, the agreement has led to a more efficient use of public funding. The creation of a technical secretariat which meets stakeholders regularly, has led to improved long-term planning of tenders. Particular attention has been paid to the green economy, the development of new skills, access to credit and internationalisation. One of the principle aims is to strengthen connections between the 'inventors of innovations' and people who can put their innovations on the market.

In 2010 the framework funding was shared between four main areas:

- company competitiveness: €41 million
- promoting the region's competitiveness and its appeal to investors: €10 million
- support for micro-companies and handicrafts: €14.5 million
- communication, promotion, evaluation of the agreement: €500,000

In the company competitiveness segment, the central theme is innovation for sustainability, placing emphasis on energy saving, the increased use of renewable resources, reducing emissions and waste, and recycling. The Techno Scouting project, financed through a call for tender based on the framework agreement, seeks to identify the results of scientific and technical research in institutions across Lombardy in the biotech, ICT and new materials fields, and act as a link between business and the public sector for possible commercial use. Another ongoing project involves exchanging skills between research institutes, centres of excellence, energy companies and their major clients, through an energy cluster designed to function as an extended laboratory to find new ideas. Lombardy is one of the leading European regions in this field and over 100 companies are involved in the project, half of them small companies.

Particular emphasis is being placed on support for micro-companies and handicrafts. With support for start-ups, craft fairs and schools encouraging and training qualified artisans.

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08
Regional Action Plan
Navarra, Spain

1.0

Scope and context

Navarra's regional action plan refers to two new regional policies which were designed and agreed when this plan was.

- **Navarra's New Economic Development Model**, MODERNA NAVARRA (regional economic strategy), envisages a vision for the region by 2030, when Navarra has completed a shift from a manufacturing economy to a knowledge-based economy, following a smart specialisation process in 12 priority sectors or clusters.
- **The Navarra 4th Technology Plan 2012-2015** (regional innovation strategy), as a short to medium term deployment of MODERNA NAVARRA, focuses on the smart specialisation of the regional innovation ecosystem, the internationalisation and socialisation of Research & Innovation and embracing an Open innovation Culture.

Within the framework of MKW, five fact-finding missions and follow-ups conducted by 14 representatives from the Navarra regional government, public agencies, Research and Technology Organisations and Universities have allowed us to reflect upon and bring new approaches and ideas to Navarra. These have inspired new programmes and tools for the 4th Technology Plan of Navarra. These new programmes will be implemented in 2012, following the official approval and launch of the Navarra 4th Technology Plan, and might be co-financed by the ERDF's 2007-2013 Regional Operational Programme for Navarra.

"At the Aalto Design Factory, final year students' projects look for real life applications, so they get involved in real business projects which really improves their motivation."

María José Sánchez de Miguel, Scientific and Technological Institute, University of Navarra (ICT)

2.0

Projects & initiatives

2.1

Project 1
Strategic planning by RETECNA (the network of Research and Technology Organisations of Navarra) and 'Joint Research Agenda' through cluster initiatives

WHAT
MODERNA NAVARRA has agreed 12 separate priority clusters or sectors. Aligning the Research and Technology Organisations (RTOs) and cluster initiatives to the regional economy strategy is planned in two ways:

- Strategic planning by RETECNA (the network of Research and Technology Organisations of Navarra), comprising 11 RTOs. This will take the RTOs' systemic role in the regional ecosystem into consideration and will try to address the challenges posed by MODERNA and the 4th Technology Plan, in terms of relational capital, networking, mobility, multidisciplinary approaches and hybridisation, knowledge and technology transfer mechanisms, etc.
- Development of 'Joint Research Agendas' in MODERNA NAVARRA priority sectors in a joint effort by regional cluster initiatives and RETECNA, leading to the development of technology roadmaps in selected fields, thereby contributing to the further smart specialisation of the region.

WHO
- The Navarra regional government's Department of Rural Development, Industry, Employment and Environment will promote and fund the development of the strategic planning and Joint Research Agendas.
- RETECNA will conduct the strategic planning and take part in Joint Research Agendas.
- Navarra's cluster initiatives might take part in Joint Research Agendas.
- Navarra's European Business and Innovation centre (CEIN S.L.), a public agency delivering cluster support services as well as facilitating the coordination of RETECNA, might co-ordinate the whole initiative.

HOW
CEIN S.L. will support RETECNA in developing a strategic planning exercise, as well as helping cluster initiatives to develop Joint Research Agendas

WHEN
RETECNA's Joint Strategic Planning will be carried out in 2012. A pilot Joint Research Agenda for a selected target sector will be conducted then, and the chances of replicating the approach to other clusters assessed by the end of the year.

FINANCING
The Navarra 4th Technology Plan 2012-2015 provides for a tool for supporting RTOs and cluster initiatives on non-R&I related activities, through 'Collaboration Agreements'.

LINK
Birmingham City Council is supporting the delivery of Birmingham Science City's vision through Birmingham Science Park Aston (BSPA, West Midlands, United Kingdom). This alignment has inspired Navarra to replicate a similar approach.

2.2

Project 2
Integrated R&I projects

WHAT
The Navarra regional government has been successfully promoting the implementation of collaborative R&I projects for the last 5 years. ›

As an evolution and adaptation of such an approach to the current smart specialisation and R&I socialisation processes, it will promote a new kind of collaborative R&I project, known as 'Integrated Projects', with the following characteristics:

- Collaborative research projects, with the compulsory participation of companies (SMEs and large companies), RTOs and University departments
- Research projects, seeking medium-term results, whose potential impact on research will be assessed when they are selected
- Projects addressing both key regional or societal challenges and smart specialisation processes, in line with MODERNA NAVARRA. Public administration and end-user associations might take part in selecting key target areas such as health and social services provision, renewable energies challenges, etc.
- Projects must show the regional population and the world at large, the region's R&I capabilities in key and relevant societal or market challenges
- 'Integrated Projects' will be submitted to the existing R&I Grants Call programme and will benefit from higher grants rates and swifter procedures

"The innovation hub at Birmingham Science Park Aston integrates universities, research centres and a business incubator. It represents a perfect example of how to commercialise knowledge by optimising resources and through the potential of synergies between different stakeholders."

Ignacio Marti Perez, National Renewables Energy Centre (CENER).

WHO

- The Navarra regional government's Department of Rural Development, Industry, Employment and Environment will help to identify 'Integrated Projects' by convening multi-stakeholder workshops and will fund the resulting proposals through the current R&I projects grants programme
- CEIN S.L., as well as RETECNA, might convene and coordinate multi-stakeholder workshops, as well as supporting the drafting of 'Integrated Projects'

HOW

By holding multi-stakeholder workshops about key sectors or clusters agreed by MODERNA NAVARRA where regional government departments, RETECNA, cluster initiatives and end-user associations will work to identify regional or societal challenges. The drafting of such proposals might also be supported by the regional government through Collaboration Agreements with cluster initiatives or RETECNA.

WHEN

A first round of multi-stakeholder workshops will be convened in 2012, leading to the funding submissions for a first wave of 'Integrated Projects' by the end of 2012.

FINANCING

The Navarra 4th Technology Plan 2012-2015 has a budget for 'Integrated Projects', as well as for holding multi-stakeholder workshops.

LINK

Demonstration projects promoted by Birmingham Science City Council (United Kingdom).

2.3

Project 3 Business Acceleration Programme

WHAT

The Navarra regional government currently supports three different schemes leading to the creation of new technology-based companies:

the Innovative Companies Network (EIBT Network), the Incubation programme and the MODERNA Entrepreneurship Grants Programme. However, we think that there is still great untapped potential in transferring technology and research results into marketable products and companies. To this end, a new Business Acceleration Programme will be established by CEIN S.L., to try to follow and benefit from the following ideas:

- A short-term programme with clear milestones: generating business ideas, market screening business ideas, business plan development, contact with venture capitalists, company creation.
- Selecting participants' entrepreneurial skills. A limited number of participants will be selected according to their entrepreneurial skills and their skills for working in Open Innovation environments.
- Using Open Innovation tools to share potential business ideas and the collaborative thinking between programme participants, such as databases of unexploited patents of participating companies, companies sharing technology challenges or required solutions, and Crash Lab methods for designing business plans.

WHO

CEIN S.L. which is currently managing the three programmes will also design, manage and coordinate the new Business Acceleration Programme.

HOW

CEIN S.L. will conduct an evaluation of the three programmes and design the contents and requirements for a pilot Business Acceleration Programme to be launched in 2012: designing a training path, the appointment and training of business advisers and mentors in Crash Lab and other Open Innovation tools, outreach and involving companies, etc.

WHEN

In 2012, the three programmes will be evaluated, leading to the design of a new pilot Business Acceleration Programme, which will be tested by the end of 2012.

FINANCING

The Navarra 4th Technology Plan 2012-2015 has a budget for the technology-based companies network and programme. Pilot testing with a first group might take place in 2012.

LINK

Mobile Heights Business Centre (MHBC, Øresund) is a 6-month 'business acceleration programme', which has directly inspired CEIN S.L.

2.4

Project 4 Business Classrooms

WHAT

The Business Classrooms programme seeks companies' involvement in Universities' educational and research activities. This year-long University programme will bring together final year students taking different degrees, post-graduate students, researchers and companies in an interdisciplinary programme where, using problem and challenge-based learning techniques, as well as Open Innovation tools, students will be able to work on project ideas which will necessarily be of a collaborative nature. These will involve groups of students and researchers working together to provide a solution to a real company problem.
The scope of the projects created by this Open Innovation approach between students, researchers and companies might be wide-ranging: specific research studies, applied research solutions, new product prototypes, long-term basic research studies, etc.

WHO

The Navarra regional government's Department of Rural Development, Industry, Employment and Environment will direct the programme in

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coordination with the regional government's Department of Education, the Public University of Navarra (UPNA) and CEIN S.L., which can act as an intermediary between the University and companies involved in the programme.

HOW

A specific working group will be created by nominated stakeholders who will work on designing the contents of a pilot Business Classroom programme, to be implemented by UPNA: students taking degrees, Masters and Doctorate programmes, outreach tools to involve sponsor companies, outreach tools to involve students, methods for translating a problem or challenge-based approach, teacher/tutor coaching methods, etc.

WHEN

We predict that the design of the Business Classrooms programme and the outreach and involvement of companies will take place during the first semester of 2012. As a result, a pilot Business Classrooms programme might be launched by the beginning of the 2012/2013 academic year.

FINANCING

The Navarra 4th Technology Plan 2012-2015 has a budget for the design of the pilot experience in 2012. After that, a solid basis for the programme for the 2012-2015 period will be agreed

LINK

Aalto Design Factory, Otaniemi (Finland) initiative. Specifically, the Product Development Project (PDP) course has inspired the Business Classrooms programme.

2.5

Project 5
Innovative Public Procurement

WHAT

The Navarra 4th Technology Plan 2012-2015 explicitly recognises the role that the public administration can play as an innovation driver in bridging the gap between technology-driven R&I and user-driven innovation. This can therefore have an impact on the provision of more appropriate public services in response to societal challenges. At the same time, it can also accelerate the provision of new marketable products and services. To that end, the plan has created a new Innovative Public Procurement programme designed to formulate a strategy in this field, following diagnosis, benchmarking and pilot testing stages.

WHO

The Department of Rural Development, Industry, Employment and Environment will lead an interdepartmental working group on Innovative Public Procurement comprising representatives from the Department of Economy and Finances and other regional government departments with potential areas which could be affected by innovative public procurement (Health, Education, E-Government, etc.).

HOW

- The interdepartmental working group on Public Procurement will lead the thinking in the regional government about delivering a regional policy framework on this field.
- A diagnosis of current regional Innovative Public Procurement practices will be carried out.
- A benchmarking study of further case studies about innovative public procurement in Europe will be conducted and shared with target groups, taking into consideration the experiences brought up by Finland, the UK, The Netherlands

as the most advanced countries in this field.

- The 4th Technology Plan has earmarked a budget for pilot cases in this field, either by supporting the procurement design process by other departments, or by developing pilot projects through the Department of Rural Development, Industry, Employment and Environment.

WHEN

The diagnosis and EU case studies report will be delivered in 2012. The implementation of pilot projects by the Department of Rural Development, Industry, Employment and Environment might also take place in 2012.

FINANCING

The delivery of the diagnosis and EU case studies reports in 2012 already has a budget. After that, a solid basis for the programme for the 2012-2015 period will be agreed.

LINK

Innovative Public Procurement policies in the Helsinki region and Finland. As Innovative Public Procurement policies and programmes are closely linked to regional context and legal framework, these experiences and overall approaches have been very useful in designing the current Innovation Public Procurement strategy.

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"On examination of Innovative Public Procurement in Finland, I would like to highlight the close collaboration between the private and public sectors from the start of such processes. This allows to build a trustworthy and solid partnership, based on shared social goals."

Itziar Zabalza San Martín, International Affairs Service, Navarra Government.

"The population's health and well-being are among Helsinki's strategic priorities. We were surprised by how this strategic choice is boosting innovation in the ICT sector. Public sector demands can play a key role in promoting regional innovation. We must adapt, and make public procurement processes more flexible in order to fully tap this potential."

Javier Baztarrika, Iniciativas Innovadoras, member of the Consultancy Companies Association of Navarra (ANEC).

08
Best Practice
Navarra, Spain

PARTNER

Navarra Government,
DG Enterprise and Innovation

CONTACT

Rafael Muguerza Eraso
Innovation and Knowledge Transfer Service Director, Department of Rural Development, Industry, Employment and Environment

Navarra Government
Parque Tomás Caballero,
nº 1, 6º planta
31 005 Pamplona (Spain)

+ 34 848 42 76 63
rmuguere@navarra.es

MEUPOLE

Leading the way with biotech, renewable energies and nanotechnology

The regional authorities in Navarra have designated biotech, renewable energies and nanotechnology as the priority sectors for MEUPOLE, a system for identifying and designing collaborative research, technological development and innovation projects.

Set up in 2006, MEUPOLE has mobilised stakeholders from science, technology and business to support integrated collaborative projects in these three sectors. MEUPOLE methodology used a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis in each of these sectors to identify companies, universities and research centres in the region with the potential for participating in collaborative R&D projects.

Sector-based committees were set up to choose possible projects, define the methodology and planning needed, select likely participants, applicable technologies, funding sources and define timetables. Navarra's Innovation Agency, ANAIN, coordinated the project with five technology centres playing a key role as driving agents.

The initiative was open to all public and private science and technology companies, and 57 businesses, universities and research centres participated. In all, 76 ideas for projects were suggested and these were eventually whittled down to nine projects that were approved and taken forward.

The MEUPOLE pilot was kick-started by a budget of €429,240, co-financed by the ERDF and the regional authorities. However, strategic Research & Innovation projects generated will be implemented up to 2011.

The leverage effect of that initial funding was high and the nine chosen projects were supported by a total of €17.1 million of which 65% came from regional funds, 30% from private finance and 4.5% from the ERDF.

MEUPOLE has now been successfully mainstreamed into the Regional Innovation Strategy. □

"After visiting the Aalto Design Factory, all I can say is, 'prototyping, prototyping, prototyping!!!' We need to foster a prototyping culture, which is essential for learning from mistakes and for innovating. We must look for the tools to achieve this in Navarra."

Begoña Vicente Yenes, Navarra's European Business and Innovation centre (CEIN).

"Some of the methods and tools used by Mobile Heights Business Centre in Øresund for speeding up the creation of new companies, such as the rapid screening of new products or services for the market, confirm the effectiveness of the dynamic and swift entrepreneurship strategies that we are starting to implement in CEIN."

Beatriz Blasco, Navarra's European Business and Innovation centre (CEIN).

01

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Creators

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Working group of stakeholders in Nord-Pas de Calais region

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J'innove en Nord-Pas de Calais - network of regional innovation operators

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Regional Action Plan
Nord-Pas de Calais, France

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1.0

Scope and context

The objectives of the Making Knowledge Work project and its related activities are totally in line with the Regional Innovation Strategy. This strategy is the result of a European Commission request for a better overview of the innovation initiatives that the Regional council is funding with structural funds. Following long consultations between the Regional council and the regional innovation stakeholders, the Nord-Pas de Calais Region's Innovation Strategy was officially launched in 2010.

"It is essential that the Nord-Pas de Calais region becomes recognised amongst Europe's regions. The MKW project allowed us to create the relevant conditions to discuss and exchange common problems and collective interests with our European partners."

Yannick Giry, Regional Innovation Strategy Director, Nord-Pas de Calais Regional Council

REGIONAL INNOVATION STRATEGY

In brief, the Nord-Pas de Calais' Regional Innovation Strategy consists of three thematic strategies and six types of transversal involvement.

The three thematic strategies include:

1. Becoming a reference, at European level, in a limited number of innovative sectors chosen on the basis of their scientific excellence and their economic importance for the Nord-Pas de Calais region ('smart specialisation'):
   - Railways (including aspects of intermodality, logistics and intelligent transport systems)
   - Commerce of the future (including aspects of logistics and technology)
   - Health – Nutrition – Food (including aquatic products, food safety and security)
2. Looking after sectors in the restructuring process through innovation:
   - Automotive
   - Advanced materials (green chemistry, textiles, composites)
   - Buildings and eco-construction
   - Mechanical engineering
3. Focusing on innovation to enable the creation of new sectors:
   - Energy and power electronics
   - Waste management, sediments, polluted sites and soils
   - Images and digital creation
   - E-health

The six types of transversal involvement include:

1. Fostering the creation of innovative companies
2. Better funding for innovation
3. Enhancing the potential of public and private research as well as the habits of technology transfer and research valorisation
4. Changing the habits of regional SMEs by focusing on the analysis of business strategies and human capital
5. Attracting foreign direct investment with 'high technological intensity', and changing the Region's reputation
6. Innovating through and for services

STAKEHOLDERS

The Nord-Pas de Calais' Regional council has nominated relevant 'pilots', i.e. regional stakeholders, to implement the objectives of the three thematic strategies and of the six types of transversal involvement. These 'pilots' are leading different working groups, which bring together the stakeholders concerned to write, develop and implement Regional Action Plans. These Plans are integral parts of the Regional Innovation Strategy. So, for example, NFID (Nord France Innovation Développement), the Nord-Pas de Calais' regional innovation agency, is leading the working group dealing with 'the creation of innovative enterprises' and, working with other stakeholders, wrote the Regional Action Plan for the Regional Innovation Strategy.

EVOLUTION

The Regional Innovation Strategy and the related Regional Action Plans are not supposed to be static instruments. Instead, we expect the regional stakeholders to introduce new aspects, ideas and proposals, helping the Regional Action Plans to evolve and develop. And this is exactly what happened within the MKW project. The project gave NFID the opportunity to discover good practice in enterprise creation in other European regions.

VISITS TO REGIONAL GOOD PRACTICES

NFID has expressed specific interest in the regional good practices from the following MKW partner regions:

- Eindhoven: Creative Conversion Factory
- Flanders: Strategic Competence Centres
- Helsinki: Design Factory
- Øresund: Mobile Heights Business Centre
- Stuttgart: Competence Centre Programme

Bilateral meetings were organised to learn more about these good practices in detail. In brief, the following conclusions were drawn from the bilateral meetings.

2.0

Project 1
Creative Conversion Factory (Brainport, Eindhoven)

WHEN

June and July 2010, June 2011

WHO

1. Léa Auboiroux (University of Dunkerque)
2. Hélène Cannard (INOVAM – Innovation funding)
3. Christophe Chaillou (Media cluster)
4. Pascal Laurent (University of Valenciennes)
5. Jean-Pierre Léac (NFID)
6. Carlos Pereira (NFID)
7. Bénédicte Petit (Greater Lille Municipality)
8. Chantal Pierrache (Regional council – Managing Authority)
9. Jean-Marie Pruvot (NFID)
10. Isam Shahrour (University of Lille)

WHAT

The trips to Eindhoven included site visits to the Innovation Lab of the TU/e (Technical University of Eindhoven), to the Eindhoven High Tech Campus and to the 'Klokgebouw' reconversion area. Meetings with Hans Robertus (Creative Conversion Factory), Popke-Rein Munniksma (ABN AMRO Dialogues Incubator), Bart van Gogh (NYOYN), Edgar van Leest (Brainport), Bart de Jong (TU/e), Bert-Jan Woertman (High Tech Campus Eindhoven), Ruud van Iwaarden (Incubator 3+), etc. gave us great insight into the Eindhoven Brainport Region's innovation ecosystem.

CONCLUSION

The Eindhoven good practice raised a lot of interest. However, it became clear that it cannot be implemented in Nord-Pas de Calais, because there is no big industry partner (like Philips) in our region, and because we do not have enough patents that could be exploited by interested entrepreneurs.

2.1

Project 2
Strategic Research Centres (Flanders)

WHEN

September/October 2010

WHO

1. Julien Boudani (EuraTechnologies – ICT cluster)
2. Frédéric Blin (MITI incubator)
3. Marc Burden (Réseau Entreprendre Nord – Entrepreneurship network)
4. Yannick Giry (Regional council - Managing Authority)
5. Patrick Kennis (IEMN research lab)
6. Loïc Laroche (Greater Lille Municipality)

›

7. Pascal Laurent (University of Valenciennes)
8. Jean-Pierre Léac (NFID)
9. Carlos Pereira (NFID)
10. Bénédicte Petit (Greater Lille Municipality)

WHAT

The study trip to Flanders included site visits to the Information & Communication Technology Competence Centre (IBBT), to the Flemish Interuniversity Institute for Biotechnology (VIB) and to the Interuniversity Centre for Nano Electronics (IMEC). Meetings with Olivier De Cock (IBBT), Joris Gansemans (VIB), Chris De Jonghe (VIB), Ludo Deferm, Philip Pieters, Annouck Vanrompay and others (all IMEC) gave an interesting insight into the Flanders Region's innovation ecosystem.

CONCLUSION

The main lesson learnt in Flanders (e.g. at the IBBT, the VIB and the IMEC) is related to the consistent financing and accompanyment of start-ups. Following this experience, a group of experts in Nord-Pas de Calais is discussing if and how start-ups can be provided with better funding and accompanyment.

"In Lund, we were impressed by the number of patents made available for commercialisation and by the ability of the local operators to identify efficient developers and managers for innovative projects."

Chantal Pierrache and Mr Laurent Matuszczak, Project Managers, Nord-Pas de Calais Regional Council

2.2

Project 3
Aalto Design Factory (Helsinki)

WHEN

April 2011

WHO

1. Valérie Bachelet (Ecole des Mines, Douai)
2. Marie-Claire Bilbault (Regional council - Managing Authority)
3. Marc Burden (Réseau Entreprendre Nord – Entrepreneurship network)
4. Jean-Pierre Léac (NFID)
5. Blandine Lebourg (ICT cluster)
6. Annick Lozac'k (Réseau des Ruches – Regional Incubator Network)
7. Carlos Pereira (NFID)
8. Samuel Tapin (EuraTechnologies – ICT cluster)

WHAT

The study trip to Helsinki included site visits to the Otaniemi science and technology park, to the Aalto Design Factory and to the Design District Helsinki. Meetings with Pekka Front (Otaniemi), Rodrigo Cervantes Mendes and Wycliffe Raduma (Design Factory), and with Laila Alanen (Design District Helsinki) gave us a stimulating insight into the importance of design to the innovation ecosystem in Helsinki.

CONCLUSION

The Design Factory in Helsinki is, in fact, a unique location. However, during the study trip, our experts realised that some of the elements that make the Design Factory a success (e.g. cooperation between students, applied development projects, creative weekends, etc.) also exist in Nord-Pas de Calais. But they also confirmed that our regional initiatives need to be better coordinated.

2.3

Project 4
Mobile Heights Business Centre (Øresund)

WHEN
October 2010

WHO
1. Franck Arnold (SKEMA business school)
2. Valérie Bachelet (Ecole des Mines, Douai)
3. Stéphane Beaussart (IEMN research lab)
4. Frédéric Blin (MITI incubator)
5. Julien Boudani (EuraTechnologies – ICT cluster)
6. Françoise Depoorter (Réseau des Ruches – Regional Incubator Network)
7. Jean-Pierre Léac (NFID)
8. Karl Martin (Haute Borne Développement)
9. Laurent Matuszczak (Regional council - Managing Authority)
10. Carlos Pereira (NFID)
11. Chantal Pierrache (Regional council - Managing Authority)
12. Jean-Marie Pruvot (NFID)
13. Dominique Rybicki (Lille Métropole Initiative)
14. Marc Ryckebusch (Ecole des Mines, Douai)

WHAT
The study trip to Lund included site visits to the Lund University campus, to the IDEON science and technology park, and to the Mobile Heights Business Centre (MHBC). Meetings with Marianne Larsson (MHBC), Joakim Nelson (Sony Ericsson), Johan Wickman (Telia Sonera), Marie-Louise Eriksson (Skane Region) and with Ants Maran (Qubulus) provided real insight into the Øresund Region's innovation ecosystem.

CONCLUSION
The Lund procedure of choosing high-potential entrepreneurs and the support scheme for them aroused a lot of interest in Nord-Pas de Calais. Experts are discussing how this kind of procedure can be developed further for the incubators in Nord-Pas de Calais.

"I was impressed by the fact that a large company such as Philips makes part of its know-how available to interested parties so that they can start new companies."

Hélène Cannard Guillon, Director of INOVAM regional innovation fund

2.4

Project 5
Regional Competence Centres (Stuttgart)

WHEN
December 2010 and May 2011

WHO
1. Dominique Boudin (Lille Chamber of Commerce)
2. Catherine Dupas (University of Lille)
3. Jean-Pierre Leac (NFID)
4. Najima Maiz (NFID)
5. Carlos Pereira (NFID)
6. Jean-Marie Pruvot (NFID)
7. Christine Useille (University of Lille)

WHAT
The study trip to Stuttgart included site visits to the Virtual Dimension Centre (VDC), to Bosch Packaging, to the Electric Mobility Centre, to the Stuttgart University campus, to the National High Performance Computing Centre (HLRS), and to the Fraunhofer IAO. Meetings with Christoph Runde (VDC), Eberhard Weiss and Christiane Ballreich (Bosch Packaging), Michael ›

Resch (HLRS) and Günther Wenzel (Fraunhofer IAO) gave us a very interesting insight into the Stuttgart Region's innovation ecosystem.

CONCLUSION

The Stuttgart good practice raised interest because we have a similar scheme, namely clusters of excellence, in Nord-Pas de Calais. The main difference is that the competence centres in Stuttgart follow a bottom-up approach, whereas our clusters of excellence are the result of a top-down initiative. The good practice was very interesting, but no further conclusions could be drawn from this experience.

REGIONAL ACTION PLAN

The Making Knowledge Work fact-finding missions and bilateral meetings have had (and are still having) a real impact on enterprise creation in Nord-Pas de Calais in general, and on the Regional Innovation Strategy in particular. Many members of the 'creation of innovative enterprises' working group had the opportunity of taking part in these visits. They are now discussing and sharing their experiences, impressions and ideas with their working group colleagues. This group's action plan is in fact being rewritten. Many of the lessons learnt from the MKW project will therefore find their way into the new Regional Action Plan. We expect that this plan will be finished by the end of 2011. It will then be officially incorporated into the Regional Innovation Strategy. Finally, all the stakeholders dealing with 'creation of innovative enterprises' in the Nord-Pas de Calais Region will direct their activities towards the objectives of this Regional Action Plan.

These activities will be financed using part of the €98.2 million that the ERDF has allocated to the Nord-Pas de Calais Regional council's 2007-2013 Operational Programme (Competitiveness and Employment) Line 1 (Research and development, innovation, enterprise policy).

□

09
Best Practice
Nord-Pas de Calais, France

PARTNER

Nord France Innovation
Développement (NFID)

CONTACT

Jean-Christophe Godest
323 boulevard du Président Hoover
59000 Lille, France

+33 3 20 17 72 28
jcgodest@nfid.fr

INNOSCOPE

An online mapping tool to identify innovative companies

By defining suitable target groups, it enables economic developers in the region to offer tailor-made business support and enhance the uptake of innovative ideas.

The initiative was launched in 2002, when the regional innovation agency, Nord France Innovation Développement (NFID), found itself with a growing need to identify SMEs that could benefit from public support for innovative projects. NFID teamed up with the econometrics department of the Ecole Supérieure des Affaires (ESA) of the Université de Lille 2, a graduate business school with experience in financial data analysis, to set up an analytical tool based on financial data that would help to pinpoint innovative companies.

Together, they developed INNOSCOPE to use financial data for analysing a large number of companies and identify those innovative ones amongst them without needing to know them in depth. It is also possible to match INNOSCOPE results with company-related information such as key technology use, the existence of patents and participation in innovation-related information events.

In practical terms, INNOSCOPE provides reliable and functional decision-making support. It makes it easy to pick out SMEs which are potentially interested in being helped with the development of innovative projects and which should therefore be visited as a priority.

Since its inception, the INNOSCOPE tool has improved the efficiency of public spending, increased the motivation of operators providing innovation support and enhanced the performance of innovation projects. One in three SMEs identified as being potentially innovative is interested in developing an innovation project.

The INNOSCOPE project was 100% publicly funded from the Ministry of Research at a cost of €60,000 and employed one full-time statistician. Today, the INNOSCOPE tool is closely linked with the 'J'innove en Nord-Pas de Calais' platform. It is made available for the members of 'J'innove' which brings together experts from universities, chambers of commerce, research centres, competitiveness clusters and other innovation operators. They provide advice for companies launching innovative projects and support to see the projects through.

The network also contributes to promoting research in over 300 laboratories in the region. It aims to help transform ideas into new products and services that can increase the competitiveness of local companies both in France and in international markets.

The network's experts are in direct contact with the companies and visit them regularly, feeding back information about their innovation potential to the INNOSCOPE database.

INNOSCOPE has helped build a deep insight into the innovation potential of companies in the Nord-Pas de Calais region. Work is currently underway to widen its scope to include human resources and exports, and to further improve the tool's reliability and efficiency.
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"It's a pleasure to think back to the MKW fact-finding missions (the interesting meetings, high quality exchanges, etc.). They were a real source of inspiration for the further development of our processes of working with innovative projects, such as funding, coaching, events, networking, etc."

Marc Burden, Project Manager at the entrepreneurship network "Entreprendre Nord"

01
IDEAS workshop
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IDEAS workshop
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03
IDEAS workshop
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Regional Action Plan
North West, United Kingdom

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03

1.0

Scope and context

There has recently been increasing emphasis on developing the UK's existing strengths, "smart specialisation", as seen by the emergence of Technology Innovation Centres. These centres mark a shift in policy away from building the knowledge base across all technology frontiers, towards increased specialisation and exploiting existing world class expertise in research and development.

Recent changes in UK government policy regarding regional economic development have led to the closure of the regional development agencies in England. Previously, these agencies were responsible for setting regional development strategies, managing development activities through regional stakeholders, and for coordinating national and EU funds to achieve this. With the demise of the regional agencies, no regional bodies have emerged to replace them. Instead, local sub-regions have appointed their own Local Economic Partnerships (LEPs). LEPs are private sector led and receive very little operating budget from national government.

Cumbria is a sub-region of the North West and its LEP was one of the first in England to be given official approval. This is one of the reasons why Cumbria was selected as the focus for this action plan. The 2007-2013 regional operational plan for the North West UK is currently managed by the Department for Communities and Local Government. However, there is currently little finance available to put the action plan into operation, since the current programme is generally oversubscribed, with few new calls being announced. The part of the programme most relevant to the Building our Innovation Assets (BIA) project is 'The Regional Competitiveness and Employment Programme'.

Employment in Cumbria is fairly diverse, the main categories being public administration, health and education, wholesaling and retailing, manufacturing, and hotels and restaurants. Compared with other regions, Cumbria has proportionally fewer people employed in finance and business services. Sectors which are important because they provide services that support innovation and entrepreneurship. There are differences in the density of manufacturing employment, which accounts for 23% of employment in Barrow (where BAE has a submarine production facility), and for a third of all employment in West Cumbria, home to Britain's Energy Coast. Employment in the manufacturing sector in Cumbria fell by 10% between 2003 and 2008 but this was less severe than the 16% rate of decline nationally. (Cumbria Local Economic Assessment, November 2010).

Rates of new company creation are generally lower than the national average, at 47.7 per 10,000 of the population. The national average is 57.2, and the average for the North West Region is 49.6. Despite the presence of a healthy specialist manufacturing sector and the talent that Britain's Energy Coast attracts both in companies and research institutes, there is a low level of company creation.

STAKEHOLDERS

Lancaster University works closely with a range of stakeholders in the North West region, covering the three components of the triple helix model: government, education and companies. Some of these stakeholders attended the fact-finding missions. Due to political changes, local areas have the opportunity to take control of their future economic development. Thus stakeholders from the Cumbria region have played a major role in the course of the MKW project.

CUMBRIA LOCAL ECONOMIC PARTNERSHIP

LEPs are locally-owned partnerships between local authorities and businesses, and play a central role in determining local economic priorities and undertaking activities to drive economic growth and create local jobs. They are also key vehicles in delivering Government objectives for

economic growth and decentralisation, while also providing a means for local authorities to work together with business in order to speed up the economic recovery.

Cumbria LEP provides a strategic lead in all activities which contribute to the growth and vibrancy of Cumbria's economy and, where appropriate, takes positive action using the skills, capabilities and networks of the LEP's partners.

CUMBRIA CHAMBER OF COMMERCE

The Cumbria Chamber of Commerce offers significant benefits for any business in the region which is looking to develop and expand. The Chamber is Cumbria's premier business support and networking organisation and is the voice of Cumbrian business, representing both SMEs and larger corporate organisations. The Chamber is a lobby organisation for Cumbrian businesses, and will petition government and local authorities on the issues which most affect or impede the development of business. In addition, the Chamber builds and maintains businesses across the sub-region, by organising strategic employer groups, events and seminars to encourage communication between the key strategists and influencers in the region and the business community.

LANCASTER UNIVERSITY

Lancaster University is one of the UK's top 10 universities. Through the Institute for Entrepreneurship and Enterprise Development, it has developed a strong track record of business engagement within the North West region to complement our national and global corporate links. Partnerships such as the IDEAS and the LEAD provider network are examples of the wider impact the University has had.

Lancaster University's Work Foundation (a highly regarded policy think tank) has significant strengths of its own in innovation research and knowledge exchange programmes. The Work Foundation has excellent links with the UK government's Department for Business Innovation and Skills. The Work Foundation's Big Innovation Centre (BIC) combines a dialogue with policy makers, large organisations with delivery to SME gazelles and high tech companies. The BIC brings together a range of companies, trusts, universities and public bodies to create a practical and dynamic hub with the vision and ambition of building a world-class innovation and investment ecosystem by 2025.

The BIC will further establish Lancaster University's position in knowledge exchange expertise, by extending its partnership with innovation policy researchers and demonstrating economic impact through the delivery of knowledge exchange programmes. By working closely with the BIC, the Building our Innovation Assets (BIA) project will help to identify ideas, encourage innovation within and between anchor companies and their supply chains, and hopefully be able to identify potential gazelles by developing in-depth knowledge of players, limitations and conditions affecting low carbon energy and specialist manufacturing sectors.

2.0

Building our Innovation Assets (BIA) project

The aim of the BIA project is to develop and support the innovation ecosystem of Cumbria, specifically by focusing on smart specialisation; building our innovation strengths in low carbon energy, specialist manufacturing and renewable energy through an approach that draws upon an effective partnership between the region's universities, industry and local authorities.

Smart specialisation does not call for a top down approach to the development of innovation systems and environments. The BIA project aims to create effective smart specialisation through an entrepreneurial process of discovery. This is likely

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to come from the private sector, from small companies and through effective involvement with Higher Education. However, small companies and budding entrepreneurs need business and management support to commercialise scientific ideas and to use general purpose technologies.

The BIA project will support entrepreneurship and innovation in a very practical way, as well as through the adoption of the good practices of the Mobile Heights Business Centre and the Creative Conversion Factory.

WHAT

The BIA project will begin to build a vibrant and involved network of higher education, businesses and public sector bodies in Cumbria to support innovation and entrepreneurship in areas where we have existing strengths, namely low carbon energy and specialist manufacturing. It will:

1. Build understanding of the factors that constrain innovation and entrepreneurship in low carbon energy and specialist manufacturing.
2. Develop relationships and activities between stakeholders to support innovation and entrepreneurship further in low carbon and specialist manufacturing fields.
3. Build abilities for entrepreneurship and innovation at an individual, company and county level in the fields of specialist manufacturing and low carbon.

WHO

Detailed plans for the creation and application of BIA will be developed as part of any bidding process for external funds. BIA will need to be actively supported by all the following stakeholders and by innovation anchors: The University of Cumbria; The University of Central Lancashire; Carlisle, Furness, Lakes Colleges; Furness Enterprise; Energy Coast Business Cluster; Britain's Energy Coast; Energy Coast Campus Project; National Nuclear Laboratories; The Dalton Institute, Manchester University.

HOW

BIA will first create a strategic framework from which detailed, meaningful analysis of innovation activity in the low carbon and specialist manufacturing sectors can take place. From these processes, innovation road maps will be produced that will function as a usefully detailed description of the field of innovation, outlining the role of the innovators within this and describing courses for further action. These maps will provide insights into the actions required for the strategic development of the two sectors; identifying strengths, encouraging cohesion and understanding by building a common language between stakeholders. The innovation road maps will help to form a working model of innovation and entrepreneurship within specialist manufacturing and low carbon sectors, and will fully explain the relationship between, 'innovation anchors', associated SMEs and the triple helix. This will provide stakeholders with information from which to build consensus, inform strategy and influence the continued development of these two sectors at sub-regional, regional and EU levels. Secondly, we will focus on relationships and partner involvement.

Entrepreneurs who are well-placed to explore and identify new activities will often not have sufficient contacts with sources of marketing and finance. This will place them in a weak position when negotiating with these external parties for the resources they need to expand their young enterprises, thus reducing their incentives to undertake new activities in the first place. BIA will therefore work with existing business support organisations to help local entrepreneurs to coordinate themselves in forming mutually reinforcing networks, to pool generic knowledge, and provide inputs from organisations and individuals outside the area to share new thinking, connections and ideas. This theme will draw heavily on lessons from the Mobile Heights Business Centre and the Creative Conversion Factory.

Thirdly, we will develop and test

approaches to employee involvement and participation in innovation and entrepreneurship. Initially we aim to work with at least two innovation anchors in each sector. Once recruited to work with the innovation anchors, the Chamber, the LEP and Lancaster University will develop ideas for a pilot programme to test possibilities for a Cumbria Creative Conversion Factory. A pilot programme will be developed to establish 'mini' Creative Conversion Factories within the two innovation anchors.

3.0

Integration of MKW best practices

The BIA project draws mainly on two MKW best practices; the Creative Conversion Factory and Øresund Mobile Heights Business Centre. However, if we can attract the right levels of funding, we would welcome more interaction with Navarra, to learn from their approach to supporting triple helix relationships and to link with their low carbon energy stakeholders.

Open and multi-party, the Creative Conversion Factory is particularly useful to BIA as its aim is to increase cross-sectoral working by involving multiple partners This will foster serendipity and the potential for the speeding up innovative ideas.

Mobile Heights Business Centre has a proven track record in mobilising ideas, people and resources for exploiting IP for the mobile communication industry. Specifically, and in addition to the Creative Conversion Factory model, there is an emphasis in the Mobile Heights model towards linking great ideas with aspiring/budding entrepreneurs. It is therefore a model led by entrepreneurial capabilities rather than ideas. This is different from the norm, which is usually led by technology. This approach has particular relevance to Cumbria where there are relatively low levels of entrepreneurship and, in the current economic climate, some considerable instances of redundancies from major public and private sector bodies. We are therefore particularly interested in 'matching' entrepreneur to IP, as well as connecting budding entrepreneurs with unexploited ideas. This makes it interesting for stakeholders in Cumbria.

Britain's Energy Coast, which symbolises the ambition of Cumbria's low carbon energy sector, may be able to take ideas from the approach undertaken by Øresund. The breadth and depth of Øresund is particularly interesting, crossing national borders and involving 12 research institutes. If Cumbria does want to lead in low carbon energy, this is the scale of approach that will be necessary.

WHEN

BIA is scheduled for implementation in accordance with the current Regional Operational Plan, 2007-2013, if funding is available. If no funding is found, we will lay the groundwork for bidding in the next round of the ERDF Operational Programme, 2014-2020.

FINANCING

Currently, there is no clear way we can access funding. There are no sub-regional, regional or national funding sources available. Our intention is to develop relationships, lay the groundwork for the project and apply for EU structural funds when an opportunity arises. Lancaster University can commit to some funding for developing this initiative, in the form of staff time, specifically from staff involved in the Big Innovation Centre.
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Best Practice

North West, United Kingdom

PARTNER

Lancaster University

CONTACT

Helen Fogg
Bailrigg, Lancaster LA14YX
United Kingdom

+44 1524 510706
h.fogg@lancaster.ac.uk

IDEAS: Innovation, Design, Entrepreneurship and Science

Promoting innovation through effective knowledge exchange

IDEAS is a collaboration between three leading universities in North West England to promote innovation when SMEs, large corporations, universities and strategic government-funded science meet one another.

The project was launched in 2008 by the business and management schools of the universities of Lancaster, Liverpool and Manchester and Imagination Lancaster a creative design research hub within Lancaster University.

IDEAS has initially been focussed upon the Daresbury Science and Innovation Campus (DSIC), midway between Manchester and Liverpool, which is home to over 100 high-tech companies and cutting edge scientific facilities.

The aim of IDEAS is to use research and knowledge transfer to promote innovation, competitiveness and economic development, while enhancing the performance of companies and organisations based at the DSIC, and in the wider business community.

To achieve this IDEAS focuses on enterprise development, open innovation and economic impact analysis using the development of new economic models, and innovative skills and original approaches to metrics, mapping and entrepreneurship. Having the North West's leading universities represented on-site grants seamless access to three global networks of expertise, and allows world-class research to be passed on to the small and medium sized enterprises (SMEs) in real time.

Half of North West's funding comes from the ERDF, 13% from regional authorities and 37% from the universities. One of IDEAS' objectives is to develop new economic models that can be tested in a 'real world laboratory' situation in Daresbury and at IDEAS' other site at Harwell, near Oxford. The partnership aims to establish the Daresbury model as a test bed for similar initiatives in Britain and beyond. One goal is to ensure that commercial and academic environments nurture and support 'skilled innovators' within the workforce and faculty by developing new roles and working methods that support innovative practice. Considerable focus is placed on developing enhanced measuring and mapping techniques to monitor the application of innovation both within the North West and in other regions.

From March 2009 to June 2010, IDEAS won funding from the European Regional Development Fund (ERDF) and the Northwest Regional Development Agency to deliver a programme of in-depth knowledge exchange through a series of interactive workshops for 40 regional SMEs, mainly high-tech microbusinesses.

Each of the three workshops consisted of four or five half-day sessions that highlighted critical issues for small businesses:

- Customer-Focused Innovation - to enhance marketing skills and help participants, who mostly came from the advanced engineering and digital sectors, to define needs, identify value and reassess customer relations.
- Competitive Advantage through People and Processes - which aimed to help small businesses improve their internal management and organisation.
- Moving Beyond Networking: Creativity, Collaboration and Growth - which explained the value of collaborating effectively and networking with other firms and organisations.

Senior academics from the three partner universities delivered highly interactive and practical sessions which were fully funded to eligible high-tech SMEs. Follow-up support for the companies included intensive one-day master classes and the chance to have one-on-one consultancy sessions with IDEAS' experts.

IDEAS is currently working with other regions to create a learning network of innovative practice in knowledge exchange to support SMEs across north west Europe.

□

11
Øresund, Sweden

1.0

Mobile Heights Business Centre

Lund University has submitted the Mobile Heights Business Centre (MHBC) as a best practice, to represent the Øresund Region in the Making Knowledge Work project. MHBC lives and breathes the essence of the current initiatives in the region, trying to align work in practice with the European Union's strategy of the Innovation Union. It carries out extensive policy work with the aim of actively promoting user-driven aspects of innovation and creating triple helix links between academia, industry and the public sector in cross-sectoral collaborations to combat global challenges ahead.
MHBC started as a pilot project in March 2009, to strengthen growth in the telecoms industry in the south of Sweden through divestitures, in other words, to build companies based on patents and business ideas from existing industry. So far, the telecoms industry (Ericsson, TeliaSonera, TAT) has contributed with over 400 patents and ideas.

The financial framework for MHBC is built on sponsorship from public organisations, working by expanding growth and opportunities in the region, Skåne Region, the EU, Innovationsbron, Blekinge Region and Teknopol AB. The intrinsic ambition is that MHBC, as a successful pilot project, will provide the region with positive effects in terms of new business and increased employment opportunities.
Its goals are 10 new viable companies with positive cash flow within two years. Each of these companies should have an anticipated income of at least SEK 3 million in the third year, with the potential of at least SEK 100 million, employing 100 people in the Skåne/Blekinge regions.

Hard facts show that by March 2011, MHBC has contributed to 53 new jobs and internships which will hopefully lead to employment in start-ups. From 41 entrepreneurs, 26 have become members and 8 have achieved market and sales (revenues) during membership of MHBC. Up until March 2011, 4 entrepreneurs have reached profitability.

MHBC involves a highly-structured process that is continuously being adjusted and fine-tuned at each stage to match people in the project, demand from companies and public sectors, and real world factors.

Anyone can apply to become an entrepreneur within the MHBC scheme. After submitting a notification of interest, the next step involves a personality test which provides an opportunity to evaluate if the person has the capabilities necessary for them to meet the scheme's requirements. Following this there is an interview, to ask in-depth questions and assess qualities which are not apparent on paper, and where entrepreneurial drive can be tested and proven.

If, after the test and interview, an individual is approved and would like to join the scheme, he or she will be presented with the bank of unexplored patents, business ideas and the solutions requested by industry.

Starting the process is intense, with a specified formula and extensive focus on marketability, sales and customers. In a 'Crash Lab' led by professional Business Advisers, business ideas are discussed openly. This whole process is based on Open Innovation, where giving is receiving.

Once a week, representatives from industry meet the entrepreneurs to listen and give them advice about their ideas. They offer their know-how and insights in the established telecoms and Life Sciences industries, in order to minimise the risk of developing an idea which doesn't have a market.

Having chosen an idea, the next step is to develop a business plan. MHBC can provide support in terms of professional legal, HR, PR, Marketing and Business advisers to create a solid foundation for the developing businesses. When the entrepreneur has built a case, the business plan will be

presented at the Investment Day, to which only active investors are invited. If those investors, Business Angels as well as Venture Capital companies, take an interest in the case, MHBC encourages them to look at it over the longer term. The recommendation is to invest for up to two years, with set milestones to keep them closely involved with the entrepreneur and monitor development. This allows the entrepreneur to focus on developing the business during that period, instead of constantly struggling to find additional capital.

MHBC is a way to form a unique collaboration of private and public players working to create a shortcut to the market. Regular customer feedback about the idea, together with a segment-specific network and business advice, helps the entrepreneur to build a marketable product or service. Furthermore, assistance through tailored investor events and HR advice when recruiting the first team members will support the entrepreneur throughout the start-up phase.

2.0

Organisations behind MHBC

TEKNOPOL AB

Teknopol AB specialises in the business development of innovative, early stage ventures with substantial business and growth potential. Teknopol's mission is to facilitate the creation of more successful growth-oriented companies, primarily within Life Sciences, Biotech, Food, Cleantech, Moving Media and Telecoms.
Teknopol offers professional business advice, as well as developing new methods of commercialisation, helping industries and regions to create spin-offs and attract competence.

Teknopol AB is owned by Innovationsbron AB, Skåne Region and ALMI Skåne.

MOBILE HEIGHTS

Mobile Heights is a mobile communications cluster initiative in southern Sweden. It brings together world-class organisations from industry and academia, as well as institutions from the public sector, in cross-collaborations. Mobile Heights exists to create a foundation for internationally competitive and growing companies in mobile communications. This will be achieved through world-class research, education and the power to attract interest. The Mobile Heights Business Centre is fully in line with Mobile Heights' ambition to establish southern Sweden as a world-leading region in research, innovation and entrepreneurship in mobile communications, using the entire value chain of mobile devices, hardware, software and services.

All members have established operations in the region. The initiators and founding members of Mobile Heights are Sony Ericsson, Ericsson, ST-Ericsson, TeliaSonera, Lunds Tekniska Högskola, LTH, Malmö Högskola and Skåne Region.

TAS 3.0

The TAS 3.0 platform, Tillväxtarena Syd, consists of various private and public players working in a unique collaboration. These players contribute their specific resources at different stages of the business development process, such as shortcuts to financing, finding the right skills for the team and offering access to the knowledge bank which industry researchers possess.

Contributing players in TAS 3.0 are Skåne Region, Blekinge Region, Vinnova, Innovationsbron, Teknopol AB, Trygghetsrådet, Arbetsförmedlingen.

European Regional Development Fund
The ERDF is one of MHBC's sponsors.
□

11

Mobile Heights Business Centre

Putting all the pieces together for start-ups in mobile innovation

PARTNERS

Lund University, Øresund

CONTACT

Ulrika Cattermole
Box 117, 221 00 Lund,
Sweden

+46 709 718 952
ulrika.cattermole@luis.lu.se

The initial drive to set up Mobile Heights came from industry, when the telecommunications giant Ericsson turned to the regional authorities in Skåne looking for greater investment in mobile communication research. The vision was to establish Mobile Heights as the world's first ecosystem based on open innovation in mobile communications, linking business, academia and regional government.
Mobile Heights is a cluster organisation that was initiated to boost triple helix cooperation in the region.

In order to accelerate the triple helix cooperation Mobile Heights Business Centre (MHBC) was launched in 2009 as a pilot project in order to strengthen growth within the telecom sector in Southern Sweden by divestitures/spin-offs based on patents and business ideas from the industry.

MHBC is backed by financial support from Skåne and the neighbouring region of Blekinge, together with Innovationsbron and Teknopol, two state-funded organisations which provide funding and support to innovative businesses.

The goal is to create 10 new viable companies, with positive cashflow within 2 years, each with a budgeted income of at least SEK 3 million the third year and the potential of at least SEK 100 million - employing 100 people in the Skåne/Blekinge region.

By the end of 2010, there were 23 start-up members. Any entrepreneur Planning to set up in the region can apply. After their personal capacities as an entrepreneur have been assessed, the individuals are given access to a bank of unexplored patents, ideas and, increasingly, requests from major companies to solve specific telecoms problems.

Tech partners, companies that have showed interest in supporting MHBC entrepreneurs and start-ups, supply technical advice, lab access, prototyping and other support. After 'Crash Lab' discussions with business advisers and industry representatives, entrepreneurs who have chosen their project are given professional help from legal, PR, Human Resources, Business and Marketing advisers to draw up a business plan.

When the project is ready to roll, the entrepreneurs pitch their ideas to investors who are encouraged to look at a two-year investment perspective with set milestones, to give the start-up time to focus on developing the business rather than hunting for fresh capital.

Up to October 2010, the telecoms industry had contributed over 400 patents and the project had created 67 new jobs in the region. The start-ups are working in areas ranging from nocturnal vision technology and automatic text extraction to discount shopping vouchers carried by mobile phone.
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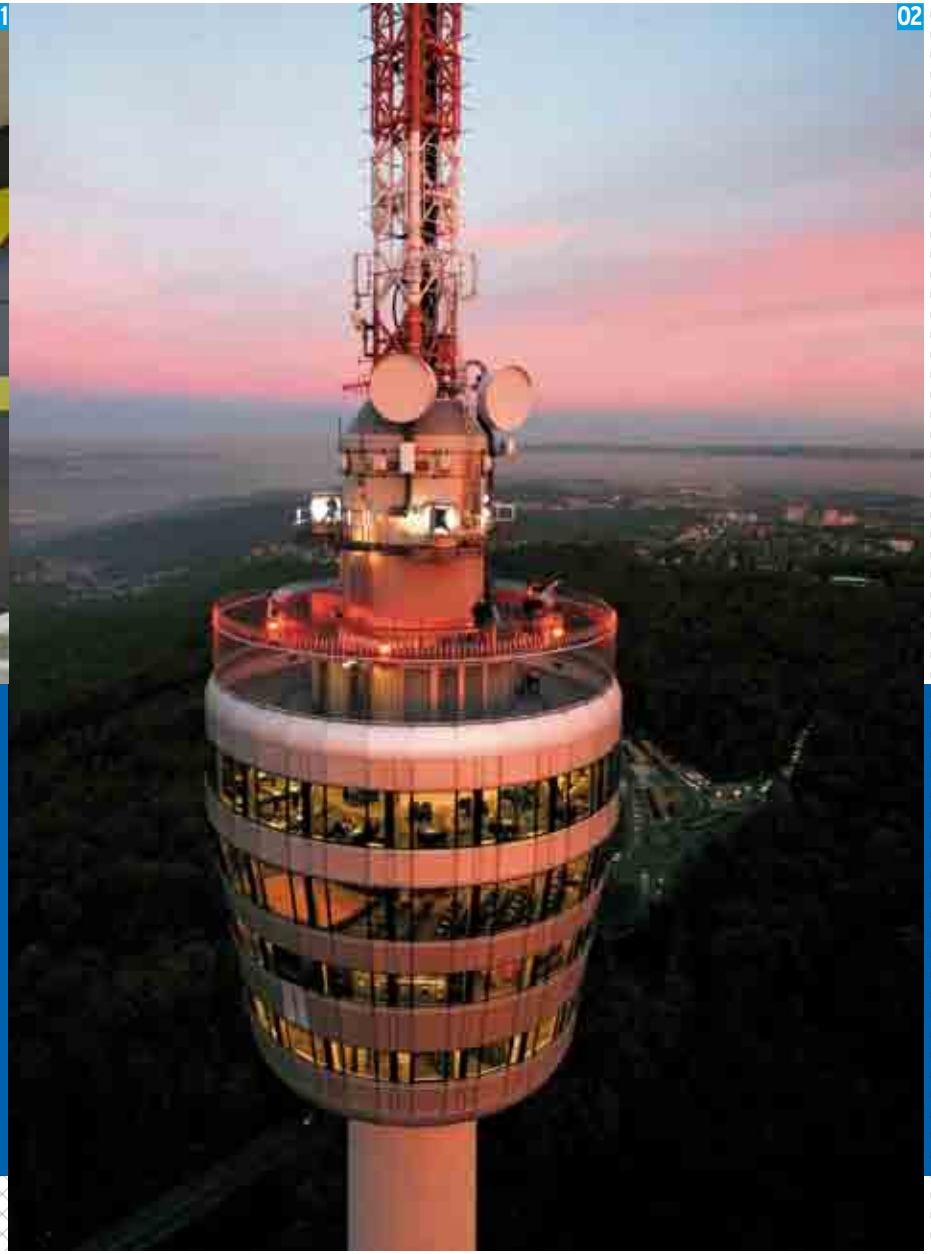
01



02

01
The International Centre at the University of Stuttgart.
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02
Stuttgart Television Tower
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03
The publishing sector is preparing for the digital future (for "NewBook" Innovation Centre)
© Wirtschaftsförderung Region Stuttgart GmbH

04
Counselling interview (for Entrepreneurship and Business Incubation)
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Regional Action Plan
Stuttgart Region, Germany

03

04

1.0

Scope and context

THE STUTTGART REGION

The Stuttgart Region comprises 179 municipalities, which form five counties and the City of Stuttgart. Home to around 2.7 million people from 170 countries, it is a great place to live and work. In addition to the excellent quality of life, the Stuttgart Region is one of the world's leading centres for business and technology. It currently has Germany's highest density of scientific, academic and research organisations, and tops the national league for patent applications. Major global players, including Daimler, Porsche, Robert Bosch, IBM, HP, and highly successful medium-sized companies such as Kärcher, Dürr, Schuler, Eberspächer and Beru, are located in the Stuttgart Region. The region is one of Europe's leading high technology areas. The excellent research infrastructure, including many universities and research institutes working at the cutting edge of new technology, creates a fertile environment for innovation. Its directly elected parliament, unique in Germany, ensures fast and effective decision making on regional issues. As a political entity on a regional level, the Stuttgart Region is legally responsible for everything related to regional and infrastructure planning, regional transport and economic development. Founded in 1995 as the economic development agency for the region, the Stuttgart Region Economic Development Corporation (WRS) is a subsidiary of the public body Verband Region Stuttgart. These are the two relevant bodies which develop the policies in their fields of responsibility, and implement them in the region.

ECONOMIC DEVELOPMENT STRATEGY BY 2020

In 2010, the WRS drew up a strategy paper containing different fields of action to enable the region to meet its economic challenges. For instance, the region is currently facing fundamental technological and structural changes in regional key sectors, such as automotive and publishing. An implementation concept for the next few years contains specific projects and measures in the fields of innovation, skilled personnel, investors and marketing for the region. It will help to increase the region's economic competitiveness further and place it in a good position to meet the challenges of the future, and secure long-term employment and wealth in the Stuttgart Region. The concept was adopted by the regional parliament in 2011. Implementation is based on the Stuttgart Region's vision as mapped out in the strategy paper: the Stuttgart Region is going to be the most competitive economic region in Europe, a creative region with a high social and educational level, where ideas are quickly turned into innovative processes, products and services. For the WRS, it is very important to implement the projects in cooperation with municipalities and counties, chambers and labour unions as well as with other regional stakeholders. This cooperation and coordination between regional stakeholders is becoming increasingly important for regions' competitiveness and as a criterion for companies' investment decisions. In addition to regional cooperation, networking with other European regions is also of increasing importance. Exchanging experiences and information as well as the joint representation of interests have a positive impact on regional competitiveness. The following projects are embedded in the regional development strategy and will be implemented with the aim of achieving the Stuttgart Region's economic objectives. They address specific fields of action, mainly in the area of innovation, and have been developed in cooperation with regional stakeholders. Various fact-finding missions, organised during the Making Knowledge Work project, have been a vital source of inspiration for the design of these projects. For the Stuttgart Region, it will be a transfer of special instruments or aspects to complement or to enhance new and existing programmes or initiatives in the region.

2.0

Project 1
Stuttgart Research Campus

WHAT

With the design of the 'Stuttgart Research Campus' and the strengthening of its technology transfer system, the University of Stuttgart is fostering enhanced research activities and the valorisation of research findings and knowledge. A key element of the new strategy is the involvement of various groups of partners to cooperate with the university: non-university research institutions, companies, intermediaries and society in general. By combining regional resources in an 'open innovation culture', the Research Campus will create an environment for comprehensively tackling the major challenges of the future, through joint efforts and to the benefit of society. One of the main facilities will be a transfer agency acting as a central service point for science and business, offering a scouting function both for researchers and companies. More services consist of organising further training measures, advice about inventions, patents and questions relating to intellectual property, as well as start-up assistance.

WHO

The University of Stuttgart is developing this project with several external partners. The Stuttgart Region Economic Development Corporation is one of the main partners for developing the transfer agency. At a later stage, other stakeholders will be brought in, mainly other research institutions and industry partners, but also public authorities.

HOW

Working groups with regional stakeholders are now discussing the concept and developing it further. In general terms, the project aims at better and more open cooperation between the university, the business community and society. A good example is the Open Research Platform, a tool for knowledge valorisation, which is already under development.

WHEN

The working groups have nearly finished their preparatory work. In November 2011, a high level delegation from Stuttgart, including the Rector of the University of Stuttgart, will be visiting Eindhoven to initiate cooperation and experience exchange. By the end of 2011 or early 2012, the concept and proposal will be completed and submitted for funding.

FINANCING

Parts of the project are expected to be funded in the course of the national 'Research Campus – Public-private Partnerships for Innovation' support programme by the Federal Ministry of Education and Research. The Open Research Platform is financed through the OPR project, which is a sub-project within the framework of the INTERREG IVC EURIS project.

LINK TO GOOD PRACTICES

- High Tech Campus Eindhoven (Eindhoven, The Netherlands)
- Business Incubation (Eindhoven, The Netherlands)
- Creative Conversion Factory (Eindhoven, The Netherlands)
- Mobile Heights Business Centre (Øresund, Sweden)

3.0

Project 2
'NewBook' Innovation Centre

WHAT

To meet future challenges in terms of technological and structural change in the publishing sector, an Innovation Network and Competence Centre attached to the Stuttgart Media University will be established.

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The concept comprises a network andcommon infrastructure for matching business cases from industry with project and student teams, bringing in new ideas and approaches to develop new products, technologies and services, as well as solving companies' specific problems. The concept is based on the Living Labs approach in terms of organisation and methodology. All innovation-relevant institutions from the media cluster and the region will collaborate in the Competence Centre, which will be organised as a registered association.

WHO

The project is a joint Stuttgart Media University and Stuttgart Region Economic Development Corporation initiative. Currently, several companies from the Stuttgart Region media cluster have been asked for their cooperation. Other relevant stakeholders (universities, R&D, banks, public authorities, etc.) will be involved throughout the implementation phase.

HOW

The 'NewBook' Innovation Centre will provide space and infrastructure for the innovation process, including co-working space, premises for workshops and a Living Lab showroom, and will serve as an incubator. It is meant as a moderated platform for national and international cooperation projects, developing new business models and promoting open innovation in the publishing sector. The broad range of services embraces training, study and analysis, consulting, partner brokerage, marketing and communication. With its Competence Centre Initiative, the Stuttgart Region Economic Development Corporation has profound knowledge of implementing such centres.

WHEN

The concept was finalised in summer 2011 and the founding process for the 'NewBook' association was started. In autumn 2011, an application for support will be submitted for national funding. The implementation is projected for early 2012.

FINANCING

To implement the project, the partners will apply for financial support from the Federal Ministry of Economics and Technology's national ZIM-NEMO programme. This programme aims to enhance the innovative capacity of SMEs by establishing networks.

LINK TO GOOD PRACTICES

- Aalto University Design Factory (Helsinki, Finland)
- Business Incubation (Eindhoven, The Netherlands)

4.0

Project 3 Entrepreneurship and Business Incubation

WHAT

PUSH!, the Stuttgart Region's support programme for high-tech start-ups, is going to redesign its strategy. The programme will have particular focus on highly innovative high-tech start-ups with large growth potential, following the principle 'greater quality instead of quantity'. Such start-ups need special abilities for building and leading a fast-growing company, as well as access to venture capital. In addition, there is great potential for business development not only at universities, but also in the field of spin-offs from existing companies. High-tech companies are very often founded by skilled and highly motivated people, mainly with academic backgrounds, after several years of professional experience. Taking this into account, PUSH! wants to tap the full potential of high-tech start-ups in the Stuttgart Region by redesigning its organisational structure and broadening its focus.

WHO

The development process of the new concept was led by the PUSH! branch office, run by the Stuttgart Region Economic Development Corporation. The executive board and members

of PUSH! and the Stuttgart Region's Business Angels network were also involved. Both will play a major role, especially for the implementation process.

HOW

By developing and operating a cooperation platform, as well as by organising matchmaking events, the specific needs for highly innovative high-tech start-ups will be identified and served. This will be achieved by introducing the most suitable contacts to other companies, investors, industry and technology experts, and by coordinating and cultivating a corresponding network of experts. In addition, the Stuttgart Region's Business Angels network will be enlarged in line with the new PUSH! approach. The qualification of its members is also being addressed, as several former managers or entrepreneurs are interested in becoming Business Angels, but lack the adequate experience. By bringing together experienced and new Business Angels, they can learn from each other.

WHEN

The new strategy was developed during 2011, and will be discussed by the PUSH! executive board in autumn 2011. The next steps comprise the further implementation of the concept and the assessment of funding issues.

FINANCING

Possible sources for funding the project are currently under investigation, such as ESF funding, national and regional funding, or grants from the State of Baden-Württemberg.

LINK TO GOOD PRACTICES

- Mobile Heights Business Centre (Øresund, Sweden)
- Business Incubation (Eindhoven, The Netherlands)

5.0

Project 4
Fabspace

WHAT

The 'Fabspace' social lab project is aimed at creating an open lab for design and prototyping. Private people, small companies (design agencies, SMEs) and students are the lab's target groups. The concept follows the approach of so-called 'fablabs' (fabrication laboratory), which originally came from the United States. Thematically, it can be related to the field of Open Hardware. The lab provides an open creative space and infrastructure for collaboration and joint learning. It includes social aspects, as it grants access to production technology and production know-how when education, age, wealth or regional barriers are a handicap. It also includes a vision for the future, because it opens up high-tech production methods to the general public, just as the personal computer did in the 1970s in terms of electronic information technologies. The project's objective is to build up and operate this kind of facility in the Stuttgart Region.

WHO

The concept has been developed by the Stuttgart Region Economic Development Corporation, involving the shack association and the City of Stuttgart. More stakeholders will be included for the implementation, such as the Virtual Dimension Center Fellbach, institutions from education and design, several institutions supporting youth programmes, as well as several companies.

HOW

The services offered include an open factory which will provide machines, materials and know-how, as well as workshops and events about different topics, with experts or peer-to-peer. There will be rooms for working or for seminars, and an open space for meetings and experience

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exchange. A special benefit is seen through cooperation with schools, universities and training companies, and the involvement of people engaged in the cultural or creative sector. An association is the preferred organisational structure, as the fablab could be located at the shackspace in Stuttgart. Their members are open to this project and would support the association with staff and space.

WHEN

The concept for the project was finalised in August 2011. In autumn and winter 2011, there will be negotiations with suppliers of hardware and other potential partners who are willing to support the project. The implementation is projected for 2012.

FINANCING

Expenses for the premises could be covered by association membership fees. Machines and materials will mainly be financed by donations in kind (or money). The availability of regional funds from different sources is also being examined.

LINK TO GOOD PRACTICES

- Aalto University Design Factory (Helsinki, Finland)

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Competence Centre Programme Stuttgart Region

PARTNER

Stuttgart Region Economic Development Corporation

CONTACT

Dr. Martin Zagermann and
Dr. Andreas Findeis
Friedrichstraße 10
70174 Stuttgart
Germany

+49 711 22835-53
+49 711 22835-69
martin.zagermann@region-stuttgart.de
andreas.findeis@region-stuttgart.de

The Stuttgart Region believes that the international competitiveness of companies depends on bringing pioneering products to market, fast. To achieve this, collaboration with the right partners is essential, particularly for small and medium-sized technology companies. The region is therefore promoting cooperation between businesses and research facilities, focusing on the region's technological strengths, such as mechatronics, fuel-cell technology and renewable energy.

The Competence and Innovation Centres initiative launched in 1999 by the Stuttgart Region Economic Development Corporation (WRS) aims to pursue this approach systematically by bringing together innovative players from business, education, research and local government in centres dedicated to specific technologies. Their goal is to pool the expertise required for innovation within each of the designated specialist fields and to identify and achieve synergies that accelerate the transformation of cutting-edge research into marketable products. Over the past decade, 13 Competence and Innovation Centres have been set up around the region, focusing on areas ranging from technical textiles to software development and eco-design. Members of the centres include over 500 companies, mostly SMEs, along with 60 university or private research establishments, 15 local government partners and several chambers of commerce and trade associations. Examples of projects developed in the centres include the 3D Fitness Check developed at the Virtual Dimension Centre in Fellbach and the application of ultrasonic welding in packaging technology.

The Stuttgart Region supported the centres with EUR 2 million in structural funding up to 2002. Since then, the Competence Centres have been supported financially through a project-based programme. Private funding comes through annual membership fees and contributions to cooperation projects within the Competence Centres. The WRS provides a range of practical support for the centres. Examples include coordination between the municipalities, companies, universities and research facilities, lobbying at state, federal and EU levels, recruitment and marketing, as well as offering an expert database supporting know-ledge transfer between the Competence Centres.

Over the years, the centres have become internationally recognised as a highly effective method of promoting leading-edge technologies by identifying and consolidating technological and business expertise, and making it available to local firms. They have been of particular benefit to SMEs with limited R&D resources of their own.

Most Competence Centres are organised as registered associations and employ a professional full or part-time cluster manager, often with some support staff to organise collective activities and to provide support services for the members. From 2010 on, selected centres will receive ERDF financing for the implementation of new services. □

13
European Regions Research and Innovation Network

1.0

What is ERRIN?

ERRIN, the European Regions Research and Innovation Network, is a dynamic network of more than 90 EU regions and their Brussels offices. ERRIN celebrates its tenth anniversary in 2011.

ERRIN's aim is to strengthen regional research and innovation capacities by facilitating knowledge exchange, joint activities and project partnerships between its members.

With its large critical mass, ERRIN has strong contacts with the European institutions and other Brussels networks, giving its member regions an opportunity to make their voices heard in Brussels.

ERRIN AND THE MAKING KNOWLEDGE WORK PROJECT

ERRIN is delighted to be one of the MKW project's communication partners, working with the project's 12 ERRIN member regions to improve their abilities to adopt innovative ideas. ERRIN has helped publicise the project's discussions, ideas and activities through four Brussels Briefings and will help to mainstream the lessons learned and the knowledge generated into its wider network. It will ensure the continued use of two key outputs from the project, the good practice database which allows an easy exchange of information, and the regional profile database which makes online collaboration simpler and provides regions with a platform to promote their success stories and raise their profiles. This profile database will become more important as discussions about smart specialisation develop.

2.0

How does ERRIN work?

THEMATIC WORKING GROUPS – BUILDING TRUST, PARTNERSHIPS AND PROJECTS

One of ERRIN's main activities is developing bottom-up working groups in twelve thematic areas led by regional offices in Brussels:

- Biotechnology
- Design and Creativity
- Energy and Climate Change
- Future R&D
- Health
- Innovation Funding
- ICT
- International Cooperation
- Nanotech
- Science and Society
- Tourism
- Transport

These working groups meet regularly in Brussels, building strong teams for exchanging information and best practices and for developing a knowledge base through meeting European experts and networks. One important feature of the working groups is helping regional players to develop European projects and access European funding.

ERRIN also has two horizontal working groups. The Policy Working Group takes part in key policy debates affecting its regions, and research and innovation, like the Europe 2020 Strategy and its flagship initiatives such as Innovation Union, Smart Specialisation, future Cohesion policy, Horizon 2020 and the EU budget. The Projects Working Group is ERRIN's learning arm, helping regional offices to develop their professional skills.

Over its ten years, ERRIN has helped its regions to receive timely intelligence about EU project calls and opportunities, and to benefit from thematic knowledge and networking through Working Groups. This in-depth knowledge and wide range of contacts means that ERRIN can help its regions to build strong

partnerships which can benefit from European projects such as Making Knowledge Work.

With more than 90 members, ERRIN provides a voice for its member regions in Brussels. ERRIN supports the regional dimension of research and innovation policy, just as the MKW project has clearly shown that regions are key catalysts in supporting research and innovation. □

FOR MORE INFORMATION

Ryan Titley
Avenue Palmerston 23,
1000 Brussels

+32 2 230 56 41,
communication@errin.eu
www.errin.eu

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Conclusions

Making Knowledge Work:
looking back, moving ahead

"MKW is one of the best Interreg IVC projects we've been in."

1 PROJECT

After 2 years of fact finding missions, exchanging best practices and thinking about how knowledge can be turned into a real asset, we, the partners of Making Knowledge Work and all our stakeholders in our regions, have learned a lot. We did even more than that: we translated all these lessons learnt into action plans for our regions improving the way our regions make knowledge work.

We thank the European Union for making this wonderful project possible.

This project has learned us a lot. Being able to take time from day-to-day occupations and start thinking about the bigger picture is a luxury that we enjoyed as partners of MKW. The fact-finding missions and all project meetings formed the ideal moments of discussion and self-reflection.

"These fact-finding missions are awesome. We should do our own Making Knowledge Work within Flanders next year!"

What makes the success of this project is the very down to earth approach: all partners realize that they don't need to reinvent the wheel. Learning from each other is indeed a best practice in itself.

AND WHAT DID WE LEARN THEN?

"We have learned new ways of thinking and presenting from the fact-finding missions, embedded in regional cultures and skills."

"Learning from other regions is a best practice in itself; you don't need to reinvent the wheel."

"We learned about practices we had never thought of."

"It was useful to learn that all regions in Europe face the same challenges. Supporting start-ups, the lack of entrepreneurship, innovative public procurement..."

ERDF funding is an adequate way to accelerate the creation of networks and the exchange of best practices. However in some regions ERDF-funding is already depleted which makes it hard to implement those action plans in short notice. It would be interesting to see what lessons we can learn from the real transfer of the best practices.

100'S OF CONTACTS

We got to know each other. We created a network of people, institutions and regions that lead to other collaboration opportunities.

"Making Knowledge Work gave us the possibility of getting in touch with other interesting regions/ people within those regions. These contacts will lead to other projects and initiatives for sure."

"Being together on a MKW fact finding mission, we formed additional contacts, even within our own region. This project really opened doors."

We experienced that, although these regions are very different in their approach, they face similar challenges: enterprise education, livelong learning, support of innovative startups, cross-overs between creative and more conventional industries, making the most out of collaboration between universities and companies...

"Innovation is a complex mix of people, process, product and place."

"It was good to have regions with different levels of innovation in the project. It makes the project more difficult but also much richer."

It was surprising to see how, at first sight schools, starters and existing companies seem so different but in the end formulate answers to the same questions.

1000 IDEAS

We got to know how simple ideas and small investments can already bring great changes. That might be the most prominent lesson we have learned: people are the key drivers to bridge the gap between knowledge and innovation. Policies and action plans are just a framework and are not a goal in itself. And the key to turning these into success is the people behind them.

"Simple ideas and small investments can bring big difference."

"We have harvested a lot of ideas."

We learned that visiting other partners is a good way to benchmark. Comparing and assessing your region, your institution and your innovation approach to those of other regions and partners valorises your own strengths and weaknesses.

"MKW was an eye opener. It brings new ideas into our region inspired by best practices in other regions. The fact finding missions also confirmed what we do in our region, because we've seen similar solutions abroad."

We experienced that transferring those best practices is however harder than we thought. Each region built an action plan, based on real collaboration opportunities and validated by partners in the field. The key to bringing these practices from one region to the other is to step away from the case itself, distil the main ideas from it and translate those to your own reality.

REGIONS BENEFITTING...

The Making Knowledge Work project raised awareness about the common challenges that European regions are facing. It also helped us to identify creative and innovative solutions in other regions. Inspired by the best practices in other regions and collaborating together with useful new contact in these regions, Europa can overcome the challenges. Together, we can!

"We've discovered effective innovation methodologies that we have been able to quickly implement in our region, e.g. workflow processes and brainstorming tools."

"People are the key drivers to bridge the innovation gap. Not regional policies. Policies and plans are just the framework, not a goal in itself."

Each region now has a regional action plan to make knowledge work, better than ever before. Building on and inspired by the ideas in other regions, and with strong support of ERDF and our local governments, our regional action plans will make millions of Europeans benefitting.

And that is exactly what making knowledge work is about. People for people. Inventing new ideas in universities or knowledge centres, making these ideas work by valorising them, creating economic value for Europe and our people.

We also hope that YOU, the reader of this concluding report of 2 years of Making Knowledge Work will be inspired. If you are inspired by one of the best practices or if you are curious about the implications of the regional action plans in the 12 Making Knowledge Work regions?

Contact us! Let's discuss how you and your region could be involved.

For all partners of
Making Knowledge Work

Laurens Meijering,
Project Manager,
Making Knowledge Work,
Brainport Development N.V.,
Brainport Eindhoven Region,
The Netherlands

Richard Tuffs,
Project Leader,
MKW Communication, Director of European Regions Research and Innovation Network (ERRIN),
Brussels, Belgium

Peter Bertels,
Project Leader,
MKW Transfer of Knowledge,
Flanders District of Creativity,
Leuven, Belgium

Colophon

BIRMINGHAM CITY COUNCIL
Suresh Patel
Business Innovation Manager,
Birmingham City Council

BRAINPORT DEVELOPMENT N.V.
Laurens Meijering
Project Manager
Ton van Lier
Former Project Manager,
Helmond municipality
Anne Verhaag – van Nuland
Manager International Projects
Wim De Kinderen
International Project Manager
Edgar van Leest
Sectormanager Strategy & Public Affairs
Bart Jansen
Financial Manager
Marieke van Lieshout
Project Manager
Linco Nieuwenhuyzen
Project Manager
Anthony van de Ven
Eindhoven municipality

FLANDERS REGION
Peter Bertels
Flanders District of Creativity
Filip Burgelman,
Lessius University College
Natascha Rommens,
Flanders District of Creativity
Carlo Vuijlsteke
Flanders District of Creativity
Hilde Vermeulen
Flemish Government

HELSINKI
Riikka Hietanen
Culminatum Innovation Oy Ltd
Kauko Huhtinen
Culminatum Innovation Oy Ltd
Ilona Lundström
Tekes - Finnish Funding Agency for Technology and Innovation
Kalevi Ekman
Aalto Design Factory

KUJAWSKO-POMORSKIE
Piotr Całbecki
Marshal of the Kujawsko-Pomorskie Region
Grzegorz Borek
Marshal's Plenipotentiary for International Cooperation
Maciej KruÐewski
Director of the International Cooperation Department
Rafał Modrzewski
Head of the European Territorial Cooperation Division
Joanna ZieliÐska
Project manager, International Cooperation Department
Marta Dolecka
Department of Economic Development

NORTH WEST, UNITED KINGDOM
Helen Fogg
Project Manager, Lancaster University Management School
Magnus George
Head of Strategic Partnerships and Policy, Lancaster University Management School
Al Mather
ALMA Ltd

LODZKIE REGION
Witold Stepien
Marshal of Lodzkie Region
Marcin Bugajski
Member of the Board of Lodzkie Region
Michal Mackiewicz
Director of Regional Policy Department, Marshal's Office in Lodz
Artur Stelmach
former Director of Regional Policy Department, Marshal's Office in Lodz
Malgorzata Drozdzal
Project Officer - Regional Policy Department, Marshal's Office in Lodz
Monika Urbaniak
Project Officer - Regional Policy Department, Marshal's Office in Lodz
Monika Zielinska
Project Officer - Regional Policy Department, Marshal's Office in Lodz
Bartosz Krawczyk
Project Officer - Regional Policy Department, Marshal's Offce in Lodz

LOMBARDIA
Attilio Martinetti
General Director - Innovhub, Stazioni Sperimentali per l'Industria, Special Agency of Milan Chamber of Commerce
Ilaria Bonetti
Project Manager - Innovhub, Stazioni Sperimentali per l'Industria, Special Agency of Milan Chamber of Commerce
Andrea Vallan
Project Officer - Innovhub, Stazioni Sperimentali per l'Industria, Special Agency of Milan Chamber of Commerce
Luca Sassi
Project Officer - Milan Chamber of Commerce

NAVARRA
Alfonso Carlosena
Research Vice-Chancellor, Public University of Navarra (UPNA).
Begoña Sesma
EU Programmes Officer, and the EU Programmes Team, Innovation and Knowledge Transfer Service, Navarra Government.
Carlos Gonzalez Navarro
R&I Unit Director, National Centre for Food Technology and Safety (CNTA), as appointed representative of Network of Research and Technology Organisations of Navarra (RETECNA).
Carmen Leza
Managing Director, European Business and Innovation Center of Navarra (CEIN).
Cristina Blanco Vaca, Control Unit, International Affairs Service, Navarra Government.
Guillermo García del Barrio
Director, Scientific and Technology Institute (ICT) of University of Navarra.
Itziar Zabalza
Programme Officer, International Affairs Service, Navarra Government.
Jorge San Miguel
Director, DG Enterprise and Innovation, Navarra Government.
Juan Ramón de la Torre
Research and Development Unit Director, Navarra Industry Association (AIN), as appointed representative of Network of Research and Technology Organisations of Navarra (RETECNA).
María Jesús Valdemoros
Director, DG International and Economic Policy, Navarra Government.
Rafael Muguerza
Director, Innovation and Knowledge Transfer Service, Navarra Government.

NORD FRANCE INNOVATION DÉVELOPPEMENT
Jean-Marie Pruvot
director
Jean-Pierre Léac
project manager
Jean-Christophe Godest
project manager
Carlos Pereira
project manager

STUTTGART REGION
Stephanie Fleischmann
Stuttgart Region Economic Development Corporation
Veit Haug
Stuttgart Region Economic Development Corporation
Florian Krebs
Stuttgart Region Economic Development Corporation
Bertram Gaiser
Stuttgart Region Economic Development Corporation
Sylvia Schreiber
Stuttgart Region European Office in Brussels

ØRESUND
Ulrika Cattermole
Lund University
Daniel Kronmann
Lund University
Marianne Larsson
Teknopol (Mobile Heights Business Centre)
Jonas Klevhag
Teknopol (Mobile Heights Business Centre)

ERRIN
Richard Tuffs
Director
Anett Ruszanov
Projects Manager
Ryan Titley
Communication & Project Manager

DESIGN BY Kunstmaan

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