



# INNOMOT

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**Good Practices**



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# Discovery Zone – Innovative Service Business Start-up, MEATH, IE

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Discovery Zone – Innovative Service Business Start-up.

### 2. Brief description

#### 2.1 Definition

The Discovery Zone is a fully funded exciting 12-week programme (3 full days per week) designed to assist experienced professionals who find themselves at a time in their careers where they want to develop new ideas, start a new business or explore ways in which they can use their skills, experience and talents to exploit commercial opportunities.

Through the combination of training, mentoring and peer interaction it facilitates the creation and development innovative service enterprises.

#### 2.2 Objectives

To provide experienced professionals with the management, leadership, business skills and knowledge to achieve sustainability and growth in their business.

The programme helps them:

- To effectively address their business challenges.
- To develop and grow their business.

Participants will have a better understanding and appreciation of the following:

- How their career to date is an asset that can be used for further benefit.
- How opportunities are created by those with the skill and determination to exploit them.
- How commercial ideas are generated.
- Testing the commercial viability of new ideas –what are the key assumptions about the idea that need to be tested and verified.
- Routes to commercialisation–new start-up, licensing or joint venture.
- Practical guidance from individuals on how they have successfully changed from manager to entrepreneur.

Going from a good idea to developing a worthwhile business opportunity.

#### 2.3 Activities

The programme comprises classroom training course, mentoring and guest speakers and peer review and interaction.

- 36 days of face to face training.
- 50 hours of one to one mentoring.
- Access to office facilities.

- Integration into the network of opportunity of the providers.

Programme Stages (3 weeks per slot).

#### **Awareness**

- Introduction to Programme, Self Awareness and Change Management.
- Personal Interest and Skills Audit / Getting Started.
- Teamwork and Entrepreneurial Mindset / Brainstorming and Idea Generation.

#### **Research**

- Marketing Research / Feasibility Study.
- Communication and Presentation Skills.
- Ongoing Individual Work on Career and Progression Plan.

#### **Planning**

- Production, Marketing , Costing and Pricing, Finance, legalities and Intellectual Property.
- Strategic Business Planning / Entrepreneurial Experience.
- Continuous Personal Commitment to ongoing Improvement.

#### **Implementation**

- Business Proposal and Presentation.
- Evaluation and Review.
- Exit Strategies.

## **3. Rationale**

### **3.1 History and Background**

In 2010 the Meath County Enterprise Board (CEB) ran the initial Pilot of The Discovery Zone Programme. The Discovery Zone is a 12 week programme that was designed and developed by Gerry Moan of Constructive Intervention on behalf of the CEB Board, in response to the needs of those unemployed or underemployed professionals seeking to develop a new business. The programme aims to:

- Help participants to both generate new business ideas and/or evaluate existing business ideas.
- Assist with technical and commercial evaluation of these ideas.
- Enable the completion of a feasibility study on the participant's most viable business idea..

The range of interventions over the twelve week delivery included comprehensive business training, coaching, mentoring and access to incubation facilities in the Enterprise and Technology Centres, where the budding entrepreneurs had an opportunity to meet and network with experts who can help them in their start up process. Technology transfer assistance and access to research facilities are also made available to participants.

### **3.2 Incentives to create**

The incentive for creating the programme was the recognition that as a result of the Financial Crises and Economic Recession, there are many highly qualified and experienced professional people who are under-employed or unemployed. These people have significant potential to create high-growth small and medium businesses, which are net job creators and drivers of economic growth.

### **3.3 Barriers to remove**

Some of the barriers to implementing successful innovative start-up business identified include:

- Helping participants to both generate new business ideas and/or evaluate existing business ideas.
- Assisting with technical and commercial evaluation of these ideas.
- Enabling the completion of a feasibility study on the participant's most viable business idea.
- Limited regional access to relevant management development courses;
- Financial and time constraints.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

Supports provided by the County Enterprise Board network are currently provided under the NSRF - The National Strategic Reference Framework ('NSRF') 2007 – 2013 programme.

In Meath both pilot programmes were part funded by the Department of Social Protection.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

Two pilot version of the programme have been successfully implemented in the Meath region.

### **5.2 Still running initiatives**

The programme was rolled out nationally to other County Enterprise Boards and is still running in 2013.

## **6. Duration**

Nine months approximately.

## **7. Funding body**

Supports offered by the CEB and the Department of Social Protection come from the Irish Exchequer and the EU Structural Funds.

## **8. Management body**

The programme is managed at a regional level by each participating County Enterprise Board.

## **9. Level of funding**

€30,000/pilot

## **10. Category of non technological innovation**

The projects cover several categories of non-technological innovation as it introduces owners and managers of microbusinesses to the concept of innovation, especially non-technological innovation, and works with them to develop innovation in business models and processes, in resource management, in marketing and sales techniques and in leadership and staff development.

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

### **11. Geographical coverage**

The Discovery Zone is available throughout Ireland and is delivered by the following County Enterprise Board areas:

- Meath,
- Cavan,
- Donegal,
- Monaghan,

### **12. Sectorial coverage**

All sectors.

### **13. Target group(s)**

Under-employed, or Unemployed Professional people.

## B. ANALYSIS OF THE GOOD PRACTICE

### 14. Main mechanisms

#### 14.1 Organization

The 35 County and City Enterprise Boards were established in Ireland in 1993 to provide nationwide support for small businesses ('micro-enterprises') with 10 employees or less. The work directly with microenterprises at local level and coordinate actions nationally via a Central Coordinating Unit.

Each CEB operates as a stand-alone limited company whose activities are performed on the basis of an operating agreement drawn up between it and the Department of Enterprise, Trade and Employment.

The specific content of the The Discovery Zone is a 12 week programme that was designed and developed by Gerry Moan of Constructive Intervention on behalf of the CEB Board, in response to the needs of those unemployed or underemployed professionals seeking to develop a new business. The programme aims to:

- Help participants to both generate new business ideas and/or evaluate existing business ideas.
- Assist with technical and commercial evaluation of these ideas.
- Enable the completion of a feasibility study on the participant's most viable business idea..

The range of interventions over the twelve week delivery included comprehensive business training, coaching, mentoring and access to incubation facilities in the Enterprise and Technology Centres, where the budding entrepreneurs had an opportunity to meet and network with experts who can help them in their start up process. Technology transfer assistance and access to research facilities are also made available to participants.

#### 14.2 Process

The programme is delivered over a 6 month timeframe comprising of:

- 36 days of face to face training.
- 50 hours of one to one mentoring.
- Access to office facilities.
- Integration into the network of opportunity of the providers.



### 14.3 Incentive Mechanisms

The cost of the programme is highly subsidized to encourage high take up and participation.

### 15. Final Beneficiaries

Underemployed or unemployed professionals throughout Ireland.

### 16. Specific outcomes

Two pilot programmes have been delivered in the Meath Region, due to its success the programme has been rolled out to other County Enterprise Boards throughout Ireland. In its pilot stage in Meath, of the fifteen participants that took part on the 2012 programme, ten of them decided to enter self employment and out of the seventeen that participated on the 2011 programme, three left with jobs and ten were already trading by the end of the programme. Of the total 32 people that participated on this programme, 23 of them are either employed or are trading in their own business, reflecting a success rate of 72%.

The 20 successful business start ups were across a broad range of business sectors, including:

- Technology,
- Finance and Accounting,
- Product Design,
- Book-Keeping,
- Leisure,
- Health and Safety,
- Agri-business,
- Outdoor Pursuits,
- Logistics,
- Food Products and Services,
- Construction,
- Horticulture,
- Counselling and
- Multi Media.

The specific outcomes related to non-technological and services innovation can be summarised as the ability of participants, on completing the programme, to:

- Identify opportunities for innovation in the business.
- Identify your source of competitive advantage.
- Add value and reduce waste.
- Innovate / improve your business processes.
- Cut cost / add more value.

In addition, the programme have proven its ability to generate a deeper understanding and more pro-active approach to innovation among participants. It appears to encourage participants to adopt innovation as an attitude, improving their self confidence and ability to persevere and prosper even in adverse business and economic climates. Participants emerge more focussed and more motivated. In the words of one “graduate” of the programme, it taught him to “work smarter not harder.”



## **17. Institutions and other actors involved and their role and responsibility in the process**

The programme is managed at a local level by each County Enterprise Board who decides to participate. The programme was developed by Gerry Moan of Constructive Interventions.

## **18. Performance indicators**

### **18.1 Number of participants**

32 Participants in the initial pilot phase in Meath.  
120+ participant companies in other regions in Ireland.

### **18.2 Understanding and skills of innovation gained as a result of the programme**

The transversal approach to innovation, embedding it throughout the course, allied to presenting innovation as “adding value” and “continuous improvement”. In this way, “innovation” ceases to be a technical or academic concept and one more accessible, more “in tune” with the needs and capacities of small business start-ups.

### **18.3 Impact on business turnover as a result of innovations implemented ....**

Of the fifteen participants that took part on the 2012 programme, ten of them decided to enter self employment and out of the seventeen that participated on the 2011 programme, three left with jobs and ten were already trading by the end of the programme. Of the total 32 people that participated on this programme, 23 of them are either employed or are trading in their own business, reflecting a success rate of 72%.

## **19. Success explanation**

### **19.1 Success factors**

The range of interventions over the twelve week delivery included comprehensive business training, coaching, mentoring and access to incubation facilities in the Enterprise and Technology Centre, where the budding entrepreneurs had an opportunity to meet and network with experts who can help them in their start up process.

Technology transfer assistance and access to research facilities were also made available to participants.

The programme aimed to connect the right State supports to the right people, at the right time, to generate more employment and to fast track business ideas with high potential for growth.

Attendance through both programmes was excellent, with no participant failing to reach the minimum compulsory attendance rate of 80%.

### **19.2 Visibility of Good Practice**

After a successful pilot programme in Meath CEB, the programme was rolled out throughout Ireland and 6 other CEBs in Ireland now deliver The Discovery Zone Programme, giving it nationwide visibility. The positive results and details of the evaluation report were also circulated within related government departments with responsibility for enterprise and training.

### **19.3 Impact beyond local area**

At present the programme is only run in Ireland with no impact further afield.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

An initial evaluation of the Pilot Programme was compiled in February 2012.

### 20.2 Results

The pilot evaluation indicated a positive client reaction to the programme.

In the two pilot programmes delivered in the Meath Region, of the total of 32 people that participated on this programme, 23 of them are either employed or are trading in their own business, reflecting a **success rate of 72%**.

The 20 successful business start ups were across a broad range of business sectors.

## 21. SWOT analysis

### 21.1 Strengths

Strengths of the programme include.

- The range of interventions over the twelve week delivery included comprehensive business training, coaching, mentoring and access to incubation facilities in the Enterprise and Technology Centre, where the budding entrepreneurs had an opportunity to meet and network with experts who can help them in their start up process.
- Technology transfer assistance and access to research facilities were also made available to participants.
- The programme aimed to connect the right State supports to the right people, at the right time, to generate more employment and to fast-track business ideas with high potential for growth.

Attendance through both programmes was excellent, with no participant failing to reach the minimum compulsory attendance rate of 80%.

In addition, the programme has proven its ability to generate a deeper understanding and more pro-active approach to innovation among participants. It appears to encourage participants to adopt innovation as an attitude, improving their self confidence and ability to persevere and prosper even in adverse business and economic climates.

### 21.2 Weaknesses

The programme evaluation revealed few weaknesses, but did point to the importance of reducing the volume of theoretical information and ensuring that participants weren't "abandoned" after completion of the course. (Participants felt that follow up would be useful to ensure innovation could be successfully embedded).

### 21.3 Opportunities

Within the programme, there are opportunities to engage more with social media and online selling as innovation means.

### 21.4 Threats

Finding funding to ensure further roll-out.

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Participants indicated the following as being key motivating factors:

- Business Workshop -Facilitated Training.
- Softer Support Skills –Facilitated Training.
- Project Work -Linked to Active Learning / Assignments derived from facilitated sessions.
- Individual Work -Linked to Individual Personal and Career Progression Plan.
- Guest Speakers -success Cases –“I did it, You can too and this is how”.
- Case Studies -Peer Group Learning Exercise.
- Expert Inputs -Experts in Core Fields (dependant on issues as the arise).
- External Visits -to institutions, relevant Premises.
- Mentoring –Group and Individual Support provided each week.

## **23. Transferability/Capacity to be replicated**

The very simple structure of the course (Training + mentoring + office facilities/support + peer interaction), the centralized production of materials but the decentralized delivery (in each CEB, via a contracted training provider) make replication very feasible.

The positive feedback received during the first two years also make replication very desirable.

## **24. Other Comments**

# Innovative cloud-based platform for marketing research and analysis within the cluster Expert Hub for Applied Competences (EHAC), RAPIV, BG

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Innovative cloud-based platform for marketing research and analysis within the cluster Expert Hub for Applied Competences (EHAC) [www.ehac-cluster.com](http://www.ehac-cluster.com).

### 2. Brief description

#### 2.1 Definition

Presented innovative cloud-based platform for marketing research and analysis is an integrated tool which provides focused and reliable information to support management and marketing decision making process. It is combined with a self-assessment and active learning tools in the field of management and marketing competences development. The information provided by the platform can be easily targeted by markets, branches and companies.

#### 2.2 Objectives

The main objectives can be summarised as follows:

- To offer a completed innovative solution for information-based management and marketing decision making for business problem solving or for utilising market opportunities.
- To stimulate managers to implement contemporary marketing intelligence tools in order to improve their companies' competitiveness.
- To increase the competitive potential of Bulgarian companies and regions.
- To stimulate intellectual capital development in Bulgarian companies and their competitive positioning in the global knowledge economy.

#### 2.3 Activities

The above objectives will be realised through the following activities:

- Development of the Reference Framework of Applied Competences (REFRAC) and a methodology for its application.
- Establishment of a specialized platform for REFRAC implementation.
- Creation of cloud-based platform for marketing research and analysis.
- Involvement of managers and marketing specialists of the SMEs from the North-east region of Bulgaria.

## 3. Rationale

### 3.1 History and Background

The IT is a critical issue nowadays since most of the companies are trying to reduce IT costs in the short term as well as some of them want to transform the IT function itself. We do believe that IT could be a major driver for developing the innovation capacity of the companies especially in a period of downturn. Clusters or alliances, generally speaking, are a way to maximize flexibility and adaptability. Companies can quickly combine complementary assets and attack a business opportunity together.

The real situation in Bulgaria is quite different. The lack of specialized marketing know-how is obvious since most of Bulgarian companies (approximately 90%) are small companies.

After a profound market analysis few SMEs and NPOs decided to establish and to launch a competence-based cluster in Varna. The founding companies decided that the combination between IT capability and marketing expertise will be a substantial competitive advantage for Bulgarian companies. It has been decided that the cluster's business model should focus on stimulating innovation and applying marketing competences while the main guiding principles should be based on mutual trust, result-orientation, mercantilism and personal development, teamwork and integrity. The emerging network was named as Expert Hub for Applied Competences (EHAC) and registered lately as NGO. During the subsequent meetings founding members concluded that the network would aim at supporting companies to achieve business excellence by providing specialised applied knowledge and tools for improving their business processes and market performance.

### 3.2 Incentives to create

The market globalization and the shortening time for managerial decisions as well as the transition to business models of the cloud economy require changes in the process of conducting marketing research and subsequent data analysis.

The results from different sources and own research results show that partial ad hoc and post hoc marketing research solutions are not profitable for the companies in medium- and long-term period because usually they are directed to correct a symptom or to solve a secondary problem, but they do not offer a sustainable solution for the core business problem.

Nowadays the information flows and circulates with dramatically growing quantity, intensity, complexity, and opacity of informational processes at every level of economy and business. These changes in information processes combined with the tremendous impact of high technology and ICTs transform the physical marketspaces into datascares. As a consequence, a new business model is emerging. Within the framework of this new business model the spheres of production and consumption become increasingly difficult to differentiate. Actually, the productive decision comes after and in reaction to the market decision because of the 'interwoven informationalized' production and consumption processes. The result is more or less extremely fast cybernetic marketing system of stimulus, feedback, and reaction with a focus on flexibility and profound understanding of business. This system allows a real-time tracking of the global transactions and transvections within the datascape which in turn calls for a new approach to marketing information and marketing metrics.

The cybernetic system of impact, feedback and reaction of contemporary marketing could be successfully implemented only by developing a cloud-based marketing research platform providing real-time data and cross-sectional information about consumers and dynamic marketing performance by products and by markets visualized as a real-time marketing scoreboard.

### 3.3 Barriers to remove

The main barriers to be removed by now can be summarised as follows:

- Getting actors to commit to the network is rather difficult by now in Bulgaria, because of the challenging concept of the competence-based cluster, the predominant negative attitude toward the opportunity to develop and to succeed in open market using business responsible tools.
- It is difficult to find partners which possess complementary assets instead of overlapping ones.

- Substantial bureaucracy when running EU funded projects in Bulgaria.
- There is a lack of common understanding of the process and benefits of information- and value-sharing.

#### 4. Legal basis

##### Reference Policy/Programme/Priority

The North East region of Bulgaria covers 14,487 square kilometres with a population of 961,965 people (National Statistical Institute (NSI) 2011). It is the second largest regional economy, generating €3,7bln of gross domestic product (GDP) and contributing 11% to the national GDP (2009 Eurostat data). The region encompasses four administrative regions, the largest of which is Varna. 64% of the regional gross value added (GVA) is contributed by the services sector, followed by industry - 29% and agriculture - 7% (NSI 2009). The main industry sectors are food, beverage and tobacco production, chemicals, textile, fibres and clothing, machine building, transport equipment and construction building. The region features high investment activity focused mainly in the Varna administrative region due to its appeal as a tourist and logistical centre on the Black Sea coast. **The cluster approach is seen as good opportunity for overcoming the intra-regional disparities of SMEs.** Regional clusters focusing on marine technologies, information and communication technologies, high technologies, tourism, agricultural equipment, bakery, bee-production and clothing are established in the region.

Due to several historical, social and economic factors, the innovation culture of the population of North-east region does not correspond to the needs of the economic development in the region, as well as to the citizens' needs in reaching high quality of life. For dissemination of the innovation culture the participation of all the institutions and organizations is needed for the formation of suitable network and integration of the particular initiatives.

The Innovative cloud-based platform for marketing research and analysis corresponds to the Specific Objective 1 "Development of research, technologies, innovations and entrepreneurship", Priority 1 "Increasing competitiveness based on the knowledge economy", part of the **Varna Regional Development Strategy 2005-2015**. The presented practice is in unison with the **Varna Municipal Development Plan 2007-2013** and especially Priority 1 "Increasing competitiveness based on the knowledge economy", Specific Objective 2 "Increasing of research, technological and innovative potential of the local economy". The practice is in line with the pro-innovative activities of "Support to the formation of sector clusters" and "Creation of services for the development of innovations in the enterprises" of the **Regional Innovation Strategy of North-east planning region of Bulgaria (elaborated by the Regional agency for entrepreneurship and innovations – Varna)**.

#### 5. Start of the initiative

Fully Implemented	NO
Still running initiatives	YES

#### 6. Duration

30 months

February 2012 - August 2014

The innovation will be improved and extended during the period of implementation.

#### 7. Funding body

Cluster "Expert Hub for Applied Competences" (membership fees and business activities) and the Ministry of Economy, Energy and Tourism through the Operational Programme "Competitiveness".

## 8. Management body

Cluster “Expert Hub for Applied Competences”.

## 9. Level of funding

## 10. Category of non technological innovation

Business models	X	
Organisation structure		
Marketing tools/approach	X	Presented initiative can be treated both as a marketing tool and marketing approach depending on the level of its implementation.
Social innovation		
Services innovation		
Other		

## 11. Geographical coverage

North-east region of Bulgaria.

## 12. Sectorial coverage

All business sectors which work with individual customers (B2C).

## 13. Target group(s)

- Companies working within the sector of knowledge-intensive services.
- Medium and big companies (according to the EU definition).
- Institutions and public administration.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

It has been decided that EHAC should be established and managed as a network following the theoretical base developed by the IMP Group combined with some implications from the original cluster concept in order to ensure certain level of manageability. The preconditions for EHAC formation were determined upon the results from the precise pre-assessment and some preliminary research for the needs of the potential clients and members, incl. in-depth interviews, personal interviews and online survey. As key enablers were selected the following ones: 1/ IT capabilities and potential; 2/ adaptability; 3/ flexibility, and 4/ specialised marketing expertise.

The common goal of the cluster was defined as follows: EHAC commits to form, develop, implement and improve business models, processes and activities for evolving competitive business performance.

#### **14.2 Process**

The EHAC business model follows the value chain concept but it consists of three overlapping layers: 1/ HR, 2/ ideas (innovation cycle) and 3/ expertise. Applied competences are considered to be a broad and holistic concept, that is why the first formal task of the EHAC members is to develop a reference framework for applied competences (REFRAC). REFRAC will serve as a baseline of the EHAC business model which will be organised into four business domains: A/ marketing diagnostics and business strategy; B/ developing business decisions; C/ implementing business decisions, and D/ monitoring and evaluation.

#### **14.3 Incentive Mechanisms**

It was believed that through networking based on shared values, common business practices and innovative and creative thinking cluster members can improve their competitiveness and can achieve synergistic and self-reinforcing effects for themselves and for their clients. Thus, the form of the association has been agreed to be strictly formal with three levels of participation: Group A: Founders (A), Partners (AA) and Associated partners (AAA); Group B: Members (B) and Associated members (BB); Group C: Interns and temporary experts.

### **15. Final Beneficiaries**

Companies from B2C business domain.

### **16. Specific outcomes**

- Combined products and integrated IT based business solutions in the following business portfolio: A/Marketing diagnostic and business strategies; B/Development of business solutions; C/ Realization (implementation) of business solutions and D/ Monitoring of business solutions (with the option of application in real time).
- Offering of complete business solutions and combined services in modules in response to the client, as the combined product will be at more competitive price. On the basis of the offering of the Reference Frame of Applied Competences (REFRAC) and its methodology, including the trainee programs, it will be possible to develop the intellectual capital in North-east region and to implement at least one global product in the market.

### **17. Institutions and other actors involved and their role and responsibility in the process**

EHAC signed a contract for co-operation with the University of Economics-Varna. The purpose of the contract is to integrate the academic programme with the competences which are required by the business and to provide an opportunity for the students to get a real



experience with the marketing research process as part of their curriculum. Another option for the students is to join to the internship programmes, provided by the cluster members.

## **18. Performance indicators**

### **18.1 Number of co-projects with EHAC members participation implemented within the platform or REFRAC**

Real-time marketing scorecard (part of the cloud-based platform for marketing research and analysis) uses specific diagnostic KPIs grouped into sets (e.g. satisfaction of service (SoS) KPIs, respect for people (RFP) KPIs) which in turn represent the respective operational KPIs. The overall goal is to assess in real-time the companies performance by key business processes and to provide timely information to aid the decision-making process.

### **18.2 Number of interns**

Through its function called “action alerts”, the real-time marketing scorecard provides an opportunity for immediate reaction since the data are received by the management 10 minutes after the measurement at any location and on any device (notebook, smart phone, etc.). Besides the real-time “signaling” data which can be used as a barometer of the company’s health, the real-time marketing scorecard provides automatically generated analyses by time, by trends (weekly/monthly), by indicators and by employees.

### **18.3 Increased efficiency of business processes**

These data can be provided for the benchmark companies as well which enables an organisation to identify its performance gaps and opportunities, and develop continuous improvement programmes for all stages of their business process.

### **18.4 Reduced time for data processing**

Real-time marketing scorecard provides an opportunity to convert the lagging indicators into leading indicators because the information reaches the manager almost immediately after the measurement and he/she can react accordingly in order to change the situation.

## **19. Success explanation**

### **19.1 Success factors**

Real-time marketing scorecard is an effective tool which can be used by managers to measure and to affect marketing performance in a timely (almost in a real-time) manner both from the outside-in and inside-out business perspective. In a combination with REFRAC the real-time marketing scorecard could be used even as a tool for implementing the participatory approach to the brand building process at a low cost.

Real-time marketing scorecard is quite effective and profitable to be used for entry-level personnel and customer service representatives.

### **19.2 Visibility of Good Practice**

Proposed initiative is an online tool which can be used by every company. REFRAC is available for EHAC members and for interns after registration.

### **19.3 Impact beyond local area**

Real-time marketing scorecard together with the REFRAC can be used as a tool which can facilitate both the process of QMS implementation and continuous improvement of business processes.

## **20. Has there been an evaluation or impact reports**

### 20.1 Yes/No

No.

### 20.2 Results

## **21. SWOT analysis**

### 21.1 Strengths

- Adaptability.
- Low cost for implementation.
- Easy for use.
- Value-added for the clients and EHAC members.

### 21.2 Weaknesses

- Requires a lot of efforts to be understood by the old-style managers.
- Difficult for replication.
- Requires a qualified personnel both for development and for implementation.

### 21.3 Opportunities

- In line with the market changes.
- Unleashed market potential.

### 21.4 Threats

- Lack of resources.
- Time pressure.

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

The managers of the companies are motivated to benefit from the presented good practice because of the adequate combination of conditions, time and resources. The incentives for the SMEs to adopt the new business model are evoked by the created value-added and the low-cost of its implementation. At the same time the new marketing innovation can be applied quickly at a reasonable amount of resources.

## **23. Transferability/Capacity to be replicated**

Through franchising or membership.

## **24. Other Comments**

The biggest challenge for the EU and its Member States is to adopt a much more distinctive approach to innovation under the Europe 2020 Flagship Initiative “Innovation Union”. Europe must develop an innovation which builds on its strengths and capitalises on its values by pursuing a broad concept of innovation, both research-driven innovation and innovation in business models, design, branding and services that add value for users and where Europe has unique talents.

Companies innovate in various ways. While some conduct R&D and develop new technologies, many base their innovations on existing technologies or develop new business models or services driven by users and suppliers, or within clusters or networks.

The presented good practice of Innovative cloud-based platform for marketing research and analysis within the cluster Expert Hub for Applied Competences (EHAC) is in line with the main orientations of the new legislative package of the European Commission.

# “Moderna” entrepreneur grant, CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Beca Emprendedor Moderna / “Moderna” Entrepreneur Grant

### 2. Brief description

#### 2.1 Definition

It is a program for supporting the creation of innovative enterprises through different services.

Entrepreneurs are supported by Government of Navarra. They can develop their entrepreneurial project and Government gives an economic and training package.

The program consists in:

- Training in entrepreneurial management.
- Entrepreneurial counseling.
- Finance counseling.
- CEIN business' incubator hosting.
- Individual tutor who watch out the process.
- To facilitate networking and financial contacts .

The entrepreneur has to create the business in 9 months. The Government of Navarra pays 2.000€/month in order to facilitate the person to give up her/his employment to focus on studying the business idea.

The person who wants to take part in the program has to fulfill the following requirements:

- Legal age (18 years).
- No salary when the grant has been given.
- Innovative business idea (not developed before by the granted person).
- Business has to be set up in the region of Navarra.
- Exclusive dedication to develop and study the idea (max. 9 months).
- To take part in every activity developed in the framework of the program.
- The entrepreneur has to set up the company/business in 12 months after the granted has been given.
- The entrepreneur has to keep the company a minimum of two years from the creation.

#### 2.2 Objectives

- To promote the entrepreneurship in people who is highly qualified.
- To develop innovative companies in strategic sectors through entrepreneurship and business creation.
- To qualify entrepreneurs to create businesses.
- To gain brain into the region.

## 2.3 Activities

It is offer: 40 grants.

18.000€ for project carried out by one entrepreneur.

24.000€ for projects carried out by more than one entrepreneur.

- Training in entrepreneurial management.

(carried out by an prestigious business school) + entrepreneur competences + digital competences.

- Individual tutor from CEIN who watch out the process.
- Working space in CEIN facilities.
- Two projects have had tutors from two prestigious companies hosted in Navarra.

## 3. Rationale

### 3.1 History and Background

The region of Navarra has developed a strategic plan called Moderna that sets a new economic model for the region in next years (2010-2030). Its pillars are entrepreneurship, internationalization, high investment in R&D&i and infrastructure, networking, education, talent and human capital.

In this framework, one of the activities to be developed in order to create new businesses is BECA EMPRENDEDOR MODERNA. It is a Governmental program to support entrepreneurial projects. Entrepreneur can develop their entrepreneurial project and Government gives an economic and training package.

### 3.2 Incentives to create

It is a measure to promote the innovative companies creation as a basis of regional development.

### 3.3 Barriers to remove

- Source of money (grant for entrepreneurs).
- Entrepreneurs' selection to be part of the programme.

## 4. Legal basis

### Reference Policy/Programme/Priority

Moderna Plan: strategic economic plan of the Region (See History and background).

## 5. Start of the initiative

Fully Implemented	Implemented: 2 editions
Still running initiatives	1st Edition: 2010 – 2011 and 2nd Edition: 2011 – 2012

## 6. Duration

9 months/edition.

## 7. Funding body

1st Edition: 2010 – 2011: Government of Navarra.  
2nd Edition: 2011 – 2012: Government of Navarra.

## 8. Management body

CEIN S.L.

## 9. Level of funding

Level: Regional funds.  
1st Edition: 1.073.400 €.  
2nd Edition: 773.870 €.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	X
Services innovation	X
Other	

## 11. Geographical coverage

Entrepreneurs from all over the world. Companies must be created in Navarra.

## 12. Sectorial coverage

All.

## 13. Target group(s)

Entrepreneurs. People who want to start up an innovative business.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

CEIN is the management body of this public programme carried out by The Government of Navarra.

#### **14.2 Process**

- Phase 1: Open the call.
- Phase 2: To evaluate the entrepreneurs, the model and the innovation of the business idea.
- Phase 3: To study the business idea supported by the services provided by CEIN.
- Phase 4: To create the company after 9 month studying the business idea (there are 3 months more to create the company).
- Phase 5: To host the companies in the business' incubator run by CEIN (optional).

#### **14.3 Incentive Mechanisms**

Grant (2.000€/month).

### **15. Final Beneficiaries**

Entrepreneurs. People who want to start up a innovative business.

### **16. Specific outcomes**

### **17. Institutions and other actors involved and their role and responsibility in the process**

- CEIN (Management).
- Government of Navarre (Advisor and financial body).
- Two companies are involved supporting 2 entrepreneurs of the program through own tutors.
- 3rd Edition: Employment Service of the Government of Navarra. Funding for CEIN's management of the project.

### **18. Performance indicators**

#### **18.1 Applicants/projects**

1st Edition: 190.

2nd Edition: 261.

#### **18.2 Businesses created**

1st Edition: 20.

2nd Edition: 19 (in process).

#### **18.3 People granted**

1st Edition: 31.

2nd Edition: 29.

## 18.4 Employment

1st Edition: 50.

2nd Edition: 65.

## 18.5. Total Investment (by companies created)

1st Edition: 1.354.887 €.

2nd Edition: 2.402.128 €.

## 19. Success explanation

### 19.1 Success factors

To promote the innovative business' creation through a monthly grant to entrepreneur.

### 19.2 Visibility of Good Practice

### 19.3 Impact beyond local area

All the companies have to be hosted in Navarra, even when entrepreneurs come from other part of the country. The companies have to be keeping a minimum of two years.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

No.

### 20.2 Results

## 21. SWOT analysis

### 21.1 Strengths

- To foster the innovative businesses' creation.
- To develop entrepreneurship in the region.
- To gain brain into the region.
- Possibility to be hosted in the Business' incubator run by CEIN.

### 21.2 Weaknesses

- Depend on public funds for the quantity granted.
- Despite the pre-evaluation of the business idea, It is not possible to guarantee the economic feasibility of the idea.
- It is difficult to monitor the entrepreneurial project after the program if the company is not hosted in the business incubator run by CEIN.



### 21.3 Opportunities

- Foster the innovative businesses' creation.
- To develop new synergies, hybridization and networking between the project granted and other entrepreneurial projects or companies hosted in the region or out of it.

### 21.4 Threats

- Depend on public funds for the quantity granted.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- High potential companies are supported.
- Employment creation capability.
- Other possibilities of Economic development are supported.
- Innovative sector are supported (but also traditional: many entrepreneurs change the business model when start to study the business idea).

## 23. Transferability/Capacity to be replicated

The main criteria for transferability are:

- Institutional support.
- Financial support.
- Services for supporting the business creation (Training, business' incubator...).

## 24. Other Comments

Nowadays, in order to implement the BBPP it will be recommendable to look for additional funds (different to the public funds)

More information: <http://www.becaemprededor.cein.es/>.

# Comercios a mano/“Shops by hand”, CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Comercios a Mano / “Shops by Hand”.

### 2. Brief description

#### 2.1 Definition

“Comercios a mano” / “Shops by hand” is an initiative focus on creating, improve and modernize the retail trade in the rural and touristic areas of Navarra (300 – 3.000 inhabitants) through a network.

The objective is to improve the competitiveness in order to avoid the disappearance of retail trade.

The shops of the network have to provide a huge variety of product and services to inhabitants. Also the network has to provide different services and products to the tourists (tourist information, rural houses reservation service, etc).

The products and services to be offered depend on the village, the competition, the inhabitants, and the owner’s experience...

#### 2.2 Objectives

- To support the innovation and new ways of management in traditional retail trade.
- To develop new business models with services that add value to the establishments.
- To contribute to the economic development of the rural areas of the region, through:
  - Avoiding the depopulation of smallest rural areas of the region.
  - Creating employment.
  - Improving the products and services offered to local and tourist population.
  - Facilitating the sell of craft-man and agro-food products of the area.

#### 2.3 Activities

- Counseling service (for free) to set up the business (retail store).
- Other service to be provided to the network: specific training for retail stores, advertising campaigns...working in network.
- Communication tools: Web, social networks, Intranet for the retails of the network.
- Development of methodologies:
  - Manual Guides for setting up the trade premise (corporative image rules; premises adaptation; products and services; Business Plan Model).
  - Manual Guides for monitoring the trade premise (advertising campaigns manual; tool for monitoring prices; tool for selling evaluation; etc).

## 3. Rationale

### 3.1 History and Background

In 1998, the Government of Navarra through CEIN and the collaboration of a Local Development Agency (called Cederna-Garalur) and an Entrepreneurial Association (called ANEL) worked together focus on the objective to look for new employment niches in order to support the creation of new entrepreneurial initiatives.

In this framework, different activities were developed in order to create a **retail trade network** (called “Comercios a Mano” “Shop by Hands”):

Market research in touristic villages with 300 - 3.000 inhabitants. A concept of store was conceived, including the products and services to be offered; a brand and a corporate image were created; manual guides to support the creation of this shops were created and a network was defined.

In 2002 the Network “Comercio a Mano” “Shops by hand” was created, composed by CEIN and Rural Shops Association of Navarra. The objective is to improve the competitiveness, modernize and create shops in local and rural area of the region, also to avoid the disappearance of small shops in these areas.

### 3.2 Incentives to create

From 1998 the project has get:

- To improve the number of shops in rural areas.
- To avoid the closing of shops.
- To avoid the loss of employment.
- To create employment.
- To improve the quality of life of the rural area’s inhabitants.
- To improve the services provide to inhabitants and tourists.
- To collaborate with other economic activities as distribution chanel or point of sale for local agrofood producers.
- To develop and improve the rural area’s economy.
- To avoid the rural area’s depopulation.
- To facilitate the women insertion in the labour market (in rural areas).
- To support the commercial innovation, ICT introduction and new management ways of doing in retail premises.

### 3.3 Barriers to remove

The main characteristic: it is a small retail store in a rural area:

- Specific project for smallest villages (300 – 3.000 inhabitants).
- Tourist villages.

## 4. Legal basis

### Reference Policy/Programme/Priority

From the beginning (1998), the project has been funded by different departments from the Government of Navarra. In the last years it has been funded by the Innovation, Entrepriise and Employment Department in the framework of the 2nd Domestic Trade Modernization Plan for in Navarra.

## 5. Start of the initiative

Fully Implemented	From 1998 the project has been carried out in the region.
Still running initiatives	The project is still running.

## 6. Duration

Annual.

## 7. Funding body

Government of Navarra. Commerce Department.

## 8. Management body

CEIN S.L.

## 9. Level of funding

Regional funds (from 2008):

- 2008: Budget: 75.087€. Executed: 73.897€.
- 2009: Budget: 55.286€. Executed: 48.448€.
- 2010: Budget: 64.830€. Executed: 64.587€.
- 2011: Budget: 50.000€. Executed: 50.018€.
- 2012: Budget: 15.000 €.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	X
Services innovation	X
Other	

## 11. Geographical coverage

Navarra - Spain.

## 12. Sectorial coverage

Commerce (retail stores).

### **13. Target group(s)**

Entrepreneurs. People who want to start up a shop in rural area (specific number of inhabitants) in Navarra or people who run a shop in a specific village and want to be part of this network.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

CEIN is the management body of this public programme carried out by The Government of Navarra.

#### **14.2 Process**

- Phase 1: Want to create a retail store or want to modify one located in a rural area of Navarra (300 – 3.000 inhabitants).
- Phase 2: Put in contact with the management body (CEIN S.L.) and provide the information needed.
- Phase 3: To sign an agreement to be part of “Comercios a Mano” Network.
- Phase 4: Counseling service (for free) from CEIN to set up the business (retail store).
- Phase 5: Other service to be provided to the network: specific training for retail stores, advertising campaigns...

#### **14.3 Incentive Mechanisms**

### **15. Final Beneficiaries**

Entrepreneurs. People who want to start up a shop in rural area (specific number of inhabitants) in Navarra or people who run a shop in a specific village and want to be part of this network.

### **16. Specific outcomes**

### **17. Institutions and other actors involved and their role and responsibility in the process**

- CEIN (Management).
- Government of Navarra (Financial body).

There are some entities from the region that collaborate with the project: for example, Local Development Agencies disseminate the project and look for entrepreneurs. Other, as the Municipality of Pamplona or the Chamber of Commerce through providing specific training for the sector.

### **18. Performance indicators**

#### **18.1 Applicants/projects**

90 entrepreneurs.

#### **18.2 Businesses created**

17 retail stores (nowadays) + 2 retails are in process (January 2013)= 19.

#### **18.3 People granted**

17 retail stores (nowadays) + 2 retails are in process (January 2013)= 19.

## 18.4 Employment

17 retail stores (nowadays) + 2 retails are in process (January 2013)= 19.

## 18.5. Total Investment (by companies created)

## 19. Success explanation

### 19.1 Success factors

Duration of the project (from 1998).

### 19.2 Visibility of Good Practice

- Innovation in Commercial Distribution Prize of the Chamber of Commerce of Navarra 2001.
- Consolation Prize of the Domestic Trade Prizes 2002 Economy Ministry of Spain.

### 19.3 Impact beyond local area

19 small villages.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

No.

### 20.2 Results

## 21. SWOT analysis

### 21.1 Strengths

- To improve the management of the businesses (shops).
- To create a network with a common brand and image and work in network.
- To adapt the products and services to the local population and tourists.
- To develop merchandising's strategies.
- To improve the appearance of the establishments.
- To develop advertising campaigns for all the shops of the network.
- The Network: "Comercios a Mano": to be recognized by the tourists.
- To improve the tourist services thought synergies with other companies of tourist sector.
- To improve the ways of selling of craftsman and agro-food product from the region.
- To professionalize the sector through specific training and management and quality tools.
- To promote the use of ICT technologies in the establishments.

### 21.2 Weaknesses

- Depend on public funds for the quantity granted.
- Despite the pre-evaluation of the business idea, it is not possible to guarantee the economic feasibility of the idea.

- It is difficult to monitor the entrepreneurial project after the program if the company is not hosted in the business incubator run by CEIN.

### 21.3 Opportunities

- Foster the entrepreneurship in rural areas.
- To develop a retail network according to rural areas characteristics.

### 21.4 Threats

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- Fostering the entrepreneurship in rural areas.
- Labour market integration for woman.
- Economic development and rural development.
- Integration and work with other economic sector of the area (commerce-tourist- and agro-food sector).

## 23. Transferability/Capacity to be replicated

There has been a lot of interest by other regions with rural areas similarity to Navarra.

The transferability can be possible through two main and previous activities:

- To analyze how Navarra's model is addecuate to the partner reality:
  - Metodology to know the possibility to introduce the network.
  - Metodology to analyze indicators of commercial service.
  - Metodología de análisis de indicadores de servicio comercial.
  - To settle criterions to value the premises.
- To study and addapt the methodologies to transfer:
  - Business model.
  - Image.
  - Manual Guides.
  - Tools to monitor.

## 24. Other Comments

More information: <http://www.comerciosamano.com>.



# Design Web Portal IMPIVAdisseny, IMPIVA, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Design Web Portal IMPIVAdisseny ([www.impivadisseny.es](http://www.impivadisseny.es)).

### 2. Brief description

#### 2.1 Definition

Web working as an on-line manual to support design management processes in the SMEs.

#### 2.2 Objectives

To have a tool/service, accessible in Internet, facilitating to the SMEs information and advise on how to develop design processes, and how to find services to improve these processes.

#### 2.3 Activities

- Creation of groups of local stakeholders to promote the use of the service in the companies of their territory.
- Design of the web portal, elaboration of the contents and implementation.
- Dissemination, maintenance and update.

### 3. Rationale

#### 3.1 History and Background

In 2005, IMPIVA detected different projects from SMEs Associations to publish guides to support design management in SMEs. Facing this need, IMPIVA checked the low level of the results of these projects, and the effort duplication. IMPIVA analysed other initiatives and defined their own model, resented in Internet since 2007.

#### 3.2 Incentives to create

Business management training have a lack in design aspects; the training of designers in business management is not adequate too, and it is necessary a good design management to assure the success of any project in this field. This fact and the initiatives from the SMEs associations where the reason to start this project.

#### 3.3 Barriers to remove

This information in paper is expensive and it does not guarantee the access. An on-line platform was chosen to reach the higher impact at lower cost, and to be accessible from any device. The project was in cooperation with SMEs associations to guarantee the dissemination towards the companies members.

#### 4. Legal basis

##### Reference Policy/Programme/Priority

Decision of the IMPIVA management Board.

#### 5. Start of the initiative

Fully Implemented	Web operational from 2007. Dissemination through social networks (facebook, twitter, linkedin) started in 2012.
Still running initiatives	

#### 6. Duration

Non defined.

#### 7. Funding body

Own IMPIVA funds.

#### 8. Management body

Platform definition: IMPIVA Design Department personnel, a designer working as external consultant in design projects in companies, a graphic designer, an ICT services company.

Maintenance and updates: IMPIVA Design Department personnel.

#### 9. Level of funding

Access free.

#### 10. Category of non technological innovation

Business models	
Organisation structure	X
Marketing tools/approach	
Social innovation	
Services innovation	X
Other	Design, design management

#### 11. Geographical coverage

World (accessible to spanish speaking people).

## **12. Sectorial coverage**

All.

## **13. Target group(s)**

Design managers in SMEs, SMEs managers, Heads of products, Communication responsables, etc.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

IMPIVA Department of Design.

#### **14.2 Process**

- Analysis of needs.
- Portal design.
- Information collection.
- Implementation.
- Maintenance and update.

#### **14.3 Incentive Mechanisms**

Free access.

### **15. Final Beneficiaries**

SMEs to implement design projects.

Intermediates: designers.

Indirects: Students and teachers in design.

### **16. Specific outcomes**

See 19.

### **17. Institutions and other actors involved and their role and responsibility in the process**

- IMPIVA.
- Cooperators in contents, advice, dissemination, etc: Impivadisseny Committe, composed by:
  - ADCV. Asociación de Diseñadores de la Comunidad Valenciana
  - AIDIMA. Instituto Tecnológico de Mueble, Madera, Embalaje y Afines
  - AIJU. Asociación de Investigación de la Industria del Juguete
  - AIMME. Instituto Tecnológico Metalmecánico
  - AINIA. Asociación de Investigación de la Industria Alimentaria
  - AITEX. Asociación de Investigación de la Industria Textil
  - ASEPRI. Asociación Española de Productos para la Infancia
  - CDICV. Colegio Oficial de Decoradores y Diseñadores de Interior de la CV
  - EASD. Escola d'Art i Superior de Dissey de València
  - IBV. Instituto de Biomecánica de Valencia
  - IGD / IDF. Instituto de Diseño y Fabricación de la Universidad Politécnica de Valencia
  - INESCOP. Instituto Tecnológico del Calzado y Conexas
  - ITC / ALICER. Instituto de Tecnología Cerámica
  - ITENE. Instituto Tecnológico del Envase, Embalaje y Transporte

## 18. Performance indicators

Entities involved in the Project management	15
Total visits	530.690
Average monthly visits	10.000
Average yearly visits	110.000
Total Pages visited	2.138.685
Articles / Content pieces	3.460

## 19. Success explanation

### 19.1 Success factors

Opportunity of the action (need), easy use (on-line), easy maintenance (direct contact management), involvement of stakeholders.

### 19.2 Visibility of Good Practice

See 19.

### 19.3 Impact beyond local area

Visits distribution by origin:

Spain	40%
Mexico	17%
United States	11%
Uruguay	7%
Colombia	5%
Germany	4%
South Korea	2%
Peru	2%
Great Britain	2%
Others	10%

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Yes. A monthly impact monitoring.

### 20.2 Results

In 2012 a graphic redesign has been done, to update image and improve new dissemination activities (social networks use).

## **21. SWOT analysis**

### **21.1 Strengths**

Involvement of stakeholders focused in support SMEs.

### **21.2 Weaknesses**

Lack of resources and low priority of design in innovation strategies.

### **21.3 Opportunities**

Instant use, low cost, easy access, easy maintenance, wide dissemination.

### **21.4 Threats**

Crisis context : public resources reduction and SMEs investments constriction.

## **22. Views and Opinions**

Positive opinion of the stakeholders, which include actions for Web dissemination, Internet forums have also a positive opinion.

## **23. Transferability/Capacity to be replicated**

The tool is build-up on open source software.

The structure and contents is easy replicable and adaptable to other environments.

Links with stakeholders can be done by organizations like IMPIVA: Regional Development and Innovation Agencies.

## **24. Other Comments**

There is a file explaining portal contents (in Spanish).

To have the information on-line allow to have wider target groups, as students or designers in practices.

# Emilia-Romagna Region: Supporting projects and services of organizational innovation, ERVET, IT

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Emilia-Romagna Region: Supporting projects and services of organizational innovation.

### 2. Brief description

#### 2.1 Definition

#### 2.2 Objectives

Main objective of the practice is to enhance the development of companies through innovation processes, supporting the evolution of the productive system toward knowledge society.

It is thus intended to support development processes and management innovation aimed at improving the quality of management in small companies in terms of strategic trends, operational effectiveness, organizational development of marketing, also through the use of ICT.

#### 2.3 Activities

The practice supports projects and services with high level of knowledge content, implemented by small companies introducing innovative tools and methodologies for management and organisation. In particular it supports innovation and development processes of management aimed at improving the quality in terms of strategies, effectiveness, marketing and innovation also through the use of ICT.

Supported projects have to be developed through a process of transmission of knowledge to the companies by external managers/ temporary managers (i.e. management by out mechanism) regarding one of the following objectives:

- commercial development of new markets and distribution channels;
- development of advanced functions (research and development, marketing, programming, etc.);
- re-organisation and rationalisation of supply systems;
- enhancement of quality management systems in productive process, in environmental issues, in working conditions and in safety systems;
- increasing effectiveness and productivity;
- enlarging productive capacity and introduction of new productive processes;
- productive diversification.

The temporary managers have a large experience and highly qualified professional skills strategically connected to one of the above mentioned objectives/areas of improvement and they act on a temporary base.

At least 40% of the project costs should be allocated to temporary manager activities.

### 3. Rationale

#### 3.1 History and Background

Emilia Romagna Region focused its policy of economic development on setting up a regional economy based on innovation and on production and dissemination of knowledge. The actions promoted by the Region have aimed at:

- stimulating the attention to the relationship innovation –competitiveness;
- supporting networking of advanced functions, organizational strategies and common investments;
- stimulating processes of aggregation of innovation demand;
- offering economic resources to lower the risk accompanying the activities of research and innovation.

In the current programming period (2007-2013), industrial regional policies are concentrated on promoting change towards a “new industry” competitive in knowledge and innovation supporting the development of companies. Within this framework, the Region supports the dissemination of an advanced use of information and communication technologies to create important competitive advantages in companies and determining significative changes in the organization of functions.

#### 3.2 Incentives to create

The scheme intends to favour the switch to “adaptive manufacturing” models allowing the constant and automatic adapting of productive and organizational processes to changes coming from the external framework and form demand trends.

#### 3.3 Barriers to remove

The objective of the scheme is to overcome the existing limits through the smart combination of innovative processes using ICT and transferring the new knowledge in new organizational and business models allowing the involved companies to be more proactive and to act in advance with respect to the demand request.

### 4. Legal basis

#### Reference Policy/Programme/Priority

ERDF Emilia Romagna Regional Operational Programme 2007-2013.

### 5. Start of the initiative

Fully Implemented	15/15/2008-31/12/2010
Still running initiatives	

### 6. Duration

Three years.

### 7. Funding body

Managing Authority of ERDF Emilia-Romagna Regional Operation Programme 2007-2013.



## 8. Management body

Managing Authority of ERDF Emilia-Romagna Regional Operation Programme 2007-2013.

## 9. Level of funding

416 projects funded for a total contribution of 22 million euro.  
De minimis grant contribution up to 50% of the eligible expense.  
25.000 euro minimum amount of investments per project.  
200.000 euro maximum eligible contribution.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Regional coverage.

## 12. Sectorial coverage

Manufacturing, logistics, services for production.

## 13. Target group(s)

Single and/or networked small companies located in Emilia-Romagna.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

#### **14.2 Process**

Call for projects issued by the Regional Government. Submission of project proposals by the companies.  
Assessment and ranking of the projects made by the Regional Government according to pre-defined selection criteria.

#### **14.3 Incentive Mechanisms**

De minimis grant contribution up to % of the eligible expenses.  
25.000 euro minimum amount of investments per project.  
200.000 euro maximum eligible contribution per project.

### **15. Final Beneficiaries**

Small companies located in Emilia Romagna.

### **16. Specific outcomes**

### **17. Institutions and other actors involved and their role and responsibility in the process**

Managing Authority structure has been in charge for:

- drafting the call for projects.
- assessing the project proposals.
- managing the process of payments, audits and checks.
- evaluating the results and impacts of the practice, through external evaluators.

Business associations have been involved in the definition of the call for projects to share the approach proposed by the Regional government.

Consultants supported the companies in preparing and submitting the project.

### **18. Performance indicators**

- Improvement capacity of the performance of the companies in terms of innovation, administrative effectiveness , development of strategic areas measured on the basis of the objectives and results of the strategic plan.
- Inclusion and integration of the project within an overall entrepreneurial strategy measured in terms of working days of the temporary manager used for the project.
- Innovative level of technical aspects measured in terms of hardware, software and consultancy services.
- Technical-managerial skills of the final beneficiary measured in terms of people involved in the project with respect to the total amount of investments.

## **19. Success explanation**

### **19.1 Success factors**

- Introduction of new functions in small companies (research and development, innovation, marketing).
- Re-definition of roles and responsibilities.
- Introduction of software applications in strategic areas.
- Re-organisation and rationalisation of supply systems.
- Commercial development towards new markets and new distribution channels.
- Development of systems favouring the integration and exchange of information.
- Transferring of knowledge and skills.

### **19.2 Visibility of Good Practice**

The practice has been promoted all around the region and results have been disseminated through the ROP web site and promotional materials.

### **19.3 Impact beyond local area**

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

The practice is the object of two different evaluations with two different purposes:

- to derive information for the definition of similar measures in the regional Programme for Industry 2012-2015.
- to assess the innovation priority of ERDF regional Operational Programme 2007-2013.

Both the evaluations are still on-going.

Authors of the evaluations are: Nomisma Ecoter, Nomisma, Sign.

### **20.2 Results**

Results of the evaluations will be delivered at the end of the year.

## **21. SWOT analysis**

### **21.1 Strengths**

- High concentration of SMEs.
- Entrepreneurial attitude.
- Internationalisation level.
- Networking.
- High level of employment.
- Tradition of districts and clusters.

### **21.2 Weaknesses**

- Small dimension of companies with a familiar composition.
- Scarcity of qualified human resources.

### 21.3 Opportunities

- Presence of qualified/skilled professionals.
- Long standing tradition of service centres and services for companies.
- Presence of diffused network of innovation and research centres.
- Opening of new International markets.
- Presence of hi-tech sectors.

### 21.4 Threats

- International competitive pressure.
- Delocalization of companies.
- Increasing technological change.

## 22. Views and Opinions

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

## 23. Transferability/Capacity to be replicated

The main elements to be considered for the transferability of the practice to a different context are mainly those listed in SWOT analysis §23. Additional considerations should be done by receiving countries, in cooperation with the good practice provider.

## 24. Other Comments

# Temporary manager in SMEs: the case of Premio Srl, ERVET, IT

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Temporary manager in SMEs: the case of Premio Srl - <http://www.premiotraslochi.it/>.

### 2. Brief description

#### 2.1 Definition

Introduction of managerial skills in SMEs realized within the 2008 call of the ERDF Axis 2 in the Emilia-Romagna Region.

#### 2.2 Objectives

Introduction of management skills in SMEs.

#### 2.3 Activities

The Regional call financed the 50% of SMEs projects be directed (at least 40%) to the acquisition of the temporary manager. The call for proposals was entitled: "Support to project for the introduction of ICT in SMEs and for the creation of enterprise networks for technological and organizational innovation in SMEs".

Premio Traslochi srl participated in the call and obtained financing.

Realization of a project for the definition of the approach to the market and to the commercialization of the product with the support of a temporary manager with previous experiences in the field of marketing and sales.

Definitive employment of the manager (once the financed project was over) by the company Premio Traslochi Srl.

The temporary manager was relevant in this case since it helped to stabilize the marketing and sale activities, which had been not regular until that moment. In particular the temporary manager was a person with a great previous experience in the field with enterprises of bigger sizes. The TM was very experienced in the field of sales network and operated within a wider network of skilled competences made available by CNA Innovazione.

### 3. Rationale

#### 3.1 History and Background

Small and Medium Enterprises originate in most cases from very advanced technical skills. Generally the founder of a new small company originates from an enterprise in which he was in charge of an important technical/operative role. An example in Emilia-Romagna can be identified in the milling machine operator who starts his own activity, and replays many characteristics of the company he comes from. This happens in both the productive and the service compartments.

A new entrepreneur normally has to deal with a number of processes which are not the technical specialized ones he is skilled for. For

instance he has to relate to buyers and clients, deal with beurocracy, manage the personnel, control the enterprise performance etc. These activities are all necessary for the company to stay on the market but the financial resources and the size of the enterprise do not allow it to hire specialists in these fields. Therefore such activities are also undervalued. SMEs are very good at searching for financial resources to purchase new machineries, whereas they are not so keen on investing in management, marketing, innovation.

The Emilia-Romagna regional ERDF call of 2008 subsidized sorts of expenses that are normally not considered as priority by SMEs, although they have become more and more relevant in the last few years. The call introduced the temporary manager in SMEs to help them acquire the culture of management and organization.

Premio Traslochi srl is one of the cases (more than 500) where such a methodology was applied thanks to the financing given by the ERDF Axis 2 call of 2008. It is a small company, operating in the removal sector. At the beginning it hired a temporary manager for marketing and commerce and then it employed him full time for the 360° management of the enterprise.

### 3.2 Incentives to create

ERDF Emilia Romagna Regional Operational Programme 2007-2013.

Measure Axis 2, call 2008.

The total relevance of the financing in the region was more than 100,000 Euro.

### 3.3 Barriers to remove

- Difficulties from the part of the entrepreneur to understand the importance of the organization for the success of the enterprise.
- Difficulties from the part of the entrepreneurs to plan a budget aimed to hire people removal in organization, marketing, sales, information, personnel recruitment.
- Resistance from the part of the entrepreneur to hire a full time manager. Such obstacles do not only have economic origins, but also come from the fear of losing part of control (power). The temporary manger is less invasive for the entrepreneur both because since he is temporary and because he is external to the firm.

In this particular case an additional barrier was that the temporary manager is a woman.

## 4. Legal basis

### Reference Policy/Programme/Priority

ERDF – Axis 2 – Innovation in SMEs. The call was addressed in particular to SMEs with less than 50 employees.

The temporary manager figure does not undergo not have any regulation; still it is being diffused by the service centres such as CNA Innovazione – which thanks to its network of TMs offers consultancy and assistance in this field.

The case of Premio Traslochi srl represents a complete success of the regional policy because the new figure introduced in the company has nowadays become the manager.

## 5. Start of the initiative

Fully Implemented	X
Still running initiatives	

## 6. Duration

12 months for the project. The TM was hired by the company for 4 years.

## 7. Funding body

Emilia-Romagna Regional Administration.

## 8. Management body

Emilia-Romagna Regional Administration.

## 9. Level of funding

Maximum 50% grant. The funding in this case was about 40%.

## 10. Category of non technological innovation

Business models	X	<p>The TM in Premio Traslochi was mainly oriented to the introduction of a commercial process integrated with the marketing process: in fact Premio Traslochi before the TM used to sell its products and services by word of mouth.</p> <p>The TM had a strong background experience in sales and sale networks and worked on the management together with marketing experts. This way the TM was able to restructure the whole organization and the commercial process.</p>
Organisation structure	X	<p>New commercial approach, new distribution mechanism. Such commercial approaches were not innovative per se, but their innovation consisted in the fact that they originated from different sectors where the manager had worked before. They resulted extremely innovative in a small enterprise of the removal sector.</p>
Marketing tools/approach	X	<p>Also in the case of marketing, the tools adopted were not new since they had already been used in other industrial sectors. They resulted new for a small company of the removal sector.</p>
Social innovation		<p>In 2008 the policy of the Temporary Manager allowed SMEs to enroll more than 700 professionals, in positions they would have not occupied otherwise. From the social point of view, this gave the opportunity to SMEs to encounter the world of skilled consultancy. The social impact can be seen in the possibility of employing skilled graduates in business management inside SMEs.</p> <p>An additional reward was given to SMEs enrolling young women. Premio srl employed a woman as a temporary manager.</p>
Services innovation		<ul style="list-style-type: none"><li>• Diffusion of the temporary manager.</li><li>• Birth and growth of service centres like CNA Innovazione which offer services like this to SMEs.</li></ul>
Other		

## **11. Geographical coverage**

The call covers Emilia-Romagna, Premio Traslochi srl is set in Bologna and operates all over Italy.

## **12. Sectorial coverage**

The regional call was directed to manufacturing activities, production and logistic services, with limits and restriction according to the EU discipline. EU Rule n.1998 of December 15 2006, concerning State Aid.

Premio Srl operates in the sector of removals.

## **13. Target group(s)**

Small enterprises.

## **14. Other**



## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The cost of the T.M., according to the call, could sum up to 40% of the project total expenditures.

The call was aimed for small enterprises – under 50 employees – differently from the average ERDF funding which are aimed for SMEs up to 250 employees.

Such a choice was made in consideration of the small size: the one where the T.M. could play an important role and obtain good results.

#### **14.2 Process**

Call for projects issued by the Regional Government. Submission of project proposals by the companies.

Assessment and ranking of the projects made by the Regional Government according to pre-defined selection criteria.

#### **14.3 Incentive Mechanisms**

De minimis regime.

No refundable grant covering the 50% of the following expenses:

- Temporary managers (skilled professional figures) to be enrolled for a minimum of 90 work days, for an amount not lower than 40% of the total cost of the project.
- technology transfer contracts.
- external skilled expertise aimed to the organization innovation.
- internal staff cost up to 20%.
- acquisition of hardware and software.
- license acquisition.
- infrastructures and civil work aimed to the realization of the broad band necessary for telematic networks.
- acquisition of a bank guarantee in support of the advance of 35% of the contribution.
- general expenses up to 10%.

### **15. Final Beneficiaries**

Small companies located in Emilia Romagna, in single form or in temporary association, consortia of enterprises.

### **16. Specific outcomes**

The TM worked in a first phase in the planning of the commercial process. Successively, the TM supported the reorganization of the enterprise, working side by side with the entrepreneur in the definition of the company's image and in the construction of the web site.

### **17. Institutions and other actors involved and their role and responsibility in the process**

The entrepreneurial associations covered a very important role since the definition of the need of SMEs. Their role was also important in the promotion of the program.

## **18. Performance indicators**

Number of approved projects in the region: 414.

## **19. Success explanation**

### **19.1 Success factors**

General success factors were:

- Consideration of the organization as a strategic key element for SMEs.
- A relevant part of the funding was directed to the TM.

Specific success factors were:

- The relationship between the TM and the company lasted 4 years.
- The enterprise participated in other calls for financing for the creation of networks in the removal sector and for advanced training.

### **19.2 Visibility of Good Practice**

The call was widely promoted inside and outside the Emilia-Romagna regional territory.

### **19.3 Impact beyond local area**

The call was the forerunner of a number of initiatives which took place all over Italy and Europe – as the Innomot project demonstrates.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

The following passage was taken from the description of the regional policy of the Temporary Manager.

The practice is the object of two different evaluations with two different purposes:

- to derive information for the definition of similar measures in the regional Program for Industry 2012-2015.
- to assess the innovation priority of ERDF regional Operational Program 2007-2013.

Both the evaluations are still on-going.

Authors of the evaluations are: Nomisma Ecoter, Nomisma, Sign.

### **20.2 Results**

## **21. SWOT analysis**

### **21.1 Strengths**

- H- High involvement of SMEs.
- Enlargement of the range of traditional small enterprises involved in the incentives for innovation.
- Introduction of managerial skills in SMEs.
- in 2008 the attention given by the call to the aspects of organization was an absolute novelty.

## 21.2 Weaknesses

- Difficulties in the identification of really effective projects for the acquisition of a managerial attitude from small enterprises.

## 21.3 Opportunities

- Managerial skills represent an opportunity for small enterprises to acquire more financial incentives: the TMA knows how to do whereas entrepreneurs do not.
- a good starting point for the introduction of innovation in small enterprises.

## 21.4 Threats

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

The entrepreneur at the head of Premio was aware of the importance of acquiring managerial and organizational skills. The motivation of the investment was provided by the opportunity of the financial aid issued by the regional call.

## 23. Transferability/Capacity to be replicated

The TM is a practice with a high level of transferability- the social and economic conditions of the potential receiving region have to be considered before a definitive judgment.

## 24. Other Comments

# Alunetwork, ERVET, IT

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Alunetwork.

### 2. Brief description

#### 2.1 Definition

Creation of an enterprise network.

#### 2.2 Objectives

Give birth to a network of enterprises according to the 'Enterprise Network Contract' introduced in 2009 into Italian law, and subsequently modified by the law 122/2010, articles 42,43.

#### 2.3 Activities

- Agreements with the interested enterprises.
- Participation in the financed projects.
- Start running the network as a business.

### 3. Rationale

#### 3.1 History and Background

The company Fonderia Taroni has always been convinced that the single firm has too small a size to be able to satisfy the new needs of the market. The risk is to be confined to smaller job orders, not being in the condition to satisfy more important orders because of the scarce productive capacity. Putting in function a network of small-sized enterprises can instead be a good solution. The network of enterprises – as an alternative to the growth of internal production lines – gives single SMEs the opportunity to participate whilst keeping their autonomy without losing flexibility.

Fonderia Taroni - as most of small-sized firms - used to cooperate with other SMEs in order to complete its own production and guarantee supplies in high peak periods.

#### 3.2 Incentives to create

The formal network created in 2010 by Taroni, thanks in part to a Regional subsidy, was a way for all the partners to define the governance rules of the network.

Thanks to the €109,824 grant, equal to 50% of the eligible expenses, it was possible to carry out an important job order, create a common image for the network, and put in place the managing structural rules.

### 3.3 Barriers to remove

In the video, made by CNA Innovazione Massimiliano Taroni, head of Fonderia Taroni says <<we need to change the frame of mind of the Italian artisans who are used to working individually. In the past the worker used to set up his own business once he became the shop foreman. Nowadays we wonder why not go backwards and start business over together again. (video visible at: [http://www.youtube.com/watch?v=5TJtr0jwXL4&list=UUSyalN2C\\_NAm-SpD070xtcQ&index=10](http://www.youtube.com/watch?v=5TJtr0jwXL4&list=UUSyalN2C_NAm-SpD070xtcQ&index=10)).

## 4. Legal basis

### Reference Policy/Programme/Priority

- Italian national Decree of February 10., 2009, n. 5, converted in law and modified April 9, 2009, n. 33, Law 122/2010, articles. 42, 43.
- Regional call for bids, part of the Deliberation n. 141 of February 1 2010 concerning Measure 2.1. Action B - "Three-year Program for Productive Activities ", support to the creation, development and strengthening of Enterprise Networks. Deadline April 30, 2010.

## 5. Start of the initiative

Fully Implemented	The network of enterprises is still running. Its positive results are very encouraging with an annual income of more than 1 million Euro.
Still running initiatives	The regional call for bids financed initiatives lasting 24 months: it is therefore still running.

## 6. Duration

From 24 to 36 months.

## 7. Funding body

50% grant. Alunetwork financing amounted to 109,824€, 50% of the eligible expenses.

## 8. Management body

Emilia-Romagna Region.

## 9. Level of funding

50%.

## 10. Category of non technological innovation

### 10.1 Business models

Enterprise network.

The core of the experience is the new organization model as defined by the national Law 122/2010, in particular by the articles 42,43.

The cooperation among enterprises is not innovative per se; on the contrary its formalization is and so is the common governance

proposed for aggregation. There are numerous innovative outcomes that are described here after.

## 10.2 Organisation structure

The Alunetwork case is special for its highly commercial dimension. SMEs do not normally emphasize commercial aspects because they mainly work by subcontracting. They therefore tend to produce exclusively for their clients orders (even one single order).

To join a network means for SMEs to have the resources to approach a commercial activity for the first time. Alunetwork is symbolic in this sense since it provides SMEs the opportunity to commercialize a complex product (multi-usage tray for the biomedical sector) which requires work from all the knots of the network.

The offer of a finished product which satisfies the needs of clients is very innovative for a group of small and medium sized enterprises, which are generally used to offering their manufacturing processes (rather than their products).

## 10.3 Marketing tools/approach

The marketing tools adopted by Alunet are not new. Their innovativeness is in their usage: this is not just meant for one company but for a whole network. In addition, they become innovative since they are adapted to the needs of small subcontracting companies working in a network.

## 10.4 Social innovation

This innovation is not strictly social, but in practice innovative models (as networks) are nowadays the right formula to create new models of diffused entrepreneurship, which easily adapt to the contemporary context of competition.

In such a framework, dominated by SMEs with these main traits, the introduction of new models has a very strong social impact. It can be said that chances are that the Italian productive system will survive only if it adopts this type of organization, which can bring traditional companies to work in a new way.

In addition, there is another very important element in the cooperation modalities that a network brings about. One of Alunet companies was badly damaged by the earthquake in May 2012 and was not in a condition to continue its production. The other companies of the network dedicated part of their productive capacities to keeping up the production of the damaged one. They are still continuing to do so without payment.

## 10.5 Services innovation

Once again, it can be stressed how Alunetwork plays a strategic role for the SMEs of the network. It collects the clients' orders, identifies the best manufacturing techniques, prepares the economic offer and divides the order all along the chain as far as payment. In this way the offer for the clients is improved. The SMEs of the network pay a margin of 2% for this service.

## 10.6 Other

# 11. Geographical coverage

The regional call for bids covered the whole regional territory.

Alunet started with firms of the Romagna territory. As a demonstration of its success, more firms are presently joining the network from outside Emilia-Romagna – with no regional subsidies – because they are interested in joining in the business model.

## **12. Sectorial coverage**

The regional call for bids is geared to all the industrial and service sectors excluding commerce.

Alunet started out from companies that melt aluminium but nowadays it includes companies that work and finish metals too.

## **13. Target group(s)**

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

A network of companies - as defined by article 43 of the Law of 2010 - is a contract form that gives more than one entrepreneur at a time the opportunity to work together, to increase their innovation potential and competitiveness on the market - both individually and collectively.

The network contract must contain the future functioning of the network:

- name of the firms;
- the objectives of innovation and competitiveness;
- which ways it intends to measure the advancement towards such objectives;
- the network program with rights and duties of each participating firm;
- modalities for the achievement of the common purpose;
- common capital, contributions, rules of capital management;
- duration of the contract;
- modalities for adherence;
- causes of recession;
- entity in charge of managing the realisation of the network contract and its discretionary power;
- decisional procedures of the participating firms.

The network contract allows a wider decisional freedom to the single contractors.

In the case of Alunet for instance there is also an internal regulation that disciplines the relations among the companies. This allows them to manage division of work, responsibilities and risks daily.

#### **14.2 Process**

The implementation of the network goes along with the day-to-day application of the rules of the network contract, which are detailed in the internal regulations (that the firms of Alunetwork decided to agree to).

#### **14.3 Incentive Mechanisms**

The regional incentive was aimed to simplify the aggregation process which is normally made difficult by the market rules and by the single mindedness of the entrepreneurs.

The incentive was a non returnable funding (grant) of the following expenditure typologies:

- Newly made hardware and software purchased during the project period and strictly necessary for its realization;
- acquisition of research licenses necessary for the project;
- Cost of machineries and civil infrastructures, exclusively aimed to the network realization;
- Administration consultancy for the drawing up of the application for the financial contribution and of the relative annexed materials as well as financial reporting documents for the highest eligible amount of 2,000.00 per request of contribution;
- Cost for the presentation of a guarantee of future debt to sustain the advance of the 50% of the admitted contribution within the maximum of 2,000 per request of contribution;
- Notary expenses and for the registration sustained for the constitution of the Temporary Enterprise Association and or for the formalization of the network contract, within the amount of eligible expenses of 2,000.00 per request of contribution;
- External specialized expertise for the realization of the project. The external expertise must be strategic for the realization of the project and with a high degree of specialization.



The expenses for the so-called “network manager” (temporary manager or manager shared by the network of enterprises), who is dedicated to the coordination and management of the activities of the networking program.

Consultancy for ordinary activities, accountability, legal and administrative matters are not admitted.

- Cost of the staff of the involved SMEs up to 50% lump sum of the preceding list of eligible expenses A+B+C+D+E+F+G. Such expenses are to be intended as including the net cost of laborforce and charges of the employer. Only internal SME staff is admitted (regularly included in the payment register and regularly paid by salary). Also temporary project workforce is admitted.

## 15. Final Beneficiaries

The regional call for bids was addressed to:

- Groups of SMEs in the form of “network contracts” according to the Italian Law 10 of February 2009, n. 5, converted and modified by the Law of April 9 2009, n. 33.
- network contracts signed by enterprises for the realization of projects aimed to achieve the objectives as indicated within the call. In such cases, the groups of enterprises bound by the network contract can adopt the following legal form:
  - Temporary Enterprise Association of SMEs – existing or to be constituted – with a juridical and operative seat in Emilia-Romagna;
  - Enterprise consortia, even in cooperative form with a juridical and operative seat in Emilia-Romagna;

## 16. Specific outcomes

The 2010 call funded projects for 24 million Euro amounting to 48% of the eligible expenditures (50% provisional). 240 projects (with at least 3 enterprises each) were funded. The beneficiary enterprises were about 1,000.

## 17. Institutions and other actors involved and their role and responsibility in the process

The Emilia-Romagna Regional Administration managed the call for bids and gave financial contributions equivalent to 2 million Euro.

The Italian national government contributed with about 22 million Euro.

It is also important to note that the entrepreneurial associations played a key role in the identification of a form of financing with a potentially wide impact. From this point of view the aggregate participation in the call represented a way to involve a large number of SMEs grouped around well determined projects.

## 18. Performance indicators

Number of financed network projects	These indicators are not yet calculable but can represent a good measure to ascertain the effectiveness of the choice to finance enterprise networks rather than single SMEs.
Number of enterprises participating in the call	
Number of effectively funded and concluded network projects	
Number of enterprise networks activated 5 years after the end of funding	

## **19. Success explanation**

### **19.1 Success factors**

The eligibility of the expenditures for the network manager was one of its success factors. The network manager, which SMEs normally do not have, is an external expert with knowledge in organization and management.

### **19.2 Visibility of Good Practice**

The call was widely diffused among the bodies in charge of managing contributions to SMEs, in particular entrepreneurial associations and consultants.

### **19.3 Impact beyond local area**

Alunetwork – the experience here mentioned as an example of the implementation of the good practice – is now involving companies from outside the Region of Emilia-Romagna.

The network contract is nowadays very well diffused in comparison to 2010, even in the Italian national context: about 500 network contracts can be enumerated. Emilia Romagna ranks third in Italy among the regions that deposited network contracts, after Lombardy and Tuscany.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

No, since it is still running.

### **20.2 Results**

The perception from the part of the bodies in charge of managing some of the project proposals (around 50) is that the long time for presenting the proposals (at least 24 months) led in many cases to the abandonment of the projects. Nevertheless such a long duration allowed the creation of an enterprise network (like Alunetwork) for those companies that were effectively interested. The network has so far had the possibility to consolidate and become a “best practice” among new business models.

## **21. SWOT analysis**

### **21.1 Strengths**

- Enlargement of the bases of traditional small enterprises involved in the incentives process for the innovation of business models.
- Introduction managerial skills in SMEs thanks to the network managers.
- Incentive towards the re-aggregation and optimizing of the business resources existing in the Region.
- Choice of timing coherent to the one that was introduced by the National law about the network contacts.

### **21.2 Weaknesses**

- Difficulties in distinguishing the groups of firms which were effectively interested in the innovation of their business models, in respect to the groups that were simply functional to gaining the financial incentive.
- Long times for the evaluation of the effective impact of the policies on the entrepreneurial practices.

### 21.3 Opportunities

- The network contract is nowadays a fashionable phenomenon in Italy. This can help its rapid diffusion within the entrepreneurial tissue, and lead to the renewal of the most traditional enterprises, which are normally very hostile against change.
- Spontaneous groups, which grew fast – such as for instance the linkedin Group 'Assoreti PMI' witness the positive impact of this business model throughout the entrepreneurial tissue.

### 21.4 Threats

- Every fashionable phenomenon bring about a lot of “noise”. The threat is that even in this case, the noise ends up suffocating the effectively innovative elements – something similar happened in the past with the policies for quality certification.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

The enterprise management, in simple terms Massimiliano Taroni, the leader entrepreneur Aluentwork, is a second generation business man who – since when he started to work with his father - has dedicated most of his time in the realization of training courses, study trips abroad to get to know other companies, study visits to the laboratories of the high technology network, research cocktails (GAIN Club was the club that gave him this opportunity, partially created by CNA Innovazione),

The most traditional entrepreneurs suspected that he was wasting his time in order to set off his real entrance into work. The ex post result is that he has become open minded enough to be able to catch the positive side of innovative models, such as the network contract, with a solidness that was sufficient for him to transform them into real entrepreneurial experience.

## 23. Transferability/Capacity to be replicated

The birth and growth of about 500 network contracts among companies shows how this business model is rapidly transferring to other companies, because it entails elements of economic interest for the involved enterprises.

The formula of subsidizing network contacts was used within the regional policies even in other calls for bids (Internationalization networks, Distretti 2 for innovation, etc.). This witnesses how the choice of addressing fundings for networking is a relevant multiplier of benefits.

Another key factor is the introduction of managers within enterprises. If a real change of the entrepreneurial tissue is what is being searched for, then innovation in business models must be considered as relevant as technological innovation, in the construction of business plans for enterprises.

## 24. Other Comments

# Distretti 2, ERVET, IT

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Distretti 2.

### 2. Brief description

#### 2.1 Definition

Strengthening of the technological vocation of the productive districts of Emilia-Romagna.

#### 2.2 Objectives

Support the evolution of the regional productive districts through:

- Organizational strengthening of the functions linked to innovation, R&D, design and planning. Highlighting of their centrality in the whole organization of SMEs, by promoting a more effective management;
- Organization of SMEs networks aimed to implement research and development, also for developing new technologies useful to the diversification of production within the districts.

#### 2.3 Activities

PART A: to promote methodologies of knowledge management, design management, open innovation through:

- Sensitization of SMEs top managers about these themes in order to emphasize the most advanced and adequate methodologies for the needs of SMEs - from enterprise networks to cooperative enterprises;
- Experimenting of such methodologies in SMEs – single or in group – with a demonstrative purpose;
- Development of tools customized on the bases of the technological and productive characters of the district. The tools are to be diffused and made available for all enterprises.

PART B: construction of “research network contracts” and/or consortia in order to develop and implement research projects about new technologies. The purpose is a relevant technology advancement and diversification processes through:

- Research and drawing out of a map of technological problems and opportunities within the productive district in relation to the potential and the interest of SMEs.
- Clustering of enterprises to be developed in network contract forms and to be selected with an open public procurement procedure (tender).
- Realization within the clusters of explorative research programmes on research themes - proposed by the entities in charge of the carrying out in order to develop new technologies for the district. The research is realized by groups of young graduates, priority enrolled with high apprentice contracts and tutored by a scientific senior researcher (preferably coming from the High Technology Network) and by a manager (preferably from one of the involved SMEs);
- Highlight the results and the potential further industrial outcomes on the bases of prefeasibility studies.

### 3. Rationale

#### 3.1 History and Background

The initiative is the follow up of the previous “From Productive to Technological Districts” funded by the National Bill of December 2007 “Projects for the Development of Productive Districts”;

It subsidized research and development projects carried out in the research laboratories of the most dynamic SMEs of the districts. The purposes of these projects are:

- development of new empowering technologies for the districts;
- Strengthening of the laboratories and of their relation with the centres belonging to the High Technology Network;
- Spread the results (on a precompetitive level) to other SMEs.

Results:

- 36 approved projects in 14 productive districts, with 125 involved enterprises;
- 56 M € investments in R&D and diffusion activities.
- 25 M € regional funding (10 estimated).
- 102 cooperation contracts with the laboratories of the Network.
- 176 newly graduates enrolled by enterprises and 112 research scholarships assigned from the laboratories.

#### 3.2 Incentives to create

#### 3.3 Barriers to remove

- Scarce disposition (from the part of SMEs) to the enrolment of young researchers.
- Scarce cooperation among SMEs in research and development projects, and resistance to adopt network contacts;
- Underestimation of the importance of organization innovation, knowledge management, design management and open innovation in the entrepreneurial system.

### 4. Legal basis

#### Reference Policy/Programme/Priority

For the implementation of the second year of the programme named “Projects for the Development of the Productive Districts” of the Italian National Ministry of Economic Development (D.M. 7/5/2010 – National Bill May 7th 2010), the Emilia-Romagna Regional administration launched the directly coordinated programme aimed to improve the effectiveness of innovation processes in SMEs within the regional districts, and to promote a more qualified and organized research demand towards the laboratories of the Regional Network for High Technology (DGR n. 1602/2010).

On December 21 2010 the Italian National Ministry for Economic Development approved the proposal named “From Productive to Technological Districts - 2”. The proposal was followed by the publication of the Guide Lines for the selection of district programs, coordinated by the regional centres for innovation belonging to the Regional High Technology Network.

### 5. Start of the initiative

Fully Implemented	<b>Still running</b>
Still running initiatives	

## 6. Duration

36 months.

## 7. Funding body

National / Regional - "Projects for the Development of Productive Districts" of the Ministry for Economic Development (National bill May 7th 2010),

Total funding: 12,500,000 of which,

Ministry for Economic Development 4,511,000;

Emilia Romagna Region: 7,989,000.

## 8. Management body

- I level = Emilia-Romagna Regional Administration - financing body.
- II level = Regional Control Room (Emilia-Romagna Regional Administration, ASTER s.cons.p.a., Unioncamere (Union of the E-R regional chambers of commerce).
- III level = 9 entities in charge of running the programme (Centuria, CERR – Confindustria Emilia-Romagna Ricerca, CNA Innovazione, CRIT, T3LAB, MUSP, Democenter - Sipe, Reggio Emilia Innovazione. Larcoicos).

## 9. Level of funding

National/Regional.

## 10. Category of non technological innovation

Business models	Through the adoption of knowledge management, design management and open innovation methodologies: <ul style="list-style-type: none"><li>• Constitution of enterprise networks within the function of research and development. They confront each other with the support of young dedicated personnel on common medium/long term objectives,</li><li>• promotion of a qualified diversification in production. This way the coordination of the research demand is favored.</li></ul>
Organisation structure	
Marketing tools/approach	
Social innovation	Organization of the confrontation with the support of young dedicated personnel on common medium/long term objectives, and promotion of a qualified production diversification. This way the coordination of the research demand is favored with positive economic outputs for the territory and development of the social system.
Services innovation	
Other	

## 11. Geographical coverage

## 12. Sectorial coverage

Multidistrict:

- Agro food.
- Fashion system.
- Ceramic tiles material and technologies.
- Construction materials and technologies.
- Pharmaceutics and biotechnologies.
- Biomedical e prosthesis.
- Materials for mechanical production.
- Agricultural mechanics.
- Auto motion/mechatronics.
  - Industrial mechanics, robotics.
  - Electronics and precision mechanics.
- Packaging machineries.
- Motors:
  - Auto vehicles and means of transportation.
  - Motors and piping.
- Nautical industry.
- Technologies for energy networks and services.
- ICT/multimedia.

## 13. Target group(s)

Managers and researchers.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Organization on more than one level:

- Proposal defined and implemented by the Emilia-Romagna regional Administration and coordinated by the Regional Control Room of the Districts.
- The coordination of the activities for the diffusion of organization-management innovation and the construction of enterprise clusters are managed by the 9 entities in charge of managements in 16 differently located districts. Each of the 16 districts concentrates on 5/6 themes, on which young researchers work for 12 months thanks to the financing of the initiative;

#### **14.2 Process**

- The Emilia-Romagna Region proposed an intervention (which it directly managed) aimed to improve the effectiveness of innovative processes in SMEs, and to promote a better qualified research demand towards the laboratories of the High Technology Network;
- The Ministry for Economic Development approved the proposal named “from Productive to Technological Districts - 2” followed by the publication of the Guide Lines for the selection of programs at the district level dedicated and coordinate by the centres for Innovation of the High Technology Network of Emilia Romagna (December 2010);
- Approval and publication of the Guidelines for expression of interest (DGR 769\_11) and identification of the 16 districts considered “priority” by the Regional Administration;
- Meeting for the presentation of the guide lines for the potentially realizing bodies;
- Identification of the accredited industrial research/technological transfer entities eligible for the coordination and management of the initiative (these had preferably to be promoted by a partnership of firms);
- Presentation of hypotheses and potential research themes for each district concerning parts A and B;
- Presentation of the Expression of Interest;
- Selection of the entities in charge of the realization;
- Signatures of agreements between the entities in charge of the realization and the Region;
- Settling down of the Regional Control Room;
- Initiatives for the promotion and diffusion (regional convention April 2012);
- Publication of tenders by the entities in charge of the realization in 16 districts;
- Evaluation of the received proposals;
- Publication of the placing list;
- Setting up of enterprise clusters and consortia contract signatures.
- Signature of the contracts between enterprises and entities in charge of the realization (still running).

#### **14.3 Incentive Mechanisms**

Contribution for the expenses in “de minimis” regime according to the EC rule n. 1998/2006 of the European Commission.

### **15. Final Beneficiaries**

Regional (and extra regional) enterprises.

### **16. Specific outcomes**

- Give continuity to knowledge and stimulate enterprises’ creativity;
- improve the efficiency and profitability of innovation in the short and medium-long terms;



- make innovation faster and more efficient;
- start the widest possible connections to access information and knowledge sources that also help the multi disciplinary phase of creation;
- organize for in the best way the demand of research from the enterprises within the productive districts, directed to the laboratories of the High Technology Network;
- facilitate the identification of new market niches, especially to encounter new market models such as the “Green economy” and other qualified frameworks of innovative demands.

## 17. Institutions and other actors involved and their role and responsibility in the process

Regional universities and the laboratories of the High Technology Network of Emilia-Romagna were asked to provide technical and scientific skills in the phase of creation and implementation of the research projects in each district.

## 18. Performance indicators

N. of network contracts and or consortia created	93 (envisaged)
N. of researchers with new contracts (among these N. of high apprentice contracts)	270 (envisaged)
N. of innovative tools realized	16
N. diffusion, information and experimentation events and number of enterprises involved	Still to be gathered

## 19. Success explanation

### 19.1 Success factors

An opening conference was organized (April 20 2011) with 260 participants of which 130 enterprises.

### 19.2 Visibility of Good Practice

The first part of the achieved results were discussed and presented in an event organized in February 2012. Visibility will also be granted by the discussion of the customized tools realized in each district.

### 19.3 Impact beyond local area

Possibility of involving SMEs from outside the region to operate jointly with the cluster of firms belonging to the regional district.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

No.

### 20.2 Results

## 21. SWOT analysis

### 21.1 Strengths

- The demand for research and innovation is growing and the number of involved enterprises is growing;
- There is an important research potential in the regional High Technology Network and in the university and scientific system;
- the presence of highly competitive productive districts is very important especially for their ability to generate – often spontaneously - important innovation processes.

### 21.2 Weaknesses

- The management of the SMEs is not always adequate to knowledge and learning processes especially for design, management and open innovation.
- The demand of research is often expressed by SMEs in an individual and fragmented way, as a consequence of their high productive specialization.
- Not much attention is paid to the development, organization and conservation of the immaterial capital.

### 21.3 Opportunities

- Development of an integrated system as a knot of a net that can be transnational;
- Development of the management, organization within each enterprise and the whole district, in order to draw the international attention to the regional districts, to help the competition on the international markets and interface different entrepreneurial contexts;
- Systematization of the research offer coming from the High Technology Network laboratories;
- increase of the competitiveness among enterprises at the international level for the adoption of management methodologies aimed to efficiency and effectiveness jointly with the development of a research offer in agreement with the market demand.

### 21.4 Threats

- The economic international crisis can restrain the push towards the innovation of organization and management;
- The increase of competitiveness among enterprises at the international level, obliges them to specialize.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Thanks to the programmes that have been realized in the last few years, in particular with the regional Programme for Industrial Research, Innovation and Technology Transfer and with the operative Programme of the ERDF 2007-2013, the Emilia-Romagna Regional Administration has pointed to reinforce the innovation capacities of the regional productive system, by sustaining the commitment of the most innovative and dynamic enterprises towards research and development and has involved and networked the scientific and technological resources.

In the framework of the realized interventions, the following actions have principally been developed:

- sustain to the demand of research from the part of SMEs, in order to qualify the activities of R&D and innovation, with a strong emphasis on the increase of graduate employees and to the cooperation between SMEs and research centres;
- development of a network of industrial research centres specialized in themes relevant for the regional productive system (High Technology Network);
- technological transfer realized by Universities;
- support to programs aimed to the transfer of research results to SMEs.

The synergy of the interventions is obtained with the coordination of Aster (the Consortium for Innovation and Technology Transfer in

Emilia-Romagna) of the themes articulated by the High Technology Network.

### **23. Transferability/Capacity to be replicated**

Very high potential to be replicated. The requisites for the transferability are:

- Presence of innovation centres with a strong bond with the territory;
- Possibility of systematization of the productive resources and of the needs of territorial innovation;
- Concentration of highly specialized enterprises.
- Good disposition from the SMEs management towards innovation (also in the organization).
- Highly technically and scientifically specialized researchers.

### **24. Other Comments**

# Innovation Hospital Horsens, CDR, DK

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Innovation Hospital Horsens.

### 2. Brief description

#### 2.1 Definition

This initiative addresses the issue of allowing private companies to contribute to innovation in the hospitals, by challenging the tradition in the hospitals to require quotes to thoroughly specified and documented offers on products or services.

The aim is to activate Public-Private Innovation (PPI) through innovation of organisation, processes and business model in the hospital

The precondition was to place an innovation agent with commercial background within the hospital but employed by Medtech Innovation Centre, working with special appointed innovation personnel from the hospital on working and innovating with private companies.

#### 2.2 Objectives

- Connecting private companies to innovation projects at the Hospital.
- To strengthen and professionalize the Hospitals' innovation concept.
- To develop specific areas of interest for Horsens.
- To contribute to fundraising (PPI) innovation projects.

#### 2.3 Activities

Ideas for innovation projects come from companies, clinical staff and hospital management. The innovation agent provides matchmaking between business and clinic, workshops, guidance and fundraising.

Private-public collaboration is in focus, and innovation projects include observations within the clinic, user involvement, tests and prototyping.

Guidance and sparring.

Involvement of hospital management in a steering group in all projects.

Establishing a staff function at the hospital with its own budget to coordinate the initiative.

## 3. Rationale

### 3.1 History and Background

Innovation Hospital Horsens started officially in 2008. Before that the Hospital had worked some years with especially one company to improve work flow at the operation ward. This was a great success. Therefore the intention with the new initiative was to broaden the scope of PPI and foster different kinds of innovations to the benefit of both private and public sector.

### 3.2 Incentives to create

Heavy focus on optimizing public-private innovation in the public health sector, hereby better capitalizing on the knowledge and needs of the sector.

Provide direct access for companies to use-environments, thereby supporting User Driven Innovation in the companies.

Address the budget constraints in the health sector by innovating the services, work flow and business models of the Hospitals.

Wanting to build the innovation capacity within the hospitals and at the same time building a stronger cluster in the region within medico tech., health-it etc.

### 3.3 Barriers to remove

- The clinics reluctance to collaborate with private companies.
- Focus on day-to-day operations in the hospital.
- Lack of competences in the field of innovation at the hospital.
- Reluctance to change existing procedures and routines.
- Private companies' difficulties to understand and work productively with observed clinical needs.
- The different hospitals autonomy standing in the way of scaling the experiences from Horsens Hospital.

## 4. Legal basis

### Reference Policy/Programme/Priority

Central Denmark Region - Regional Operation Programme.

## 5. Start of the initiative

Fully Implemented	
Still running initiatives	X

## 6. Duration

2009-2014.

## 7. Funding body

Central Denmark Region.

## 8. Management body

MedTech Innovation Center (MTIC) and Horsens Hospital.

## 9. Level of funding

Accumulated 2009-2011: Growth Forum 1,5 mio € (total 2,4 mio €).

2012-2014: Growth Forum 0,4 mio €, hospital 0,5 mio € (total 0,9 mio € without external funding ) other funds? – this amount will not be

known until 2014.

Both figures are without the amount of “in kind” delivered by the private sector.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Horsens Hospital – with the purpose of spreading results to other hospitals within the region.

For the companies (mostly located regional) a national and global scope.

## 12. Sectorial coverage

Hospitals, private companies, municipalities (are getting connected through cross sector activities).

## 13. Target group(s)

Public Institutions (mainly hospitals) and private companies.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

MTIC has outplaced one person – the innovation agent – at Horsens Hospital. The innovation agent works close together with the top management of the hospital. But also close with MTIC, which provides a large spectre of competences in the field of health innovation and business development.

MTIC (MedTech Innovation Centre) is a NGO working as a operator for Central Denmark Region.

#### **14.2 Process**

Companies with ideas for new products or processes contact the hospital, and the innovation agent makes initial screening together with the hospital management. If relevant a project is started, with all kinds of support. The initiative is open for all companies, and is visible on different web sites and through a range of media covering and networks. It is free of charge for companies – but the use of work hours from the companies are not in any way refunded.

The same process applies to clinical staff.

Also the hospital management can start projects in order to solve challenges at the hospital.

#### **14.3 Incentive Mechanisms**

Hospital:

- Access to competences in mastering development/innovation projects.
- More effective processes, like the work flow.
- Improving quality.
- More internal co-operation and communication.

Companies:

- Getting contact with possible customer.
- Access to the experiences of the clinics.
- Fundraising.
- Test environment.
- Sparring with highly qualified personal from MTIC, developing competences.

### **15. Final Beneficiaries**

Companies (especially SME's), Hospitals.

### **16. Specific outcomes**

10 Public-Private Innovation projects – with 9 getting external funding from different governmental or private funds. There has been a dialogue and sparring with 20 companies.

Still too early to make a specific calculation of ROI but ALL participating companies have evaluated their participation as valuable to their businesses.

The Hospital has professionalized their work with innovation, and have already had positive results from altering the work flows e.g. at the Operation Ward, and other logistic initiatives supported by technical products and services. The lowering of the amount of “medical beds” from 157 to 104 is one example.

## **17. Institutions and other actors involved and their role and responsibility in the process**

### **18. Performance indicators**

- Number of projects initialized.
- External funding.
- The making of an innovation strategy for the Hospital, and professionalizing their work with innovation (setting down a staff function).
- Making Public-Private Innovation work – and learning from mistakes, identifying barriers.

### **19. Success explanation**

#### **19.1 Success factors**

- willingness to change within the hospital.
- communication and co-operation across departments.
- Engaged management.
- Highly skilled innovation workers from MTIC and the Hospital.

#### **19.2 Visibility of Good Practice**

The initiative has been promoted to a range of actors national and international – and two years in a row the Hospital has won a prize as the most innovative public company in Denmark (ref. Mandag Morgen).

#### **19.3 Impact beyond local area**

The initiative is now starting in three hospitals in other cities.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes.

### **20.2 Results**

10 innovation projects with private companies. 8 of these will probably reach increased income, due to the initiative.

## **21. SWOT analysis**

### **21.1 Strengths**

Engagement of the hospital's top management.  
Outplacement in the clinic.  
Backup from MTIC.  
Collaboration across boundaries – public-private, different professions.  
Visibility and accessibility.



## 21.2 Weaknesses

Rigid legislation in public purchasing.  
Cultural differences.

## 21.3 Opportunities

The initiative meets important challenges and products and service have good export potential  
Transferability.  
Branding.

## 21.4 Threats

That the innovation agent is assimilated in the hospital culture and loses the innovation and business perspectives.

## 22. Management motivation

To do a better job. Develop quality, safety and cost effectiveness.  
Branding.  
Necessity due to cuts in public funding and new legislations.

## 23. Transferability/Capacity to be replicated

It has already been decided to replicate the initiative to the other hospitals in the Region.

## 24. Other Comments

# Future Food Innovation, CDR, DK

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Future Food Innovation, Central Denmark Region.

### 2. Brief description

#### 2.1 Definition

Future Food Innovation is an innovationhub, established to support open, radikal innovation in the food sector.

#### 2.2 Objectives

The aim of Future Food Innovation is to increase the level of innovation in the food sector, and to ensure the competitiveness of the food industry at international level. The objectives are to bring companies, knowledgecentres and end users together, to commercialise new innovative products and services and develop new processes and businessmodels.

#### 2.3 Activities

Future Food Innovation offers access to:

- a wide range of kompetence and knowledge centers of relevance for the food sector.
- the Differentiation Fund that can be used to help starting new production, sale and distribution of high quality, high value and healthy products for regional companies.
- participation in business related Ph.D. project of relevance for the participating companies.

### 3. Rationale

#### 3.1 History and Background

The food sector is extremely important for the business development in Central Denmark Region. The region is leading within food in Danmark as:

- 1/3 of the Danish food is produced here.
- 1/4 of the total GDP in the region is generated by the food sector.
- The food sector accounts for approximately 12 % of total employment in the region.
- The Region has the highest share of higher education in the food sector compared to the other Danish regions, this also accounts for workforce with a university degree.

The region hosts some of the largest food companies (e.g. Arla, Danish Crown) in the country, along with a high number of SME's engaged in production, supporting industries, services, retail and restaurants.

To support the continued development in the food sector, the Regional Growth Forum initiated a major development programme in 2009. The programme is designed to integrate Innovation, Competence development and Differentiation. Future Food Innovation was established to operate an substantial part of the many activities intended in the total programme.

### 3.2 Incentives to create

The food sector is challenged by heavy competition, environmental and climate related issues, and the region has realised an increased need for development of the food sector to maintain and further develop by the means of new development in business models, product, markets etc.

### 3.3 Barriers to remove

The food sector is characterized by building on centuries of tradition, and the innovation activity is low compared to other Danish business sectors. Despite the higher level of education than other Danish regions, the level is still low compared to other sectors.

## 4. Legal basis

### Reference Policy/Programme/Priority

The Food sector is one of 4 Key focus areas for the Regional Growth Forum, and the programme is consolidated in the Regional Business development strategy.

## 5. Start of the initiative

Fully Implemented	Till running
Still running initiatives	

## 6. Duration

January 2010 – December 2014.

## 7. Funding body

Regional development fund.

EU regional fund.

## 8. Management body

Future Food Innovation – a consortium of consisting of 6 partners:

- Agro Business Park (Science Park).
- National Centre for food and agriculture at Aarhus University.
- MAPP centre at Aarhus University (Food related commercial sciences).
- Agrotech (Approved technological institute).
- Danish Technological Institute (Approved technological institute).
- VIFU (knowledge centre for food development).

## 9. Level of funding

Regional development fund:	5,9 mio €
EU Regional fund:	2,1 mio €
Universities and Ministry of education:	0,6 mio €
Companies cofinancing:	4,2 mio €
<b>Total:</b>	<b>12,8 mio €</b>

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Primarily companies in the region, however projects in cooperation with companies outside the region: National and International partnerships are appreciated.

## 12. Sectorial coverage

Food sector: Manufacturing Industry incl. supporting industries, service businesses incl. retail.

## 13. Target group(s)

Primarily SME's with particular focus on medium sized companies.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The consortium forms the steering committee, for all activities. With status reporting every 6 months.

#### **14.2 Process**

With an outgoing and "canvassing" approach, the main activities includes, sparring, coaching, funding and follow up on:

- Support for innovation in food companies via the Differentiation Fund.
- Internationalisation of food companies.
- Courses, workshops and international conferences.
- Support to business focused Ph.D's.
- New, non-traditional working relationships.
- Focus on open and radical innovation.
- Based on market opportunities and company potential.

The Differentiation Fund can be used to help start the production, sale and distribution of new high quality, high value and healthy products for regional companies.

#### **14.3 Incentive Mechanisms**

Future Food Innovation provides easy access to the combination of competencies that matches the needs of the company in question. The services includes: clarification of needs, matchmaking, coaching and follow up.

Co financing of development projects.

### **15. Final Beneficiaries**

Participating companies – primarily SME's in the region.

### **16. Specific outcomes**

The companies shall through participation obtain:

New ways of operating, change of strategies, new priorities, new ways to develop and as a consequence obtain:

Specific results in terms of improved market position, through new business models, new products and services etc.

### **17. Institutions and other actors involved and their role and responsibility in the process**

The Organisations behind the Consortium partners and other knowledge and funding institutions are enrolled as active participants in the individual projects and activities.

### **18. Performance indicators**

The performance in Future Food Innovation has up till now exceeded expectations. (re. 20.1 – mid term evaluation).

On this background the Regional growth forum has decided to allocate additional funds and revise the performance requirements, to

strengthen the efforts in 2013-14.

Project has the following performance indicators with quantified goals:

- Ensure companies easy overview and access to knowledge, network and resources.
- Support open and radical innovation.
- Increase sharing of knowledge between and across trades and knowledge centres through a.o. development projects and facilitation of business focused ph.d.-projects.
- Create cohesion and link to other regional, national and international projects.
- Create awareness about programme and results in the target group, and raise national and international attention on the programme.

Up till now the targets have been:

- contact to and visitation of min. 250 companies in the region.
- Initiation of approximately 12 innovation projects within a budget frame of 4,8 mio. €.
- Conduct 10 workshops/training sessions, initiate 10 bussiness focused ph.d.-projects and arrange two international conferences with min. 200 participants.
- 10 companies/ knowledge institutions participates in innovation based EU-project applications, 30 companies creates a search profile in Enterprise Europe Network database.

## **19. Success explanation**

### **19.1 Success factors**

Future Food Innovation has initiated a number of activities that exceeds 75 pct. of the goals mentioned above with 50 pct. Of the time spent.

### **19.2 Visibility of Good Practice**

Results and experiences are posted on [futurefoodinnovation.dk](http://futurefoodinnovation.dk).

### **19.3 Impact beyond local area**

It is expected that a number of participating companies will obtain an international position and establish international partnerships. Future Food Innovation will establish an international profile, and cooperate with national and international knowledge centres working in the food sector.

Future Food Innovation is an active partner in preparing for Danish participation in an anticipated European Food KIC (Knowledge and Innovation Community) from 2014.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes, a midterm evaluation report conducted I spring 2012.

### **20.2 Results**

Programme exceeds expectations on all parameters.

"The overall conclusion is that growth to a certain degree already has appeared in participating companies both in turnover, employment and export. Further, these companies expect significant results as all the initiated activities are implemented. However it is not yet proved

that there has been a change in the innovation praxis within the participating companies.”  
Quote from the midterm evaluation by external evaluator – LB Research, august 2012.

## **21. SWOT analysis**

### **21.1 Strengths**

- Easy access to universities and knowledge centres.
- Smooth process to obtain co financing.
- Financing.
- “Customer oriented approach” outside in.
- Wide variety of competences available.

### **21.2 Weaknesses**

- Depends on public co financing.
- Limited awareness in the target group.
- Short time in operation.

### **21.3 Opportunities**

- Possibility to involve more knowledge and competence centres.
- Develop a regional Food Hub – centre for smart specialisation.

### **21.4 Threats**

Depending on present public infrastructure (Regional business development fund).

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- Competent outgoing consultancy.
- Word of mouth.
- Show cases.
- Business opportunities.
- Compensates for scarce resources in the companies after the recession.

## **23. Transferability/Capacity to be replicated**

Requires knowledge and competence institutions that are willing to cooperate and able to deliver tools and resources.  
And an independent facilitator with financial power (Regional Body) to set the course and define level of ambition.

## **24. Other Comments**

# Cradle to Cradle (C2C), CDR, DK

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Cradle to Cradle (C2C) as business development.

### 2. Brief description

#### 2.1 Definition

In the project we motivate and support businesses to develop and implement a new business model with focus on resource management. The model, "Cradle to Cradle" or "C2C", counteracts exploitation of the nature and at the same time it cuts cost in the companies.

We also motivate and support municipalities in intelligent, public purchasing, according to the principles of C2C. The point is to find new ways of balancing different welfare goals: Sustained growth, social cohesion and sustainable environment.

#### 2.2 Objectives

- To motivate business to use the new concept.
- To develop and implement the business model in companies.
- To introduce C2C and new business models to the public innovation support system.
- To prepare municipalities for intelligent public purchasing according to the principles of C2C and circular economy.
- To connect businesses and municipalities in business relations and common projects.

#### 2.3 Activities

- Screening of promising companies.
- Team counselling of managers of the selected companies.
- Involvement of the public innovation support system throughout the process.
- Meetings with municipalities.
- Economic support for public-private C2C projects.
- Matchmaking and information site with learning cases : RethinkBusiness.dk.

## 3. Rationale

### 3.1 History and Background

Our innovation strategy says that "Today's societal challenges are the business opportunities of tomorrow." We discussed the challenges with business partners, municipalities, universities and other cooperation partners. And we identified the shortages of resources, and abundance of waste as some of the most important challenges of our society.

We explored the possibilities and found the concept of C2C. And we visited companies working with C2C. For example Philips, Steelcase (office furniture) and Desso (carpets).



### 3.2 Incentives to create

C2C is a proven concept and already working in companies and cities. It addresses the problems of scarce resources, waste, pollution and growth in a meaningful combination.

### 3.3 Barriers to remove

The concept is not very well known in Denmark. That makes it difficult to communicate the benefits, and difficult to find and motivate companies.

Our public innovation support system is well-established, and it is not easy to change methods and mindsets.

We will have to develop new methods of measurements to assess activities.

## 4. Legal basis

### Reference Policy/Programme/Priority

Innovation Strategy, Business Development Strategy and Action plan.

EU 2020, OECD recommendations.

## 5. Start of the initiative

Fully Implemented	Still running
Still running initiatives	

## 6. Duration

January 2012 – december 2014

## 7. Funding body

Regional development fund, EU regional fund and Ministry of Environment.

## 8. Management body

Development Centre UMT.

Cowi Consultants and Minor Change Group are subcontractors.

## 9. Level of funding

Regional development fund:	496.000 EUR
EU regional fund:	483.000 EUR
Ministry of Environment:	27.000 EUR
<b>Total:</b>	<b>1.006.000 EUR</b>

## 10. Category of non technological innovation

Business models	X
Organisation structure	
Marketing tools/approach	
Social innovation	
Services innovation	
Other	X – innovative public purchasing

## 11. Geographical coverage

Mainly the region. Relevant partners from other regions are involved.

## 12. Sectorial coverage

All sectors.

## 13. Target group(s)

SME's and municipalities.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Development Centre UMT is managing the project. Private and public consultants have different task in the execution.

#### **14.2 Process**

Consultants from UMT and the public innovation systems visit companies to motivate and perform initial screening. A team of private consultant analyse promising companies and prepare new c2c business models in collaboration with management.

UMT visit municipals to motivate and support intelligent, public purchasing, according to the principles of C2C.

UMT also perform matchmaking and prepare private-public c2c project with funding.

Experiences and new knowledge is accumulated throughout the processes.

#### **14.3 Incentive Mechanisms**

Companies and municipalities are visited by consultants.

Conference on circular economy, November 2012.

RethinkBusiness.dk, where results and experiences are posted and dialog is promoted.

### **15. Final Beneficiaries**

SME's, municipalities and citizens.

### **16. Specific outcomes**

Companies and municipalities are motivated and supported in creating C2C products and concepts in collaboration.

New experiences and knowledge are accumulated and communicated in order to strengthen the public innovation support system.

### **17. Institutions and other actors involved and their role and responsibility in the process**

### **18. Performance indicators**

- 40 companies participate in the project.
- 15 companies work strategic Cradle to Cradle in business development.
- 15 companies start production according to the Cradle to Cradle principles.
- 2 municipalities participate in developing products based om c2c purchasing.
- Increase in development of innovative products and concepts for the globale market.
- Creation of new business models supporting market differentiation and growth.
- Creation of 5 demo projects in collaboration between different companies, between private companies and municipalities and/or companies and university.

## **19. Success explanation**

### **19.1 Success factors**

Motivation, switch of mindset, flexibility, critical mass.

### **19.2 Visibility of Good Practice**

Results and experiences are posted on rethinkbusiness.dk.

### **19.3 Impact beyond local area**

C2C and the focus on circular economy and green business models are international movements. Hopefully we can contribute to promote the possibilities both national and international.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

No.

### **20.2 Results**

## **21. SWOT analysis**

### **21.1 Strengths**

- Addressing EU, national and regional political issues and goals for development of business and society.
- A proven concept, good results.
- Addressing policy and practical challenges.
- Economic gains.
- Improving regional performance.
- International cooperation.
- The good cause and positive spirit (doing good – not less bad).
- People in general can connect and identify.

### **21.2 Weaknesses**

- No critical mass (yet).
- Lack of good, Danish cases, even if the good cases are beginning to come (fibertec, troldekt etc.)
- Complexity – not easy to communicate.
- Waste treatment and other critical systems are not designed for c2c and circular economy ... yet.

### **21.3 Opportunities**

- Market demands for sustainable products and solutions.
- Addresses important societal challenges.

### **21.4 Threats**

- Resistance to change. From the established innovation support system, from municipalities and company management.

- Not being able to give create a flexible ecosystem to enhance and handle the contacts and communication between companies.

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- Business opportunities. Market demands for sustainable products. To cut cost for scarce resources. To prepare for new environmental legislation.
- To do good.

## **23. Transferability/Capacity to be replicated**

The chances for successful transfers are good, as the concept is already well proven in other countries, but the size of the whole business ecosystem has to be extended.

## **24. Other Comments**

# Club +xti (+xYou), CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Club +xti (more for you)

### 2. Brief description

#### 2.1 Definition

Loyalty program for small retail businesses to be used by a number of them.

#### 2.2 Objectives

- Provide small retail businesses a tool that allows them to manage a loyalty card, to manage promotions, to get information from their customers. In short, have a loyalty tool until now accessible only to large retail chains.
- For consumers who get into the system, the purchases in shops get some points (a percentage of the purchase) changeable at any other merchant from the club.
- Create a network of shops belonging to the club, that allow them to design joint promotions (areas at a location, associations, etc.).

#### 2.3 Activities

- Designing the software tool.
- Appoint a manager / leader of the club.
- Dissemination of the club and joining new stores to the club.
- Implementation of the tool and training.
- Consumers attraction to be registered in the system.
- Management of the club.

## 3. Rationale

### 3.1 History and Background

Program started in 2008 and led by the Federation of Trade Navarra(FNC) who had detected this gap between the shops. It was launched in 2009 and became widespread after 2010.

### 3.2 Incentives to create

The II Plan to Modernize the domestic trade of Navarre (2008-2011), considered among other measures the “Development of a customer loyalty in the field of trade associations” and “Push initiatives of traders associations to develop systems capable of providing services and customer loyalty using the Internet “. Therefore, this initiative was lined-up with this plan to help the improvement of the competitiveness of small shops and the incorporation of new technologies in small and medium enterprises of the commercial distribution sector.

Besides a national plan to boost ICT projects in sectors, financed part of the initiative.

### 3.3 Barriers to remove

- The idea that this type of tool is accessible only to large companies.
- Trades must give a percentage of their sales that may be changeable at any other trade of the club.
- Communication between consumers require much investment.

## 4. Legal basis

### Reference Policy/Programme/Priority

- II Plan to Modernize the Domestic Trade of Navarre (2008-2011).
- III Plan to promote the Retail sector of Navarre (2012-2015).

## 5. Start of the initiative

Fully Implemented	Launched in 2009. It is currently still performing training activities for new partners, supporting shops equipment, attracting new users and new businesses, as well as IT development for the global managing of an application.
Still running initiatives	

## 6. Duration

From the beginning and no end date ( 2009- until now).

## 7. Funding body

- Government of Navarra and 'Plan Avanza' in the implementation.
- Government of Navarra set up the program.
- Since its establishment, the system has required support from the Government of Navarra, which has been gradually reducing in order to be a self-financing and sustainable project support by participants.

## 8. Management body

The project manager is the Trade Federation of Navarre (FCN). This organization gather retail businesses associations.

## 9. Level of funding

The software development , the launch and communication was financed. For trades, the updating of the necessary technological equipment (PC + MSR), has been fully funded by the Government of Navarra, and also their training.

The Government have also funded several promotion campaigns among traders, several associations and citizens and energizing the system in order to integrate it with the citizen card or other card associations, interested in the system.

## 10. Category of non technological innovation

Business models		
Organisation structure	X	Specific communication channels to customers and shops attached
Marketing tools/approach	X	Promotional campaigns through internet.
Social innovation		
Services innovation	X	First model of consumer loyalty implemented in Navarra
Other		Opportunity to provide other benefits to the partners and customers, integrating various services on the same card

## 11. Geographical coverage

Navarra.

## 12. Sectorial coverage

Shops. Retail Trades.

## 13. Target group(s)

Consumers.

Small retail businesses.

Associations.



## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

FCN is the program manager. The FCN has to manage loyalty points and the invoicing processes, and also attracting new shops and customers to the system.

#### **14.2 Process**

On one hand retail trades have to get into the club and implement the tool.

On the other hand the beneficiaries (consumers) should be register.

The associations are also beneficiaries and can do promotions.

A management entity is necessary.

#### **14.3 Incentive Mechanisms**

Retailers make profits but must be willing to give a percentage of their sales. They have information of their customers; they can benefit from purchases at other stores and can make promotions.

For consumers it is an advantage to earn points for purchases that can be used in many different shops.

### **15. Final Beneficiaries**

Consumers and businesses who can obtain a competitive advantage.

### **16. Specific outcomes**

Sales increase.

### **17. Institutions and other actors involved and their role and responsibility in the process**

- FNC: Program Manager.
- GN: promoter of the program.
- CEIN: implementation of the programme with GN.
- Trades associations.
- Trades.

### **18. Performance indicators**

Applicants/projects	Number of trades attached to the Club (to 30-11-2012): 130 shops. Number of users of the club (to 30-11-2012): 20.090 clients. Number of cards (to 30-11-2012): 24.870 cards. Training workshops (January to November 2012): 6. Persons trained (January to November 2012): 60. Level of activity (January to November 2012): 83.933 operations. Turnover (January to November 2012): 4.173.311,06€.
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Businesses created	
People granted	
Employment	
Total Investment (by companies created)	

## 19. Success explanation

### 19.1 Success factors

Facilities to join the loyalty system, both for trades and customers.  
 The system has attached trades all over Navarra.  
 The results should be better.

### 19.2 Visibility of Good Practice

We consider the system a very innovative and good idea. However the results are not so good as it was thought.

### 19.3 Impact beyond local area

The Club is extended by all the Region.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Yes. There are indicators that allow the system to be evaluated, for example the annual turnover and the number of operations for each exercise.

### 20.2 Results

Level of activity (January to November 2012): 83.933 operations.  
 Turnover (January to November 2012): 4.173.311,06€.

## 22. SWOT analysis

### 22.1 Strengths

The system operates in all the territorial area of Navarre and is possible to continue increasing the number of attached traders.

### 21.2 Weaknesses

Mistrust in the system by traders. System is not yet sustainable by itself.  
 Dependence on public aids.

### 21.3 Opportunities

All kind of traders can be incorporated. There is no limit.

#### 21.4 Threat

Appearance of other loyalty systems at local level, which users may be decreased.

### 22. Views and Opinions

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Trades that have bet on this project have seen the opportunity to increase their sales thanks to a tool that, on the one hand, could be attractive to customers and, on the other hand, facilitates lots of information to take decisions.

### 23. Transferability/Capacity to be replicated

The experience is transferable. You must choose a computer tool and a management entity.

### 24. Other Comments

[www.clubmasporti.com](http://www.clubmasporti.com).

# Generator of cooperative enterprises (REPLIC), NFID, FR

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Generator of cooperative enterprises: REPLIC.

### 2. Brief description

#### 2.1 Definition

REPLIC accelerates, secures and strengthens business development of the Social and Solidarity Economy (SSE) in the territories. REPLIC creates profitable and socially, ambitious and proximity, replicable and unique enterprises.

#### 2.2 Objectives

- Fulfilling a Need of the territory in terms of employment, sustainable development and local economy.
- Ensure the sustainability and the collective success of companies in the social economy.

#### 2.3 Activities

Developed activities: monitoring, regional studies, recruitment and support of project managers, advice, and support to the creation and development of businesses.

### 3. Rationale

#### 3.1 History and Background

The first REPLIC was born in 2005 in the Languedoc-Roussillon region, before being developed in 2012 in the Nord-Pas de Calais.

#### 3.2 Incentives to create

- REPLIC was created from an assessment: lack of responses to the unmet needs of a territory, difficulty in creating enterprise of the SSE, lack of ambitious projects.
- Need to create a tool that can “replicate” companies in the SSE that have succeeded elsewhere and involve local stakeholders in the success.

#### 3.3 Barriers to remove

- Lack of equity financing of these companies of the SSE.
- Ownership of business creation’s projects, and lack of link with the territory.
- Isolation project holders.

#### 4. Legal basis

##### Reference Policy/Programme/Priority

Regional Plan for the Social and Solidarity Economy.

#### 5. Start of the initiative

Fully Implemented	NO
Still running initiatives	YES. Launched in 2012.

#### 6. Duration

Permanent.

#### 7. Funding body

- Lille Métropole Urban Community.
- Cooperative Movement (including INSTEP Training).
- Nord - Pas de Calais regional council.
- Department of North – county council.
- Regional networks of social and solidarity economy.
- United ?
- Banks (Crédit du Nord and Caisse d'épargne).

Total of 25 members in October 2012.

#### 8. Management body

SCIC SA REPLIC Nord – Pas de Calais.

#### 9. Level of funding

92 K€ in equity released on October 22, on a total of 148 K€ promised.

#### 10. Category of non technological innovation

Business models	Social and solidarity economy by hybridization of public and private resources and logic of common good (not owned or licensed by a brand, free use of tools developed by the SCIC of Montpellier).
Organisation structure	Cooperative society of collective interest.
Marketing tools/approach	Territorial expansion via ASHOKA, foundation for social entrepreneurship.
Social innovation	YES.
Services innovation	Service of business creation for a territory, turnkey for local government.
Other	Multimembership / governance adapted to regional project.

## **11. Geographical coverage**

Nord-Pas de Calais region.

## **12. Sectorial coverage**

All business sectors.

## **13. Target group(s)**

Entreprises of the SSE.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

REPLIC is a private company in legal form of a SCIC (Cooperative Society Collective Interest) that enable local authorities to subscribe to their capital: a public-private partnership with commercial logic.

The local authority may place an order with the REPLIC to create a new business for the territory, responding to an unsatisfied need by the market or the public economy.

Each company created is part of REPLIC.

Governance is made with five colleges, bringing together the 14 categories of members who represent all the interests of territory. Each person accounts for a voice. Only the College of guarantors has the ability to block a decision (34% of the vote). Other colleges must make an alliance of at least two, for an absolute majority.

#### **14.2 Process**

Schema of process to create a daughter-company:

- identifying a social need, not or insufficiently satisfied on a territory (standby function).
- Project group meeting with stakeholders who decides or not to entrust the creation of the new company by REPLIC (animation group function).
- Feasibility study by REPLIC (advisory function).
- If the feasibility study is successful, the REPLIC Board of Directors will hire a project holder, with regular and decent income.
- Support of the project manager during the time of preparation of business plan (incubator function).
- REPLIC Board of Directors decides to participate in funding of the daughter-company.

All business sectors.

#### **14.3 Incentive Mechanisms**

Cooperation on a territory for the common good.

### **15. Final Beneficiaries**

Population of the territory.

### **16 Specific outcomes**

First results (September 2012):

- 2 daughter-companies created.
- 4 jobs created.
- A financial round of € 500,000 (5 years).
- Business plan of € 327,000 of projected turnover in 5 years.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Involvement of members of the project partners and stakeholders on the existing territory. They differ depending on the project.

## **18. Performance indicators**

- creation of jobs.
- Responding to needs of the territory.

## **19. Success explanation**

### **19.1 Success factors**

Search for meaning and the common good.

### **19.2 Visibility of Good Practice**

Expansion via foundations and SSE networking.

### **19.3 Impact beyond local area**

National, through the REPLIC national collective in progress.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

No (too recent in the Nord Pas de Calais region), YES in Languedoc-Roussillon region.

### **20.2 Results**

## **21. SWOT analysis**

- Strengths.
- Weaknesses.
- Opportunities.
- Threats.

## **22. Views and Opinions**

Several attempts to streamline the creation of successful businesses in an area have already taken place in the field of business creation. REPLIC methodology appears quite suitable for expansion of social enterprises.

## **23. Transferability/Capacity to be replicated**

REPLIC has already been transferred on two (soon three) French regions. His "transferability" is already conclusive.

## **24. Other Comments**

Ongoing creation of a REPLIC national collective.



# Impresa Etica, ERVET, IT

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Impresa Etica.

### 2. Brief description

#### 2.1 Definition

Impresa Etica is a triple-bottom line standard for SMEs committing to manage their corporate social responsibility. Impresa Etica is also a label that SMEs can display to communicate their engagement in continuous improvement. Impresa Etica is supported by specific guidelines that serve the purpose of supporting SMEs in building their capacity to manage their CSR (corporate Social Responsibility) and by a monitoring system (participated by stakeholders) that ensures overall credibility.

#### 2.2 Objectives

The Impresa Etica system (criteria, guidelines, label, monitoring system) is specifically designed to support SMEs in undertaking CSR management as an organisational innovation leading to increased competitiveness. Impresa Etica takes into account SME's management capacity and limited financial resources but also their being rooted in the local communities and the more direct relationship between management and workforce (e.g. the monitoring system costs less than traditional on-site auditing schemes because it relies on stakeholders' monitoring, made easier by the closeness between SMEs and the local communities).

#### 2.3 Activities

Impresa Etica is a triple-bottom set of criteria for SMEs committing to manage their corporate social responsibility.

Impresa Etica is also a label that SMEs can display to communicate their engagement in continuous improvement. Impresa Etica does not mean an SME conforms to a set of requirements, but that it has assessed its approach and results against the Impresa Etica criteria, has identified improvement areas and has an improvement plan in place.

Impresa Etica is supported by specific guidelines that serve the purpose of supporting SMEs in building their capacity to manage their CSR. The guidelines are available also in industry-specific versions for agriculture, crafts and trade. The guidelines for social enterprises will be available in Autumn 2012.

The consistency of the behaviour of SMEs belonging to the Impresa Etica system is monitored via on-field audits (carried out in the 20% of the SMEs) and by continuous monitoring by stakeholders, entering their remarks in the Social Accountability Watch, an on-line platform where all Impresa Etica facilities publish their profile and annual Impresa Etica report. S.A.W. provides specific functionalities enabling stakeholders to submit their remarks to the facilities, that are compelled to provide their reply and eventually plan related improvement actions. Such flow of information is strictly confidential and only the scheme manager – CISE – can see it, besides the person that made the remark and the company management.

The Impresa Etica system (criteria, guidelines, label, monitoring system) is specifically designed for SMEs, taking into account their management capacity, limited financial resources but also their being rooted in the local communities and the more direct relationship between management and workforce (e.g. the monitoring system costs less than traditional on-site auditing schemes because it relies on stakeholders' monitoring, made easier by the closeness between SMEs and the local communities).

### 3. Rationale

#### 3.1 History and Background

The design and implementation of Impresa Etica was made possible by C.I.S.E.'s former experience in the field of CSR management standard, by its daily-basis cooperation with SMEs business associations and its ongoing relationship with stakeholders representative within the SA8000 certification scheme. Also, C.I.S.E. can rely on a network of qualified auditors (belonging to the Network Lavoro Etico) to carry out on-field audits required by the monitoring scheme.

#### 3.2 Incentives to create

The incentive to create the scheme came from the identification of a need on the SMEs' part to have CSR management system that would better fit their characteristics. The money to design and develop the system came from the Chamber of Commerce of Forlì –Cesena.

#### 3.3 Barriers to remove

There are no limitations to implementations nor remarkable barriers, given the CSR expertise to steer the system is available.

### 4. Legal basis

#### Reference Policy/Programme/Priority

2008-2013 Programme of the Presidency of the Forlì-Cesena Chamber of Commerce.

Protocol Agreement for an Ethical Code on Employment Conditions and Safety of Workplaces (promoted by the Prefecture of Forlì-Cesena and signed by all local institutions and business associations).

### 5. Start of the initiative

Fully Implemented	Although being fully implemented in terms of the process of designing, testing and launching the scheme, the scheme itself is on-going and there is no ending date set. Actually, if such end came, that would be a failure of the practice.
Still running initiatives	

### 6. Duration

Start Date 2005.

End Date non applicable.

### 7. Funding

Annual budget in Euro:

2006	22k Euros
2007	56,6 k Euros
2008	108,7k Euros
2009	96,6k Euros
2010	127,4k Euros

2011	60k Euros
2012	100k Euros

## 8. Management body

CISE – Centre for Innovation and Economic Development Centre.

Agency of the Forli-Cesena Chamber of Commerce.

Contact person: Massimo Chiocca.

e-mail: mchiocca@lavoroetico.org.

website:www.impresaetica.net.

## 9. Level of funding

100%.

## 10. Category of non technological innovation

Business models	X
Organisation structure	
Marketing tools/approach	
Social innovation	X
Services innovation	
Other	

## 11. Geographical coverage

Country Italy.

## 12. Sectorial coverage

All sectors.

## 13. Target group(s)

SMEs.

## B. ANALYSIS OF THE GOOD PRACTICE

### 14. Main mechanisms

#### 14.1 Organization

Impresa Etica relies on the Social Accountability Watch a web platform to monitor SME's CSR-related behaviour which was designed having in mind the trade-off shown by on-field audit monitoring schemes between frequency of surveillance and cost of surveillance for certified facilities. Reducing costs by reducing surveillance may hinder the credibility of a certification system in the eye of stakeholders; on the other hand, high costs may become an entrance barrier for SMEs.

The overall idea was to turn a problem into an opportunity: if stakeholders want to look into the way surveillance is carried out within a certification scheme, why not delegating them part of the monitoring activities?

The Social Accountability Watch is an on-line web-platform where stakeholders may submit to certified facilities positive and/or negative remarks on their compliance with the standard criteria or with the principles (underlying the standard) they declare to commit to. A company that is addressed by a remark, shall provide a reply and – if proper – plan a related improvement action.

Such information flow is strictly confidential and only the person submitting the remark, the company managers and the S.A.W. manager (C.I.S.E.) has access to it. The general public has only access to statistics (number of remarks, etc.).

#### 14.2 Process

The Impresa Etica scheme provides for four different detailed standards to facilitate implementations by SMEs (the standards are for the agriculture, trade and crafts, besides one applicable to all sectors).

SMEs have to undertake a self-assessment process against the standard, availing themselves of specific guidelines. Such self-assessment process leads to an implementation plan that SMEs need to carry out.

Monitoring is ensured by means of the above mentioned SAW.

On-field audit are carried out in the 20% of certified facilities, according to a sampling scheme and taking into account the remarks submitted to make sure critical situation receive proper follow-up monitoring.

Remarks can be submitted by anybody (also anonymously), however companies are required to state the name of the very persons that commit to perform continuous monitoring on them. Such persons may fall in one of the following stakeholder categories: workers, entrepreneurs, consumers, institutions, NGOs, citizens. These people are called "monitors" and receive specific on-line training to be able to play their role.

#### 14.3 Incentive Mechanisms

Currently, the costs related to annual fees to maintain the authorisation to use the mark and be part of the system are covered by the CC of Forli-Cesena and SMEs can join for free.

### 15. Final Beneficiaries

2006/2010	About 100	SMEs all sectors – 5 provinces*
2011	35	SMEs all sectors – 1 province
2012)	41	SMEs all sectors – 1 province

## 16. Specific outcomes

Currently there are 41 facilities belonging to the Impresa Etica system and a few others have applied and are under assessment by the scheme managers.

In 2010 Impresa Etica was included in the Protocol Agreement for an Ethical Code on Employment Conditions and Safety of Workplaces (promoted by the Prefecture of Forlì-Cesena and signed by all local institutions and business associations) as a flagship initiative for its contribution to building SMEs' capacity in tackling these issues, improving transparency between SMEs and stakeholders, including institutions and clients/consumers, by means of its branding and monitoring system.

In 2007-2009 Impresa Etica was included as a good practice in the Leonardo da Vinci – Life Long Learning project ORIENTEDD and it served as the reference concept to develop the curricula that developed and delivered within the project to more than 60 enterprises (IT, FR, HU, CH, SE).

## 17. Institutions and other actors involved and their role and responsibility in the process

Business associations.

## 18. Performance indicators

Number of SMEs implementing the scheme:

2006/2010	About 100	SMEs all sectors – 5 provinces*
2011	35	SMEs all sectors – 1 province
2012)	41	SMEs all sectors – 1 province

## 19. Success explanation

### 19.1 Success factors

Success factors are linked to having clearly identified and provided a solution to the barriers that SMEs are faced with when trying and engaging in CSR, namely standards designed for larger more structures companies and expensive monitoring systems. Impresa Etica addresses both issues and builds on the proximity of SMEs to their local communities.

### 19.2 Visibility of Good Practice

Besides having its own web site [www.impresaetica](http://www.impresaetica), Impresa Etica is a flagship initiative of the Protocol Agreement for an Ethical Code on Employment Conditions and Safety of Workplaces (promoted by the Prefecture of Forlì-Cesena and signed by all local institutions and business associations). Moreover, SMEs applying the standard, undergo the self-assessment process and having their profile on the Social Accountability Watch can use the mark on their communication material.

### 19.3 Impact beyond local area

Impresa Etica was tested in other Italian province, but it is still a local initiative basically.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

No specific evaluation report has been carried out, however evidence of results on Impresa Etica is part of the annual report on activities and achievements within the yearly CISE's institutional action plan.

### **20.2 Results**

See Beneficiaries.

## **21. SWOT analysis**

### **21.1 Strengths**

The main strength point is the Social Accountability Watch, an on-line web-platform that enables monitoring of SMEs that commit to Impresa Etica standard. Such monitoring is carried out by stakeholders (also anonymously) by submitting remarks to the companies via the system. Companies addressed by remarks shall provide a reply and – if proper – plan improvement actions. The S.A.W. is a tool for a more transparent relationship between enterprises and stakeholders and may support any branding scheme where this relationship is key, to ensure credibility and improve communication. Moreover, the SAW ensure a cost-effective monitoring system.

### **21.2 Weaknesses**

Generally speaking, SMEs are not experiencing a market pull with reference to the CSR content of their products/services yet. Moreover, many of them are not aware they are faced with CSR issues anyway and they have a very segmented approach to their impact on the society. Environmental issues are dealt with as long as they clearly provide cost-saving benefits or additional income (as in the case of distributing excess energy production). Social issues are confined to charity. They have no actual concept of the impact of their financing strategies, tax-paying duties and profit making issues on the overall “health” of the community. Moreover, they act on a short-term perspective.

Therefore awareness-raising is crucial to inform them about the challenges they are facing anyway, like the need to differentiate from suppliers from the Far-East benefiting of low cost of work due to workers exploitation, the chance to appeal the increasing number of CSR-sensitive consumers or buyers (like multinational) applying CSR policies, the opportunities linked to a their cooperation to the local welfare policies, the need to develop a medium and long-term perspective to face recurring crisis.

That is to say, a business case for CSR management by SMEs needs to be put together and disseminated.

The role of the entrepreneur as the leader is also crucial: engaging with the entrepreneur is the stepping stone to an actual commitment of the whole organisation, therefore awareness raising action should be specifically targeted to the owners, whereas capacity building actions and training can be delivered to other key staff.

Engagement with stakeholders is of great importance, since they ensure focus and credibility to the system by providing inputs for guidelines, ensuring monitoring via the S.A.W. and giving their preference to companies committing to CSR. A lot more as to be done to this extent to have SMEs engage directly with their stakeholders and have them be part of the system.

The number of SMEs within the Impresa Etica scheme need to be increased, the strength of a CSR brand has its roots in the soundness of its criteria and the credibility of the underlying awarding and monitoring system, but it is communicated by the figures related to the SMEs implementing it.

### **21.3 Opportunities**

CSR has been ever increasing its importance as a competitive driver and has climbed the EU agenda to the most relevant position. This

scenario provides a long term perspective to investments made in CSR by SMEs.

#### **21.4 Threats**

Currently, the Chamber of Commerce of Forlì-Cesena is providing funds so that the SMEs that are applying the scheme do not have to bear the annual costs related to being part of it. It is yet to be seen if the lack of public funding would push some of them out of the scheme.

### **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

The need for a comprehensive, cost-effective, custom-tailored system for SME's willing to engage in CSR management was detected in carrying out CISE's SA8000 certification activity.

Compliance systems are often designed for large companies, therefore they are very expensive to be run and focus very much on current compliance (at the time of certification), besides future improvement. In the case of SME's pockets are seldom deep and the focus on compliance risks keeping the bar to high to trigger commitment. Impresa Etica appraises the process of improvement as well as compliance achieved.

The identified need was basically the spark that triggered the process of designing , developing and implementing the scheme.

### **23. Transferability/Capacity to be replicated**

There are no limitations to implementations nor remarkable barriers, given the CSR expertise to steer the system is available.

### **24. Other Comments**

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# The Packaging Arena, WEST SWEDEN, SE

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

The Packaging Arena – Region Värmland.

### 2. Brief description

#### 2.1 Definition

The Packaging Arena (TPA) is an environment for consumer driven packaging development. The aim is to be an arena for leading packaging manufacturing. The Packaging Arena strives to offer local and regional SMEs support through the whole chain of packaging development, from research to the finished prototype. That way, SMEs can move away from being subcontractors in the traditional value chain, to being suppliers in a dynamic structure of packaging development. Instead of just providing the raw materials, the Packaging Arena can optimize the packaging to be smart and consumer friendly, which creates an added value for both the consumers and the companies.

#### 2.2 Objectives

The purpose of the Packaging Arena is to strengthen the international competitiveness of SMEs in the packaging industries in Region Värmland. The Packaging Arena aims to be a world leading cluster within sustainable, consumer driven packaging development.

#### 2.3 Activities

The Packaging Arena offers SMEs support within the following areas:

- Packaging research.
- Packaging development.
- Consumer tests.
- Smart packaging.
- Prototype production.

### 3. Rationale

#### 3.1 History and Background

The Packaging Arena started as a cluster of researchers and enterprises within the pulp and paper industry and the packaging industry in 2004. Since the beginning the focal point has been the close cooperation between the academic world and the different actors within the packaging industry. Around 50 SMEs are members of the Packaging Arena today. The Packaging Arena has developed through a series of ERDF funded projects stretching from 2007-2012. The first project focused on the SMEs and how to refine the process where they take part. Later focus shifted to the consumers and how to best acquire consumer input. The aim of the last project was internationalisation and how the Packaging Arena best can function on the global arena.



### **3.2 Incentives to create**

The Packaging Arena is guided by two key concepts; consumer insight and sustainability. The strategic business model of the Packaging Arena, the value star, acts as a bridge between the social processes and the region's structural resources. The point of departure in the value star is the end consumer and how this person uses the product. This means that the traditional pulp and paper industry becomes just one of many actors involved in the process. By bringing together different competences in the value star a higher level of innovation, efficiency and knowledge building can be achieved than in the traditional packaging industry.

### **3.3 Barriers to remove**

Prior to the Packaging Arena, there was no actor that functioned as a unifying force among the companies in the pulp and paper industry and the packaging industry. The packaging industry is a fragmented sector, in the sense that it incorporates many different types of actors, involved in research, manufacturing, design etc. Previously some targeted measures had been made in the industry, but nothing that really unified the different actors. By creating the Packaging Arena the whole value chain has been tied together. The Packaging Arena's business model, the value star, has been an important factor in overcoming the barriers.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

European Regional Development Fund.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

2007.01.01 - 2009.12.31 (project 1).

2010.01.01 – 2012.03.31 (project 2).

### **5.2 Still running initiatives**

2012.04.01 – 2014.12.31 (project 3).

## **6. Duration**

In total seven years.

## **7. Funding body**

European Regional Development Fund.

## **8. Management body**

The Packaging Arena.

## 9. Level of funding

Accumulated funding from ERDF: ca 7.500.000 €.

The Packaging Arena is also supported by a number of regional and national actors, among others Region Värmland, Karlstad University, Vinnova (Sweden's innovation agency) and Tillväxtverket (the Swedish agency for economic and regional growth).

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Regional, primarily Region Värmland.

## 12. Sectorial coverage

The packaging industry, the pulp and paper industry, the academic world.

## 13. Target group(s)

- SMEs in Region Värmland.
- Researchers in the field of packaging development.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The Packaging Arena is a platform for companies, organisations and researchers who are interested in creating innovative packaging that meets the future. Around 50 companies are members of the Packaging Arena today. The board consists of representatives from the member companies and Karlstad University.

#### **14.2 Process**

The Packaging Arena offers support within five different areas that represent the different stages in the packaging development process. SMEs approaching the Packaging Arena can get support in one, some or all of these areas, depending on the company's conditions. Even though these areas represent the whole chain of packaging development, an SME can enter the process at any stage of the chain:

- Packaging research.
- Packaging development.
- Consumer tests.
- Smart packaging.
- Prototype production.

#### **14.3 Incentive Mechanisms**

The incentives differ between the different types of actors/companies involved. While some are interested in the packaging research, others are concerned with consumer insight. Yet there are some general incentives for all companies to get involved in the Packaging Arena:

- Business development and the potential to increase profit.
- Access to a bigger network.
- The potential to participate in a wider scope of activities.
- Regional, national and international cooperation.

### **15. Final Beneficiaries**

Small and medium sized enterprises, primarily in Region Värmland.

### **16. Specific outcomes**

- SMEs in the pulp and paper, and the packaging industry have benefited from the Packaging Arena. Many SME has been able to grow, to increase profit, to hire new staff, to invest and to start affiliated companies. For SMEs involved in graphic design a new niche has opened up.
- The Packaging Arena has increased cooperation between the member companies, e.g., as a result of the value star.
- The Packaging Arena has also been an important force in packaging investments in general, and the development of consumer driven packaging research, including collaborations between business and research.

## 17. Institutions and other actors involved and their role and responsibility in the process

Region Värmland has been involved in the development of the Packaging Arena. The region has mainly acted as one of the main investors in The Packaging Arena and was one of the initiators to the concentrated efforts in the packaging industry, including the Packaging Arena. Support to clusters is an important part of their regional strategy for growth and development.

## 18. Performance indicators

### 18.1 Participating companies (including members)

- During the course of the project 232 companies have participated (estimated number 200). Around 50 of these are members.
- An increasing number of companies believe that participation in the Packaging Arena has improved their products/services, from 77% in 2006 to 93% in 2008.

### 18.2 Improved products/services

## 19. Success explanation

### 19.1 Success factors

- The Packaging Arena's business model: the value star.
- The involvement of the whole value chain in the packaging industry.
- The work/activities have not been limited to the region. The Packaging Arena has since the beginning worked cross-border/internationally.
- TPA does not try to do everything, but has focused its activities to a number of key areas.

### 19.2 Visibility of Good Practice

High level of attention from both private and public sector, both within the regional, national and international context. Has been labelled good regional practice by DG Enterprise and Industry.

### 19.3 Impact beyond local area

Yes. The Packaging Arena collaborates internationally with partners in, e.g., Asia. It has received the "European Cluster Excellence Initiative Bronze Label Certificate" by the European Commission, and is also included as a good practice in Tactics report "Where the cluster winds are blowing in Europe".

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Yes.

### 20.2 Results

An evaluation report of the second ERDF-funded project was published in 2012. The report concludes that the Packaging Arena overall has been successful cluster, that the links to graphic design and the university are unique components, and that the Packaging Arena contributes to cohesion in the regional economy. The report concludes, among other things, that:

- The Packaging Arena is expected to improve the members' competitiveness due to increased knowledge and information, expanded

network and participation on new arenas.

- The Packaging Arena has increased its international activities, mainly in Japan and other Asian countries.
- The Packaging Arena has successfully built up collaborations with the academic world. It is important to take advantage of and manage this collaboration to ensure that all members may benefit from the research.
- The Packaging Arena need to find ways to attract new members, in order to improve the dynamics and business opportunities.

## 21. SWOT analysis

### 21.1 Strengths

- Involvement of all actors in the value chain.
- Ties together research and business.
- Access to a broader network and a wider range of activities.
- Increased cooperation in the sector.

### 21.2 Weaknesses

- Hard to measure the effects of the cooperation.
- Many different actors involved, hard to balance demand for different types of activities.
- Add enough value to each member. In the beginning it is important to be broad to attract many members. But as the collaboration progresses it is important to narrow the scope of the actions in order to reach results.

### 21.3 Opportunities

- New business opportunities for SMEs.
- Lay the ground for applied research on packaging development and consumer behaviour.

### 21.4 Threats

- Depends on a clear regional leadership to reach long term results, i.e. that someone takes responsibility for the collaboration and can gather the different types of actors.
- Difficult for companies to evaluate/pinpoint the effects of the membership in TPA in terms of business.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- The potential for positive business development.
- Belief that TPA would contribute to a long-term improvement of competitiveness.
- Increased value of the product/service.
- Help to improve products/services, or to develop new products/services.
- Access to new information and an extended network.
- Achieve a new profile and/or access to new marketing activities.
- Participation on new arenas.

### **23. Transferability/Capacity to be replicated**

High level of transferability. The concept could be replicated in any region/sector, under condition that the regional assets/resources are taken into consideration, and that a clear leadership is developed among the different actors in the region/sector in question.

### **24. Other Comments**

# Model A, WEST SWEDEN, SE

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Model A – Region Värmland/Arvika municipality.

### 2. Brief description

#### 2.1 Definition

Model A is a process that has been developed for the cultural and creative industries. The aim is to support SMEs and other actors in the cultural and creative industries, to strengthen entrepreneurship and to create a platform for cooperation.

#### 2.2 Objectives

The overarching goal is to strengthen entrepreneurship in the cultural and creative sectors, which will be achieved through cooperation between different actors, a clear process and concrete tools. An important part is to offer business development that aligns with “a place” traditions, history and opportunities. In the end Model A should contribute to a more attractive place where culture and art is the resources that generates business opportunities for SMEs.

#### 2.3 Activities

As part of Model A Next Level, a team of brokers has been put together that can help the SMEs to assess e.g. their business models and offer guidance to what opportunities and threats their idea faces. The team of brokers consist of public officials from the municipality working with business, culture and tourism, as well as experts on business development (consultants). Specifically, the team offers support in the following areas:

Business development – Assessment of current business model and help to develop it in order to have a profitable business.

Packaging – The brokers offer companies support on how to best package their idea/service/product. Here, cross sector collaboration between culture and business is essential.

Design – The team makes sure that the companies seeking support considers design when they launch their new business model.

### 3. Rationale

#### 3.1 History and Background

Model A has been developed by Region Värmland, Arvika municipality and researchers from Karlstad University. Arvika municipality has 26 000 inhabitants and is the second largest municipality in Värmland. There is a strong industrial heritage in the municipality, but also an extensive cultural life in relation to its size.

The process Model A has its origins in a study that was conducted at the Centre for Research on Regional Development (CERUT) at Karlstad University, where researchers investigated the cultural sector in Arvika municipality. The study showed that Arvika had a lot of favourable conditions for the cultural and creative industries. Based on the findings of the study, Region Värmland and Arvika municipality decided to go ahead and create Model A. The model has been developed in three stages. In the first project “Model A” the aim was to identify the intersections between culture, tourism and business. Secondly, a concept and toolbox was developed in “Model A Next Level”. The next step will be to launch Arvika municipality as Sweden’s first “Art town” (2013-2015).

One of the goals in Model A is to create a higher level of entrepreneurship in the cultural and creative industries. The cultural and creative industries as an engine for growth, is an increasingly important issue for the EU. One example of this is the new Creative Europe programme that will be set up in the new budget period (2014-2020).

### **3.2 Incentives to create**

A vital part of Model A is its holistic perspective, where knowledge about the place is linked to the direct efforts for the cultural and creative industries. In the first project "Model A" research was carried out, not only about Arvika municipality in general, but also to find the intersections between culture, tourism and business. This project laid the ground for the actions that needed to take place in the next step. In "Model A Next Level" focus shifted to the toolbox that would be used to help the SMEs in this field. The team of brokers do not only have knowledge of business developments, but also about the assets of the municipality. This way the brokers can offer qualitative advice on, e.g., packaging, but also matchmaking between compatible SMEs in the area.

### **3.3 Barriers to remove**

Model A has bridged the gap between the public sector and the SMEs, who usually have had limited contact with the municipality. Generally speaking the entrepreneurs want to fend for themselves, while the municipality often has trouble communicating with the smaller companies.

One of the challenges that Model A has to overcome is to achieve business development in the cultural and creative industries. The typical entrepreneur in this sector is an enthusiast that wants to be able to make a living of art/culture. Therefore, the art and creativity becomes more important than profit, which make it hard for the SMEs to survive. Another problem in this sector is that not all practitioners want to achieve business development and profit in culture, as art and other forms of culture should exist on its own merit.

Model A has also highlighted the potential of actors with small resources, and helped them to reach their full potential.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

"Värmland is growing" - Regional development plan 2009-2013.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

01.09.2010 – 28.02.2011 (Modell A).

01.08.2011 – 31.12.2012 (Model A Next Level).

### **5.2 Still running initiatives**

## **6. Duration**

In total two years.

## **7. Funding body**

Region Värmland, Arvika municipality, European Regional Development Fund and Tillväxtverket (the Swedish agency for economic and regional growth).



## 8. Management body

Region Värmland.

## 9. Level of funding

Estimated funding for the project Model A Next Level: ca 500 000 €.

Several sources of funding has been involved in the creation of Model A, depending of the particular focus at different time points. A large proportion of the funding has come from region Värmland and Arvika municipality, but also from Tillväxtverket (the Swedish Agency for Regional Development and Growth) and the European Regional Development Fund.

## 10. Category of non technological innovation

Business models	X
Organisation structure	
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Region Värmland, specifically Arvika municipality.

## 12. Sectorial coverage

Cultural sector, tourism and local business.

## 13. Target group(s)

SMEs, public authorities, and civil society in the cultural and creative sectors.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

“Model A Next Level” has been organised at the local level in Arvika municipality. In the initial stages model A was managed at the regional level, but as the process has developed the ownership has moved down to the local level/ Arvika municipality. The same goes for the activities, which have been carried out by the municipality and more specifically the team of brokers. The next step is to carry out this type of service in a company separated from the municipality.

#### **14.2 Process**

The team of brokers offer SMEs and other actors support in the following areas; business development, packaging and design. In every subproject a project manager is appointed. At least one public official has been involved in the process, alongside an expert on business development (consultant).

An important part of the work carried out by the brokers is to create cooperation, and act as a matchmaker between different SMEs/ other actors. For instance, if a company has approached the brokers in order to get assistance with packaging or design, another SME in the municipality working with the particular issue may be the answer. That way, the SMEs and other actors in the cultural and creative industries may help each other to become more successful.

#### **14.3 Incentive Mechanisms**

Generally speaking, an important incentive mechanism is to reach increased collaboration, both with other actors in the cultural and creative industries but also with the municipality. Actors with small resources are interested in getting input on e.g. how to achieve better business development and to increase profit. Resourceful actors are also interested in getting inspiration and ideas, to have someone to discuss with and get feedback.

### **15. Final Beneficiaries**

Actors within the cultural and creative industries, local business and the citizens in the local community.

### **16. Specific outcomes**

Increased cooperation in the cultural and creative industries.

Development of businesses models and activities in order to reach a broader audience/new groups, increased profit etc.

A handbook that in an accessible way explains Model A, the methods applied and how it may be used by others.

Internationalisation – a selected group of companies in the cultural and creative industries.

Increased visibility for the actors in the sector, through digital applications and new web pages for some of the participating companies.

Follow-up research at Karlstad University.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Karlstad University and the Centre for Research on Regional Development (CERUT) have been involved in the development of Model A. They played an active role in the initial stages, laying the ground to what later became “Model A” and “Model A Next Level”. As the project Model A Next Level has progressed CERUT has performed follow-up research, investigating the conditions and obstacles in building up culture as a value carrier in the brand Arvika.

## **18. Performance indicators**

### **18.1 Participating companies**

+150.

### **18.2 Meetings held by the team of brokers**

+30.

## **19. Success explanation**

### **19.1 Success factors**

Mixture of municipal knowledge and involvement of consultants.

The increased collaboration between actors in the cultural and creative sector, which has created new opportunities.

### **19.2 Visibility of Good Practice**

High visibility in the local and regional context. Local activities have created ripples in the local community, which has stretched to other parts of Värmland.

### **19.3 Impact beyond local area**

Other municipalities in Värmland are interested in applying Model A in their municipality.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes.

### **20.2 Results**

Two evaluations have been carried out in relation to the projects. The first evaluation of the project "Model A" was completed in 2010. This evaluation concluded that:

Arvika municipality has the right conditions for the process Model A, i.e. cultural assets, strong participation of the civic society and a strong entrepreneurial spirit. The intersections between tourism and business exist on some level, but had not yet been concretized. Finally, Model A creates positive development and an additional value for Arvika municipality.

The evaluation report for "Model A the Next Level" was published in the end of 2012. The most important findings in this report are:

This type of service/support should be carried out in a separate company, not by the municipality itself. That way, favourable conditions are created for both the brokers and the SMEs.

The entrepreneur wants a one-stop-shop with easy access to contact and guidance by the municipality.

In order to change behaviour and mindsets in the cultural and creative industries, simple follow-up activities should be arranged in the future.

## 21. SWOT analysis

### 21.1 Strengths

That the team of brokers consists of both experts on business development and public officials with a good knowledge of the municipality and its assets.

Increases cooperation between in the sector, as well as between the sector and the municipality.

### 21.2 Weaknesses

Has had problems with explaining/communicating what Model A is.

Has not resulted in the creation of new SMEs in this sector. More specific actions concerning entrepreneurship may be used as a complement to Model A in order to create new SMEs.

### 21.3 Opportunities

Takes advantage of the potential in cultural and creative industries.

### 21.4 Threats

All actors in the cultural and creative industries does not want to unite business development/increased profit and culture, as culture has a value of its own and should not be considered a "business".

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Increased profit and business development.

Expanded network and new collaborations.

## 23. Transferability/Capacity to be replicated

Due to its regional focus, Model A has the capacity to be replicated in other regions/ municipalities, provided that the history and specific resources of that area serves as the point of departure. The evaluation report of "Model A Next Level" concludes that the process could be transferred to other sectors.

## 24. Other Comments

In order to increase the understanding of the best practice, we have chosen to refer to it as Model A. Model A is also the name of the first of the projects in which this process has been developed. In terms of the projects, the focus for the InnoMot project is on the project "Model A Next Level", where concrete tools for assistance of SMEs have been developed. In the text, referrals to the projects will be highlighted with italics and quotation marks.

# Shortcut to new knowledge, CDR, DK

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Shortcut to new knowledge, CDR, DK.

### 2. Brief description

#### 2.1 Definition

The programme facilitates and provides cofinancing of cooperation between SME's, researchers, universities and other knowledge providers.

#### 2.2 Objectives

The aim of this program is to increase the level of innovation in SME's without tradition and experience for knowledge collaboration. Further the programme must increase the number of SME's involving external knowledge providers in their innovation activities.

In addition the programme has the objective to develop new methods in knowledge collaboration.

#### 2.3 Activities

The programme provides:

- Guidance and counselling in defining projects and writing applications for funding.
- Matchmaking between companies and researcher.
- Funding for collaborative projects.
- Facilitating collaborative projects.
- Experiments with new methods in knowledge cooperation.

## 3. Rationale

### 3.1 History and Background

Research shows that companies perform better in both time to market and value creation, when they cooperate with researchers on innovation activities.

Further it is documented that relatively few SME's uses this possibility.

Today several public innovation agencies work to create more collaboration between companies and researcher.

We made an analysis in our region and found out, that unfortunately these agencies most often address companies, that already have experiences with this kind of collaboration.

This indicates a big potential for increasing innovation overall by addressing other companies.

### 3.2 Incentives to create

Central Denmark Region has a high number of SME's with a low level of innovation activity, and most of the innovation that occurs happens by accident. It is of crucial importance, that SME's in the region understand the benefits, they can get from the collaboration.

Benefits for new business opportunities and more efficient processes.

### 3.3 Barriers to remove

It is a general perception, that knowledge cooperation is only relevant for larger companies with own R&D departments. It is assumed that companies are only ready for collaboration, if they have academics employed.

Difficulties working across sectors and the different cultures.

Public consultants are generally evaluated by number of collaborations and business performance. Therefore they tend to choose the safe way by focussing on companies that already have positive experiences.

## 4. Legal basis

### Reference Policy/Programme/Priority

Central Denmark Region's Regional Business development strategy and action plan.

## 5. Start of the initiative

### 5.1 Fully Implemented

### 5.2 Still running initiatives

Still running.

## 6. Duration

January 2011 – december 2013.

## 7. Funding body

Regional development fund,  
EU regional fund with co-financing from companies.

## 8. Management body

Aarhus University, Centre for Entrepreneurship and Innovation.

## 9. Level of funding

Regional development fund:	2,9 mio €
EU Regional fund:	0,7 mio €
Companies cofinancing:	2,8 mio €
<b>Total:</b>	<b>6,4 mio €</b>

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

SME's from the region,

Researcher from anywhere (regional, national and international),

## 12. Sectorial coverage

All sectors,

## 13. Target group(s)

SME's in the region with no experiences in knowledge collaboration,

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The university has an agreement of collaboration with the public innovation support system. Local municipalities' business development offices, the regional Growth House and various public consultants.

An expert panel with three managers from companies and three innovation researchers evaluates applications for phase two.

#### **14.2 Process**

Companies are recruited by all the participants in the project.

In the pre-phase the university staff helps the companies to evaluate potentials and possibilities – and to design their project and formulate an application, if relevant.

In the main projects there are two phases.

Phase one:

- Funding 7.000 euro.
- Matchmaking with researchers.
- Developing the project.
- Application for phase two (if relevant).

Phase two:

- Funding max 70.000 euro.
- Facilitating the project.
- Collecting results and learning points.

#### **14.3 Incentive Mechanisms**

Pre-phase and phase one enables companies to join a project with a minimum of effort, costs and risk. In these early stages they often learn, that it is easier and more useful than expected to collaborate with researchers.

### **15. Final Beneficiaries**

Participating companies – primarily SME's in the region.

In the long run more companies will benefit through scaling.

### **16. Specific outcomes**

The companies shall through participation obtain:

New ways of operating, change of strategies, new priorities, new ways to develop.

and as a consequence obtain:

Specific results in terms of improved market position, through new business models, new products and services etc.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Aarhus University is managing and provides researchers, facilitation and matchmaking.



Other universities and knowledge institutions provide researchers and facilitators. Public innovation support system plays an active role in recruiting companies.

## **18. Performance indicators**

- 50 - 75 companies in the region participates in phase one projects.
- Minimum 40 % of the participating companies qualifies and proceeds in phase two.
- Minimum 50 % of companies with phase two qualification has continuous cooperation or intentions for continued cooperation with external researchers one, respectively two years after finishing phase two.
- Minimum 50 % of companies with completed phase two show tangible business value, improved business model or improved processes one year after finishing phase two.
- Minimum 80 % of companies with completed phase two show tangible business value after two years.
- The Management body has the obligation to develop, document and evaluate new approaches to marketing, contact and recruitment of companies.

## **19. Success explanation**

### **19.1 Success factors**

Indicator 19.1 is fulfilled by September 1.st 2012, Indicator 19.2 is close to fulfilled by now.

Indicator 19.3 – 19.5 cannot be evaluated yet.

Indicator 19.6 shows good performance in midterm evaluation.

### **19.2 Visibility of Good Practice**

Two brochures to explain the programme. One addressed towards SME's, and one addressed towards researchers.

Press releases on Good Practice cases, presentation of programme on various conferences.

### **19.3 Impact beyond local area**

Working with new methods and collecting results will hopefully enable us to scale and transform the programme in order to involve more companies – in the region, national and international.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes, a midterm evaluation report conducted, November 2012.

### **20.2 Results**

Issue 1: Does the programme address a relevant issue that will influence growth in the region?

The evaluator's conclusion is an undisputable, Yes.

The phase two participating companies have high ambitions, and their participation are a precondition for realisation of the potential.

Issue 2: Has the performance requirements been realized?

The evaluators conclusion is all benchmarks will be fulfilled.

## 21. SWOT analysis

### 21.1 Strengths

- Direct connection between researchers and companies.
- The two phased approach is attractive for companies.
- Does not tie a lot of resources before knowing, that it can lead to result.
- On par with the best international similar programmes.
- Fill a gap in the public business development portfolio.

### 21.2 Weaknesses

- Limited geographic coverage – not all municipalities participates.
- Cannot operate without public funding.
- Short time in operation.

### 21.3 Opportunities

- Potential to become part of national programme.
- Could be building platform for special focus on involving companies and researchers in climate challenges.

### 21.4 Threats

- Public funding runs out before viable platform is created.  
This will lead to risk of losing accumulated learning and network.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

For the companies:

- The assistance with writing applications for funding.
- The two phased approach, that does not tie a lot of resources before knowing, that it can lead to result.

For the researchers:

- Access to praxis.
- Access to new network.

## 23. Transferability/Capacity to be replicated

Designed to expand, with the ambition of building it to national level.

## 24. Other Comments

# Innovation Assistant, LODZ REGION, PL

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Innovation Assistant – adaptation of Lower Austria’s solution supporting cooperation of science and business in Lodzkie region.

### 2. Brief description

#### 2.1 Definition

Develop efficient tool for the Lodz region, which will increase the use of results of research to improve the innovation level of companies through the adoption of the Innovation Assistant programme realised in the Lower Austria.

#### 2.2 Objectives

- Organising 5-month long pilot internships for 14 people (last year students, university graduates, young academics, PhD students), in accordance with the methodology of the Austrian Innovation Assistant programme, adapted to the needs of the Lodz region.
- Acquiring the practical knowledge and skills of implementing the innovation in enterprises by 14 Innovation Assistants.
- Providing 14 companies with the knowledge and practice in the use of scientific potential for the development of the company,
- Development of new solutions aimed at raising the level of innovation in 14 companies by 14 Innovation Assistants,
- Development of the publication presenting the effective implementation of the Innovation Assistant programme in the Lodz region, basing upon the conclusions from the realisation of the internship programme.
- Providing the communities of science and business, government and business support organizations from the Lodz region with the of the Innovation Assistant programme adapted to the needs of the Lodz region through the publication and organisation of the conference with the participation of Austrian experts.

#### 2.3 Activities

- Concept development for transfer and adaptation of Innovation Assistant program to Lodzkie region.
- Discussion with stakeholders (universities, enterprises).
- Elaboration of procedures of realization of pilot action and preparation of drafts of documents and agreements.
- Organization of information meetings with students, PhD students and enterprises interested in participation in the project.
- Recruitment of candidates for Innovation Assistants and enterprises.
- Qualification of participants and selection of pairs Company - Assistant.
- Trainings for Innovation Assistants.
- Realization of pilot action for 14 Innovation Assistants and 14 enterprises.
- Elaboration and distribution of the publication.
- Organization of a international conference promoting the results of the project.

## 3. Rationale

### 3.1 History and Background

Innovation Assistant Programme has been successfully implemented in the Region of Lower Austria since 2002. In 2005 it was included

in the Regional Programme of Lower Austria and since 2007 it is a part of the Regional Operational Programme of Lower Austria 2007-2013. The principal objective of the Innovation Assistant programme is to increase the competence of SMEs in the use of innovation and collaboration with research centers and universities.

The Foundation for Promotion of Entrepreneurship (FRP) in Lodz was established in 1991 by the then Senator of The Republic of Poland, Prof. Jerzy Dietl, University of Lodz, the Lodz Chamber of Commerce and Industry and the Lodz Economic Society. From the onset, the Foundation promotes the idea of modern management and integrates business people in the Lodz region. It also disseminates knowledge on principles of effective management and ethical behaviour in market economy.

FPE has contribute to the economic growth of the country and of the Region of Lodz in particular, by developing the spirit of entrepreneurship, by integrating the business with the scientific community.

### **3.2 Incentives to create**

FRP would like creation of a similar to Lower Austria model of cooperation and exchange of information between scientists and entrepreneurs in the Lodz region.

FRP planned adaptation Lower Austria model to the conditions of the Lodzkie Region and to the financial opportunities offered by Łódź Voivodeship in EFS Programme.

### **3.3 Barriers to remove**

The Lodz Region is not able to achieve similar results during the 20-month project as the Government of Lower Austria during 9 years of the implementation of the Innovation Assistant programme.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

The Operational Programme Human Capital.

Priority VIII Regional human resources for the economy.

8.2 Transfer of knowledge.

Sub-measure 8.2.1 Support to cooperation of scientific environment and enterprises.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

May 1 2011 – December 31 2012.

### **5.2 Still running initiatives**

## **6. Duration**

20 months.

## 7. Funding body

The European Social Fund.  
The national budget of Poland.

## 8. Management body

The Foundation for Promotion of Entrepreneurship.

## 9. Level of funding

100%.

## 10. Category of non technological innovation

Business models	X
Organisation structure	
Marketing tools/approach	
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Regional coverage.

## 12. Sectorial coverage

## 13. Target group(s)

Last year students, university graduates, young academics, PhD students and companies located in Lodzkie Region.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The Foundation for Promotion of Entrepreneurship (FRP) – leader of the project with Amt der NÖ Landesregierung, abteilung Wirtschaft, Tourismus, Technologie (WST3) – partner of the project organised the process of adaptation Austrian Innovation Assistant model in Lodzkie Region.

#### **14.2 Process**

Selection and Qualification of candidates of Innovation Assistants and companies in accordance with specific criteria. Selection of pairs Company – Assistants.

Organising 5-month internships for Innovation Assistants in companies.

Conduct training programme for Innovation Assistants.

Elaborate reports by Innovations Assistants during the internship programme.

Providing coaches services for Innovation Assistants.

#### **14.3 Incentive Mechanisms**

For Innovation Assistants – new vocational qualification and skills.

For companies – support of innovation development.

### **15. Final Beneficiaries**

Last year students, university graduates, young academics, PhD students and companies located in Lodzkie Region.

### **16. Specific outcomes**

Establishment of cooperation between companies and R&D institutions/universities.

### **17. Institutions and other actors involved and their role and responsibility in the process**

The Lodzkie Region – responsible for implement the Regional component of Operational Programme Human Capital.

The Foundation for Promotion of Entrepreneurship (FRP) – leader of the project.

Amt der NÖ Landesregierung, abteilung Wirtschaft, Tourismus, Technologie (WST3) – partner of the project.

### **18. Performance indicators**

- Completion of the internship by Innovation Assistants.
- Developed an innovative project by companies.
- Elaborate reports by Innovation Assistants.
- Complete the training programme by Innovation Assistants.

## **19. Success explanation**

### **19.1 Success factors**

100% of companies positively assess the contribution of Innovation Assistants in the development of innovation within the company.  
100% Innovation Assistants consider the skills achieved during the placement as useful for their professional work.

### **19.2 Visibility of Good Practice**

The publication presenting the achievements of the project.  
The international conference promoting results of the project.

### **19.3 Impact beyond local area**

Positive impact on regional economy.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes.

### **20.2 Results**

The evaluation report demonstrated the achievement of hard and soft results.

## **21. SWOT analysis**

### **21.1 Strengths**

- Knowledge transfer from science to companies.
- Friendly conditions for companies.
- Value for the professional development of young employees of science.
- Increase the capacity of companies to innovate absorption.

### **21.2 Weaknesses**

- too short the internship and the training programmes.
- lack of funding sources for the continuation the project and increase of the scale of the project at next two years.

### **22.3 Opportunities**

The next period of the European Union Budget.

### **21.4 Threats**

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Case studies of companies participates in the pilot action – they positive results.  
The service perfect fit for the individual needs of the company.

### **23. Transferability/Capacity to be replicated**

The main elements to be considered for the transferability of the practice to a different regions. Additional considerations should be done by receiving countries, in cooperation with the good practice provider.

### **24. Other Comments**

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# Closer to the business - a new model for university IPR management, LODZ REGION, PL

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Closer to the business - a new model for university IPR management – Technology Transfer Center of Lodz University of Technology LLC.

### 2. Brief description

#### 2.1 Definition

Innovative services/ new marketing approach - new marketing approach to the commercialization of results of scientific research.

This initiative is a new model of management of university intellectual property. These types of activities are carried out by a specialized entity. This entity is a commercial company which is 100% owned by the university, but because of its legal personality - operates closer to the industry. This solution improves the efficiency of technologies management and gives opportunity to respond to the market needs.

#### 2.2 Objectives

Technology Transfer Centre of Lodz university of Technology was created in order to take better advantage of intellectual and technical potential of the University and help scientists to commercialize potentially valuable inventions arising from their research. That is why, the main aims are:

- Better use of the intellectual potential of the university.
- Responding to market demand for innovative technologies.
- Facilitating and initiating cooperation between science and business.
- Supporting and promoting academic entrepreneurship.

#### 2.3 Activities

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

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

## 3. Rationale

### 3.1 History and Background

TTC was created in 2009 as a first commercial company in Poland directly dedicated to commercialize the innovative technologies from university to industry. The main reason of founding was to build an agreement and bridge between the world of science and world of business.

TTC was dedicated to:

- looking for licensees and business partners.
- creating market value for licensed technologies.
- conducting negotiations and selling licenses and technologies.
- initiating and creating spin off companies.
- selling technology created by scientists from TUL.
- all other innovative services based on knowledge from TUL.

Initially, it was the only such initiative in Poland. At the moment the need to create such entities is being promoted by the Ministry of Science and Higher Education.

### 3.2 Incentives to create

Causes of founding:

- information about planned changes in legislation (each University – only one company).
- Greater freedom of action (enterprise – not budgetary unit, closer to business).
- greater financial benefits for creators.
- Growing demand for innovative technologies.
- observation of good international practices (e.g. ISIS Innovation).

### 3.3 Barriers to remove

- Lack of scientists trust.
- Problems with communication between university and industry (different goals, different language).
- Lack of mechanisms for technology transfer in Poland.
- Complicated legal, financial and tax aspects connected with transfer in practice.
- High costs of innovative technologies, which polish companies can not afford.
- Negligible amount of market-oriented research.
- Low level of involvement of scientists in the academic enterprise.
- Lack of a permanent cooperation between science and business, and very small number of joint research projects.

## 4. Legal basis

### Reference Policy/Programme/Priority

The Higher Education Act.

Intellectual Property Management regulations within Lodz University of Technology.

## 5. Start of the initiative

Fully Implemented	X
Still running initiatives	

## 6. Duration

2009 - no limit (constant practice).

## 7. Funding body

Institution financing the establishment of company – Lodz University of Technology.  
Now - Self-financing (based on profits).

## 8. Management body

Institution financing the establishment of company – Lodz University of Technology.  
Now - Self-financing (based on profits).

## 9. Level of funding

100%.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

## 12. Sectorial coverage

Offer of the Centre is addressed to all sectors of the industry. This wide range of industry ensures cooperation with all departments of Lodz University of Technology. As a result, we are able to provide innovative solutions in the following areas:

- mechanics, materials engineering.
- electrical engineering, electronics, computer science and automation.
- chemicals, polymers.

- design and textile technology.
- biotechnology, food science, nanotechnology.
- construction, architecture,
- environmental engineering, environmental protection.
- technical physics, applied mathematics.
- organization and management.

### **13. Target group(s)**

As the recipients of services provided by the TTC can be divided into two groups:

- scientists conducting innovative research in the university.
- entrepreneurs from across the Polish interested in the implementation of innovative solutions and technologies (both SMEs and big companies).

Both target groups can represent all sectors mentioned above.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Locating the university IPR management in one commercial and specialized entity. Establishment of “first contact point” for entrepreneurs at the university.

#### **14.2 Process**

Aware efforts to commercialize the results of research from the stage their initiation to final sale - a process approach.

#### **14.3 Incentive Mechanisms**

Commercialization can be used to motivate the creators of inventions by material benefits derived from the sale of technology. Motivation for entrepreneurs is the ability to build a competitive advantage based on innovative technologies.

### **15. Final Beneficiaries**

- university and its departments.
- authors of the technology, scientists, inventors.
- academic environment.
- enterprises implementing technologies.
- clients of these companies.
- spin-off companies.

### **16. Specific outcomes**

- better use of intellectual potential of the university.
- increasing the number of commercialized technologies.
- increasing the number of licenses granted.
- increase in the number of spin-off companies.
- increasing academic interest in entrepreneurship.
- raising the level of innovativeness of Polish enterprises, and as a result - the Polish economy.
- profit generated by the TTC.

### **17. Institutions and other actors involved and their role and responsibility in the process**

The Lodz Technopark, cluster initiatives, trans-regional networks.

## 18. Performance indicators

Number of sold technologies	Each partner will identify data and figures allowing to measure the results obtained thanks to the implementation of the practice.
Number of granted licenses	For example: if the good practice is the call for tender for entrepreneurial projects, one of the performance indicator will be the number of projects presented and the number of projects funded. The ratio will be considered among projects presented, projects funded, and total budget/funding.
Number of created spin-off companies	
Financial result of the company	Other possible indicators will be financial performance, number of people involved in the innovation carried out, share of turnover generated by new markets, change in behaviour: strategy, priorities adaption of new tools...

## 19. Success explanation

### 19.1 Success factors

The level of innovativeness of technological solutions created at the university. Funds used by entrepreneurs on technological innovation. National and international funding for the implementation of inventions.

### 19.2 Visibility of Good Practice

Good practice will be visible mainly due to the implementation of specific projects with a high innovative potential.

### 19.3 Impact beyond local area

Other regions can learn from the experiences of TTC and implement an organizational solution at their universities. In addition, innovative solutions can be targeted to customers in the whole world, so that all regions can benefit from innovative technologies.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

No.

### 20.2 Results

## 21. SWOT analysis

### 21.1 Strengths

- Professional knowledge and technology based on the potential of Lodz University of Technology.
- Flexible acting in the market - a commercial company as an equal partner to the entrepreneur (a departure from the regime of the budgetary unit).
- The flat management structure - the speed of decision-making.
- Knowledge of the new model of technology transfer (already proven in practice).

## 21.2 Weaknesses

- The problem of inadequacy of research conducted at the university with the needs of the market.
- Difficulties with the action on the border of the budgetary unit and the free market.
- The future and the strategic management of the company is inextricably linked with the decisions of the university authorities, because of the owner supervision.

## 21.3 Opportunities

- Amendments to the Law on Higher Education in the transferring commercialization rights to specialized companies.
- Central funds allocated for cooperation between science and business, the implementation of research results, business brokers university of technology companies.
- growing interest in the technology created at university.

## 21.4 Threats

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

The main motivating factor for the board of TTC is to develop a positive financial result of the company. However, this profit can be achieved only through effective commercialization of technology belonging to the university.

The main motivating factor for our customers to benefit from good practice is the ability to build a competitive advantage based on innovative technologies.

## 23. Transferability/Capacity to be replicated

This practice is a continuous operation, so will continue to work at the Lodz University of Technology. It can also be copied and implemented by other research units (mainly technical universities).

## 24. Other Comments

In June 2010 and November 2011 the company was awarded twice at a Business Gala in Lodz as:  
"Company supporting young entrepreneurs"

# Lodz Technology Incubator, LODZ REGION, PL

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Lodz Technology Incubator.

### 2. Brief description

#### 2.1 Definition

It is a place designed to support the successful development of entrepreneurial companies through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts.

#### 2.2 Objectives

Main objective of the practice is to create favourable conditions for young entrepreneurs to develop their own innovative business so that they can quickly achieve market success. Our goal is to create a territory friendly to entrepreneurs who choose innovative solutions, modern technologies, and by the support of science, want to invest in innovation. We aim at those goals particularly by:

- supporting the development of micro, small, and medium size businesses,
- supporting the development of new technologies and promoting innovations,
- supporting the utilization of the economic ideas created by universities and research and development institutions.

#### 2.3 Activities

Lodz Technology Incubator is a perfect place for a young dynamic advanced technology business.

In Lodz Technology Incubator start-up costs can be reduced – our firms get:

- Furnished, air-conditioned office space with discounts from the market rental prices [75% in the first year, 50% in the second and 25% in the third year].
- PC computer set with broadband internet connection.
- Free parking lot.
- Advertising on the Technopark's website.
- PR activity focused on dissemination of information about products offered by tenant companies.
- Participation in conferences ect. held by the Technopark relevant to the tenant company area of activity.
- Information on additional funding sources.
- Access to researchers from Lodz universities [shareholders of the Technopark Łódź are among others: University of Lodz, Technical University of Lodz and Medical University of Lodz].
- Access to trainings/seminars on preferential terms.
- Access to a multimedia conference rooms and meeting rooms.
- Legal advice [e.g. Patent Attorney].
- Marketing support.
- Business consulting.

What's more, a firm can find in LTI many business partners on-site.

Since October 2012 our tenant can also use on preferential terms the services of the BioNanoPark – our development centre for business,



which includes among others bio- and nanotechnology laboratories.

### 3. Rationale

#### 3.1 History and Background

Lodz Regional Science and Technology Park Ltd. is a business support organization that aims to optimize the cooperation between science and business. It was established in 2003 but it started to operate in 2006. Its goal is to create a territory friendly to entrepreneurs who choose innovative solutions, modern technologies, and by the support of science, want to invest in innovation.

Lodz Technology Incubator is one of the business area of Lodz Regional Science and Technology Park.

#### 3.2 Incentives to create

- Create favorable conditions for graduates of Lodz universities for the start and develop their own business.
- Facilitate business start-ups in SME sector, including spin-offs.
- Retain and employ the best-educated university graduates in the Lodz Region.
- Commercialize the research results.
- Transfer technology from science to industry.
- Encourage the building of knowledge-based economy.

#### 3.3 Barriers to remove

- encourage young people for setting up their own businesses.

### 4. Legal basis

#### Reference Policy/Programme/Priority

All buildings of Technopark Lodz are co- financed by the European Union thanks to Innovative Economy Operational Programme.

### 5. Start of the initiative

Fully Implemented	The first project was implemented in 2007 [the basic building of technology incubator for about 18 companies]. The second project [BioNanoPark] is still running. The building consist of laboratories and extended Lodz Technology Incubator with: office spaces for 50 new companies, 4 office-laboratory modules for spin-off and spin-out companies, conference room for 300 participants, buffet providing catering for conferences, foyer providing exhibition space.
Still running initiatives	The building was opened on 15.10.2012r., but laboratories are setting into action and extended incubator starts adopt new firms.

### 6. Duration

5 years.

### 7. Funding body

It is co- financed by the European Union thanks to Innovative Economy Operational Programme and by Lodz Regional Science and

Technology Park Ltd company shareholders.

## 8. Management body

Lodz Regional Science and Technology Park Ltd.

## 9. Level of funding

53 MLN PLN from POIG according to the BioNanoPark Project.

## 10. Category of non technological innovation

Business models	Lodz Technology Incubator is an extremely entrepreneurial business environment that fosters collaboration and sharing among young companies, while respecting the independence and self-reliance that motivates entrepreneurs. It is a community with a culture that supports risk taking, invention and the creation of wealth.
Organisation structure	X
Marketing tools/approach	Wide range - dependent on individual specificity of each company e.g. promotional film, multimedia presentations, fairy, conferences, articles ect. Companies gathered in LTI can use services offered by PR-company free of charge.
Social innovation	X
Services innovation	Complete service packet dedicated to high-tech companies [PR, patent, business consultancy ect.]
Other	X

## 11. Geographical coverage

Global in general, but regional in practise.

## 12. Sectorial coverage

All sectors, but bio- and nanotechnology sectors has more opportunities in the connection with the offer of BioNanoPark laboratories.

## 13. Target group(s)

Innovative, start-up companies.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Lodz Technology Incubator is one of the business area of Lodz Regional Science and Technology Park Ltd. Of the companies selection and consumer service is in charge the manager of the LTI.

#### **14.2 Process**

Company, that is willing to start cooperation with LTI, must send to us an application form. First it is evaluated by the manager of LTI. Second [after positive effect of its part] the firm must make an presentation in front of the Scientific Committee – an advisory body of Technopark Lodz, composed of researchers and specialists from the region. After their positive verification we can take the firm under our wing.

#### **14.3 Incentive Mechanisms**

The manager of LTI as well as the Scientific Committee consider two issues: is the company young [it means: it operates on market less than 3 years] and is its activity innovative.

### **15. Final Beneficiaries**

Innovative, start-up companies, special in SME sector.

### **16. Specific outcomes**

Since the start of its operations, Lodz Technology Incubator has supported a total of 54 companies. Many of them have had significant success. They have won many prestigious awards, such as the Governor's Business Award of Lodz, Lodz Mayor's Award, the title of the Leader of New Technologies and the National Leader of Innovation. One of our companies – w4e- was in this year the National Finalist of the European Business Award.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Lodz Regional Science and Technology Park Ltd. – main coordinator.

### **18. Performance indicators**

- number of companies established thanks to the LTI.
- number of companies supported by the LTI.

### **19. Success explanation**

#### **19.1 Success factors**

- engagement of Technopark's experts in helping the LTI companies.
- dedicated services to specific companies.
- cooperation with universities.

## 19.2 Visibility of Good Practice

The initiative has been promoted to a range of actors national and local, mostly in universities and students organisations.

## 19.3 Impact beyond local area

Has not been investigated.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Yes.

### 20.2 Results

54 companies supported by the LTI.

## 21. SWOT analysis

### 21.1 Strengths

- engaged management of the Lodz Regional Science and Technology Park.
- wide range of rendered services.

### 21.2 Weaknesses

- limited financial resources.

### 21.3 Opportunities

- increase in the number of high-tech start-ups in the region.
- reducing unemployment among graduates.

### 21.4 Threats

- legal restrictions.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- helping young innovative entrepreneurs in establishing their own businesses.

## 23. Transferability/Capacity to be replicated

Incubators are well known all over the world.

## 24. Other Comments

# Soft Supports Programme, MEATH, IE

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Soft Supports Programme.

### 2. Brief description

#### 2.1 Definition

The Soft Supports Programme is the principle programme to deliver training and development for owner/managers of micro enterprises in Ireland. It is delivered on a regional basis, reflecting local needs and in the Meath Region is delivered by Meath County Enterprise Board.

Through the combination of training, mentoring and peer interaction and review it encourages the implementation of non-technological innovation in micro enterprises.

#### 2.2 Objectives

To provide the owner/manager with the management, leadership, business skills and knowledge to achieve sustainability and growth in their business.

The programme will help them:

- To effectively address their business challenges.
- To develop and grow their business.

They will gain a greater understanding of:

- Why they are in business and where their business is going.
- Marketing their business.
- Continuous improvement.
- Developing the business owner/manager and their entrepreneurial capabilities.
- Sales and selling techniques.
- Managing the finances.
- Developing their business needs.

#### 2.3 Activities

The programme comprises classroom training course, mentoring (on occasions) and peer review.

The programme sessions vary by region but typically cover 20 – 25 different business areas and include the following (as a sample) with innovation as a transversal theme in all. SMEs can pick and choose which session to attend.

- Cloud Computing in your Business.
- Promoting your business using Social Media.
- Search engine Optimisation.
- Marketing a Professional Service.
- Successful Tendering.

- Building a brand for your business.
- Surviving the Recession.
- Developing effective email marketing.
- Creating cost effective iPhone Apps for your business.
- Protecting your idea.

Mentoring: Depending on the needs of participating business, they may be allocated a mentor drawn from a panel of highly skilled and experienced business mentors to provide additional support.

Peer Review: Throughout the training workshops there is an opportunity for participants to exchange ideas with their peers. Progress on implementation of programme business practices will be reviewed by the participant and their peers on the programme.

### **3. Rationale**

#### **3.1 History and Background**

The 35 CEBs, were established in Ireland in 1993 to provide support for small businesses at local level.

CEBs provide direct grant-support and training soft-support to new and existing enterprises and promote entrepreneurship, capacity building and women-in-business at local level, in the commercial sphere. The CEBs are uniquely positioned to understand local needs and know the background and track record of those applying for support and assistance.

The development of each CEBs soft support programme begins with an annual or biannual survey of CEB clients to assess their training needs. The findings of this Training Needs Analysis are reported to the CEB CEO and Advisory Staff, who then determine programme content and delivery format. The CEO drafts a programme tender covering all of the identified training topics for the management development programme in its entirety. This is then put out to tender to ensure best value.

#### **3.2 Incentives to create**

The incentive for creating the programme was the recognition that small and medium businesses are net job creators and drivers of economic growth. Research by McKinsey and Co estimated that bringing the lowest rated two quartiles of firms in Ireland up to the average level of management capability could be worth between €500m and €2.5 billion of increased Gross Value Added in the manufacturing sector alone. Yet, despite the benefits for companies and enhanced public supports and infrastructures for training, the level of participation by Irish SME's in management development activities tends to be suboptimal.

#### **3.3 Barriers to remove**

Some of the barriers to implementing successful innovation training in microenterprises identified include:

- A lack of appreciation for the need for and benefits of management development;
- A perceived lack of relevance of programmes to the needs of micro and small firms;
- Confusion amongst customers over the range and quality of the courses on offer, as well as a lack of certainty over the content of the various courses;
- Limited regional access to relevant management development courses;
- Financial and time constraints.

### **4. Legal basis**

#### **Reference Policy/Programme/Priority**

The Soft Supports Programme provided by the County Enterprise Board network are currently provided under the NSRF - The National

Strategic Reference Framework ('NSRF') 2007 – 2013 programme.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

The Soft Supports Programme began in 1995.

### **5.2 Still running initiatives**

The programme is delivered nationally and is still running in 2012.

## **6. Duration**

Rolling programme.

## **7. Funding body**

Supports offered by the CEB come from the Irish Exchequer and the EU Structural Funds.

## **8. Management body**

The overall programme is managed by the County Enterprise Board Network, Ireland.

## **9. Level of funding**

€230,000 in Meath, €8,000,000 nationally.

## **10. Category of non technological innovation**

The projects cover several categories of non-technological innovation as it introduces owners and managers of micro businesses to the concept of innovation, especially as non-technological, and works with them to develop innovation in business models and processes, in resource management, in marketing and sales techniques and in leadership and staff development. Many of the topics focus specifically on non-technological/Service innovation development in the SME such as:

- Cloud Computing in your Business.
- Promoting your business using Social Media.
- Search engine Optimisation.
- Marketing a Professional Service.
- Successful Tendering.
- Building a brand for your business.
- Surviving the Recession.
- Developing effective email marketing.
- Creating cost effective iPhone Apps for your business.
- Protecting your idea.

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

### **11. Geographical coverage**

National.

### **12. Sectorial coverage**

All sectors.

### **13. Target group(s)**

Owners and managers of small businesses.



## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The 35 County and City Enterprise Boards were established in Ireland in 1993 to provide nationwide support for small businesses ('micro-enterprises') with 10 employees or less. The work directly with microenterprises at local level and coordinate actions nationally via a Central Coordinating Unit.

Each CEB operates as a stand-alone limited company whose activities are performed on the basis of an operating agreement drawn up between it and the Department of Enterprise, Trade and Employment.

The specific content of the Accelerate programme was developed by Goodman and Associates (with collaboration from Professional Accounting Solutions) who won the tender published by the County Enterprise Board (CEB) Network. There was collaboration with a steering group comprising personnel from the CEB, CCU and the CEB client base.

#### **14.2 Process**

The programme is delivered over a 6-9 month timeframe. Each region differs slightly in the number and content of their Soft Supports Programme, reflecting the needs of local businesses. Typically there will be 20 to 25 different training topics. The length of the courses varies between a half day to three days, depending on the subject area.

The programme starts with an initial Training Needs Analysis survey of the SMEs in the region.

Based on that survey the training and development topics are decided by the CEO and Senior Staff in the County Enterprise Board.

A terms of reference is developed for each course, and tenders sought from suitably qualified delivery agents, thus ensuring best value. A training schedule is developed.

An intensive marketing campaign is undertaken to recruit SMEs to the different programmes.

#### **14.3 Incentive Mechanisms**

The cost of the programme is highly subsidized to encourage high take up and participation by micro business owners and managers.

For example, the programme cost for a half day course is only 30 euros which includes, all the programme training and training materials.

### **15. Final Beneficiaries**

Owners and managers of microbusinesses throughout Ireland.

### **16. Specific outcomes**

The Soft Supports Programme is the biggest micro enterprise development programme in Ireland. In Meath in 2012, 485 SMEs participated in at least one of the training courses. Nationally, over 15,000 SMEs participate. Given that there are approximately 78,000 SMEs in Ireland, it can be seen that the Soft Support Programme enjoys a very high participation rate with almost one in every five SMEs partaking – one of the highest participatory rate in Europe.

The specific outcomes related to non-technological and services innovation can be summarised as the ability of participants, on completing the programme, to:

- Identify opportunities for innovation in the business.
- Identify your source of competitive advantage.
- Add value and reduce waste.

- Innovate / improve your business processes.
- Cut cost / add more value.

In addition, the programme have proven its ability to generate a deeper understanding and more pro-active approach to innovation among participants. It appears to encourage participants to adopt innovative processes and new techniques in marketing, business developments, and staff development. Participants emerge more focussed and more motivated.

## **17. Institutions and other actors involved and their role and responsibility in the process**

The overall programme is managed by the County Enterprise Board Network. It is implemented by different training providers in each CEB area according to a strict tender process.

## **18. Performance indicators**

### **18.1 Number of participants**

485 participants in Meath in 2012.  
15000+ participant companies nationally in 2012.

### **18.2 Understanding and skills of innovation gained as a result of the programme**

The transversal approach to innovation, embedding it throughout the courses. In this way, “innovation” ceases to be a technical or academic concept and one more accessible, more “in tune” with the needs and capacities of micro business owners and managers.

### **18.3 Impact on business turnover as a result of innovations implemented**

It is difficult to measure impact on turnover, given the range of course on offer and their varying subject areas and lengths. The qualitative feedback received from participants is always extremely positive.

## **19. Success explanation**

### **19.1 Success factors**

The combination of an annual Training Needs Analysis, combined with classroom based training allowing for peer interaction and review is deemed a very successful strategy.

The varying lengths of the courses (from 0.5 to 3 days) scheduled at times to suit Owner Managers is also very positive.

The subsidised nature of the training, with courses starting at just €30, also contributes to their success. The menu based approach, with SMEs able to pick and choose which course is relevant to them, rather than signing up for all or a block of courses contributes to the success.

### **19.2 Visibility of Good Practice**

The programme is rolled out through all 35 CEBs, giving it nationwide visibility. The positive results were also circulated within related government departments with responsibility for enterprise and training.

### **19.3 Impact beyond local area**

At present the programme is only run in Ireland with no impact further afield.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

A Review of the Role of County and City Enterprise Boards in the Development of Micro-Enterprises was prepared by Fitzpatrick Associates for Forfás and the Department of Jobs, Enterprise and Innovation.

### 20.2 Results

As above and <http://www.djei.ie/enterprise/local/cebinfo.htm>.

## 21. SWOT analysis

### 21.1 Strengths

Strengths of the programme include.

- Freedom to choose which sessions to participate in.
- The annual Training Needs Analysis to reflect local Need.
- The cost effective nature of the programme.

In addition, the programme have proven its ability to generate a deeper understanding and more pro-active approach to innovation among participants. It appears to encourage participants to adopt innovation as an attitude, improving their self confidence and ability to persevere and prosper even in adverse business and economic climates. Participants emerge more focussed and more motivated. In the words of one "graduate" of the programme, it taught him to "work smarter not harder."

### 21.2 Weaknesses

No particular weaknesses have been identified.

### 21.3 Opportunities

The possibility to delivery some aspect of the programme via e-learning or blended learning.

### 21.4 Threats

Any downturn in the economic climate might affect the ability of participants to pay their part of the cost of the course, increasing the need for further subsidization.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Owner managers of micro businesses mentioned a wide range of incentives for participating but all fell squarely into two key categories:

- Increased productivity, hence increased profitability.
- Long term business sustainability and growth.

### **23. Transferability/Capacity to be replicated**

The very simple structure of the course (Training Needs Analysis + training + peer interaction and review).

The centralized programme methodology but the decentralized delivery (in each CEB, via a contracted training provider) make replication very feasible.

The positive feedback received during the programme life also make replication very desirable.

### **24. Other Comments**

# Accelerate Management Development Programme – MEATH, IE

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Accelerate Management Development Programme.

### 2. Brief description

#### 2.1 Definition

Accelerate is a coordinated national management development programme for owner/managers of micro enterprises.

Through the combination of training, mentoring and peer review it encourages the implementation of non-technological innovation in micro enterprises.

#### 2.2 Objectives

To provide the owner/manager with the management, leadership, business skills and knowledge to achieve sustainability and growth in their business.

The programme will help them:

- To effectively address their business challenges.
- To develop and grow their business.

They will gain a greater understanding of:

- Why they are in business and where their business is going.
- Marketing their business.
- Continuous improvement.
- Developing the business owner/manager and their entrepreneurial capabilities.
- Sales and selling techniques.
- Managing the finances.
- Developing their business needs.

#### 2.3 Activities

The programme comprises classroom training course (in six modules), mentoring and peer review.

The programme modules are as follow with innovation as a transversal theme in all, and as a very specific focus in Module 3.

- Module 1 Why am I in business?
- Module 2 Finding and Keeping Customers.
- Module 3 How can my business do better?
- Module 4 Managing the Money.
- Module 5 Selling For Profit.

- Module 6 Being the Boss.

Mentoring: Each participating business is allocated a mentor drawn from a panel of highly skilled and experienced business mentors.

Peer Review: At the beginning of modules 2-6 there is an opportunity for participants to exchange ideas with their peers. Progress on implementation of programme business practices will be reviewed by the participant and their peers on the programme.

## **3. Rationale**

### **3.1 History and Background**

In 2008 the County Enterprise Board (CEB) Network, their Central Coordination Unit, and Department of Enterprise Trade and Employment recommended that a national management development programme be created for the CEB client base.

The development of the programme began with a survey of CEB clients nationally to assess their training needs, which was reported to the CEB CEOs in January 2009 who then determined programme content and delivery format and drafted a programme tender for the development of the management development programme.

Simultaneously, the Advisory Group for Small Business in their November 2011 report “The Voice of Small Business – A Plan for Action” recommended that the Management Development Council recommendation to progress a national system for management development, incorporating reform of supply, demand, and funding, should be delivered to small business.

### **3.2 Incentives to create**

The incentive for creating the programme was the recognition that high-growth small and medium businesses are net job creators and drivers of economic growth. Research by McKinsey and Co estimated that bringing the lowest rated two quartiles of firms in Ireland up to the average level of management capability could be worth between €500m and €2.5 billion of increased Gross Value Added in the manufacturing sector alone. Yet, despite the benefits for companies and enhanced public supports and infrastructures for training, the level of participation by Irish SME's in management development activities tends to be suboptimal.

### **3.3 Barriers to remove**

Some of the barriers to implementing successful innovation training in microenterprises identified include:

- A lack of appreciation for the need for and benefits of management development;
- A perceived lack of relevance of programmes to the needs of micro and small firms;
- Confusion amongst customers over the range and quality of the courses on offer, as well as a lack of certainty over the content of the various courses;
- Limited regional access to relevant management development courses;
- Financial and time constraints.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

Supports provided by the County Enterprise Board network are currently provided under the NSRF - The National Strategic Reference Framework ('NSRF') 2007 – 2013 programme.

Accelerate falls directly within recommendations made by the Management Development Council (February 2010).

## 5. Start of the initiative

### 5.1 Fully Implemented

A pilot version of the programme has been successfully implemented in seven County Enterprise Board areas in 2011.

### 5.2 Still running initiatives

The programme was rolled out nationally and is still running in 2012. .

## 6. Duration

Nine months approximately.

## 7. Funding body

Supports offered by the CEB come from the Irish Exchequer and the EU Structural Funds.

## 8. Management body

The overall programme is managed by the County Enterprise Board Network, Ireland.

## 9. Level of funding

€210,000.

## 10. Category of non technological innovation

The projects cover several categories of non-technological innovation as it introduces owners and managers of micro businesses to the concept of innovation, especially as non-technological, and works with them to develop innovation in business models and processes, in resource management, in marketing and sales techniques and in leadership and staff development. Module 3 of the training programme “How can my business do better” is specifically focussed on non technological innovation, including understanding innovation in the market (competitive advantage), innovation in resources (reducing waste), and in processes (cutting costs, adding value).

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Seven County Enterprise Board areas volunteered to participate in the pilot of the “Accelerate” programme:

- Carlow/Kilkenny,
- Cavan,
- Donegal,
- Galway,
- Dublin City,
- Limerick,
- North Tipperary.

## **12. Sectorial coverage**

All sectors.

## **13. Target group(s)**

Owners and managers of small businesses.



## B. ANALYSIS OF THE GOOD PRACTICE

### 14. Main mechanisms

#### 14.1 Organization

The 35 County and City Enterprise Boards were established in Ireland in 1993 to provide nationwide support for small businesses ('micro-enterprises') with 10 employees or less. The work directly with microenterprises at local level and coordinate actions nationally via a Central Coordinating Unit.

Each CEB operates as a stand-alone limited company whose activities are performed on the basis of an operating agreement drawn up between it and the Department of Enterprise, Trade and Employment.

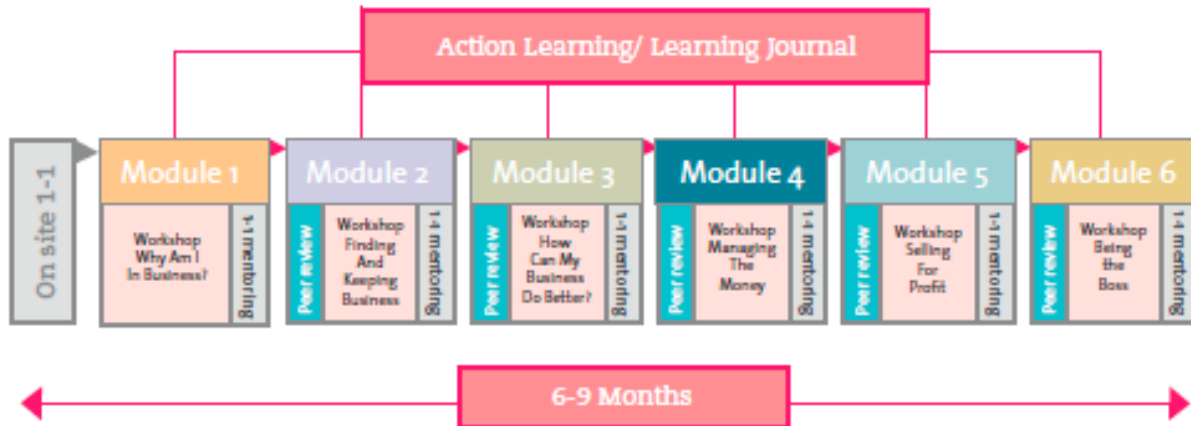
The specific content of the Accelerate programme was developed by Goodman and Associates (with collaboration from Professional Accounting Solutions) who won the tender published by the County Enterprise Board (CEB) Network. There was collaboration with a steering group comprising personnel from the CEB, CCU and the CEB client base.

#### 14.2 Process

The programme is delivered over a 6-9 month timeframe comprising of 7 workshops and 7 mentor consultations.

The programme starts with an on-site 1-1 session. A programme mentor / trainer visits the premises to introduce the programme and assess specific development needs.

After this there are 6 training modules focusing on different business and leadership topics. Each module includes a group workshop, a peer network session and a 1-1 mentor session. The workshops are typically 1 day long, except for the first which is a 2 day session.



#### 14.3 Incentive Mechanisms

The cost of the programme is highly subsidized to encourage high take up and participation by micro business owners and managers.

For example, in Dublin the programme cost is only 500 euros which includes a two day residential course, all the programme services and training materials.

### 15. Final Beneficiaries

Owners and managers of microbusinesses throughout Ireland.

## 16. Specific outcomes

In its pilot stage, Accelerate served 64 owners and managers of microbusinesses. Figures of participation in 2012 have not yet been released but are expected to exceed 300 participants.

The specific outcomes related to non-technological and services innovation can be summarised as the ability of participants, on completing the programme, to:

- Identify opportunities for innovation in the business.
- Identify your source of competitive advantage.
- Add value and reduce waste.
- Innovate / improve your business processes.
- Cut cost / add more value.

In addition, the programme have proven its ability to generate a deeper understanding and more pro-active approach to innovation among participants. It appears to encourage participants to adopt innovation as an attitude, improving their self confidence and ability to persevere and prosper even in adverse business and economic climates. Participants emerge more focussed and more motivated. In the words of one “graduate” of the programme, it taught him to “work smarter not harder.”

## 17. Institutions and other actors involved and their role and responsibility in the process

The overall programme is managed by the County Enterprise Board Network. The programme was developed by Goodman and Associates (with collaboration from Professional Accounting Solutions. It is implemented by different training providers in each CEB area according to a strict tender process.

CEB	Successful Tender	No. of Clients
Carlow/Kilkenny	QED Training	12
Cavan	Verling consulting	12
Donegal	Catalysis Consulting	12
Galway	O'Máille Group	
Dublin City <sup>1</sup>	Chinook Consulting	16
Limerick City/Limerick Country	Smart Marketing Ltd.	
North Tipperary	Professional Accounting Solutions	11

## 18. Performance indicators

### 18.1 Number of participants

64 Participants in the initial pilot phase.  
300+ participant companies in 2012.

### 18.2 Understanding and skills of innovation gained as a result of the programme

The transversal approach to innovation, embedding it throughout the course, together with the innovation focussed module, presented innovation as “adding value” and “continuous improvement”. In this way, “innovation” ceases to be a technical or academic concept and one more accessible, more “in tune” with the needs and capacities of micro business owners and managers.

### **18.3 Impact on business turnover as a result of innovations implemented**

As the pilot phase only completed in 2011, it is too early to measure impact on turnover. Initial indications are very positive and the qualitative feedback received from participants, was extremely positive.

## **19. Success explanation**

### **19.1 Success factors**

The combination of classroom training alongside mentoring and peer review was deemed a very successful strategy. In particular, participants valued mentoring the most (70% participants were “extremely satisfied”) as it allowed for the transfer of knowledge and acquired skills to solve specific challenges in the work place.

Another success factor was the transversal approach to innovation, embedding it throughout the course, and way in which, even the innovation focussed module, did not brand itself as such, but rather focussed on “adding value” and “continuous improvement”. In this way, “innovation” ceases to be a technical or academic concept and one more accessible, more “in tune” with the needs and capacities of micro business owners and managers.

### **19.2 Visibility of Good Practice**

After a successful pilot programme in 7 CEB, the programme was rolled out through all 35 CEBs in 2012, giving it nationwide visibility. The positive results and details of the evaluation report were also circulated within related government departments with responsibility for enterprise and training.

### **19.3 Impact beyond local area**

At present the programme is only run in Ireland with no impact further afield.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

An Evaluation Report of the Pilot Programme was compiled in April 2012 which included the principal results of the evaluation process carried out during March 2012 by Goodman and Associates.

### **20.2 Results**

The pilot evaluation indicated a positive client reaction to the programme. It was decided at the focus day that a committee comprising of the original committee that developed the programme together with the CEB personnel that coordinated the delivery of the programme in their CEB would meet and make recommendations based on Accelerate evaluation and the focus day discussion.

This Steering Group met on the 21 March 2012 and made clear recommendations for the continuation and minor improvements in content and delivery.

## **21. SWOT analysis**

### **21.1 Strengths**

Strengths of the programme include.

- Mentoring service. This offered participants a focussed, pragmatic way to implement innovation in the specific context of their own

business. Participants valued the privacy and one-to-one nature, as well as it being onsite.

- The staff set up. Participants valued having a single facilitator throughout the programme, and having one expert mentor for continuity and depth of work. However, they also valued the “rotating” trainers who participated in modules according to their specific area of expertise. The experience but also the personality and relaxed and pragmatic teaching styles of the trainers were highly valued.

In addition, the programme have proven its ability to generate a deeper understanding and more pro-active approach to innovation among participants. It appears to encourage participants to adopt innovation as an attitude, improving their self confidence and ability to persevere and prosper even in adverse business and economic climates. Participants emerge more focussed and more motivated. In the words of one “graduate” of the programme, it taught him to “work smarter not harder.”

## 21.2 Weaknesses

The programme evaluation revealed few weaknesses, but did point to the importance of reducing the volume of theoretical information and ensuring that participants weren’t “abandoned” after completion of the course. (Participants felt that follow up would be useful to ensure innovation could be successfully embedded).

## 21.3 Opportunities

Within the programme, there are opportunities to engage more with social media and online selling as innovation means.

## 21.4 Threats

Any downturn in the economic climate might affect the ability of participants to pay their part of the cost of the course, increasing the need for further subsidization.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Owner managers of micro businesses mentioned a wide range of incentives for participating but all fell squarely into two key categories:

- Increased productivity, hence increased profitability.
- Long term business sustainability and growth.

## 23. Transferability/Capacity to be replicated

The very simple structure of the course (visit + mentoring + training + peer review), the centralized production of materials but the decentralized delivery (in each CEB, via a contracted training provider) make replication very feasible.

The positive feedback received during the first two years also make replication very desirable.

## 24. Other Comments

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# SME University Partnership Online Resource and Training (SUPPORT), MEATH, IE

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

SME University Partnership Online Resource and Training (SUPPORT).

### 2. Brief description

#### 2.1 Definition

The SUPPORT project developed and piloted a series of resources which trained and enabled SMEs to gain a better understanding of how Higher Education Institutes (HEIs) operate and enabled them to access dormant research at Universities. It also allowed universities to find outlets for current and previous research, making them more responsive to current market needs.

#### 2.2 Objectives

SUPPORT had the following objectives:

- To identify the barriers that SMEs face when trying to access HEI research.
- To identify the barriers & training needs that HEI staff have in accessing and engaging SMEs.
- To design & produce a DVD training course for delivery to SMEs.
- To design & produce a complementary web-site, directly targeting SMEs.
- To undertake a thorough pilot test of the training resource with 60 SMEs.
- To promote the resources to maximise uptake.

#### 2.3 Activities

The Initiative had a number of activities:

- To undertake research to determine why SMEs were not engaging more with Universities.
- To develop a "roadmap" outlining the process of successful collaboration between HEIs and SMEs.
- To develop a classroom based Training Course, to train SMEs in working with Universities.
- To pilot the training course with 60 SMEs.
- To develop a complementary web based online course to support the classroom learning.

All of the materials, courses, reports, and online materials are available in English, Spanish, French, German and Polish at [www.support-project.eu](http://www.support-project.eu).

## 3. Rationale

### 3.1 History and Background

A key element within the 2006 Commission Communication "Delivering on the Modernisation Agenda for Universities: Education, Research

and Innovation” was that universities should develop structured partnerships with the world of enterprise in order to “become significant players in the economy, able to respond better and faster to the demands of the market and to develop partnerships which harness scientific and technological knowledge”. A position reinforced by the 2008 Meath Region annual business survey, highlighting that access to & cost of new innovation processes and technologies was the principle barrier SMEs faced in improving their competitive position.

### **3.2 Incentives to create**

As what has been referred to as the European Paradox suggests, investments in knowledge (human capital, research& development, universities & creativity) is no panacea for curing stagnant economic growth and persistent levels of high unemployment. Rather, mechanisms are needed to ensure that such costly investments in new knowledge, which form the basis for economic growth in a globalised economy, actually spill over for commercialisation and innovative activity. By serving as a key conduit for the spill-over of knowledge, SMEs provide an important link to economic growth. There is considerable empirical evidence linking SMEs to economic growth, (Carree, van Stel, Thurik and Wennekers -2002) & Thurik et al. (2008).

In addition the project was an eye-opener for both SMEs and research students (Masters/Phd) and changed the traditional mind-set and behaviour for both parties through establishing and sponsoring successful knowledge collaboration projects.

### **3.3 Barriers to remove**

Many traditional barriers must be removed in order to establish successful collaboration between SMEs and the academic world. As a starting point enterprises and academics have different objectives causing different mind-sets. In general SMEs are market-oriented and focused on cost-effectiveness, time-to-market and profit performance while academics in general are highly focused on achieving professional academic recognition by publishing research results in scientific journals.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

Life Long learning Programme – ERASMUS 2010 - 2012.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

01/10/11 – 30/9/12.

### **5.2 Still running initiatives**

## **6. Duration**

2 years.

## **7. Funding body**

EU Commission – ERAMUS Multi-lateral.

## 8. Management body

Louth County Enterprise Board.

## 9. Level of funding

€400,000.

## 10. Category of non technological innovation

The projects cover several categories of non-technological innovation as it introduces owners and managers of SMEs to the concept of innovation, and also to the possibility and practicalities of working with the expertise that exists within Universities and HEIs. SMEs learned about the research that very often exists within Universities, and about how that research could help them. The course also taught that universities were sources of expertise very often especially with regard to service innovation, and that funding was available to enable HEIs to work with them to develop innovation in business models and processes, in resource management, in marketing and sales techniques and in leadership and staff development.

Business models	X
Organisation structure	X
Marketing tools/approach	
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

Ireland, UK, France, Spain, Poland, Germany.

## 12. Sectorial coverage

Small Medium Enterprises, Higher Education Initiatives.

## 13. Target group(s)

SME owners, SME managers, HEI research Students, HEI Professors.  
The initiative covered all sectors.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The 35 County and City Enterprise Boards were established in Ireland in 1993 to provide nationwide support for small businesses ('micro-enterprises') with 10 employees or less. The work directly with microenterprises at local level and coordinate actions nationally via a Central Coordinating Unit.

Each CEB operates as a stand-alone limited company whose activities are performed on the basis of an operating agreement drawn up between it and the Department of Enterprise, Trade and Employment.

Louth CEB led the project. Louth CEB is the neighbouring CEB to Meath CEB, and the two CEBs work closely on a range of projects. Other partners in the project included; Martin Luther University Halle-Wittenberg (Germany), Universidad Politécnica de Valencia (Spain), Mindshare Consulting (France), Newry & Mourne Enterprise Agency (UK) and The Northern Chamber of Commerce (Poland).

The project itself was delivered over a series of work packages, as outlined in 152.

#### **14.2 Process**

The project itself was delivered over a series of work packages, of most relevance to INNOMOT are:

- A detailed analysis of the barriers to greater cooperation between SMEs and Universities, and recommendation on tackling this issue.
- The development of a handy guide or "road map" outlining the benefits and challenges of working with Universities and SMEs.
- The development of a classroom based training course aimed primarily at SME owner managers, on cooperating with Universities and HEIs.
- The development of an online resource supporting the classroom course, with "bite-sized" e-learning.
- The pilot testing of the course, training 60 SMEs.
- Development of the online course – 30,000 visits.

#### **14.3 Incentive Mechanisms**

The cost of the programme was highly subsidized to encourage high take up and participation by SME owners and managers.

HEI Student course: The course provide the individual post graduate student with a general knowledge of the conditions of SME's, their priorities, and the plusses and minuses of using SMEs as research partners. The course was offered free of charge.

### **15. Final Beneficiaries**

Owners and managers of SMEs in the wider Meath region and owners and managers of SMEs in the project partner member states.

HEI post graduate students in the partner member states.

### **16. Specific outcomes**

All of the materials, courses and reports are available in 5 languages; English, Spanish, German, French & Polish.

60 SME owners and managers were trained in how to cooperate and develop partnerships with Universities/HEIs.

The project web-site and online course has had 30,000 visits in 18 months, [www.suport-project.eu](http://www.suport-project.eu).

40 Post Graduate students undertook the course increasing their understanding of SMEs.



## **17. Institutions and other actors involved and their role and responsibility in the process**

- Martin Luther University Halle-Wittenberg (Germany) – Research Phase into barriers to cooperation between SMEs and Universities.
- Universidad Politécnica de Valencia (Spain) – Development of the Classroom based Training Course.
- Mindshare Consulting (France) – Development of the online course.
- Newry & Mourne Enterprise Agency (UK) – Training of the SMEs.
- The Northern Chamber of Commerce (Poland) – development of the Handy Guides ie the “Road maps”.

## **18. Performance indicators**

### **18.1 Number of participants**

60 SME owner managers undertook the classroom course.

40 HEI students undertook the HEI course.

30,000 visits to the web-site in 18 months.

### **18.2 Understanding and skills of innovation gained as a result of the programme**

The transversal approach to innovation, embedding it throughout the course, together with the innovation encompassed in building partnerships between SMEs and Universities. SMEs fed back that they were “Much more likely” to seek assistance from a University as a result of completing the course. As a result of the course “innovation” ceased to be a technical or academic concept and one more accessible, more “in tune” with the needs and capacities of SME owners and managers.

### **18.3 Impact on business turnover as a result of innovations implemented**

As the pilot phase only completed in spring 2012, it is too early to measure impact on SME turnover. Initial indications are very positive and the qualitative feedback received from participants, was extremely positive.

### **18.4 External Evaluation**

An external evaluation of the project was very positive, highlighting the innovative nature of the project, its impact on the SMEs interviewed and the quality and consistency of the materials.

In addition the project has been scored at 8.5 out of 10 by the EU Commission.

## **19. Success explanation**

### **19.1 Success factors**

The combination of classroom training combined with peer review and supported by the online materials was deemed a very successful strategy. In particular, participants valued the classroom based the most (80% participants were “very satisfied”) as it allowed for the transfer of knowledge and acquired skills to solve specific challenges in the work place.

The fact that the course was available free of charge.

The multi-lingual nature of the course.

### **19.2 Visibility of Good Practice**

The project web-site has received 30,000 visits in 18 months,  
The project has been presented at 4 international conferences.

Two follow projects based on the “SUPORT” materials and methodology are in development.

### 19.3 Impact beyond local area

The course materials are available in English Spanish, German, Polish and French.

A proposal to “export” the SUPORT materials to other member states (Portugal, Hungary and Italy) is in development.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Two evaluations. An independent external Evaluation proved very positive.

Also The EU Commission scored the project 9 out of 10.

### 20.2 Results

- A detailed analysis of the barriers to greater cooperation between SMEs and Universities, and recommendation on tackling this issue.
- The development of a handy guide or “road map” outlining the benefits and challenges of working with Universities and SMEs.
- The development of a classroom based training course aimed primarily at SME owner managers, on cooperating with Universities and HEIs.
- The development of an online resource supporting the classroom course, with “bite-sized” e-learning.
- The pilot testing of the course, training 60 SMEs.
- Development of the online course – 30,000 visits.

## 21. SWOT analysis

### 21.1 Strengths

As stated by the External Evaluator.

#### **Work Packages**

The overall standard of delivery across all work packages has been exemplary across the partnership. The Training Needs Analysis work package was completed to a very high standard and provided the foundation and refinement for the materials development. The tangible output packages – the development of the Roadmap, the DVD and the Pearltrees learning tool are very impressive and the partners should be very proud of their accomplishments. Technical realisation and particularly the imminent release of the new website design is highly impressive and coupled with the very impressive web statistics bode well for the adoption of the learning resource that is accessible, promoting innovation & a culture of lifelong learning.

#### **Partnership**

The range of partners involved in the project and their respective expertise proved highly beneficial for the project and has also effectively broadened the horizons of the organisations involved. Moment has been impressed with the special dynamic of this partnership, their strong communication focus and going over and above to deliver a product which is extremely strong.

#### **Project Management**

Louth County Enterprise Board managed the project with professional competence throughout. One project partner summed up their performance appropriately – ‘project management was truly excellent, perfectly conducted and skilled coordinated’.

#### **Dissemination**

For us, the dissemination actions of the project have been extremely strong. We must specifically mention the launch at the Euroscience Open Forum (ESOF) 2012 event was most impressive and as articulated by lead partner Joe English ‘Playing a significant part (taking a demonstration stand, presenting a paper and ‘guerilla dissemination’) at the largest world-wide science convention has been a great

highlight of this project. Feeling our project played a small part in the same theatre as Nobel laureates and CERN researchers.'

#### **Best Practice**

LLP Erasmus Multilateral projects should by their very ethos act exponents of best practice. Momentum would certainly commend the SUPORT team as delivering a best practice project. To gain an internal perspective, Momentum asked partners if they felt that the SUPORT project achieved best practice standard. 100% of the partnership felt they achieved best practice.

#### **21.2 Weaknesses**

#### **21.3 Opportunities**

To roll out the training course at regional and national levels.

To further develop the concept and the materials.

To export the concept and materials to new member states.

To adapt the methodology and tools for specific industrial sectors eg Food.

#### **21.4 Threats**

Some seed funding is required, if this is not found the project may not reach its full potential.

Any downturn in the economic climate might affect the ability of participants to pay their part of the cost of the course, increasing the need for further subsidization.

The momentum, working modus operandi and expertise of the partnership may be lost if future funding is not secured.

### **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Owner managers of SMEs mentioned a number of incentives for participating including:

- Curiosity to see what working with a University would be like.
- Increased ability to solve specific business problems and challenges.
- Increased expertise, hence increased profitability.
- Long term business sustainability and growth.

In addition the SME owner managers were also motivated by the fact that they would be meeting with other businesses and could utilise their expertise to solve common problems and generally to network.

### **23. Transferability/Capacity to be replicated**

The very simple structure of the course (1 day training + peer review + online support), the centralized production of materials but the decentralized delivery (in each region, via a contracted training provider) make replication very feasible.

The positive feedback received during the first two years also make replication very desirable.

### **24. Other Comments**

Completed by: Hugh Reilly

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# Creative Trainer, RAPIV, BG

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Creative Trainer.

### 2. Brief description

#### 2.1 Definition

The "Creative Trainer" project makes sound training in the fields of creativity and innovation management possible for companies in 9 European countries.

#### 2.2 Objectives

The main objectives of the project is further education for companies in the range of creativity and innovation and creation of a high competitiveness by new ideas and innovation.

#### 2.3 Activities

The "Creative Trainer" project creates awareness for the necessity of innovations.

Transfer of knowledge of the developed creativity-methods.

National trainings in creativity and innovation management of over 100 qualified company managers and experts in Austria, Bulgaria, Germany, France, Ireland, Italy, Slovenia, Spain and England.

The training course consist on the following modules:

- Module 1: Creativity techniques. Overview creativity techniques, roles, etc.
- Module 2: Idea machine. Lateral thinking technique.
- Module 3: Idea evaluation. Overview different evaluation techniques.
- Module 4: Innovation management. Management of innovation projects.
- Module 5: Innovation marketing. Methods on innovation marketing.

This makes well-trained individuals with qualifications in the fields of creativity and innovation management available to commerce. With new ideas and innovations they in turn raise the competitiveness of European companies.

### 3. Rationale

#### 3.1 History and Background

In the project CREATIVE TRAINER I, financed under the Leonardo programme, we developed a training course which had the main focus on supporting companies (mostly SMEs) by finding new ideas. Two moduls had the content to elaborate concrete creativity techniques, the third module dealt with the issue, how to evaluate those ideas. All 3 moduls belong to the phase „idea generation and idea selection“.

### 3.2 Incentives to create

Ideas and innovations are of great significance for Europe as a commercial location. New product and service impulses are a provision for the success of European companies on the world market. It is a sad fact that most ideas fail because of problems in the market implementation. This means, most of these innovations fail on the way from the idea to a prototype and to a marketable product.

### 3.3 Barriers to remove

Raise the competitiveness of European companies during the increase of innovation and creativity.

## 4. Legal basis

### Reference Policy/Programme/Priority

The practice is in line with the pro-innovative activities of "Business consulting and introducing services for innovation management" of the Regional Innovation Strategy of North-east planning region of Bulgaria (elaborated by the Regional agency for entrepreneurship and innovations – Varna).

## 5. Start of the initiative

### 5.1 Fully Implemented

Fully implemented.

### 5.2 Still running initiatives

## 6. Duration

2 years: 01.10.2010-30.09.2012.

## 7. Funding body

European commission, EACEA // Lifelong Learning programme - Leonardo da Vinci actions- Transfer of Innovation.

## 8. Management body

- SFG-Innofinanz GmbH.
- Project Contractor.
- City: Graz.
- Region: Styria.
- Country: AT-Austria.
- Homepage: <http://www.sfg.at>.

## 9. Level of funding

Total costs of the project: 377512,05 euro.

Leonardo funding: 283134,04 euro.

## 10. Category of non technological innovation

Business models	
Organisation structure	<b>Innovation management, providing knowledge in management</b> of the process from the creation of new product of service to its introduction to the market. <b>Creativity techniques</b> – introducing creativity methods, techniques and roles. <b>Idea machine copes</b> in detail with the ideas generation methodology by applying lateral thinking techniques. <b>Idea evaluation</b> – designed to search for different methods and techniques for idea evaluation.
Marketing tools/approach	<b>Innovation marketing</b> – identifying innovative approaches that convert to better market performance.
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

9 European countries - Austria, Bulgaria, Germany, France, Ireland, Italy, Slovenia, Spain and England.

## 12. Sectorial coverage

Accommodation and Food Service Activities:

- Professional, Scientific and Technical Activities.
- Human Health and Social Work Activities.
- Other Service Activities.
- Information and Communication.
- Education.
- Arts, Entertainment and Recreation.
- Agriculture, Forestry and Fishing.

## 13. Target group(s)

Companies in the range of creativity and innovation.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Chamber of commerce and industry Dobrich (CCI-Dobrich), Bulgaria.

#### **14.2 Process**

A research was conducted for suitable participants within the member companies of CCI-Dobrich. The aim of this research was to involve people with similar level of knowledge, but different kind of activity, in order to build the foundation for beneficial group work within the training. Selection criteria were: Company profile; Personal activity within the activities of CCI-Dobrich; Expertise in marketing and innovation; Knowledge in English.

10 persons who run innovative businesses and who have degree in economics were selected. A full set of printed materials (the 5 modules) were prepared and every participant received the materials (they appreciated this very much). A 3 day course was attended by the managers.

#### **14.3 Incentive Mechanisms**

National Training in Bulgaria was held on 11, 12 and 13 of January 2012 at the Chamber of Commerce and Industry, city of Dobrich, Bulgaria.

### **15. Final Beneficiaries**

The managers of the selected companies.

### **16. Specific outcomes**

### **17. Institutions and other actors involved and their role and responsibility in the process**

### **18. Performance indicators**

- Trained managers of SMEs.
- Adopted new management tools.
- Adopted new marketing tools.
- Number of used new creativity and evaluation techniques.

### **19. Success explanation**

#### **19.1 Success factors**

The willingness of the entrepreneurs to change and improve their businesses is the main success factor for the good practice's implementation.

#### **19.2 Visibility of Good Practice**

#### **19.3 Impact beyond local area**

The good practice's activities are implemented in many EU countries which took part of the project Creative Trainer.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

The report is not yet ready.

### **20.2 Results**

## **21. SWOT analysis**

### **21.1 Strengths**

Mentoring and training by experts in the field of innovative management and marketing.

### **21.2 Weaknesses**

Not ensuring that the great volume of theoretical information will be used by the participants after the course's completion.

### **21.3 Opportunities**

There are the opportunities to contact and exchange opinions and ideas with the rest of the trained managers of SMEs in the partners' countries.

### **21.4 Threats**

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

The managers of SMEs participate in the training programme because of the need of new management and marketing approaches. They benefit from the very simple structure of the course and the contacts with the experts.

## **23. Transferability/Capacity to be replicated**

The good practice can be easily transferred because of the simple structure of the training course and the positive feedback received from the trained managers. The presented practice requires not large resources in order to be applied in other region.

## **24. Other Comments**

The Commission is convinced that, because innovation is a multi-faceted phenomenon, further work is needed to develop the performance of non-technological innovation, design and service innovation at regional level. One of the initiatives of Europe 2020 regarding that aspect is the Flagship Initiative "Innovation Union". The presented good practice Creative Trainer is designed to ensure that EU investment is targeted on Europe's long-term goals for growth and jobs.



# Mindshake, CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Mindshake.

### 2. Brief description

#### 2.1 Definition

Mindshake is a program to promote innovation and creativity in companies in a systematic way, working with a first internal challenge that allows them to be an example in that process.

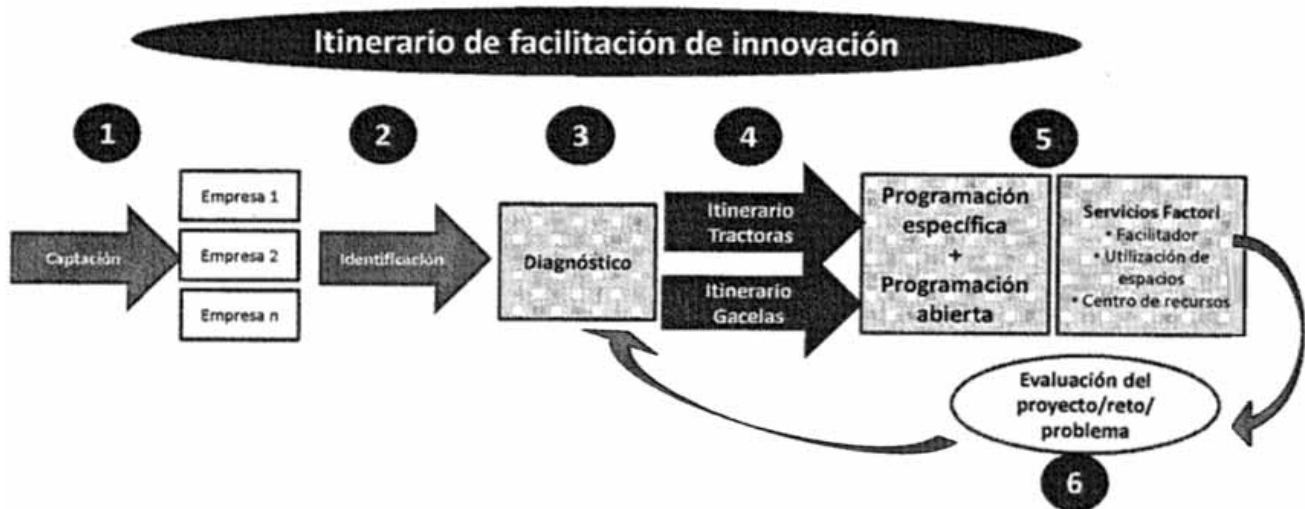
#### 2.2 Objectives

Improve the systematisation of the innovation management in enterprises in a practical way, by applying it to a real internal project.

#### 2.3 Activities

It's a complete program that combines training and consultancy and based on "learning by doing" through a real case of the company (corporate challenge). Phases:

- Define problem or challenge.
- Investigate: detect opportunities.
- Devise: generating ideas.
- Prototype creation.
- Test product or idea.
- Sale argumentary.
- Plan of action.



### **3. Rationale**

#### **3.1 History and Background**

CEIN, public company dependent of the Government of Navarra has been working on issues of creativity and innovation more than one decade. In 2011 it launched Navarra Factori as a space designed to develop creativity and innovation. A pilot project was carried out in order to systematise innovation in companies.

#### **3.2 Incentives to create**

#### **3.3 Barriers to remove**

### **4. Legal basis**

#### **Reference Policy/Programme/Priority**

Pilot project within the Programme contents of Navarra Factori financed by the Innovation Department of the Government of Navarre.

### **5. Start of the initiative**

#### **5.1 Fully Implemented**

First pilot 2011 edition is complete.

#### **5.2 Still running initiatives**

Second Edition Mindshake has begun with a company.

### **6. Duration**

4 months.

### **7. Funding body**

Cein, Government of Navarre.

### **8. Management body**

Cein.

### **9. Level of funding**

100% regional funds of the Government of Navarre in the first edition. New editions have a cost to the company of 3,800€.

## 10. Category of non technological innovation

Business models	
Organisation structure	
Marketing tools/approach	
Social innovation	
Services innovation	
Other	Innovation in the innovation process

## 11. Geographical coverage

Regional, Navarra.

## 12. Sectorial coverage

All sectors.

## 13. Target group(s)

It is addressed to companies interested in launch and incorporate in their internal processes the creativity and innovation in a systematic way. The profile of the companies should be:

- SMEs with growth above 20% for three consecutive years.
- Medium- that sized enterprises, promoting growth and economic development of Navarra.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Cein was the organization in charge. Cein staff works directly with the companies team.

#### **14.2 Process**

The main phases of the process of the practice were: the definition of activity in collaboration with the provider, the selection of the participating companies and the conclusions and teachings of the same.

Stand out the selection of participating firms as most crucial point of the program. Noted that two types of company, Gazelle or those of recent creation and high growth and the consolidated and strong impact on the economy of the region were selected. Searched the commitment of leaders of enterprises in the development of the program through direct involvement in it.

#### **14.3 Incentive Mechanisms**

The greatest incentive was the commitment of participating companies management and the fact of the improvement of own internal processes of the participants.

### **15. Final Beneficiaries**

Companies interested to promote and incorporate in their internal processes the creativity and innovation in a systematic way. A maximum of 12 companies that respond to some of these two types will be selected:

- SMEs with growth above 20 for three consecutive years.
- Medium-sized enterprises, promoting growth and economic development of Navarra.

### **16. Specific outcomes**

The company improved the systematization of innovation management in a practical way, applying it to a real internal project.

### **17. Institutions and other actors involved and their role and responsibility in the process**

CEIN, with the collaboration of a consultant assistance:

- Initial diagnosis.
- The process facilitator consultant 2 group sessions and 5 individual sessions.
- Monitoring continued of enterprises development in the programme.

### **18. Performance indicators**

Applicants/projects	The main objective is not so much the obtaining of solutions of the challenge worked but the learning and testing of the methodology for their subsequent integration into the company's processes.
Businesses created	
People granted	
Employment	

## **19. Success explanation**

### **19.1 Success factors**

Of the 12 companies that began in the project only one give up for reasons unconnected to the program.

### **19.2 Visibility of Good Practice**

Appearances in press and web of Navarra Factori and Cein.

### **19.3 Impact beyond local area**

No.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Project final report.

### **20.2 Results**

11 companies completed the project with satisfaction. A company due to internal changes must abandon the project.

## **21. SWOT analysis**

### **21.1 Strengths**

Selected companies.

### **21.2 Weaknesses**

The program period was six months in very turbulent times for the companies, which resulted in some changes in designated responsible in participating companies.

### **21.3 Opportunities**

Companies need to integrate innovation in her daily activity.

### **21.4 Threats**

None.

## **22. Management motivation**

Define objectives more clearly in each of the sessions.

Too much time between sessions.

Different rhythms of work in each participating company depending on the involvement of each company.

Need always for the same person from each company in all sessions.

### **23. Transferability/Capacity to be replicated**

The possibility of transfer practice is high since the support of an external consultant, expert on creativity and innovation is easily employable once defined the methodology to be followed throughout the process from acquisition of companies, profile them and accompaniment in the work of consultancy and training.

### **24. Other Comments**

Completed by: CEIN, S.L. María Sanz de Galdeano (msanz@cein.es)

Date: January 2013

# Individualized Analysis, CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Individualized Analysis.

### 2. Brief description

#### 2.1 Definition

This program seeks to encourage R&D&i culture and entrepreneurship in companies with no previous or little experience in such practices.

Company needs and opportunities for innovation in product, process, organization and marketing are analyzed by external consultants. These are then, formally designed, stated and presented to the R&D available aid programs.

#### 2.2 Objectives

- To promote the culture of innovation by identifying, selecting and implementing R&D&i projects in companies with no previous experience in such practices.
- To encourage more companies to develop R&D projects.
- To encourage outstanding R&D projects to easily access the funding programs by the Government of Navarre.

#### 2.3 Activities

- Management of the program.
- Coordination and dynamic the consultancy agency network.
- Training process for the consultancy agencies and business' associations' managers.
- Dissemination actions: sector forums, meetings, communication media appearances, etc.
- Develop the work in Companies: Normally, external consultants would personalize their analysis to each company unique scenario and to the target company itself. Nonetheless, the following phases are often described:
  - Phase 1: Identification and selection of R&D&i projects and areas for improvement.  
Structuring and drafting R&D projects' preliminary information.
  - Phase 2: Structuring and drafting R&D&i project reports.  
Period: 6 months.
- Supervise the work that consultancy agency develop in the beneficiary company.

### 3. Rationale

#### 3.1 History and Background

This program has its origins in the 1st Technology Plan of Navarre launched in 2000, and is always in continuous revision and continuous improvement.

Originally, the experience was a pilot action where 10 consultancy agencies were involved in SME advising.

In response to the success of the program, during the second Technology Plan, new consultancy agencies added to the program. At the end

of 2011 more than 31 consultancy agencies were involved in the program.

During the pilot action there was a training process for the consultants, the business associations, and for the general managers of the companies beneficiaries of the program, in general aspects of project management innovation and R & D & i projects.

### **3.2 Incentives to create**

There was a need to increase the efforts in R & D + i of Navarra, measured in terms of expenditure on research and Technological Development regarding the Product GDP.

### **3.3 Barriers to remove**

The idea that only the big companies could innovate and develop R&D projects.

Large number of traditional SMES that never develop an innovative process or R&D&i activity.

## **4. Legal basis**

### **Reference Policy/Programme/Priority**

Technology Plan of Navarre. <http://www.navarrainnova.com/es/navarra-i+d+i/plan-tecnologico/>.

## **5. Start of the initiative**

### **5.1 Fully Implemented**

The initiative started in 2000 and has been running until 2011. Nowadays the initiative is being redefined.

### **5.2 Still running initiatives**

## **6. Duration**

During the Duration of the Technology Plans (four years each Plan).

## **7. Funding body**

Government of Navarre.

## **8. Management body**

During the First and Second Technology Plan the management body was the Navarre Innovation Agency. (ANAIN).

During the Third Technology Plan the management body was CEIN.

Nowadays both entities are integrated in one.

## **9. Level of funding**

A maximum of € 2,000 is paid to the external consultant for Phase I Report drafting.

The maximum amount payable to the outside consultant is 1,200 € for the structuring and drafting of the R&D&i Project Report.



Total: 3000 €.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	X
Other	The program aims to identify any innovative project or actions in each area of the company: business model; human resources, process, manufacturing; develop new products; marketing tools; new services; etc.

## 11. Geographical coverage

Navarre Region.

## 12. Sectorial coverage

All sectors.

## 13. Target group(s)

Sme's companies.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

A Public Company (ANAIN/ CEIN) is the management body of the program. There are certified consultancy agencies (more than 31) that develop the program with the beneficiaries.

#### **14.2 Process**

- Phase 1: Select the consultancy agency from the list of collaborators consultancy agencies.
- Phase 2: Submit the application form to the managing body.
- Phase 3: If the managing body accepts the application form, then the consultancy agency starts to work with the company.
- Normally, external consultants would personalize their analysis to each company unique scenario and to the target company itself. Nonetheless, the following phases are often described:
  - Phase 3.1: Identification and selection of R&D&i projects and areas for improvement. Structuring and drafting R&D&i projects' preliminary information.
  - Phase 3.2: Structuring and drafting R&D&i project reports.
- Period: 6 months.

#### **14.3 Incentive Mechanisms**

Service in kind.

### **15. Final Beneficiaries**

Navarre –based businesses, which have not been granted aid for R&D&i or have not submitted R&D projects until the last four years. Public administration and companies or agencies subjected to them are excluded.

### **16. Specific outcomes**

- Bringing innovation to businesses.
- Encouraging the culture of innovation in companies without experience in R&D&i.
- Advance Knowledge Intensive Systems (KIS).
- Increase enterprise R&D&i.

### **17. Institutions and other actors involved and their role and responsibility in the process**

- Business Associations: They collaborated with the communication and dissemination actions of the program .
- Consultancy Agencies: They develop the work in the companies, identified R&D&i projects, Structuring and drafting R&D&i project reports.
- CEIN: Management Body.
- Innovation Services Government of Navarre: Advisor and financial body.

## 18. Performance indicators

Number of companies taken part in the program:	50 new companies per year.
Number of consultancy agencies involved in the program:	3 new consultancy agencies involved in the program per year.
Number of Business Associations involved in the program:	4 new business association involved in the program per year.
Number of dissemination activities develop:	4 Dissemination Forum in collaboration with Business Association per year. 3 articles recounting the experience of participating companies in media (INNOVAMOS Magazine) ; 1 article about the program in regional newspaper.

## 19. Success explanation

### 19.1 Success factors

- Simplicity in the program management and apply from.
- Tailored to the needs and characteristics of SMEs.
- Large number of actors involved in the program allowing the dissemination.
- Large number of companies, consultancy agencies, and professionals trained in R&D&i items.

### 19.2 Visibility of Good Practice

- Large number of projects submitted to calls for R&D&i grants and other calls for competitiveness grant programs.
- Growth of investment effort in R & D & i in the region, from 0.9% of GDP to 1.9%.

### 19.3 Impact beyond local area

Others regions start up similar programs: Vasc Country, etc.

This Program had been selected good practice in others European Projects.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

No.

### 20.2 Results

- More than 900 companies have already taken part in the Individualized Analysis Program.
- Originally, 10 consultancy agencies were involved in SME advising. Currently, more than 31 certified consultancy agencies are involved

## 21. SWOT analysis

### 21.1 Strengths

- Simplicity in the program management.
- Capillarity: Large number of actors involved in the program allowing the dissemination.
- Opportunity for companies to identify a battery of projects and learn how to structure them.

- Consultancy Agencies Network.

## 21.2 Weaknesses

The amount of money (3.000 € per services in company).

## 22.3 Opportunities

Nowadays the SMEs need to be innovative if they want to keep the level of competitiveness.

## 21.4 Threats

Reducing the number of grant programs.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Easy and personal method to detect I&D&I projects and without cost.

## 23. Transferability/Capacity to be replicated

The main criteria for transferability are:

- Institutional support for the program (Financial resources).
- Having or developed a regional network of qualified consultants to assist companies in innovation.
- Having an important net of Technological Centres /universities that could give support to the different R&D&I projects and lack of technological knowledge of the SMEs.
- Developed some tools for the identification of R&D&I projects in companies.

## 24. Other Comments

More information in:

<http://www.navarrainnova.com/es/ayudas-y-apoyos-i+d+i/lineas-de-apoyo/analisis-individualizado/>

# Escuela de gerentes – Espacio de encuentro, CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Escuela De Gerentes - Espacio De Encuentro / Managers School - Meeting Space.

### 2. Brief description

#### 2.1 Definition

The Managers School is a Meeting Space for Development and Cooperation to meet a latent need within the scope of the professionalization and development of Business Leaders, to improve their decision-making, generate value in their businesses and search new cooperation opportunities.

[www.escueladegerentes.es](http://www.escueladegerentes.es).

#### 2.2 Objectives

Promote the collaborative between entrepreneurs, managers and executives small and of medium-sized enterprises, creating networks of contacts and both face-to-face and virtual spaces where share and learn.

Be a useful tool to accompany permanently these professionals, becoming an accomplice to his personal and professional development, encouraging to improve business results through the efficiency of its decisions.

Energize the company's interests, serve as spaces where the main aim is to generate ideas and new business opportunities in cooperation between companies.

#### 2.3 Activities

The Managers School is face-to-face and on-line open spaces revolve around the different events and activities: professional meetings and Good Practices, discussions, training programs, cooperation groups, workshops, seminars, film and company, visits to companies.

Within the face-to-face activities there are programs with specific topics such as:

- **MANAGEMENT 360°** - Program for the Improvement in the decision-making process.  
6th Edition of September 2012 to may 2013.  
It combines training with visits to companies, Thematic workshops and meetings and discussion forums.
- **MANAGEMENT 10** - Program to improve efficiency in the company.  
It combines training with face-to-face, individual and group Tutoring.  
6th Edition will run from March to June 2013).
- **COOPERATION** – Program to Generate and manage business opportunities within the framework of cooperation of Project Idea.  
2nd Edition. May to June 2013 and **virtual formats** with Managers on network, space on-line, professional network created in the year 2007 comprised for 314 managers and business professionals.

Virtual network of common implementation, debate, knowledge exchange and collaboration that gives continuity to the work done in the Networking Activities and groups in training. Consists of a blog, cooperation area, working groups, agenda...  
As the Group of school managers on LINKEDIN with 598 users.

### **3. Rationale**

#### **3.1 History and Background**

The Managers School is a ANEL (Navarre Association of Labour Companies) is a initiative to which has provided since its creation in 2007 on one hand; his 30 years of experience in design, organization and delivery of specialized training in business and management; on the other hand it is supply of the deep belief that people are the centre of the strategy in enterprises; at the time that is enriched by the knowledge and constant contact with reality, experiences and needs of Social Economy enterprises.

Starting from entrepreneurial framework where one of its basic values is COOPERATION, incorporated into its business model.

#### **3.2 Incentives to create**

The professionalization and training of SMEs managers.

Generation of value in SMEs through collaboration between people.

#### **3.3 Barriers to remove**

Difficulties of the company by its small size to access and invest in knowledge and innovative management methods.

### **4. Legal basis**

#### **Reference Policy/Programme/Priority**

Private financing.

### **5. Start of the initiative**

Managers school beginning in September 2007 until today.

### **6. Duration**

#### **6.1 Fully Implemented**

#### **6.2 Still running initiatives**

Different programs within the school will consolidate.

- MANAGEMENT 360° (6th year).
- MANAGENTE 10 (5th year).
- COOPERATION (2nd year).

## 7. Funding body

Since 2007 with annual programs.

## 8. Management body

Private financing of the participating companies. With supports of ANEL - Navarre Association of Labour Companies: technicians, media and installations.

## 9. Level of funding

Foundation for the development of Business and Social Initiatives- School Managers.

## 10. Category of non technological innovation

Business models	
Organisation structure	
Marketing tools/approach	
Social innovation	
Services innovation	New training approach with a School for Managers from the perspective of improvement in business results through the collaboration and differentiated of the large business schools.
Other	

## 11. Geographical coverage

Navarra.

## 12. Sectorial coverage

All sectors.

## 13. Target group(s)

Managers and enterprise professionals with responsibilities.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Computer school managers.

#### **14.2 Process**

- Personalized interviews with managers.
- Diagnostics of professionalization and your company's needs.
- Offer different designed spaces.
- Incorporation into groups of School Managers.
- Accompaniment and offering management support to advance in the personal development and the company.

#### **14.3 Incentive Mechanisms**

### **15. Final Beneficiaries**

All their activities are in general, aimed at entrepreneurs, managers and executives and business professionals in positions of responsibility in their present management and/or future of small and medium-sized enterprises.

### **16. Specific outcomes**

More efficient and effective business leaders in the Decision-making and its implementation, as change agents in their organizations.

Offer to managers of Small Business Tools and Management Techniques updated and contrasted by several managers.

Knowledge generation enriched by different sizes of companies, sectors and the diversity of experiences and shared learning.

Professional collaboration opportunities and business cooperation with unlimited potential.

A very limited aspect for a quantitative development is the lack of economic resources and sufficient internal support that difficult the participation of small and medium-sized enterprises.

It generates a trusted environment among professionals with similar problems where only the "solitude" of the Manager it is reduced.

### **17. Institutions and other actors involved and their role and responsibility in the process**

- Fundanel.
- Anel.
- Collaborators and partners of ANEL and School Managers:
- Prescribers:
  - Collaborating professional experts in enterprise management.
  - Caja Rural de Navarra.
  - AJE - Young entrepreneurs Association.
  - Regionall business associations.
  - Foundation for the Excellence en Navarra.
  - UCAN - Navarra Cooperatives Union.



## **18. Performance indicators**

### **18.1 Applicants/projects**

1300.

### **18.2 Businesses created**

56.

### **18.3 People granted**

- 314 Managers.
- 598 LinkedIn.
- 314 Managers network.
- 598 LinkedIn group.

### **18.4 Employment**

47 companies participating in the School Manager programmes 2011 analyzed.

- 85% have managed to maintain or growth the employment.

### **18.5. Total Investment (by companies created)**

Details about 47 companies participating in the School Manager programs until the end 2011.

- 66% maintain or growth their SALES, reaching the participants in the Program Management 360° up to 75%.

## **19. Success explanation**

### **19.1 Success factors**

- Knowledge of the reality of small and medium-sized enterprises.
- Proximity and trust generation with the participants.
- Professionalism and rigour of the experts that facilitate the contents.
- Synergies generated between the companies.

### **19.2 Visibility of Good Practice**

- Articles in business press.
- Specialized magazines.
- Professional networks: Managers network and LinkedIn.

### **19.3 Impact beyond local area**

Partners who are interested in the initiative of Managers School as a Meeting Space for used it in other communities such as La Rioja and Basque Autonomous Community.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes: Satisfaction evaluation of the users and participants in School events.

## 20.2 Results

### 21. SWOT analysis

#### 21.1 Strengths

- Experienced team in management, training, projects, consultancy and cooperation.
- Depart of a network of companies.
- It has generated a feeling of group “tribe”.
- Professional credibility reached in the SMB market.

#### 21.2 Weaknesses

- Limited growth.
- Dedicated resources are not sufficient.
- Need for multidisciplinary technicians.

#### 21.3 Opportunities

- Market Niche (small and medium-sized enterprises) unattended and with many training and growth needs.
- Diversification in the value proposition: knowledge and business cooperation.
- The entrepreneurial will generate small businesses with significant training needs of its business leaders.
- Generate services in the network, where shared value is generated at lower cost.
- Business managers valued positively “relational spaces”.
- Potential of growth in economy of scales.  
Expand the learning and cooperation network with geographic expansion.

#### 21.4 Threats

- Economic situation generalize in recession.
- Lack of vision to project the medium-long term.
- Prioritization of solutions to the concerns of the short - immediate.
- Decrease the public funds assigned for the continuous training of workers in enterprises.
- Lack of financial of enterprises to investment in change processes and training resources.

### 22. Management motivation

### 23. Transferability/Capacity to be replicated

It is easily factible in other regions. Started to work with two experiences in similar regions to Navarre: Rioja and Guipúzcoa.

### 24. Other Comments

# Servicio Gabinete Técnico Comercial/“Technical Commercial Service”, CEIN, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Servicio Gabinete Técnico Comercial / “Technical Commercial Service”.

### 2. Brief description

#### 2.1 Definition

It is a public service aimed to retail stores in Navarra. A network of advisors make a diagnosis report in order to modernize and improve the competitiveness of the retail business and inform about the grants or public funds to get it.

#### 2.2 Objectives

The general objective is to support the retail stores in Navarra in order to modernize and to have a competitive sector.

- To modernize the sector (retail store) in the region of Navarra.
- To improve the capabilities and knowledge of technical adviser/counsellor (part of the Commerce Technical Advisers Network).
- Diagnosis reports on retail stores of the region.
- To introduce the ICT in retail stores of Navarra.

#### 2.3 Activities

- **Diagnosis reports** on retail stores: analysis of the retail store. It is finished with a report made by the advisor of the entity –member of the network-, selected by the retail store. The report contains recommendations to improve the competitiveness of the business. The phases of the process to make the report are:
  - To request the service.
  - Adviser’s assignment.
  - 1st visit to the premises of the retail store to collect information.
  - To make a diagnosis and a progress’ plan.
  - To apply for decoration advising with a mentor.
  - To apply for ICT advising with a mentor.
  - 2nd visit to the premises of the retail store to put in common the final report/diagnosis.
  - To sign an agreement between the entity and the shop keeper. It contains the activities to be carried out by the retail.
  - Final report which contains the activities carried out by the retail.
  - Public funding management and request of public funding.All the diagnosis, done by the advisors, are overseen by CEIN.
- **Training** for the advisers’ network and the retail stores (in some occasions): communication and corporate image; entrepreneurial management, etc.

- **ICT and decoration advising** by a mentor..

### **3. Rationale**

#### **3.1 History and Background**

In 2005 the Government of Navarra starts with this service. It was included in the Domestic Trade Modernization Plans in Navarra for the period 2005-2007 and 2008-2011.

In 2008 it was developed the 1st process to standardize the technical staff of the entities that would be the advisors of the network. During these years, 15 advisors from 11 different entities have been part of the Network (standardized to work on advising for retails).

#### **3.2 Incentives to create**

#### **3.3 Barriers to remove**

### **4. Legal basis**

#### **Reference Policy/Programme/Priority**

The project has been funded by different departments from the Government of Navarra. In the last years it has been funded by the Innovation, Entreprise and Employment Department in the framework of the 2nd plan for Modernization of the Commerce in Navarra.

### **5. Start of the initiative**

#### **6.1 Fully Implemented**

From 2005 the project has been carried out in the region.

#### **6.2 Still running initiatives**

The project from 2012 is still running (presentation of some Final Reports and public funding management).

### **6. Duration**

Annual.

### **7. Funding body**

Government of Navarra.

### **8. Management body**

CEIN S.L.

## 9. Level of funding

Regional funds:

- 2009: Budget: 204.580€.
- 2010: Budget: 135.626,95€.
- 2011: Budget: 103.541,37€.

## 10. Category of non technological innovation

Business models	
Organisation structure	X
Marketing tools/approach	X
Social innovation	X
Services innovation	X
Other	

## 11. Geographical coverage

Navarra (Spain).

## 12. Sectorial coverage

Commerce (retail stores).

## 13. Target group(s)

- Entrepreneurs who run retail store (1 year in business). Shopkeeper who want to modernize the business.
- The Network of advisors is making up of non profit organizations from Navarra which develop activities for supporting SMEs (e.g.: Local Development Agencies, etc).
- The network of advisors is making up of non profit organizations from Navarra which develop activities for supporting the retail storages of Navarra (Retail Storage's Associations, etc).

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

CEIN is the management body of this public programme carried out by The Government of Navarra.

#### **14.2 Process**

- Phase 1: Application forms filled by entities which want to be part of the advisers' network.
- Phase 2: Advisers selection.
- Phase 3: Training to standardize the technical staff of the entities that would be the advisers of the network. The advisers could take part in the project through advising the retail stores that want to take part in the project.
- Phase 4: The managing authority (CEIN) sign an agreement with the entities.
- Phase 5: The entities of the network provide information and advising on how to improve or modernize the retail stores (see activities' phases) and how to request the public funds to get it.

#### **14.3 Incentive Mechanisms**

To modernize and improve competitiveness of the retail stores.

### **15. Final Beneficiaries**

Entrepreneurs who run retail store (1 year in business). Shopkeeper who want to modernize the business.

### **16. Specific outcomes**

### **17. Institutions and other actors involved and their role and responsibility in the process**

- CEIN (Management).
- Government of Navarra (Financial body).
- The network of advisors is making up of non profit organizations from Navarra which develop activities for supporting SMEs (e.g.: Local Development Agencies, etc).
- The network of advisors is making up of non profit organizations from Navarra which develop activities for supporting the retail storages of Navarra (Retail Storage's Associations, etc).

### **18. Performance indicators**

#### **18.1 Applicants/projects**

#### **18.2 Businesses created**

#### **18.3 People granted**

From 2006 – 2009:

- Diagnosis: 255 diagnosis reports on retail stores.
- Training: 499 people.

## 18.4 Employment

## 18.5. Total Investment (by companies created)

## 19. Success explanation

### 19.1 Success factors

- Grant or public funding.

### 19.2 Visibility of Good Practice

### 19.3 Impact beyond local area

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Yes.

### 20.2 Results

There are evaluation's reports about the project made by the network and evaluation's reports relating to the training, also made by the network.

## 21. SWOT analysis

### 21.1 Strengths

- To improve the competitiveness of the retail store in the region.
- To create an entities' network to support the retail store in the region.

### 21.2 Weaknesses

- Public funds or grant for retail stores (that have taken part in the project) to improve the business.

### 21.3 Opportunities

### 21.4 Threats

- Public funds or grant for retail stores (that have taken part in the project) to improve the business.

## 22. Management motivation

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

- Public funds or grant for retail stores (that have taken part in the project) to improve the business.
- To support retail store sector.

### **23. Transferability/Capacity to be replicated**

Yes.

### **24. Other Comments**

More information: [www.comerciolocalnavarra.es](http://www.comerciolocalnavarra.es).

Completed by: CEIN S.L. Lucía Nieto Sádaba (lnieto@cein.es)

Date: 26/11/2012



# Innocamaras programme, IMPIVA, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Innocamaras Programme.

### 2. Brief description

#### 2.1 Definition

INNOCAMARAS Programme is an initiative of the Chambers of Commerce, Industry and Shipping, to promote the adoption of the culture of innovation among SMEs.

InnoCámaras aims to incorporate, as key competitive tool, innovation in the SMEs strategy. This will boost the adoption, by the latter, of methodologies to incorporate innovation systematically to normal business activity.

Therefore, Innocamaras is focused on the specific demands of SMEs through the development of a mixed methodology of diagnosis, support the innovation process and dissemination of knowledge.

#### 2.2 Objectives

##### General Objective

- To contribute to improve the competitiveness of SMEs through the adoption of innovation culture to achieve sustained economic growth.

##### Specific Objectives

- To develop a methodology which provides to the employer a number of ways to adopt a sensitive attitude to innovation.
- To support SMEs to develop solution to implement the innovation culture.
- To support the creation of business networks to promote the dissemination of knowledge and best practices.
- To encourage the technology transfer and knowledge from publics and privates organisations and institutions to SMEs.

#### 2.3 Activities

##### Individual Actions:

- Phase I: Diagnosis of Innovation (DAI).  
This phase includes a diagnosis assisted by a network of tutors which identify the level of competitiveness of the target companies in their economic environment and market.  
The diagnosis-assessment of innovation (DAI) provides a various lines of recommendations on key aspects of the target companies, in which the development of innovative activities can contribute effectively to achieve greater efficiency and productivity.
- Phase II: Plan to support Innovation (PAI).  
Once the diagnosis phase is over, begins a process phase, in which specialist advisers, other tan those who participated in the phase I, guide to target companies to implement the recommendations and alternatives of innovations proposed and made by the phase I (DAI).

##### Transversal Actions

- Innovation Forum.
- Portal of Innovation supervised: [www.innocamaras.org](http://www.innocamaras.org).

### 3. Rationale

#### 3.1 History and Background

In any way, all companies innovate, however, few of them are aware that they do. INE statistical reveals that approximately 34% of Spanish companies with 10 or more employees declare to be innovative in the period 2008-2010. Therefore, 64% could be innovating without being aware of it (hidden innovation).

There are many ways to define the term of "innovation". It is important to note that there are two different meanings:

- **Innovation as a process**, by which an idea becomes a new product or service to the market, or by incorporating a new manufacturing process or new methods of marketing organization (innovation capacity of the company).
- **Innovation as the activity** which results from R&D are released into the market as new products, services or new processes are transformed into the company (R&D&i). Innovation itself generates new knowledge and skills to meet new future challenges.

Chambers of Commerce are very sensitive to all this and detect the need to design and develop a programme to identify, help and support potential SMEs to incorporate the innovation concept into their business lives, Innocamaras Programme.

#### 3.2 Incentives to create

The Innocamaras programme was created with the aim of developing new innovative behaviours, particularly in those regions with greatest lagging behind in this field and in the sectors with greatest SMEs presence, as well as contribute to a better articulation of the regional system of R&D+i.

#### 3.3 Barriers to remove

To break with the traditional culture of not seeing beyond, not to risk with new innovative methods and with the lack of confidence in the capacity of the potential for innovation in SMEs, as well as improving SMEs' Access to innovative national and international tools.

### 4. Legal basis

#### Reference Policy/Programme/Priority

Operational Programme "R&D+i for the benefit of business-Technology Fund 2007-2013", cofunded by the European Regional Development Fund (ERDF) of the EU.

### 5. Start of the initiative

#### 6.1 Fully Implemented

#### 6.2 Still running initiatives

It was started in 2007 and has been implemented to 2011, and it is still running until 2013.

### 6. Duration

2007-2013.

## 7. Funding body

Individual Activities:

- Phase I (DAI).
  - ERDF (co finance 70%).
  - IMPIVA (co finance 30%).
- Phase II (PAI).
  - 80% (ERDF co finance 70%) and IMPIVA (co finance 30%).
  - 20% Companies.

## 8. Management body

Managed and coordinated by the Valencia Region Council of Chambers of Commerce and locally implemented by the 5 local Chambers of Commerce.

## 9. Level of funding

70% ERDF, 30% National Public Funds.

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X
Social innovation	
Services innovation	
Other	

## 11. Geographical coverage

Valencia Region.

## 12. Sectorial coverage

SMEs, particularly business, industrial, commercial and services activities.

## 13. Target group(s)

SMEs and entrepreneurs.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Coordination and management by the Valencia Region Council of Chambers of Commerce, Industry and Shipping, and implemented by the five local Chambers of Commerce.

#### **14.2 Process**

##### **Individual Activities:**

- Selection of Tutors of Innovation: Call for proposals.
- Promotion Actions.
- Internal Training: training of tutors.
- Call for proposal for SMEs interested in the Programme.
- Phase I: DAI.
- Selection of Advisors/Consultants certified by the programme.
- Phase II: PAI.

##### **Transversal Activities:**

- Innovation Forum.

Portal of innovation: [www.innocamaras.org](http://www.innocamaras.org).

#### **14.3 Incentive Mechanisms**

Co financing from ERDF.

Technical support and advice of the Chambers and professional advice specialized in innovation.

### **15. Final Beneficiaries**

SMEs and entrepreneurs.

### **16. Specific outcomes**

N° of companies involved from 2008 to 2011:

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>TOTAL</b>
<b>PHASE I</b>	423	231	248	0	902
<b>PHASE II</b>	85	123	88	22	318

### **17. Institutions and other actors involved and their role and responsibility in the process**

IMPIVA (Co financing 30%).

Tutors (individual professionals in the field of innovation responsible for the performance the phase I (DAI).

Advisors/Consultants (Professionals or Institutions specialized in the field of innovation responsible for making the phase II (PAI).

## **18. Performance indicators**

### **18.1 NUMBER OF APPLICATIONS:**

PHASE I: 1,122

PHASE II: 425

### **18.2 APPROVED AND IMPLEMENTED**

PHASE I: 902

PHASE II: 318

Each partner will identify data and figures allowing to measure the results obtained thanks to the implementation of the practice. For example: if the good practice is the call for tender for entrepreneurial projects, one of the performance indicator will be the number of projects presented and the number of projects funded. The ratio will be considered among projects presented, projects funded, and total budget/finding.

Other possible indicators will be.....financial performance, number of people involved in the innovation carried out, share of turnover generated by new markets, change in behaviour: strategy, priorities, adaption of new tools ....

## **19. Success explanation**

### **19.1 Success factors**

- Financial support is a key.
- Institutional support, implication of the regional organisation specialized in the field of innovation.
- The innovative methodology of the programme itself.
- The monitoring and support to SMEs throughout the programme implementation.
- Real outcomes of the programme.
- Best practices cases.

### **19.2 Visibility of Good Practice**

- Forums of Innovation in each of the 3 provinces of the Valencia region.
- Via portal web: [www.innocamaras.org](http://www.innocamaras.org).

### **19.3 Impact beyond local area**

The programme has had impact at regional and national level and has been disseminated throughout our European network of chambers (Eurochambers).

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes, every year during the programme implementation.

### **20.2 Results**

See question 19.

## **21. SWOT analysis**

### **21.1 Strengths**

- Client oriented programme.
- Financial support.
- Outcomes visible.

### **21.2 Weaknesses**

- Lack of regional financing (current crisis), the programme started at the same time of the crisis, so one of the important barrier has been the financial support.

### **21.3 Opportunities**

- to show that innovation is accessible to all type of companies -To know experiences, best practices and success cases that have motivated other companies to participate in the programme (drag impact).

### **21.4 Threats**

- idem 22.2.

## **22. Views and Opinions**

Highly recommended programme to bring non technological innovation to SMEs, giving them a new vision and plans for the future.

## **23. Transferability/Capacity to be replicated**

It is perfect and fully transferable to other region with similar characteristics.

## **24. Other Comments**

Chambers value very positively this programme, it has been and still is a very positive experience for the SMEs involved in the programme. Chambers remain committed with the programme due to the interest showed by the companies.

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# Management voucher, IMPIVA, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Management Voucher (IMPIVA).

### 2. Brief description

#### 2.1 Definition

Support to companies to contract consultancy advanced services to improve non-technological innovations.

#### 2.2 Objectives

Promote the innovation in company organization and management and commercialization, looking for to gain competitiveness and detecting new business opportunities.

#### 2.3 Activities

The process to set-up the programme:

- Initial outline of the idea and the programme.
- verification of the legal framework.
- full draft of the programme.
- approbation by IMPIVA Board and Director, and Regional Ministry.
- call for: the homologation of consultancy companies and the application from the companies.
- homologation process.
- resolution approving the vouchers.
- consultancy process.
- justification of the work done.
- payment of the vouchers.

### 3. Rationale

#### 3.1 History and Background

Knowledge and analysis of the European experiences in vouchers: Ireland and The Netherlands.

Valencia programme of Technological Vouchers.

Participation in an European project (K-Voucher) to test an European technological voucher.

Characteristics: small amount of the vouchers, immediate resolution, simple management of the programme.

#### 3.2 Incentives to create

The success of the Technological Voucher programme.

The demands from the needs of the companies for support to non-technological innovations.

To access to other type of companies (Technological related with small companies, and Non-Technological addressed to medium companies).

### 3.3 Barriers to remove

The homologation process for consultancy companies.  
The type of services to be included.

## 4. Legal basis

### Reference Policy/Programme/Priority

Order IMPIVA of July 2, 2010.  
ERDF Operational Programme 2007-2013 of the Region of Valencia.

## 5. Start of the initiative

### 5.1 Fully Implemented

Implemented in 2010-2011.

### 5.2 Still running initiatives

## 6. Duration

2 years.

## 7. Funding body

IMPIVA (co-funded ERDF 70%).

## 8. Management body

IMPIVA.

## 9. Level of funding

75% of the invoice from the consultants (invoice maximum 14.000 Euros).

## 10. Category of non technological innovation

Business models	X
Organisation structure	X
Marketing tools/approach	X



Social innovation	
Services innovation	X
Other	

### **11. Geographical coverage**

Region of Valencia for the companies.  
Any place for the consultancy providers.

### **12. Sectorial coverage**

All.

### **13. Target group(s)**

SMEs with previous Strategic Plan (more points between 50-100 employees), working at least from 2004 Medium sized companies.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The programme is totally managed by IMPIVA.

#### **14.2 Process**

As described in point 2.3 (steps 5 to 10).

#### **14.3 Incentive Mechanisms**

Direct funding: subvention.

### **15. Final Beneficiaries**

SMEs (Industry and Services).

Consultancy companies.

### **16. Specific outcomes**

Plans and deployment in the companies.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Previous consults with CIERVAL (Association of Companies of the Region of Valencia).

Informal contact with AECTA (Association of Consultancy Companies of the Region of Valencia).

### **18. Performance indicators**

#### **18.1 Consultancy companies asking for homologation / Companies homologated**

78 / 35 (17 grouped companies).

#### **18.2 Companies proposals presented / approved**

526 / 205.

#### **18.3 Total approved budget**

Importe concedido 2.152.500.

#### **18.4 Justified budget**

1.712.865.

## **19. Success explanation**

### **19.1 Success factors**

Involvement of the consultancy companies as facilitators.  
Existing and real need.  
Simple bureaucracy.

### **19.2 Visibility of Good Practice**

High.  
By sectors:  
Industry 53% (Agrofood 11; Metal 9,8; Textile 7,3; Chemical 8,3; Furniture 6,8; Shoes 4,9; Plastic 3,9).  
Services 34.

### **19.3 Impact beyond local area**

Consultancy companies from outside the Regionhomologated.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes.

### **20.2 Results**

In process.

## **21. SWOT analysis**

### **21.1 Strengths**

Fast and distributed impact.  
Simple proposal application.  
Approval fast.

### **21.2 Weaknesses**

Legal requirements from ERDF.

### **21.3 Opportunities**

Cooperation among consultancy companies.  
From technological innovation to non-technological.  
New business models adoption.

### **21.4 Threats**

Crisis.  
Financial and budgetary constraints.

## **22. Management motivation**

**What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?**

Involvement of the consultant companies as facilitators.  
Level of funding of the program.  
Simplicity of the application.

## **23. Transferability/Capacity to be replicated**

High.  
The programme is not depending of territorial or sectorial issues.

## **24. Other Comments**

# Multilateral procurement programme, IMPIVA, ES

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Multilateral Procurement Programme.

### 2. Brief description

#### 2.1 Definition

Ivex designed and implemented a programme aimed at assisting companies to do business with the multilateral organizations in two different phases:

- **Inception:** information, analysis and evaluation, validation and strategy design.
- **Operational assistance** in Spain and in selected countries: Market selection and management.

#### 2.2 Objectives

To increase the international operations of the SMEs in developing countries via projects funded by the multilateral organizations.

#### 2.3 Activities

Information: through a website containing business opportunities, reports on the business environment and selected sectors such as water, energy, construction in 22 countries. Reports on the procedures of the multilateral organizations. Links with the most important actors in the multilateral area. Links with the procurement sites. Agenda of activities.

#### **INCEPTION: STRATEGY**

Training for companies: Ivex has designed and implemented a training program, which provides assistance to companies new in this market.

Seminars and workshops.

Cooperation sessions.

Business missions to the multilateral organizations head offices and the beneficiary countries.

#### **OPERATIONAL ASSISTANCE: MANAGEMENT**

Support in the management of projects, via the network of IVEX delegations abroad and in Spain in collaboration with consultants and experts in international public procurement.

### 3. Rationale

#### 3.1 History and Background

This programme was launched in 2008 and some 300 companies have participated annually.

### 3.2 Incentives to create

Some of the activities were co financed by the European Social Fund.

### 3.3 Barriers to remove

The lack of information, knowledge and technical resources of the companies about the procedures and business opportunities from the multilateral organizations.

## 4. Legal basis

### Reference Policy/Programme/Priority

General Directorate of Internationalization. Internationalization strategy.

## 5. Start of the initiative

### 6.1 Fully Implemented

The programme started in 2008 and it is still running.

### 6.2 Still running initiatives

## 6. Duration

Designed on a yearly basis.

## 7. Funding body

General Directorate of Internationalization.

## 8. Management body

IVEX, Valencia Institute of Exports, a regional internationalization promotion agency belonging to the Government of the Valencian Region (Spain).

## 9. Level of funding

70.000 euros annually.

## 10. Category of non technological innovation

Business models	We follow up all the procedures from the strategy design and market identification of the company to the management of the project abroad
Organisation structure	Internationalization department at IVEX

Marketing tools/approach	Web site <a href="http://www.ivexmultilateral.es">www.ivexmultilateral.es</a> Information: workshops, seminars, business to business Cooperation with sector intermediaries
Social innovation	For SMEs lacking resources and experience
Services innovation	Programme targeting a very specialized market, different from other export activities
Other	

## 11. Geographical coverage

Developing countries.

## 12. Sectorial coverage

Engineering companies specialized in water, transport and energy sectors. Construction companies, companies providing medical, pharmaceutical and educational equipment. Consultants specialized in public administration improvement. IT companies.

## 13. Target group(s)

SMES mostly in the services sector.

Certain suppliers of goods.

Public works companies.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

Coordination of a combined offer of information, capacity building and management services aimed at assisting SMEs in their internationalization strategy.

#### **14.2 Process**

Designed the procedures for the management of all the phases of the programme.

#### **14.3 Incentive Mechanisms**

### **15. Final Beneficiaries**

600 SMEs.

### **16. Specific outcomes**

60 companies followed IVEX training programme since 2008.

Over 40 companies are already supplying goods or services to the multilateral organizations.

Over 120 companies are searching for business opportunities in the multilateral sector.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Sector associations and technology institutes from the construction, engineering and IT sectors. Federations of civil and industrial engineers. Multilateral organizations. IVEX collaborated with the mentioned actors in the organization of information activities and identification of companies for the different lines of assistance.

### **18. Performance indicators**

Number of the companies registered at the ungm.org	Each partner will identify data and figures allowing to measure the results obtained thanks to the implementation of the practice  For example: if the good practice is the call for tender for entrepreneurial projects, one of the performance indicator will be the number of projects presented and the number of projects funded. The ratio will be considered among projects presented, projects funded, and total budget/funding.  Other possible indicators will be.....financial performance, number of people involved in the innovation carried out, share of turnover generated by new markets, change in behaviour: strategy, priorities, adaption of new tools ....
Number of companies attending seminars and workshops and business missions	
Number of companies following a training plan	
Number of companies submitting proposal to projects financed by the multilateral organizations	
Number of companies actually awarded with projects	

### **19. Success explanation**

#### **19.1 Success factors**

The lack of knowledge about the business opportunities and specific procedures and policies of the multilateral organizations.



## 19.2 Visibility of Good Practice

Number of new companies participating in the activities propose by IVEX.

## 19.3 Impact beyond local area

Companies with a permanent delegation in a foreign market and contributing to the economic growth in developing countries.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

We evaluate the results with surveys sent to the participants in the different lines within this programme.

### 20.2 Results

Increased in the number of companies doing business abroad.

Increased the skills and knowledge of the companies participating in this programme.

## 21. SWOT analysis

### 21.1 Strengths

The expertise of IVEX as an actor in projects funded by multilateral organizations related to export promotion since 2006.

### 21.2 Weaknesses

Lack of international experience and management skills of many of the participants in the programme. Weak knowledge of languages, weak international exposure of the participants.

### 21.3 Opportunities

It is a growing market.

### 21.4 Threats

Concurrence is increasing, due to the economic crisis and less public procurement opportunities in developed countries.

## 22. Views and Opinions

## 23. Transferability/Capacity to be replicated

It is a model that could be replicated in another region.

## 24. Other Comments

# Venture Capital Fund “INGENIUM II”, ERVET, IT

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

INGENIUM II – Venture Capital Fund.

### 2. Brief description

#### 2.1 Definition

Ingenium II Emilia-Romagna fund invests in companies and innovative ideas that are able to exploit the intellectual capital at their disposal. This 14 million euro fund aims both to encourage innovative start-up companies, in particular those operating in the high-tech sectors, and to support the development strategy of already existing companies in the manufacturing sector.

#### 2.2 Objectives

The fund is aimed to support entrepreneurial initiatives that encounter difficulties to access a) venture capital private market or b) other more traditional sources of funding.

#### 2.3 Activities

The Ingenium II venture capital fund provides financial support (temporary acquisition of minority stakes) to innovative businesses based in the Emilia-Romagna regional territory - preferably specializing in high-tech sectors - in their seed, start-up, and expansion stages.

### 3. Rationale

#### 3.1 History and Background

After the Objective 2 Ingenium venture capital fund (2000-2006), here comes the new Ingenium Emilia-Romagna II fund created thanks to the ERDF ROP Strand 2 Innovative Business Development.

#### 3.2 Incentives to create

#### 3.3 Barriers to remove

### 4. Legal basis

#### Reference Policy/Programme/Priority

Emilia-Romagna Regional policies for productive activities - ERDF ROP Strand 2 Innovative Business Development.

## 5. Start of the initiative

### 6.1 Fully Implemented

### 6.2 Still running initiatives

The Ingenium funding period will expire on 12/31/2013.

## 6. Duration

2004-2012.

## 7. Funding body

UE ERDF. Italian National Funds, Managing Authority of ERDF Emilia-Romagna Regional Operation Programme 2007-2013, Emilia-Romagna Region.

## 8. Management body

Managing Authority of ERDF Emilia-Romagna Regional Operation Programme 2007-2013.

The evaluation and the modalities of investment and disinvestment are made by Zernike Meta Ventures (ZMV).

## 9. Level of funding

The participation of the Ingenium Fund in the stakes of the Enterprise is always temporary and minoritarian, with a maximum of 2,000,000 Euro amount per SME in a 12 months period. The fund's intervention is only attained through the acquisition of new shares or stakes.

## 10. Category of non technological innovation

Business models	Seed capital for innovative SMEs which need financial support in their initial phase
Organisation structure	Expansion capital in increase productive capacity with the introduction of new organization
Marketing tools/approach	Participation in the start up capital of SMEs for the development of the product commercial idea
Social innovation	
Services innovation	X
Other	

## 11. Geographical coverage

SMEs in Emilia-Romagna.

## 12. Sectorial coverage

- biotechnology, pharmaceuticals, organic chemistry.

- nanotechnology, new materials, fine chemistry;
- precision mechanics, measure and control tools, sensors, biomedical, electro medical;
- information society, ICT, audio visual;
- technology for energy saving and renewal, environment.

### **13. Target group(s)**

The seed e start up acquisition concern SMEs up to 36 months old.

The expansion financing supports the growth and implementation of development plans of existing firms.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### **14.1 Organization**

The Ingenium Fund invests in SMEs with a team specialized in the process of acceleration of the enterprise.

#### **14.2 Process**

The acquisition of the shares is decided after the evaluation of the development potential of the enterprise, the sustainability of the initiative, the characters of the proposing team.

#### **14.3 Incentive Mechanisms**

Thanks to the participation in their capital, SMEs are financially supported in their process of start up end or of re-organization.

### **15. Final Beneficiaries**

SMEs located in Emilia-Romagna.

### **16. Specific outcomes**

Capital participation in 10 SMEs, all of which still in business.

### **17. Institutions and other actors involved and their role and responsibility in the process**

There are 4 bodies participating in the organization: managing authority, certification authority, auditing authority, environmental authority.

With the task to ascertain the effectiveness and the quality of the operative program.

The Emilia-Romagna Region constantly monitors the implementation of the Operative Program.

Public and private regional stakeholders, Universities, research centres are involved in the monitoring process to assess the coherence of the results achieved.

### **18. Performance indicators**

Still to be gathered definitively.

### **19. Success explanation**

#### **19.1 Success factors**

- scientific and technical skills coming from the regional research system (Universities, private and public research centres);
- skills of the staff in charge of implementing the tender procedure and overlooking activities carried out in management company.
- proximity to Universities, service centres and incubators that can aid researchers to transform their idea into business.

#### **19.2 Visibility of Good Practice**

Very high visibility in the region thanks to the diffusion initiative carried out by the Emilia-Romagna Regional Administration together with Aster (Consortium for Innovation and Technology Transfer in Emilia-Romagna), which also manages the information point.

### 19.3 Impact beyond local area

Not yet.

## 20. Has there been an evaluation or impact reports

### 20.1 Yes/No

Not yet.

### 20.2 Results

## 21. SWOT analysis

### 21.1 Strengths

The research system of Emilia-Romagna is well diffused thanks to its 6 universities spread all over the regional territory with very specialized scientific and technical faculties. The scientific skills also derive from the long standing tradition of public and private research centres which work side by side with SMEs.

Researchers have an easy way to transform their idea into business thanks to the incubators and research centres.

### 21.2 Weaknesses

Lack of positive culture towards capital risk from the part of SMEs.  
Small dimension of the companies, often family run.

### 21.3 Opportunities

Presence of qualified professionals.  
Presence of diffused network of innovation and research centres.  
Opening of new International markets.

### 21.4 Threats

International economic crisis, and as a consequence:

- International competitive pressure.
- Delocalization of companies in other parts of the world.

## 22. Views and Opinions

## 23. Transferability/Capacity to be replicated

This practice has already been transferred to other Italian regions and abroad, for example Slovenia.  
<http://www.zernikemetaventures.com/funds/IngeniumSlovenia/Pagine/default.aspx>.

## 24. Other Comments

# Bioenergy for the Region – Programme for Ph.d Students development, LODZ REGION, PL

## A. IDENTIFICATION OF THE GOOD PRACTICE

### 1. Title of the experience

Bioenergy for the Region - Programme for Ph. D Students development.

### 2. Brief description

#### 2.1 Definition

Within the framework of the project 24 young scientists were working on various solutions for different enterprises from region of Lodz. They were supported by different experts representing both science and industry.

PhD students with help of personal coach learned how to efficiently communicate their ideas and formulate certain scientific goals based on actual market demand and therefore achieving applicatory results.

In order to allow participants to focus on their goals within the project they were also provided with monthly remuneration on the level of average national salary.

#### 2.2 Objectives

Main objectives of the project were:

- Building cooperation between PhD students and companies from renewable energy sector and carrying out applicatory research for them.
- Increasing knowledge, awareness and skills in the field of commercialization of research results regarding renewable energy sources.
- Increasing knowledge of 24 PhD students about possibilities of gaining full support from universities, companies and business supporting institutions.

#### 2.3 Activities

Within the framework of the project five interdisciplinary teams were created by different PhD students. Such approach allowed to cover full spectrum of required knowledge that allowed to prepare innovative solutions:

Zero-energy building adopted to climate of Central Europe – this project was carried out in cooperation with Italian experts. Project of the building elaborated by this team was created in compliance of LEED and BREEAM specification and it fulfils European requirements. Moreover house is designed so it can use all available renewable energy sources that are present in region of Lodz therefore its impact on environment is minimal.

Concept of hybrid power plant, powered by biomass, wind and sun – this project was carried out in cooperation with German Partner. An innovative conception of hybrid power plant was elaborated. It will provide 2 MW of heating power, by consuming biomass. This is an example of “lighthouse project” which will present innovative approach to such solutions. It should be noted that this power plant will be built in one of local communes – Daszyna.

Application of micro solar panels in clothing and textiles – Project was carried out in cooperation with Italian partner. As a result of this

project innovative powering system was elaborated. It was integrated with external photovoltaic panels that were suitable and flexible enough to implement them in the fabric structure. It allowed to prepare solar bag that combines both utility and esthetic assets.

Microtechnologies for biogas production, based on organic leftovers from agri-food industry – This project was carried out in cooperation with Swedish partner. Innovative technology of biogas production based on assumption that main substrate is in form of organic leftovers provided by agri-food industry. It also might be supported by leftovers from restaurants, catering companies etc.

Technologies for micro-hydro power plant – this project allowed to summarize potential of hydro energy in region of Lodz and to provide recommendations for new design of such power plants to maximize energy production.

### **3. Rationale**

#### **3.1 History and Background**

Region of Lodz has a great academic potential that is not being used as it could be. Presence of Universities and Technical University creates firm ground for technology development and technology transfer. Unfortunately such actions are rather rarely undertaken and level of innovativeness is not satisfactory.

#### **3.2 Incentives to create**

This project was developed in order to increase cooperation between science and industry in the field of renewable energy sources in region of Lodz.

#### **3.3 Barriers to remove**

Main barrier was represented by lack of knowledge and skills of young scientists regarding possibilities to work with and for industry in order to create innovative and applicatory projects.

### **4. Legal basis**

#### **Reference Policy/Programme/Priority**

Operational Programme Human Capital, Priority 8.2.1.

### **5. Start of the initiative**

#### **6.1 Fully Implemented**

Fully implemented.

#### **6.2 Still running initiatives**

### **6. Duration**

16 months + 5 months international component.

### **7. Funding body**

The project is co-financed by the European Union within the Operational Programme Human Capital and run by Research and Innovation



Centre Pro-Akademia.

## 8. Management body

Research and Innovation Centre Pro-Akademia – Coordinator of Bioenergy for the Region Cluster.

## 9. Level of funding

100 %.

## 10. Category of non technological innovation

Business models	
Organisation structure	X
Marketing tools/approach	X
Social innovation	X
Services innovation	X
Other	

## 11. Geographical coverage

Lodzkie Region.

## 12. Sectorial coverage

Renewable Energy Sources and cooperation between science and industry.

## 13. Target group(s)

The project was aimed at graduate students residing in the Lodz region, who devote their Ph.D. thesis to renewable energy sources. From all the interdisciplinary applications experts have chosen a group of 24 participants - Young scientists from University of Lodz and Lodz University of Technology.

## **B. ANALYSIS OF THE GOOD PRACTICE**

### **14. Main mechanisms**

#### 14.1 Organization

#### 14.2 Process

Call for projects issued by the Regional Government. Submission of project proposals by the companies.  
Assessment and ranking of the projects made by the Regional Government according to pre-defined selection criteria.

#### 14.3 Incentive Mechanisms

### **15. Final Beneficiaries**

Companies related to renewable energy sector.

### **16. Specific outcomes**

Within the project additional results, exceeding initial assumptions were produced in form of publications:

- Concept of local hybrid power plant.
- Households 2020 – Concept for zero-energy building.
- House 2020 – Proposition of intelligent and energy saving technologies adopted to polish climate.
- Micro technologies for biogas production as innovative solution in region of Lodz for local development.
- Usage of hydro-potential in region of Lodz for energy production.
- Energy production from litter.
- Legislative model for renewable energy in Poland.

Moreover 6 patent submissions were created:

- Heating and cooling installation in tri-generation with electricity production from renewable energy sources in private households.
- Solar bag integrated with photovoltaic systems.
- Hybrid solar system.
- Design of solar bag with solar charger.
- Circuit for Li-Ion cell charging controller, for textronic applications.
- Plans for hybrid power plant fueled by straw, solar and wind energy.

Last but not least conception of hybrid power plant will be implemented in Daszyna commune thank to PhD students and Federal Ministry of Environmental Risk and Nuclear Reactors funding.

### **17. Institutions and other actors involved and their role and responsibility in the process**

Project was realized under the auspices of:

- Ministry of Economy – Republic of Poland.
- Ministry of Science and Higher Education – Republic of Poland.
- The National Centre for Research and Development.
- Polish National Contact Point for Research Programmes of the EU.
- National Council for Emission Reduction.
- Marshal of Lodz Region.

## **18. Performance indicators**

Each partner will identify data and figures allowing to measure the results obtained thanks to the implementation of the practice.

For example: if the good practice is the call for tender for entrepreneurial projects, one of the performance indicator will be the number of projects presented and the number of projects funded. The ratio will be considered among projects presented, projects funded, and total budget/funding.

Other possible indicators will be financial performance, number of people involved in the innovation carried out, share of turnover generated by new markets, change in behaviour: strategy, priorities, adaption of new tools.

## **19. Success explanation**

### **19.1 Success factors**

Project was successful on three different levels:

- Exceeding planned results.
- Extended cooperation between PhD students and companies from renewable energy sector.
- Creating added value in form of Intellectual Property Rights.

### **19.2 Visibility of Good Practice**

### **19.3 Impact beyond local area**

Despite the fact that whole project took place in region of Lodz, created results, especially hybrid power plant that will be built in Daszyna commune will serve as a good example of cooperation between science and industry, and as possibilities that can be transferred to other regions.

## **20. Has there been an evaluation or impact reports**

### **20.1 Yes/No**

Yes.

### **20.2 Results**

Project was evaluated according to ESF regulations.

## **21. SWOT analysis**

### **21.1 Strengths**

- Strong research team.
- Good tools for building interdisciplinary teams.
- Cooperation between science and industry.
- Intellectual property created within the project.

### **21.2 Weaknesses**

### **21.3 Opportunities**

## 21.4 Threats

## 22. Management motivation

What were the key elements that motivated the management of the company to benefit from the good practice? Which were the predictable positive factors?

## 23. Transferability/Capacity to be replicated

Whole project was a good example of innovative approach towards management of research team, how to motivate and coordinate them. Therefore most important.

## 24. Other Comments