

ERIK ACTION

Good Practices Overview

ADRAL - Alentejo.....	2
Innovation Cycle - Spreading and Promoting Science and Technology	2
FAME – Support Fund to Micro Companies.....	4
University of Western Macedonia	7
Development of Innovation in the Wood Sector	7
IDEA - Andalusia.....	10
The Helice Foundation and the heliceNet service	10
Technology Events to promote technology transfer agreements between companies and University.....	12
CAMPUS: Technological Transferability and Business support	14
Lower Austria	17
Innovation Assistant.....	17
Technologie- & Innovationspartner Innovation Coaching	20
Funding Scheme R&D/Innovation including monitoring.....	22
LTC – Småland med öarna	26
SIDEUM	26
Trainee in TIME.....	29
Regione Toscana.....	31
Fabbrica Ethica: Tuscan Programme of Corporate Social Responsibility.....	31
PRAI Virtual Innovation and Cooperative Integration.....	35
Bretagne	39
Breton Technological Development Network	39
Flanders Agency of Economy	42
ParentHood Projects.....	42
Regione Emilia Romagna	45
Industrial research projects and pre-competitive development.....	45

ADRAL - Alentejo

2 good practices

Innovation Cycle - Spreading and Promoting Science and Technology

Innovation Cycle

General Description

In Portugal, particularly in rural areas, a high level of resistance to cooperation has long been noted among companies and academic institutions. This situation is, however, showing some signs of change at a political level, at the level of business associations and indeed among companies and institutions.

The more the cooperation levels increase and prove successful, the greater the force for change. This leads to the conception of common strategies and the adoption of innovative processes.

The Innovation Cycle project fits into this context. It worked towards creating the conditions for increase cooperation levels, especially among companies and institutions with the ability to plan, to test and to implement innovative solutions.

This project supports the regional development process in Alentejo and contributed to the multiplication of innovative initiatives in the most important identified regional clusters.

The project activities included the organisation of 8 workshops and 1 final conference, which summed up the results obtained with the previous workshops.

The central thematic of these workshops was "innovation" and each workshop tackled innovation within identified clusters, such as tourism, education, health care, environment and energy, traditional products (agro-food), information society and entrepreneurship and business innovation.

Key innovative features

1. Establishment of a regional diversified partnership. It integrates organisations such as local development associations, business associations, educative associations and regional development agency;
2. Promotion of cooperation among the business sector and knowledge and innovation institutions;
3. Promotion of enlarged debates, reflections and results related to innovation and its situation in various social and economic sectors;
4. Strengthening regional clusters, giving them an opportunity to innovate;
5. Organisation of workshops dedicated to discuss and simultaneously to visit companies and/or institutions with innovative products and/or processes;
6. Contribute to the multiplication of innovative initiatives in diversified sectors, promoted by the diversification of partners and regional participants involved.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- choice of priority actions in the framework of the RPIA 5
- forming a partnership 5
- ensuring contribution from the private sector 4
- placing the project into wider policy context 4
- ensuring political support 3

- planning and formulating a proposal 4
- administrative management 4
- externalising management of activities 3

Criteria used to evaluate the Good Practice

It is a unique experience capable of promoting innovation in regional clusters. It promotes cooperation among different partners, thus reinforcing regional strategic partnerships in innovation.

Impact indicators used to assess the Good Practice

- Number of new regional partnerships established;
- Number of new innovation strategies conceived in the regional clusters;
- Number of innovative products and processes in the region promoted.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- regional agency 5
- education (University) or research institution 5
- business sector 5

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 4
- regional agency 5
- education (University) or research institution 5
- business sector 5

Formation of regional partnership

This GP led to the constitution of a regional partnership which includes the Regional Authority, the Regional Development Agency and different organisations and associations directly related to the regional clusters.

Main success factors of the Good Practice

- The level of innovation of the workshop process (which combines seminars and visits to innovative companies and institutions).
- The regional partnership which includes a variety of competences and abilities related to strategic clusters in the region.

Good Practice Results

- Innovative character and quality of the proposal

- Enhanced local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)

The planning and process used by the Alentejo partnership to implement this project can easily be transferred to other regions and realities, particularly aspects related to the formation of the partnership and management of activities.

FAME – Support Fund to Micro Companies

FAME

General Description

This fund was created to support micro companies: It was structured and adapted according to the needs of the particular council.

The objectives of the fund were to stimulate investment in micro companies in each council in order to improve their products and/or services, facilities, equipments, and other necessary modifications. The fund also aimed to stir up investment in development strategic areas like quality, new technologies, environment, security and hygiene.

The fund is applied through a partnership between ADRAL, the council and the Espírito Santo Bank, companies with headquarters in the respective council, the industry, commerce, tourism and services sector. The fund is guaranteed by the council and the Espírito Santo Bank, financing projects in existing companies for up to 100%. The Council fund has 0% interest and the Espírito Santo Bank fund has a low interest rate. This fund provides a loan which must be paid back within 5 years with the option of 1 year delay on reimbursement start date, becoming a 6 years period. The amount of the fund provided is defined by criteria defined by the council and Espírito Santo Bank.

Key innovative features

The key innovative features of the good practice lie in the fact that the councils have an active role in the process. They can guide the fund to the most needed areas or sectors, have a deep knowledge of the territory and environment, take part on the evaluation of the projects and finance 50% of the eligible amount with no interest. The different councils can also adjust the fund to their capabilities. The Espírito Santo Bank also takes part on the evaluation process and finances the rest of the eligible amount (50%) with a special (low) interest rate.

This fund has a process with a reduced bureaucracy, the approval uncertainty and the waiting time is shorter comparing with similar products and the financing is compatible with EU funds.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|---|---|
| • forming a partnership | 5 |
| • ensuring contribution from the private sector | 4 |
| • placing the project into wider policy context | 3 |
| • ensuring political support | 4 |
| • planning and formulating a proposal | 5 |
| • administrative management | 4 |
| • externalising management of activities | 4 |

Criteria used to evaluate the Good Practice

FAME was selected as a Good Practice due to its innovative concept. It also fills an existing gap in credit access, provides advantageous financial conditions (low interest rate) and is complimentary to the existing national and communitarian financial system. It is also a successful example of a public and private financial fund.

Impact indicators used to assess the Good Practice

This is a very innovative project, involving a partnership between ADRAL, the councils and the Espírito Santo Bank to support new and existing companies with headquarters in the respective council. In order to assess this measure the following impact indicators were identified:

- number of projects received;
- number of partnerships with councils;
- company success rate;
- number of jobs triggered by FAME.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- | | |
|----------------------|---|
| • regional authority | 4 |
| • regional agency | 5 |
| • business sector | 4 |

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- | | |
|----------------------|---|
| • regional authority | 5 |
| • regional agency | 5 |
| • business sector | 5 |

Formation of regional partnership

This Good Practice was very important in the consolidation of public-private partnerships in the region, once the main pillar of the initiative is the partnership between the three entities (ADRAL, Council and Espírito Santo Bank) on each Council: This is the only way to assure this finance support with such a low interest rate.

Main success factors of the Good Practice

The main success factors of the GP were the acute planning of the fund strategy, the fact that the councils have a deep knowledge of the territory, so they can best guide and advise the promoters of the projects, the financing from the councils with no interest, the low interest rate from the Espírito Santo Bank.

Another external factor for the success of this Good Practice is the lack of other non reimbursable funds, thus turning FAME into a very attractive option.

Good Practice Results

- Innovative character and quality of the proposal
- Expected sustainability of the project

- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

Activities triggered after Good Practice closure

The activities triggered by the GP are continuing. There is not formal closure date for the FAME project. Furthermore, financed companies will continue with the activities that were supported by the FAME.

Would you do anything differently if you were to start again?

Ensure a closer control of the reimbursement plan from the financial institution to the project promoters.

University of Western Macedonia

1 good practice

Development of Innovation in the Wood Sector

WI.N

General Description

The Action focused on improving innovation capacity in the wood sector, a sector which traditionally is of great importance to the regional economy.

More specifically, the following actions were undertaken during the WI.N project:

- Development of a mechanism to monitor the action, to analyse parameters regarding the development of new products in the sector, to develop know-how and the systematisation of knowledge.
- A call for proposals for 5 pilot projects in SMEs of the sector to be assisted in developing new products and / or methods or procedures of elaboration.
- Development of the above mentioned pilot projects in the selected SMEs.
- Diffusion of results to other SMEs operating in the wood sector.

The action is already finished and the five enterprises that develop their project were:

- ALFA WOOD PINDOS in Grevena
- GIOTAS WOOD ABEE in Grevena
- GEORGIOS Th. & SPYRIDON Th. ZIOGAS O.E. in Grevena
- e-EFFICIENCY – INFORMATICS APPLICATIONS AE in Grevena
- CHLIAPAS WOOD ABEE in Kozani

In addition to innovation in processes within the wood industry, this action also funded innovations linked to the production of the Medium Density Fibre-board, a hugely energy intensive production process. The largest proportion of consumed energy is needed to dry wood, which is the raw material for the fibre-board.

The company GEORGIOS Th. & SPYRIDON Th. ZIOGAS O.E who produce this fibre board suffered from almost complete destruction from a fire. Rather than abandoning the effort, with the support of WI.N, they decided to invest in new installations and new means of exploiting a part of production residuals.

Key innovative features

One innovative feature was the special cycle of 3 informative seminars in which companies were taken away for the weekend to hotels in small villages. In this context everybody had the opportunity to discuss their business and any problems or obstacles which they were facing. Lectures were given by the expert staff of the Department of Wood and Furniture Design and Technology. References notes were written to help with the problems which were detected in this area. Those notes were given to the owners of the wood companies.

Simultaneously, expert scientists visited companies, in order to analyse and address problems in their production line and to identify potential solutions.

Finally, 6 companies managed to present proposals for new innovative ideas with the help of the staff of the Department and 5 of them were awarded funding in order to produce these new products. The total amount of their investments was up to 1.000.000 euros.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- forming a partnership 2

- ensuring contribution from the private sector 5
- ensuring political support 4
- planning and formulating a proposal 1
- externalising management of activities 3

Criteria used to evaluate the Good Practice

The only criteria was the interest shown by the companies

This action promoted innovation in the wood sector in a moment where the industry was very static and limited or no development was underway. The final result of reaching 5 big enterprises to invest money on innovation was extremely positive in this context.

Impact indicators used to assess the Good Practice

- Number of enterprises involved in workshops and seminars.
- Number of enterprises financed by the project grants.
- Number of enterprises or individuals informed for different issues of entrepreneurship and innovation.
- Number of newsletters and information magazines published on innovation.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 4
- regional agency 2
- education (University) or research institution 1
- business sector 3

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 1
- regional agency 2
- education (University) or research institution 1
- business sector 3

Formation of regional partnership

WI.N promoted a strong cooperative culture in the field of innovation among the different bodies in the Region of Western Macedonia. These included the university, technological foundations, research centres, development agencies, public administration, SMEs and their chambers etc. The most important of all was the collaboration between the university and the SMEs.

Main success factors of the Good Practice

WI.N was successful thanks to:

- the number of SMEs that developed the project
- the realistic plan of the project
- the results which were very useful for SMEs in their efforts to adapt innovation
- the management and monitoring system of the project.

Good Practice Results

- Innovative character and quality of the proposal
- Expected sustainability of the project

Transferable aspects

- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

It would be possible to transfer the overall action idea from the beginning (the planning) or to transfer some aspects of the action.

For example the way that the seminars take place (they were staying in the same place from Friday evening till Sunday noon) gives the opportunity to everybody to exchange knowledge and find solution to their problems. On the other hand each of these ideas can be transferred to other Regions as ideas but also as products.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

Innovation and Entrepreneurship are the main features of the Region's priorities in the 4th Programming Period 2007 -2013. Therefore, this Good Practice, which combines innovative actions and business encouragement, could be mainstreamed into the policy and action plan.

IDEA - Andalusia

3 good practices

The Helice Foundation and the heliceNet service

HeliceNet

General Description

The HeliceNet is a mechanism which allows for production technology and production knowledge transfer from OEMs (Eads and Airbus) to SMEs who have a minimum level of experience in engineering. This project boosts the level of innovation in SMEs and aids the large companies in relieving support responsibilities and providing an electronic monitoring and control of their own supply chain in an integrated manner. This control covers every aspect of supply chain management: engineering configuration, work in progress production monitoring, on quality and non conformity sheets report, technical data, certified parts suppliers, logistics, delivery status sheets, orders, orders confirmation, invoices control, etc.

For those SMEs who decide to go further and to have full engineering control capabilities by implementing the best business processes for the aerospace sector, a set of aerospace (not computer) experts are available to implement a ERP in the SME, whose service is provided in Application Service Provider mode.

The IDEA Agency promoted this business network from 2003 and created, together with the Eads and the SMEs, a foundation to hold and manage the system. Both Eads and the SMEs pay a fee to the foundation in exchange for the services provided and the foundation (a non profit organisation) divert the economic results in activities like: holding the Andalusian cluster representation, participating in international events to promote the cluster, publishes the Andalusia Aeronautica Magazine, organising ad hoc training activities for engineers or managers of the SMEs and acting as a lobby to strengthen the cluster.

Key innovative features

Nowadays, the European Aerospace Sector is making a huge effort to set up an integrated supply chain electronic platform as the EXOSTAR platform did 5 years ago in the US market. Up to now limited progress had been achieved. The green light has now been lit by the HELICE NETWORK which is a pioneer network in Europe and provides advice of its experience. It is a member of the American enterprise advisory group in order to keep up with the American standards and development in electronic business transactions.

In a nutshell, the project brought an outer region network like Andalusia up to the leading edge of technological breakthroughs when it comes to E-supply chain management.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- forming a partnership 5
- ensuring contribution from the private sector 5
- placing the project into wider policy context 5
- ensuring political support 5
- planning and formulating a proposal 2
- administrative management 1
- externalising management of activities 1
- other - Big companies have their priorities and suppliers have their own. The creation of a collaborative network to streamline the supply chain processes is not the core business of the enterprises or of the suppliers. However, it represents an infrastructure from which everybody benefits. It 3

is not easy to form it or to finance it but the eventual success of this project illustrates the importance of lobbying at different levels.

Criteria used to evaluate the Good Practice

It generates around a million euros in savings in the aerospace supply chain MNGMT.

It put together a number of different actors such as administrations, aircraft, builders unions, universities and SMES.

Impact indicators used to assess the Good Practice

- Number of companies using the network
- number of network users
- number of electronic transactions per month

Actors who participated in designing the Good Practice and level of involvement during planning stage

- | | |
|--|---|
| • regional authority | 5 |
| • regional agency | 5 |
| • education (University) or research institution | 1 |
| • external consultancy | 3 |
| • business sector | 5 |

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- | | |
|--|---|
| • regional authority | 5 |
| • regional agency | 5 |
| • education (University) or research institution | 1 |
| • external consultancy | 4 |
| • business sector | 2 |

Main success factors of the Good Practice

- Administrative support at regional level.
- Determination of CEO level in EADS.
- Nurturing of a collaborative culture in the Andalusia Aerospace cluster.

Good Practice Results

- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

The business model and the creation process could be replicated in other industrial sectors in which an extended enterprise network is applicable.

Activities triggered after good practice closure

As a result of this project, an aerospace excellence centre initiative has been supported by national innovation authorities and other regional administrations in Spain.

Would you do anything differently if you were to start again?

It is vital to clear objectives and clear functionalities and stay away from vague statements when working with external contractors. Budgetary controls are also of paramount importance.

Technology Events to promote technology transfer agreements between companies and University

TTandalucia

General Description

The relationship between science and industry has many facets, and knowledge and technology are transferred through different channels and means. In present day society, where knowledge is the basis of development and innovation must be the engine for economic growth and social development, technology transfer takes on special significance alongside investment in research.

Therefore, it is essential to combine efforts to promote and strengthen industry-science relations, in order to achieve better use by the industrial sector of large public investments in R&D.

To this end, there is collaboration between four relevant actors in the Andalusian Knowledge System: the Centre for Innovation and Technology Transfer of Andalusia (CITANDALUCÍA), the Agency for Innovation and Development of Andalusia (IDEA), the Technology spaces Network on Andalusia (RETA) and the technology transfer results offices network from the Andalusian Universities (RED OTRIS), on organising workshops focusing on Technology Transfer strategic sectors.

The main objectives of this events are:

- Promote innovation through technology cooperation and exploitation of research results.
- Offering sectors to encourage and facilitate collaboration and relationship between research groups and companies of Andalusia.

Key innovative features

- Technology agreements made between the enterprises and the research group from the universities.
- The knowledge from the companies of the huge possibility to cooperate with the Andalusian Universities, to become more competitive in the present moment of the event or probably on the future, when the companies could need a new development.
- The events are organised, to give the possibility either research group from Universities and also companies, to meet each other with a very high numbers of meeting between them during only one day, which is the duration for the events.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- forming a partnership 4
- ensuring contribution from the private sector 5

- placing the project into wider policy context 4
- ensuring political support 2
- planning and formulating a proposal 3
- administrative management 2
- externalising management of activities 5
- other - Big companies needs to subcontract the research and development to research groups, and also has many requests about prototypes that only on the University can be founded. 5

Criteria used to evaluate the Good Practice

All over Andalusia there is a very important problem about the short technology transfer knowledge between the Universities and the enterprises and the ignorance of how the research groups were able to solve industrial problems and generate competitive solutions for them.

Impact indicators used to asses the Good Practice

- Number of companies using the network
- Number of bilateral technology meetings held
- Technology agreements made between universities and companies

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 4
- regional agency 3
- education (University) or research institution 2
- external consultancy 4
- business sector 4

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 5
- regional agency 5
- education (University) or research institution 2
- external consultancy 3
- business sector 1

Main success factors of the Good Practice

- Administrative support at regional level.

- With all of these thematic events, many bilateral meetings has been conclude into technology agreements between companies and Universities.
- Nurturing of a collaborative culture in the Andalusia Investigation.

Good Practice Results

- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of process (management structure, monitoring system, etc.)

The business model and the creation process could be replicated in other countries, and also could be replicated into a unique EUROPEAN scale.

Activities triggered after good practice closure

Since 2006, every year, technology events divided into different sectors have been organised. After these meetings an in-depth follow up process has been created to give support to those companies that did not find the right solution for their requests.

Would you do anything differently if you were to start again?

It is vital to create a unique database from companies and research groups able to mix them depending different thematic or problems.

CAMPUS: Technological Transferability and Business support

CAMPUS

General Description

The CAMPUS initiative was launched in 2004 to promote technology transfer from knowledge system to industrial one by the consolidation of technology-based firms (TBFs) coming from Spin off of this knowledge system.

This initiative is aimed at creating an good atmosphere for TBF consolidation by involving different actors which can provide advisory and capital to these TBF, specially during the seed and start-up stages of the projects.

OBJETIVES:

The support of technology-based companies (TBFs) with a huge potential for growth with products and/or services of great added value for society.

Provide financial instruments during the seed and start-up stages.

Provide a link between universities and businesses.

Create a collaboration network for business start-ups and the transfer of knowledge between the world of science and business

BACKGROUND:

Created as a model for collaboration between the CICE (AGENCIA IDEA, the Agency for Innovation and Development of Andalusia) and the Andalusian Universities in order to create TBFs.

- AGENCIA IDEA works in incentive management, assessment of the technological and economic viability of the project and promotion of the initiative. The University works in identifying projects, analysing the scientific and technical relevance of the project, as well as the financial intermediation and

monitoring and accompanying the TBF

Key innovative features

Since March 2006, 85 projects for consolidation of TBF have been supported and now Andalusia is the first Spanish region for fostering this type of companies.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- forming a partnership 2
- ensuring contribution from the private sector 5
- placing the project into wider policy context 4
- ensuring political support 4
- planning and formulating a proposal 5
- administrative management 4
- externalising management of activities 3

Criteria used to evaluate the Good Practice

Many ideas or business plans has been revised in one call per year. On the other hand, the IDEA Agency has reduced this long list until only the viability and technical foreground was granted.

At the end, other financial institutions support, only the best ideas has been granted to go on and has received technical and management support along their first stages of development.

Impact indicators used to asses the Good Practice

- The technological background and foreground analysed in each spin off idea.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- regional agency 4
- education (University) or research institution 2
- external consultancy 2
- business sector 5

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 4
- regional agency 5
- education (University) or research institution 2

- external consultancy 3
- business sector 3

Main success factors of the Good Practice

CAMPUS based his success in a good collaboration between the actors participating:

AGENCIA IDEA: works in incentive management through the Order of Incentives of 24 May 2005 (RDF funds), assessment of the technological and economic viability of the project and promotion of the initiative.

INVERCARIA: has been created to act in the area of financial intermediation. It is the Public Company of reference in Andalusia for providing seed and start-up capital

COLLABORATING ENTITIES (some of them are the Universities): works in identifying projects, analysing the scientific and technical relevance of the project, as well as the financial intermediation and monitoring and accompanying the project.

The University has maintained its area of action, except for financial intermediation.

New collaborating entities have emerged such as the CSIC (Spanish Council for Scientific Research), Hospital Foundations, Plataforma Solar de Almería

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Projects results in enhancing local, regional and interregional partnerships

Transferable aspects

- Transferability of planning (forming a partnership, choosing priorities, etc.)
- Transferability of process (management structure, monitoring system, etc.)
- Transferability of results (products, conclusions, etc.)

CAMPUS initiative success is due to substantial collaboration between three actors: Universities and collaborating entities, firms and public administration

In this initiative it is substantial a good link between the university system and the industrial one.

At this point, OTRI's (University knowledge transfer office) network play a very important role to promote technology transfer, detecting project and analysing the scientific and technical relevance of the project. Others collaborating entities may play the same role.

To asses and to promote the initiative, the role made by a public administration is essential. In this case, AGENCIA IDEA helps providing financial information, technological and economical viability assessment to the companies. On the other hand, INVERCARIA is a financial engineering instrument, a very innovative agent in this network.

Others aspects that are not working yet, but will be in use in the future are a virtual platform to promote the collaboration between CAMPUS companies from different fields and a technological forum. Also a technological vigilance service will help the monitoring and accompanying the companies.

Activities triggered after good practice closure

CAMPUS project is launched every year by the good acceptance and participation of the research groups from all our universities.

Lower Austria

3 good practices

Innovation Assistant

General Description

The action "Innovation Assistant" is the answer to the necessity to strengthen technological and innovation competence in regional SMEs, especially for smaller firms and SMEs in rural areas. These target groups suffer from a lack of highly qualified staff due to the long distances from educational organisations, to fear of contacting R&D institutions and to the perceived less attractive location of the SME. Furthermore, their strategic orientation and professional project management is often underdeveloped.

The idea of the Innovation Assistant is to stimulate SMEs; especially SMEs with no or little experience with graduated employees, to employ recently graduated staff in order to overcome the above mentioned barriers. The innovation assistant has to be employed for a concrete innovation project of the firm (earmarked assignment) and is funded for a maximum of 15 months. The action is open for SMEs of all sectors of industry and industry related services.

The support consists of 4 pillars:

- grant for the labour costs of the innovation assistant (50% for the first 8 months of employment, 35% for further max. 7 months) with a maximum amount of 18,385 euro;
- mandatory training of the innovation assistant by a specially designed post graduated training programme established at the Donau University Krems (Lower Austria) (100% funded); the training programme is structured into modules (18 days in total);
- grant of max. 50% of costs for project related, accompanying trainings;
- funding of project and innovation assistant coaching (100%). This accompanying coaching is done by an external consultant.

The action is based on experiences from other regions (e.g. Upper Austria, Vienna, Carinthia, Schleswig-Holstein) and was tailored to the Lower Austrian requirements according the gathered needs and demands of the regional SMEs. The action was designed by the department of economic development in cooperation with partners of the innovation supporting network and external consultants. During the course of RIS++ the action was adapted to the results of the latest SME innovation survey carried out and to the findings of the in-process monitoring of the action.

The action has improved competitiveness in participating SMEs by increasing their own innovation competence, by implementing successful innovation activities and by fostering the exchange/cooperation with other SMEs and education/research organisations.

Key innovative features

- Strengthening SME competencies in the field of business strategy and management;
- Training on the innovation project instead of training on the job with earmarked assignment of the newly employed innovation assistant for a well defined innovation project ensures that the innovation assistant can focus on strategic technological and innovation aspects and is not hampered by operative day-to-day problems;
- Target-oriented development of key qualification and key competencies in SMEs;
- Design and application of a holistic approach in order to strengthen technological and innovation competence in regional SMEs, especially in rural areas;
- basic and project specific postgraduate training for newly employed graduates in combination with coaching by an external consultant and with systematic approach of identification of appropriate SMEs with respective innovation projects;

- Establishment of innovation assistants is a very effective tool in order to stimulate SMEs innovation activities by sharing the risks of R&D projects of SMEs in the early stage when the uncertainty of economic success and thus the risk of failure is at the highest;
- Combination of immediate creation of jobs with long term competitiveness of regional SMEs;
- SMEs need orientation of the action according large scale questionnaire surveys (in the years 1997 and 2003) and continuous personal exchange with regional SMEs.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|---|---|
| • choice of priority actions in the framework of the RPIA | 5 |
| • forming a partnership | 5 |
| • ensuring contribution from the private sector | 5 |
| • placing the project into wider policy context | 5 |
| • ensuring political support | 5 |
| • planning and formulating a proposal | 5 |
| • administrative management | 5 |
| • externalising management of activities | 5 |
| • other – exchange with other regions | 5 |

Criteria used to evaluate the Good Practice

- High acceptance of the action by the SMEs;
- Positive feedback of all participants during and after the pilot projects;
- Higher qualification of employees in SMEs and creation of sustainable, higher qualified jobs as well as SMEs core competencies especially in rural areas;
- Stronger awareness among involved companies on innovation and strategic issues;
- Strengthened innovation activities in the involved SMEs; acceleration of innovation projects;
- Strengthened relationships between involved SMEs due to personal contacts between the innovation assistants are fostering the ability and the willingness of SMEs to be open for external support and absorb new approaches;
- Opening-up and facilitation of access to technology/know-how providers;
- Upcoming mainstream of the action to the current objective 2 programme

Impact indicators used to assess the Good Practice

- number of projects performed;
- creation of sustainable, higher qualified jobs especially in rural areas;
- increased know-how within SMEs;
- number of established links with technology/know-how providers;
- strengthened innovation activities of the involved SMEs;
- improvement of competitiveness of the involved SMEs.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- regional agency 3
- external consultancy 5
- business sector 3

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 5
- regional agency 5
- education (University) or research institution 5
- external consultancy 5
- business sector 5

Formation of Regional Partnership

Due to the personal contact of the innovation assistants during their training courses at the Danube University bilateral relationships and also multilateral networks have been established between the SMEs employing the innovation assistants like peer groups with regular meetings, rolling study visits at SMEs, etc.

Improvement of exchange, relationships and collaboration between involved educational institutions, R&D centres, TIPs Technology and Innovation Partners, regional SMEs was also achieved.

Main success factors of the Good Practice

- Digressive reimbursement of personal costs for SMEs' innovation projects;
- Earmarked assignment of innovation assistants;
- Allocation of exclusive human resources for innovation and strategic issues within the SME;
- Clear written guideline for action;
- Political backing and commitment of regional actors for action;
- Demand orientation of action based on questionnaire surveys and personal contact of department for economic development (Abteilung Wirtschaftsförderung) with regional SMEs and actors;
- Continuous improvement of action according findings of accompanying monitoring activities;
- Continuous exchange among innovation assistants; specific training courses at the university.

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

The feasibility of transferability of single parts of the action has already been proven by the transfer from other regions to Lower Austria with adaptation according the regional specific framework conditions in Lower Austria. The GP requires neither specific technological requirements nor focus on sectors which would restrict the transfer. Particularly in rural areas with no direct neighbourhood of higher education institutions and a high percentage of small and medium sized enterprises in more traditional sectors the "Innovation assistant" is an effective innovation support scheme.

Activities triggered after good practice closure

Innovation Assistant has been rolled out and mainstreamed to the Objective 2 programme and to the standard funding scheme.

The concept of the "Innovation Assistant" was kept in the original way; no changes were made for the mainstream. The funding scheme is today an important tool to improve the innovation capability of regional SMEs and to increase the awareness for the importance of innovation not only in the supported firms but also in firms which are in contact with the supported firms.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

It is already mainstreamed to the Obj. 2 program of Lower Austria.

Technologie- & Innovationspartner Innovation Coaching TIP coaching

General Description

The overall project objectives are to open regional firms for innovation and to support them in their innovation activities with a broader scope of innovation (all aspects that are necessary to bring an idea successfully to market).

The target group are regional firms with focus on SMEs with potentials and willingness to innovate (not only technology leaders).

The Technology & Innovation Partners (5 people) visit the regional firms on site in order to get an overview of the firms situation with an analysis of technical/technological questions, financial issues, organisational aspects and other innovation relevant topics. Following the discussion the TIP coaching can give advice to the entrepreneur and refer him/her to potential collaboration partners, appropriate funding schemes, helpful services and events (public and private).

The TIP Innovation Coach acts as a door opener for the firms to gain an access to the full innovation service portfolio in Lower Austria and beyond the region.

Key innovative features

- Proactive approach: On-site visits not only initiated by firms' request but also by coaches themselves (due to daily newsletters, third party information etc.).
- On-site visits enable the Coach to get a direct and true impression of the firm's situation and culture.
- Pronounced collaboration culture of the TIPs: strong networking with the regional innovation support system (public and private).
- Based on the gained information and impression the TIP Coach can provide need driven, individual advice and support

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- choice of priority actions in the framework of the RPIA 1
- forming a partnership 5
- ensuring contribution from the private sector 5
- placing the project into wider policy context 4
- ensuring political support 5
- planning and formulating a proposal 1
- administrative management 3
- externalising management of activities 4

Criteria used to evaluate the Good Practice

The service was established nearly 20 years ago and is a sustainable part of the regional innovation supporting system.

Impact of the services is positive according the monitoring activities and the high satisfaction rate of the served firms. The visits often lead to further innovation activities within the firms with external support.

Impact indicators used to assess the Good Practice

- High satisfaction of customers with service; high impact on firms' innovation enablers like access to external information/resources, organisational and strategic thinking;
- number of firms' follow-up activities

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- regional agency 1
- education (University) or research institution 1
- external consultancy 1
- business sector 5

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 5
- regional agency 5
- education (University) or research institution 5
- external consultancy 5

- business sector

5

Formation of Regional Partnership

The TIP Innovation Coaching is fully financed by the regional government.

Main success factors of the Good Practice

- Proactive approach: On-site visits not only initiated by firms' request but also by coaches themselves (due to daily newsletters, third party information etc.).
- On-site visits enable the Coach to get a direct and true impression of the firm's situation and culture.
- Pronounced collaboration culture of the TIPs: strong networking with the regional innovation support system (public and private).
- Based on the gained information and impression the TIP Coach can provide need driven, individual advice and support

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

Since the foundation of the service many experiences and results have been gained and have directly lead to continuous improvement of the service. These results and experiences can be transferred easily to other regions because there are no specific constraints. Innovation Coaching can be applied in more and less advanced regions. Due to the broad approach no requirements with respect to regional R&D competencies or specific type of companies exist.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

The Innovation Coaching has long been an inherent part of the regional innovation support system Lower Austria.

Would you do anything differently if you were to start again?

The analyses of the TIP Innovation Coaching and the overall regional innovation supporting system have shown that addressing mid size companies and strategic aspects need some improvement. This will also be task of the TIP Innovation Coaching.

Funding Scheme R&D/Innovation including monitoring

R&D Funding Scheme

General Description

The funding scheme for R&D/ Innovation aims to increase innovation and R&D activities in Lower Austrian firms (SMEs and large firms) and thus their international competitiveness and profitability. The scheme belongs to Regional Structural Funds Operational Programme of Lower Austria and has been part of the regional mainstream innovation/R&D policy since 1979.

The funding scheme provides financial support for concrete research and development projects covering basic research, industrial research and experimental development. Eligible costs are personnel costs, instruments, equipment, operation and general costs, costs for studies, technical feasibility, purchase of research knowledge, patenting, lending of external experts provided that costs incur within the funded R&D/Innovation project. On the other hand day-to-day changes of products and services are clearly excluded from the eligible costs.

The maximum funded amount is 7.5 m Euro per firm and project, but the usual funding amount is much lower. The funding rate is between 15% (for large firms) and 80 % (for small firms and collaborative projects). In case of young innovative firms the funding can cover up to 100% (early stage financing) with a max. amount of 1.25 m Euro. The type of financial support can be a grant, a loan, a guarantee or any combination.

Key innovative features

The funding scheme shows a high flexibility with respect to the type of funded activity, to the type of financial tool and to the out payment.

The funding scheme not only supports technology related R&D activities but also feasibility studies and process related / organisational activities in order to meet the broad variety of innovation. This helps to broaden regional firms' understanding for innovation and to foster their own competitiveness.

The alternatives of grants, loans, guarantees or any combination the funding schemes fulfils the individual situation and needs of the company.

The schedule for the out payment of the total funding amount has dedicated milestones according the proposed project structure.

The R&D/Innovation funding scheme is accompanied by a well-established monitoring and evaluation system covering assessment/approval of the proposal, in-process monitoring, evaluation/impact assessment at the project end linked to the last payment. Impact monitoring activities two to three years after the project end are in preparation. This comprehensive monitoring and evaluation system enables the identification of gaps/barriers of the funded projects at an early stage allowing further advisory support, rework of project schedule and/or involvement of additional partners with the aim to overcome the identified problems. The monitoring system is contributing to an effective and efficient use of public money for innovation support.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- choice of priority actions in the framework of the RPIA 1
- forming a partnership 3
- ensuring contribution from the private sector 5
- placing the project into wider policy context 5
- ensuring political support 5
- planning and formulating a proposal 3
- administrative management 3
- externalising management of activities 1
- other - system for monitoring, evaluation and impact assessment; flexibility of funding scheme 5

Criteria used to evaluate the Good Practice

The long-term experiences with R&D/Innovation related funding schemes in combination with the comprehensive monitoring system (including the documentation of the funding results) are criteria for selection as GP.

Impact indicators used to assess the Good Practice

- creation of new sustainable jobs;
- strengthened innovation activities of the involved SMEs; new projects, new products / services / processes, new patents, improvement of technology position, improvement of market position, increase turnover, increase profit, increased know-how, improvement qualification of staff, new collaboration partners;
- number of established links with technology providers;
- additional investment initiated, new project ideas, importance of support

Actors who participated in designing the Good Practice and level of involvement during planning stage

- | | |
|----------------------|---|
| • regional authority | 5 |
| • business sector | 5 |

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- | | |
|----------------------|---|
| • regional authority | 5 |
| • regional agency | 4 |
| • business sector | 5 |

Formation of Regional Partnership

The in-process monitoring is been carried out by regional actors, not the regional government itself. The funding scheme is fostering collaboration of firms in their R&D/Innovation activities through a higher degree of funding which is leading to an increased number of partnerships at the funded firms.

Main success factors of the Good Practice

Flexibility in: type of supported R&D/Innovation project, type of financial tool, out payment, response on identified problems in early stage

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

There are no restrictive regional frameworks or other particularities that would hamper the transfer of planning, process or results.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

The project has already been mainstreamed. The GP will undergo further continuous improvement (like impact assessment after 2 to 3 years after the end of the funded project).

Would you do anything differently if you were to start again?

Since the introduction of the funding scheme in 1979 a lot of improvements have been done, such as broadening the understanding of innovation, emphasising the aspect of collaborative research and development or recently the explicit focus on new innovative firms.

LTC – Småland med öarna

2 good practices

SIDEUM

General Description

The SIDEUM project was carried out from October 2003 to April 2004 and had a budget of € 500,000 of which € 22,500 ERDF contribution. It concerned a feasibility study aimed at identifying new ways and means to manage and promote clusters and regional innovation systems. Based on the awareness that the region lacked focus in R&D related business development structures, the SIDEUM project created a common platform for frontline development processes between academia, the public arena and the business sector. The project was organised into 4 steps:

- Step 1 (WP1): Elaboration of the plan for a commonly (academia, business and public sector) owned structure in the form of a company.
- Step 2 (WP2): Presentation to regional stakeholders of good practices developed in other parts of Europe (Tampere, Finland and Bavaria, Germany).
- Step 3 (WP3): A formal prospect, sent from the Governors office, was communicated to regional actors and decisions ensured with the 8 councils, the County Council, the County Administration, business networks and Växjö university. In total several hundred decision makers were involved in the dialogue.
- Step 4 (WP4): Collection of decisions from the stakeholders. All public institutions and the university were positive to the idea and were willing to become members of the association that owned the development company. Several banks and large companies also decided to be formal partners.

The company was named SIDEUM Innovation AB. The size of the project was not big but the process in anchoring and “selling” the idea was extensive.

Key innovative features

The situation before SIDEUM, with several public and academic actors trying to promote the Triple Helix concept in a county consisting of only 180,000 inhabitants, was not satisfying. By analysing current resources when it came to staff, money and knowledge, the conclusion drawn was that the region could work much more efficiently if a commonly owned structure was established. A common arena for policies for the future needed therefore to be established between academia, public and business sectors. This kind of dialogue had previously been in place in several forums but it lacked focus. SIDEUM was therefore innovative in its focused, dedicated structure.

Furthermore, the key innovative element of the new configuration is that the stakeholders are linked to a common structure by jointly owning a company. This means that the cost of exiting from an initiative developed within the SIDEUM community when tough decisions and priorities have to be made, is much higher. Also the agenda does not only consist of harmless issues that the stakeholders know in advance can be solved. The new structure deals with difficult and sometimes controversial issues. The price for stakeholders to leave the boardroom is therefore too high as real problems need to be solved. This tactic of ensuring stakeholders’ commitment by making them responsible (in terms of money and time) has been an interesting and effective means.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|---|---|
| • choice of priority actions in the framework of the RPIA | 4 |
| • forming a partnership | 5 |
| • ensuring contribution from the private sector | 5 |

- placing the project into wider policy context 5
- ensuring political support 4
- planning and formulating a proposal 5
- administrative management 4
- externalising management of activities 3

Criteria used to evaluate the Good Practice

Within a year the project turned into a company owned by public and private sector and University

Impact indicators used to assess the Good Practice

- Participants
- No of Seminars
- No of Strategy meetings
- No of networks
- Establishing of innovation platform for the region

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- regional agency 2
- education (University) or research institution 5
- external consultancy 5
- business sector 5

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 5
- regional agency 1
- education (University) or research institution 5
- external consultancy 5
- business sector 3

Formation of regional partnership

The project was highly successful in creating a regional partnership in that major companies (VOLVO, IKEA), regional authorities (Governor, County Council and Municipalities) and Växjö University all committed to the project.

Main success factors of the Good Practice

The project had political support from the outset. From the beginning the project identified political and public institutions as key players. They were involved during the whole process. All 8 councils, the County council and the university made formal decisions in their councils/boards. All actors responded positively to all four questions, aside from one council which, however, decided to join SIDEUM one year later.

The project leader is a former Chief Executive of a successful industrial group. His reputation was outstanding in academia, business community and in politics. It was important that the key person had, through his work, gained “trust” in all sectors, not concentrated in only a few. An important aspect to be considered is that the leadership of the process should be local. Projects like SIDEUM would not probably have the success rate as it has if the process was leaded and controlled by external actors, like consultants for example.

The steering committee was composed of academic, public and business officials and was the main ambassador at a critical stage.

The regional partnership was of vital importance, particularly in the case of public / private investment.

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Project’s results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)

In general terms the project can be transferred to other regions.

However, what is more important is the preliminary process rather than the concrete results. The 4 step SIDEUM process can inspire other regions although it cannot be instantly copied. Every region must invent and go through its own individual processes.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

Actors involved in regional development formed a partnership under the project phase and after that it resulted in a commonly owned company.

Activities triggered after Good Practice closure

The SIDEUM concept is established and running. It will take a number of years to achieve all the goals set for the operation, but the direction is clear and supported.

As mentioned before, the project met the initial objectives: creating a professional prospectus for stakeholders. The result of this was the establishment of SIDEUM with the Governor as appointed chairman.

Within a year the project turned into a company owned by the public and private sectors and a university. Local Council, university, county council and county administration are responsible for the basic funding of SIDEUM. They provide SIDEUM with the economic stability needed to operate as a non-profit development agency.

Would you do anything differently if you were to start again?

Securing the understanding of the effects of the project among those who were affected.

There were initial problems with terminology, as the concept of clusters and innovation systems needed

some explanation, and with the idea of taking a step away from the project oriented policy that dominated the regional scene into a more strategic and systemised methodology raised questions.

Furthermore, important dialogue with national authorities was neglected. For example NUTEK, the National Authority contributing to the creation of new enterprise, should have been involved more extensively in the prospect that was presented to regional stakeholders.

Trainee in TIME

General Description

If SMEs increase their level of competence by recruiting employees with university degrees they will increase their opportunities to develop their companies.

The project Trainee in TIME was established in 2002. The idea was to show that academics with special skills in the fields of technology, economy, IT/computer science and marketing can play a principal role in the companies. The principal aim was to increase the competence in the regions SMEs. The aim was also to create opportunities for university graduates to find employment in the region.

The project was carried out by LTC AB (Länsteknikcentrum AB).

Key innovative features

One of the key innovative features is the individually developed competence packages for each trainee. The trainees work for three weeks at a time and after that they have been able to study for one week. The education programme was developed jointly by LTC, the trainees and their host companies.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- forming a partnership 5
- ensuring contribution from the private sector 4
- placing the project into wider policy context 4
- ensuring political support 3
- planning and formulating a proposal 3
- administrative management 4
- externalising management of activities 4

Criteria used to evaluate the Good Practice

Evaluations done of the project has showed that all involved partners have been very satisfied with the project both of how it has been implemented and the results achieved. Trainee in TIME has also attracted much attention outside the region.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 3
- regional agency 3
- business sector 4

- external consultancy 4

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 3
- education (University) or research institution 5
- business sector 4
- external consultancy 4

Main success factors of the Good Practice

One of the key success factors for the project is that LTC was able to establish and maintain a wide network of companies in the region, a network that is constantly growing.

Other success factors are that the company's needs are the essential focus in the project. The individually developed competence packages are also important.

Good Practice Results

Trainee in TIME has been carried out two times. The first project was started in 2002 and was finished in the end of 2004. During this time 26 companies and 32 trainees participated. Of these, 75% were employed by their host companies. The second period of the project (2005-2007) engaged 37 companies and 55 trainees. The employment rate for the second stage exceeded 85 %. Both unemployed academics and companies in the region has benefited from the project. The competence level in the com

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

Evaluations made of the project shows that the concept of trainee in TIME is possible to implement in other regions.

Regione Toscana

2 good practices

Fabrica Ethica: Tuscan Programme of Corporate Social Responsibility Fabrica Ethica

General Description

Together with Tuscan SMEs Fabrica Ethica constructs a production process that makes the regional economy more competitive and able to differentiate its production on the basis of material and immaterial quality. Fabrica Ethica hinges on the respect of worker and consumer rights and the environment. It encourages an approach that is based on continuous improvements which anchor CSR in SME strategies and management systems.

Fabrica Ethica:

- has built a strong relationship with regional stakeholders and helped focus SMEs activities on CSR. This relationship is promoted through the Regional Ethical Commission, a multi-stakeholder forum active since May 2003, which proposes and develops CSR ideas.
- operates in a legislative framework of the regional Statute and regional law n.17/2006 on CSR on integrated management systems embracing safety and security in the workplace and stating that CSR approaches must assure social traceability. The law disciplines the composition and function of the Regional Ethical Commission.
- provides information and tutoring on CSR related issues through the updated web site www.fabricaethica.it and specific initiatives such as regional conferences and seminars.
- covers 50% of SA8000 and environmental certification costs for industrial SMEs, handicraft enterprises, SMEs in tourism, SMEs with female participation, commercial SMEs and co-operatives. Funds are available for other management system standard certifications. Enterprises certified according SA8000 are also entitled to a 0.50% relief on IRAP (Regional Tax on Productive Business).
- supports specific projects to spread CSR in industrial districts including “Fabrica Ethica Laboratorio Filera Pelle – FELAFIP” introducing innovative management systems to coordinate CSR with environmental care and quality in SMEs of the leather sector. 25 councils, 4 Provinces, TUs, and 4 business associations signed an agreement to collaborate, to spread CSR and encourage SMEs to utilise CSR instruments. An ad hoc tool is being developed to help small and micro-enterprises to adopt this integrated approach.
- - facilitates access to micro-credit for ‘non-bankable subjects’ through S.M.O.A.T (Orientated and Assisted Micro-credit System) launched in 2005 by Regione Toscana in collaboration with 12 banking institutes. It facilitates access to finance for subjects who cannot offer guarantees on loans to start up a business. Guarantees are provided by the Region.

Key innovative features

Tuscany began working on CSR in 2000, before the European Commission’s green paper (July 2001) “Promoting a European Framework for Corporate Social Responsibility”. In fact, Tuscany was first at European level to adopt incentives and economic aids to help SMEs proceed with CSR and the first region in Italy to begin a public programme specifically targeted to spread CSR in economic development programmes. Furthermore, it is the first region to insert CSR as a fundamental aspect of the regional development in the Regional Statute.

Fabrica Ethica is an example of innovation in organisation, processes and behaviour. CSR in SMEs in a vital means of achieving productivity and growth while respecting social and environmental rights.

Fabrica Ethica promotes innovative management systems. This means that “ethical” enterprises are provided financial aid and information/tutoring that will urge them towards the adoption of certifiable corporate management systems (relating to quality control, environmental protection, social responsibility and safety in the workplace) and of social reports compliant with recognised national and international standards.

Fabrica Ethica is innovative in its combined approach: planning, funding, support, training, information and

legislation. It is innovative in its participative approach, promoting dialogue and cooperation in the region. It is innovative in providing incentives to SMEs who are interested in achieving SA8000 certification.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- forming a partnership 5
- ensuring contribution from the private sector 5
- placing the project into wider policy context 4
- ensuring political support 5
- planning and formulating a proposal 5
- administrative management 4
- other - Creating a dialogue with the relevant stakeholders and involving them in the decision process 5

Criteria used to evaluate the Good Practice

This project is considered a good practice as it is an initiative which has already proved successful and which has the potential to be transferred to a different geographic area. This means that the project has already provided tangible and measurable results in achieving a specific objective. The project has reached concrete measurable results in terms of events held, regional, national and international contacts made, levels of certification achieved, funding and training provided (see below: results). Its success was recognised by being awarded the European Enterprise Award for Responsible Entrepreneurship in 2007.

The project has successfully mobilised a huge number of actors at regional level (regional and local government, SMEs, Chambers of Commerce, Trade Unions, Consumer associations, No profit organisations and NGOs, Banks, Universities etc. These entities have proved their commitment to Fabrica Ethica and to the principles of CSR.

Fabrica Ethica is financed with regional resources and has full political support. It is becoming increasingly visible both within Europe and outside. It is therefore a long term initiative with potential to build on what has already been achieved. In fact, Fabrica Ethica is an ongoing process of improvement and new initiatives.

Impact indicators used to assess the Good Practice

- 2002 - 2007: 50 public meetings, organized to raise awareness on corporate social responsibility. Contribution and participation in some 100 meetings in Italy and abroad (a selection is available on www.fabricaethica.it);
- 2002-2006 - CONTRIBUTIONS TO COMPANIES FOR SA8000 CERTIFICATIONS - Contributions amounting to € 3,433,055.46, leading to total investments of € 6,866,111.33.
- No. of companies funded for SA8000 certifications: 295. Employees involved: 3,750 – No. of companies funded also for quality- and environment-integrated management systems (SA8000 + ISO14001/EMAS + ISO9001):
- 2005-2007 - 30 High Schools involved in Tuscany (60 teachers and 700 students), 13 projects carried out by students (Executive Decrees no. 6627 of 2005 and no. 4013 of 2006)
- 2006-2007 Post-Graduate Specialisations Course “Corporate Social Responsibility”.
- No. of students: 17; 90 academic hours, from 11/2006 to 04/2007.
- Website www.fabricaethica.it: 950,000 accesses per year

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- business sector 5
- Initially an external consultant was involved. Then Ethica Commission stakeholders took part. 5

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 5
- business sector 5

Formation of regional partnership

Fabrica Ethica has created a number of formalised partnerships at regional level. The Regional Ethical Committee was established in May 2003. It is chaired by the Regional Minister Ambrogio Brenna and is made up of 39 representatives from all regional stakeholders: entrepreneur associations, trade unions, non-profit organisations and NGOs, consumer associations, local public bodies, universities, banks, equal opportunity authorities, national institutes for safety, health and social coverage and chambers of commerce. This committee is still running 4 years later. The Committee has also led to the creation of the Tuscan Group for Micro-credit, signed in April 2005. Fabrica Ethica has also led to the implementation of the FELAFIP project in the leather districts. For this project a Memorandum of Understanding was signed between Council, provinces, trade unions and Entrepreneur associations.

Furthermore, Local Authorities (councils and provinces), TUs and Business associations signed a memorandum of understanding to promote and strengthen regional activities related to CSR and to help local SMEs to approach CSR (2005); A network of SA8000 certified enterprises is going to be created with the support of Regione Toscana (2007);

In addition, informal regional partnerships or cooperation initiatives are numerous. The Regione Toscana works with other regional agencies, with banks, with schools and with SMEs.

Fabrica Ethica has been recognised at national and international level. It is innovative for a regional government to speak directly with enterprises, for stakeholders to be involved for dialogue not just for stakeholder bargaining, to communicate to all subjects even if not directly involved in entrepreneurship (schools, consumers...).

Fabrica Ethica launched a national network of region and local authorities engaged in different ways in CSR initiatives. This network is opened to all interested public administrations (2006). As a result of this initiative the Italian Ministry for Social Solidarity has created national forums on CSR and Tuscany has been asked to act as coordinator.

Main success factors of the Good Practice

Fabrica Ethica has been successful because the idea behind it makes sense. CSR blends perfectly with the economic growth of a society that is increasingly more complex, where several stakeholders playing a fundamental role are intertwined: workers, associations, consumers, public administration. Dialogue between these actors is the way to bring about changes that enable the multiplication of benefits for all, all the while reducing social costs that derive from poor management and/or entrepreneurial choices.

The structure of the strategy is simple but effective. It rests on 3 pillars: support for enterprises, information and awareness raising campaigns, dialogue with involved stakeholders. This strategy involves all the necessary players and gives them the tools necessary to participate actively. The strategy also recognises that while studies and reports are important, it is necessary to focus on real practical tools which can be of use to

SMEs.

Furthermore, the strategy responds to real regional needs, identified through the constant dialogue with the territory. Those responsible for the project have listened to different ideas and proposals. This has resulted in a different type of dialogue from that which usually develops between public administration and citizens, one that is open and which is two way.

The technical and political support for Fabrica Ethica are vital. Fabrica Ethica has been supported by the regional government since its beginning and this support has grown. The staff responsible for the running of Fabrica Ethica are experienced, dedicated and enthusiastic, proving the importance of human resources to making innovative initiatives successful. This is shown, for example, by the increasing popularity of the tutoring service provided via email. Since it was launched over 2000 users (mainly private companies) have used the service.

The project has benefit from a good communication and publicity campaign which reaches all the different categories of actors with potential interest: enterprises, TUs, secondary schools, universities, local entities, ministries, etc.

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)

Planning began in 2000 with a survey on instruments and plans of action to be promoted in order to strengthen and enhance territorial quality in Tuscany. It started from the principle that development, rather than growth, should be underpinned by inclusive policies and social cohesion. With the results of this survey, and in an international context addressing CSR, a series of financial instruments were defined to support companies applying for certification. This type of participative planning and this means of gaining an in-depth knowledge of the territory could be successfully transferred.

- transferability of process (management structure, monitoring system, etc.)

Fabrica Ethica has one dedicated management team and support structures for other activities (e.g. the micro credit system). This kind of structure could be taught for transfer. The direction for current and future actions is largely defined by the Regional Ethical Committee. This type of forum could also be transferred to other regional contexts.

- transferability of results (products, conclusions, etc.)

Fabrica Ethica can lay claim to impressive results in terms of number of SMEs certified, number of actors involved, funding provided, etc. The activities leading to these results are perfectly adaptable to other contexts. However, it is vital to remember that this type of initiative needs strong political support. It also requires high levels of information and coaching as it is related to changing attitudes.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

Fabrica Ethica is already a permanent feature of regional economic development policy.

Activities triggered after Good Practice closure

There is no formal closing date for this initiative. In fact, the regional law on CSR has established that this type of activity will continue to be supported and promoted.

It is sustainable since it has budget and staff available. The staff is internal to the regional government and therefore the know-how stays in the entity. It is also inserted into regional acts and documents.

Would you do anything differently if you were to start again?

Greater importance could be given to sharing the project choices and information of activities within the regional government itself. This would allow a homogeneous and integrated approach to be developed both between various DGs and, above all, among the sectors that directly deal with SMEs.

This would help to limit the risk of having high levels of visibility outside of the Region and less within it. In other words, it is important to create a constant dialogue and “plateau” both with external and internal stakeholders.

It is also important to link CSR with innovation related initiatives from the very start, and to give CSR administrative responsibility to the same office that works on innovation. This should be done through concrete actions and initiatives.

PRAI Virtual Innovation and Cooperative Integration

PRAI VINCI

General Description

The 2nd Regional Programme of Innovative Actions in Tuscany was an example of innovative organisational methods to promote competitiveness and innovation capacity in the Tuscan economy. PRAI VINCI faced up to some of the main obstacles which block the stimulation of the growth of innovation activities and development in traditional sectors of the Tuscan economy: limited dimensions of enterprises and their reluctance to form associations which may help them to work towards common technical objectives.

VINCI aimed to promote the Virtual Enterprise / Virtual Organisation as an instrument for the creation and management of aggregations which serve to strengthen competitiveness of the main industrial systems in the Tuscan economy.

A Virtual Enterprise (VE) is a temporary alliance of enterprises that come together to share skills or core competencies and resources in order to better respond to business opportunities, and whose cooperation is supported by computer networks. It is a manifestation of Collaborative Networks and of Virtual Organisation (a productive organisational entity that uses telecommunication tools to enable, maintain and sustain member relationships in distributed work environments).

The VE /VO was experimented particularly in the field of technological innovation and technology transfer which, in a system of micro-firms such as Tuscany, represents one of the weakest links in the value chain.

The Programme offered four action lines: Analysis and design of VE / VO models in specific sectors of the regional industry and dissemination of results; experimentation, through pilot projects, of associated models of an innovative nature which develop forms of virtual cooperation; modelling, interregional comparison, mainstreaming of the results; animation, monitoring, technical assistance.

The call for proposals was launched in 2006 and 32 projects were submitted. 12 of these were approved in December 2006, all of them started by February 2007. These projects brought together a total of 83 actors (90% SME) with funding of 3.620.000 euro (2.892.000 public contribution).

Key innovative features

In a context in which the traditional forms of association do not spread easily the adoption of different cooperative methods, based on the concept of Virtual Enterprise constitutes a key factor in process innovation.

Virtual Enterprise is a highly dynamic and flexible tool for horizontal and vertical aggregation thanks to its ability to develop according to the needs and opportunities of the market, as well as remaining operational as long as these opportunities persist. It puts forward a number of benefits, among which the following can be emphasised:

- **Agility:** the ability to recognise, rapidly react and cope with the unpredictable changes in the environment in order to achieve better response to opportunities, shorter time-to-market, and higher quality with less investment.

- Complementary roles: enterprises seek for complementarities (creation of synergies) that allow them to participate in competitive business opportunities and new markets.
- Achieving dimension: especially in the case of micro, small and medium enterprises (SMEs), being in partnerships with others allows the achievement of critical mass and the appearance in the market with a larger “apparent” size.
- Competitiveness: achieving cost effectiveness, by proper division of subtasks among cooperating organisations and timely response by rapidly gathering the necessary competencies and resources.
- Resource optimisation: smaller organisations sharing infrastructures, knowledge, and business risks.
- Innovation: VE/VO presents opportunities for the exchange and confrontation of ideas, a basis for innovation. VE/VO also used ICT technology in new and innovative ways.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|---|---|
| • choice of priority actions in the framework of the RPIA | 4 |
| • forming a partnership | 5 |
| • ensuring contribution from the private sector | 5 |
| • placing the project into wider policy context | 4 |
| • ensuring political support | 4 |
| • planning and formulating a proposal | 4 |
| • administrative management | 4 |
| • other - training and information for participants | 5 |

Criteria used to evaluate the Good Practice

The success of SME-based Italian districts was a factors that motivated economic development organisations across the world to adopt cluster promotion as an approach to stimulate growth and job creation. More recently, the level of competitiveness of the organisational model of districts has been called into question. Claims that they are limited in internationalised capacity and in innovation and research. However, studies show that at least until the year 2000 Italian districts showed better performances in terms of employment and of growth in tertiary activities.

It is clear that the district model can only provide the competitive edge if it proves capable of evolving and innovating.

Thus, the Regional Plan for Economic Development calls for re-organisation, modernisation and innovation of the enterprise structure. PRAI VINCI responded by testing a new type of organisational management in many different economic sectors.

PRAI VINCI experimented and elaborated an innovative methodology which can be transferred to the group of instruments utilised by the Region to support of R&D and regional development in general.

The interest in PRAI VINCI and the participation in the call for proposals was highly satisfactory for such an experimental programme. The number of participants was also impressive and spread right across the territory and its main economic sectors.

Impact indicators used to asses the Good Practice

- number of enterprises participating in call for proposals
- number of economic / social actors participating in call for proposals

- number of projects financed and successfully completed
- number of regional actors involved in the overall process
- number of VE/VO models experimented

Actors who participated in designing the Good Practice and level of involvement during planning stage

- | | |
|---|---|
| • regional authority | 5 |
| • business sector | 3 |
| • other - PRAI VINCI was developed through exchange with the main economic, cultural and social actors. | 3 |

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- | | |
|----------------------|---|
| • regional authority | 5 |
| • business sector | 3 |

Formation of regional partnership

PRAI VINCI successfully developed a regional partnership for the planning of the programme. It also promoted an innovative partnership method through experimentation of the VE/VO model.

Main success factors of the Good Practice

The programme had political support and a strong and dedicated management team. Project partners were able to turn to the management team when in need of expert help and advice both in planning the project proposal and in implementing different aspects of the projects.

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)

The Programme was developed through intense consultancy and a continuous process of exchange between the main economic, cultural and social. In particular discussions on the initiative were held during: • The stipulation of the Development and Employment Pact which represents an interesting path and a possible model of cooperative governance and involved, among others, the Union of Tuscan Provinces, Trade Unions and workers associations, Industrial associations and Environment Associations • Planning sessions with economic categories; • The Permanent regional conference with university institutions in Tuscany and research areas of the CNR. Through these meetings the Programme's main themes and content were identified. The process is transferable. It includes studies, leading to the development of a set of guidelines on the virtual enterprises, calls for proposals and the subsequent experimentation of the VE/VO model and a continuous process of monitoring, awareness raising and support.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

The management of the RPIA is integrated with that of the Single Planning Document for Objective 2 areas, with the direct involvement in the Programme elaboration of the authority responsible for the management of the SDP Ob. These authorities are under the same organisational structure of the Regione Toscana, the Directorate General of Economic Development, indeed the whole sector involved in programme planning and management come under this structure. Those responsible for management of the SDP Ob.2 were also included in the Programme's steering committee.

Activities triggered after Good Practice closure

A number of projects have continued with VO/VE activities. Two examples are:

- IDETOS – household furniture and furnishing. each maintaining their own individual identity, they have added value to their individual projects by forming a “label” together. They have now opened a shop in the centre of Florence in order to market these products.
- e-nautica – nautical service and supply chain. They have developed an ICT platform which represents a common interface for clients. This platform is operational.

Furthermore, the guidelines are available and have been distributed in order to encourage increased awareness on this type of organisational model.

Would you do anything differently if you were to start again?

The VE/VO model is new to Tuscany and especially to Tuscan SMEs. This means that participants took some time to understand and adapt to the model and that others didn't participate at all. This is a learning process and SMEs need to make a cultural leap to fully embrace the benefits of this kind of organisation.

In the planning process more time should be included for information seminars and for preparing participants gradually.

Bretagne

1 good practice

Breton Technological Development Network

RDT Bretagne

General Description

The Breton Technological Development Network gathers a hundred advisers (technological or generalist) with a mission of public interest. They visit SME, identify needs and support them all along the setting up and management of innovative projects.

These advisers all come from local and regional structures.

This network is a very appreciated knowledge exchange and networking platform for innovation advisers in the region. The objective is to optimise advisers' visit and their response to the identified SMEs' needs by ensuring they know each other's skills, competencies and existing innovation funding schemes. Members of the RDT meet regularly and participate in training programmes specifically organised for them.

Key innovative features

An intranet has been developed so that members could register their action and exchange information about their visit. This facilitates knowledge codification and exchange of data and experiences. All visits must be registered and each adviser must fill in a form about her/his profession and her/his skills. This data base should be also the source of knowledge to carry out analysis for sharing out the enterprise, classed according to their needs and access to technology.

Each adviser must adhere to a professional code of ethics with the agreement of the organisation in which he/she is employed. He/she therefore commits:

- to taking part in the canvassing effort
- to giving the enterprise the best service possible
- to transmitting to the network the information necessary for the satisfaction of the needs of the enterprises – communication into the network
- to educating himself/herself

Thanks to the training sessions in the RDT, there are ample opportunities for a development of professionalism in many areas.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|--|---|
| • forming a partnership | 5 |
| • placing the project into wider policy context | 2 |
| • ensuring political support | 3 |
| • administrative management | 4 |
| • other - quality of the training for the advisers, easy to use intranet | 4 |

Criteria used to evaluate the Good Practice

One of the most important things to optimise the regional innovation support system is the quality of relationships between the different actors. It is the main aim of the network. It allows local and regional advisers to exchange information (about the skills, needs of SMEs...) and creates a common identity between them.

Impact indicators used to assess the Good Practice

- Survey to RDT's members /Data related to members' feelings on the network
- Assessment of the matching degree in the vision of the objectives and goal of the network among all RDT's members
- Beneficiary firms' survey - Assessment by the beneficiary firms of the service and PTR-PRD financial aids delivered by the advisers
- Annual activity report : indicators on networking (Number of meetings, training sessions organised...)
- intranet tool (data on the SMEs visited)

Actors who participated in designing the Good Practice and level of involvement during planning stage

- | | |
|----------------------|---|
| • regional agency | 5 |
| • national authority | 5 |
| • other | 5 |

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- | | |
|------------------------|---|
| • regional authority | 3 |
| • regional agency | 5 |
| • external consultancy | 3 |
| • other | 3 |

Formation of regional partnership

The aim of the GP was to create a regional network, but only between regional innovation support structures, not between SMEs. This was successfully achieved.

Main success factors of the Good Practice

- quality of leadership
- quality of the training sessions (to create trust and common identity)
- quality of the information exchanged.

Good Practice Results

- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of process (management structure, monitoring system, etc.)

Almost every European region has various innovation support structures. However, they are not always organised in network. The overall network concept and the organisation and tools used to create a common identity (intranet, training sessions, regular meetings...) can be transferred.

Axis 2 - Increase regional competitiveness and economic performance through innovation and knowledge,
Activity 1 - Structure and develop regional innovation system could be mainstreamed. The regional authority is thinking about the reinforcement of the RDT

Would you do anything differently if you were to start again?

- reinforcement of the partnership, the collaborative process.
- Definition of new indicators to assess the networking effect
- participation of new structures (to take in account a wider definition of innovation) in the network.

Flanders Agency of Economy 1 good practice

ParentHood Projects

General Description

Objective: Professionalising the management of SME's by organising learning networks by and for entrepreneurs.

Activities: Training sessions on the day to day business operating level. Creating network opportunities during training. Participants are divided in groups that meet on a monthly basis during a one or two year scope.

Key innovative features

The Parenthood project approach is based on the following principles:

- Owner-manager focus: Training sessions focus on entrepreneurs who are owner and/or manager of a company.
- Network model: The project establishes a local or international business network of large and small companies.
- Low cost, relevant, accessible
- Business led: The strategy of the programme is led by the local business community and responds to the unique circumstances of the local commercial and industrial environment.
- Group development approach: Maximising learning effect by capitalising on certain group dynamics (ex. trust)
- Parent company Support: Smaller companies profit from larger companies experience.
- Sustained involvement: The network gathers on a regular basis. There is also guidance outside the framework of the network sessions.
- Locally based: Business to business environment in a regional context.

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|---|---|
| • choice of priority actions in the framework of the RPIA | 1 |
| • forming a partnership | 5 |
| • ensuring contribution from the private sector | 5 |
| • placing the project into wider policy context | 5 |
| • ensuring political support | 3 |
| • planning and formulating a proposal | 4 |
| • administrative management | 5 |
| • externalising management of activities | 4 |

Criteria used to evaluate the Good Practice

It is a flexible but simple concept which has proved successful. Earlier studies showed that participants

increased their business results after completing a parenthood project cycle. It has been successfully tested and applied in several other European countries such as Poland, Ireland, Hungary,

Impact indicators used to assess the Good Practice

- Performance of companies on key management topic such as planning, marketing, quality, internationalisation.

Actors who participated in designing the Good Practice and level of involvement during planning stage

- | | |
|--|---|
| • regional authority | 4 |
| • regional agency | 4 |
| • education (University) or research institution | 2 |
| • external consultancy | 3 |
| • business sector | 4 |

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- | | |
|--|---|
| • regional authority | 4 |
| • regional agency | 4 |
| • education (University) or research institution | 2 |
| • external consultancy | 3 |
| • business sector | 5 |

Formation of regional partnership

Many of the created networks are organised on a regional scale and have already demonstrated their capacity to link up with other business networks in other companies.

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

It's a flexible and simple approach that already proved successful in several European Countries.

Potential to mainstream the Good Practice to Ob1 / 2 regional programmes

Several aspects like mentoring companies and creating company networks are an operational priority of the Flemish objective 2 programme.

Activities triggered after Good Practice closure

Companies keep on meeting once they know each other. The built knowledge continues to positively influence the companies activities.

Would you do anything differently if you were to start again?

Yes

During the project we want to benchmark our approach with other countries to improve the current system.

Regione Emilia Romagna

1 good practice

Industrial research projects and pre-competitive development

General Description

This action belongs to the Regional Programme for Industrial Research, Innovation and Technological Transfer (PRRITT) aimed to reinforce the dynamics of the production of the regional system, to contribute to strengthening the regional community by innovation, the diffusion and the development knowledge.

The action consists of research projects aimed at devising new products, productive and organisational processes or services, or to innovate and significantly improve the existing products, processes and services. The idea is to promote the evolution of research project results into pre-competitive development plans, projects and prototypes.

It will develop new patent and other forms of protection of intellectual property and results of experiment. It will improve the improve the employment of new researchers and collaboration with universities and research centres.

Key Innovative Features

The action:

- contributes to the consolidation of a regional community of knowledge and innovation uniting industry, the research system and the professional world
- favours development of a regional network
- promotes closer relations between research and industry
- promotes industrial research and technological transfer activities

Level of importance for Good Practice success of (1 - 5 scale, 1 = low...5 = Very high):

- | | |
|---|---|
| • forming a partnership | 5 |
| • ensuring contribution from the private sector | 5 |
| • placing the project into wider policy context | 5 |
| • ensuring political support | 5 |
| • planning and formulating a proposal | 5 |
| • administrative management | 5 |
| • externalising management of activities | 5 |

Impact indicators used to assess the Good Practice

- N° of business projects in R&D
- N° of Joint industrial research laboratories of SMEs
- N° of research laboratories
- N° of Innovation centres
- N° of new researchers employed in the SMEs

Actors who participated in designing the Good Practice and level of involvement during planning stage

- regional authority 5
- regional agency 3

Actors who participated in implementing the Good Practice and level of involvement during implementation stage

- regional authority 5
- regional agency 3
- external consultancy 2

Good Practice Results

- Innovative character and quality of the proposal
- Potential impact on the regional economy
- Expected sustainability of the project
- Project's results in enhancing local, regional and interregional partnerships

Transferable aspects

- transferability of planning (forming a partnership, choosing priorities, etc.)
- transferability of process (management structure, monitoring system, etc.)
- transferability of results (products, conclusions, etc.)

The action has already been transferred to other Italian region (Sicilia and Campania).

Would you do anything differently if you were to start again?

Simplify the administrative management.