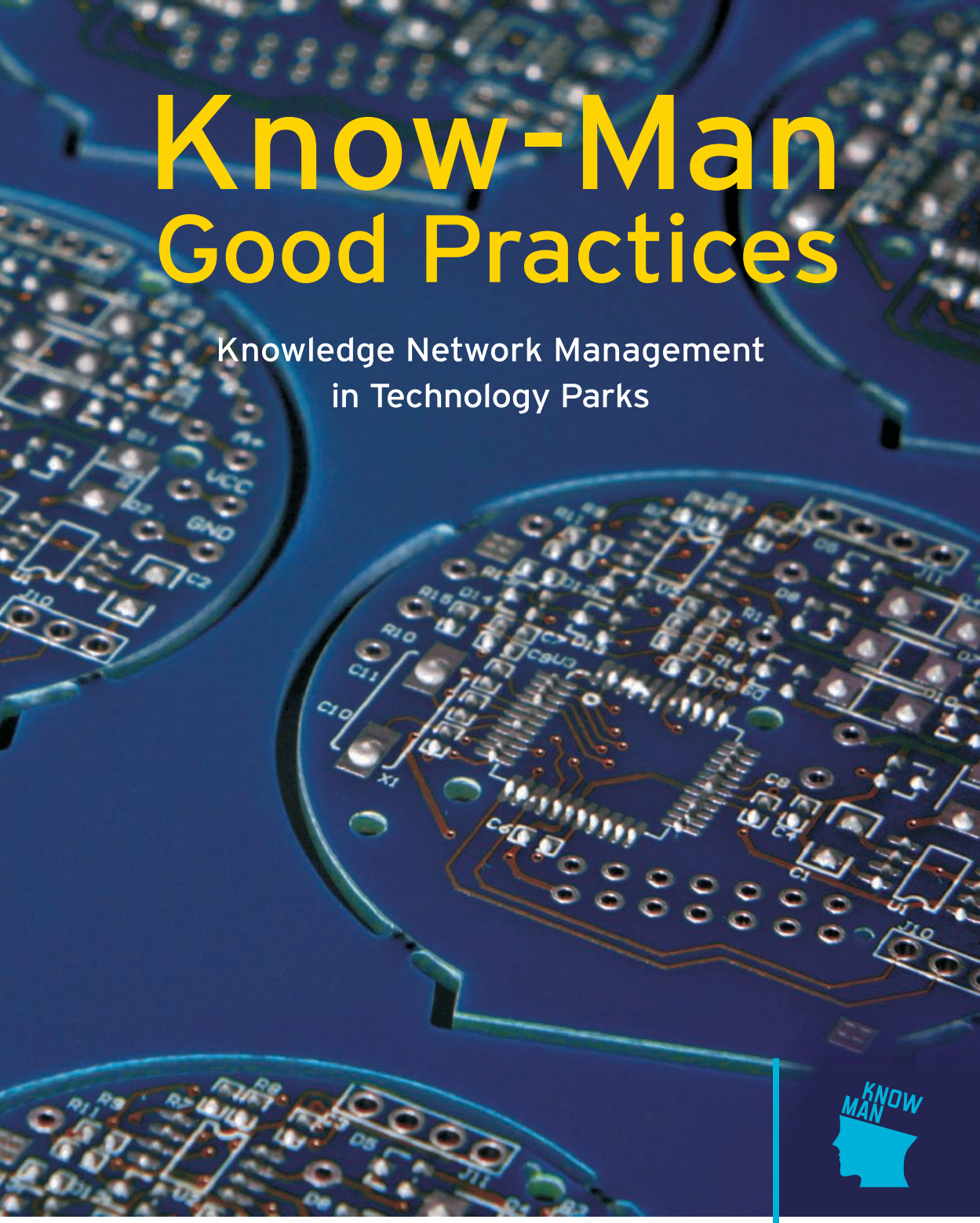

Know-Man
Good Practices

Knowledge Network Management in Technology Parks

INTERREG IVC
INNOVATION & ENVIRONMENT REGIONS OF EUROPE SHARING SOLUTIONS

European Union
European Regional Development Fund

This project is co-financed by ERDF and made possible by INTERREG IVC Programme

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FOREWORD
– SUPPORTING INNOVATION BY REGIONAL COOPERATION!

Know-Man: Knowledge Network Management in Technology Parks is an INTERREG IVC project with the aim to improve regional development and innovation strategies. By developing, sharing and transferring tools and practices we enhance the linkages between start-up companies research institutions (e.g. universities), and public authorities. Especially technology-oriented start-ups and young small and medium sized enterprises need effective and easy-accessible tools on their rocky way from an innovative idea to a successful enterprise. This brochure marks the first milestone of our joint effort to optimise knowledge network management tools in technology parks and their surrounding regions.

The present volume is a collection of 43 Good Practices regarding management and coordination of knowledge transfer between enterprises and public research and development institutions – identified, described, and summarised as part of "Know-Man" project. For the purpose of his volume *Good Practice* is defined as follows:

A Good Practice is an initiative (including methodologies, projects, processes, and techniques) under one of the programme's thematic priorities which has already proved successful and which has the potential to be transferred to a different geographic area. The practice is considered successful if it has already provided tangible and measurable results in achieving a specific objective.

Identification and description of the Good Practices consisted of three steps. In the first step, focused on the demand and supply within Know-Man partnership, four thematic areas were agreed upon: Human Capital, Networking, Decision-Making, and Social Infrastructure. The partners identified over 90 Good Practices, nearly 75% of which concerned Human Capital and Networking and 10% concerned Social Infrastructure. Second, the partners selected the practices that best matched their regional demand. These 43 Good Practices were subsequently described in detail based on the structure of a Good Practice Identification Chart. For the purpose of the publication each Good Practice was summarized using the same structure including identification box, aims, and the practice's central phases, as well as its interregional transfer potential. In order to facilitate orientation in the Good Practices they are divided into seven categories. Within each category, the practices further differ in scale and scope regarding costs, manpower, and duration.

1. Company Set Up / Business Plan
2. Transfer
3. Infrastructure
4. Networking / Clusters
5. Human Resources
6. Finance
7. Marketing / PR

This brochure can be considered as a toolbox. We offer you a wide range of existing, already successfully tested Good Practices that support the interaction between companies, the academic community and public authorities. What they illustrate are innovative cooperation models that enable diverse partners to work together and to strengthen the regional knowledge network.

Comments from two experts – Katja Reppel and Malcolm Parry – constitute a valuable introduction to this set of Good Practices. Katja Reppel, Deputy Head of unit for innovation policy development in DG Enterprise and Industry, prepared a comment explaining the regional dimension of the Innovation Union flagship initiative. The input of Dr Malcolm Parry, Director of the Surrey Research Park and Chairman of the UK Science Park Association, focuses on the role of science and technology parks as sources of best practice programmes.

ABOUT THE PROJECT
KNOW-MAN: KNOWLEDGE NETWORK MANAGEMENT IN TECHNOLOGY PARKS

The INTERREG IVC project Know-Man started its work in January 2010. The project, consisting of 15 partners from five countries unites regional development stakeholders and decision makers. The focus of this project lies on the interconnection between public authorities, economic actors represented by technology parks, and academic representatives. Know-Man specifically intends to improve policies in favour of innovative SMEs. The project runs from 2010 to the end of 2012.

Objectives

- Developing instruments for an effective regional knowledge network management between public authorities, research institutes and technology parks
- Strengthening the cooperation between innovative SMEs and the research community
- Supporting start-ups in launching their knowledge-intensive business

Work Packages

- Good Practices present already existing measures of knowledge network management policies in the regions. They are being identified, published and eventually transferred between regions.
- Knowledge Atlases visualise the options for knowledge transfer between the triple-helix of actors in the participating regions. Their special focus lies on providing orientation for companies in their start-up phase.
- Demand Analyses show the current situation and the demand of companies in the science and technology parks for knowledge transfer services with public and academic actors.
- Benchmarking compares the offer of services on interconnecting public, private and academic actors in the participating technology parks.
- Expert-Tandems transfer identified Good Practices of optimising the knowledge network between the participating regions. These tandems build on the work in the previous work packages.

For further information please visit the project's webpage www.know-man.eu and subscribe to the project's newsletter!

Partnership

Germany

- Lead partner
  Leibniz-Institute for Regional Development and Structural Planning, **ww.irs-net.de**
- Berlin Government, represented by Senate Department for Economy, Technology and Women´s Issues, **www.berlin.de/sen/wtf/**
- WISTA-Management GmbH, **www.adlershof.de**
- Department of Geography at the Humboldt University of Berlin, **www.geographie.hu-berlin.de**

Italy

- Municipality of Rome, **www.comune.roma.it**
- BIC Lazio SpA – Enterprise Europe Network, **www.biclazio.it**
- Veneto Innovazione SpA, **www.venetoinnovazione.it**

Poland

- Lower Silesia Voivodship, **www.dolnyslask.pl**
- Wrocław Technology Park, **www.technologpark.pl**
- Centre for European Regional and Local Studies (EUROREG), University of Warsaw, **ww.euroreg.uw.edu.pl**

Slovenia

- Municipality Prevalje, **www.prevalje.si**
- Technological Research Centre of Koroška, **www.trc-koroska.si**
- RDA Koroška d.o.o., Regional Development Agency for Koroška Region, **www.rra-koroska.si**

Spain

- Agency for Innovation and Development of Andalusia IDEA, **www.agenciaidea.es**
- Science and Technology Park CARTUJA 93, **www.cartuja93.es**

INTERREG IVC. Interregional Cooperation Projects – Second collection, June 2010.

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The Regional Dimension of the Innovation Union Flagship Initiative

Katja Reppel

The European Commission has recently presented its strategy for the coming decade in order to achieve smart, sustainable and inclusive growth, the so called "Europe 2020" strategy[1]. Innovation takes a prominent place in it, as innovation enables to achieve economically, environmentally and socially sustainable growth and economic development. The "Innovation Union" flagship initiative[2] in Europe 2020 lists the different actions necessary at EU, national and also regional level in order to be able to achieve such innovation-based growth. The Innovation Union focuses on innovations that address major areas of concern for citizens such as climate change, energy efficiency and healthy living. Its objectives can only be attained in partnership with the Member States and their regions.

The Innovation Union addressed the main shortcomings in Europe with regard to innovation capacities and framework conditions, namely a staggering under-investment in R&D, the low performance in translating the knowledge generated in research into innovative products and services and the strongly fragmented innovation and research support landscape, which still follows national and often regional boundaries instead of getting the best out of pooling the talents, knowledge, industrial capacities and markets across the entire European Union. These problems are getting ever more threatening to Europe's economic development, as for instance China is moving from a cheap labour cost-based economy to a knowledge-based one. Also Brazil and India are catching up steadily with the EU's research performance.

Europe needs to bring more good ideas to the market. This is a core message of the "Innovation Union" flagship initiative. This implies a **broad concept of innovation**, both research-driven and driven by creative ideas in marketing, design, by capturing users' needs and developing innovative solutions to meeting them. The Innovation Union thus addresses not only large or high-tech companies, but also huge potential for new growth and jobs in companies in traditional sectors and small and medium sized firms that can achieve larger value added or open more market opportunities through a user-centred innovation approaches, drawing on the creative and innovative potential of their staff members, clients and suppliers or inspiration from other firms in a cluster.

The package of actions proposed by the Commission covers a **strengthening of the knowledge base** with actions on skills and the mobility of researchers, future programming landscape for research and innovation and concentration of efforts on large scale research infrastructures of European importance.

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1 http://ec.europa.eu/eu2020/index_en.htm

2 http://ec.europa.eu/innovation-union/

In order to facilitate **bringing ideas to market**, the Innovation Union announces actions for better access to finance for innovative companies, measures in the field of venture capital, state aid, standards, screening of regulation, affordable IPR rules and eco-innovation. Actions for directing a share of the 17% GDP that goes in Europe in public procurements towards innovation will aim to provide a major pull effect on innovative solutions and have the potential to speed up considerably the market entry of innovations and their sustainability through faster returns on investment and product improvements though lead customer effects. This also aims to get more value for money through improved public services and infrastructures.

Other actions of the Innovation Union flagship initiative aim at **social and territorial cohesion** with actions for focusing the existing Structural Funds' allocations for innovation on improving the performances of the innovation systems and smart specialisation.

A major step forward in the Innovation Union compared to the previous EU strategies for innovation are **European Innovation Partnerships**. They will bring together through joint concerns about major societal challenges the supply and demand side instruments from private and public actors across the different EU, national and regional policy levels. These Partnerships aim to convert societal challenges from threats to the social, economic and environmental viability of our economies into market opportunities through innovative solutions. A first pilot on healthy ageing that aims to add two healthy life-years will be followed by partnerships around other topics, e.g. energy, transport, raw materials, water, etc..

The overall approach of the Innovation Union is to **involve all actors**, i.e. not only the usual research and high-tech enterprise actors who concentrate on technological and research-based innovation, but beyond this the actors across the "knowledge triangle" (i.e. also education and training sector and all types of innovating businesses), along the value chain (e.g. procurers, citizens, social economy). This involving of all actors also means to involve not only central governments, but to acknowledge the importance of proximity with and among innovation actors of the regional levels. The Innovation Union expressly involves not only the leading innovative regions, but aims to foster the **innovative potential of all regions**. The strong regional dimension of the Innovation Union is based on the observation that the innovation performance in Europe differs significantly from region to region and that only a limited number of regions are able to deliver a high innovation performance. This unequal innovation performance ("innovation divide") holds risks for the social, economic and territorial development of Europe as a whole and calls for Regional Policy to take action on several fronts. Regional Policy with the Structural Funds as integrated funding instruments is key to stimulate innovation at regional level through clusters, support to innovation-friendly business environments for SMEs, new forms of university-business cooperation, research infrastructures, creative and cultural activities, design and ICT.

However, this "innovation divide" requires to move away from a "one-size-fits-all" approach to regional innovation policy, which sometimes resulted in a copycat system that tried – and failed – to implant innovation policy methods from innovation hotspots to lagging regions or that multiplied technology parks and research infrastructures with sub-critical mass and lack of focus, instead of joining forces with neighbouring regions.

While the mutual learning from other policy makers' experiences is a vital asset that the European Union can offer, the situations in the different regions differs so strongly that "cut-and-paste" methods can sometimes be more harmful than helpful for innovation policy development. Innovation needs to better take into account the regional context building **on regional and local strengths**. Every region has a natural geographically or historically related value chain which may provide a comparative advantage for the region in the global competition, while rendering a simple transfer of policy methods sub-optimal.

That's why regions should adopt '**smart specialisation strategies'** to identify the activities which offer the best chance of strengthening their comparative advantages and concentrate their innovation efforts on those. Regions need to construct a strategic vision of their future, based on positioning themselves in the knowledge economy, taking into consideration its industrial structure, entrepreneurial capacity, human capital, geographic and climate conditions and any other asset. Such analysis should not be only inward looking, but take into account the position of other regions and the potential gains of teaming up with them to complement capacities and generate synergies. Based on such evidence, regional "smart specialisation strategies" with the necessary policy mix can be conceived. Member States and regions should concentrate research and innovation resources on the thus identified most promising areas – on clusters, areas of specialisation, high value-added markets or specific research areas. Smart specialisation strategies should form the basis for support to research and innovation activities in ERDF programmes in the period post-2013.

The Commission will support the formulation and implementation of such smart specialisation strategies by national and regional governments through a "**smart specialisation platform**" to pull together in a one-stop-shop approach expertise from universities, research centres, regional authorities, businesses and Commission services so as to help identify needs, strengths and opportunities. It will put data at the disposal of policy-makers policy analysis and information on research and innovation performance and specialisation from an EU-wide perspective, in particular through tools such as the European Cluster Observatory, the Regional Innovation Monitor and the regional innovation scoreboard.[3] Building on its "Regions for Economic Change" initiative for Interreg IV C capitalisation projects, the Commission will facilitate learning among peers to develop, test or improve smart specialisation strategies through offering networking opportunities in a coherent manner (including a future

[3] http://ec.europa.eu/enterprise/policies/innovation/policy/regional-innovation/index_en.htm

"European Cluster Cooperation Forum" and the European Cluster Alliance funded by the Competitiveness and Innovation Framework Programme[4] and the FP7-funded 'Regions of Knowledge'[5] and Research Potential projects[6]).

Hence the paramount importance that the Commission attaches to bottom-up initiatives like the "Know-Man" Project which bring together local and regional actors to share and learn from each others' policy practices and support mechanisms. Such initiatives with direct contacts allow to appreciate policy approaches in depth, compare a region's strengths and weaknesses, industry and policy context to the region where a Good Practice has been identified and thus to adjust an adopted approach and to possibly join forces across borders to gain critical mass and thus draw fully on the creative and innovative potential that Europe's regional diversity offers.

Katja Reppel is a lawyer of German nationality who worked for six years in the Council of Europe before joining the European Commission in 1999. Currently she is Deputy Head of Unit for industrial innovation policy development in DG Enterprise and Industry. In the past eight years she worked on innovation policy, SME policy, the Lisbon and Europe 2020 strategies, development and implementation of the Competitiveness and Innovation Programme, innovation in regional development programmes and innovation policy governance.

4 http://ec.europa.eu/enterprise/policies/innovation/policy/clusters/index_en.htm
5 http://cordis.europa.eu/fp7/capacities/regions-knowledge_en.html
6 http://cordis.europa.eu/fp7/capacities/convergence-regions_en.html

Science and Technology Parks – Best Practice Programmes

Dr *Malcolm Parry*

As formal entities science and technology parks have been operational for over 60 years. The initial concept was based on creating area based locations next to universities to which to attract large corporations to set up research facilities such as industrial laboratories. To a degree this strategy was driven by the centralisation of resources in large capital intensive laboratories which could only realistically be funded by big companies. The interest of the partner universities in these projects was the opportunities they presented for the human and technology capital that they developed through their role in education and research.

Initially science and technology parks were successful in attracting these facilities but a degree of separation in the ambitions existed between those working in the private sector facilities and those working in the public or university sector. The foundation of this difference is that those in the academic sphere like to identify problems, investigate these and build new knowledge. In contrast the intention of those in commercial laboratories is to use science and technology to solve problems that are a barrier to gaining a competitive advantage in a market place. These are very different approaches to problems. Although today these differences are less pronounced they still do exist and represent one of the hurdles that have to be overcome in order to create effective links between universities and business.

Science and Technology Parks: From Idea Generation to Market Launch

The process that drives the industrial and commercial research and business development is the desire for innovation; that is taking science and or technology along and up a value chain to the market. This *technology journey* from laboratory to market is complex and there are many routes this can take. However, for the sake of simplicity the process is either pushed by developing a technology that is perceived as having commercial potential or by markets pulling a technology that is perceived to be a solution to a market need.

Alongside the technology journey, there is always a *company journey* which is how the numbers, skills and competence of personnel in a company build up to meet the needs of approaching a market and then its exploitation. There is also a *market journey* which is the shift in a market from no interest at all in a product to one in which the market begins to deliver revenue by making sales. Of course some never make it past the starting phase of the perception of market by the entrepreneur.

Today science and technology parks have evolved in response to a much wider and more elaborate range of management services to support these three journeys. Parks sit in a strategic position between the generation of ideas, products, processes and methodologies in laboratories and the market for these. These generators are now likely to include, for example, universities, hospitals, industrial and commercial laboratories, and government laboratories. There are examples of science and

technology parks in the UK and other parts of Europe that are associated with each of these kinds of institutions. However, to be most effective these host institutions need to have in place processes for ensuring that barriers to contact are minimised and there are procedures in place to support commercialisation.

Within knowledge generating organisations there have to be management structures that are supported by policies and resources that encourage technologies to be developed, protected and tested against potential markets.

Support for this process has traditionally been undertaken by a department which has the role of technology scouting, intellectual property (IP) protection and then commercialising technology. The recognition of the need to widen the net has also brought into the curriculum in many universities programmes that focus on entrepreneurship. This is important because for those that chose to use the scientific and technical knowledge in business need an understanding of the principles of business development in order to assist companies, into which they are recruited, to be able to absorb the technology and wrap around this a business model for exploitation.

The whole process of knowledge generation relies on investment in R&D. R&D spans many degrees of proximity of science and technology to their use in the market place. The main investors in the work that is far from the market are usually governments and large wealthy companies; however, as an aside the mounting cost of R&D has meant that a number of strategies have been developed to share the cost and reduce the financial burden for those involved in this activity.

These strategies include open innovation by large companies, and for governments, providing grants and tax relief for R&D, both of which constitute a form of subsidy and risk sharing. In addition if cluster of firms involved in a sector can be created either through market forces or effective management policies the companies in these sectors can also share the risk. The matter of funding the work done at the interface between discovery and exploitation represents a significant issue that continues to be a matter of interest to all those involved in economic development.

It is well understood that as technologies with commercial potential move from an R&D phase towards the market any subsidy that this early phase of change has enjoyed has to be replaced by loan or equity funding.

If Business Cannot Understand the Idea How Can They Use Them?

In addition to the obvious need for funding for commercialisation, business needs entrepreneurial and technical skills as well as knowhow and market knowledge in order to absorb and use ideas that have commercial potential. If business cannot understand the idea how can they use them?

Ideas also need to be disseminated across market places. The need to engage in a proactive way to achieve this dissemination process has led to the development of a range of management programmes through which this can be made simpler.

The majority in the UK are targeted at a particular and usually specific problem that a commercial organisation wants to resolve and most involve universities. These programmes include Knowledge Transfer Partnerships, Accounts and Networks, innovation vouchers, innovation clubs, Angel Clubs as well as more localised business centric programmes. Most of these business centric programmes are operated in science and technology parks and developed by businesses in order facilitate a business to business dialogue. Some of these involve professional associations such as engineering institutes, R&D societies, consultants, while other include education programmes and open business management strategies that support and ensure that this diffusion takes place.

Despite these beneficial elements in a business environment and best practice being developed and supported, ultimately the whole process of commercialisation is driven by demand which comes from consumers, government procurement and business to business trade.

There are examples of where governments have developed policy frameworks, fiscal instruments, business support programmes and deregulation to stimulate markets.

Many of the world's very large companies represent important markets for innovative small companies that have novel technologies. This need has arisen because despite many of these businesses having flatter management structures than in the past many still operate on a command and control basis which militates against businesses developing an open minded approach to absorbing new ideas: it important that strategies are developed to overcome these constraints.

To overcome this many companies have now set up management systems and programmes to influence and remove the blockages in the process. Common best practice involves creating a board level position which carries with it the responsibility for innovation, creating laboratories for innovation, developing internal structures for open innovation, staff training for developing innovation sensitive work practices, using external agencies to support staff development in innovation practices, and enabling spinoff companies to be formed to commercial new idea which removes the new idea from the "big company" culture.

It is now through these access points into larger companies that many of the government programmes are taken up by business.

The Framework of Innovation Governance in the United Kingdom

Sitting at the heart of this process is innovation governance which is about creating the right environment for all these connections and processes to happen. Experience has shown that science and technology parks are an important feature of this process.

In this context the UK has no cohesive policy or strategy for science and technology parks or incubator development. In the UK the science park physical infrastructure has developed in a bottom-up fashion according to local needs and has often been as a result of the entrepreneurialism of key partners and, or, institutions in any given

location. The policy adopted in the UK is very much a case of 'the free market will decide' in the context of investment in science park infrastructure and this liberal approach has resulted in a number of different combinations of private and public investment for these projects.

Localised support programmes that have emerged from this process in the UK include pre-incubation such as a pre-incubation programme run at the Surrey Research Park. Supported by business partners from the local community the pre-incubator helps entrepreneurs build an investment ready business plan by operating in a disciplined environment that provides them with hands on support including the engagement of an "entrepreneur in residence", access to a series of business support events, access to market analysis resources and to a full business mentoring programme. The pre-incubation programme is subsidised through public funds which means that the businesses that are admitted to the programme must meet milestones in terms of progressing towards establish a business. To help them do this the University of Surrey provides technical assistance in market evaluation, proof of principle, finance ready training, mentoring and general access to networks, training and education that support business development. The park also provides post incubation space for companies as they grow.

A key policy direction for UK government so far has been to ensure that both human and intellectual business capital remain topical and receive support. To do this the main objectives have been to focus on the needs of business, rather than physical infrastructure. However, it is now apparent that *innovation locations,* which are areas that have innovation competence, that can be assessed by the rate of registration of intellectual properties (IP), have a good research base whether private to public, attracts design and development consultants, and have a population profile which shows high levels of attainment, are important in the process of commercialising ideas. Recent reviews of these area show that they can be created by co-location but it is also apparent that to be most effective the relationships between the players from the *private– academia – public sector* need to be managed. The idea of managed arrangements is that they can form the basis of power clusters. Active management of the generation of knowledge, developing the ability for the private sector to absorb these ideas, effective diffusion and the creation of markets has to be supported by innovation governance programmes.

One of the important questions is, is the UK doing enough to be effective? The conclusion is that there are a number of innovation locations but the UK government does not promote these locations, use them strategically in an integrated way nor invests in the support infrastructure to support these areas in order to build innovation capability here in the UK.

Technology-Oriented SMEs Need Support to Survive in the Market

Many SMEs find it very difficult to create effective commercial links with large companies and many large companies neither have the understanding or resources

to analyse technologies that may benefit their business. Intermediary bodies such the Surrey IGT and other private sector consultancies are able to create these linkages.

In broad terms the organisations that populate science and technology parks are working on technology or science at a level that is beyond discovery. These organisations and the support they are given is concerned with proof of principle of a technology in relation to the perceived market that it is for, an evaluation of that market, developing a management team that can support the commercialisation process and using the results of this work creating a funding stream.

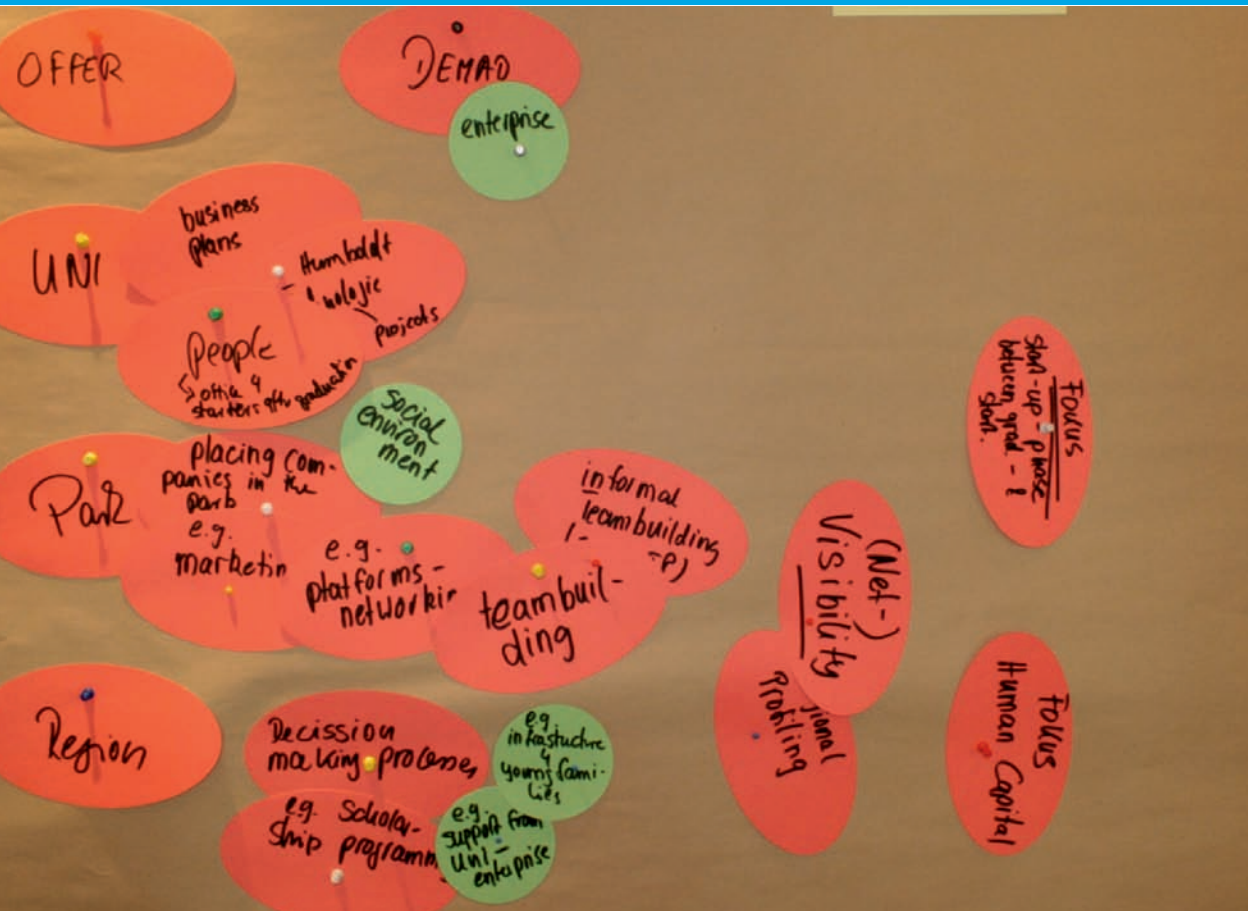
Experience suggests that one of the most common causes of company failure is an unrealistic self assessment of technology and too little analysis of the market opportunity. To give investors confidence the kinds of questions that need to be asked include: what is the problem this technology solves; what is the compelling need for a solution; who, if anyone, has a real need for the thing I propose to sell, and how many of those potential customers are there; why does the technology solve the problem best; who is the customer and can they be accessed; how much, if anything, are they spending to address that need today; what is the value proposition to the customer; does my product meet that need in a way that either saves or makes them substantial amounts of money; how many people will buy it; and what is the price and can you make money from it; does the business idea offer a long term advantage that will stand the test of time and other changes in the market?

Science and technology parks are the only current realistic answer to supporting this process.

Dr Malcolm Parry holds a PhD from the University of London. In 1981 he was asked to establish the Surrey Research Park where he also developed the concept of business pre, full and post incubation on the site. In 1984 he was one of the founders of the UK Science Park Association. He has also been elected to the Board of the International Science Park Association and sat on its Advisory Council. He continues to act as an expert of science parks for UNESCO and the UN Economic Commission to Europe and has worked all over the world advising governments on these projects.

Company Set Up / Business Plan

The category “company set up and business services” comprises practices that have the character of services. These services range from pre-incubation support and different approaches to business plan competitions to support services for start-up companies. The practices collected in the brochure mainly focus on those entrepreneurs and young companies that are spin-offs from universities or other companies. Usually, such services need medium to high input in manpower, because the especially the early business stage in knowledge intensive environments is very complex and therefore needs intensive support and attendance. Furthermore these services often require specially-skilled staff members, who are able to act as mediators between companies and the academic community. However, in contrast to Good Practices of the infrastructure category, the costs related to these practices are usually below 1 million € for a time frame between one to three years.



Start Cup

Implementing Body / Region:	University of Padova, University of Verona, University of Venezia / Veneto, Italy
Budget:	In average 100,000 € per year borne by Fondazione Cassa di Risparmio di Padova e Rovigo
Timing:	preparation: 12 months; implementation: since 2001-ongoing
Contact Information:	info@startcupveneto.it, www.startcupveneto.it

Aims of the Good Practice

University of Padova identified a clearly unrealized potential for start up development within the University of Padova to be boosted via support measures. This resulted in creation of Start Cup Business Plan Competition (BPC).

Central Implementation Phases of the Good Practice

The Good Practice has been started by the University of Padova with the financial support of the Fondazione Cassa di Risparmio di Padova e Rovigo (a local bank Foundation) and was open to research groups of the University of Padova. After a couple of years the initiative was promoted at regional level, with the support of Veneto Innovazione, and involvement of the University of Verona and University of Venezia. Afterwards the initiative opened the competition also for new entrepreneurs, not having any links to the Universities.

The Business Plan Competition is based on the $100K Entrepreneurship Competition model developed by the Massachusetts Institute of Technology (MIT). Any group of (minimum three) people willing to start up a company based on an innovative idea can register and participate in BPC. The initiative consists of four phases. Preliminary phase is the promotional one, consisting of local events promoting the initiative and the interested groups registering for the competition. In the first phase the registered groups attend a basic training on business planning, during which they receive basic information on: business management strategy, marketing, organisational issues, accounting, finance and intellectual property protection. Moreover, individual meetings are organised for each participating group, allowing it to present ideas and receive feedback and suggestions from the organisers. During this stage the participants prepare a document called “business idea” by filling in an on-line form. This document does not need to contain economic and financial forecasts of the company being formed.

A committee analyses and evaluates the business ideas submitted and selects the top 15 business ideas. The selected groups will receive 1,000 € and the support of an advisor during the second phase, during which all the participants have to prepare a complete business plan, including the economic and financial forecasts for a time horizon of at least three years. The Committee analyses and evaluates the business plans submitted and chooses the top 5 to receive, respectively (starting from the

best one): 10,000 €, 5,000 €, 3,000 €, 2,000 €, and 1,000 €. The five selected and supported business plans participate in the national phase, which foresees the following awards: 60,000 € for the first, 30,000 € for the second, and 20,000 € for the third business idea selected. The results of the Good Practice achieved since 2001 include: 80 selected business plans and 16 established start up companies.

Potentials for the Interregional Transfer

Finding the local actors, sponsors, and an incubator or a science park that can provide follow-up for the start-ups are the central nodes to be considered in interregional transfer. Low presence of venture capital and fragmented environment were among the weaknesses and difficulties encountered in Veneto.

Service for Start-Ups

Implementing Body / Region:	Technische Universität Berlin / Berlin, Germany
Timing:	preparation: 12 months, implementation: 36 months (2007-2010)
Contact Information:	Agnes von Matuschka, agnes.matuschka@tu-berlin.de, www.gruendung.tu-berlin.de

Aims of the Good Practice

The project was supposed to set up and implement a start up-service at the Technische Universität Berlin. It pertained to five areas:

- Orientation – supporting recognition of one's own potential
- Qualification – imparting expertise and commercial knowledge on start-upers
- Advice – providing professional planning and reflection on the start up project
- Workshop for start-upers – allowing for their creative development
- Network – Cooperation with start-upers who are Alumni / Alumnae of the Technische Universität Berlin

Central Implementation Phases of the Good Practice

Beneficiaries of the project are students, scientific assistants, professors, and graduates of the Technische Universität Berlin. The most important factors in implementation of the Service for Start-Ups are:

- assistance in each phase of the start-up project,
- competent advice and information measures within the university,
- creating central contact point for start-upers,
- creating infrastructure for founders (founder's workshop, use of rooms and use of equipment),
- close collaboration with start-upers that are alumni of the Technische Universität Berlin,
- innovative "product launching workshops" on technology screening,

Potentials for the Interregional Transfer

The initiative has already achieved some results in form of increased number of consultations, increased number of start-ups, as well as procurement of third-party resources. In order to provide for successful transfer of the programme to other regions, one should keep in mind that:

- financial funds for implementation must be available,

- long-term perspective is needed – satisfying results can be achieved only after 3 to 5 years
- wide advertising and informing students at an early stage about the initiative is crucial for success
- cooperation with founder Alumni is vital
- access to staff with wide range of expertise is absolutely crucial.

Humboldt-Innovation GmbH

Implementing Body / Region:	Humboldt-Universität zu Berlin / Berlin, Germany
Budget:	50,000 € (incl. preparation costs) borne by the Humboldt-Universität zu Berlin (seed capital)
Timing:	preparation: 24 months; implementation: since summer 2005 – ongoing
Contact Information:	info@humboldt-innovation.de, www.humboldt-innovation.de

Aims of the Good Practice

The aims of the Humboldt-Innovation GmbH, 100% subsidiary enterprise of the Humboldt-Universität organized as a GmbH, are:

1. Channelling and facilitating research cooperation (joint research projects, contract research, scientific services) between the Humboldt-Universität Berlin (research groups, administration) and the private sector, NGOs, non-university R&D institutions, and public institutions. The Humboldt-Innovation is both an internal and external service partner and has access to all resources of the Humboldt-Universität Berlin and its eleven faculties.
2. Spin-off support / promotion aims at supporting technology and knowledge-intensive university spin-off companies throughout the entire business development process. Humboldt-Innovation GmbH acts as a one-stop-shop and comprehensive partner during all business development stages.
3. Marketing and merchandising of the well-known brands of the Humboldt-Universität Berlin and the Berlin Museum of Natural Science. Humboldt-Innovation runs various marketing projects for the Humboldt-Universität Berlin and the Berlin Museum of Natural History.

Central Implementation Phases of the Good Practice

Humboldt-Innovation is the first contact point for knowledge transfer between sciences and the private sector at the Humboldt-Universität. It deals with numerous forms of activity such as spin-off promotion, contract research, and joint research. Since 2005 the number of staff has increased 7 times, reaching 14 full--time employees. Main success factors were the strong support by the university management (President) and administration, national and international benchmarking with existing institutions (e.g. MIT Innovation, Imperial Innovation, Max-Plack Innovation), cooperation with other related university activities (e.g. Wiwex, Last Tuesday) and development of an own incubator in the Science and Technology Park Adlershof. Numerous projects and grants are implemented through Humboldt-Innovation, among them: Federal spin-off support programme EXIST, ForMaT (Support programme for the commercialisation of university research), GO-Bio (Start-up initiative biotechnology), TransferBONUS (Support programme

for research cooperation projects with SMEs), Entrepreneurship "ambassadors" (location coordinators and successful start-ups at the faculties promote the idea of entrepreneurship), Humboldt Store (the official merchandise Shop of the Humboldt-Universität Berlin), and Humboldt Excursions (Germany's first university travel programme).

Potentials for the Interregional Transfer

Flexibility and the ability to quickly react and make decisions are the key factor for success of any such organization. Therefore, the following major nodes need to be stressed:

1. Clear internal relationship within the university and a clear understanding of respective competencies support quick decisions.
2. Competent and inter-disciplinary team covering the business, legal, and scientific aspects. Otherwise external expertise has to get integrated, which makes the decision-making process longer.
3. Flat hierarchies, to be flexible and allowing for quick decisions.
4. Transparency.
5. Focus on the quality of spin-offs with comprehensive selection process aimed at reducing the number of spin-offs but increase their quality and, consequently, the probability of market success.
6. Promotion of entrepreneurship is necessary from the very beginning of students' curricula.
7. Social responsibility bringing the challenge of keeping proper balance between operating as a privately-owned company and providing services and support to all kinds of research and spin-off activities, i.e. involving companies as well as non-profit / social businesses.

Ideas to Reality – Wiwex Course

Implementing Body / Region:	WIWEX GmbH (student organisation's company at the School of Business and Economics, Humboldt-Universität) / Berlin, Germany
Budget:	No costs (pro bono activity of the trainer)
Timing:	since 2007 two courses composed of 15 meetings during the autumn/winter term
Contact Information:	Jan.Hansen@wiwex.net, www.wiwex.net

Aims of the Good Practice

The Good Practice has been implemented at the Department of Economics of the Humboldt-Universität zu Berlin and is addressed to students who want to start a business or to develop a business idea. It focuses on applying the theoretical knowledge in practice. It is a very young forum to discuss business ideas and also to initiate a business idea development process. The course also provides a platform for finding partners for a mutual spin-off project. The main objectives for the students are:

1. To learn how to develop a sustainable business idea of any sort (non-technology or technology-oriented)
2. To assess the feasibility and quality of business ideas
3. To develop a business plan (USP, competition / market analysis, marketing etc.)
4. To present the business idea openly, confidently, and convincingly
5. To overcome the inhibitions in explaining new ideas
6. To learn new skills of idea creation, assessment, and development
7. To learn entrepreneurship by doing

Central Implementation Phases of the Good Practice

The School of Business and Economics was missing a practical approach to entrepreneurship and starting and running businesses. Ideas to Reality considers itself to be complementary to the activities within the existing federal start-up support programme EXIST promoting specifically technology-oriented start-ups. In contrast, Ideas to Reality aims at promoting so-called "grass-roots entrepreneurship", i.e. new entrepreneurs inspired by any idea.

Wiwex GmbH offers the course as part of the study programme. Students may get credit points (profession-related qualification). The course is composed of various elements. The coach provides input about important issues related to developing a start-up company, e.g. legal organization of the business (GmbH, GbR, Ltd., etc.), business idea and business plan development, marketing, online business, etc. (ca. 6 classes). Presentations of the participants' business ideas follow, first, in an

“elevator pitch” and subsequently in an additional session more comprehensively. This is followed by feedback discussions of the business ideas (ca. 5 classes). Continuous evaluation and rating of the business ideas by the students takes place throughout the course, from the elevator pitch to the final presentation. The course also includes presentations by external experts, e.g. Humboldt-Innovation, Investment Bank Berlin, start-up companies / young entrepreneurs (ca. 4 classes).

In order to pass the course successfully, the students have to submit a business plan. The business plan is evaluated, and the trainer provides further feedback. 2-3 business ideas per year are subject to implementation.

Potentials for the Interregional Transfer

The course is practice-oriented and highlights the significance of entrepreneurship for students. When implementing this Good Practice one should keep in mind the following key points:

- the added value of a practice-oriented course has to be stressed to the students,
- it is important to put attention to “grass-roots entrepreneurship” instead of just technology solutions,
- the trainer him/herself must be a role model for the students,
- students must be provided with inventive (credit points),
- strong support from local and educational environment is required.

Publication Entitled "Academic Entrepreneurship in Lower Silesia"

Implementing Body / Region:	The Marshal's Office of the Lower Silesia Voivodship / Lower Silesia, Poland
Budget:	around 17,500 € borne by Marshal's Office of the Lower Silesia Voivodship
Timing:	preparation: 9 months in 2008
Contact Information:	Dominika Grzegorczyk, dominika.grzegorczyk@umwd.pl, www.umwd.dolnyslask.pl

Aims of the Good Practice

The 'knowledge-based economy' slogan is widely used in all parts of the world. The success of many universities, intellectual, and technological centres is subject to careful analyses. The primary objective of the publication, particularly in relation to changes in knowledge-based economy formation, is presentation of academic entrepreneurship in Lower Silesia.

Central Implementation Phases of the Good Practice

The idea was initiated by the Lower Silesian Council for Entrepreneurship and Science (DRPiN). The content of the brochure was developed by volunteers conducting interviews and then through analysis of competence resources by the Lower Silesian Council for Entrepreneurship and Science.

Chapter 1: the recommendation supporting necessity of translating knowledge into broadly understood practice was formulated based on the classic pyramid of knowledge formula. The most common forms of cooperation in science and economy were presented. Examples of popular universities were used to demonstrate that academic entrepreneurship is good for staff, students, and universities themselves. Finally, conclusions on methods of supporting development in this area were formulated. The chapter presents statistical data including those related to division of academic firms by industry, universities from which the entrepreneurs come from, and classification of universities based on their approach to academic entrepreneurship.

Chapter 2: presents a list of universities from the Lower Silesia region, as well as about 150,000 students and almost 12,000 employees. The list facilitates selection of entities and establishing contacts with them, while more detailed information on the selected universities – members of the Lower Silesian Council for Entrepreneurship and Science – allow for finding partners in almost every area of economic activity. The offer is addressed to all entities interested in transfer of knowledge to economy.

Chapter 3: contains a list of incubators and different types of parks promoting entrepreneurship in Lower Silesia. It was intended as means to direct the potential

academic entrepreneurs to numerous places of growth existing in our region. The subsection includes basic information on creating and financing spin-offs and spin-outs.

Chapter 4: is a structured industry newsletter, containing standard descriptions of academic companies, established and/or managed by academic entrepreneurs, university staff, students of all levels of education, as well as recent graduates who established their businesses immediately after graduation.

Chapter 5: presents a brief history of DRPiN and its activities.

This publication is distributed at universities during conferences and seminars on academic entrepreneurship. The target audience includes business environment institutions, local government units, businesses, and academic circles.

Potentials for the Interregional Transfer

The brochure assists in monitoring the academic entrepreneurship market and provides a valuable, easily updateable database.

One of the key success factors is the ability to convince representatives of companies to showcase their companies and achievements. Sufficient information on the project has to be provided to the entrepreneurs. In order to provide competent information about academic enterprises it is essential to commission conducting of the surveys and information gathering to professional companies.

Start-Up

Implementing Body / Region:	Wroclaw University of Technology Wroclaw Centre for Technology Transfer (WCTT) in cooperation with Ministry of Science and Higher Education / Lower Silesia, Poland
Budget:	financed by Ministry of Science and Higher Education (90%), WCTT (10%), 225,000 €
Timing:	preparation: 2 months, implementation: 25 months since June 2009
Contact Information:	Tomasz Wiśniewski,tomasz.wisniewski@wctt.pl Wroclaw University of Technology Wroclaw Centre for Technology Transfer (WCTT), www.eurofirma.biz, www.wctt.pl

Aims of the Good Practice

Start-Up is a project to develop ideas and business plans and is carried out as a contest. It was designed to overcome existing barriers in development of academic entrepreneurship (culture, financial, structural, internal universities and business) in the region. Micro-enterprises established as the result of the project implementation (the awarded winners of the competitions) will receive financial and other material support. The project addresses the academic community of the regions of Dolnośląskie, Opolskie and Zielonogórskie (students, doctoral students, graduates and academics) – persons who do not operate a business or have been operating it for maximum six months from the date of applying for the project. The winners of business plan competition receive: 7,500 €, 5,000 €, 2,500 € per idea/ business plan (free of charge amount).

Central Implementation Phases of the Good Practice

The project is divided into 3 parts. Prior to the launch of the contest, there is an information campaign in the local media, Internet, academic media, student circles and self-governments. There is an information seminar organized and conducted for those who have applied for participation in the contest on the subject of establishing and operating innovative businesses. Speakers at the seminar – experts from business environment, entrepreneurs and scientists – talk about innovations in business, encourage to operate own businesses as well as present positive and negative business experiences.

Within the scope of the first stage called “Ideas” the following activities are to be performed: organization of seminars, collection of business ideas (accepted 30 business ideas), appointment of the Project Evaluation Committee (PEC): the Panel of Experts and the Contest Committee, evaluation of ideas by PEC, selection of approximately 50% of the best and most interesting ideas for business.

The following activities are to be performed within the scope of the second stage called “Training and counselling module”: conducting a training on establishing

and operating a business for the winners of Stage I (30 semi-finalists). The training shall be conducted by experts – practitioners in various fields of business activity; providing counselling assistance prior to the business registration (group and individual counselling) with regard to: development of a business plan, legal and financial aspects of operating and financing a business activity; preparing the presentation of the idea for the Investment Forum.

The third stage "Business plans" includes: collection of Business Plans (in Stage II the semi-finalist is obliged to present his/her Business Plan) in a form which can be downloaded from the Organizer's website); Business Plans evaluation by the Panel of Experts; selection of the best business plans by the Contest Committee; results announcement of Stage II; rewarding the 10 winners; individual counselling for the established micro-enterprises; holding the Investment Forum. Additionally there is a 60-hour training programme as well as individual and group counselling. As the result of the project 130 companies was established. The main areas of their activity are IT, electronics, construction. Over 50 % of them employ up to five person.

After the completion of the project, it is planned to maintain contact with final beneficiaries by forming a so-called "support group". As part of the group's activity, for half a year after the completion of the project, there will be meetings and counsellors' duties (career counselling as well as legal and economic counselling) organized with project participants.

Potentials for the Interregional Transfer

The Start-up project has already proved successful and has the potential to be transferred to other regions. The key success factor for transferring this practice is to have a good communication strategy to ensure that the target group knows about the contest. Furthermore the organisation of the contest has to be set up and Contest Regulations have to be defined. The training of applicants is essential and should be supported by an information seminar. Also a team who evaluates the projects has to be established. To ensure the sustainability of the contest, it is recommended to stay in contact with the winners and to support their work (e.g. concerning financial funding possibilities).

Innovation 2020: Innovation Lab

Implementing Body / Region:	INNOVATION 2020 Consortia: partners from Koroška, Podravje, Pomurje, Savinjska (Slovenia) and 3 Austrian regions bordering Slovenia
Budget:	2 million € borne by consortium partners with EU co-financing (Objective 3 project)
Timing:	preparation: 16 months, implementation: an ongoing project (January 2009-December 2011)
Contact Information:	davorin.rogina@trc-koroska.si, www.innovation2020.eu

Aims of the Good Practice

The INNOVATION LAB Good Practice focuses on the pre-incubation phase by supporting identification and evaluation of business ideas. This initiative is one of the five work-packages of the EU-funded project INNOVATION 2020 which aims at creating collaborations in the field of R&D by development of innovative products and services, as well as supporting cooperation between public, private, and academic partners. The INNOVATION LAB is designed as a laboratory for creation of new businesses; its core activities are:

- Identification of new business ideas and evaluation regarding their potential and needs, as well as openness for cooperation in the research and development field
- Development of new products and technologies
- Matchmaking, consulting in B2B meetings

The activities ultimately lead to creation of new companies in business incubators, as well as development of new, innovative products and technologies. In designing this lab an open approach was used: it does not have specific time framework, implementation is tailored to individual characteristics and needs of each partner, and then according to specific situation in each region. Innovation 2020 is a bilateral EU-project implemented by Slovenia and Austria; the participating partners represent intermediate bodies that connect knowledge-related companies and institutions in their regions. Each partner has a reserved budget through which it can offer support to start-ups and SMEs based on criteria elaborated separately by each partner. The flexibility of this approach enables the partners to support an identified idea at the time when the support is needed.

Central Implementation Phases of the Good Practice

The initiative was launched by Pomurje Technology Park (PTP) and TRC Koroška. The project is now implemented by 5 Slovenian and 3 Austrian regions. The identified problem that occurred during development of the project was lack of knowledge-creating institutions (universities and research institutes) in less developed regions,

which would allow for generation of new business ideas. Consequently, regions were confronted with decreasing rate of new business ideas. Therefore, the project uses an open, region-specific approach, supporting generation of ideas from pre-incubation phase to establishment of a business in an incubator. As part of the project each partner can use specific tools in order to achieve the result, i.e. incubation of new companies. Partners may have different procedures and use different mechanisms of accepting new companies into their incubators. Open approach allows partners to use their specific procedures and transfer Good Practices between themselves – the activity lasts as long as the project does – there is no division into preparation and implementation phase, and immediate networking in incubation between as many companies as possible gave very positive results. Despite this open approach to project design, specific results still have to be achieved. The project evaluators demand very specific explanations, as well as a precise timing and plan of activities to be presented.

The outputs achieved by TRC Koroška since the beginning of the project's implementation in 2009, in the first period of its activity, have already exceeded the expectations: identification of 14 business ideas, 24 individual meetings with holders of ideas, business and expert consultancy, including acceptance of 6 new companies into TRC Koroška Business incubator, creation of one working group consisting of a mentor and students, preparation of one R&D project with capacity to become a spin-off company, organization of 2 bilateral meetings between Slovenian and Austrian companies.

Potentials for the Interregional Transfer

The project represents an open approach to incubation, emphasising pre-incubation phase, similarly to all environments supporting start-ups in general. INNOVATION 2020 is still an on-going activity, providing open environment for creation of new ideas, which can receive support and become new companies. This open approach is also integrated into the business model of TRC Koroška, assuring long term sustainability of the project. The added value of this Good Practice lies in pan-European character of cooperation between regions facing similar challenges, but still allowing for flexibility and customer-oriented and region-tailored approaches.

"Spin-off Tutor" and "Innovative Start-up Business Tutor" Training Courses

Implementing Body / Region:	Municipality of Rome, Tor Vergata Science and Technology Park (Rome)/Rome, Italy
Budget:	500,000-600,000 € borne by the European Social Fund for each course (20 students)
Timing:	preparation: 2 months for planning and 12 months for finding funds, implementation: two 6-month courses have been organized since 2007
Contact Information:	Fiammetta Curcio, Municipality of Rome, fiammetta.curcio@comune.roma.it, www.parcoscientifico.eu

Aims of the Good Practice

The 'Spin-off Tutor' and 'Innovative Start-Up Business Tutor' training courses are part of post-graduate education. The programme was established in response to entrepreneurs' and incubators managers' demand for experts in finding credits and other sources of funding, as well as experts in patenting. The courses focus on creation of competences necessary for facilitating the start-up and incubation periods, particularly for innovative firms and academic spin-offs. The aim of the training course is to train scientists and technicians to be able to assist small companies in start-up phase. The course looks over the following items:

- Production processes and technical innovation,
- Team building,
- Knowledge management,
- Market analysis,
- Innovative business plans,
- Finance for innovation.

At the end of the course the Spin-off Tutor and Innovative Start-up Business Tutor should be able to work in incubators, study the commercial viability of businesses, facilitate access to technological infrastructure, find national and international sources of funding, and create projects' synergy networks. The tutor is supposed to learn how to scout for funds for technological development of a product, look for synergies, and consequently make the company more competitive.

Central Implementation Phases of the Good Practice

The programme is designed for economy graduates with at least 2 years work experience in an incubator. Necessary investments included provision of training rooms' equipment and trainers specializing in the covered areas. Furthermore, incubators were contacted in order to find SMEs willing to participate in the

programme. These SMEs offered internships to the students taking part in the training course.

Potentials for the Interregional Transfer

General speaking, this Good Practice has shown that courses focusing on the relationship between science and business management should be offered as an integral part of academic studies. The Good Practice's transfer success factors are:

- Careful student selection process, based on pre-defined qualifications and conditions,
- Competitive employment conditions to be provided in order to ensure sustainability of results. The Municipality of Rome found out that 75% of the tutors trained continued their career in this field, while others were hired by private companies.

ILO A24i: "The Motorway of Innovation"

Implementing Body / Region:	La Sapienza University of Rome / Lazio and Abruzzo regions, Italy
Budget:	Manpower (Universities, BIC Lazio), ICT infrastructure (Universities), promotional materials (Universities, BIC Lazio). For BIC Lazio: promotional materials: 5,000 €; Manpower: 150 man-days per year (average 600-800 € per man-day). For Universities n.a.
Timing:	preparation: 8 months, implementation: 24 months (September 2006-August 2008)
Contact Information:	BIC Lazio SpA, www.biclazio.it, ILO / Roma "La Sapienza" palazzo del Rettorato, c/o Ufficio Valorizzazione, Ricerca Scientifica e Innovazione, www.iloa24i.it

Aims of the Good Practice

The aim of "The Motorway of Innovation" is to promote or further develop business support structures at the participating universities by creating an interregional Industrial Liaison Office (ILO) as well as setting up a joint technological platform. Consequently the relations between the universities and the local economic actors, especially SMEs, were improved and the creation of university spin-offs was fostered. To reach this objective, the following activities were undertaken:

- creation of a common technological platform to share information between the data banks of the Universities with proper helpdesk services for external users;
- setting up services providing information on and promotion of the intellectual property, addressed to both researchers and entrepreneurs;
- setting up accompanying services for spin-off businesses creation

Beneficiaries of this initiative are entrepreneurs interested in technological innovations coming from the two participating universities. Furthermore, university researchers and students may use this possibility to explore market-oriented options for their research activities, eventually leading to creation of university spin-offs.

Central Implementation Phases of the Good Practice

The project was created by two regional universities (La Sapienza, University of L'Aquila) and BIC Lazio – a non-academic intermediary focused primarily on supporting innovative start-ups. BIC Lazio's activities mainly concerned promotion of business culture at universities through informational materials on "creating businesses at university" and holding seminars on spin-offs creation. Also accompanying services to the start-up initiatives were offered, e.g. business plan development, assistance in finding business partners and detecting a suitable location. Furthermore, BIC Lazio

managed the content of the A24i website, including a section on spin-off creation and information on business planning, business training, and contractual assistance.

Milestones in the Good Practice Development were detection of the actual needs of research institutions regarding business promotion as well as the common definition of activities to improve the identified shortcomings. A central implementation step so far has been the launch of a technological platform for universities to present their scientific and academic competences. Furthermore effort was put into the communication of the initiative by organising various seminars and publishing brochures as well as setting up a website. External communication proved to be challenging, therefore one-on-one meetings with possible stakeholders were held. So far 7 spin-offs have been created as a result of this project. These hard facts are not the only achievement to be considered; the project also led to development of internal mechanisms within the universities, raising awareness of the need for supporting private-academic cooperation.

Potentials for the Interregional Transfer

Transferring this Good Practice to other regions requires an in-depth evaluation of internal structures of the participating entities (e.g. universities). The already existing structures of business promotion have to be analysed, and the common shortcomings identified. For ILO A24i a key success factor was the involvement of a non-academic partner with long-standing experience in supporting start-ups. Central aspects for the implementation are targeted marketing activities that attract entrepreneurs to the scientific results of the academic research as well as vice versa.

One of the key factors for implementing this Good Practice is strong involvement of all partners. The three partners met on a regular basis. Also, an external committee of stakeholders was formed to accompany the implementation process. Nevertheless some challenges have been encountered, for example it was not possible to present the scientific competences of all university departments, as some of them have demonstrated low interest in participating in the project.

”Premio Ricerca e Innovazione” – University and R&D Centres Business Competition

Implementing Body / Region:	BIC Lazio / Region Lazio, Italy
Budget:	Awards by BIC Lazio: three for 10,000 € each; promotional materials: 5,000 €
Timing:	preparation: 3 months, implementation: 20 months (March 2009-November 2010)
Contact Information:	Roberto Giuliani, ITech Incubator Manager, tel: +3906803680, r.giuliani@biclazio.it, www.biclazio.it

Aims of the Good Practice

As part of “Premio Ricerca & Innovazione” initiative, launched in 2008, BIC Lazio offers a grant for promoting dissemination of technological innovations, allowing for translating research results into new business opportunities. In particular the initiative promotes dialogue between universities, research centres, and business in the region. It should scout for innovative technology applications with start-up creation potential. The grant allows its recipients to develop their ideas.

The grant was incorporated into the promotional activities of the European Year of Creativity and Innovation 2009, with the aim to promote creative and innovative approaches in various fields of human activity in the whole European Union, thus allowing to face new social challenges, as well as those related to knowledge and information.

The initiative led to a constructive competition between the involved universities and research centres.

Creation of entrepreneurial culture at universities takes place both “bottom up” and “top down”, requiring a combination of leadership from the top and entrepreneurial drive from the bottom. University leadership helps to ensure success by providing implicit or explicit rewards and incentives for technology transfer and commercialization activities, and setting hiring practices that favor industry and entrepreneurial experience.

Central Implementation Phases of the Good Practice

Milestones in the Good Practice Development

- Ensuring patronage and involvement of universities and research centres
- Drawing up and launching a Call for Proposals
- Evaluating the proposals and preparing their final ranking
- the Award Ceremony
- Providing pre-incubation services to support the economic utilization
- Final feedback on the opportunities created for the winners

The initiative allowed 24 applications to receive the award, originating from seven universities/research centres, among them in particular from four public universities of the Lazio region, two National Research Centres, and one International Research Centre located in the Lazio region.

There was one spin-off created; also a new business unit was created for an existing spin-off, and there was one licence agreement signed pertaining to commercial utilization of research results.

Several road shows were held at each university and research centre to promote the initiative and to establish contacts with representatives of BIC Lazio.

The assumed results have not only been achieved, but also exceeded the assumed goal in terms of quantity and quality. Moreover the network of universities and research centres has been consolidated. Those institutions expect their cooperation to continue also after completion of the project. This aspect is very important, as it establishes the cooperative and participatory process as a working model, and not merely an individual procedure.

Potentials for the Interregional Transfer

The Good Practice allows to collect various existing initiatives connected with technology transfer at each region's level. Regular contacts, especially involving promotion of the initiative, are important, as well as communicating the results and their evaluation (number and topics of the submitted proposals, their maturity). Universities and research centres should closely cooperate in order to optimise individual efforts within a holistic and incremental scheme of technology transfer initiatives. The major costs to be expected in transferring the Good Practice relate to promotional materials and human resources.

Campus Programme

Implementing Body / Region:	Agencia de Innovación y Desarrollo de Andalucía IDEA / Andalusia, Spain
Budget:	Funds from Agencia IDEA by the "Incentive Order" funds, financial aids are ERDF funds within *de minimis* regime
Timing:	open call for proposals since 2004 (3 months between the project application and granting of the financial aid)
Contact Information:	Jose Antonio Pascual, www.agenciaidea.es

Aims of the Good Practice

The Campus Programme was designed to support technology-based companies, especially during the seed and start-up phases. The beneficiaries of this support programmes are spin-off's from universities and from research entities. The aims of the programme are:

1. Promotion of a unique and stable network between the Andalusian sources of scientific production and the tools to support the enterprises
2. Creation of mechanisms providing broader recognition of research results suitable to become business projects.
3. Boosting consolidation of technology-based companies, especially those with high potential of growth with thanks to products / services of great added value.
4. Provision of financial instruments during the seed and start-up stages.
5. Setting up methodology for monitoring the projects, in order to make the consolidation and growth of the business projects easier.

Central Implementation Phases of the Good Practice

The CAMPUS initiative includes several steps. Firstly, the project has to be recognized by a collaborating entity – in the case of Andalusia this is OTRI (University Knowledge Transfer Offices) or other research entity. Then the collaborating entity makes a brief summary of the project and sends it to IDEA Agency who studies the technological and economic viability of the project. There is a special fund (3,000 €) for collaborating entities for dissemination and promotion of new projects. When the evaluation is positive, a Technical Scientific Report and a Business Plan are demanded. Afterwards there is a final resolution adopted, based also on financial aid application. When the financial aid becomes formalized, the monitoring and tutoring part of the project also starts. The monitoring procedure is carried out by INVERCARIA – the Public Company providing information for start-up and venture capital in Andalusia.

Until 2009 121 projects have been granted financial assistance. There have been almost 14 million € of incentive granted that produced almost 40 million € of total investments by companies.

AGENCIA IDEA helps providing financial information, technological and economic viability assessment to spin-off companies. On the other hand, INVERCARIA provides a participative loan and executes monitoring of the companies. Additionally, INVERCARIA may invest in companies using venture capital instruments

Potentials for the Interregional Transfer

Actually, this Good Practice has been transferred, but not finally implemented within the framework of the ERIK ACTION project (Interreg IVC). The Agency for Regional Development of Alentejo (Portugal) was interested in transferring and implementing this Good Practice.

The first step for transferring this Good Practice is to understand the role of every stakeholder involved in Campus and to identify similar actors in the region. The amounts of funds or the administrative procedure may vary, but the collaboration of universities / research groups and venture capital firm is the basis for Campus success.

Key success factors are furthermore promotion (e.g. brochures, acceptance by policy makers) of the initiative in the region and the commitment among the participating key actors.

Transfer

Various Good Practices are focussed on increasing the cooperation between science and industry by enabling the transfer of knowledge and technologies. The majority of these practices support the transfer of highly specialised knowledge within an expert community. These services cover among others the organisation of summer schools, the joint development of a management model for SMEs in the aerospace sector and a centre of excellence focused on mobile communication. Furthermore a concept for joint professorships is among the practices of this category.

Additionally this category comprises services that address the transfer of knowledge between more generally defined audiences. Among others virtual platforms support the exchange of experiences between SMEs and experts.

The time frame for preparing these Good Practices was for the majority of practices lower than 1 year. Especially those services that have a sector-specific target group proofed as being time-efficient. Furthermore their costs were in most cases lower then 100,000 €. The man power requirements vary significantly between the practices. Especially the development of transfer platforms like the online exchange platform or the platform for developing mobile communication have a relatively high demand for staff (over 10 employees).

Sponsored Professorship in Analytical X-Ray Physics

Implementing Body / Region:	TSB Technologiestiftung Berlin / Berlin Brandenburg (Capital Region), Germany
Budget:	650,000 € over 5 years of which 155,000 € are funds from the TSB and 495,000 € are funds from the foundation without legal capacity
Timing:	preparation: 16 months, implementation: since October 2008, ongoing project
Contact Information:	Dr. Dieter Müller, mueller@technologiestiftung-berlin.de, http://www.technologiestiftung-berlin.de/de/technologiestiftung/weitere-aktivitaeten/stiftungsprofessur/

Aims of the Good Practice

The project pertains to development of methods and components of analytical X-ray physics, especially those used in characterisation of smallest sample volumes. The *Sponsored Professorship* objectives are:

- making results of fundamental research accessible to SMEs
- tying competence to the region
- training/educating scientific talents – also for enterprises
- weaving networks
- thus allowing for intelligent support for the location and smart technology transfer

Central Implementation Phases of the Good Practice

Results of basic research are made accessible to SMEs by means of common workshops involving representatives of the founders and the working group. Furthermore the working group cooperates in projects funded from third party resources, external to the foundation. The appointed professor initiated scientific cooperation with the MBI (Max Born Institut). BLiX (Berlin Laboratory for Innovative X-ray Technologies) which offers infrastructure for common research projects, being a substantial result of the endowed professorship.

It is only the endowed professorship that allows the working group to remain active in this region whose technological priorities include this area of scientific research. At the same time the location becomes more attractive for establishing enterprises active in related fields.

The TSB takes care of ensuring sufficient number of new scientists in the fields of its competence. Thanks to introduction of the endowed professorship the educational situation of young academics, science, and enterprises in this region improved considerably. The TSB considers support for communication of innovation

to political stakeholders to be of central importance. The instruments used and the results are networks of stakeholders from the field of science, economy, politics, and administration, communicating about political targets for innovation and deciding on adequate measures (here: ensuring scientific expertise for development of a specific field of technology). Simultaneously the financed foundation is co-organiser of a network connecting X-ray technologies with other optical technologies and supporting them in the region.

Potentials for the Interregional Transfer

Diversity of founders provides a good protection against economical risks for the foundation. Simultaneously, it allows for wide range of research topics. Heterogeneous set of enterprises involved as founders results in a wide spectrum of expectations to the endowed professorship that need to be moderated and reduced. The fact that some enterprises are SMEs makes economical problems more likely, which may contribute to reduction in the number of supporters.

Implementation of the framework in other regions is possible, but can be difficult. One should keep in mind the most important success factors, namely:

- precise assessment of needs
- building up trust by means of transparency and communication
- equal treatment of important stakeholders, at the same time keeping working groups small and functional
- stakeholders being prepared to spend their money – keeping an eye on the project's dimensions!
- clarifying the foundation and tax law preconditions in a comprehensive manner, comparing them with innovation policy objectives

Transfer Alliance

Implementing Body / Region:	Senate Department for Economics, Technology and Women's Issues and the TSB Innovation Agency GmbH (TSB GmbH) / Berlin, Germany, in cooperation with research institutions, business companies, association of enterprises, and intermediary
Budget:	no special budget for the project, individual measures resulting from the project, like the "obstacles study", are financed from Berlin budget funds
Timing:	preparation – 3 years, since 2006, implementation: 2009 – to date
Contact Information:	Mr. Siegfried Helling, TSB Innovationsagentur Berlin GmbH, Tel.: +49 30 – 46302 – 479, www.transfer-allianz.de (under construction)

Aims of the Good Practice

Transfer Alliance is an open internet platform aimed at improving cooperation between SMEs and scientific institutions. It is expected to produce innovations and increase turnovers.

The issues fundamental for this project were identified by industrial associations, especially Chemical Industry Federation (VCI), German Engineering Federation (VDMA), and Electrical and Electronics Industry Federation (ZVEI). Their practical knowledge of SMEs allowed to identify three main problems to overcome in relation to small and medium size enterprises and scientific institutions. Firstly, SMEs lack sufficient resources (financial and human) to carry out research or search for know-how by themselves. Secondly, networking / contacts with research institutions on the part of SMEs are insufficient. Thirdly, there is a lack of transparency on the part of suppliers of know-how (research institutions). This provided a starting point for talks between the project's participants.

Central Implementation Phases of the Good Practice

The first milestone of the project was an action plan being prepared using coordinated approach. The action plan included 40 prioritized actions. Moreover, for each action a responsible person and the action's priority were determined. The action plan was constantly kept updated. The second milestone consisted in transforming the round table into an open internet platform. The website is now in the planning stage, and the relevant information on the "Transfer Alliance" is available on: http://www.innovationsagentur-berlin.de/de/innovationsagentur/technologietransfer/transfer-allianz/. In order to ensure dissemination of the project's results as well as its visibility a press conference was organised in March 2010. The project's logo as well as a newsletter are in the planning stage.

In order to improve knowledge and technology transfer some projects are already implemented. Several transfer partners were already linked by:

- individual innovation advice for SMEs,
- internship guidelines,
- barriers study,
- Transfercafe,
- TransferBONUS, e.g. subsidies for mini projects.

Key success factors:

- gathering all participants around one table
- regular meetings taking place (5-7 times a year)
- common objective and commitment of all the project's partners

Potentials for the Interregional Transfer

Transfer of the Good Practice to other regions highly depends on joint work of all key actors on the regional level, their regular meetings, and institutionalisation of the process. These factors were very important for a successful outcome of the project.

Successful transfer of the project requires early involvement of the policy-makers.

Another factor to be ensured is an independent budget for the project. Lack of it was perceived as the project's major weakness, as its final success depended exclusively on voluntary contributions of its participants.

Transfercafé

Implementing Body / Region:	TSB Innovation Agency Berlin GmbH / Berlin, Germany
Budget:	ca 50,000 €
Timing:	preparation: 3 months, implementation: January 2009 to date
Contact Information:	www.transfercafe.de

Aims of the Good Practice

Transfercafé is a virtual platform aiming at:

- facilitating contacts between scientific institutions and business companies.
- improving Knowledge and Technology Transfer
- promoting cooperation between business and science
- assisting SMEs in addressing their technology-related enquiries to competent experts and professors, and in receiving quick and informed response and follow-up on additional competences

Central Implementation Phases of the Good Practice

The essential aim of this project is to create a virtual platform for meetings in a 4-table "virtual café". SMEs get a communication platform allowing them to contact professors and other experts from regional scientific institutions, who collaborate with them. The SMEs address them with confidential enquiries related to technological and R&D projects using 4 tables, each devoted to a specific topic (i.e. engineering, environment and energy, chemistry, electronics and e-technology). The Transfercafé platform can be used free of charge.

Potentials for the Interregional Transfer

Success factors of the project are:

- simple information and contact platform enlisting experts and professors, willing to carry out cooperative projects, including their short personal profiles and contact information: Therefore, a virtual cafe solution can be recommended to regions with numerous scientific institutions (high knowledge potential; the scientific institutions should be close to each other).
- well-directed access to experts in the field and relevant offers: Virtual cafe should be simple, easy to use, and allow for access to various actors. Very important success factor is providing quick response to enquiries (difficult due to absences from office and holidays). The conditions for gaining access to the platform should be kept simple (e.g. short registration form and access granted as soon as possible).

- easy-to-use software, facilitating maintenance of the system and its development, increasing usability and allowing for expansion of the content: Virtual cafe should use a modern editorial system (CMS), or preferably Web 2.0 application.

Knowledge and Technology Transfer (WTT)

Implementing Body / Region:	TSB Innovation Agency Berlin GmbH / Berlin, Germany
Budget:	2007: ca. 650,000 €; 2008: ca. 550,000 €; 2009: ca. 550,000 €
Timing:	preparation: 6 months; implementation: January 2007-2013
Contact Information:	www.tsb-wtt.de, www.tsb-berlin.de

Aims of the Good Practice

The WTT initiative was introduced in order to:

- support Knowledge and Technology Transfer (WTT)
- encourage SMEs to intensify their cooperation with regional colleges and universities, and use the developed results more effectively
- offer a comprehensive service to SMEs and scientific institutions
- strengthen SMEs' innovative potential by R&D cooperation with Berlin colleges and universities

Knowledge and Technology Transfer (WTT) contributes to more practice-oriented higher education and research thanks to close collaboration between SMEs and the Berlin Science Partners. Technological innovations are expected to be developed and put into practice faster and in a more market-oriented manner.

Central Implementation Phases of the Good Practice

The project involves comprehensive set of activities:

- planning and organizing demand-and-supply oriented events involving experts in specific fields of science (combining lectures, lab tours, and networking; they can also accommodate individual needs of participants)
- providing for lasting and closer interdisciplinary collaboration between business companies and scientific institutions
- providing fundamental and application-oriented research
- allowing businesses to access the academics
- finding suitable topics for cooperation platforms and workshops by means of interviews; offering a knowledge base and finding the most important topics for research and development
- carrying out research in patent databases and additional specialist literature in order to define more precisely the needs in respect of innovation and technology
- providing individual specialist coaching
- providing additional assistance (e.g. in defining details of cooperation, topics for joint R&D projects, searching for additional experts and partners from scientific institutions and businesses and establishing cooperation with them)

- improving confidence and willingness on the part of SMEs to collaborate with scientists by means of individual and confidential talks
- supporting SMEs in identifying public funds and applying for them

Potentials for the Interregional Transfer

WTT is interregionally transferable. Nevertheless, it should be taken into account that the region must have a profound scientific potential. Scientific institutions, business companies, and the intermediaries should be located close to each other. Several recommendations exist regarding WTT implementation:

- it is vital to be customer-oriented
- intraregional networking constitutes a crucial factor
- mini-projects provide a good basis for newcomer projects and trust inducing projects – if the first cooperation goes well, partners are likely to cooperate again
- a high level of transparency must be created regarding potential partners and their expertise
- cooperation with the Association of European Science & Technology Transfer Professionals (ASTP) can be also extremely beneficial, providing a source of professional knowledge

International Photonics Summer School (IPSS)

Implementing Body / Region:	OpTecBB e.V., WISTA-MANAGEMENT GMBH, Humboldt-Universität zu Berlin (Institute of Physics) / Berlin, Germany
Budget:	20,000 €
Timing:	preparation: 4 months, since August 2006, yearly one week event
Contact Information:	www.optecbb.de/summerschool/, Dr. Bernd Weidner, summerschool@optecbb.de

Aims of the Good Practice

The assumed goal is to present academics, students, and young industry professionals with advanced scientific issues, relevant topics, and practical experience. It is supposed to intensify relationships between universities and companies, and to inform senior students and young professionals about professional requirements and offers from industries, as well as the areas on which they focus. What the participating companies share in common is the need to find highly qualified junior staff specializing in their field of interest.

The idea for the International Photonics Summer School sprang from discussions between the photonic clusters in Tucson/ AZ, Ottawa/ Canada and Berlin.

Central Implementation Phases of the Good Practice

The IPSS supports contacts between students, companies, and researchers. It stimulates participants' interest in Berlin as a place to study and work,, thus enabling companies to get in touch with potential junior staff. Students stay together and learn with students from around the world, benefiting from experiencing a different academic and cultural environment. The Summer School organizes a number of social events and trips.

The summer school is organized by regional network of organizations (here: OptecBB, WISTA, and the Humboldt-University). It is dedicated to selected fields of technology (e.g. in 2009: applied optics). International students are invited to participate in this exchange, as well as in meetings and qualification event. The network organizing the event also contacts competent speakers and presenters. Financial support is provided by public funds and/or sponsors. The personnel costs are covered by the organizers.

The goal is to present advanced scientific and industrial issues as well as other topics relevant for academics, students, and young industry professionals, providing them with practical experiences and knowledge of the existing needs. The programme deals with new technological and research results, offering advanced classes. (e.g. in 2009 solid-state light sources, illumination design and new optical components for the illumination path, scanner and micro display technologies, laser-based

holographics, implementation in industrial and medical illumination and packaging, miniaturization, complete system design and corporate experience in product development).

Programme participants:

- receive dedicated support from a job placement team
- visit local companies
- meet industry players
- attend expert seminars and lessons;
- participate in practical demonstrations of new R&D solutions
- share company-sponsored receptions

Potentials for the Interregional Transfer

Summer schools provide a trusty tool for bringing together advanced students, young professionals, academic researchers, and industrial developers, allowing them to discuss advanced R&D topics in an efficient manner. It can be implemented in different other regions. One should keep in mind, however, that the implementing region must have strong scientific and economic potential in a given field.

Minerva Project

Implementing Body / Region:	Andalusian Regional Government's Ministry for Innovation, Science, and Enterprise/ Andalusia, Spain
Budget:	2 million € borne by the Andalusian Regional Government on: Technological infrastructure / Personnel costs-management / Grants for projects developed by research groups; personnel costs were borne by each project partner (Executive Committee, Technical Committee of the project)
Timing:	preparation: 1 year, implementation: 36 months (June 2006-December 2009)
Contact Information:	http://www.proyectominerva.org/

Aims of the Good Practice

The Minerva Project was launched in 2005 with the goal of creating in Cartuja 93 Science and Technology Park in Seville a Centre for Excellence supporting development of mobile applications and services. The major objective of this collaboration initiative was creation of a platform for experimentation and development of new mobile communications technologies. Within the project companies and research groups can use the platform in undertaking R&D and innovation projects related to advanced products and services.

Participating entities are Vodafone, the University of Seville, Sevilla Global S.A.M., ETICOM, the Cartuja 93 Science and Technology Park – as a catalyst of relations between the university and the business world, and AICIA (Andalusian Association for Research and Industrial Cooperation) – managing the project.

The Minerva Project provides good access to mobile communications technology network in a favourable environment of the Science and Technology Park of Cartuja Island. The project's infrastructure is related to the latest technologies in applications and services development, such as HSUPA (High Speed Uplink Packet Access). The project offered the Red Box messaging platform for sending and receiving large amounts of messages (SMS, MMS, and LBS). It also offered a complete mobile digital television laboratory, based on DVB-H (Digital Video Broadcasting – Handheld) standard, as well as Ericsson's SDS (Service Development Studio) allowing for integration of mobile multi-platform multimedia services following the guidelines set down by IMS (IP Multimedia Subsystem).

Central Implementation Phases of the Good Practice

The Engineering School of the University of Seville and the Regional Government of Andalusia set out a proposal for a collaboration project with Vodafone and other entities in 2004. The Regional Government agreed that this project provided a great opportunity for developing ICT sector in Andalusia and increasing competitiveness of the Andalusian companies in the field of ICT.

As the project was going on, a series of activities were carried out in order to encourage the participation of companies and research groups, promoting university-business relations. They included introductory, informative events, monographic sessions on different technologies, calls for applications for specific work projects, training courses, evaluation and monitoring of the ongoing projects, support for companies and research groups, and attendance at a variety of specialised forums.

The activities resulted in approximately 90 Andalusian companies and 30 Andalusian research groups getting involved in Minerva Project. As its participants they are actively participating in 42 R&D and innovation projects, of which more than a dozen results from collaboration between the universities and businesses. In 2008 the work carried out within the framework of Minerva Project resulted in the University-Business Award for ICT activities being granted to the project by the Spanish Network of University- Business Foundations.

Potentials for the Interregional Transfer

Main strength of this Good Practice lies in intensive collaboration between various entities sharing common purpose. It allowed Cartuja 93 to develop a great variety of activities within this project.

Unfortunately, due to the international economic crisis and the fact that the regional government provided the sole source of Minerva's funding, the project could not have been continued or resumed so far.

The Minerva Project has already proved successful and has the potential to be transferred to other geographical areas. The main difficulty concerned management of the project, due to wide range of entities involved in it. Another important factor is particularly careful selection of project partners.

Transfer Programme

Implementing Body / Region:	Regional Ministry of Science, Innovation, and Enterprise of Andalusia / Andalusia, Spain
Budget:	600,000 € in 2009 (3,000 € per proposal of technology transfer action approved) borne by the regional government, and personnel costs borne by the Technology Network of Andalusia (RETA)
Timing:	preparation: 5-6 months, implementation: 12 months (November-October)
Contact Information:	Contact RETA – Technology Network of Andalusia, http://www.reta.es/index.php/transfer.html

Aims of the Good Practice

In Andalusia, knowledge did not pass from university and research centres to companies as fluently as desired. Initiatives were needed to support and increase technology transfer from research and technology centres to companies located in science and technology parks in Andalusia.

The presented Transfer Programme's objective is to financially promote transfer of technologies. The beneficiaries of this programme are intermediate actors, i.e. entities assisting companies or research centres in the process of transferring technologies to other companies. Call for applications for this programme are published on a regular basis. Intermediary actors can submit a project proposal to the managing authority of the transfer programme, i.e. the Technology Network of Andalusia. This project proposal should either enable technology transfer between scientific institutes and companies, or transfer between companies. After reception of the proposals by the intermediate actors, RETA starts the evaluation and grant assignment process.

This programme was first launched by the Regional Government of Andalusia in 2006. Each round of this programme, since 2006, has promoted not only technology transfer actions between research centres and companies, but also among companies. The average share of approved proposals accounts for around 50% (2008: 46% – 2009: 54%).

The key success factor of this transfer programme is that there are no direct costs for the companies or research centres. With the granted budget intermediaries can finance projects and operations that support technology transfer, companies can use these value-adding services free of charge. Therefore technology transfer processes in the companies and institutes are financed indirectly.

Central Implementation Phases of the Good Practice

From 2007 onwards, RETA was responsible for managing the call and the evaluation process. The other actors involved (the participants) sign a participation agreement where they accept all rules of the programme.

The first step in this GP was participation agreements being signed (around July) by all intermediate actors interested in taking part in this programme. After that, the call for proposals by the intermediate actors was open and usually the deadline was in November.

Potentials for the Interregional Transfer

For Cartuja 93 and other intermediate actors, the necessary resources are only human resources for assistance in technology transfer actions and for submitting the proposals to the programme.

Nevertheless, there are also lessons learnt for the transfer of the Good Practice. Different grant amounts were given to different types of technology transfer projects, based on an evaluation of the costs and effort that the intermediary body was to dedicate to assisting this operation. One of the lessons learnt is that it might be useful to define various types of technology transfer operations in the beginning and differentiate the agreements into, e.g. patent license, franchise, technical cooperation, commercial agreement with technical assistance, sub-contracting, joint ventures. This would facilitate the application and evaluation process.

This Good Practice has so far proven successful as the number of applicants has increased throughout the years. Transfer of the programme to other regions requires identification of different stakeholders and relevant actors. Furthermore, rules for participation have to be set up, adapted to the number and different types of the actors involved. The key aspect in transfer of the Good Practice is, of course, a reliable source of funding – like in this case the Regional Ministry of Science, Innovation, and Enterprise of Andalusia – that has to be secured.

Joint Professorships

Implementing Body / Region:	Universities in Berlin, in this case the Humboldt-Universität zu Berlin and the non-university research institutions in Berlin and Brandenburg, Federal State of Berlin (Dept. of Education, Sciences and Research and Dept. of Finances)/ Berlin, Germany
Budget:	Salaries for Joint Professors are reimbursed by the non-university research institutions
Timing:	since the 1970s, ongoing
Contact Information:	Humboldt-Universität zu Berlin, Strategic Planning Office

Aims of the Good Practice

The joint professorships aim at bridging the gap between universities and non-university research institutions. Leading staff members of non-university research institutions receive a so called "S-Professorship" at a university, while still continuing their work at the research institution. The benefits for the participating universities include access to high-quality research equipment at non-university research institutions and attractive training opportunities for students and young scientists (e.g. internships, master and doctoral theses). Furthermore, they get access to recent research results from the non-university sector. The non-university research institutions take advantage of facilitated access to fundamental research and to highly skilled university graduates. They also benefit from the universities' exclusive right to award doctorates. Furthermore the chosen scientists receive the professor's degree ("S-Professor") from the university, while also keeping his/her leading position at the research institution. Therefore this Good Practice aims at providing a win-win-situation for both participating institutions.

This programme is applied throughout Germany using region-specific models. This Good Practice reflects the model used in Berlin.

Central Implementation Phases of the Good Practice

The implementation of the programme began in the 1970s with a few joint professorships. It was initiated by the universities, non-university research institutions, and by the federal states in Germany and German federal government. In order to further develop the Good Practice regular meetings were held between the participating entities at the federal level, for example within the Joint Science Conference (Gemeinsame Wissenschaftskonferenz), the German Council of Science and Humanities (Wissenschaftsrat) and the German Rectors' Conference (Hochschulrektorenkonferenz). Moreover, meetings were needed on the level of the federal states.

Humboldt-Universität zu Berlin and the participating non-university research institutions defined framework conditions in a written contract. The joint professorship automatically ends when the selected scientist leaves the partner institution.

The personnel costs are covered by the non-university research institution. The person receiving the professorship is obliged to provide at least 2 hours course of teaching per semester.

The necessary human resources are provided by the university administration and administration of the institutions involved. They also include the respective professors.

In 1990 there were ca. 40 joint professorships in Berlin, and the number has increased to ca. 100 professorships by 2010. The recent development have been junior joint professorships.

Potentials for the Interregional Transfer

Central for transfer of this Good Practice is the existence of a legal framework. In German federal states the universities and the non-university research institutions are public entities, thus under the jurisdiction of the federal states' governments and the German federal government. Therefore the legal conditions for a transfer have to be evaluated for each region separately.

What has to be ensured, besides the legal issues, is a strong commitment to the joint professorship on both sides. This programme heavily builds on the establishment of a win-win situation, which has to be ensured by both institutions. Furthermore, attention has to be paid to selection of suitable staff at the research institutions and establishing remuneration details.

Also the university has to ensure that the S-Professor is actively embedded in the university infrastructure and its working environment.

Regarding legal aspects, exit-strategies have to be kept in mind to be used in situation when S-Professor leaves the institution involved.

HeliceNet

Implementing Body / Region:	Fundación Hélice / Andalusia, Spain
Budget:	HeliceNet is principally supports itself by services it offers – each enterprise has to make an initial payment for the license (1 user = 1 license) and a maintenance fee each year.
Timing:	since 2003 – ongoing
Contact Information:	Simón Vázquez González, svazquez@agenciaidea.es, www.fundacion-helice.net

Aims of the Good Practice

The Helice Foundation originated as an initiative of the Andalusian public administration aimed at boosting development of the aerospace sector in the region. The two main drivers of the whole sector on European scale are EADS and Airbus.

One of they key elements for aerospace sector is an integrated electronic supply chain platform. This makes Helice Network, with its Extended Enterprise Model philosophy, a pioneering network in Europe.

The HeliceNet is a mechanism allowing to change the production technology and knowledge management model used by many Aerospace SMEs.

HeliceNet is managed by the Helice Foundation Service Centre and is supported by two pillars:

- communication portal between subsidiary companies and driver companies, and
- Business Management System for SMEs, known as Sapecma. This powerful software tool allows for real-time networking of auxiliary businesses with EADS, reducing time and procedures, checking stocks, improving logistics, and ultimately reducing costs.

The concept behind HeliceNet was crucial for the success of the programme, as it provided a mechanism allowing for transfer of production technology and related knowledge from the Original Equipment Manufacturer (Eads and Airbus) to the SMEs. The SMEs involved should have engineering capacity allowing for absorption of the transferred knowledge. The main success factors of the project are the integrated electronic supply chain platform, access to Enterprise Resource Planning (ERP) software provided to SMEs at reduced costs, and the value added by collaborative supply chain networks.

Central Implementation Phases of the Good Practice

From 2003 the business network was promoted by the IDEA Agency, and in 2005 a foundation was created in order to hold and manage the system with the participation of the Regional Government, EADS, and SMEs.

The foundation (a non profit organisation) is paid by EADS and SMEs for the services it provides. In return they profit from the results of Helice Foundation's operation, namely promotion of Andalusian aeronautical cluster, international events organized with their participation, publication of Andalusian Aeronautical Magazine, and training provided to SMEs.

At the beginning only EADS was capable of being a driver company, but the website is designed to admit more driver companies as well. During the last year a new driver emerged from a merger of several enterprises. This proves that Sap Portal needs to be opened for new functionalities, including the multi-driver mode.

For those SMEs who decide to go further and possess full engineering control resulting from implementation of the best business practices for the aerospace sector, a set of aerospace (not computer) experts are available in order to assist them in implementation of ERP, providing services in Application Service Provider mode.

Potentials for the Interregional Transfer

The creation of a collaborative network streamlining the supply chain is not an easy task from technical and financial points of view. The success of this project illustrates the importance of lobbying at various levels. This Good Practice has already been transferred (but not finally implemented). LCT from Sweden and Banska Bystrica from Slovakia were interested in implementing this Good Practice within the framework of the ERIK ACTION project (Interreg IVC).

This Good Practice has a very specific character. It is important to identify "business environment" similar to that of aeronautical sector in Andalusia. Another very important element is the fact that even though this Good Practice required big budget, its core element is the Extended Enterprise Network model, and not use of SAP software by the SMEs involved. Therefore use of any other collaborative software is also possible and valid.

Technology Transfer Events

Implementing Body / Region:	Centre for Innovation and Technology Transfer of Andalusia (CITANDALUCÍA) / Andalusia, Spain
Budget:	from 7,000 to 15,000 €, depending on costs of facilities (50% of financing may come from Europe Enterprise Network, its other portions may come from innovation regional plans
Timing:	preparation: 3 months; implementation: 1 day event
Contact Information:	jpascual@agenciaidea.es, amontero@agenciaidea.es, www.ttandalucia.es

Aims of the Good Practice

1. To boost innovation in Andalusian companies on the basis of technology cooperation and exploitation of research results.
2. To promote specialist forums to encourage collaboration and linkages between research groups and companies.
3. Assessing the level of the technological offer and demand in strategic sector for Andalusia.

Central Implementation Phases of the Good Practice

There are four relevant actors in the Andalusian Knowledge System:

- The Agency for Innovation and Development of Andalusia (IDEA),
- Centre for Innovation and Technology Transfer of Andalusia (CITANDALUCÍA),
- The Technology Spaces Network of Andalusia (RETA), and the
- Technology transfer results offices network in Andalusian Universities (RED OTRIS).

The success of the project depends on close collaboration between these actors, and proper use of their resources.

In order to allow for more numerous meetings between research groups and companies per one day, the Technology Transfer Events organization needs a unique database with data on companies and research groups. This database is classified by fields, as well as technological offer and demand.

There have been some adjustments made in subsequent editions of the programme. The most important ones concern the event preparation: special software for meeting planning was developed. The events are supposed to take place in technology- and not commerce-related atmosphere. In this way it is vital to keep names of companies secret in this phase.

During 2008 there were 6 Technology Transfer Events organized, with more than 1100 attendants, 800 successful meetings, and more than 25 agreements concluded.

Potentials for the Interregional Transfer

Good practice have been transferred already, but not finally implemented. In the framework of the ERIK ACTION project (INTERREG IVC), the chamber of commerce of Constanta was interested in implementing this Good Practice. Unfortunately, due to financial crisis, they couldn't find budget for implementing the programme.

Three points are important in practical implementation of the Good Practice:

- developing a good event management tool (software recommended),
- having good communication and dissemination plan,
- developing good monitoring procedures (preferably integrated with the management software).

Infrastructure

Building a modern environment for the work in science and technology parks is one of the key factors for fostering the development of regions and for attracting highly-skilled staff. Such practices comprise services that are available on a local scale created to attract companies, universities, R&D institutes and potential new clients, tenants.

The Good Practices differ from each other regarding their topic, but finally they have the same goal, namely the regional development. For instance, the Good Practices comprise the setting up of a traffic infrastructure, the establishment of an information system for business locations or the success factors for an effective management authority.

All these Good Practices are tailored to regional requirements. What they have in common is the high demand for financial resources, man power and preparation as well as implementation time. Most of them have a financial frame of over 1 million €.

Proximity of Actors and Players within Berlin Adlershof

Implementing Body / Region:	WISTA-MANAGEMENT GMBH, Humboldt-Universität, Joint Initiative of Non-University Research Institutions in Adlershof (IGAFA) in cooperation with companies, non-university affiliated research institutes, university/, Berlin, Germany
Budget:	about 230 million € (European Regional Development Fund, German Recovery Fund, Joint Task for the Improvement of Regional Economic Structure (GA), Marshall Plan)
Timing:	preparation: 1991-1993, implementation: since 1994, ongoing project
Contact Information:	Hardy Rudolf Schmitz, Schmitz@wista.de, Yvonne Plaschnick, Plaschnick@wista.de, Helge Neumann, helge@wista.de

Aims of the Good Practice

The major objective of this infrastructural approach was to provide synergy effects, exchange platforms, and meeting points for tenants (researchers, technicians, entrepreneurs, and students) of the Berlin-Adlershof Science Park. The idea was to put into practice the concept of Science Park in which spatial and technical proximity offers a variety of opportunities for dialogue among partners. The effect is close co-operation and synergy between the three pillars: innovative companies, university research and teaching, and public research institutions.

In September 1991 the State of Berlin founded the “Adlershof Science Park project”. WISTA-MANAGEMENT GMBH was created as a managing organisation to develop and operate the project. In 1992 the Berlin Senate decided to establish the park as an “integrated landscape for business and science” in Berlin-Adlershof. Building, equipment and infrastructure investments were made, amounting to 230 million €. The goal was to bring together the synergies from science, technology, and industry, to bring innovation to market, and to shorten innovation cycles.

From the very beginning focus has been given to the 4 Adlershof technology clusters (Information and Media Technology; Environmental Technology, Biotechnology, Energy; Photonics and Optical Technologies; Material and Microsystems Technology.).

Central Implementation Phases of the Good Practice

One of the first steps was to build in 1991 a general Innovation and Business Incubation Centre (IGZ). To encourage innovative businesses to settle here, 5 modern, specialised technology centres were established on the premises of the campus in close proximity of related research institutes. The decision to move the Natural Sciences Institutes of the Humboldt-Universität of Berlin to Adlershof was essential for the park’s human resources. It was then followed by the Specialized Centre for Photonics and Optical Technologies, the Centre for Environmental Technology, Biotechnology and Energy, the Centre for Information and Media Technology (1994-

1998), and the Centre for Materials and Microsystems Technology. There was also an International Incubator established in order to attract foreign innovative companies interested in entering the German Capital market.

Today, Adlershof is an international success story: The Park is a home to 819 companies and 17 scientific institutions covering an area of 4.2 square kilometres. In close proximity to science and technology there are shops, hotels, restaurants, and a 66 hectares park. Altogether, Adlershof is a workplace for 14,000 people and 6,800 students. In Berlin-Adlershof there are synergies produced, interdisciplinary work promoted, networks constructed, and innovation cycles shortened. Qualitative results of the initiative are confirmed by surprisingly low level of insolvencies (< 3%), and growth exceeding the average values. Several tools were used in order to disseminate information about the project and promote it; they included its own label, corporate identity, PR-strategy, and international cooperation being initiated.

Potentials for the Interregional Transfer

The transfer of the Good Practice to other regions is difficult. It depends on general infrastructure planning in the region, which should be taken into account already in the planning phase of a science and technology park.

Key success factors:

- appropriate financing (and funding) and infrastructural investments by regional stakeholders
- provision of planning, construction, engineering and architectural capacities
- ongoing political support and planning and the willingness of actors to participate in such initiative
- success of the park is not necessarily a matter of scale, but essentially a result of high quality infrastructure, exchange, cooperation, and interaction.

Structure and Tasks of STP Managing Company

Implementing Body / Region:	Science and Technology Park Berlin Adlershof / Berlin, Germany
Budget:	Nominal capital: 15,3 million €
Timing:	since 1991-ongoing
Contact Information:	Hardy Rudolf Schmitz, Schmitz@wista.de, http://www.adlershof.de/wista/

Aims of the Good Practice

WISTA-MANAGEMENT is a non profit company which developed and has been operating the Berlin Adlershof Science and Technology Park on the area of 420 ha, consisting of 800 companies, 11 non university research institutes, and the natural science institutes of the Humboldt-Universität; altogether 14,000 employees and about 7,000 students. In particular, WISTA-MG builds, rents out, and operates modern technology centres in which it offers rental space to innovative technology-based companies. The company provides modern infrastructure for its tenants, supports new start-ups, and provides business services. It also develops joint projects, promotes networking between the research and industry and encourages national and international cooperation. It handles public relations and cooperates closely with the regional actors and the Land of Berlin.

WISTA-MANAGEMENT is divided into 7 departments: Executive Board; Technology Centres; International Business Development; Communication/Public Relations; Controlling/Finances; Human Resources/Legal Department; Planning/Construction. Moreover, it has 3 subsidiaries:

- Adlershof Facility management – the Park's maintenance company
- Adlershof project – dealing with development, marketing, and sales/lease of undeveloped "green" area
- Innovation Centre Berlin Management (IZBM) – operating the general and the international incubator.

WISTA-MANAGEMENT is a state-owned company, but it is organized as a privately organized company (i.e. as GmbH – which is similar to a limited company, or Ltd). It has a supervisory board – consisting of representatives of Industry, research, and policymakers, as well as an advisory board – consisting mostly of representatives of the Park's stakeholders (Humboldt-Universität; Association of the non university research institutes; Association of the Innovative SME; the borough)

After an initial development period WISTA-MG does not receive funding for its operational activities. It is financed out of its business and project activities. This structure allows flexible operations and fast decisions, to be reported to the supervisory board.

Central Implementation Phases of the Good Practice

The need for efficient operation of the Management Company in Adlershof was articulated by the Park Management Company, suffering from inflexible conditions. The working structure of WISTA was developed in 1991 in cooperation with investors and companies interested in settling in the Park. The goal was to set up a flexible, management company which connects university, non-university research institutes, and companies. The main characteristics of WISTA-MG include its clear budget, operation within well-defined legal and financial conditions, and its organization as a privately organized company.

Potentials for the Interregional Transfer

Success Factors for transferring this Good Practice are:

- Public understanding of the role of a flexible and efficient science park in strengthening regional economic and social development, articulated in appropriate decisions being made by the regional parliament on implementing private organizational structures within state owned bodies
- Organizational act structuring the park management as a privately organized company
- Good implementation of the “triple helix” structure in Park’s management and its interaction with the partners from education, research, and industry
- Qualified Staff

Transport Infrastructure

Implementing Body / Region:	Senate Department for Urban Development, Adlershof Projekt GmbH (partly)/Berlin, Germany
Budget:	several million € borne by State Budget, European Regional Development Fund, Federal Budget
Timing:	preparation: 2 years; implementation: since 1995
Contact Information:	walter.leibl@adlershof-projekt.de, www.stadtentwicklung.berlin.de/verkehr/, http://www.adlershof.de/adlershof-projekt-gmbh/

Aims of the Good Practice

Providing good accessibility – fast and comfortable access to the science park is a major decision criterion for investors and tenants from research and industry sector to settle, work and live in the park.

The aim of the Good Practice is to improve the transport accessibility and connectivity (frequency) from external means of transport (highway, rail, air; public and private transport), as well as to improve the transport infrastructure within the Science and Technology Park Berlin Adlershof.

Central Implementation Phases of the Good Practice

The Good Practice takes place on two levels. The first includes general, i.e. regional and international, accessibility of Adlershof. The second level concerns the traffic situation within the STP (e.g. buses, trams, bicycle infrastructure).

Today, Adlershof's situation in both respects has become almost ideal:

- Direct access to the motorway (Adlershof exit: 15 min. drive to city centre; 5 min drive to the airport)
- Direct access to the Berlin Brandenburg International Airport (BBI Willy Brandt, to be opened in 2012) – next exit on the highway)
- Completely reconstructed railway station for S-Bahn in the park (commuter train, 5 min to the airport; 25 min to the City Centre)
- Several Bus lines in the whole park
- Tram line, to become operational in 2011
- Modern inner park streets and new parking lots in preparation

Potentials for the Interregional Transfer

Most of the structure has already been implemented – as part of the German "recovery programme EAST"

The potential to be transferred to other regions heavily depends on availability of infrastructural funds. The transfer is expensive and long-lasting. At the same time there is a need of political decisions on both regional and national (perhaps EU) level.

Urban Development Measures

Implementing Body / Region:	Senate Department for Urban Development, Adlershof Projekt GmbH / Berlin, Germany
Budget:	The urban development agency in charge has a share capital of 25,000 € and generated revenues in the amount of 2 million € (in 2009)
Timing:	preparation: years; implementation: since 1994-ongoing
Contact Information:	walter.leibl@adlershof-projekt.de, www.adlershof.de/adlershof-projekt-gmbh/

Aims of the Good Practice

Creation of a long-term successful and sustainable Science Park requires planning and legal security. Established structures have to be reliable and efficient: At the same time quick action and high flexibility is requested in order to attract top research institutes and innovative, tech-based companies. Achieve this is difficult under regular legal provisions. High Tech companies to settle in the Park have a strong demand for sound R&D environment, and for proximity of actors from compatible fields in order to create synergetic effects. They need excellent infrastructure and social environment. In order to ensure long-term reliability of the planned structures and a sound mix of science and industry, a legal framework was required to allow for specifying technology and infrastructure focal points, and selecting and approving new tenants according to their profiles and products. The definition of the Adlershof "Development Area" was a deciding step in obtaining the necessary long-term planning security for the future Park.

Central Implementation Phases of the Good Practice

Companies interested in settling in the Park are evaluated according to their profiles. The Science and Technology Park Berlin Adlershof followed strictly the concept of 60% economy and 40% science (in square meters) in order to be eligible for Federal and ERDF funding.

Starting from 1994, Berlin Adlershof has been defined an urban development area in the Urban and Rural Planning Code. This instrument enables a target-oriented one-stop-shop strategy. Since 2004, the Adlershof Projekt Development GmbH, as the State of Berlin's trustee, has been in charge of the development of the entire area. Thank to its legal status of an urban development area, the Adlershof Projekt GmbH has the power to fix planning targets. The field of activities includes support for construction projects, management of urban infrastructure projects, and administration of trustee assets.

Companies who are interested in settling in the Science and Technology Park Adlershof have to focus on the following fields:

- Photonics and optics
- Microsystems and materials
- IT and media
- Biotechnology and the environment
- Photovoltaics
- or be a Service provider for the aforementioned activities

All the 413 companies located in the technology park and the 11 non-university affiliated research institutes located on the campus do fit into one of these fields. One of the milestones in the Good Practice Development was the settlement of Humboldt-Universität in Adlershof. It was important for creation of synergistic effects. Adlershof Projekt GmbH is provided with authority relevant for its activities and the Companies interested in settling in STP receive flexible support and quick answers to their questions.

Potentials for the Interregional Transfer

It has already been implemented with sustainable, tangible, and measurable results, and has the potential to be transferred to other regions. Nevertheless, the willingness of regional political stakeholders to invest in the development of the area has to be ensured. Planning and developing the area of a science and technology park needs a long term perspective. For Berlin Adlershof the Adlershof Projekt Development GmbH was founded, a trustee of the federal state of Berlin, which has only been installed for Implementing the development of the area.

Establishment of the Lower Silesian Innovation and Science Park S.A. (DPIN)

Implementing Body / Region:	Lower Silesian Innovation and Science Park S.A. (DPIN) – joint-stock company (Lower Silesia Voivodship is the sole shareholder) / Lower Silesia, Poland
Budget:	around 75,000 €; additional funds from the ERDF for infrastructural investments in 2010
Timing:	preparation: 3 years; implementation: since 2008-ongoing
Contact Information:	Mr Mariusz Cholewa, Supervisor for innovation and economic cooperation, www.dpin.pl

Aims of the Good Practice

The need to establish the Lower Silesian Innovation and Science Park (DPIN) resulted directly from the lack of modern research and development infrastructure supporting development of innovative technologies and marketable products providing services to Small and Medium Enterprises. Lower Silesian Innovation and Science Park's (DPIN) mission is to create conditions for establishing interaction between the research sector and relevant applications, i.e. between science and business. It will assist in obtaining new benefits resulting from synergy effect and in transforming them into innovations corresponding to the needs of today's industry, by means on supporting and stimulating regional business and building their global reputation. The primary objectives are:

- developing new forms of cooperation between industry and higher education institutions,
- transferring scientific expertise to industry and providing for its application,
- providing access to modern laboratory facilities,
- promoting creation of new companies,
- raising company's staff competence in advanced technologies and management,
- establishing international cooperation.

Central Implementation Phases of the Good Practice

Preparatory actions for launching the Lower Silesian Innovation and Science Park S.A. were carried out by the staff of the Wrocław University of Technology in cooperation with the Marshal's Office of the Lower Silesia and the Wroclaw Regional Development Agency in 2005-2007.

Since its formal establishment in 2008 DPIN has provided enterprises with the total of 4 advisory services. Additionally, there have been 10 agreements on mutual cooperation signed, including the agreements with the Wrocław University of Technology, KGHM Legnica Technology Park, the Lower Silesian Chamber of

Commerce, and the Lower Silesian Economic Co-operation Agency. Furthermore, the Lower Silesian Centre for Energy Security was established within the Park, in cooperation with the local government of Lower Silesia. In addition, as a result DPIN activity, a cluster for innovative technologies in manufacturing was set up. Declarations of cooperation were exchanged with technology parks from Great Britain, Germany, France, and Italy.

It is expected that during the first 5 years of DPIN's operation about 200 domestic and foreign businesses, research units, and science and business support institutions (Chambers of Commerce, Regional Development Agencies, and Technical Associations) will be included into the cooperation network, particularly those active in the field of innovation consulting. Simultaneously about 80 domestic and foreign enterprises are expected to use services provided by DPIN. These companies will come primarily from household appliances, automotive, machinery and manufacturing equipment, energy and other similar industries.

Potentials for the Interregional Transfer

Key success factors are:

- effective collaboration between scientific institutions, entrepreneurs, as well as local and central authorities;
- creation of a sustainable bridge between the intellectual resources of leading universities and high-tech industries;
- extensive experience of the originators and their associates acquired during implementation of numerous national and international projects

One of the lessons learnt in development of the park was that it is important to provide (along the initial capital) investment areas or other types of real estate for offices and laboratory infrastructure. Currently DPIN operates in premises with total area of 105 m^2, rented in IASE's building. Additionally, in order to provide DPIN with appropriate infrastructure, the Park acquired 3.5 ha investment area from Wałbrzych Special Economic Zone, with the view of establishing modern office, laboratory, and exhibition infrastructure.

Laboratory Management

Implementing Body / Region:	Wrocław Technology Park/ Wroclaw, Poland
Budget:	running costs are covered by payments for using laboratory equipment; investments in laboratory, like purchase of new laboratory equipment, are co-financed by European Regional Development Fund programmes
Timing:	since 2006
Contact Information:	Agnieszka Kowalska kowalska@technologpark.pl, Ewelina Pawlus pawlus@technologpark.pl

Aims of the Good Practice

Numerous companies in Wrocław Technology Park need laboratory equipment for their activities. As so many people are interested in using the technical facilities there appeared a need to create a good laboratory management system in order to ensure proper and efficient functioning of the laboratories.

Central Implementation Phases of the Good Practice

Laboratories are organized in a manner allowing for simultaneous use of various pieces of equipment by several people. This solution allows for eliminating laboratory downtime and the resulting losses for WTP. The main task of the Head of Laboratories (a person possessing high technological and scientific skills) is to take care of proper functioning of the laboratories. Moreover, he/she is responsible for carrying out commissioned researches using the most sensitive devices. Wrocław Technology Park uses a special model of laboratory management consisting in finding the “main tenant”. The “main tenant” is a company most frequently using a given device, and responsible for its proper functioning. The company is also obligated to make the device available to other users and to instruct them on its proper use. In return “the main tenant” pays lower rates for using the device and has priority in access to the laboratory. Another feature in management of the laboratory is introduction of chip card system for controlling access to devices. Everyone who wants to use the laboratory equipment must have a chip card, providing the sole means of switching on particular pieces of laboratory equipment. To use a device one has to put the chip card to the reader; the computer connected to the reader switches on the device and saves the information on who was using the device and when.

Potentials for the Interregional Transfer

Laboratory Management system implemented in Wroclaw Technology Park assists in coordinating the work of the laboratories. Different people can use various devices at the same time, and the Head of the Laboratories can controls this using chip card system. The “main tenant” ensures continuous use of laboratory equipment and proper control over use of its individual components. The model of laboratory management used in Wrocław Technology Park ensures proper functioning of the

laboratories and at the same time accessibility of equipment to numerous people. The first step in implementing this practice is finding the “main tenant” among all the tenants. The system of chip cards allowing for equipment use is also a very important part of laboratory management. The best way to implement the chip card system is to find a company (preferably located in the same science park, as this would create profits for both the company and the science park) to develop the complete system.

Kindergarten Technoludek and Education Centre Technoludek

Implementing Body / Region:	Wrocław Technology Park / Wrocław, Poland
Budget:	the project is co-financed by the European Union from the European Social Fund programme: 20,000 € (for 2 years); the running costs (energy, cleaning, water, etc.) are covered by the Wrocław Technology Park
Timing:	since March 2010
Contact Information:	przedszkole@technologpark.pl, Jerzy Gessler gessler@technologpark.pl

Aims of the Good Practice

Many of the employees of the Wrocław Technology Park have children. Facilities perfectly matching their needs are Technoludek Kindergarten and Technoludek Education Centre, both located in WTP. The joint surface of the kindergarten and the education centre amounts to 180 m^2. Thanks to these two institutions people can combine careers with providing care for their children. Another aim in establishing these elements of social infrastructure was to acquaint children with technology and science at the beginning of their education.

Central Implementation Phases of the Good Practice

Technoludek Kindergarten is open from 6:30 am to 6:00 pm (excluding weekends). It is intended only for children aged from 3 to 5. The facility implements the idea of upbringing children in the spirit of entrepreneurship, resourcefulness, and curiosity of the world. Children are divided into two small groups (in the kindergarten there are 25 children), which allows for good contact and cooperation between teachers and children. Technoludek Kindergarten offers free activities, including English, dance, theatre, rhythmics, ceramics, and meetings with representatives of various professions. The kindergarten also provides activities connected with science, world phenomena, ecology, and nature. Currently there are no places available in the kindergarten due to its high popularity among parents.

Technoludek Education Centre is open from 7:00 am to 3:00 pm (excluding weekends). Every week playgroups from Technoludek Kindergarten attend Technoludek Education Centre. It can also be attended by playgroups from other kindergartens (consisting of children aged 3 to 5). Technoludek Education Centre is a place where children can learn about topics related to exact sciences, including geography, biology, or physics. During the activities children play and use teaching aids making the learning process fun and interesting. Technoludek Education Centre enables children to do researches and experiments adjusted to their age. Its programme stimulates children's curiosity of the world. Technoludek Education Centre is a unique education centre of this type (focusing on 3-5 year old children) in Wroclaw and maybe even in Poland.

Potentials for the Interregional Transfer

Creation of social infrastructure in science parks is very important. Institutions similar to Technoludek Kindergarten or Technoludek Education Centre located in Wroclaw Technology Park would enable Park's employees to perform better and more efficient work. Moreover, the kindergarten and the education centre assist in instilling the basics of technology and exact sciences into children. Lack of free places in Technoludek Kindergarten confirms great demand for social infrastructure in science parks, office centres, etc. The costs of Technoludek Kindergarten's and Technoludek Education Centre's functioning are high, but the obtained results are very good. Transfer of the Good Practice requires qualified teachers as well as facilities.

Information System of Productive Spaces of Andalucia (SESPA)

Implementing Body / Region:	Agencia de Innovación y Desarrollo de Andalucía (IDEA), Junta de Andalucía / Andalusia, Spain
Budget:	375,030 € (2002-2010) borne by Regional Government Budget
Timing:	ongoing since 2000
Contact Information:	sespa@age-nciaidea.es, www.agenciaidea.es/sespa

Aims of the Good Practice

The Good Practice SESPA (Information System of Productive Spaces of Andalusia) aims at facilitating location of businesses in the Andalusia region by:

- establishing the Andalusian Industrial Area's website, containing various data on the location, urban services, and infrastructure. This website is of interest to private as well as public stakeholders. Companies can use it as a source of information before locating their business in the area. Furthermore, it is relevant to property managers and for the development of industrial areas. Also academic actors profit from the service, e.g. universities use this tool for relevant research
- providing information and knowledge to define the best management model for public investments in infrastructure and services for industrial areas.

Central Implementation Phases of the Good Practice

The Andalusian Regional Government (Junta de Andalucía) identified demand from employers asking for reliable and accessible information on industrial land to locate their businesses. In addition, a need to know the exact location of industrial areas existed in order to identify possible deficiencies and take them into account when defining new policies for industrial land development.

In 2000 this led to creation of SESPA, in cooperation with:

- private entities (IT consulting companies and GIS companies, Spanish Coordinator of Business Parks, Real Estate Managers and Industrial Areas', business associations, etc.)
- public entities (Institute of Cartography of Andalusia, Secretariat-General for Telecommunications, Andalusian Employment Service, County Councils and City Councils, university researchers, etc.)

The milestones were identification of reliable information sources and constant improvement of the structure and functionality of the database, as user-friendliness is one of the key aspects of the website. Therefore suggestions from the users were very valuable for the implementation. As a first step the tool was being communicated within the regional development agency IDEA, especially within the customer-oriented departments. This was used as an internal testing of the quality

of the tool. Regarding the external communication strategy, there were annual public presentations at regional level that increased the awareness of the service among the potential clients and provided new links between clients and the public administration.

Various technical prerequisites were necessary for implementation of the project, including GIS tools for working with geographical data and programming platforms. Also, a multidisciplinary project team was set up for this project (project manager, telecommunications engineers, and geographers). One of the weaknesses of the project is that the database updates require a permanent team and can not be done by the local authorities.

Potentials for the Interregional Transfer

The central points that need to be adjusted if this Good Practice is to be interregionally transferred regard user-friendly as well as developer-friendly interfaces:

- modernization of the user interface in accordance with the volume and quality of information contained in the portal;
- implementation of software tools that simplify information updates, decentralized mechanisms for remote data updates to be performed by local authorities.

On the one hand, these points require technical infrastructure, and on the other hand good communication with the customers and the public authorities is necessary. One also has to keep in mind that both points require funding. Furthermore, reliable data sources also have to be identified. Synergies with others projects, until today, have focused primarily on data feeding rather than on improvements of the graphical user interface.

Networking / Cluster

Offering possibilities for networking and supporting the building of clusters strengthens the cooperation between public, academic and private actors in regions. The scope of the Good Practices that are part of this category varies significantly. These are for instance special breakfast events in a science and technology park, services for companies to go international by using an international network of technology parks, development programmes for clusters as well as sector-specific networking options.

The Good Practices of this category can be divided in highly specialised networks like the Berlin based OpTecBB network, a network of companies and organisations within Optical Technologies. Other Good Practices are not focused on economic sectors but they do have content-related specifications. While the working breakfasts invite companies and research institutes to exchange experiences on an informal level, the EurOffice Services support the internationalisation of SMEs with a network of international partners. Both practices have in common that they have a low demand for man power and financial resources.

The majority of these Good Practices has a relatively low demand for staff, financial investments of less than 1 million € are necessary. For some practices even less than 100,000 € are required for running the projects.

Setting Up Cluster Organisations OpTecBB and Center for Microsystems Technology (ZEMI)

Implementing Body / Region:	Companies, research institutes, universities and organizations with support of the relevant ministries of Brandenburg and Berlin and the Federal Ministry of Education and Research (BMBF) / Berlin-Brandenburg, Germany
Budget:	concerning OpTecBB – setting up the network (5 years funded project, 1,2 million €), national public funding by the Federal Ministry of Education and Research (BMBF) within the national funding programme for Optical Technologies; it also receives financial support from the Investitionsbank Berlin and the European Regional Development Fund, as well as member fees.
Timing:	implementation: since 2000
Contact Information:	optecbb@optecbb.de, www.optecbb.de, the Association has its office in Science and Technology Park Adlershof.

Aims of the Good Practice

Berlin-Brandenburg is a region with a high number of actors in the optical technologies sector and microsystems technology sector. There was a need identified to coordinate professionals, to increase the interaction, to integrate supporting industries, and to encourage transfer of knowledge from science to industry.

The cluster organisations create regional networks in order to connect industry, research, and education, establish ties with sources of financing (and consulting), and have strong relations to regional policy. The objective is to jointly provide support for development, application, and cooperation within a technology cluster (here: Optical Technologies, Microsystems Technologies), thus assisting in creation of new synergies, promoting economic growth, creating new jobs, increasing scientific and economic capacities, and getting better visibility and credit. The cluster organisations act in order to increase innovation capacities of their members and establish contacts with other networks, thus significantly supporting regional economy. Their goals are:

- to pool the region's existing potential and support networking in the field of interest (optical technologies)
- to promote transfer of knowledge and technology from research institutions to companies;
- to initiate R&D projects and to support co-operation;
- to establish information and communication platform;
- to organise joint marketing activities and joint stands at trade fairs, as a means of advertisement for companies, research institutions, and the region itself;

- to provide information and advice to the governments of the Leader and to business development institutions;
- to promote initial and advanced vocational training in the field.

Central Implementation Phases of the Good Practice

OpTecBB, the cluster organisation for optical technologies, is a part of German strategic process "Competence networks in Germany" (sub-network OPtecnet Germany), initiated by the Federal Ministry of Education and Research (BMBF). OpTecNet Deutschland e.V. is an association of German regional Competence Networks for Optical Technologies. The German Competence Networks for Optical Technologies group companies, research and education institutions, technology transfer agencies, business development companies, investors, and public-law corporations. Their common goal is to support the development and application of Optical Technologies "made in Germany". OpTecBB is an initiative of companies, universities, and scientific institutes aimed at strengthening the economic power of the Berlin-Brandenburg region through joint activities using optical technologies' potential. It was necessary to clarify development of which sub-disciplines of optical technologies should be given priority in Germany in order to provide and retain competitiveness on an international level and make them a driving force of innovation. It was only the creation of OpTecBB as a networking organization that allowed to realize that members of the network create an annual turnover of more than 2 billion Euros. This makes the network an important driver in the region.

The network currently includes: 61 companies, 30 scientific institutes, and 4 associations. The focus is placed on: Training and Further Education; UV- and X-Ray Technologies; Bio-medical Optics; Innovative Ophthalmology; Laser Technology; Lighting, Multi Sensors, Visualization and Signal Processing; Optical Process; Measurement Technology; Photonics for Communication and Sensors; Terahertz-Technology.

Potentials for the Interregional Transfer

The OpTecBB network brings academic, public and private actors that are working in the fields of Optical Technologies in Berlin-Brandenburg closer together. It strengthens the visibility of the region's potential in optical technologies and facilitates the networking between the members of the network as well as the communication towards regional policy makers and financiers. Nevertheless, the creation of OpTecBB was mainly due to the political will to create competence networks in Germany. Therefore the funding was by majority assured through public sources. Still, competence networks are seen as one of the key drivers for supporting the regional economy and for shaping the regions' technological profile.

EurOffice Services

Implementing Body / Region:	Consortium of 21 partners from Europe and Asia
Budget:	EU funded EOS project (2006-2008), since 2009 – self financed network
Timing:	since 2006 – ongoing, with change of legal status and financial framework
Contact Information:	Yvonne Plaschnick, Plaschnick@wista.de, Helge Neumann, helge@wista.de, www.euroffice-services.eu

Aims of the Good Practice

EurOffice Services help entrepreneurs in accessing foreign markets. It offers integrated services, including soft landing and networking services. The soft landing service comprises provision of competent market information about regional economic profile and actors as well as a fully equipped office in every partner region. Networking services support companies in finding the right people at the right time (organising/supporting events, matchmaking, expos, and conferences). The modular set of services can be extended by other services offered on regional basis.

The benefits of EurOffice Services include reliable access to leading markets, events and networking possibilities, access to legal advice, first hand information on regional markets, and fast and comprehensive overview of the target region. Included are also welcome packages, visiting services, etc. The common service is free of charge for an initial period (3 – 5 days), allowing the companies to test the region without risk, giving them the opportunity to learn more about it, its market, access conditions and potential partners, clients, and competitors. EurOffice Services help in establishing first contacts and opens doors for new business connections.

EurOffices are offered in an international network of science and technology parks, business incubators and innovation centres. The services constitute an efficient tool supporting companies entering new markets and are an excellent instrument for acquisition by Science parks and incubators.

Central Implementation Phases of the Good Practice

The project's development was based on the perception that young, innovative SMEs are missing "real networks". Multidirectional services were offered to support local companies in finding top locations and markets outside their home region, at the same time allowing science parks and incubators to become visible and attractive for innovative companies from other regions searching for new markets. The project is continued, offering developed and certified services on mutual, private basis. Today, the network links Science Parks, Business Innovation Centres (BIC), and Incubator Organisation Networks (e.g. IASP, EBN) from Europe and Overseas.

The network is open for new partners, parks and incubators, but also for regional cluster organisations and other innovation networks. The implementation and

transfer to new partners is easy and inexpensive (Qualified Contact person/ entrance point; provision of office facilities). Success stories include successful entry of companies into new areas (e.g. a Brazilian company in Berlin, June 2010); successful matchmaking events for SMEs in new regions (e.g. Finnish nano-Tech companies having met leading MST companies in Berlin, end 2009); successful expo participation (e.g. 17 foreign companies and institutes from the Baltic Sea Area during the Laser Optics conference and exhibition in Berlin, 2010).

Potentials for the Interregional Transfer

The EurOffice Service provides a Good Practice allowing small innovative firms, particularly born global enterprises, to better develop internationally. This service can be provided before, during, and after localisation in another region, by innovation actors, mainly science parks and incubators.

EurOffice is open to new partners and the transfer is easy. It will be supported by experiences of EurOffice partners, e.g. WISTA-MG. The success of transferring the Good Practice depends, among other things, on the intentions of the partners. The present practice involves a non profit network. An excellent communication spirit is also of tremendous importance. Additionally, a proper monitoring procedure has to be implemented to monitor the actual performance.

The necessary resources are: human resources, available office in a high-tech environment (science park, incubator etc.), and strong personal network.

INOREG – New Approach to Supporting Innovation on the Regional Level

Implementing Body / Region:	INOREG consortia, partners from 5 Slovenian regions: Koroška, Podravje, Pomurje, Posavje and Zasavje
Budget:	65,000 € in 2009
Contact Information:	davorin.rogina@trc-koroska.si, web site to be established

Aims of the Good Practice

INOREG is a national initiative (Open call to support national innovation system) of the Ministry of Higher Education, Science, and Technology, and the Slovenian Technology Agency. It replaced a long-term support policy for Slovenian Technology Centres. INOREG acts as one of Technology & Innovation hubs (TIH) referring to one of 14 support areas described as "Support for technology development and innovation in regions lagging-behind". The process within this area was initiated by TRC Koroška and RDA Mura (leading partners), who prepared a special operational programme for the whole consortium.

Central Implementation Phases of the Good Practice

TRC Koroška applied regional approach and long-term national scheme to create regional public forum for expressing development tendencies by all stakeholders. As a consequence the following qualitative outputs and results were achieved in Koroška region:

- Creation of Technology & Innovation hub members' database.
- Preparation of 32 projects in the field of R&D, investment, and training.
- 3 international fairs attended by TIH members.
- A special STINIUS initiative being launched in Koroška region, involving active participation of public and private sector stakeholders. Organization of a three-day innovation and creativity festival on 7 – 9 October 2009.
- Creation of 4 new enterprises in TRC Koroška business incubator.
- Preparation of two business strategies (emphasising creation of innovation culture in companies).
- Two workshops being organized for enterprises in the field of IPR.

One of the handicaps is connected with very low patent activity in less developed regions, as well as the national level in general. The number of patents supported by consortia members is the only indicator that did not improve significantly. Reasons behind this handicap can be traced to the state of R&D infrastructure within the companies and can be addressed by initiatives like INOREG in a longer period and with particularly specific, targeted actions.

Potentials for the Interregional Transfer

INOREG is still an on-going activity. TRC Koroška will try to provide a budget for all active participants and internationalize the initiative. The major lesson learned is that the current system of sustainable regional development in Slovenia does not allow for inclusion of all relevant stakeholders from the regions. For this reason only a part of INOREG – i.e. the STINIUS initiative – brought actually very positive response. STINIUS is designed as a regional forum for all stakeholders, allowing them to present tendencies in their development, as well as their future aspirations. The first stages of such initiatives are crucial – it's very important to involve all relevant stakeholders on regional level in preparation of operational programme to be implemented. The added value is internationalization of activities, allowing Know-Man partners to create a pan-European initiative. Since INOREG acts as a Technology & Innovation Hub, new partners / actors can join the partnership, and the lessons learnt could be transferred to broader area.

Cartuja 93 Working Breakfasts

Implementing Body / Region:	Science and Technology Park Cartuja 93/ Andalusia, Spain
Budget:	2,000 € per year (since 2007) + personnel costs, all borne by CARTUJA 93
Timing:	preparation: 2-3 days each month since 2007, implementation: 2 hours monthly events,
Contact Information:	Science and Technology Park Cartuja 93, http://www.cartuja93.es

Aims of the Good Practice

Working breakfast is a kind of monthly business meeting, during which a company, research centre, or other kind of organization located in the Science and Technology Park Cartuja 93 can present an issue to 15-20 guest entities from the park and its surroundings. Its aim is exchange of experiences. The guest can present launching of a project, a service, or some specific activity. The actors involved have no common profile: they can be entities from the Park, from Andalusia, from Spain, or even from abroad. The breakfasts also provide an opportunity for park tenants, clients, and partners, as well as external participants, to meet other partners, find potential clients, suppliers, ideas for future projects, etc. This increases mutual knowledge among entities in the Park, in order to promote project cooperation between companies or between university and research centres and companies.

Central Implementation Phases of the Good Practice

In 2007 there were 10 breakfasts organised. Each of them had between 15 and 20 entities participating. The attendance was never lower than 80% of the total number of entities invited

In 2008 only 8 breakfasts were organised, with over 80% attendance and an average evaluation amounting to more than 60%. This year some agenda problems were encountered and the park management several times had to change the date of some events and cancel some others. Because of these facts, in 2009 the management organised working breakfasts, but without a pre-planned programme for the whole year. The park management selected issues to be presented, guest entities proposed to be invited to each breakfast, and possible dates. Cartuja 93 General Manager was substituted by Innovation Manager supposed to introduce and preside over the event in order to ensure a smooth and steady organisation (e.g. arrangement of fixed dates). This resulted in increased credibility of the event and companies' willingness to participate.

Potentials for the Interregional Transfer

The idea of business breakfast is easy, simple, and cost-efficient in implementation. It is also very straightforward: every participating entity has a chance to meet others

and become visible to other partners. The park management just needs to bring them together. The organizer needs facilities for this kind of event as well as human resources: a coordinator (10% time dedication) and an administrating officer (20-25% time dedication).

The business breakfasts have already proved successful and have the potential to be transferred to other geographical areas. Some issues have to be adapted to the specific regions' needs, including probably the timing of the events (according to local customs). The park management must be able to propose the most current news and issues that can be interesting for the entities in a given park.

Human Resources

Investing in human resources is one of the key factors for successful regional development. Aspects on the importance of person-bound support can be found throughout all Good Practices. With a long-term perspective the Good Practices in this category have the objective to support training and education of the regional work force. The four Good Practices that are subsumed under this category comprise practices such as training programmes, seminars and workshops for young entrepreneurs and qualification programmes for university graduates who try to set up their own business.

In Slovenia university graduates are offered the chance to do their PhD in companies that are located in the region through the "Regional Scholarship Scheme" while the metropolitan area of Rome has developed training courses for technology promoters. University graduates with a PhD will be qualified for acting as promoters between industry and science. These practices have a high demand for specialised staff. But also practices of smaller scope are presented such as a workshop on creativity management. This workshop has proofed as being successful while also demanding less time and financial resources than setting up long-run training programmes.

MANO

Implementing Body / Region:	The Center for Microsystems Technology (ZEMI) / North-East Germany (Berlin, Brandenburg, Mecklenburg-Vorpommern, Schleswig Holstein)
Budget:	Setting up the network: 5 years, 250,000 € funding per year + own private financial support from industry, **Since 2008:** 3,000 € per year through membership fees
Timing:	implementation: ongoing project, since 2004
Contact Information:	www.m-a-n-o.net, Ralf Kerl, info@m-a-n-o.net

Aims of the Good Practice

The aim of the MANO-Network is supporting the education and, in particular internship and training within very new and special fields of technology – e.g. microsystems technology, mechatronics, etc.

Central Implementation Phases of the Good Practice

The MANO-Network is a joint initiative of research institutes, universities, professional schools, industrial partners, and small innovative firms from Berlin, Brandenburg, Mecklenburg-East Pomerania, and Schleswig-Holstein. It is coordinated by the Centre for Microsystems Technology (ZEMI) in Adlershof. The network supports continuous education in microsystems technology and is involved in all stages of education, i.e. pre-professional education, internships as skilled worker, university education, and further education.

The network attempts to support exchange of interregional competence and educational offers, supports people interested in education, develops cooperation with closely related fields, is responsible for public relations, and works with international partners. It also creates internship programmes for young graduates from schools and colleges, thus supporting creation of new prospective jobs (professions/occupations).

Potentials for the Interregional Transfer

Transfer potential is high and requires

- Building a regional network alliance of institutions' with similar needs in education, training, and internship
- Starting point provided by practical need for new qualifications in innovative industries
- Support from the region (and support at the national level)
- Financial support by regional and national funds
- Potential support from EU-initiatives (if structured as an EU-project)

Regional Scholarship Scheme

Implementing Body / Region:	Regional Development Agency for Koroška region, Slovenia, in cooperation with: employers (more than 40 companies and entrepreneurs), state (Ministry of Labour, Family, and Social Affairs; Slovene Human Resources Development and Scholarship Fund), Regional Development Agency for Koroška region/ Koroška, Slovenia
Budget:	1,3 million € (in 2009 – 2015) borne by Republic of Slovenia, European Social Fund, business entities in Koroška region
Timing:	preparation: 12 months, implementation: since 2005-ongoing
Contact Information:	Karmen Sonjak, karmen.sonjak@rra-koroska.si, www.rra-koroska.si

Aims of the Good Practice

The Koroška region has no university, which is the reason why highly skilled young people leave the region for attending a university programme. Very often the university graduates do not return to the region, which contributes to companies' difficulties in recruiting skilled labour. At the same time the unemployment rate (especially among young people) increases due to a mismatch between the demand for labour and available skills in the region. Especially lacking are employees with technical skills learnt in technical and secondary schools, and graduates of technical faculties.

The Regional Scholarship Scheme aims at raising the educational level within the Koroška region, simultaneously decreasing the region's unemployment rate. The programme specifically aims at:

- Reducing the structural discrepancy on the labour market in Koroška region;
- Satisfying the needs of employers;
- Encouraging employers to develop and implement long term employment policies;
- Satisfying the need of students;
- Encouraging perspective and talented students (secondary school and university students) to stay in the region, thus reducing the consequences of the brain drain.

Central Implementation Phases of the Good Practice

The programme results from two former project activities ("Stay here" and "The youth – regional development potential of the Koroška region"), and was introduced in 2005 as a pilot project in Koroška region (some Slovenian regions had implemented similar schemes through different financial resources a couple of years earlier).

After 2008 Regional Scholarship Scheme became part of national Unified Regional Scholarship Scheme and was therefore partially funded through European Social Fund. 50% of the scholarships are granted by the business entity to become the future employer, and 50% by the Ministry of Labour, Family, and Social Affairs and the Slovene Human Resources Development and Scholarship Fund. Scholarships are granted for students at secondary schools and at faculties in Slovenia or abroad. The Regional Development Agency for Koroška publishes each year a call for employers in Koroška region. One important success factor in this public call is the condition for the participating employers to become members of the Regional Scholarship Scheme. A second public call made by the Regional Development Agency for Koroška pertains to the potential grantees. Later on the selected grantees sign a tripartite contract with the Regional Development Agency for Koroška and the business entity to be their future employer, undertaking to employ the grantee for at least the time equal to the period of the scholarship. So far 5 calls have been issued, involving more potential scholars and employers than originally planned. 37 of the grantees have been employed in the region so far.

Potentials for the Interregional Transfer

- The programme is flexible enough to be adjusted to other regional contexts. Similar programmes have already been implemented in other regions of Slovenia.
- In order to successfully transfer the programme to other regions, one needs to establish organizational structures and an information system that fits to the institutional environment of the region.
- The transfer also depends on common rules for implementation and monitoring.
- Sustainable financing has to be ensured
- Solutions have to be found to certain issues, e.g. unclear situation regarding the necessity to return the grant in the case of failure in educational process

Training Course for Technology Promoters

Implementing Body / Region:	Municipality of Rome in collaboration with Tor Vergata Science and Technology Park / Rome, Italy
Budget:	500,000-600,000 € borne by European Social Fund per each course for 20 students
Timing:	preparation: 2 months for planning and 12 months for finding funds, implementation: two 6-month courses have been organised since 2007
Contact Information:	Fiammetta Curcio, Municipality of Rome, fiammetta.curcio@comune.roma.it, www.parcoscientifico.eu

Aims of the Good Practice

The aim of the training courses for technology promoters is to create new professional profiles of skills allowing for acting as a "broker" between entrepreneurs and the academic world. The promoter acts as a mediator in contacts between SMEs and scientific institutions. The task of technology promoter is to study the frequently complex demand for innovation, and to get solutions from research suppliers.

The course looks over the following items:

- Analysis of local economic strengths and weaknesses,
- SMEs' characteristics,
- Market analysis,
- Innovative business plans,
- Contact establishment with entrepreneurs.

At the end of the course the business-research broker should be able to monitor the demand for innovation, be conscious of the state of research, manage patents, work on innovative business plans, and approach entrepreneurs.

Central Implementation Phases of the Good Practice

The programme is designed for science graduates with either PhD or at least 3 years work experience as a business consultant. The first step in organizing the courses involves provision of appropriately equipped classes and trainers specializing in the covered areas of skills. In the next step the SMEs to receive interns should be contacted.

Universities of Rome, Lazio and Abruzzo mutually communicate through websites, posters, and leaflets, as well as through meetings in Associations of SMEs.

Potentials for the Interregional Transfer

The key success factors in transfer of this Good Practice are:

- Reliable partners to be found (e.g. technology parks, SMEs),

- Competitive employment conditions for the technology promoters to be ensured. The Municipality of Rome found out that around 65% of the promoters continue their career in this field; others were mostly headhunted by private companies,
- Fostering connections between the promoters and SMEs.

Creativamente

Implementing Body / Region:	La Fornace dell'Innovazione (Asolo – Treviso) / Veneto, Italy
Budget:	40,000 € (25,000 external expenses and 15,000 personnel) borne by the Veneto Region (financed through the European Social Fund)), the Chamber of Commerce of Treviso, and La Fornace dell'Innovazione incubator
Timing:	preparation: 12 month; implementations: 2 editions so far
Contact Information:	info@fondazionefornace.org, www.fondazionefornace.org/creativamente/prenota.asp

Aims of the Good Practice

CREATIVAMENTE initiative embraces innovation management seminars and workshops as well as one-to-one advice services. The initiative has been set up in order to improve the companies' competencies regarding creativity management and its impact on their performance. The major objective is to support effective innovation management techniques in SMEs and promote product innovation.

Central Implementation Phases of the Good Practice

The incubator La Fornace dell'Innovazione has initiated the process of developing the Good Practice. Since the beginning other local stakeholders have been involved in its implementation. They included the local entrepreneurial associations, a company owned by the Chamber of Commerce and specialised in training, and the regional innovation agency – Veneto Innovazione. The Good Practice is divided into two parts:

1. The first one includes a series of six afternoon meetings, followed by an interactive workshop at the incubator. Meetings and events are public (registration is required): all the workshops are managed by experts who will discuss a particular aspect of creativity in more detail in order to encourage reflection and provide inspiration. About 120 participants have taken part in each of the seminars so far.
2. The second part is strictly linked to the public events and consists of an intensive training programme ("Methods applied to creativity", "Techniques and methodologies for the development of products and services", "Techniques for improving the production processes," "Productive Welfare."). However, companies may also use one-to-one advice in order to test and apply methods and techniques enhancing innovation and creativity.

The courses are open to entrepreneurs and employees of SMEs operating in manufacture (in particular furniture, fashion, architecture and engineering, technical testing and analysis).

Potentials for the Interregional Transfer

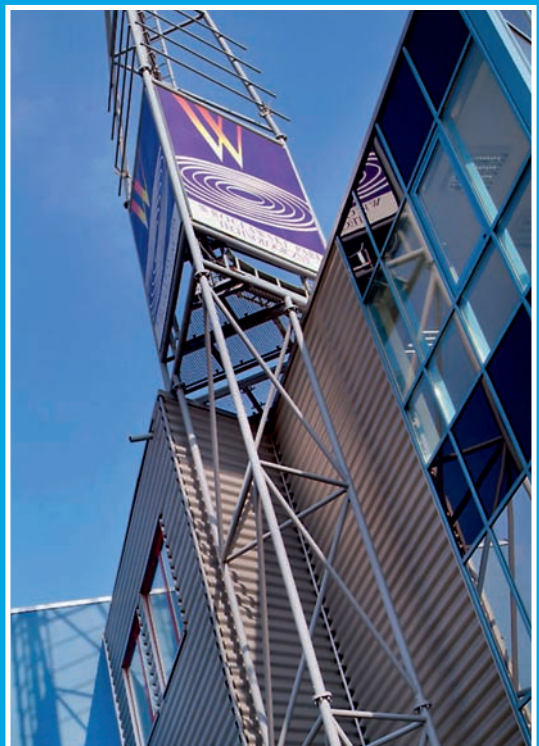
The key success factors are: a pragmatic and "problem-solving" approach, high competences of speakers, and the structure of the programme (seminar + workshops + training + one-to-one advice), multidisciplinary approach (the speakers were people with totally different background: from artists to mathematicians and musicians). Central for international transfer would be: identification of the target group, definition of the structure of the programme, selection of speakers and trainers, as well as taking into account the budget and timing needs.

Finance

Ensuring the financial resources for the setting up of companies or for the education of employees is of tremendous importance. The Good Practices in this category describe financial support activities, e.g. financial support for doctoral students, bank loans for companies and R&D.

All Good Practices have in common that they support linkages between companies and research. The support programme for doctoral students GRANT provides grants for students who have established cooperation with a company. Through I=RP² and TransferBONUS knowledge transfer between companies and researchers is supported by financial support for joint projects. Another innovative example is a guarantee scheme which increases the loan accessibility for small companies in Koroška.

These Good Practices have in common that they are planned with a long-term perspective. Furthermore they bring with them a relatively high demand for staff, mostly employing over 10 staff members. For managing the guarantee scheme, an administrative board and a guarantee board has been set up. Furthermore the financial resources for these practices are of tremendous importance. All of them work with a budget of over 1 million €.



TransferBONUS

Implementing Body / Region:	Senate Department for Economics, Technology and Women's Issues / Berlin, Germany
Budget:	Ca. 132,000 € for implementation (pilot phase), planned granting: 1,1 million €
Timing:	preparation: 6 months, implementation: October 2009-December 2010 (pilot phase)
Contact Information:	Mrs. Dittner, B.& S.U. Beratungs- und Service-Gesellschaft Umwelt, JDittner@bsu-berlin.de, www.transferbonus.de

Aims of the Good Practice

The aim of TransferBONUS is to support transfer of knowledge and technology from research institutions to SMEs, in order to increase their innovation potential.

Central Implementation Phases of the Good Practice

TransferBONUS subsidizes utilization of services from scientific institutions based in Berlin and Brandenburg in implementing small applied research and development projects. The majority of completed projects are used by business companies for launching new products, services, processes, etc. A subsidised business company must be based in Berlin or at least have business premises there.

The main Strengths of TransferBONUS are:

- quick application procedure (2 weeks between application and decision)
- professional experts – insiders to Berlin's science and business scene
- TSB Innovation Agency GmbH as partner and consultant to the business companies searching for science institutions in line with their needs

Potentials for the Interregional Transfer

So far subsidies have been transferred to scientific institutions. Consequently, businesses are frequently not aware that the actual beneficiaries are them, and not those institutions. In the future subsidies will be paid out directly to business companies.

Key success factors:

- quick and non-bureaucratic application procedure
- having good partners and sources of information for potential applicants
- the maximum granted sum should be adjusted to the regional needs
- professional experts – insiders to the regional science and business scene
- good networking with partners

GRANT

Implementing Body / Region:	The Marshal's Office of the Lower Silesia Voivodship / Lower Silesia, Poland
Budget:	about 1,25 million €
Timing:	preparation: 6 months, implementation: June 2008-2010
Contact Information:	Aldona Kanicka, aldona.kanicka@umwd.pl, www.umwd.dolnyslask.pl

Aims of the Good Practice

The GRANT programme has been introduced as an instrument of the Human Capital Operation Programme. Support will be given to 159 doctoral students from Lower Silesian higher education institutions (universities), whose research topics are consistent with the objectives of the Lower Silesian Innovation Strategy. The Strategy aims at supporting research and ensuring knowledge transfer between the R&D circles and the regional economy.

GRANT supports doctoral students registered in the Lower Silesia Voivodship (at least temporary) who have established cooperation with a company within the Lower Silesia region. Scholarships are awarded for a period of six months with the possibility of renewal. The doctoral students who receive the scholarship are selected by means of a competition. Three competitions have been carried out so far (with 50 students selected in the first and second round of the competition, and 59 of them in the third round).

Central Implementation Phases of the Good Practice

The idea of the GRANT programme was developed during the formulation of the Lower Silesia Innovation Strategy. Very early in the project development there was a meeting held with representatives of the universities (Wrocław University of Technology, University of Wrocław, University of Environmental and Life Science, Wroclaw Medical University, and the Scholarship Committee) in order to discuss and further develop the idea. This meeting with representatives of universities was an important milestone in the implementation of the project based on the idea of cooperation on a no-cost basis. All major universities decided to cooperate in the project and organised focal points (the information point at the universities) providing a link between the leader and the beneficiaries of support. Such co-operation ensured smooth recruitment process of graduate students and direct and easy contact with university representatives.

The implementation began with the resolution adopted by the Voivodship Government on 17 June 2008. Its implementation relies on division of tasks among the implementing entities: the project manager coordinates the entire team, the administrative manager is responsible for the financial accounting of the project, communication manager is responsible for promotion and recruitment, and finally

a monitoring manager assumes the tasks connected with monitoring and evaluation. This managing body includes representatives of the Lower Silesia Voivodship and the universities (Faculty and Head of Division). The managing body was also supplied with necessary equipment such as: laptops and computers, photo copier, camera, and office furniture. The costs of substantive actions, such as establishing Scholarship Committee, assessment of reviewers' work, and conclusion of agreements with doctoral students, as well as payment of scholarships, are incurred as part of the project.

Various tools were used to promote the GRANT programme and its associated events, namely: a website, project presentations during meetings held at the Marshal's Office, two conferences (at the start and at the end of the project), and Focal Points functioning at universities. Monitoring was carried out throughout the programme implementation. Evaluation was carried out using external services, based on survey forms and by a company appointed in a tender procedure (two ex-ante surveys and ex post surveys in each edition). Until now five reports have been developed. The results of the evaluation were presented at the closing conference. A multimedia presentation was prepared as well.

Potentials for the Interregional Transfer

The project requires well-qualified staff to be recruited (project manager, administrative manager, communication manager, and monitoring manager). Good cooperation and regular meetings between partners are a must. Only the initiatives resulting from actual community needs are going to produce tangible results. Regarding the implementation process in Lower Silesia the lesson learned have been that substantive assessment of scholarship applications should be made by at least two persons.

Koroška Guarantee Scheme

Implementing Body / Region:	Regional Development Agency for Koroška region / Koroška region, Slovenia
Budget:	Start-up capital of 453,200 € provided by the municipalities (2008 deposit quota was 507,000 €); administrative work is done by the RDA Koroška as a part of regular work.
Timing:	preparation: 12 months, implementation: since 2003 – ongoing
Contact Information:	Karmen Sonjak, karmen.sonjak@rra-koroska.si, www.rra-koroska.si

Aims of the Good Practice

Koroška Guarantee Scheme (KGS) is an instrument providing financial incentives through a combination of two sub-instruments: partial guarantees for bank loans and interest rates subsidies. Its operation mechanism is very simple – it uses its funds for guarantees of loans taken by members of the Guarantee Scheme (entrepreneurs, small and medium-sized enterprises) from a selected bank that cooperates with RDA Koroška. By issuing guarantees for loans taken by members of the fund in the selected bank KGS attempts to increase the loan accessibility for SME sector, since the loan collateral is still one of the key problematic issues for small business units. This kind of financing also allows for favourable interest rates and lower loan costs.

Central Implementation Phases of the Good Practice

The implementation of the KGS involves administrative board (having control over the whole operation of RDA Koroška), guarantee board (composed of representatives of 12 municipalities of Koroška region, Chamber of Commerce and Industry of Slovenia – Koroška unit, and RDA Koroška), banks (5 so far) and entrepreneurs (members of KGS). Cooperation is regulated by the Rules on implementing KGS and the Rights and Obligations of KGS Members. RDA Koroška has been providing administrative and technical conditions for KGS operation, management, control, and has been presenting KGS other entities. The operating mechanisms, the institutional framework, and operating rules emerged as a result of a project co-financed by direct regional incentives of the Republic of Slovenia. Applicants must have their headquarters in one of the municipalities that have contributed to the Guarantee Scheme and have to meet the size criteria for the entrepreneurs, i.e. be a small or medium-sized enterprise. Conditions for granting assistance are published each year in the Official Gazette of the Republic of Slovenia. Applicants submit applications for guarantees simultaneously with credit application. The conditions regarding long-term loans include the following:

- the applicant may apply for credit in the amount of no less than 5,000 € and no more than 35,000.00 € (or exceptionally up to 65,000 €, if approved by the board of KGS);

- the (variable) interest rate for credits is: six months EURIBOR + at least 3.0%;
- the return period of the credit is maximum 5 years;
- the applicant must have at least 30% of own funds among their sources of financing;
- the applicant insures 50% of the credit with KGS guarantee and the remaining 50% in accordance with the terms specified by the bank;

Loan within the framework of KGS must be used for purchase of equipment (machines, tools, office equipment), purchase, construction, or adaptation of business premises, purchase, organization, or preparation of land for construction of business premises, or financing of current assets in conjunction with the investment. The guarantee cannot exceed 50% of the credit granted according to respective terms and conditions, and the applicant insures the received KGS guarantee with various forms of insurance, depending on risks involved in the project. The whole procedure regarding liabilities towards the bank and RDA Koroška is controlled by the bank. In period 2002-2008, 76 small and medium-sized enterprises were included and obtained credits for 1,5 million €. In 2008 1 million € was put out to tender and the number of granted guarantees/credits amounted to 11.

Potentials for the Interregional Transfer

The Guarantee Scheme has already been implemented in other regions. The idea for and organization of the KGS were based on transfer of Good Practice from other Slovenian region, Zasavje, in which this mechanism has been successfully operating for several years. At the national level also the Slovene Enterprise Fund implements the Guarantee Scheme, designed for bigger investments and offering more favourable conditions (60-80% of guarantee for the credit). The value added is the insight into development and investment trends of medium and small enterprises (SME's) in the region.

Key success factors include favourable interest rates and lower loan costs. Furthermore, there should be a monitoring system set up (e.g. administrative, guarantee boards).

I = RP^2 (Innovation=Research x Projects x Persons)

Implementing Body / Region:	Municipality of Rome, Lazio Region / Rome, Italy
Budget:	23,000 € (insurance, taxes and social contributions included) borne by Municipality of Rome, Lazio Region (50% each)
Timing:	preparation: 6 months, implementation: since 2008-ongoing
Contact Information:	Fiammetta Curcio, Municipality of Rome, fiammetta.curcio@comune.roma.it, www.comune.roma.it, www.filas.it

Aims of the Good Practice

Cooperation in the field of technology transfer is difficult to establish, as entrepreneurs experience difficulties in exchanging knowledge with the academic community (e.g. research institutes). This problem was identified by both the Municipality of Rome and Lazio Region in their assessment of short-term impact of technology transfer projects on development of local SMEs.

The aim of I=RP^2 is to promote and support projects planned jointly by a research institute and a company. The project is to be implemented by a researcher in the participating SME for a period of 12-18 months, and should promote technological development in this company. The project was initiated by the University of Rome and SMEs working in the mechanical sector.

Central Implementation Phases of the Good Practice

The area of Rome has a strong concentration of research institutes and scientific competence, but is lacking solid links between the science sector and local enterprises. This link is indispensable for creating joint innovation strategies. Numerous examples confirm the importance of engaging young, recently graduated researchers into innovation transfer projects, as they can easily create a bridge between the academic world and the entrepreneurs.

With this in mind the Municipality of Rome has been financing 12-18 months of researcher's work in a small company, aimed at carrying out an innovative project pre-arranged by the business and respective research centre or department. We underline that providing for the arrangements in proper advance is a very important factor for the transfer's success. This allows both parties to share responsibility for successful implementation of the project and ensures a clear division of tasks and workload.

The financial support is given to selected projects on the following topics: urban quality and environment, ICT, innovative services for tourism, and cultural assets.

In 3 years there have been 110 proposals examined and 45 of them already completed, with a very small failure ratio (only 2 cases).

Potentials for the Interregional Transfer

It is of tremendous importance to establish a system for selecting the submissions. Especially the completeness of the project plans should be taken into consideration, in order to avoid the need for further arrangements and clarifications. Furthermore, the actual plausibility of the supported cooperation should be evaluated, as some projects have already reached the point of no longer being dependent on $I=RP^2$ support. Selection of the projects should be followed by strict monitoring of the researcher work results.

Marketing / PR

Communicating activities and projects to the public or to a targeted audience is an important aspect for strengthening the regional network. Within this category two Good Practices from the metropolitan region of Berlin are introduced. These are events organized by the park management of a science and technology park to enthuse people about special technology fields or to foster the communication between the people working in a science and technology park.

The annual event “Long Night of Sciences” demonstrates fascinating offers to motivate people to study natural sciences. The time needed for preparing this event comes up to six to seven month and the costs are below 100.000 €. Nevertheless, human resources for organising such an event have to be kept in mind. The same applies for the Summer Festival, which is an event mainly for the staff members working within the Science and Technology Park Berlin Adlershof.

Long Night of Sciences

Implementing Body / Region:	"Lange Nacht der Wissenschaften e.V.", an incorporated society founded in order to implement the event/ Berlin and Potsdam, Germany
Budget:	Costs borne by sponsors, participating companies, and WISTA-MANAGEMENT (40,000 €)
Timing:	preparation: 6-7 months each year since 2001, implementation: 1-day annual event since 2001 (from 5pm to 1am)
Contact Information:	Marina Salmon, WISTA-MANAGEMENT GMBH, salmon@wista.de, www.langenachtderwissenschaften.de

Aims of the Good Practice

The "Long night of Sciences" is organised to present fascinating offers, and the electrifying progress in natural and engineering sciences. It attracts children's interest with a special programme and motivates young people to study natural sciences. The event provides an excellent opportunity for presenting the work on and chances for new, innovative products. It takes place in various locations all over Berlin and Potsdam.

The programme includes open laboratories provided by research institutes and innovative companies, lectures, presentations, and experiments, as well as games, music, and theatre – for the whole family. Shuttle buses get visitors to various locations. Berlin Adlershof is an integral part of the event. Adlershof was represented with a diversified programme including campus tours by the WISTA--MANAGEMENT GmbH.

Participating partners enhance the visibility of science as a key economic factor and strengthen Berlin's status as a leading business location in the competitive international market environment.

The overall objective of the event is to enthuse young people and the public in general for natural sciences and engineering.

Central Implementation Phases of the Good Practice

Since 2001 each year more and more partners, companies, universities, and institutes have been joining the Long Night of Sciences in order to show their main fields of activity, and attract people to science and engineering. The initial number of visitors in 2001 was around 30,000 and has been rising continuously to reach over 60,000 in the last couple of years.

The process of bringing the Long Night of Sciences to Berlin Adlershof was initiated by WISTA-Management and the Humboldt-Universität of Berlin.

This year it involved participation of 70 research institutions including sponsors, universities, advanced technical colleges, non-university research institutes, and enterprises. They are responsible for the arrangement of the programme.

Potentials for the Interregional Transfer

Transfer potential is high – as Berlin itself acquired the idea from the French "fète de la musique". On the other hand, it requires a strong policy support and a motivated managing team. Specific infrastructure has to be set up for the event. Financial effort pertains mainly to personnel and supporting infrastructure (e.g. preparing the programme, printing flyers and event programmes, web site and PR materials, bus shuttles to bring the visitors from one location to the other, guides, security etc.). Furthermore special tickets are distributed to the public. Staff essential for safe organization of the event (guides and security personnel) can include students and employees of the participating institutions. Sponsors from industry and finance sector should also be addressed.

Dissemination and marketing is of tremendous importance in organising such an event on a regional level. The event is promoted by a dedicated website, press conferences, newsletter for media representatives, brochures, and transit posters. In general, the participating institutions advertise on their own websites as well.

Summer Festival – FEAST

Implementing Body / Region:	WISTA-MANAGEMENT GMBH (Adlershof Science and Technology Park)/ Berlin, Germany
Budget:	9,000 €, financed by WISTA-MANAGEMENT GMBH and various sponsors
Timing:	preparation: 6 months each year, implementation: annual 1-day event
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Aims of the Good Practice

The aim of the Good Practice is to foster communication between people in a social environment (e.g. between tenants – scientists, entrepreneurs, service providers, and managers) of various and diversified entities in the Adlershof Science and Technology Park, by means of a one-evening festival. The event helps to strengthen the corporate identity of the science and technology park. It supports search for friends and potential networking partners – connecting business and private life.

Central Implementation Phases of the Good Practice

The demand was expressed by actors within the Science and Technology Park who wished to socialize with each other. The event takes place on the premises of WISTA--MANAGEMENT GMBH. An entertainment programme creates a warm atmosphere, allowing people to get in touch which each other and build new contacts, or improve existing ones. The programme is always based on a selected cultural topic and includes food, drinks, music, dance show, child care, and fireworks.

Most of the attending people are working in the Adlershof Science and Technology Park. Scientists meet business experts, administrative employees meet professors, etc. All of them are working in the Adlershof Science Park, but doing different jobs, have different responsibilities and different social backgrounds. During the Summer Festival they can talk to each other in a relaxed way and a less formal environment.

The event is advertised on the Adlershof Berlin website. Neighbours are invited through the article in the local newsletter.

Potentials for the Interregional Transfer

The summer festival is a relatively easy to transfer event that fosters networking and communication among the tenants of a science and technology park. This Good Practice can be adapted to each technology park's characteristics, adjusting the scope and setting of the event.

SUMMARY

In this brochure we combine a broad collection of experiences, methodologies and approaches that focus on the transfer of knowledge, know-how and technology between enterprises, research institutes, public administrations and intermediaries. All Good Practices aim at improving the capacity of regions to support a sustainable knowledge based regional development. The Good Practices collected in this brochure offer the reader a number of tools for a successful regional knowledge network management.

Lessons Learnt For the Transfer of Good Practices

Although the scope and content of the presented Good Practices vary to a high degree, there are some common success factors that permit a successful transfer of Good Practices to other region.

During the **preparation** phase of each Good Practice, a problem was defined and evaluated. An analysis and description of central goals, relevant stakeholders and working steps was conducted. In fact, a Good Practice may become a Good Practice only if its developers are able to be as specific as possible when articulating the central objectives. A Good Practice therefore depends on a good and straightforward preparation. Such processes may demand time and effort, but once accomplished, all following steps become easier.

A central aspect for the transfer of Good Practices is the commitment and involvement of all partners. Often Good Practices experienced pitfalls due to low participation of some partners which hindered the building of mutual trust. A transparent and open **communication** and especially the establishment of a reliable structure (e.g. regular meetings) can help to overcome this challenge. Furthermore the joint definition of objectives and a clear working plan is an essential prerequisite. All our Good Practices are located at the interception of the science and business sector. Therefore the “translation” of the idea from the academic to the economic community as well as vice versa is needed to ensure a common perception of the experienced problem and proposed solution. Also external communication has to be kept in mind. Some programmes like scholarships or competitions need target-group oriented marketing efforts. A stakeholder analysis is vital in order to include all necessary regional knowledge carriers in the preparation and implementation of a practice. This analysis should be implemented as early as possible to distribute the objectives to potential stakeholders. In general, an important target group for communication measures are the regional stakeholders (e.g. political decision makers) as the acceptance of the programmes within the regional setting has to be fostered.

Furthermore the sound **financial management** of the programmes is a central success denominator. In many cases, heterogeneous and flexible partnership networks were established to disperse the risk among the involved stakeholders. Often lacking financial resources or unclear and uncertain partnership rules are the reason for not accomplishing the objectives of a certain project, scheme or mechanism. Therefore reliable financial sources have to be ensured within the preparation of the programme. Favourable loan conditions and other mechanism can ease a smooth progression of the Good Practice implementation. Doing so, the time frame for the programme has to be kept in mind as many Good Practices had to start acquiring new financial funding throughout the lifetime of the project. Many practices especially in the field of start-up support require a long-term perspective as results can often only be measured after years.

Undoubtedly, all Good Practices own their success to a professional organisation. The setting up of a management team proofed to be helpful for the Good Practices with a large scope. Independently from the scope of the Good Practice, qualified and experienced **staff** was mentioned as one of the key success factors throughout all practices. Within the theme of our Good Practices – the cooperation between public-private-academic partners – the managers have to be able to mediate between the different groups of actors. Often staff has to have competence in a certain discipline. While legal competences might be of high importance when implementing sponsored professorships, skills in design might help when designing a brochure for start-ups (like the brochure on Academic Entrepreneurship in Lower Silesia).

In general the successful transfer of a Good Practice depends tremendously on the **demand** within the region. Some presented Good Practices require a certain regional setting in order to be transferred successfully. For example the virtual café for start-ups depends on the participation of a certain number of regional players. Therefore, most likely it may be more successful if the region already has an active and diverse academic community. Other practices like working breakfasts can more easily be adapted to regional needs in example by varying the scale of the event. Nevertheless, it seems to be necessary to be able to adjust initiatives during the implementation phase. Once an initiative is running, the involved stakeholders collect experiences on the success or on some weak points of the measure. If a practice is flexible for minor adjustments, this can improve its success. The success of our practices also relies on their link to existing programmes, projects and regional initiatives. All practices described here are part of each regions innovation and regional development strategies. They complement each regions aim to promote a sustainable knowledge economy.

Open Questions

From the work with our Good Practices we identified two issues not yet fully explored within the context of Know-Man. They need further elaboration, maybe in the context of future projects.

The practices that you find in this brochure focus on supporting innovative start-up as well as small and medium sized enterprises. Unquestionably, innovative start-ups are in a very sensible stage within a business life cycle. But at this point basic decisions regarding business ideas and business objectives have already been made. Therefore, the **pre-incubation phase** is crucial as well, especially when dealing with the transfer of science based knowledge to business applications. In the pre-incubation phase you are faced with essential questions like: How do you enable a good scientist to become a good business man / woman too? How do you transfer business knowledge into a scientific environment? How do you encourage students to elaborate business ideas? There obviously is a need to share experiences with tools and instruments that focus on the pre-incubation phase of businesses.

Secondly, our Good Practices describe existing instruments and tools, especially their objectives and the methodology behind them. Within the framework of Know-Man we did not have the possibility to take a close look at the methodology of how these practices were developed. We have gained an insight into the complex setting of the different actors that are involved in developing and implementing the Good Practices. Our Good Practices are good examples to illustrate to complex structures of each instrument. But at the moment, **decision making processes** that lead to an instrument or tool are not fully elaborated. Therefore, there is still a need to develop "Good Methodologies" as well and share them with a broader audience.

Outlook

This brochure does not mark the ending, but rather the beginning of the transfer of experiences with regional knowledge network management. It describes practices that are successful in one region, but the question remains in how far our experiences are to be transferred to other regions. This brochure's Good Practices were borne out of regional needs and contexts. With this brochure, we want to offer some ideas and inspiration that you might include in your work.

In fact, the second step in working with our Good Practices is the interregional transfer of some of the listed initiatives. For this objective, we are establishing "expert tandems" within the Know-Man partnership. The partner who wishes to implement one of the Good Practices cooperates with the partner who already successfully implemented the practice. With the expert tandems we ensure that person-bound implicit knowledge, know-how and experiences support the interregional transfer.

Once again, we would like to invite you to contact us directly if you want to learn more about a specific initiative. Only through direct, personal contacts this person-bound knowledge might be transferred. If you work with similar tools, we are happy to learn about them as well. Therefore we invite you to participate in our international conference in July 2011 in Ljubljana, to contact us and to check our webpage regularly. We will continue to communicate the progress of our project and we are sure there will be lots of possibilities to meat and discuss out practices and experiences.

We hope that you have enjoyed your read and that we could provide you with innovative and even eye-opening approaches and tools that are an inspiration source to your work.

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