

**PROJECT**

**“Increasing Knowledge Transfer and Innovation in the  
Mediterranean Area”**

(Acronym: IKTIMED)

<b>Component:</b>	<b>3. Open Innovation Methods for the Public Sector</b>
<b>Phase:</b>	<b>3.1. Comparative Analysis of the Regional Policies for the Innovation</b>
<b>Phase Leader:</b>	<b>Region of Central Macedonia</b>
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**REGION OF CENTRAL MACEDONIA**

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# **Part 1:**

## **IDENTIFICATION SHEET**

## Part 1: IDENTIFICATION SHEET

<b>Agreement No.</b>	<b>2G-MED09-152</b>
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<b>Responsible Partner</b>	Region of Central Macedonia
<b>Author(s)</b>	TREK Consulting SA

## **Part 2:**

# **INTRODUCTION**

## Part 2: INTRODUCTION

### 2.1. General Information

IKTIMED is a territorial cooperation project financed by the transnational programme MED. The project intends to promote an innovative integrated approach for the Mediterranean area aimed at improving the openness of the Mediterranean territories' innovation systems through the setting-up of new modalities of cooperation among research centres, the public sector and enterprises. The approach is to foster a new way to sustain innovation, through an open, more dynamic model of innovation, in which organizations can see both "inside-out" and "outside in".

The objective of the following study is to identify regional innovation policies and compare them so as to perform a qualitative assessment of their performance and within the frame of Phase 3.1: Comparative Analysis of the Regional Policies for the Innovation. The ultimate outcome will be a common methodology to monitor public funded innovation programmes and successful actions identified. The results of this deliverable will be combined with the rest of the analyses conducted by the Phase Leader and in conclusion a comparative analysis will be prepared.

The regions addressed within this study are the following:

- Central Macedonia – Greece
- West Macedonia – Greece
- Marche – Italy
- Provence Alpes Côte d'Azur – France
- Algarve – Portugal
- Malta (the whole country)
- Cyprus (the whole country)
- Slovenia (the whole country)
- Andalusia – Spain
- Catalunya – Spain
- Veneto – Italy

## 2.2. Methodology

The study consists of three main parts, the first one focusing on the regional analysis and the comparative analysis of regional policies, the second one regarding the methodology and the respective guidelines extracted through phase 3.1 and the last part concerning the expert surveys conducted in order to verify with international innovation experts the work completed under phase 3.1 and the methodology extracted.

The first part of the study is based on secondary sources of information and data. This part aims at fully describing regional characteristics in relation to innovation in the participating regions. Focus is on the identification of innovation policies and major actors involved in the field, the relations among major actors and the innovation services offered by these actors. Within this part, data and information collected and analyzed are also assessed in order to complete the SWOT Analysis matrix for each region and draw conclusions, collectively.

The second part of the study is building upon the results and conclusions of the comparative analysis and the process of conducting the regional analysis in order to produce a common methodology to monitor public funding programs relevant to innovation and entrepreneurship.

The third and last part refers to the research conducted with international innovation experts so as for the partnership to verify and assess the credibility and usability of the extracted methodology.

In summary, the study consists of the following sections:

- Section 1: Regional Analysis
- Section 2: Common Methodology
- Section 3: Experts' Survey

## **Part 3:**

# **REGIONAL ANALYSIS**



## Part 3: REGIONAL ANALYSIS

### 3.1. Regional Innovation Performance in the Participating Regions

The objective of this section is to present and analyze regional innovation performance in all participating regions by providing key-data in relation to innovation and development and by recording specific regional innovation indicators that depict innovation performance. Innovation performance will be presented on a country-by-country basis while the indicators will be all integrated in tables including data from all regions.

In the following tables and diagrams quantitative data collected by project partners are presented, using information available in Eurostat databases, in order to define innovation performance.

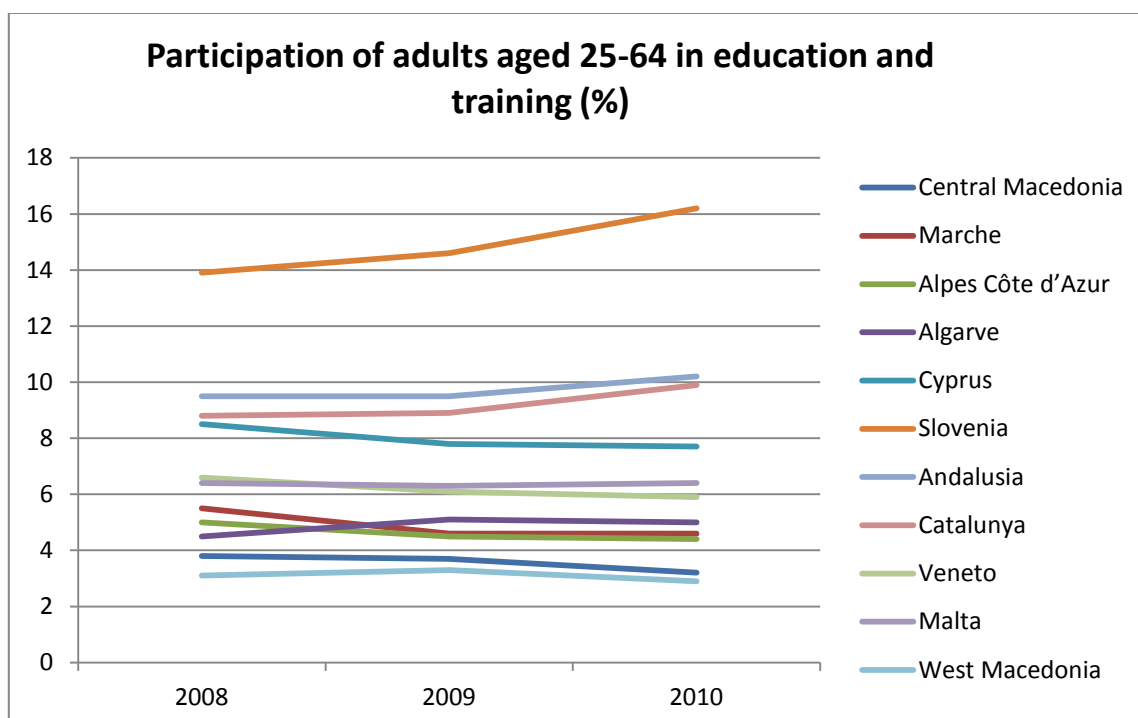
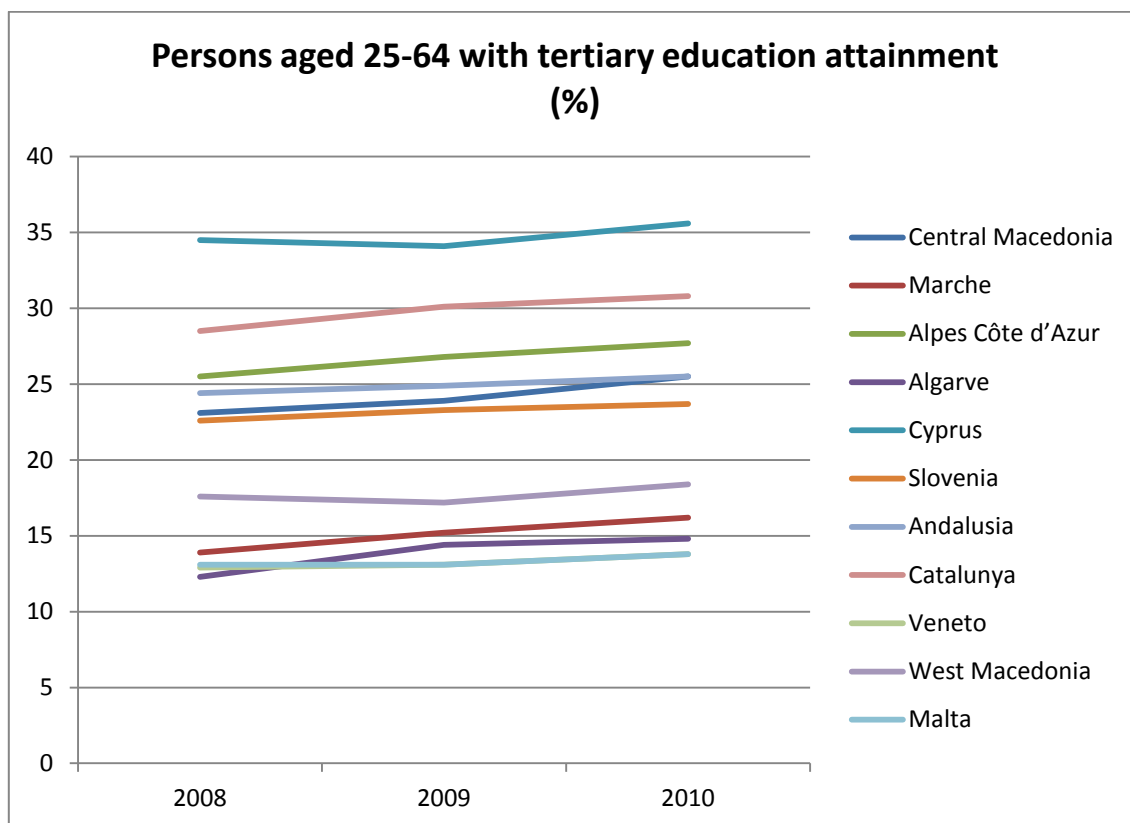
Table A.1 presents regional innovation indicators relevant to education selected due to the significant role of education in the development of innovation.

Table A.1.: REGIONAL INNOVATION INDICATORS - EDUCATION						
Indicator	Region	Source	2008	2009	2010	Definition
Education	Central Macedonia	Eurostat	23,1	23,9	25,5	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			3,8	3,7	3,2	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	West Macedonia	Eurostat	17,6	17,2	18,4	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			3,1	3,3	2,9 (nat.)	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	Marche Region	Eurostat	13,9	15,2	16,2	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			5,5	4,6	4,6	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	Alpes Côte d'Azur	Eurostat	25,5	26,8	27,7	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			5	4,5	4,4	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	Algarve	Eurostat	12,3	14,4	14,8	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			4,5	5,1	5,0	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)

Table A.1.: REGIONAL INNOVATION INDICATORS - EDUCATION

Indicator	Region	Source	2008	2009	2010	Definition
	<b>Malta</b>	Eurostat	13,1	13,1	13,8	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			6,4	6,3	6,4	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	<b>Cyprus</b>	Eurostat	34,5	34,1	35,6	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			8,5	7,8	7,7	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	<b>Slovenia</b>	Eurostat	22,6	23,3	23,7	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			13,9	14,6	16,2	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	<b>Andalusia</b>	Eurostat	24,4	24,9	25,5	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			9,5	9,5	10,2	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	<b>Catalunya</b>	Eurostat	28,5	30,1	30,8	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			8,8	8,9	9,9	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)
	<b>Veneto</b>	Eurostat	12,9	13,1	13,8	Persons aged 25-64 with tertiary education attainment, at NUTS 2 level (%)
			6,6	6,1	5,9	Participation of adults aged 25-64 in education and training, at NUTS 2 level (%)

The diagrams below provide a graphical representation of the two educational indicators used to define regional innovation performance in the regions concerned.



As far as the indicator of adults with tertiary (university) education are concerned, the highest rates of educated adults are depicted in Cyprus, in Catalunya and in Alpes Côte

d’Azur while the lowest performing regions are Malta, Algarve and Veneto. All regions seem to improve over time their performance.

Participation of adults in education and training is higher in Slovenia, Andalusia and Catalunya (the only region among the top 3 for both indicators) and lower in West Macedonia, Central Macedonia and Alpes Côte d’Azur. While the top 3 performing regions seem to improve their performance over time the rest of the regions depicted in the diagram seem to have a lower performance over time which means that every year less adults participate in educational and training programs.

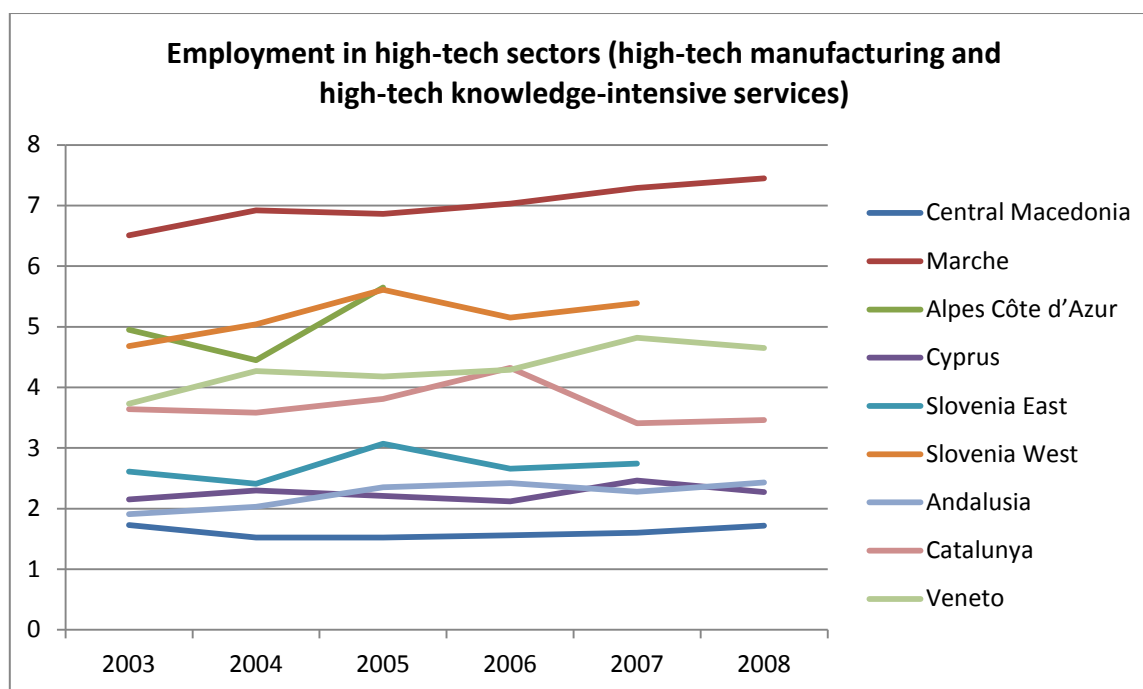
Table A.2 presents the rates of employment in high-tech sectors including high-tech manufacturing and high-tech knowledge-intensive services in the participating regions. This indicator is directly related to innovation since the higher the employment rate is, the higher the innovation performance level for each region.

Table A.2.: REGIONAL INNOVATION INDICATORS – EMPLOYMENT									
Indicator	Region	Source	2003	2004	2005	2006	2007	2008	Definition
Employment	Central Macedonia	Eurostat	1,73	1,52	1,52	1,56	1,60	1,72	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	West Macedonia	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	Marche	Eurostat	6,51	6,92	6,86	7,03	7,29	7,45	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	Alpes Côte d’Azur	Eurostat	4,95	4,45	5,65	N/A	N/A	N/A	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region

Table A.2.: REGIONAL INNOVATION INDICATORS – EMPLOYMENT

Indicator	Region	Source	2003	2004	2005	2006	2007	2008	Definition
	<b>Algarve</b>	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	<b>Malta</b>	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	<b>Cyprus</b>	Eurostat	2,15	2,30	2,21	2,12	2,46	2,27	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	<b>Slovenia</b>	Eurostat	East: 2,61 West: 4,68	East: 2,41 West: 5,04	East: 3,07 West: 5,61	East: 2,66 West: 5,15	East: 2,74 West: 5,39	N/A	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	<b>Andalusia</b>	Eurostat	1,91	2,03	2,35	2,42	2,28	2,43	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	<b>Catalunya</b>	Eurostat	3,64	3,58	3,81	4,32	3,41	3,46	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region
	<b>Veneto</b>	Eurostat	3,73	4,27	4,18	4,29	4,82	4,65	Employment in high-tech sectors (high-tech manufacturing and high-tech knowledge-intensive services), by NUTS 2 region

The comparative graphical representation of Table A.2's data is presented in the following diagram.



Based on the diagram above, the best performing regions with respect to employment in high-tech sectors are Marche, Slovenia (West), Alpes Côte d'Azur and Veneto. The worst-performing regions are Central Macedonia, Cyprus and Andalusia. For other regions data are not available. In employment, innovation performance appears to be slightly reversed in comparison to education innovation performance with low performing (in education) regions performing well (in employment) and vice-versa. No clear conclusion can be drawn regarding the performance of the regions over time besides the continuously improving performances of Marche and Veneto regions.

Table A.3 presents the performance of the regions in Research and Development through the use of two indicators, namely, total intramural R&D expenditures and number of researchers as a percentage of employment.

Table A.3: REGIONAL INNOVATION INDICATORS – R&amp;D

Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	2010	Definition
R&D	Central Macedonia	Eurostat	0,58	N/A	0,53	N/A	N/A	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			0,36	N/A	0,47	N/A	N/A	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	West Macedonia	Eurostat	0,2	N/A	0,11	N/A	N/A	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			0,11	N/A	0,1	N/A	N/A	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Marche	Eurostat	0,28	0,27	0,25	N/A	0,34	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			N/A	0,19	0,25	N/A	0,26	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Alpes Côte d'Azur	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			0,77	0,53	N/A	N/A	N/A	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Algarve	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)

Table A.3: REGIONAL INNOVATION INDICATORS – R&amp;D

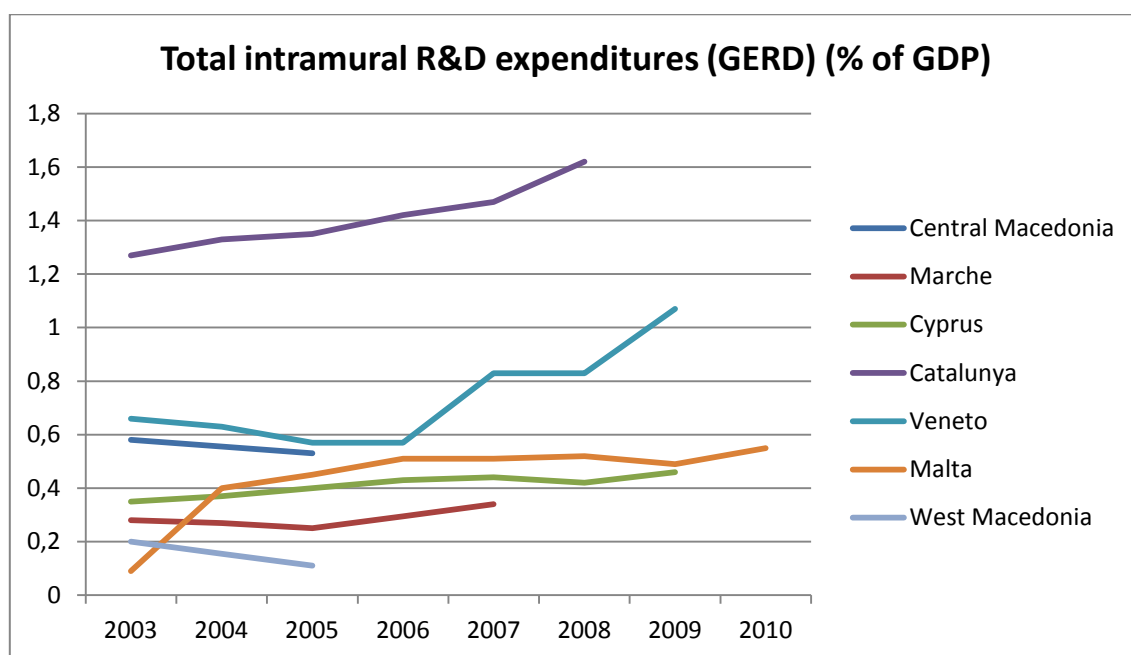
Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	2010	Definition
	Malta	Eurostat	N/A	0,21	0,21	N/A	N/A	0,44	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
			0,09	0,4	0,45	0,51	0,51	0,52	0,49	0,55	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Cyprus	Eurostat	0,35	0,37	0,4	0,43	0,44	0,42	0,46 <sup>P</sup>	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			N/A	0,17	0,2	0,21	0,21	0,21	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Slovenia	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			East: 0,16 West: 0,72	East: 0,16 West: 0,74	East: 0,23 West: 0,92	East: 0,26 West: 1	East: 0,25 West: 1,08	East: 0,26 West: 1,21	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Andalusia	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			N/A	0,43	0,45	0,41	0,41	0,44	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)



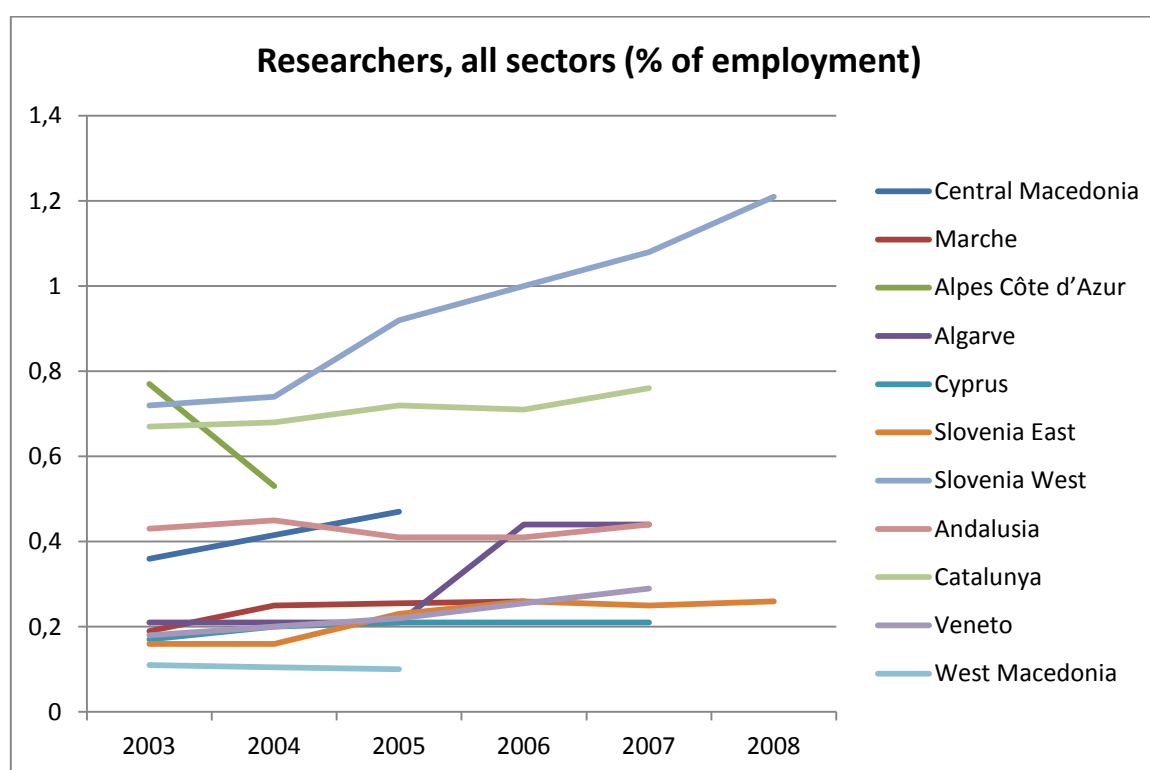
Table A.3: REGIONAL INNOVATION INDICATORS – R&amp;D

Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	2010	Definition
	Catalunya	Eurostat	1,27	1,33	1,35	1,42	1,47	1,62	N/A	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			N/A	0,67	0,68	0,72	0,71	0,76	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)
	Veneto	Eurostat	0,66	0,63	0,57	N/A	0,83	N/A	1,07	N/A	Total intramural R&D expenditure (GERD), by NUTS 2 region (% of GDP)
			0,18	0,2	0,22	N/A	0,29	N/A	N/A	N/A	Researchers, all sectors, by NUTS 2 region (% of employment)

As for the aforementioned indicators, in order to graphically represent innovation performance in relation to Research and Development indicators, the diagrams below are used.



It can be observed above that among the regions presented in the respective diagram the best performing regions are Catalunya and Veneto and the worst performing regions are Marche and West Macedonia. With the exception of Central and West Macedonia, the performances of the rest of the regions depicted in the diagram tend to improve over time, meaning that R&D expenditures grow over time and regions invest more in research and innovation.



The number of researchers in IKTIMED areas is another indicator that can be used in order to describe the research and innovation potential and performance in these areas. Number of researchers as a percentage of employment is higher in Catalunya, in Alpes Côte d'Azur and in Andalusia and is lower in Cyprus, in Veneto and in West Macedonia. In Slovenia, although West Slovenia is among the top performing regions, East Slovenia depicts one of the lowest performances, thus placing the whole Slovenia in the middle of the diagram performances. Regarding the performance trends, the only trends that can be identified is the continuous improvement of Slovenia (West mainly), Cyprus (although data series are not sufficient) and Algarve performances.

Table A.4 presents the patents per participating region and more specifically four different indicators contributing to the synthesis of the innovation performance in each area.

Table A.4: REGIONAL INNOVATION INDICATORS - PATENTS

Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	Definition
Patents	Central Macedonia	Eurostat	8,502	5,327	9,589	12,228	7,226	5,657	3,743 <sup>p</sup>	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			0,878	1,048	0,978	N/A	1,167	N/A	0,771 <sup>p</sup>	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			0,56	0,658	N/A	0,027	1,904	0,258	1,687	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			N/A	0,089	0,575	N/A	0,28	0,258	0,257 <sup>p</sup>	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	West Macedonia	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			3,67	1,2	3,32	6,2	5,5	0,5	3,28	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			0,25	0,37	1,3	N/A	0,54	1	0,5	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Marche	Eurostat	54,163	55,475	67,824	74,857	86,114	49,863	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			1,819	2,545	2,943	3,709	2,604	3,541 (p)	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			2,61	2,114	2,178	1,919	1,52	1,326 (p)	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)

Table A.4: REGIONAL INNOVATION INDICATORS - PATENTS

Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	Definition
			0,963	2,691	0,329	1,092	0,781	0,322 (p)	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Alpes Côte d'Azur	Eurostat	101,995	112,321	59,559	N/A	N/A	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			40,237	46,281	24,776	N/A	N/A	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			8,07	9,35	5,67	N/A	N/A	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			3,79	9,124	2,032	N/A	N/A	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Algarve	Eurostat	2,51	0,617	2,843	2,999	13,926	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			N/A	N/A	N/A	N/A	2,064	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			0,275	N/A	0,361	0,358	0,178	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Malta	Eurostat	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			2	2	N/A	1,4	0,33	2	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)

Table A.4: REGIONAL INNOVATION INDICATORS - PATENTS

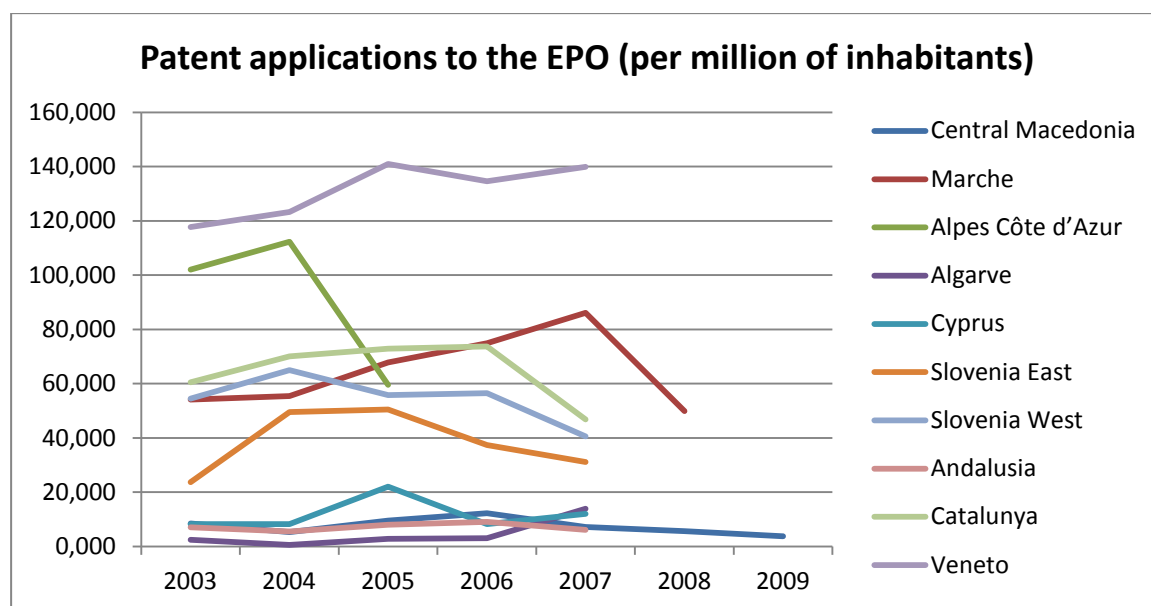
Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	Definition
			N/A	N/A	1	N/A	N/A	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Cyprus	Eurostat	8,208	8,215	22,078	8,259	11,982	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			4,125	N/A	0,614	0,431	3,853	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			0,733	N/A	N/A	0,882	N/A	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			1,398	N/A	N/A	N/A	1,284	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Slovenia	Eurostat	East: 23,669 West: 54,523	East: 49,595 West: 65,033	East: 50,542 West: 55,748	East: 37,424 West: 56,514	East: 31,131 West: 40,539	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			East: - West: 7,285	East: 0,593 West: 2,572	East: 0,993 West: 3,077	East: 1,214 West: 4,046	East: 5,458 <sup>P</sup> West: 7,606 <sup>P</sup>	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			1,002	0,501	N/A	0,499	0,497 <sup>P</sup>	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			1,168	3,005	2,002	2,95	1,492 <sup>P</sup>	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Andalusia	Eurostat	7,061	5,557	8,048	9,121	6,111	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			0,142	0,609	1,085	2,076	0,859	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			0,87	0,553	0,559	0,828	0,819	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)

Table A.4: REGIONAL INNOVATION INDICATORS - PATENTS

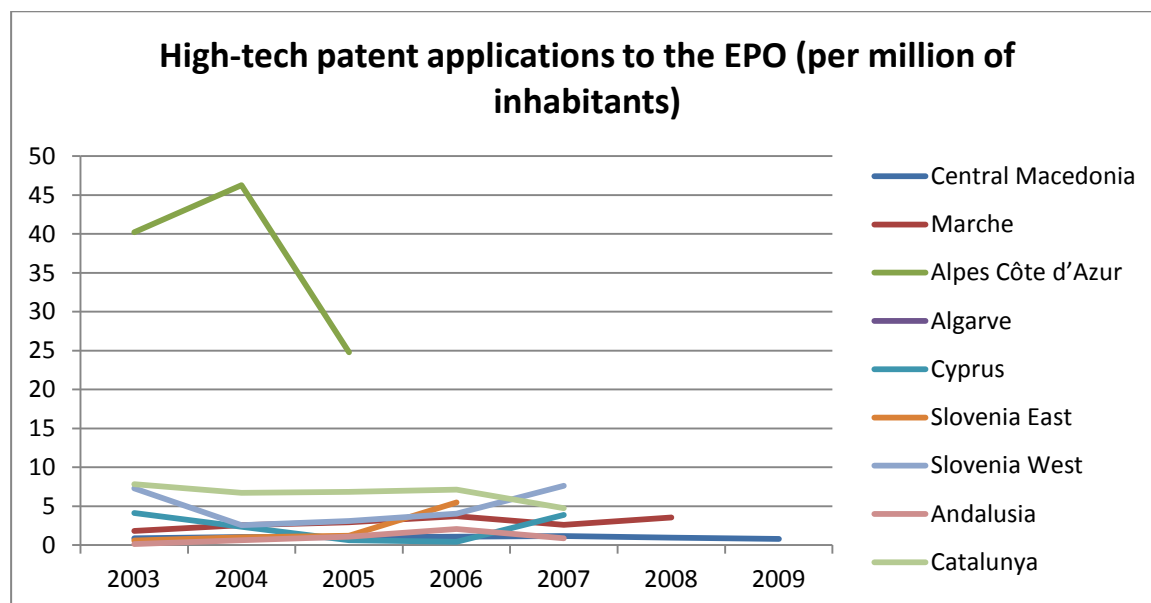
Indicator	Region	Source	2003	2004	2005	2006	2007	2008	2009	Definition
	Catalunya	Eurostat	0,537	0,724	1,004	0,816	0,855	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
			60,543	70,020	72,889	73,767	46,882 <sub>P</sub>	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			7,819	6,715	6,82	7,138	4,731 <sup>P</sup>	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			9,27	10,655	9,154	8,091	7,263 <sup>P</sup>	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			3,334	2,677	2,972	4,401	1,901 <sup>P</sup>	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)
	Veneto	Eurostat	117,774	123,276	141,002	134,641	139,946	N/A	N/A	Patent applications to the EPO, by NUTS 2 region (per million of inhabitants) (2003-2009)
			N/A	N/A	N/A	N/A	N/A	N/A	N/A	High-tech patent applications to the EPO, by NUTS 2 region (per million of inhabitants)
			6,993	11,181	12,145	13,081	13,883	N/A	N/A	ICT patent applications to the EPO at the regional level (per million of inhabitants)
			0,88	1,65	2,172	1,323	1,24	N/A	N/A	Biotechnology patent applications to the EPO at the regional level (per million of inhabitants)

P - Provisional

Using the data of Table A.4, one diagram for each indicator is extracted depicting the best and the worst performing regions and the respective trends.

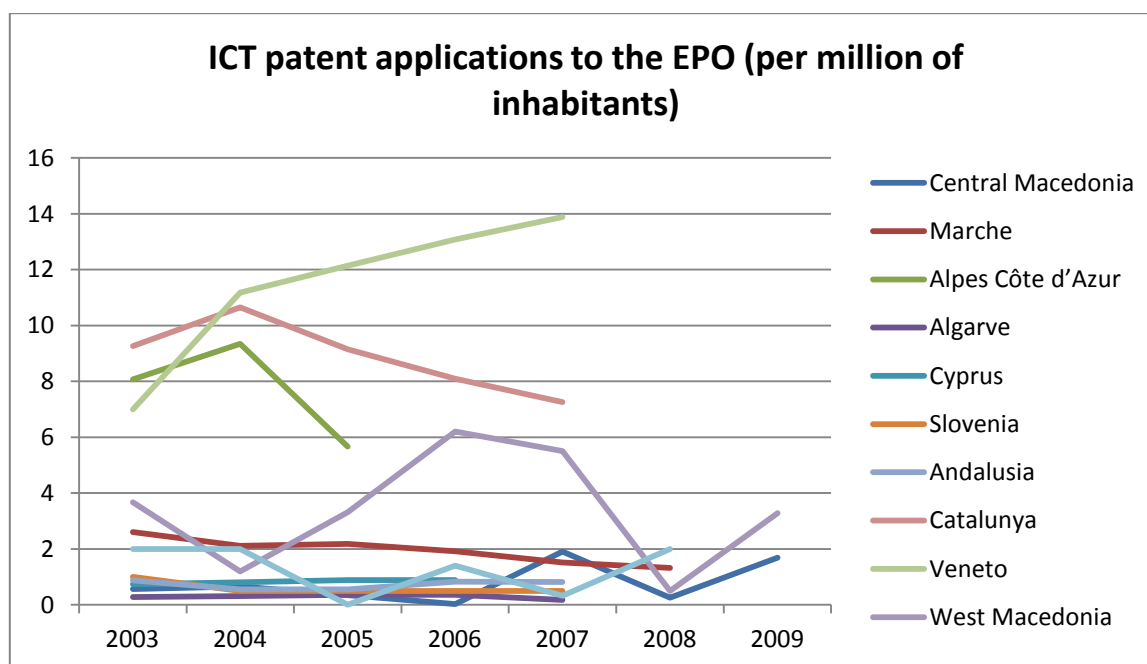


The biggest number of patent applications to the EPO in general is submitted in the regions of Veneto, of Alpes Côte d'Azur and of Marche while the lowest number of applications is observed in Algarve, in Central Macedonia and in Andalusia (no data available for few regions). With the exception of Veneto and Algarve where patent applications have been increasing, patent applications for the rest of the regions are continuously diminishing especially after the period 2004 - 2005.



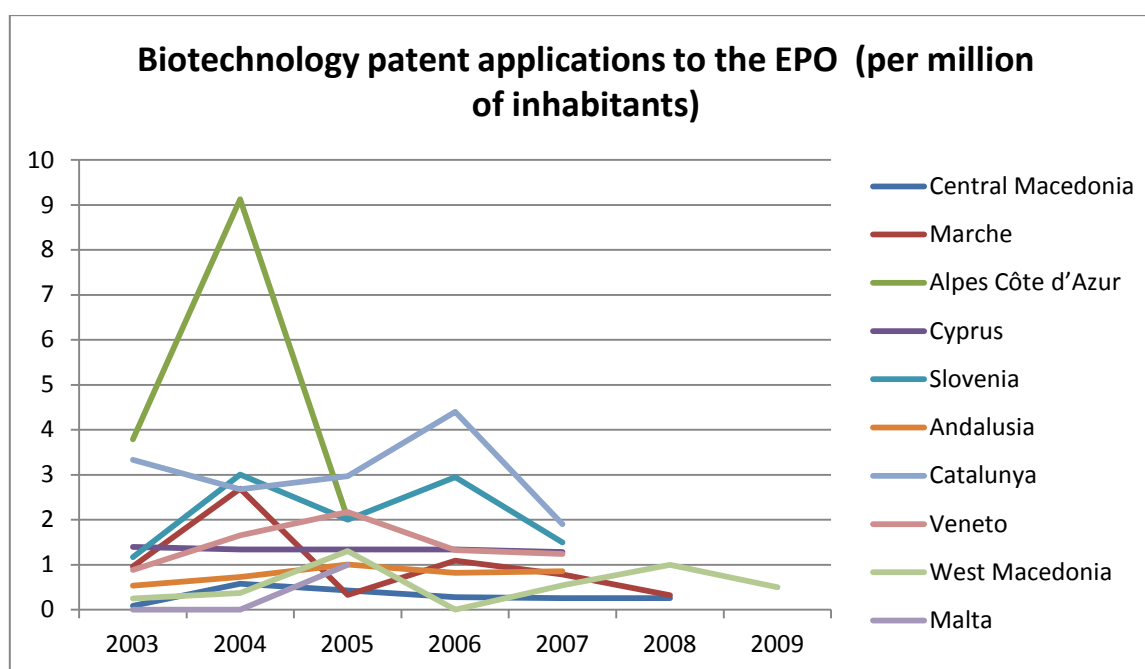
High-tech patent applications refer to the only category where one region is by far performing better than all the others. Alpes Côte d'Azur is the best performing region while among the other low performing regions only Catalunya and Slovenia (West) are

performing slightly better. However, performance of Alpes Côte d’Azur is not improving but still it is much better than the rest of the regions which indicates the high-tech character of the region and the respective innovation performance. The exceptional performance of Alpes Côte d’Azur in this field is justified due to the existence of Sophia – Antipolis a smart communication cluster and 1,210 companies within Sophia – Antipolis specializing in telecommunications, microelectronics, communications space, automotive technologies, biotechnologies (affecting the next indicator) etc.



In ICT (information and communication technologies) patent applications, Veneto is the best performing regions with patent applications increasing over time. Catalunya and Alpes Côte d’Azur ICT patent applications are also quite significant depicting a big gap with the applications of the rest of the regions except West Macedonia which was performing at similar levels in the period 2006 – 2007. On the other hand ICT patent applications for Alpes Côte d’Azur, Marche and Catalunya tend to decrease over time while the rest of the of the regions present either stable or growing trends.





Finally, patent applications in the sector of biotechnology were also higher in Alpes Côte d'Azur (for the reasons mentioned above) but seem to be getting to the same levels like the rest of the regions. Other regions performing well are Catalunya and Slovenia while the worst performing regions are Central Macedonia, Andalusia and Marche.

Table A.5 presents the last set of innovation indicators, the ones referring to the diffusion of new technologies. The indicator is not available for all regions in Eurostat's database, thus only data available are used and the performance of the respective regions is assessed.

**Table A.5: REGIONAL INNOVATION INDICATORS – DIFFUSION OF NEW TECHNOLOGIES**

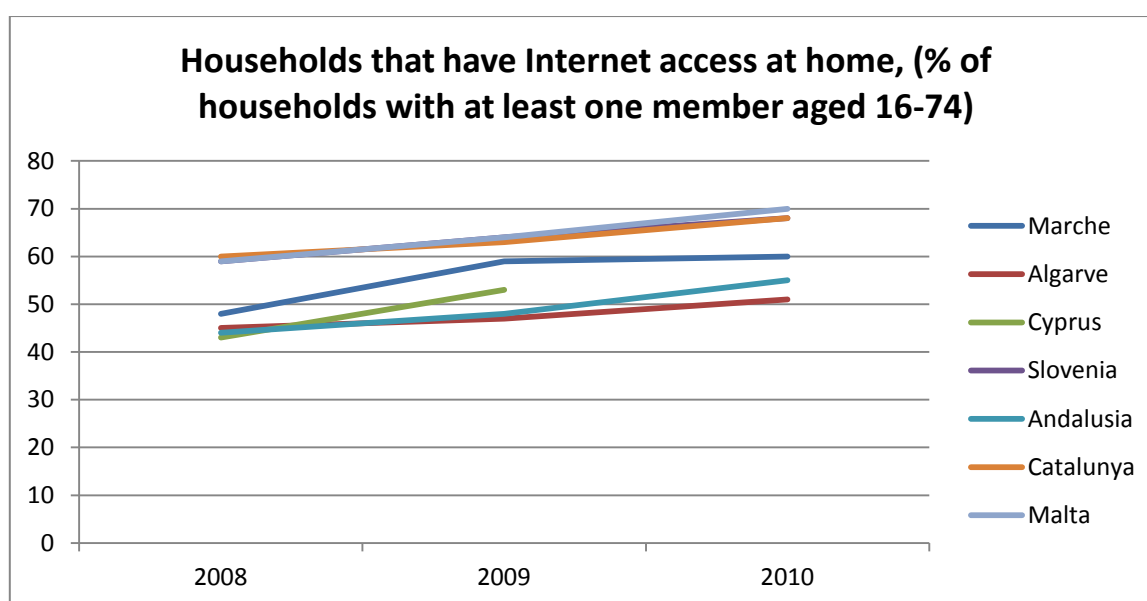
Indicator	Source	2008	2009	2010	Definition
Diffusion of new technologies	Central Macedonia	Data not available	Data not available	Data not available	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
		Data not available	Data not available	Data not available	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
		Data not available	Data not available	Data not available	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)

Table A.5: REGIONAL INNOVATION INDICATORS – DIFFUSION OF NEW TECHNOLOGIES						
Indicator		Source	2008	2009	2010	Definition
	<b>West Macedonia</b>	Eurostat	Data not available	Data not available	Data not available	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	<b>Marche</b>	Eurostat	48	59	60	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			64	73	84	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			36	44	48	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	<b>Alpes Côte d'Azur</b>	Eurostat	Data not available	Data not available	Data not available	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	<b>Algarve</b>	Eurostat	45	47	51	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			94	99	100	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			39	47	53	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)

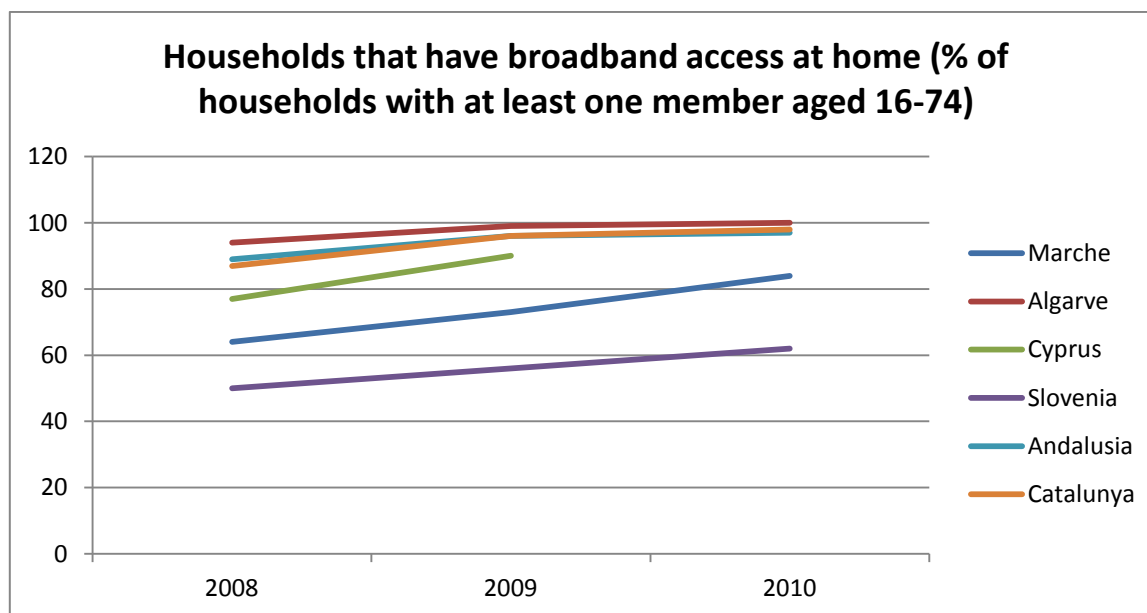
Table A.5: REGIONAL INNOVATION INDICATORS – DIFFUSION OF NEW TECHNOLOGIES						
Indicator		Source	2008	2009	2010	Definition
	Malta	Eurostat	59	64	70	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	Cyprus	Eurostat	43	53	Data not available	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			77	90	Data not available	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	45	Data not available	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	Slovenia	Eurostat	59	64	68	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			50	56	62	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			56	62	68	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	Andalusia	Eurostat	44	48	55	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			89	96	97	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			44	48	52	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)

Table A.5: REGIONAL INNOVATION INDICATORS – DIFFUSION OF NEW TECHNOLOGIES						
Indicator		Source	2008	2009	2010	Definition
	<b>Catalunya</b>	Eurostat	60	63	68	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			87	96	98	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			59	61	68	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)
	<b>Veneto</b>	Eurostat	Data not available	Data not available	Data not available	Households that have Internet access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Households that have broadband access at home, by NUTS 2 region (% of households with at least one member aged 16-74)
			Data not available	Data not available	Data not available	Individuals regularly using the Internet, by NUTS 2 region (% of individuals aged 16-74)

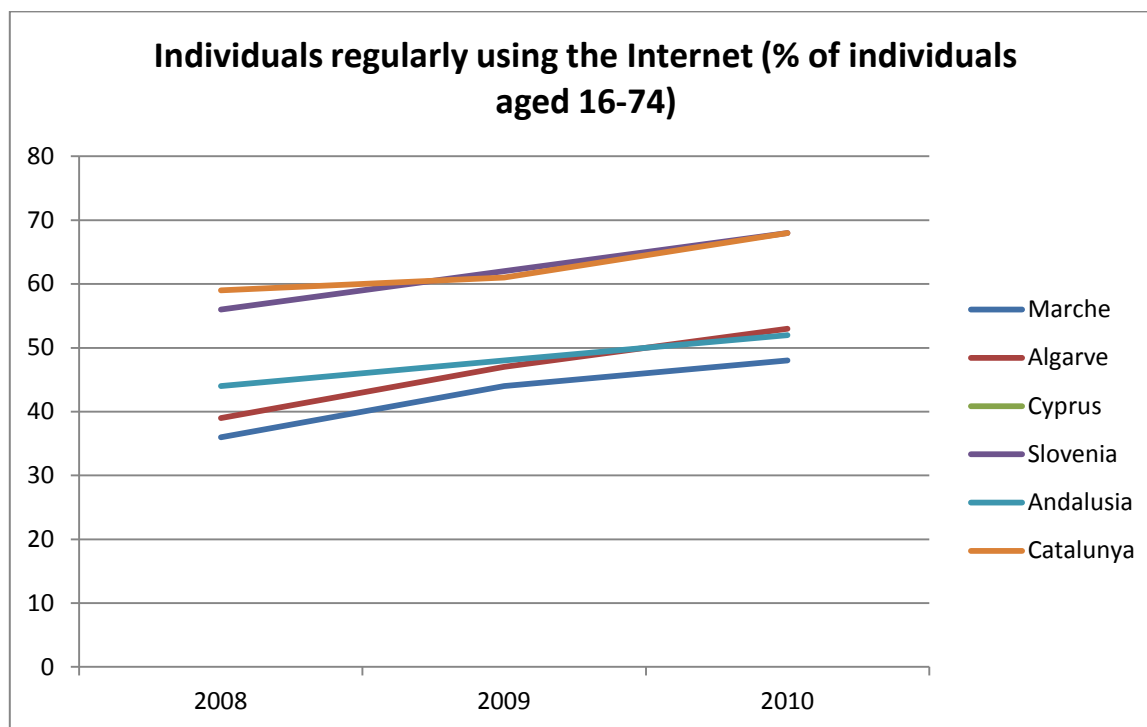
Based on the data of Table A.5 the following diagrams have been extracted, presenting a graphical form innovation performance in relation to diffusion of new technologies.



The first diagram presents households with internet access and as it can be observed all regions present continuous improvement over time while the best performing regions are Malta, Catalunya and Slovenia (the whole country) and the worst performing ones are Algarve and Andalusia.



The second diagram presents households with broadband access and the results are quite different than in the first diagram. The best performing regions are Algarve, Andalusia and Catalunya while the worst performing ones are Slovenia and Marche. All regions seem to be investing in broadband since performance is improving for all of them.



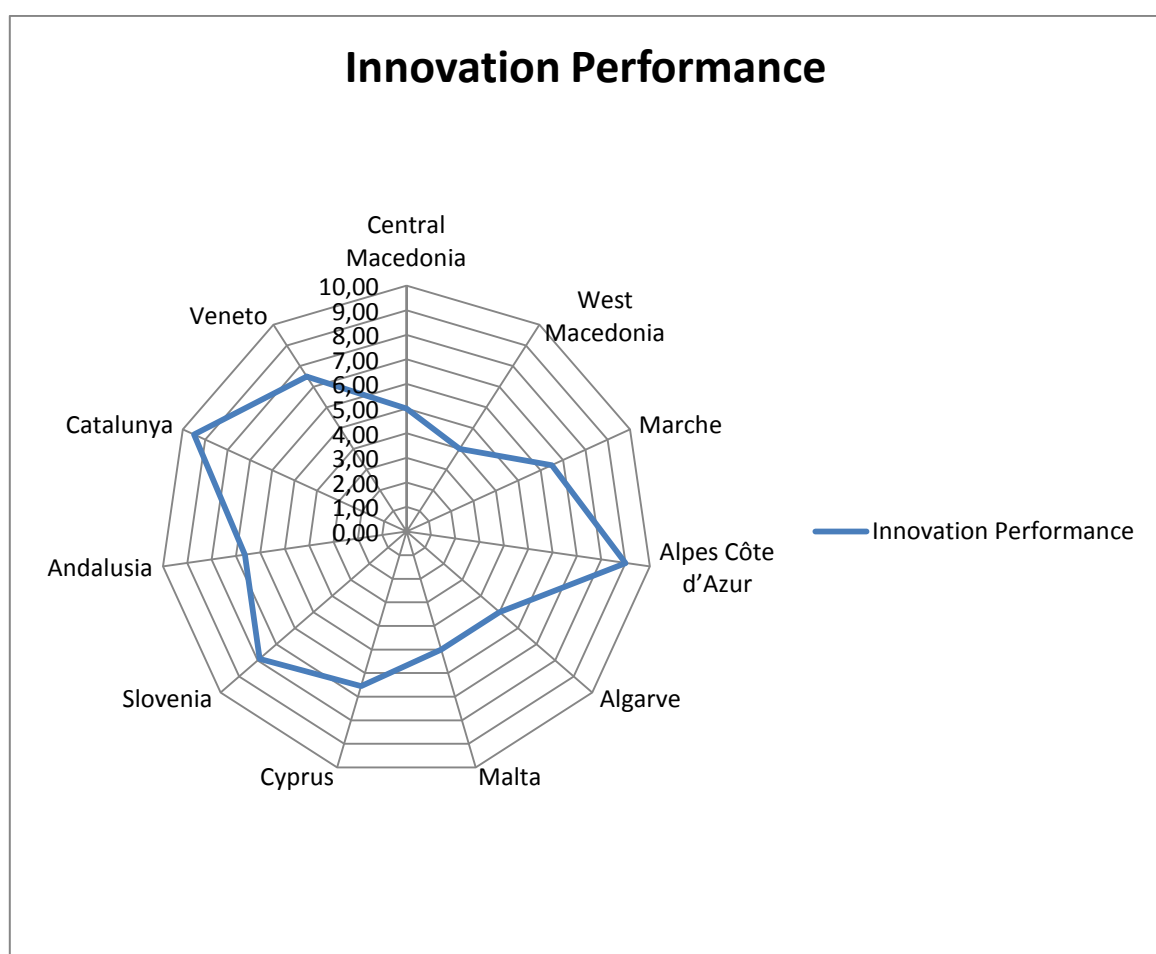
The last diagram presents individuals regularly using the Internet. Catalunya is once more among the top performers along with Slovenia. The worst performers are Marche and Algarve while all regions tend to improve performance over time.

In conclusion and in order to define innovation performance in each region in comparison to the other regions the following table has been extracted where the scores of each region in each indicator are presented. The highest score goes to the top performing region and it is always kept at the same level regarding its maximum value in order to have each indicator weighted equally vs. the others.

**TABLE A.6: INNOVATION PERFORMANCE SCORES**

	Educ. 1	Educ. 2	Empl.	R&D 1	R&D 2	Pat. 1	Pat. 2	Pat. 3	Pat. 4	Diff. 1	Diff. 2	Diff. 3	Innovation Performance
Central Macedonia	7	2	4	8	7	5	5	5	2	N/A	N/A	N/A	5,00
West Macedonia	5	1	N/A	4	2	N/A	N/A	8	4	N/A	N/A	N/A	4,00
Marche	4	4	11	5	4	9	6	7	6	8	7	7	6,50
Alpes Côte d'Azur	9	3	10	N/A	9	10	11	9	11	N/A	N/A	N/A	9,00
Algarve	3	5	N/A	N/A	6	3	3	1	N/A	5	11	8	5,00
Malta	2	7	N/A	7	N/A	N/A	N/A	6	3	11	N/A	N/A	5,00
Cyprus	11	8	5	6	3	6	7	4	7	7	8	N/A	6,55
Slovenia	6	11	8	N/A	10	8	8	2	9	9	6	10	7,91
Andalusia	8	10	6	N/A	8	4	4	3	5	6	10	9	6,64
Catalunya	10	9	7	11	11	7	9	10	10	10	9	11	9,50
Veneto	1	6	9	9	5	11	N/A	11	8	N/A	N/A	N/A	7,50

Using Table A.6's scores the following chart can be extracted presenting graphically the overall performance of the regions.



It is clear that when using the aforementioned indicators and the scoring methodology of Table A.6, the best performing regions are Catalunya and Alpes Côte d’Azur while the worst performing regions with respect to innovation are Central Macedonia and Algarve.

In the following sections, the effects of innovation policies in each region will be assessed in relation to innovation performance as well.



## 3.2. Policies for Innovation in Participating Regions

### 3.2.1. Innovation Policy Trends and Facts

Innovation policies present one significant factor that defines innovation performance. Some important facts regarding innovation and policy trends in the regions addressed by the study are the following:

- In Central Macedonia and West Macedonia innovativeness depends upon imported technology and know-how and not on internal dynamics while innovation progresses due to organizational and marketing innovation and there is lack of differentiation in progress. Innovation relative to production and exploitation of new knowledge and public and private levels of R&D expenditures are low. High-tech manufacturing and exports and venture capital is low. Innovation structures supported by policies during the last decade include the Regional Innovation Pole of Central Macedonia and of West Macedonia, the Innovation Zone of Thessaloniki along with technological parks and incubators. The main policy documents for Greece are the **National Reform Plan 2008-2010**, the **National Strategic Reference Framework (NSRF) 2007-2013** within which emphasis on innovation is given within **Operational Programmes 'Competitiveness and Entrepreneurship', 'Digital Convergence', 'Education and Lifelong Learning' and 'Development of Human Resources'**. Regions have limited autonomy in terms of policy formulation and design and no legislative autonomy. Thus, they act as the arm of the central government in the Regions. In theory they can design and implement measures related to industrial and RTDI policies in the framework of the Regional Operational Programmes, in close consultation with the Central Government. In practice however, the overall design of RTDI, Industrial and educational policies are formulated at the Central Government level after consultations with the Regions.
- In Provence Alpes Côte d'Azur there is a trend to invest on high – technologies with a focus on agro-food, petrochemicals, steel, aeronautics and space industries, micro-computing and pharmaceutical industries. The region has 6 universities and many schools of engineering while it is characterized by a 7% of employment in high tech industries and knowledge-intensive services, 7% of national publications and 5.5% of patent registration of the French total. The region is at the 6<sup>th</sup> place nationally in the European Innovation Scoreboard while the region hosts 11 labeled poles of competitiveness. The main policy documents include the **Regional Economic Development Scheme (SRDE)** aiming at

strengthening enterprises, at promoting a sustainable economic attractiveness and at supporting partnerships and the effective involvement of actors, the **Regional Innovation Strategy (RIS)** developing a strategy targeting 4 policy areas (reinforce innovative capabilities through PRIDES and poles of competitiveness, support businesses in innovation, make innovation relevant thanks to specific themes and place the region in societal and environmental innovation dynamics) as well as the **Operational Program** of the region.

- In Algarve, in the end of the 1990s a Regional Innovation Strategy called ETTIRSE was applied. The application of the strategy was considered to be successful and based on this strategy the **Regional Development Strategy to European Funds 2007-2013** was designed. This strategy constitutes an innovation policy document of the region along with the respective operational programs and the **National Strategic Reference Framework (NSRF)**. NSRF includes incentives that can help the development of innovation in the region such as the System of Incentives for Research and Technological Development, System of Incentives for Innovation and System of Incentives to the Qualification and the Internationalization of SMEs. Furthermore, it includes measures that support innovation such as the **Support to Innovation Financing and Risk Sharing (SAFPRI)**, the **FINOVA Programme - Support Fund to Finance Innovation and the FINICIA Programme**.
- In Veneto, the main policy document is the **Strategic National Plan (2007-2013)** which aims at developing knowledge economics, improving the quality of life, improving the production system and its competitiveness and modernizing and internationalizing the production system. Furthermore, within the **Regional Operational Programme for the Veneto region**, Priority 1 concerns innovation and knowledge economy and represents 42% of the total funding, Priority 2 concerns energy (including the introduction of innovative and cost-competitive renewable energy and energy-efficient technologies), Priority 3 concerns the environment and risk prevention, Priority 4 concerns access to transport and telecommunication services, Priority 5 concerns interregional cooperation and Priority 6 concerns technical assistance.
- Malta has been considered a moderate innovator in the last years proven by the innovation results in section 3.1. However, Malta has shown significant improvement regarding innovation performance and according to the World Intellectual Property Organization Malta holds the 4<sup>th</sup> place in the overall Global Innovation Efficiency index ranking for 2012. This means that Malta is strong in producing innovation outputs despite the weaker innovation environment and innovation inputs in the country. Policies that led to this result include the

**National Industry Strategy 2007-2010** which aimed at achieving quality high-value added and productivity growth for the country's industry, the **National Strategy for Research and Innovation 2007-2010** aiming at sustaining technological innovation that is based on strategic objectives, on enabling SMEs to innovate and on focusing on selected areas of performance. In relation to innovation and entrepreneurship, the National Industry Strategy 2007-2010 targeted to the development of entrepreneurship, to the achievement of quality high added-value and productivity growth, to the support of clustering and networking, to the provision of incentives for research, development and innovation, based on Malta's competitive advantages which have been identified as the human resource capital, the multilingual skills, the innovative legislation design, the agility through smallness and the stability. The National Strategy for Research and Innovation 2007-2010 aimed at expanding and capitalizing on the Research and Innovation framework of Malta and at turn the Maltese economy into a knowledge economy. The priority areas of the strategy include environment and energy resources, ICT, value-added manufacturing and services and health-biotechnology. Other measures include the Malta Enterprise Act Support Measures which provide incentives for the promotion and expansion of industry and the development of innovative enterprises. Entrepreneurship and innovation related incentives include the following measures:

- CREATE – aims at supporting creative businesses whose performance is linked to the creative talent of those involved in the business;
- ERDF Innovation Actions Grant Scheme – supporting investments in environmental friendly and sustainable solutions and especially supporting SMEs;
- Investment Aid Tax Credits – supporting enterprises in investments and job creation through the provision of tax credits;
- ERDF Research and Development Grant Scheme – providing grants to enterprises carrying out Industrial Research and Experimental Development Activities;
- Experimental Development Tax Credits – acquiring, combining and using knowledge (scientific, technological, business) and skills for the production of plans and the design and development of improved products, services and processes;
- Industrial Research and Experimental Development Scheme – supporting research or critical investigation for the acquisition of new knowledge and skills on new product, service and process development and on improving existing ones;

- Registration for Intellectual Property Tax Credits for SMEs – supporting SMEs in first conducting industrial research and experimental development and then obtaining patents and other intellectual property rights;
- Research and Development Clusters – supporting collaboration between enterprises by assisting in the setting-up, expansion and animation of innovation clusters;
- Innovative Start-ups – supporting and providing guidance, assistance and finance to innovative start-ups engaged in new markets, technologies, products and services.

Additional measures and policies for the aforementioned regions and policies and measures for the rest of the regions, are presented within the next section.

### 3.2.2. Development Policies addressing Innovation

The Tables below present regional innovation support measures (including policies) per region dedicated to innovation or just addressing innovation within their context. The measures for all regions are presented including policies which have just started to be applied and policies which were applied and their results can be assessed. The objective is to be able to identify those policies and factors that affected positively innovation performance in the participating regions and those that can affect future development of innovation.

**Table B: Regional Innovation Supporting Measures – Region of Central Macedonia**

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Cooperation 2011 - Clusters of Productive and Research Institutions focused in research and technology</b>	2011 - 2013	In the program can participate clusters of productive commercial enterprises of all sizes, research centers, institutes, universities, and other bodies for the implementation of R & D sectors. The main beneficiaries (target groups) of the program are companies of all sizes and research institutions (universities, colleges, research centers, institutes).	The total budget is 68.320.000 € and for the region of Central Macedonia is 16.400.000 €	The funding varies from 25% to 100%	Support to the cooperation between firms and public research organizations in selected areas of interest	«Competitiveness and Entrepreneurship» (OPCE II) / ROP Macedonia - Thrace
<b>New Innovative Entrepreneurship</b>	2011-2013	The new "Innovative Entrepreneurship" is intended to strengthen the creation / establishment of enterprises by individuals who seek to turn an innovative idea not yet commercially exploited in business innovation. Also the program is going to strengthen micro and small start-ups that seek to commercialize innovative ideas in the form of marketing new products or services or the expansion / diversification of products / services or improving the production process or service process they use. Individuals, small enterprises (new and old), newly established enterprises can participate in the program	The total budget is 30.000.000€ and for the Region of Central Macedonia is 8.000.000€	The funding is 60%		«Competitiveness and Entrepreneurship» (OPCE II) / ROP Macedonia - Thrace

**Table B: Regional Innovation Supporting Measures – Region of Central Macedonia**

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>"Εξοικονομώ" program</b>	2009-2011	The " Εξοικονομώ " program aims at improving conditions for energy efficiency in local level, in promoting publicity actions and raise awareness of people and administration members in the topics of energy saving, protection and sustainable management of urban environment.	The total budget is 100.000.000 € and for the region of Central Macedonia is 20.526.000€	Funding	Support for the improvement of energy efficiency of buildings	«Competitiveness and Entrepreneurship » (OPCE II) / ROP Macedonia - Thrace
<b>"Εξελισσομαι" program</b>	2010-2012	The "Εξελισσομαι" program is about integrated investment plans of medium sized enterprises in order to support their production process, strengthen their market, technological and organizational innovation and standardization and certification of products and services.	The total budget is 50.000.000 € and for the region of Central Macedonia is 6.540.000€	Funding 40% for region of Central Macedonia – 30% for Thessaloniki Regional Unit.	Support to medium size firms of the manufacturing, logistics and software sector to implement a wide range of investments	«Competitiveness and Entrepreneurship » (OPCE II) / ROP Macedonia - Thrace
<b>"Πρωτοτυπώ" program for Enterprises</b>	2010-2012	The "Πρωτοτυπώ" Program aims to support business innovation, mainly from companies that have experience in scientific research, cooperation with research institutes, etc. and / or do not have scientific staff, research facilities, etc., but have knowledge and experience in the field in which they operate and original / innovative ideas that can potentially be transformed into successful products, services and processes.	The total budget is 12.000.000 € and for the region of Central Macedonia is 607.362 €	Funding 50%	Support to potential entrepreneurs over 38 year old to exploit commercially an idea for a new product or service	«Competitiveness and Entrepreneurship » (OPCE II) / ROP Macedonia - Thrace
<b>"Πρωτοτυπώ"</b>	2010-	The program focuses on strengthening,	The total budget is	Funding 50%	Support to potential	«Competitiveness

Table B: Regional Innovation Supporting Measures – Region of Central Macedonia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>program for Enterprises – New Entrepreneurs</b>	2012	through financial aid, the creation of entrepreneurial opportunity based on the commercialization of innovative / original ideas in the form of new products or services or the expansion / diversification of existing products / services or the development or improvement of the production process or process services, products and services	8.000.000 € and for the region of Central Macedonia is 404.908€		entrepreneurs over 38 year old to exploit commercially an idea for a new product or service	and Entrepreneurship » (OPCE II) / ROP Macedonia - Thrace
<b>Investment Incentives Law – General Investments Plans</b>		Investment plans are divided in these categories: 1. General entrepreneurship 2. Technological Development: includes projects of technological modernization of enterprises with the use of technological and organizational innovation 3. Regional Cohesion: includes projects in productive activities that build local competitive advantages		Grants and leasing, combined with tax relief.	Support to potential and existing entrepreneurs.	General Secretariat for Investments and Development of the Ministry of Development, Competitiveness and Shipping
<b>National Fund for Entrepreneurship and Development (ETEAN)</b>		National Fund for Entrepreneurship and Development (ETEAN). Five Funds will provide favorable loans totaling 900 million Euros to small and medium enterprises that will join the five actions listed in the Enterprise Fund. The interest rate on loans, which will remain	600 million €	Loans	Support to the youth and female entrepreneurship; Youth entrepreneurship desks; Support to spin off and spin out firms;	National Fund for Entrepreneurship and Development (ETEAN)



Table B: Regional Innovation Supporting Measures – Region of Central Macedonia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		<p>constant for the duration of the loan (up to 10 years) is particularly favorable for these conditions and has ranged from 3.67% to 4.53% (plus contribution of Law 128/75), depending on the Action.</p> <p>The five Funds Loan will finance the following activities:</p> <ol style="list-style-type: none"> <li>1. "General Business" with a budget of 300 million, with contractor the bank Alpha Bank</li> <li>2. "Youth Entrepreneurship" with a budget of 90 million, with contractor the National Bank of Greece</li> <li>3. "Extroversion" with a Budget 210 million and contractor the bank Eurobank EFG</li> </ol>			<p>Support to the New Technology Development Fund;</p> <p>Support to new innovative entrepreneurship;</p> <p>Support to the extroversion and competitiveness of businesses;</p> <p>Support through guarantees to loans for operating capital for small and very small firms.</p>	

In the case of Central Macedonia, most of the measures are still in the planning phase and have not been initiated yet. This comes as a result of the economic crisis as well. From the rest of the measures, the ones with the biggest participation and absorption of funds are the Investment Incentives Law and ETEAN. However, both had limited effects on entrepreneurship and innovation which have also been diminished due to the economic crisis. This is depicted in innovation performance analysis presented in section 3.1 which places Central Macedonia at the last place among 9 European regions.

Table B: Regional Innovation Supporting Measures – Region of West Macedonia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Regional Operational Programme</b>	2000-2006	<p>Innovation is being promoted by Priority 4: "Restructure of Local Economy – Enhancement of Entrepreneurs' Extraversion", Measure 4.3 "Incorporation of Innovation and Technology – Enhancement of Applied Research" of the Programme. Having a budget of 3.8 MEURO, the main goals of the Measure are:</p> <ul style="list-style-type: none"> <li>• the increase of the added value of the endogenous resources,</li> <li>• the enhancement of the competitiveness of the enterprises</li> <li>• the strengthen of the existing research units of the Region</li> </ul>			<ul style="list-style-type: none"> <li>• Enhancement of projects for research and innovation from entrepreneurs</li> <li>• Enhancement of projects for research and innovation from other actors of the Region</li> <li>• Creation of structures and improvement of infrastructures for actors of research and technology</li> </ul>	Region of West Macedonia
<b>ESPA. 2007-13</b>	2007-2013	<ul style="list-style-type: none"> <li>• Increase of adaptability of enterprises and equivalent access of groups with special needs of population in the job market.</li> <li>• Aid new and flexible forms of work and application of energetic policies of employment.</li> <li>• Aid of women employment and promotion of equivalent access and development of her in the work market.</li> <li>• Promotion of social integration and social protection with growth and aid of sector of</li> </ul>				Region of West Macedonia

Table B: Regional Innovation Supporting Measures – Region of West Macedonia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		social economy and existing structures of Employment and Social Integration and Protection.				
<b>Innovative Actions of West Macedonia "k-clusters"</b>	2001-2004	1. Targeting in specific regional resources (wood, marble, energy, e.t.c.) and development of new products and services. 2. Creation of the necessary regional private-public cooperation and synergies in supporting innovative actions. 3. Development of synergies with R&D centers and technology parks. 4. Attraction of third party financing and knowledge based agents into the regional innovative actions. 5. Development of techniques and methods for knowledge management and new product development.		co-financed by the European Union and the Greek Government		
<b>Regional Pole of Innovation in Western Macedonia (synEnergeia)</b>	2005-2007	More specific the proposal for the creation of "Regional Pole of Innovation of Western Macedonia (RPIWM)" expresses the collective effort of institutions of research, technology and business world of Western Macedonia to prepare and to materialise a program of creation of a Regional Pole of Innovation in equivalence with the new policy of Ministry of	3.735.500€			

Table B: Regional Innovation Supporting Measures – Region of West Macedonia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		Growth for the creation of powerful clusters of research, technological growth and knowledge based business in the Greek regions. The RPIWM is a union of institutions from private and wider public sector that aim to increase the technological and innovative records, the creation of environment of innovation and regional conscience in Western Macedonia in the main axis of energy and the increase of competitiveness of regional economy.				
<b>West Macedonia RIS Project</b>	1997-1999	<p>Creating a new culture for innovation among the people who influence the economic development of the region:</p> <ul style="list-style-type: none"> <li>• Creating innovation-industry links and technology networks, able to upgrade the region's technology base</li> <li>• Identifying weaknesses, opportunities and needs within the region in relation to technology and innovation</li> <li>• Providing an action plan that will focus on the available and future financial resources and development programmes in relation to the identified needs and opportunities aiming at updating the region's technological profile</li> <li>• Creating a sustainable mechanism to</li> </ul>	400,100 €			

Table B: Regional Innovation Supporting Measures – Region of West Macedonia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		monitor and assist innovation activities				
<b>West Macedonia RIS+ Project</b>	1999-2001	<ul style="list-style-type: none"> <li>• Priority 1: Increase the technological capacity of firms</li> <li>• Priority 2: Reinforce innovation financing</li> <li>• Priority 3: Increase the endogenous technology supply</li> <li>• Priority 4: Increase the technology transfer capability</li> <li>• Priority 5: Support the system of technological information</li> </ul>	500,000 €		The main focus of West Macedonia RIS+ Project has been the <b>implementation of Pilot Actions and Feasibility Studies of the RIS Strategic Plan for Innovation</b> , in order to strengthen the Innovation capacity of the Regional Economy and maintain the local consensus among all regional actors involved.	

In West Macedonia, the situation is similar with Central Macedonia with general measures addressing among others entrepreneurship and innovation but with only one measure focused on Innovation. NSRF 2007-2013 (ESPA) is not progressing as expected and the same is true for the Regional Innovation Pole of West Macedonia. RTDI in the region is designed and implemented only through Regional Operational Programmes. As an effect of all the above, West Macedonia is characterized as one of the less dynamic regions in Greece in terms of R&D and innovation activities.

In conclusion and as mentioned in 3.2.1, in Greece policies and measures are defined and formulated by the state and the regions act only as an arm of the central government undertaking a consultative role in the formulation of policies and measures. As it can be seen in innovation performance, this does not contribute to improved innovation performance

Table B: Regional Innovation Supporting Measures – Marche Region

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Azione 7.3.A e B (Giovane Tecnologo)</b>	2003	This action aims at facilitating knowledge transfer in SMEs through young people with technical background study. The objective is to facilitate knowledge technology transfer between research centres, universities and SMSs.	Source: FESR 2000-2006 Budget: 3.535.000€ Awarded: 1.768.000 €	Grants		Marche Region
<b>Misura 1.1 Sub-miSura 1.b3 (598 R&amp;S)</b>	2005	The program is focused on support of research and development investments by small and medium enterprises	Source: FESR 2000-2006 - Fondo unico regionale per gli incentivi alle imprese - Delibera CIPE 20/2004 Budget: 44.626.400€ Awarded: 15.320.859€	Grants		Marche Region
<b>Intervento 1.1.1.04.01 (598 R&amp;S)</b>	2007	The measure aims at support industrial research projects, beneficiaries are single enterprises or a networks of companies, where also universities or public research centers can participate. The main objectives are: - Foster investments in research and development in SMEs - Promote the diffusion or research projects, development and technology transfer to improve the competitiveness of SMEs - Facilitate the transfer of technology competence to the production process	Source: FESR 2007-2136 - Fondo unico regionale per gli incentivi alle imprese - Delibera CIPE 35/2005 Budget: 84.109.800€ Awarded: 28.454.174€	Grants		Marche Region

Table B: Regional Innovation Supporting Measures – Marche Region

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		- Favour collaborations among different actors of the research and development process (universities, companies ...)				
<b>Azione 7.1 A (R&amp;S Filiera)</b>	2007	This program sustain innovation in production chains. The objective is to match supply and demand of innovation through research and development projects submitted by a group of enterprises.	Source: FESR 2000-2006 Budget: 13.119.431€ Awarded: 2.666.830€	Grants		Marche Region
<b>Intervento 1.1.1.04.02 (R&amp;S Filiera)</b>	2008	This program sustain industrial research projects and/or experimental development realized by clusters of enterprises, universities, research centres, innovation centres, technology transfer centres. Beneficiaries are production chains. The main objectives are: - sustain research process and development of new products through new synergies and aggregations - favour technology transfer through networks between different actors: companies, universities, research centers.. - support research, development, technology transfer in new sectors - promote the development of technology platform to improve competitiveness	Source: FESR 2007-2013 Budget: 28.167.969€ Awarded: 15.560.457€	Grants		Marche Region

Table B: Regional Innovation Supporting Measures – Marche Region

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Intervento 1.2.1.05.01 (598 Innovazione)</b>	2008	Beneficiaries are small and medium enterprises and the measure support investments in: technology innovation, organizational innovation, internationalization	Source: FESR 2007-2013 Budget: 58.237.309 € Awarded: 14.460.523€	Grants		Marche Region
<b>Intervento 1.1.1.04.03 (Trasferimento Tecnologico)</b>	2008	The program focuses on sustaining transfer and diffusion of technological knowledge and competencies in research and development process, through the collaboration of young graduated people and the use of resources provided by technology partners such as universities, research centres, technology transfer centres. The measures aims at: - favouring technology transfer - sustaining high quality employment - encouraging utilization by of scientific laboratories inside universities and research centres	Source: FESR 2007-2013 Budget: 19.525.313€ Awarded: 9.823.590€	Grants		Marche Region
<b>Intervento 1.2.1.7.1 (Innovazione Tecnologica)</b>	2008	The measure aims at supporting process and product innovation, through the engineering and application in the production process of scientific results coming from research activities. Main objectives: - Increasing links and collaborations between production system and Universities	Source: FESR 2007-2013 Budget: 41.325.690€ Awarded: 12.000.000€	Grants		Marche Region



Table B: Regional Innovation Supporting Measures – Marche Region

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		<ul style="list-style-type: none"> <li>- Transferring into the production process of the results coming from research and development</li> <li>- Combining of scientific knowledge and new technologies to exploit market opportunities to realize new product and process.</li> </ul>				
<b>Intervento 1.2.1.05.02 (Innovazione moda)</b>	2009	The program supports innovation in clothing and footwear industries. The objective is to foster the creation of new collections of products. Moreover, the measure protects and sustains “Made in Italy” products.	Source: FESR 2007-2013 Budget: 53.828.431€ Awarded: 8.726.652€	Grants		Marche Region
<b>Intervento 1.3.1.7.1 (Imprese Innovative)</b>	2009	This measure supports startups and development of new innovative enterprises, in particular they are generated by: <ul style="list-style-type: none"> <li>- university spin off.;</li> <li>- companies spin off.</li> </ul> Beneficiaries are enterprises born in the last 5 years before the call.	Source: FESR 2007-2013 Budget: 9.484.748€ Awarded: 4.547.153€	Grants		Marche Region

In Marche, several interventions and measures have been applied since 2003. These measures have been defined and implemented at regional level by Marche Region. The topics of these interventions include knowledge transfer in SMEs, support to R&D investments made by SMEs, support to industrial research projects in order to promote investment, technology transfer and collaboration among different actors of the R&D process, promotion of innovation in production chains, sustaining industrial research projects and experimental development realized by clusters, universities, research and innovation centers, support investments in technology and organizational

innovation and internationalization, support innovation in clothing and footwear industries and support start-ups and development of new innovative enterprises. It should be noted that the aforementioned are solely interventions promoted by Marche region and not at national level. Based on the diversity of the interventions, it is clear that Marche region formulates and applies policies and strategies for the promotion of innovation and entrepreneurship based on a decentralized policy making scheme.

Table B: Regional Innovation Supporting Measures - Alpes Côte d'Azur

Title of Supporting Measure	Duration (YYYY - YYYY)	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<a href="#">PACA Labs</a>	2008-2013	The objectives are to help regional ICT SMEs to experiment on a large scale ; territories to anticipate new ICT uses ; local actors to anticipate future uses of ICT; to involve education, training and research in the exploitation of new e-services. The major activities are the experimentation in vivo of innovative e-technologies and e-services (max.: 12 months).	PACA Regional Council & FEDER	Grants	Two calls have been published. As a result, 11 projects have been selected from the first call in 2008, and 5 projects emerged from the second one in 2010. In 2011 there is a new managing of candidates, by unsolicited application (continuous-flow).	PACA Regional Council
<a href="#">Call for projects of finalised research</a> APRF - Appel à projets – recherche finalisée	2011-2013	The objective is to support and develop collaborative innovative projects between research laboratories and regional businesses centered on PRIDES and implemented in PACA. The Region and OSEO issued this call for structuring projects with an expected strong impact on the regional economic fabric.		Grants with counterparts from OSEO and the EU (FEDER 2007-2013).		PACA Regional Council

Table B: Regional Innovation Supporting Measures - Alpes Côte d'Azur

Title of Supporting Measure	Duration (YYYY - YYYY)	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<a href="#">Regional loan to creation and innovation</a> (PRCI)	2010-2013	PRCI aims at supporting innovative investment and reinforcing young enterprises which may face difficulties to obtain funding and find financial partners for immaterial investments related to the pre-industrial of innovative projects.		Loans  Zero interest loans to entrepreneurs: PRCI - support to (business) creation and innovation.		PACA Regional Council
Regional loan for new businesses (PRCE)	2010-2013	PRCE aims at supporting investment and reinforcing young enterprises with an important perspective of growth and employment		Loans		PACA Regional Council

Table B: Regional Innovation Supporting Measures - Alpes Côte d'Azur

Title of Supporting Measure	Duration (YYYY - YYYY)	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<a href="#">PRIDES – Regional Poles for innovation and fair economic development</a>	2006-2013	PRIDES are certified businesses' networks aimed at developing collaborative projects, supported by the Regional Council of Provence-Alpes-Côte d'Azur.	In 2008, the Regional Council allocated €50m to the PRIDES.	Activities supported: collaborative projects and collective actions. From 2006 to 2008, 60 collective actions and 11 research projects have been supported. Direct beneficiaries are PRIDES. Final beneficiaries are the businesses which belong to the PRIDES.	This measure is considered as having reinforced businesses competitiveness, improved innovative projects and developed sustainable employment. With 29 certified poles since 2006, some of them in emerging and high added value sectors, and the involvement 3000 SMEs, the measure is very effective in the region.	PACA Regional Council
Regional awards for innovative projects	2008-2013	Regional awards for innovative projects in ICT and tourism		Grants & promotion		PACA Regional Council

Table B: Regional Innovation Supporting Measures - Algarve

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>SI I&amp;DT</b>	2007 - 2013	R&D cooperation; Direct support of business R&D (grants and loans); Support to technology transfer between firms.	National public funds (262426), EU structural funds (2002681) and private funds (914737)	Grants and Others	Ensure the implementation of complementary policies to guarantee that supported activities could be covered along the whole "supply-chain". The distribution of pre-financing at the beginning of the contract is very important for the smooth progress of the funded projects. Timeframe between proposal submission and contract commencement should be as short as possible.	CCDR Algarve, ADI, IAPMEI
<b>SI Inovação</b>	2007-2013	Support to innovative start-ups; Support to innovation management and advisory services; Support to organisational innovation incl e-business; Support to technology transfer between firms.	Eu Structural Funds (12471262); Private funds (39045313)	Grants	The delivery of large number of communication actions and events is important to make the measure known to potential stakeholders.	CCDR Algarve, IAPMEI, AICEP, Turismo de Portugal
<b>SI Qualificação e Internacionalização de SMEs</b>	2007-2013	Consultancy and financial incentives to the use of IPR; Direct support of business R&D (grants and loans); Support to innovation management and advisory services; Support to organisational innovation incl e-business	EU structural Funds (2543499), Private funds (3138666)	Grants, loans and Other	External constraints induced by the global financial and economic crisis, which may have slowed down businesses' participation. The amount of information required for administrative and financial reports may also discourage SMEs to apply to the measure.	CCDR Algarve, AICEP and IAPMEI

<b>Support to Innovation Financing and Risk Sharing (SAFPRI)</b>	2008-2013	Support to innovative start ups; Support risk capital; Encourage the venture capital in support SMEs; Strengthen the mutual guarantee system and promote the enlargement of the assistance to businesses and projects; Promote contracts with the financial system to facilitate access to finance by SMEs; Encourage entrepreneurship and increase young and female entrepreneurship.	National public funds (2794000); EU Structural Funds (24999999); Other (6696000)	Grants Venture capital Other	The needs to have established a rather solid cooperation among a wide number of regional actors. Commitment of the political level is of crucial importance. An effective program management and interaction with beneficiaries is needed. Timeframe between proposal submission and contract start should be as short as possible.	CCDR Algarve IAPMEI
<b>FINICIA</b>	Since 2006	Access to capital and credit, providing to companies essential resources to the development of activity in the early stages of its life cycle	EU Structural Funds, National public funds	Participation of venture capital		IAPMEI

In Algarve, decentralised entities also participate in the formulation of policies and measures. CCDR Algarve stimulated the elaboration of a Regional Innovation Strategy in Algarve in the 1990s. Regional innovation supporting measures refer to NSRF 2007-2013 and the respective priorities and to other measures undertaken mainly after 2007 which are still being applied. They focus on R&D cooperation, on support to innovative start-ups, to risk capital and to technology transfer, encouragement of young and female entrepreneurship and access to capital and credit. The results of these measures are not depicted in innovation performance of years 2000 – 2009. Consequently, the effect of Algarve measures and policies to innovation refer only to specific but innovation specific projects such as the INOVA Algarve project and initiatives such as the Innovative Actions Programme 2002. The innovation-centered measures seem to have a positive effect regarding innovation performance, as it can be seen in the innovation performance analysis of 3.1 but still innovation performance is not satisfactory in Algarve.

Table B: Regional Innovation Supporting Measures - Cyprus

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Sustainable Development and Competitiveness 2007- 2013</b>	2007-2013	The strategic objective of the Programme is the improvement of the competitiveness of the economy in the context of conditions of sustainable development	€ 579.6 million (approximately 77 % of the total EU money invested in Cyprus under Cohesion policy 2007-2013)	Co-financed by the European Regional Development Fund (ERDF) and the Cohesion Fund	<ul style="list-style-type: none"> <li>• R&amp;D support</li> <li>• Research and development results awareness promoting international cooperation</li> <li>• Support for EU Project participation</li> <li>• Promotion of innovation both at the public and private sector</li> </ul>	Research Promotion Foundation, Planning Bureau of the Republic of Cyprus

In Cyprus, based on data provided by Cyprus University of Technology there no innovation-specific levels developed at regional or national level. There are only measures included in the Sustainable Development and Competitiveness Programme 2007-2013. The effect of these measures cannot be depicted in the innovation performance analysis of this study since the period of the analysis refers to the period 2000-2009.



Table B: Regional Innovation Supporting Measures - Slovenia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Resolution on the Research and Innovation Strategy of Slovenia 2011-2020 (RISS)</b>	2011-2020	<p>Specific objectives:</p> <ul style="list-style-type: none"> <li>- establishing a common governance system for R&amp;D in Slovenia;</li> <li>- permanent monitoring of the programme implementation and institutions which are part of the innovation system;</li> <li>- more autonomy for public research organisations;</li> <li>- fostering technological and non-technological innovations;</li> <li>- strengthening human resources.</li> </ul> <p><b>SUMMARY OF RELEVANT SECTIONS</b></p> <p><b>Effective governance of the research and innovation system</b></p> <p>The objective is to achieve better governance through the following measures:</p> <ul style="list-style-type: none"> <li>- Establishment of an effective common governance system for the research and innovation system, involving all stakeholders</li> <li>- Monitoring the implementation and evaluation of the effects of RISS</li> <li>- Periodic evaluation of the effectiveness of all support and executive institutions</li> </ul> <p><b>Greater autonomy and responsibility in public research organisations</b></p> <p>The objective is to increase autonomy and responsibility of PROs, which according to their mission contribute significantly to building a successful research and innovation system. On the one hand, results of PROs will make a contribution to the basic progress of science and technology, and, on the other hand, to the development of society and the economy. Three factors are therefore required:</p> <ul style="list-style-type: none"> <li>- Increased international visibility and competitiveness of Slovenian science on a</li> </ul>	State budget and European budget	3 billion EUR in period 2011-2015	Has just been accepted and at the start of implementation	Ministry of Higher Education, Science and Technology; Ministry of the Economy; Ministry of Public Administration

		<p>European and global scale</p> <ul style="list-style-type: none"> <li>- Differentiation of the mission and the role of the higher education sector and institutes</li> <li>- Establishing an evaluation system of PROs' research activities</li> <li>- Autonomy and responsibility of public research organisations (PROs) to enable their strategic development in accordance with national priorities</li> </ul> <p><b>Transfer of knowledge</b></p> <p>Improvements in the flow of knowledge will be achieved by the following means:</p> <ul style="list-style-type: none"> <li>- Creation of an environment that favours efficient knowledge transfer</li> <li>- Building an efficient system for the protection of intellectual property</li> <li>- Fostering the culture of patent acquisition with thorough premeditated patent policy and through development of legislation for the intellectual property field</li> <li>- Determining the knowledge transfer as a key strategic mission of PROs</li> <li>- Building a relationship of trust and good integration into the research environment</li> </ul> <p><b>Ethics in research and of the researchers</b></p> <p>The aim is to ensure high level of ethical awareness of researchers at their work and outwards.</p> <ul style="list-style-type: none"> <li>- For assessment of ethnicity of research outside biomedicine, the needs for new independent sector commissions for research ethics are indicated. In co-operation with all the stakeholders we will prepare systematic institutional arrangement of dealing with the ethical questions in all the important areas, following the example of the European Union countries.</li> <li>- A national code of ethics, honour and good practices in science will have to be adopted. It could serve as a basis for codes of individual research institutions.</li> <li>- Court of Honour for the scientific area needs to be established.</li> </ul>				
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		<p><b>Strengthening human resources</b> The aim is to achieve a greater development of human resources, namely:</p> <ul style="list-style-type: none"> <li>- Increase the number of researchers and developers in the economy</li> <li>- Increasing the number of doctors of science</li> <li>- Strengthening the qualifications of the personnel</li> <li>- Ensuring effective inter-institutional and interstate mobility of researchers</li> <li>- Improvement of career opportunities for researchers, and inclusion of the gender equality principle</li> </ul> <p><b>Development of business-innovation infrastructure</b> The aim is to establish a comprehensive and high quality network of supporting institutions, namely:</p> <ul style="list-style-type: none"> <li>- Improving effectiveness of operation of implementing institutions</li> <li>- Updating the network of supporting actors in entrepreneurship and innovation</li> <li>- Improving transparency and accessibility of information on public calls</li> </ul> <p><b>Accelerating private investments into R&amp;D</b> The aim is to increase private investments into R&amp;D, namely:</p> <ul style="list-style-type: none"> <li>- Strengthen incentives for increasing private investments into R &amp;D from public funds</li> <li>- Support the employment of researchers or developers in economy</li> <li>- Strengthen the system of tax incentives for investments into R&amp;D</li> </ul> <p><b>Faster growth of innovative companies</b> The main aim is faster growth of innovative companies, namely:</p> <ul style="list-style-type: none"> <li>- Improve the system of access to the capital and other incentives for innovative companies.</li> <li>- Special attention paid to groups of fast growing companies</li> <li>- Encourage systemic measures for the development of market through innovative</li> </ul>				
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		<ul style="list-style-type: none"> <li>public procurements</li> <li>Strengthen international development and business cooperation</li> <li>Create encouraging legislation environment</li> </ul> <p><b>Promotion of science, creativity and innovativeness in society and education</b></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>Popularization of science</li> <li>Promotion of creativity, innovativeness and the culture of entrepreneurship</li> <li>Renovation of study programmes at the tertiary level</li> </ul>				
<b>Resolution on the National Research and Development Programme 2006-10, NRDP</b>	2006-2010	<p>Key objectives of the NRDP include:</p> <ul style="list-style-type: none"> <li>increasing of public R&amp;D investment to 1% of GDP by 2010;</li> <li>shifting balance of public research funds from basic non-targeted research in favour of targeted (and applied) research;</li> <li>introduction of support measures to stimulate growth of investment of business sector in R&amp;D to help achieve a 2% of GDP target;</li> <li>growth of number of researchers with Ph.D.s in the business sector;</li> <li>higher rate of establishment of new high-tech firms, including promotion of spin-offs from universities;</li> <li>continuous participation in international research, especially in European Research Area (ERA);</li> <li>support to the growth of patents, as an indicator of business relevance of research;</li> <li>growth of high-tech exports and growth of value-added in the Slovenian economy.</li> </ul> <p>The NRP 2005-10 closely follows the structure of the Slovenian Development Strategy and elaborates further on the priorities. The sections of National Reform Programme for Achieving the Lisbon Strategy Goals 2005-10, relevant for the innovation policy, are in the First Development Priority:</p> <p>III.A.3.2. Promoting entrepreneurial development and innovation;</p> <p>III.A.3.3. Education for entrepreneurship;</p>	State budget	N/A	<p>While the analytical parts of the strategic documents were realistic and reflected the challenges well, the action plans were in some indicators too ambitious, especially taking into the consideration past implementation record. Similar or even the same targets were incorporated in past policy papers as well and little progress was achieved.</p>	<p>Slovenian Research Agency (SRA)</p> <p>mainly takes care of R&amp;D in the public sector, while the Ministry of Higher Education, Science and Technology (MHEST) by itself and through the Slovenian Technology Agency (TIA) and the Ministry of Economy with the Public Agency for Entrepreneurship and Foreign Investment (PAEFI) and also through TIA focus on the business sector.</p>

		III.A.3.4. Small and medium-sized enterprises' access to financial resources. Entire Second Development Priority: Effective generation, two-way flow and application of the knowledge needed for economic development and quality jobs, is in fact devoted to RD&I issues since it includes priority themes such as that of promoting R&D activities and innovation and promotion of the development of human resources and lifelong learning.				
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In Slovenia, there are two major programs focusing on R&D and innovation and running since 2006. These two programs complement the Slovenian NSRF 2007-2013. The newest program refers to the period 2011-2020, thus it cannot be assessed with respect to its effectiveness. The oldest program, the Resolution on the National Research and Development Program 2006-2010 – NRDP, was applied during the period 2006-2010. It focused on objectives such as the increase of public and private sector R&D investment, the growth of the number of researchers, the establishment of new high-tech firms including spin-offs from universities, the growth of patents and the growth of high-tech exports. The objectives of this program were quite ambitious and little progress has been achieved through NRDP 2006-2010 but still Slovenia is performing better than other regions regarding innovation performance as it can be observed in the performance analysis. This means that the policies and measures developed had some effect which could be due to the innovation-centered nature of the programs (not just a part of a general development program like in other regions).

Table B: Regional Innovation Supporting Measures - Andalusia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>PAIDI</b>	From 2007-2013	PAIDI is the main tool for programming, coordinating, stimulating and assessing the Regional Government of Andalusia's scientific and technological development policies. It assumes and highlights the importance of fostering I&D&i as the driving force for social change and modernization for Andalusia while setting up a series of prior actions which are considered strategic for developing the Andalusian society. 1) Generation of knowledge and value enhancement strategy. 2) Development of an enterprising and innovative culture within university, researching entities and companies. 3) Improvement of sharing channels of promoting technological development and innovation. 4) Involving of private initiative on Andalusian Knowledge System through research, technological development and innovation.	ERDF Andalusia			Regional Ministry of Science, Innovation and Enterprise.
<b>Promotion of research capacity through competitive research</b>	2008-2013	Articulated measures to generate scientific and technological knowledge to lead to the transformation of traditional products into new products with higher added value, specially for areas with major potential to generate social welfare.	Regional Funds from ERDF Programme			Regional Ministry of Science, Innovation and Enterprise.
<b>Innovation Cheque</b>	2008-2013	To promote the implementation of innovative methods that add value to SMEs in order to modernize the SMEs sector in Andalusia. It includes a cheque of 9.000 Euros to get consulting and innovation services, to use electronic business, to create a new product, improve commercial and marketing strategy.	Regional Funds from ERDF Programme	Cheque 9000 Euros	Access to innovation and improvement of innovation for SMEs	CICE (Regional Ministry for Science, Innovation and Enterprise)
<b>Andalusian</b>	2000-	To distinguish the Andalusian companies that have made outstanding contribution to the Innovation and	Regional Funds Regional	Grant (75%)	Assessment and diagnosis for	IAT

Table B: Regional Innovation Supporting Measures - Andalusia

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>Excellence Award</b>	2010	Modernisation of Andalusia in the following areas: - Socially Responsible Management - Business Innovation - Business Cooperation - Management Systems	Ministry of Science, Innovation and Enterprise.		improvement and innovation of companies and public recognition	
<b>Innovapyme Project</b>	2008-2010	Diffusion and transfer of techniques and methodologies to support the management of innovation among SMEs in Andalusia, in order to improve processes, products and services. These techniques and methodologies are: Value Analysis, Knowledge Management, Markets and Products Analysis, 5S, KVP.	Regional Funds Regional Ministry of Science, Innovation and Enterprise	Grant (50%)	Access to innovation and improvement of innovation for SMEs	IAT
<b>Improvement of Human Resources</b>		Measures to improve the qualification of professionals of the Andalusian Knowledge System (R&D+i) and promote the permanence of the trained professionals in the stimulating the flow of researchers with experience and recognized value.				
<b>INNOPLAY</b>	2009-2010	Spreading the Culture of Innovation among students of schools in Andalucía. To create the Game Innoplay, a business game designed to train and motivate potential entrepreneurs to create a innovative company.	Regional Funds Spanish Foundation for Science and Technology	Grant	Encourage innovative and entrepreneurial spirit among young Andalusian people. To promote innovation as an activity and attitude toward the improvement and development of companies.	Spanish Foundation for Science and Technology - IAT

In Andalusia, there are several measures undertaken either by the Regional Ministry of Science or by IAT aiming at boosting entrepreneurship and innovation. Most of these measures refer to times later than 2008. The only measure that was applied in the period 2000-2008 (up to 2010) was the Andalusian Excellence Award which aimed at assessing and diagnosing innovation in the area. Innovation performance for Andalusia was not high within the period 2000-2009 also as a result of the lack of supporting measures.

Table B: Regional Innovation Supporting Measures - Catalunya

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>PROGRAMA 360° COMPETITIVITAT</b>	2011	Grant to develop a model for those spin-off based on R&D activities to create a strategic plan to improve company's capacities.	7.600 €	Grant	Managerial and strategic development skills for researcher – managers.	ACC1Ó (Catalan Government)
<b>NEBT</b>	2011	Loan of up to 70% for technology companies that have a technological component as a differential basis of their business model.	300.000€	Loan	Financing for business development	ACC1Ó (Catalan Government)
<b>CRÈDIT INNOVACIÓ</b>	2011 - 2021	Line of loans by financial institutions for research, development and innovation (R & D).	Between 100.000€ and 900.000€.	Loan	Financing for business development	ACC1Ó (Catalan Government)
<b>INNOEMPRESA DESENVOLUPAMENT INDIVIDUAL</b>	2011	Costs of outsourcing projects for business innovation: introduction of a new product, a new process, a business method, etc..	More than 30.000€	Grant	Products and processes innovation	ACC1Ó (Catalan Government)
<b>INNOEMPRESA CO-DESENVOLUPAMENT</b>	2011	Outsourcing that contributes to the company a service or knowledge not available internally.	Up to 50%.	Grant	Increase of company's knowledge	ACC1Ó (Catalan Government)
<b>INNOEMPRESA SISTEMATITZACIÓ</b>	2011	Grant to manage the innovation process in a systematic way, so the company develops its own model of innovation management helped by external assistance.	Up to 50% of total eligible expenditure on external consultancy fees.	Grant	Innovation management training and acquired knowledge	ACC1Ó (Catalan Government)



Table B: Regional Innovation Supporting Measures - Catalunya

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
<b>INVERSIONS EMPRESARIALS D'ALT IMPACTE</b>	2011	Grant for innovative investment projects considered of high impact and which generate stable employment, at least 15 jobs, or which involve a minimum investment of one million euros.	Up to 10%.	Grant	Employment and high tech innovation	ACC1Ó (Catalan Government)
<b>LÍNIA i+i</b>	2011 - 2016	Loan to finance innovation projects, industrialization and internationalization.	Up to 80% of the agreed project budget.	Loan	International cooperation	ACC1Ó (Catalan Government)
<b>TALENT EMPRESA</b>	2011 - 2014	Grant for companies wishing to start or carry out R & D activities that promote the recruitment of researchers, lasting three years, extendable for a fourth year.	From 45% to 75% of the cost of personnel hired.	Grant	R&D support for new activities.	AGAUR (Catalan Government)
<b>CONES</b>	2011 - 2013	Grant to encourage actions of transnational collaboration in research and development (R & D) between Catalonia and other regions or countries of strategic interest for Catalonia	40.000€	Grant	International cooperation	AGAUR (Catalan Government)
<b>CONT1</b>	2010	Grant to strengthen existing research management of public and private universities of Catalonia	Up to 80% the cost of spending up to a maximum of 35,000€/y for help.	Grant	Universities research development	AGAUR (Catalan Government)
<b>CONP1</b>	2011	Grant for the preparation of R&D FP7 led by entities in Catalonia	Up to 10.000€	Grant	European projects support	AGAUR (Catalan Government)
<b>CONP2</b>	2011	Grant for the preparation of R&D FP7 with joint participation of research organizations and	Up to 40.000€	Grant	European projects support	AGAUR (Catalan Government)

Table B: Regional Innovation Supporting Measures - Catalunya

Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity
		companies in Catalonia				
<b>CONT2</b>	2010	Grant for the incorporation of research managers in public and private research organizations and companies in Catalonia	Up to 35.000€ / year.	Grant	Organizations improvements.	AGAUR (Catalan Government)
<b>PEIR</b>	2007 - 2008 (not renovated)	Grant for facilities and infrastructure for research	Up to 75% of the planned investment	Grant	R&D support through facilities.	AGAUR (Catalan Government)
<b>ARCS</b>	2011 - 2012	Grant for organization of conferences, symposia, conferences and seminars especially relevant scientific, social, humanistic and technological organized in Catalonia	Up to 6.000€	Grant	Research and development results awareness rising	AGAUR (Catalan Government)
<b>SGR</b>	2011 - 2013	Grant to support the activities of research groups in Catalonia	Up to 100.000€	Grant	R&D support	AGAUR (Catalan Government)

Catalunya is the best performing region among the study's regions as far as innovation performance is concerned and this might be linked to policies and measures applied up to 2009. However, in the table above only a measure aiming at developing research and infrastructure facilities was completed up to 2009. The rest of the measures refer to activities that have started in 2011 and will be continued up to 2013 and beyond. Several of these activities are innovation and research oriented targeting innovation support, establishment of new firms and increase of the number of researchers in the area.

**Table B: Regional Innovation Supporting Measures - Veneto**

<b>Title of Supporting Measure</b>	<b>Duration</b>	<b>Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)</b>	<b>Budget, Source and Type of Funding (in €)</b>	<b>Form of Funding Provided (Grants, Loans, Subsidies etc.)</b>	<b>Outcomes – Lessons Learnt</b>	<b>Responsible Entity</b>
<b>Facilitated funds for investment in innovation technology and environment al protection – Law 598/1994</b>	2008-2010	Activities: Projects of industrial research and pre-competitive development. Beneficiary: SMEs	Regional Funds 51.200.000	Grants	#	Veneto Region
<b>Special fund for innovation technology and products' quality – Regional Law n. 12/1992 art.6</b>	1992-2010	Activities: Projects of industrial research and pre-competitive development. Beneficiaries: mainly public bodies	Regional Funds 13.000.000	Grants	#	Veneto Region
<b>Special fund for the development of science and technology parks in the Region of Veneto – Regional Law n. 36/1995</b>	1995-2007	Activities: feasibility studies, building's construction, innovation and research projects and regional network's projects. Beneficiaries: Veneto Innovazione spa; Public bodies; Public equivalent bodies and Cooperative companies	Regional Funds 7.800.000	Grants	#	Veneto Region
<b>Regional cluster – Regional Law n. 8/2003</b>	2003-2010	Activities: industrial research and pre-competitive development, technology transfer, knowledge transfer. Beneficiaries: SMEs operating in the region, public body, associations class.	Regional Funds 70.000.000	Grants	#	Veneto Region
<b>Agreement on negotiated planning between MUR and Region of Veneto 17.03.2004</b>	2004-2010	Activities: Scientific research's projects, pre-competitive development and/or linked training , dissemination of technologies related to the nanotechnologies. Beneficiaries: - SMEs	Regional Funds 26.000.000	Other	#	Veneto Region

<b>Agreement on programme Region of Veneto / Ministry of Economic Development / Ministry of University and research 28.09.2004</b>	2004-2010	Activities: Activities on biotechnology and nanotechnologies sectors. Beneficiaries: SMEs and Universities, department through CNR and CIVEN	Regional Funds 32.000.000	Other	#	Veneto Region
<b>Contribution for research and innovation (Docup Ob 2 2000-2006 - Misura 1.7; P.O.R. 2007-2013)</b>	2007-2013	Activities: Action a) applied research and innovation; Action b) contribution for the utilization of qualified bodies for research activities; Action c) contribution for investment on industrial research. Beneficiaries: - SMEs	Regional Funds 24.000.000	Subsidies	#	Veneto Region
<b>Activities of research and technology transfer (Docup Ob 2 2000-2006 - Misura 2.3; P.O.R. 2007-2013)</b>	2007-2013	Activities: Development of SMEs research and technology innovation through the increasing activities of laboratories, research centers, technologies parks and universities. Beneficiaries: mainly public bodies	Regional Funds 7.400.000	Other	#	Veneto Region
<b>Regional Law n. 9/2007 Promotion and coordination of scientific research, economy and innovation development in the productive regional system</b>	2007-ongoing	Activities: industrial research, experimental development, cooperative research, process innovation and organisational innovation, technology transfer, process innovation, cluster innovation. Beneficiaries: single or joined companies, productive cluster, public bodies or equivalent public bodies, science and technologies parks and incubators, universities and private/public research centers	Regional Funds 7.690.250 in 2008	Other	#	Veneto Region

<b>Establishment and management of risks Funds, by Consortium Bodies of warranty, to support the operations of credit guarantees for innovation investments and entrepreneurship development as well as the capitalisation of these Consortia</b>	2008-2010	The objective of the measure is to facilitate access to credit by SMEs or Consortia, with headquarters in the region, through the provision of guarantees on loans for innovative investments and entrepreneurship and consolidation development of trusts. Eligible investments include: industrial research, experimental development, collaborative research, process innovation, organizational innovation, technology transfer, innovation processes, innovation sectors, joint technology initiatives, centres of innovation, investment in innovation of products or services and in products or services with knowledge intensive.	EU Structural funds 35.000.000	Guarantees	There has been a positive response by beneficiaries to the measure (e.g. over-subscribed in terms of requested versus available budget) but it is too early to judge results or impact	#
<b>Industrial research and experimental development of hydrogen technologies</b>	2011	The initiative has been launched in the context of the programme agreement between the Veneto Region and the Ministry of Environment (23.5.2005). It finances industrial research and experimental development projects of firms (SMEs and large enterprises) concerning hydrogen production, storage, distribution and use.	Regional public funds 5,816,274	Grants	It is too early to judge the success of the measure (e.g results of first call for proposals still not known).	Veneto Innovation Spa
<b>Assistance for projects in districts and meta- districts</b>	2009-2010	The measure aims to encourage collaboration and aggregation between businesses in Veneto, promote scientific and technological research within the regional district systems as a result of technology transfer processes, increase the Veneto's economic competitiveness through the support to innovation in processes and organization within the productive sectors, promote the dissemination of knowledge within industrial districts.	National public funds 5,074,850  Regional public funds 4,800,000	Grants and other	It is too early to judge the success of the measure (e.g results of first call for proposals still not known).	#
<b>Revolving fund for financing of SMEs innovative investment (Regional Law No. 5/2001)</b>	2008-2011	The objective of the measure is to reduce the cost of financing operations for the creation of innovative investment by small and medium enterprises (SMEs), or Consortia, with operational headquarters in the region, through the establishment and operation of a revolving fund.	EU Structural funds 45,000,000	Subsidised loans (including interest allowances)	There has been a positive response by beneficiaries to the measure (e.g. over-subscribed in terms of requested versus available budget) but it is too early to judge results or impact	Veneto Region

<b>Establishment and management of a venture capital fund</b>	2009-2013	The objective of the measure involves the acquisition of temporary minority holdings in venture capital to small and medium enterprises (SMEs) with high growth potential and innovation but that do not have sufficient access to capital markets, in the early cycle life and innovation.	EU Structural funds 15,000,000	Venture capital (including subordinate d loans)	It is too early to judge the success of the measure (e.g results of first call for proposals still not known).	Veneto Region
<b>Support for research activities, processes and innovation networks and creation of high-tech firms</b>	2009-2010	The action is aimed to finance just the activities whose beneficiaries are not economic, through the acquisition of research infrastructure needed to carry out such activities.	EU Structural funds 8.384.455	Grants	It is too early to judge the success of the measure (e.g results of first call for proposals still not known).	Veneto Region
<b>Grants to support the processes of technology transfer and development of research facilities within companies</b>	2010-2013	The measure is aimed at promoting the activation and growth of research facilities and innovation within companies, as well as the support for technology transfer for small and medium enterprises.	EU Structural funds 22.625.358	Other	It is too early to judge the success of the measure (e.g results of first call for proposals still not known).	Veneto Region

Veneto is also among the best performing regions out of the study's regions and in relation to innovation. Measures described in the table above include funding in innovation technology measures and in the development of science and technology parks (from 1992 up to 2010), regional cluster measures aiming at boosting R&D, technology and knowledge transfer (from 2003 to 2010), measures aimed at innovation-linked sectors such as biotechnology and nanotechnologies (2004-2010) and other measures aimed at developing SMEs research and technology innovation and cooperation, at supporting research and technology transfer and at supporting cluster innovation, measures that are still ongoing. The difference among Veneto and the rest of the study's regions is that each measure focuses on a specific parameter of innovation and entrepreneurship while there are also measures that focus on specific sectors and activities at regional level such as biotechnologies, nanotechnologies and hydrogen technologies. Furthermore, measures have been applied since 1992 and they cover the whole spectrum of innovation performance, from R&D to venture capitals.

### 3.2.3 Innovation Policy Evaluation

Based on the presentation of the regional policies and measures in the study's regions, mixed conclusions can be drawn. Most of the regions seem to have started policy making and formulation of measures concerning innovation performance and entrepreneurship after 2008. Most of the regions have incorporated these measures in the respective NSRF 2007-2013 lacking focus of objectives. Few regions present a very good innovation performance which is not supported though by policies and measures (such as Catalunya) which could possibly mean that innovation development in these cases is not driven by the public sector.

In one case (Veneto), it seems that good (relatively) innovation performance and policy (and measure) formulation are linked. This can also be confirmed by the case of Slovenia although the results in Slovenia are not as good as expected. If we consider that these cases are representatives of good practices, then the conclusions that can be drawn is that innovation policies and the respective measures need to have the following characteristics:

- They need to cover a wide range of innovation topics.
- They need to focus on the added values of the regions as in the case of Veneto where specific sectors have been targeted.
- Measures need to be designed so as to be more specific (e.g. address one parameter of innovation).
- Policy formulation and definition of regional innovation supporting measures needs to be done proactively and ahead of time in order for the regions to gain a competitive advantages in comparison to other regions.
- Policy formulation should be delegated from national governments to regional governments or at least the proposals and the planning should be implemented at regional level.

### **3.3. Major Actors of Innovation in the Participating Regions**

This section of the study describes the major actors of innovation in IKTIMED's participating regions. At first, the governmental organizations responsible for the formulation of the national innovation policies are presented, then the organizations supporting innovation and last the regional innovation actors.

After presenting each region's data in the following tables, the results of the research on major actors of innovation will be summarized.



**Table C: Major Actors of Regional Innovation - Region of Central Macedonia**

Organization Name	Type	Role	Description of Activities
Ministry of Regional Development and Competitiveness	Ministry	Support	Policy-making for innovation and entrepreneurship, definition of strategic priorities.
Ministry of Education, Lifelong Learning and Religious Affairs	Ministry	Support	Policy-making for innovation and entrepreneurship, definition of strategic priorities.
Ministry of Finance	Ministry	Funding	Provision of incentives to support private investment in innovation-related fields, such as technological modernization.
Ministry of Labor and Social Security	Ministry	Support	Responsible for vocational training actions aiming at the development of human potential.
General Secretariat for Research and Technology (GSRT) (under Ministry of Education, Lifelong Learning and Religious Affairs)	Organisation	RTD	Supports advanced technology transfer and research activities, represents the country in EU competence bodies harmonizing RTD activities with international requirements, promotes RTD cooperation with other countries and international organizations, establishes institutes and technological bodies in fields of high priority for the development of the Greek economy, supervises and finances the operation of the 19 most important RTD organizations in the country, promotes diffusion of RTD information at national level, supports RTD activities' awareness raising actions to the Greek society.
General Secretariat for Industry (GSI) (under Ministry of Regional Development and Competitiveness)	Organisation	R&D	Draws the National Strategy for the secondary sector and actions of competitiveness development, entrepreneurship and SMEs' productivity, contributes to sustainable development, productive restructuring, protection of the environment and improvement of the citizens' quality of life, contributes to the institutionalization and application of measures concerning the production and the market availability of specific categories' industrial products and services, supports businesses for the production and delivery of products and services, creates a suitable business environment and infrastructure for businesses, supports and stimulates entrepreneurship, promotes business cooperation, contributes in the integration of new technologies in the productive process

Table C: Major Actors of Regional Innovation - Region of Central Macedonia

Organization Name	Type	Role	Description of Activities
General Secretariat for Investments and Development (GSID) (under the Ministry of Regional Development and Competitiveness)	Organisation	Support	Promotes funding programs supporting the development of the country, supports investments of the private sector as well as the development of the country's productive workforce, contributes to the design of the Development-Investment Laws in order to encourage investment initiatives, recommends measures and processes in order to speed-up regional convergence and cohesion, monitors management and exploitation of community funds, checks compliance to EC commitments, supports Public Investment Program.
National Council for Research and Technology (NCRT)	Organisation	Support	Its mission is to recommend to GSRT the thematic priorities and the application mechanisms of the National Strategic Framework for Research and Innovation, evaluating as well its application and to participate in the evaluation of the country's research network.
Region of Central Macedonia (RCM)	Region	Support	Consultative and advisory role regarding policy-making for the area of Central Macedonia.
Invest in Greece SA	Investment Promotion Agency	Funding	Responsible for the implementation of "Acceleration and transparency of implementation of Strategic Investments" law, identifies market opportunities and provides investors with assistance, analysis, advice, and aftercare support, identifies potential partners, locates sites, assists in legal and licensing procedures, analyses investment proposals, furnishes pertinent economic information, and fully explains incentives available to investors.
New Economy Development Fund S.A. (TANEO S.A.)	Agency	Funding	Aims at the competitive development of venture capital funds oriented towards SME support, creates new funds, tailor-made to address the needs of SMEs with a vision.
Guarantee Fund for Small and Very Small Enterprises S.A. (TEMPME S.A.)	Limited Company	Funding	Plans its actions and adjusts its operating structure in order to promote innovation and efficiency in the field of entrepreneurship, exploits opportunities presented in EU programs by proposing actions with a direct effect to the real economy, facilitates access of SMEs and micro enterprises to funding and the financial market serving as a link between small businesses and banks.
Hellenic Accreditation System S.A. (ESYD)	Private liability company	Support	Responsible for the management of the accreditation system in Greece.
Greek Organization for Standardization (ELOT)	Organisation	Quality	Responsible for the elaboration, approval, publication and distribution of Hellenic Standards, grants conformity marks and awards conformity certificates, participates in the International Certification Network (IQNet).

Table C: Major Actors of Regional Innovation - Region of Central Macedonia			
Organization Name	Type	Role	Description of Activities
Hellenic Organization of Small and Medium Sized Enterprises and Handicraft (EOMMEX) S.A	Non-profit public Organization	Support and Funding	Serves as an advisor to the State and the Ministry of Regional Development and Competitiveness on issues concerning the creation of a favorable environment for the support of business and of competitiveness for SMEs, acts also as an advisor to the SMEs to support their promotion, modernization and development policy, maximizing all possibilities of cooperation between various institutions in the framework of the national governmental policy.
Hellenic Institute of Metrology (EIM)	National Organisation	Support	Official advisor of the Greek State in issues related to metrology and measurements.
Regional Innovation Pole for Central Macedonia (RIPCM)	Cooperation Network	Support	Supports the innovation environment of the Region, deals with the weaknesses of the Regional Innovation Strategies that were elaborated in the period 1995-2000, focuses on the creation of a solid system of innovation for the ICT sector, disseminates innovative products and services through technology platforms and cooperation consortia.
Thessaloniki Innovation Zone (TIZ) - Alexander Innovation Zone, S.A.	Organisation	Support	Aims at creating clusters of companies within geographically deteriorated regions (nucleuses) in Thessaloniki based on new technologies and innovation and at creating a critical mass of innovative high tech enterprises in the metropolitan Thessaloniki.
Centre for Research and Technology Hellas (CERTH)	Research Centre – Nonprofit Organisation	R&D	The mission of CERTH is to carry out fundamental and applied research with emphasis on development of novel products and services of industrial, economic and social importance in the fields of Chemical and Biochemical Processes and Advanced Functional Materials, Informatics and Telecommunications, Land, Sea and Air Transportation, Agrobiotechnology and Food Engineering, Environmental Friendly Technologies for Solid Fuels and Alternative Energy Sources, Biomedical Informatics, Biomedical Engineering, Biomolecular Medicine and Pharmacogenetics.
Thessaloniki Technology Park / Management & Development Corporation (TTP/MDC) S.A.	Technology Park	Support	Within the Technology Park an incubator building operates. The incubator building is destined for companies, natural persons, or legal entities interested in transforming an innovative idea for a new technology, product or service into a successful business.
Technopolis Thessaloniki ICT Business Park	Technopolis	Support	Host high tech enterprises and knowledge-intensive companies setting the ground for innovative business explorations, accelerates the existing knowledge capital in the region, boosts competitiveness and fosters entrepreneurship, supports innovative companies and makes them part of the Regional Innovation Strategy and creates unique synergies between companies and research-intensive institutions.

**Table C: Major Actors of Regional Innovation - Region of Central Macedonia**

Organization Name	Type	Role	Description of Activities
Incubator THERMI S.A.	Incubator	Support	Supports and provides the hosting enterprises with the opportunity of attaining high value added services, advancing their technological development and growing by promoting their commercial capabilities through proper exploitation of their innovative products and services.
Incubator i4G	Incubator	Support	Supports and provides the hosting enterprises with the opportunity of attaining high value added services, advancing their technological development and growing by promoting their commercial capabilities through proper exploitation of their innovative products and services.
URBAN AND REGIONAL INNOVATION Research Unit (URENIO)	Laboratory	R&D	Promotes research and supply of scientific and technological services, promotes the technological development of cities and regions and their ability to create environments supporting R&D, human skills and innovation.
Southeastern Europe Telecommunications and Informatics Research Institute (INA) SA	Research Institute	R&D	It aims at fostering research in the sectors of telecommunications and informatics in the area of Southeast Europe.
National Agricultural Research Foundation (N.AG.RE.F.)	Research Organisation	R&D	Responsible for research, for technological improvement and development of agricultural, forest and fish production, veterinary, management of marine resources, soil science, land reclamation, processing and preservation of agricultural products, as well as of agricultural economy and sociology.
Aristotle University of Thessaloniki (AUTH)	University	R&D / Support	AUTH, in close cooperation with universities, research centers, organizations, and societies in Greece and abroad and through the large number of its faculties and schools and its 250 laboratories, implements research, technological, educational and training projects.
University of Macedonia (UoM)	University	R&D / Support	Adopts and implements research programs regarding economic and social structures and developments and cultural traditions of Greece in relation to other EU and Balkan countries, organizes seminars, scientific conferences and workshops regarding economic, social and political issues.
Technological Educational Institutes of Thessaloniki and Serres	Educational Institute	R&D / Support	Provides high quality education in technological application, implements research projects.

**Table C: Major Actors of Regional Innovation - Region of Central Macedonia**

Organization Name	Type	Role	Description of Activities
Federation of Industries of Northern Greece (FING)	Foundation	Support	Promotes not only industrial development, but also economic and social progress in Northern Greece.
Federation of Informatics Businesses of Northern Greece (S.E.P.V.E)	Private non-profit organization	Support	Represents the interests of IT firms active in the areas of Macedonia, Thrace and Thessaly, promotes IT firms' cooperation.

**Table C: Major Actors of Regional Innovation – Region of West Macedonia**

Organization Name	Type	Role	Description of Activities
<b>University of West Macedonia</b>	University	R&D	<p>The development of structures exploitation of research products, spreading the culture of new technologies and innovation, the creation of local products certification centres, the highlighting of the advantages of the region, the diffusion of environmental awareness, the promotion and respect of cultural wealth, reflect the activity of the UOWM.</p> <p>The Research Committee of UoWM, through which the research activity of the University is conducted, has developed cooperation with public and private entities in the region of Western Macedonia and participate in more than 90 active projects undertaken by a number of Operational Programmes under the 3rd and 4th NSRF, the FP6 &amp; FP7, Community Initiatives (INTERREG, EQUAL, MED) and private organizations. Special mention should be made to the number of project funded by private organizations withas they highlight the University potentials (30% of total projects and 11% of the total project budget).</p> <p>Research and other projects undertaken by the Research Committee are implemented by faculty members and administrative and technical staff of the Foundation. Additional scientific and technical personnel required to perform specific project activities are hired under a contract or fixed-term employment. For the implementation of projects the infrastructure of the Institution is used which is constantly updated.</p>
<b>Technological Educational Institute of West Macedonia</b>	Technological Institute	R&D	<p>The Technological Educational Institution (TEI)<sup>17</sup> of West Macedonia consists of 3 main Schools, hosted in Kozani (2) and Florina (1), that are divided into 11 departments. During the recent five years, 4 more departments started their operation in Kastoria (3) and Grevena (1).</p> <p>Concluding the former TEI of W.Macedonia hosts 15 departments totally in the four capital</p>

Table C: Major Actors of Regional Innovation – Region of West Macedonia

Organization Name	Type	Role	Description of Activities
			towns of the Prefectures of West Macedonia, numbering approximately 15000 registered students. As the School of Technological Applications is more active in R&D activities and projects, according also to its scope and role, a brief presentation of this School is provided below instead of the others.
<b>Center of Technological Research (CTR) of the Technological Educational Institution (TEI) of W. Macedonia</b>	Research Centrer	R&D	<p>CTR has as main scope to enhance the development of the Region through:</p> <ul style="list-style-type: none"> <li>• Improving methods and techniques of production</li> <li>• Developing new products</li> <li>• Using new methods of organisation and management</li> <li>• Providing innovative services</li> <li>• Supporting industrial and craft-based productive units in matters of technological knowledge and know-how</li> <li>• Promoting networking with research bodies and actors in Greece and Europe</li> <li>• Implementing research projects and programmes</li> </ul>
<b>Institute for Solid Fuels Technology and Applications (ISFTA)</b>	Research Insitute	R&D	<p>ISFTA has been working for over one decade in the fields of:</p> <ul style="list-style-type: none"> <li>• Optimization of the use of Greek coal deposits in power production, as well as in other industrial applications.</li> <li>• Improvement of the exploratory techniques and implementation of clean coal combustion technologies (CCTs) are among the top priorities of ISFTA activities.</li> <li>• Fly ash utilisation for the production of cement and other building materials, as well as the development of qualitative specifications for the use of fly ash in concrete.</li> <li>• Improvement of soil quality, which is accomplished by producing soil additives and organic fertilizers from low calorific-value lignite and coal combustion by-products.</li> <li>• Development of innovative methods for environmental management in areas where lignite mining and power production occur, with specific interest in the effects of the mining activities on the quantitative and qualitative characteristics of surface and ground water, as well as applications of pilot methods concerning land reclamation.</li> <li>• Biomass and/or waste co-utilization with brown coal in existing combustion/gasification systems.</li> <li>• Technology transfer from and to market operators and decision makers, through international</li> </ul>

Table C: Major Actors of Regional Innovation – Region of West Macedonia

Organization Name	Type	Role	Description of Activities
			collaborations with countries with considerable experience on the exploitation of solid fuels (such as Germany and United Kingdom) and companies/organisations from Balkan countries, who envisage similar problems to those in Greece.
<b>Development Agencies</b>	1. Regional Development Agency of West Macedonia (ANKO SA) 2. Development Agency of Prefecture of Grevena (AN.N.GRE SA) 3. Development Agency of Kastoria (AN.KAS SA) 4. Development Agency of Florina (AN.FLO SA)	Support, R&D	<p>As main activity of these actors is identified the implementation of European Initiatives, especially LEADER during the years, and of National – Regional – Local Programmes for the promotion of local development mostly in rural areas. ANKO SA (est. in 1986)<sup>23</sup> is the more active Development Agency, the largest development agency in Greece ( 75 staff and more than 300 associated partners ) as well as one of the largest agencies in the services sector of the country, participating also in:</p> <ul style="list-style-type: none"> <li>• Elaboration of inventory studies, development – business programmes and strategic planning studies.</li> <li>• Elaboration of technical studies</li> <li>• Supervision – administration of development projects.</li> <li>• Support of productive environment and animation of business dexterity</li> <li>• Training and improvement of human force's skilfulness</li> <li>• Preparation and restoration actions of natural and constructed environment.</li> </ul>
<b>Chambers of Commerce and SMEs Industries</b>	1. Chamber of Commerce and SMEs Industries of Kozani 2. Chamber of Commerce and SMEs Industries of Grevena 3. Chamber of Commerce and SMEs Industries of Kastoria 4. Chamber of Commerce and SMEs Industries of Florina		<p>In W. Macedonia operate four main Chambers of Commerce and SMEs Industries<sup>24</sup>, located in each Prefecture's capital town. It has to be mentioned that almost in each town in the Region exist local Chamber of Trade. The institution of the Chambers appeared for the first time in Greece in 1836. Nowadays is a Legal Entity of public sector under the Public Law and the Ministry of Development supervises it. According to the law members are the Small and Medium Enterprises in the Manufacturing Sector that are established within their area of authority, that is each Prefecture of W. Macedonia, which operate in all sectors of manufacturing employing up to 100 persons and their turnover do not exceed 2,374,000 EUROS. The law gives the chambers economical and administrative independence necessary preconditions for the promotion of their aims, which are:</p> <ul style="list-style-type: none"> <li>- To protect their members interests in the context of the economic development</li> <li>- To actively advice and consult the administrative authorities on all matters of interest to its</li> </ul>

Table C: Major Actors of Regional Innovation – Region of West Macedonia

Organization Name	Type	Role	Description of Activities
	Industries of Florina		members (financing, taxation, protection of industrial-professional premises lease, exports, exhibitions etc.). -To consult its members on issues which interest them in relation to the operation and development of their enterprises.
<b>Chambers of Science</b>	1. Technical Chamber of Greece – Department of West Macedonia	R&D	The Technical Chamber of Greece is the official adviser of the State. In particular it: <ul style="list-style-type: none"> <li>• Studies, on its own initiative or upon request, by itself or in coordination with other scientific institutions, any technical, economic or development matter that is of interest to society. It also expresses official opinion on legislative issues on these matters.</li> <li>• Advises on issues within its scope, upon request by the competent authorities, or other institutions of the public sector or unions.</li> <li>• Surveys the activities of its members as well as related construction and other industries, formulating statistical reports and information for the benefit of the state and other institutions. Assists in the proper formation and implementation of development projects and the utilisation of natural resources. For the improvement of the quality of life and the protection of the environment, the TCG carries out research and studies as well as guidelines for standards, regulations and contracts.</li> <li>• Contributes to making programmes on technical education, to developing local research and technology, and to maximising the potential of its members, in accordance with the development needs of the country.</li> <li>• Informs the public by issuing announcements, publications, etc., on any subject within its scope, in order to render same more easily understood.</li> <li>• Participates in International Organizations, in Unions and Federations of Engineers, develops relations with similar organizations of other countries and organizes conferences, exhibitions and other events to promote its scope.</li> </ul>
	2. Economic Chamber of Greece – Department of West Macedonia		The Economic Chamber of Greece within the framework of its purpose: <ol style="list-style-type: none"> <li>1. Aims at the promotion of the economic science.</li> <li>2. Offering opinion on draft legislation proposed by the Ministry of National Economy or other governmental departments. It also formulates views on its own initiative or after being invited by the</li> </ol>



Table C: Major Actors of Regional Innovation – Region of West Macedonia

Organization Name	Type	Role	Description of Activities
			<p>legislation that is relevant to the economic and financial matters.</p> <p>3. Carrying out researches and studies on economic related matters as Accounting Standardization, Economic Education and Training, Taxation Reform, Auditing, Economic Policy etc.</p> <p>4. Cares for the employment, promotion and protection of the prestige of its members, their scientific progress, information and continuous training and formation.</p> <p>5. Publishes and distributes free to all its members the informative and scientific bimonthly magazine "OIKONOMICA CHRONICA" (Economic Chronicles). Also publishes various scientific studies in the field of economics.</p> <p>6. Targets to the simplification of the general economic and financial principles and society's information on the same matters as well.</p> <p>7. Provides the work permits for the Economic and Accounting professions in Greece.</p> <p>8. Practices disciplinary power on its members, as it is especially determined by the relevant disposition of the foundation law.</p>
	3. Geotechnical Chamber of Greece – Department of West Macedonia		<p>The Geotechnical Chamber of Greece is the legislated adviser of State on issues of economic and social growth of countryside in terms of environmental respect and protection. Specifically:</p> <ul style="list-style-type: none"> <li>• Studies each subject that concerns in the sectors of agriculture, livestock-farming, fishery, forestall resources, mining and water resources, the competitiveness of Greek agriculture, the quantitative and qualitative improvement of production, the control, the treatment, the transformation, the distribution and the marketing of the products of these sectors.</li> <li>• Opines according to legal issues of primary sector production and management of natural resources, the geotechnical education and research, the protection of environment and his re-establishment and the territorial and under face conditions of foundation and manufacture of various technical works</li> <li>• Provides subscription for the even training and concretisation of developmental programs and studies that are reported on agricultural and geological issues</li> <li>• Strengthens each effort that emanates from the state, the organisms of public sector, the Rural Bank of Greece, rural, forestal, veterinary surgeon and piscatorial cooperatives and associations and each other individual or legal private or public right provided that aims at the growth of the biotic and</li> </ul>

Table C: Major Actors of Regional Innovation – Region of West Macedonia

Organization Name	Type	Role	Description of Activities
			<p>cultural level of population of countryside and the better utilization of allocated natural resources and means.</p> <ul style="list-style-type: none"> <li>• Collaborates, in order to it achieves also his objectives with other Chambers or Unions in national and international level, and organizes or participates in congresses with subjects mainly developmental and environmental in national and international level, and organizes or participates in congresses with subjects mainly developmental and environmental.</li> <li>• Publishes relative magazines and books, organizes lectures and public discussions and informs its members and rural population.</li> </ul>
<b>Business Incubators</b>	1. Euro Info Center for SMEs of Kozani	Support, R&D	<p><b><u>Euro Info Center</u></b> for SMEs of Kozani</p> <p>The Euro Info Centre for SMEs of Kozani (GR 167)28 is a member of the Euro Info Centre Network of the Enterprise &amp; Industry DG. Its aim is to inform, to assist and to advise SMEs on programs and policies launched by the EU. Established in 1987, the Euro Info Centre (EIC) network has grown from 39 centres to 300. Just as their number has increased, so has their range of services. Initially the role of EICs was to provide Community information to Small and Medium Enterprises (SMEs). Soon after EICs began to give assistance, advice and provide added value to companies in a number of ways. EICs are also employed by the European Commission to collect feedback from SMEs on problems relating to the implementation of EU policies and regulations. The network is comprised of 255 EICs, spread throughout the European Union (EU), including the EU's seven most remote regions, the European Economic Area, and the accession countries. In addition, there are 31 associate members, 14 Euro Info Correspondence Centres (EICCs) and 340 relay points which significantly extend the geographical coverage of the network. This ensures practical and high quality information is always close. In total, the EIC network is active in 42 countries representing well over 1200 highly skilled people. The combination of skills, knowledge, location and the network's privileged relationship with the Commission means it is in a position to truly add value to a company.</p>

Table C: Major Actors of Regional Innovation – Region of West Macedonia			
Organization Name	Type	Role	Description of Activities
	2. Center for Business and Technological Development of West Macedonia	Support, R&D	The aims of the Center for Business and Technological Development (CBTD) are: <ul style="list-style-type: none"> <li>• The enhancement of enterprising culture and the improvement of enterprising environment</li> <li>• The enhancement of competitiveness of SMEs</li> <li>• The promotion and support of "special groups of population" (Young people, women, handicapped) in order to participate in business.</li> </ul>
	3. Center for Receiving Investors in Prefecture of Kozani	Support, R&D	<b>The Center for Receiving Investors</b> was established in the framework of the Operational Programme "Competitiveness" in the Prefecture of Kozani. The main aim of this actor is the promotion of entrepreneurship, the simplification of enterprising environment and the enhancement of the competitiveness of SMEs. Its role is to co-ordinate all the public bodies and actors that are involved in the procedures of licensing, settlement and operation of SMEs, in order to help the businessmen – investors as citizens – customers in their transaction with public authorities. The main goal of the operation of this actor is to reduce the time for the establishment of enterprises and to attract new investing initiatives, as the stuff of the Center gets in charge instead of new businessmen in this phase. Also it provides information about financial instruments and programmes to potentially interested, accompanying other actors with similar activities.
<b>DIADYMA S.A.</b>	Intermediary organization	R&D	DIADYMA S.A. <sup>31</sup> was founded in 1996 by the municipalities of Western Macedonia to serve the needs for Waste Management in the area. Its major task is planning, implementing and operating the Integrated Waste Management System (IWMS) of the Region of Western Macedonia (61 municipalities, 300.000 residents, 100.000 tones of Mixed Solid Waste per year). Shareholders are the Local Unions of Authorities of the Prefectures of Grevena, Kastoria, Kozani, and Florina and the 4 Municipalities of Grevena, Kastoria, Kozani and Florina.
<b>Managing Authority of Regional Operational Programme of West Macedonia</b>	Regions's department	Funding	The Managing Authority of the Regional Operational Programme <sup>33</sup> is a special department of the West Macedonia Region as public regional body in terms of implementation of the Common Support Framework (CSF). It is responsible for the planning and implementation of the CSF in regional level, ensuring the effectiveness and legitimacy of the management and implementation of the CSF, as well as the coordination of planning and application of the Regional Operational Programme. The type of R&D financing provided concerns mainly the relevant Innovative Actions (see below) having as potential customers all the private and public beneficiaries with activities related with R&D in the

Table C: Major Actors of Regional Innovation – Region of West Macedonia

Organization Name	Type	Role	Description of Activities
			Region.
<b>Regional Development Fund</b>	Regions's department	Funding	<p>The Regional Development Fund of West Macedonia<sup>34</sup> is a legal entity of private law established in the capital of each Greek Region and supervised by the Minister of Internal Affairs. Its competences, among others, are:</p> <ul style="list-style-type: none"> <li>• The management, according to the decisions of the Regional Council, of funds coming from the – National – Programme of Public Investments, other public bodies and legal entities, European and other International financial instruments with reference to the regional, prefectural, local and specialised development programmes in West Macedonia</li> <li>• The enhancement and technical assistance of the administrative unit of the Region in developing studies and researches and implementing regional programmes</li> <li>• The participation in European Programmes and Projects</li> <li>• The contract of loans with financiers in Greece and abroad concerning works, services and programmes</li> </ul> <p>The type of R&amp;D financing provided concerns mainly the relevant Innovative Actions (see below) having as potential customers all the private and public beneficiaries with activities related with R&amp;D in the Region.</p>
<b>Regional Directorate of Planning and Development</b>	Regions's department	Funding	<p>The Regional Directorate of Planning and Development<sup>35</sup> is a regional authority of the administrative unit of the Region of West Macedonia. It is placed in the capital of the region with spatial competences in the whole region according to:</p> <ul style="list-style-type: none"> <li>- Specialisation of regional policies in West Macedonia</li> <li>- Implementation of programming procedures for Programmes of Regional Development</li> <li>- Promotion of developing motives and institutional building</li> </ul> <p>The type of R&amp;D financing provided concerns potentially the former topics having as customers all the private and public beneficiaries with activities related with R&amp;D in the Region.</p>
<b>Public Power Corporation S.A</b>	Private company	Funding	<p>The company applies and finances measures towards environmental protection and especially CO<sub>2</sub> abatement in the following sectors:</p> <ul style="list-style-type: none"> <li>• Introduction of natural gas in the electricity generation</li> <li>• Development of hydros and exploitation of renewable energy sources</li> </ul>

**Table C: Major Actors of Regional Innovation – Region of West Macedonia**

Organization Name	Type	Role	Description of Activities
			<ul style="list-style-type: none"> <li>• Rational use of energy</li> <li>• Application of Best Available Techniques for brown coal combustion</li> </ul> <p>Also the research needs for financing of the Generation Division of the company are focused in the:</p> <ul style="list-style-type: none"> <li>• Utilisation of modern technologies in the existing and new power plants.</li> <li>• Reduction of emitted pollutants and especially CO<sub>2</sub></li> <li>• Refurbishment of existing thermoelectric units and efficiency improvement measures</li> <li>• Water and natural sources prevention</li> </ul>

**Table C: Major Actors of Regional Innovation – Marche Region**

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
<b>Marche Region</b>	Region	Funding, Support, R&D promotion	Calls for Innovation and Research projects
<b>ILO - Industrial Liason Office - Università Politecnica delle Marche</b>	University (UNIVPM)	Support, Technology transfer	University Technology transfer and intellectual property and Support to university spin off. UNIVPM has more than 20 spinoff coming faculty of engineering (mechanics, computing, robotics, civil), biology, agriculture ...
<b>ILO - Industrial Liason Office - Università degli studi di Camerino</b>	University (UNICAM)	Support, Technology transfer	University Technology transfer and intellectual property. Support to university spin off. University of Camerino has 8 spin off in different sector: computing, bioinformatics, architecture, healthcare ...
<b>ASTERIA Soc.cons.p.a. - Istituto per lo Sviluppo Tecnologico e la Ricerca Applicata</b>	Public – Private Institute	Support, R&D	Research, technology transfer, studies in the fields of food-farming-fishing, environment and energy from renewable sources and its efficiency.
<b>Meccano SpA</b>	Public – Private Institute	Support, R&D	Technological innovation center for small and medium enterprises in the mechanical sector.

**Table C: Major Actors of Regional Innovation – Marche Region**

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
<b>COSMOB Consorzio del Mobile Spa</b>	Public – Private Center	Support, R&D	Center specialized in wood and furniture industry. Activities: support, research, marketing, internationalization, professional training
<b>TecnoMarche s.c.ar.l. - Parco Scientifico e Tecnologico delle Marche</b>	Technology Park	Support, R&D, professional training	3 Research Units: ETLab – Electronics and new technologies ITLab - Information & Communication Technology P3Lab - Design, Process and Production Technology Unit

**Table C: Major Actors of Regional Innovation - Alpes Côte d’Azur**

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
The <b>Regional Council</b>	Region	Funding & support	<b>Main provider (with OSEO) of funding and support for innovation activities in the region.</b>
PACA Innovation	Méditerranée Technologies (MT)	Since June 2009, PACA Innovation is the Regional Network for Innovation in PACA.	Its main role is to support businesses in their innovation projects.
OSEO Regional Directorate	Public organization placed under the supervision of the ministry in charge of industry	Funding & support	The agency provides assistance by sharing the financial risk generated by innovative projects with enterprises, through different types of aid schemes: grants, loans, repayable advances and guarantee schemes. OSEO aid schemes provide support throughout the whole innovation cycle of the projects, from the feasibility study to the commercialization stage.

Table C: Major Actors of Regional Innovation - Alpes Côte d'Azur

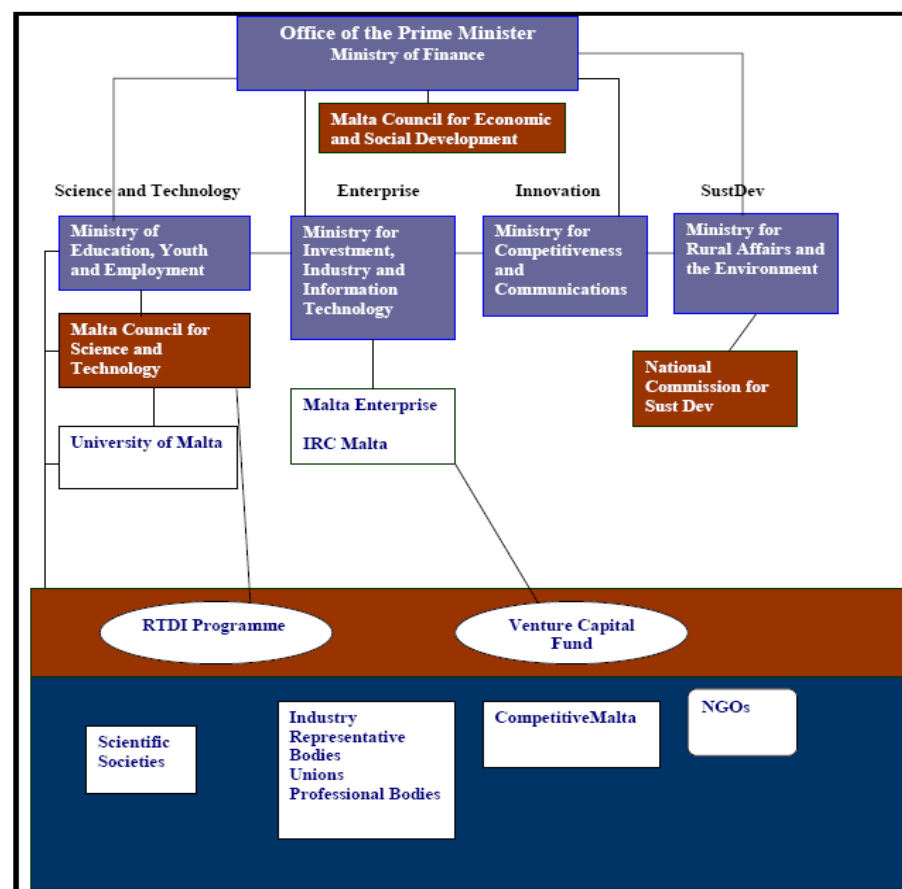
Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
<b>Angels PACA</b>	<b>Regional network of Business Angels</b>	Funding & promotion	This regional network brings together the 7 local Business Angels Clubs (and their venture capital companies) to promote and co-invest in innovative businesses.
<b>The Regional delegation for research and technology transfer (DRRT)</b>	<b>Ministry for research and higher education</b>	Support / R&D	In charge of the implementation of the National Strategy for Research and Innovation (2009) and national policies fostering innovation at the regional level.
<b>DIRECCTE</b> , the regional delegation representing the Ministry of Industry,	Ministry of Industry	Support / R&D	In charge of the implementation of the industrial policy, namely for what regards the poles of competitiveness.
Regional Chamber of Commerce & Industry (CRCI)	Public institution	Support & fundings	Territorial economical development SMEs support services through the local CCI.
ValorPaca	Association	R&D	Valorization services for public R&D projects linked to the 6 Universities in PACA.
RE.P.E.RE.S (REseau des Pépinières d'Entreprises REgion Sud)	Regional association of business incubators	Support Promotion Network	Business support services Available professional offices Shared equipments & business services

Table C: Major Actors of Regional Innovation - Algarve			
Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D)	Description of Activities
<b>CCDR</b>	Regional Authority	Funding, Support	Implementation of governmental policies with regard to Regional Planning and Development, Environment, Land Management, Inter-Regional and Cross- Border Cooperation.
<b>IEFP</b>	Public Institute	Implementation of employment policies	Promote the creation and quality of employment and combat unemployment through the implementation of active employment policies and training
<b>Regional Delegation for Economy</b>	Regional Authority	Implementation of economic policies	Ensure the implementation of the devolved functions of governmental policies
<b>UALG</b>	University	Education, Support, R&D	Promote the teaching and scientific research, promote mobility, contribute to scientific and technological innovation.
<b>IAPMEI</b>	Public Institute	Support, Funding	Ensure business assistance through the implementation of initiatives that stimulate innovation and technological development in companies.
<b>ADI</b>		Support, Promotion of R&D, Funding	Promoting innovation and technological development facilitating the deepening of relations between research and Portuguese business sector.

Regarding Malta, the following figure presenting the organization of the innovation governance system 2005, gives an idea of the major actors of innovation.



### Organization of the Innovation Governance System 2005, Malta



From a public sector point of view, there are three main agencies concerned with innovation. These agencies are Malta Enterprise, Malta Council for Science and Technology and the University of Malta. Malta Enterprise is responsible for the promotion and facilitation of international investment in Malta. The Malta Enterprise network operates in various countries around the globe, with offices or representation in embassies and consulates in North Africa, the Middle East, Asia, the United States and Australia. The Corporation also

coordinates initiatives to promote the Islands' economic growth attractiveness. Moreover Malta Enterprise is also responsible for the growth and development of Maltese enterprises both locally and beyond our shores. It works hand in hand with businesses to help them set up, expand, innovate and access global markets, thus sustaining economic growth and retaining and increasing employment. The Mission of ME is to provide support to foreign and local investors, to encourage existing investors to grow and internationalise their business, to act as a trading hub for companies in Europe, North Africa and the Near East and to propose measures that generate sustainable economic growth and improve Malta's attractiveness.

Malta Council for Science and Technology is the government body responsible for research policy, promoting scientific research, management of the local research funding program and is the national contact point organization for the EU Research Framework Program (FP). The Council was given the specific mandate of advising government on Science and Technology policy. Today, its remit has developed and The Council's tasks have expanded to include the responsibility for National Strategy in the field of Research and Innovation (R&I) and the ownership of the National Strategic Plan 2007-2010, the responsibility for policy in the area of Research and Innovation, representation of the government in EU fora related to Research and Innovation, the management and administration of the National Research and Innovation Funding Program and thee responsibility as National Contact Organization for creating awareness and providing support for EU's Research and Development Framework Program (FP7). MCST is one of the main bodies responsible for promotion of innovation. It's advisory board largely decides on the deployment of resources for innovative projects. It is composed of academics and representatives from other bodies having an interest in innovation, plus representatives of the handful of relatively very large foreign-owned manufacturing companies.

The University of Malta is an academic and research-intensive institution. Its priority areas include ICT, Engineering, Criminology and Sustainable Environmental Resource Management.

Major actors from the private sector include a wide range of entities from large companies and venture capitals to chambers of commerce and SMEs.

Table C: Major Actors of Regional Innovation - Cyprus

Organization Name	Type	Role	Description of Activities
	<b>Parliament</b>	Policy	Policy
<b>Planning Bureau</b>	<b>Governmental body</b>	Economic Policy Design	The <b>Planning Bureau</b> prepares the development plans and monitors the allocation of funds. It also acts as the policy link between the government and the European Research and Innovation Programs.
<b>Ministry of Education and Culture</b>	<b>Ministry</b>	Policy, Support	The role of the <b>Ministry of Education and Culture</b> may be characterized as vital for the effectiveness of the promotion of innovation, as it is responsible for education policy and in particular the development and strengthening of the tertiary education sector
<b>Ministry of Commerce, Industry and Tourism (MCIT)</b>	<b>Ministry</b>	Policy, Support	The <b>MCIT</b> is the key player in the design and implementation of the industrial policy, including the promotion of technology and entrepreneurship. The Industrial Development Service of the MCIT is responsible for the administration and implementation of the actions addressing the competitiveness of the manufacturing sector. Thus, promotion of entrepreneurship, the development and support of new SMEs and incumbents are among its main responsibilities. The Industrial Development Service is currently running the Female and Youth Entrepreneurship Schemes (CY 23 and CY 27). Another activity undertaken by the MCIT is the establishment of a Technology Park in Cyprus.
<b>HRDA (Ministry of Labour and Social Insurance)</b>	<b>Semi-governmental organisation</b>	<b>Support</b>	The <b>HRDA</b> designs and implements support measures for the improvement of quality and skills of human capital. It managed by representatives of employers, unions and the government. It plays a central role in the promotion of skills and life-long learning. The training activities are designed to meet the needs of the economy and the business sector; the HRDA participates as an implementation partner in many of the MCIT policy measures.

Table C: Major Actors of Regional Innovation - Cyprus

Organization Name	Type	Role	Description of Activities
<b>Agricultural Research Institute.</b> (Ministry of Agriculture, Natural Resources and Environment)	<b>Governmental organisation</b>	<b>R &amp; D</b>	The <b>ARI</b> is the main channel for the development and promotion of innovative practices in agriculture and dairy.
<b>Cyprus Institute of Neurology and Genetics</b> (Ministry of Health)	<b>Non profit organisation</b>	<b>R &amp; D</b>	The <b>Institute of Neurology and Genetics</b> provides specialized services and research in neurology, genetics, DNA forensics, molecular biology, histopathology and virology. Services and research aim towards early detection and prevention of disease, the provision of high quality medical services and in general improvement in the quality of life of the community.
<b>RPF</b>	<b>Independent organization</b>	<b>Funding</b>	<p>The <b>RPF's</b> main objective is the promotion of scientific and technological research and innovation in the country. For the promotion of this main objective, the following specific objectives and priorities have been set:</p> <ul style="list-style-type: none"> <li>•monitoring and coordinating of the scientific and technological research and innovation in Cyprus;</li> <li>•identifying the appropriate thematic areas for conducting demand-driven research, taking into consideration the developmental needs of Cyprus;</li> <li>•providing funding for the implementation of research and technological development projects and innovation activities;</li> <li>•promoting the participation of Cypriot research organizations in European research programs;</li> <li>•evaluating the potential of organizations or individual researchers for carrying out research;</li> <li>•advising the government on research issues;</li> <li>•upgrading the infrastructure for research activities;</li> <li>•promoting public awareness of research in contemporary societies.</li> </ul>
<b>University of Cyprus</b>	<b>Public University</b>	<b>R&amp;D</b>	The University of Cyprus was established in 1989 and admitted its first students in 1992. The main objectives of the University are twofold: the promotion of scholarship and education through teaching

Table C: Major Actors of Regional Innovation - Cyprus

Organization Name	Type	Role	Description of Activities
			and research, and the enhancement of the cultural, social and economic development of Cyprus.
<b>Open University of Cyprus (OUC)</b>	<b>Public University</b>	<b>R&amp;D</b>	It was legally established in 2002 as the second State Institution of Higher Education in Cyprus. The OUC is the only institution in Cyprus dedicated to lifelong learning and distance education. The OUC places great emphasis on the field of research and promotes programs that aim towards the development of methodologies and corresponding high technologies for open and distance learning.
<b>Cyprus University of Technology</b>	<b>Public University</b>	<b>R&amp;D</b>	The Cyprus University of Technology (CUT) was established by law in December 2003. It is a new, public, and independent University and has set high values concerning its academic character, legal status, organizational and administrative structure; it's characterized by its high level procedure for staff selection, and its relationship with the state. With its orientation towards applied research, the University aspires to establish for itself a role in support of the state and society in their efforts to confront problems, which cover all areas of science and technology. Generally, CUT research and academic staff is involved in various research activities, National and European Programmes and Projects. Research programmes cover both internal and external research funding. Even though CUT initiated its research activity very recently, it has already managed to dispose of a significant number of research projects funded by the Cyprus Research Promotion Foundation and of European research projects funded under the European Research Framework Programmes (FP6 and FP7), the LIFE Programme, the European Territorial Cooperation Programmes such as Interreg IIIB Archimed, Interreg IVC, MED and other.
<b>University of Nicosia</b>	<b>Private University</b>	<b>R&amp;D</b>	The University of Nicosia is the largest private university in Cyprus, with campuses based in the three largest cities in Cyprus: Nicosia, Lemesos and Larnaca. It was formally known, until September 2007, as Intercollege. Its mission is to help students become educated individuals, achieve their academic and professional goals and assume responsible roles in a changing world of European cooperation and global interdependence; to promote research and the generation of knowledge; to be of service to society through the dissemination and application of knowledge, as well as through innovative partnerships with business and civic society institutions.

Table C: Major Actors of Regional Innovation - Cyprus

Organization Name	Type	Role	Description of Activities
<b>Frederick Institute of Technology</b>	<b>Private University</b>	<b>R&amp;D</b>	It is a private college, hosts a research arm, the Frederick Research Centre, organised as a non-profit organization established in 1995. The Centre's activities cover a wide interdisciplinary spectrum in the fields of Engineering, Physical and Environmental Sciences, Social Sciences, Economics and Finance, Business Administration, Human Resources and Training, Arts, Pre-primary and Primary Education, etc.
<b>European University Cyprus</b>			European University Cyprus developed out of Cyprus College. The purpose was to provide a well-rounded education of high caliber, so that students would acquire the necessary academic and practical knowledge in their fields of study. A major development in the College's history took place in 2000, when programs of study leading to Diploma, Bachelor's and Master's degrees were accredited by the Accreditation Council (SEKAP) of the Republic of Cyprus.
<b>Neapolis University Pafos</b>	<b>Private University</b>	<b>R&amp;D</b>	The University has a range of innovative and creative programs, at Bachelor's and Master's level which combine, academic theory and real world practice
<b>Cyprus Chamber of Commerce and Industry CCCI</b>	<b>Private Sector</b>	<b>Support, Networking, Dissemination Of Information.</b>	The <b>CCCI</b> takes an increasingly proactive approach in trying to sensitise its members by providing training, which covers a wide spectrum of business-related areas. In addition, the CCCI organizes and finances workshops on new approaches to competitiveness like cluster building and utilization of creativity services.
<b>Cyprus Federation of Employers and Industrialists</b>	<b>Private Sector</b>	<b>Support, Networking, Dissemination Of Information.</b>	<b>OEB</b> represents Cypriot enterprises. it is an independent organization, comprising 53 professional and sectoral associations. OEB represents more than 60% of the Private Sector and communicates their views on political and economic developments to society and public authorities

Table C: Major Actors of Regional Innovation - Slovenia

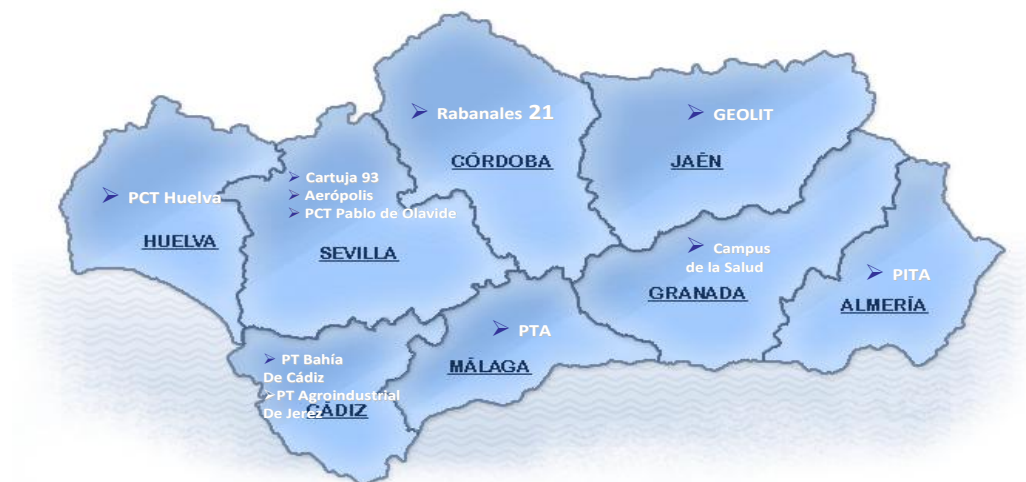
Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
	Parliament	Policy	Policy
	Science and Technology Committee	Policy	Policy
	Science and Technology Council	Policy	Policy
	Government	Policy	Policy
	Strategic Council	Policy	Policy
<b>ME</b>	Ministry of the Economy	Funding	It is important body in relevant policy making. It is in charge of entrepreneurship promotion programmes and several activities in the area of innovation policy.
	<i>Directorate for Entrepreneurship and Competitiveness</i>	Funding	
<b>MVZT</b>	Ministry of Higher Education, Science and Technology	Funding	It plays the key policy role in R&D; it is responsible for setting the policy through the preparation of the five year National Research and Development Programme. Under MVZT there are two relevant bodies for innovation and R&D: Directorate for Science and Higher Education and Directorate for Technolog.
	<i>Directorate for Science and Higher Education</i>	Funding	Directorate for Science and Higher Education carries out tasks in the field of higher education and research. It engages in the planning, directing and financing of higher education activities, residential facilities for students and higher education libraries.
	<i>Directorate for Technology</i>	Funding	Directorate for Technology carries out tasks in the field of technological development and innovation. It is in charge of technology centres, support for research and development projects in SMEs, the technology platform programme, and support for the participation of business enterprises in international R&D activities, especially EUREKA.
<b>ARRS</b>	Slovenian Research Agency	Funding	ARRS scientific policy instruments include: long-term Research Programs in the area of National interest; basic, applied and postdoctoral Research Projects, Targeted Research Program focused on the basic orientation of the economic development strategy, and the Young Researchers Program aimed at attracting young people to a career as a researcher in public ROs.
<b>JAPTI</b>	Public Agency of the Republic of Slovenia for Entrepreneurship and Foreign Investments	Funding, Support	JAPTI provides information to SMEs on legal and regulatory/administrative matters, advises as to the potential access to finance, promotes entrepreneurial culture and supports the internationalization of Slovenian SMEs.
<b>TIA</b>	Slovenian Technology Agency	Funding	The Slovenian Research Agency (ARRS) provides support for innovation and technology programmes, creates an innovation friendly environment and supports knowledge transfer and technology diffusion to enterprises.

Table C: Major Actors of Regional Innovation - Slovenia

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
	Parliament	Policy	Policy
<b>SIPO</b>	Information Databases of Slovenian Intellectual Property Office	Funding, Support	SIPO carries out tasks in the area of intellectual property, including copyright law and industrial property law. It also drafts legislation in the area of intellectual property and represents the Government in management bodies of the World Organisation for Intellectual Property (WIPO) and in the Council for TRIP within the World Trade Organisation.
	Higher Education Organizations and public Research Institutes	R&D, Support	These are important producers and /or users of new knowledge and technologies. In between are intermediary structures, set up to provide a bridge between the economy and academia. Technology Transfer Offices have been founded at each Slovenian public university. Their conditions are less favourable due to the lack of initial financing and experience.
	Private Entities, Private R&D Institutes /Departments	R&D, Support	

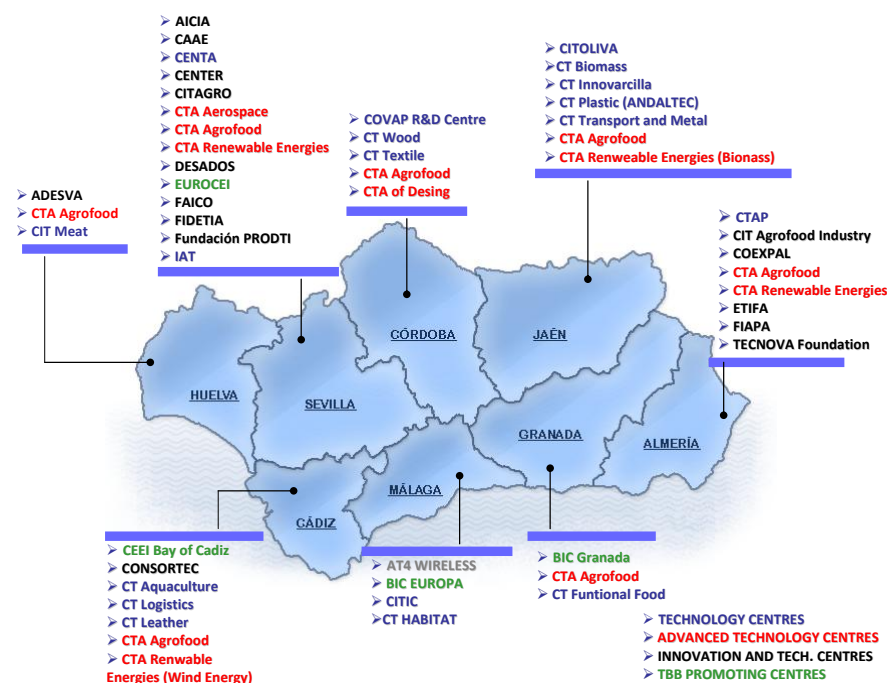
In Andalusia, major actors of innovation are grouped into the following categories, depending on the role they play within the system:

- Technological and knowledge-based spaces: Scientific and Technological Parks (depicted in the following figure) are areas with advanced technological infrastructures and Innovation Parks and a geography-based objective.

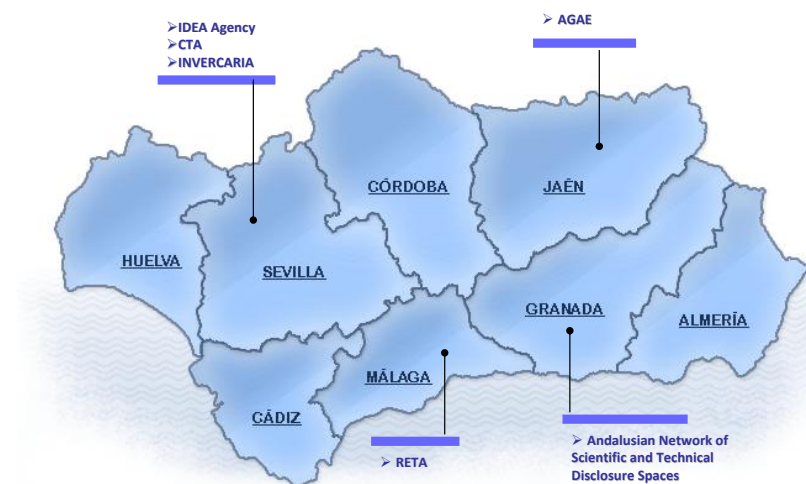




- Organizations geared towards implementing and transferring technology and knowledge: They are the agents that, in one way or another, produce effective value know-how within the system. They advise the agents who are responsible for creating expertise towards the needs of the business sector, favoring the spread of knowledge, generating technology and innovation, supporting the creation of new startups and, in short, contributing to the increase of the system's competition. Within this category we find: Advanced Technological Centers, Technological Centers, Centers of Innovation and Technology, Knowledge Transfer Organizations, Offices for the Transfer of Research Results (OTRIs), Centers of Creation and Consolidation of Technology-based Companies and Accredited Agents of Technological Knowledge. These agents are listed in the following figure.



- Support bodies for the coordination and management of knowledge and technology: Several organizations make up the R&D&i framework, and work, to a greater or lesser extent, as supporting infrastructures for the main activity. Among these bodies, there are some which should be highlighted because of their importance. They are the Andalusian Technology Network (RETA), the Agency for Quality Assurance and University Accreditation of Andalusia, the Technological Corporation of Andalusia, Agency for the Innovation and Development of Andalusia and INVERCARIA and they are presented in the following figure.



- Public Bodies and Administrations: They include the Regional Ministry of Residency – Center of Andalusian Studies; the Regional Ministry of Innovation, Science and Business – Institute of Research and Agricultural Training (IFAPA); the Regional Ministry of Environment – Center of the New Water Technologies (CENTA), Public Company for Environmental Management (EGMASA), Andalusian Institute for Water, Experimental Plant of Carrion de los Cespedes, Environmental Information and Evaluation Service; the Regional Ministry of Culture – Andalusian Institute of Historical Heritage (IAPH), the Regional Ministry of Public Works and Transport – University of Seville, Center of Studies “Landscape & Territory” and the Ministry of Education and Science – Geological and Miner Spanish Institute (IGME) Services. Other actors are presented in the following figure.

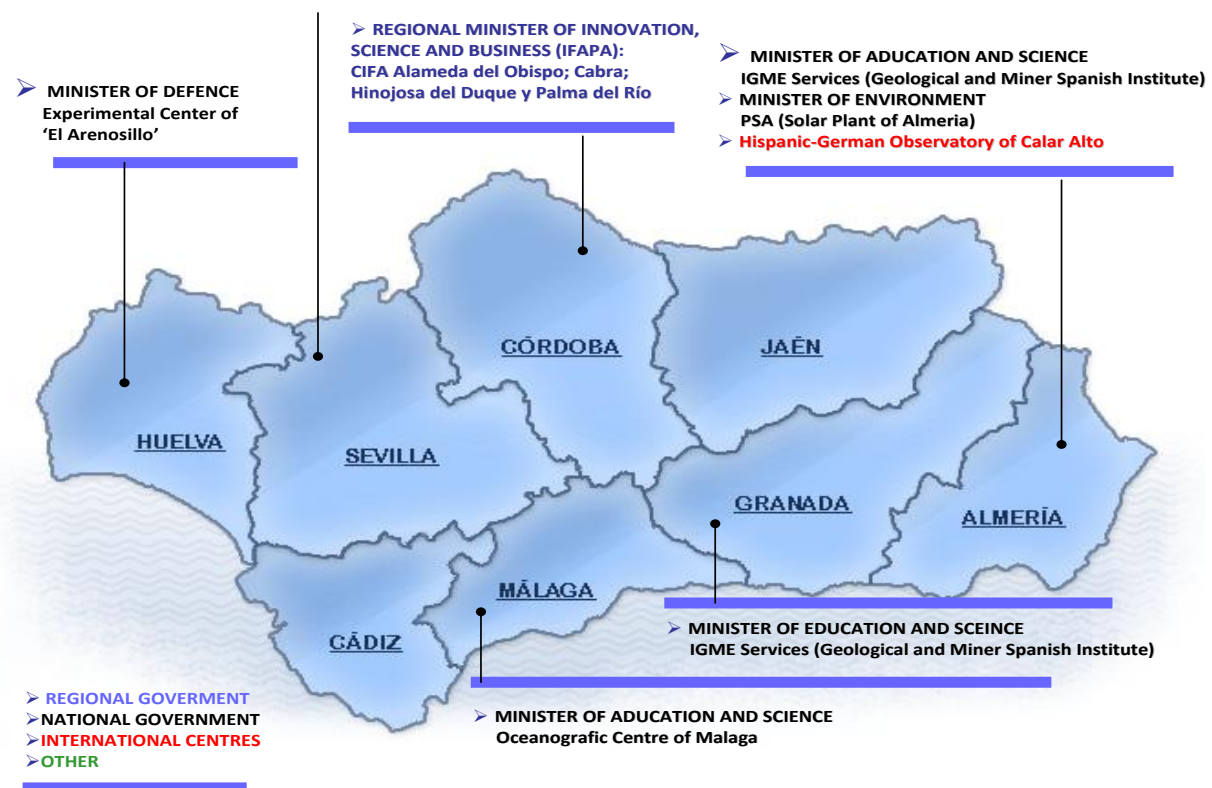


Table C: Major Actors of Regional Innovation - Catalunya

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
<b>Fundació Institució Catalana de Suport a la Recerca</b>	Region	Funding, support, R&D promotion	The entity facilitates and implements activities devoted to scientific results spreading in Catalunya, especially those developed by young people. The also work in the field of the cooperation between public and private sectors for research activities, by financing programs for private R&D, etc.
<b>ACC1Ó</b>	Region	Funding, support, R&D promotion	ACC1Ó activities are focusing on coordinate in efficient way the tools to support innovation and internationalization. The organisation works to reach in Catalonia an important economy for global markets, obtain competitive differentiation for companies and be recognized over the world as a referent public policy for companies' development.
<b>AGAUR (Agència de Gestió d'Ajuts Universitaris i de Recerca)</b>	Region	Funding, support, R&D promotion	The Agency for Management of University and Research Grants (AGAUR) is an instrument for service and support to individuals and institutions constituting the Catalan academic and research system. reference agency, which has helped to finance 700 Catalan researchers abroad and to bring over foreign researchers to Catalonia. Over 1,200 research groups have been recognised, of which 780 have been financed. There has also been strengthened incorporation of PhDs into the business fabric, increasing the connection between businesses and public research and innovation sector. In addition, university grants for 151 million euros have been managed. These are our credentials, which are provided by from a high-qualified staff: the people who work in the AGAUR.

Table C: Major Actors of Regional Innovation - Catalunya

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D, ...)	Description of Activities
<b>Associació Catalana d'Entitats de Recerca</b>	Region	Funding, support, R&D promotion	The Catalan Association of Research Institutions is a public association composed by many different research entities which develop their activities in Catalonia in order to define priorities and scientific policies to optimize their implementation. They aim at consolidating Catalonia as an international referent in scientific and technological research in all knowledge fields.
<b>Southern Catalan Knowledge Hub Association</b>	Region	Funding, support, R&D promotion	a) Symposia, conferences and meeting of all types and formats b) Studies and reports within the framework of the objectives of the association c) Assistance through the efforts of the association's offices, association work groups and association advisory commissions d) Informational and communication actions directed at communications media of all types and formats e) Organization of actions related to international representation and delegations f) In general, any pursuit that meets the objectives of the association

Table C: Major Actors of Regional Innovation - Veneto

Organization Name	Type (Ministry, Region, University...)	Role (Funding, Support, R&D,...)	Description of Activities
<b>University of Padua</b>	University	Education, Support, R&D	Promote the teaching and scientific research, Promote mobility , contribute to scientific and technological innovation.
<b>IUAV University of Venice</b>			
<b>University of Venice "Ca Foscari"</b>			
<b>University of Verona</b>			

<b>Technology Transfer Office</b>	Industrial Liaison Office	Valorizing the know-how developed by the University and transferring the technology from University to industry.	Patents and spin-offs
<b>Venice International University (VIU)</b>	University	Offer advanced training and research in an international context, by promoting the exchange of ideas and knowledge.	Academic and scientific activities focussed mainly on innovation, environmental sustainability and cultural heritage
<b>Confindustria Veneto SIAV</b>	Service Agency	Training and Support	Promotes the organisational development of regional enterprises, mainly small sized, in the transition from a family business organisation to an industrial one. SIAV is able to offer an integrated system of service and advice ranging from Training, Quality, Environment and Innovation
<b>C.I.F.I.R.</b>	Consortium	Training and Support	Develop local companies, supporting knowledge and competences.
<b>C.IM.&amp; FORM</b>	Consortium	Training and Support	Training initiatives to support the competence growth for youth and employed
<b>Fòrema</b>	Society	Training and Support	Support growth and competitiveness, quality and improvement through human resources competences in the local territory.
<b>Formazione Unindustria Treviso - FUT</b>			
<b>SIVE Formazione</b>			
<b>Risorse in Crescita</b>			
<b>REVIVISCAR</b>			
<b>VENETO SVILUPPO</b>	Finance Company owned by Region	Support, Promotion of R&D, Funding	Veneto Sviluppo ensures to SMEs the access to financing instruments and strengthens the operational scope as well as the intermediary bodies supporting the growth of the productive system. It also finances focused projects aiming to the regional development in strategic sectors. Veneto Sviluppo, in order to support and increase the competitiveness of the economic, productive and infrastructural systems, implements the activities related to venture capital, assigned by the Veneto Region, through the acquisition and management of strategic shares and merchant, It also design and improve financial instruments aimed to attract private capitals and develop new partnerships.
<b>Veneto Nanotech</b>	Cluster	Training and Support	Veneto Nanotech's activities are focused on three main objectives: technology transfer, creation of start-ups, education and dissemination.
<b>TeDIS</b>	Research Center	R&D	TeDIS carries out applied research activities on innovation and competitiveness in the global economy and focus its attention on enterprises and SMEs in the industrial district .

<b>VENETO INNOVAZIONE</b>	Regional agency	Support, Promotion of R&D, Funding	Veneto Innovazione gathers and co- ordinates scientific, organizational and financial resources existing or converging in the Region, with the goal to transfer acquired information on new production processes and research results and to urge SME technology growth.
<b>GALILEO – Parco Scientifico e Tecnologico</b>	Science and technology Park	Support, Promotion of R&D, Funding	Sustaining the competitive skills of enterprises through the implementation of activities and services to support the innovation.
<b>STAR – Parco Scientifico di Verona S.c.p.a.</b>	Science and technology Park	Support, Promotion of R&D, Funding	Connect companies, Research and financing sources, ease the match between offer and demand for innovation, answering to different needs and coordinating the common efforts towards clear and measurable aims. Its core activity includes applied research and pre-competitive development projects, state of art surveys, pilot projects, technical analysis and consultancy. Moreover, it supports the management of public funds to innovation projects at regional, national and EU level.
<b>VEGA PARK</b>	Science and technology Park	Support, Promotion of R&D, Funding	Promoting and developing scientific research initiatives to help the transfer of knowledge and to stimulate technological development
<b>Treviso Tecnologia</b>	Agency for innovation	Training and Support	Treviso Tecnologia acts relentlessly as a facilitator in information, training and service development to foster innovation as the key to the enterprises' growth via the networking between Research & Development, University, Institutions throughout Europe. Furthermore, a number of technology transfer initiatives are carried out thanks to targeted partnerships, collaboration agreements and an international network

In summary, the major actors of innovation in the participating regions include the following:

- At national level:
  - Ministries of Science, of Education, of Regional Development, of Competitiveness, of Commerce, of Labor and Social Insurance and of Finance, and the respective directorates
  - Agencies, councils and public companies and institutes dedicated to research, technology, development and competitiveness, finance of innovation, research and SMEs
  - Cooperation networks and organizations dedicated to the support of innovation and entrepreneurship.
- At regional level:
  - Regional governments
  - Universities, institutes and research centers
  - Industrial and technology parks and incubators
  - Consortia, private companies, chambers and associations.



## 3.4. SWOT Analysis – Conclusions

### 3.4.1. SWOT Analysis

The following tables summarize key findings and identify emerging issues for policy consideration based on the data and information provided in the previous parts for all the regions of the study.

REGION OF CENTRAL MACEDONIA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>The Region of Central Macedonia (RCM) has a recognised strategic geographical position, which is to develop as an important European and Balkan business center, trade and logistics node.</b></li> <li>• <b>The region consecrates a broad range of economical activities covering all sectors which provide the region with plenty of growth opportunities. RCM has high regional diversification in terms of natural resources, culture and structure of economy.</b></li> <li>• <b>Exports contribute a high percentage of the GDP in Central Macedonia and therefore form a potential source for growth particularly for the food, chemicals and metals sector.</b></li> <li>• <b>Thessaloniki's regional unit is the clear regional champion concentrating 65% of regional GDP and many other qualitative elements for growth</b></li> <li>• <b>Thessaloniki continuously attracts population from other local areas and regions, has the biggest university in the country and a very high ratio of higher education graduates per capita</b></li> <li>• <b>RCM compared to other regions has a high concentration of R&amp;D organisations and innovative entrepreneurship activities (critical mass exists)</b></li> <li>• <b>Innovation support establishments (Alexander Innovation Zone, Technopolis, Thermi Link) and four business incubators have been recently established in the area (mainly in the city of Thessaloniki), which makes the capital of RCM a unique case of potentially an "innovation city" in Greece</b></li> </ul>	<ul style="list-style-type: none"> <li>• The relatively high unemployment rate compared to the rest of Greece and EU average deteriorates the "attractiveness" of the region for work</li> <li>• The R&amp;D sector in RCM, although developed in terms of figures, institutionally and in terms of knowledge areas seems to be highly fragmented. There are high coordination and consensus building needs for a regional innovation policy.</li> <li>• Historically public organisations dominate in the regional R&amp;D activities, which might lack the required culture, flexibility and quick response for commercial exploitation of research outputs.</li> <li>• R&amp;D activities in region are mainly governed and planned by central government (ministries, etc). There is a lack of a strong local regional council or other regional bodies to plan innovation policy in local terms taking into account local needs and institutions.</li> <li>• Although RCM has shown a high number of R&amp;D and innovation support organizations and high input innovation indexes (R&amp;D spending, number of researchers, etc) there is still a lack of a unique identity and image for innovation profile in the region</li> <li>• A high number of small SMEs, who lack R&amp;D potential, dominates the regional business profile (low absorptive capacity for innovation adoption and know-how, technology transfer from business sector)</li> <li>• Although SMEs business activity is geographically spread across all region's</li> </ul>

<p><b>and Balkans.</b></p>	<p>prefectures, R&amp;D organisations are highly concentrated in the Thessaloniki area. This structural element doesn't give the same opportunities to all SMEs in terms of technology and knowledge transfer (regional inequality).</p> <ul style="list-style-type: none"> <li>• Most R&amp;D employment and R&amp;D expenditure concern higher education and government (public research centres) while business receive the lowest percentages (research and technology based innovation with many negative multiplying effects for business).</li> <li>• SMEs of the region of Central Macedonia emphasize on innovation related to broadening their products or services rather than to increasing quality or widening their market share.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• <b>Strategic geographical position of the region of Central Macedonia and the recent modernization of its transport infrastructures, enable primary and secondary (manufacturing) sectors to better integrate with other consumer markets in EU and Balkans (crucial success factor for these sectors).</b></li> <li>• <b>Due to RCM's proximity with new Balkan markets, there are many opportunities for other B2B services like warehouses, logistics, supply chains, etc. to grow in the region.</b></li> <li>• <b>New knowledge intensive sectors like Biotechnology, the Medical sector as well as branches of the ICT sector, seem promising for the region (low investment sectors). However, extra support measures and regional consensus are required.</b></li> <li>• <b>Recent political developments in the Balkans area (EU enlargement) will lead to the creation of new markets for RCM companies. This is particularly important for many companies who have already invested in the Balkans area.</b></li> <li>• <b>Compared to other cities in neighboring regions, Thessaloniki enjoys many conditions and comparative advantages to evolve into a metropolitan centre for S.E. Europe.</b></li> <li>• <b>New types of innovation funding mechanisms (new public funds, private VC funds and innovative ideas competitions) have emerged to form a new market for innovation growth in Greece.</b></li> <li>• <b>During the last decade the Greek</b></li> </ul>	<ul style="list-style-type: none"> <li>• Exercise of political power in Greece is highly concentrated in Athens (central Greek government), which doesn't easily allow other regions to plan their own future with their own terms and peculiarities. In addition, this creates a number of issues, including the appropriate planning of local and regional innovation policies.</li> <li>• Recent studies about the Greek regions reveal deeper regional inequalities in terms of GDP per capita.</li> <li>• Complex legislation and tax national system regulating innovation and other business issues (instability and frequent changes).</li> <li>• Due to limited private R&amp;D spending, the great majority of innovation funding in RCM originates from public sources (mainly Structural Funds). Therefore, innovation in RCM is considered more a project-based behavior and effort than a continuous culture.</li> <li>• Whatever are the real regional competences in terms of selected sectors, at policy making level they are still unknown to the public (a regional innovation vision and clear identity is missing or is not clear to all stakeholders).</li> <li>• Another possible threat for RCM originates from neighboring Balkan regions that have far lower labor costs. This is particular threat for labor intensive sectors like textiles and other manufacturing sectors.</li> <li>• The country's brain drain phenomenon</li> </ul>

<p><b>government's commitment and active support to Central Macedonia innovation system have proved favorable for the region.</b></p> <ul style="list-style-type: none"> <li>• <b>Region's economy is mature and integrated. It is exposed to many foreign markets and has the required critical mass in most production factors in all levels (primary, secondary and tertiary sectors).</b></li> </ul>	<p>affects also the region.</p> <ul style="list-style-type: none"> <li>• To stay competitive, apart from being continuous innovative, manufacturing companies in RCM must change their production settings and improve their effectiveness and efficiency in terms of cost and quality (crucial success factors in the sector).</li> <li>• Long terms delays for important development projects and infrastructures, like Thessaloniki's metro, airport and port modernization, can strongly and negatively affect main axes of local and regional growth.</li> </ul>
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REGION OF WEST MACEDONIA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>Secondary sector is very important for the Regional economy</b></li> <li>• <b>The Egnatia Highway (Trans – European Network) that crosses the Region, along with its two vertical National Roads, connecting the region and the country with FYROM and Albania, form a network that dramatically improves the transport conditions in the Region and alter its traditional "isolation" image</b></li> <li>• <b>The telecommunication network has drastically improved over the last decade, providing the regional population with adequate services and modern facilities</b></li> </ul>	<ul style="list-style-type: none"> <li>• The Primary sector, although important for the Regional economy, demonstrates a rather low productivity.</li> <li>• Greek knowledge production activities (research) are traditionally dominated by the public universities, which perform approximately half of the national RTD.</li> <li>• The weakest part of the science system in the country is the business sector, which has traditionally depended on embodied technology transfer and foreign technical assistance for its modernisation and development.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• <b>Increase of employment and promotion of social incorporation with the creation of sustainable working positions and benefit of equal opportunities in all the social groups of regional population.</b></li> <li>• <b>Promotion of collaboration between the regional institutions of education, research and production as well as the supporting structures, via common work that will develop the local economy and will produce economies of scale.</b></li> <li>• <b>Capitalisation of powerful links that exists with the bordering countries of Western Balkans, so that the Western Macedonia becomes the basic partner of transport of know-how to them.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Inefficiencies of innovative structures</li> <li>• Falling behind innovation</li> </ul>

### MARCHE REGION

<b>STRENGTHS</b>		<b>WEAKNESSES</b>	
<ul style="list-style-type: none"> <li>• <b>Successful cases of spin off in innovative sectors</b></li> <li>• <b>Improvement in the internet access rate, the region is leader in Italy in this indicator</b></li> <li>• <b>In the last period before the crisis employment growth in manufacturing sectors</b></li> <li>• <b>Strong entrepreneurial vocation</b></li> <li>• <b>Presence of universities and centers for innovation</b></li> </ul>		<ul style="list-style-type: none"> <li>• Production sector characterized by small and medium manufacturing enterprises in traditional sectors</li> <li>• Low investments in research and development</li> <li>• Low level of high education</li> <li>• Low attraction of foreign investments</li> <li>• Low cooperation between innovative enterprises</li> </ul>	
<b>OPPORTUNITIES</b>		<b>THREATS</b>	
<ul style="list-style-type: none"> <li>• <b>Political contexts and regional programs favorable for supporting R&amp;D in SMSs</b></li> <li>• <b>High potential in research that is not completely exploited by industry</b></li> <li>• <b>The number of innovative enterprises is growing</b></li> </ul>		<ul style="list-style-type: none"> <li>• A long term plan for policies about development is necessary</li> <li>• Competition with emerging countries</li> <li>• The development model of the region could not be sustainable in a long term perspective</li> <li>• National cuts to research funds</li> </ul>	

<b>PROVENCE Alpes Côte d'Azur</b>			
<b>STRENGTHS</b>		<b>WEAKNESSES</b>	
<ul style="list-style-type: none"> <li>• <b>Economy: Dynamic SMEs and strong service sector</b></li> <li>• <b>Research: Strong research activity (3<sup>rd</sup> region) and strong social sciences</b></li> <li>• <b>Knowledge: Strong educational services for economy and law</b></li> <li>• <b>Innovation Support Services: Competitive clusters and PRIDES</b></li> </ul>		<ul style="list-style-type: none"> <li>• Economy: Financing, human resources, marketing</li> <li>• Research: Lack of valorization</li> <li>• Knowledge: Lower general education attainment and low lifelong training</li> <li>• Innovation Support Services: Management of innovation processes for SMEs</li> </ul>	
<b>OPPORTUNITIES</b>		<b>THREATS</b>	
<ul style="list-style-type: none"> <li>• <b>Economy: Strong service sector development, social and environmental responsibility</b></li> <li>• <b>Research: R&amp;D development</b></li> <li>• <b>Knowledge: High level of education</b></li> <li>• <b>Innovation Support Services: Open innovation, service innovation, public procurement</b></li> </ul>		<ul style="list-style-type: none"> <li>• Economy: Economic and financial crisis</li> <li>• Research: Lack of cooperation between universities / engineering schools / enterprises</li> <li>• Knowledge: Lack of public funding</li> <li>• Innovation Support Services: Small size of support structures and lack of public financing</li> </ul>	

MALTA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• EU membership helping to drive the policy learning curve.</li> <li>• EU Framework Programme participation</li> <li>• High interest by the private sector in public grant schemes</li> <li>• Budgetary incentives to support research and innovation</li> <li>• Information Society drive and high ranking on eReadiness</li> <li>• Public sector agencies promoting innovation</li> <li>• Good proportion of innovative individuals seeking novel ideas</li> </ul>	<ul style="list-style-type: none"> <li>• General lack of RTDI culture – minimal investments and lack of critical mass.</li> <li>• Culture of state dependence as a result of excessive dominance of the economy by the Government</li> <li>• Industry-university links fragmented and generally uncoordinated.</li> <li>• Limited structured national dialogue on innovation</li> <li>• Limited awareness of dynamics of RTDI system</li> <li>• Severe resource constraints and budget deficit restricts setting up of new measures</li> <li>• Key innovation policy areas are dependent upon the expertise of a very small group of individuals</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• The strong drive on ICT policies and strategies and the highly developed ICT infrastructure, the excellent location and facilities for conferencing and research, as well as Malta's small size make it an ideal test-bed for a synergy of innovative eCommunity, eGovernance, eCommerce ventures and in the area of security.</li> <li>• Policies aimed at tapping Maltese communities abroad</li> <li>• Policy drive to tap emerging innovation and enterprise opportunities in Middle East and North Africa with opening up of Libya and the Mediterranean of the European Research Area</li> <li>• Measures to tap local knowledge strengths in cultural heritage, commerce, crafts, fisheries, education, lifelong learning, creativity, medicine/health, diplomacy</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient coordination on Lisbon agenda and falling behind on Lisbon targets</li> <li>• Recession setting in and the closing down of micro-enterprises</li> <li>• Insufficient policy drive to address sudden intensification of the brain-drain;</li> <li>• Inadequate direct measures to retain key FDI companies and prevent them from leaving Malta to tap more competitive locations</li> <li>• Lack of sustainable development policy targets leading to deteriorating environment and quality of life deteriorates with growing population density with negative impacts on tourism revenue</li> <li>• Geo-political security concerns in the Mediterranean due to growing tensions in the Middle East</li> </ul>

REGION OF ALGARVE	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• The potential of endogenous resources in the region.</li> <li>• Existence of a University with strong scientific domains (Marine Sciences, for example).</li> </ul>	<ul style="list-style-type: none"> <li>• Low qualification of human resources (whether employees or employers) in the region.</li> <li>• Lack of corporate sensibility towards innovation and R&amp;D activities.</li> </ul>

	<ul style="list-style-type: none"> <li>Excessive weight of seasonality in predominant economic sectors.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Strengthen emerging economic sectors (biotechnology, agro-food).</li> <li>Knowledge transfer for the University to regional companies.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of trust in the support entities.</li> <li>Scientific knowledge confined only to the University.</li> </ul>

CYPRUS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Tourism, real estate, shipping and banking are leading economic activities with high innovation potential, with increasing business demand for R&amp;D collaborations with research bodies to enrich their know-how</li> </ul>	<ul style="list-style-type: none"> <li>Low hierarchy of RTDI among the priorities of firms and particularly in SME's</li> <li>Weak links between research and the productive sectors. Existing technology transfer mechanisms are either at an infant stage, or do not bring the expected results.</li> <li>Research in fields with limited relation to the productive base of Cyprus.</li> <li>The financial and banking organizations could provide the essential human and financial capital for funding innovative ventures.</li> <li>Strong tendency from firms to cover the technological needs from abroad overlooking the endogenous possibilities</li> <li>Absence of a robust system for technology and innovation transfer</li> <li>Long term decline of the manufacturing and agriculture sector</li> <li>Absence of investment evaluation mechanisms for innovative enterprises</li> </ul>
OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> <li>There is a satisfactory level of infrastructure (research centres, institutes etc.), but low public and business R&amp;D funding.</li> <li>Slow adaptation to international competition coming from low cost producing countries particularly in most services sectors (tourism etc), manufacturing and primary sectors.</li> <li>Low demand from the SMEs for funding RTDI activities.</li> <li>Delayed exploitation of renewable energy sources and development of technologies in relevant fields.</li> <li>Absence of a strategy for innovation at a national or sectoral basis</li> </ul>

	<ul style="list-style-type: none"> <li>• State aids for the SMEs address limited needs (acquisition of equipment) overlooking R&amp;D.</li> <li>• Absence of a robust system for technology and innovation transfer</li> <li>• Long term decline of the manufacturing and agriculture sector</li> <li>• Absence of investment evaluation mechanisms for innovative enterprises</li> </ul>
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Source: [http://ec.europa.eu/regional\\_policy/sources/docgener/evaluation/pdf/evalstrat\\_innov/cyprus.pdf](http://ec.europa.eu/regional_policy/sources/docgener/evaluation/pdf/evalstrat_innov/cyprus.pdf)

SLOVENIA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Different system organizations, specialized, market leaders in the region, sometimes in the whole country.</li> <li>• Good connectivity with the business world.</li> <li>• Good cooperation with the government.</li> <li>• Organizations have strong brands and influence on the entrepreneurial environment.</li> <li>• High quality of services.</li> <li>• Knowledge transfer from the UM to the business world.</li> <li>• Broad spectrum of activities, well known and respected events.</li> <li>• Connections between organizations within the system.</li> </ul>	<ul style="list-style-type: none"> <li>• System needs a lot of resources to operate - financial resources, employees etc.</li> <li>• Organizations sometimes offer similar or identical services on the market, individually.</li> <li>• Very great dependency on the state budget.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• New partnerships with companies, other universities.</li> <li>• Connection of student programs with some activities from organizations in the system.</li> <li>• New start-up companies.</li> <li>• Collaboration with neighbouring countries.</li> <li>• National and EU funds.</li> <li>• Increased competitiveness of the business environment – entrepreneurs will seek new knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Competition, services, other incubators, innovation centers.</li> <li>• Lack of high potential start-up companies.</li> <li>• Lack of students in technological studies subjects.</li> <li>• Tougher conditions for receiving funds.</li> </ul>

Source: FREE, From Research to Enterprise, Innovation Systems Guidebook, April, 2010, <http://free.unideb.hu>

REGION OF ANDALUSIA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• High political and regional government commitment to innovation.</li> </ul>	<ul style="list-style-type: none"> <li>• Low number of entrepreneurs and modern industrial activities.</li> </ul>



<ul style="list-style-type: none"> <li>• <b>A number of top quality universities, public research centers and high number of students, Doctors and researchers.</b></li> <li>• <b>Increase of human and material resources devoted to the Andalusian research, development and innovation (RDI) system.</b></li> <li>• <b>Existence of an infrastructure supporting R &amp; D and innovation.</b></li> <li>• <b>Increasing evolution of research projects in European calls, highlighting projects in the fields of knowledge on production technologies, communication and information technologies and life sciences.</b></li> <li>• <b>Creation of quality Spin-offs.</b></li> <li>• <b>Agility and flexibility of the business network consists mainly of SMEs.</b></li> <li>• <b>High level of creativity.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Labor-intensive specialization and low value-added activities.</li> <li>• Lack of entrepreneurial tradition.</li> <li>• Low degree of internationalization of Andalusian firms.</li> <li>• No coordination between SMEs to achieve innovation projects.</li> <li>• Low level of cooperation and interaction between companies and entities conducting R &amp; D + i (universities, research centres, etc.)</li> <li>• Low professionalization in terms of management methods and business organization in most of the business network.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• <b>Presence in the area of high technology sectors with high expectations of growth and development.</b></li> <li>• <b>To move towards a more market-driven situation.</b></li> <li>• <b>Diversification of production and trade towards goods and services with higher knowledge content.</b></li> <li>• <b>Engaging SMEs in more innovation-driven strategies and clusters.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Relocations of multinationals companies to areas with lower labor costs.</li> <li>• Growing competition from emerging economies.</li> <li>• Growing competition to attract EU research and innovation funds.</li> </ul>

REGION OF CATALUNYA	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>Increase on the number of patent applications, especially on the biotechnology sector.</b></li> <li>• <b>Increase on R&amp;D expenditure and employment of researchers (relative terms).</b></li> <li>• <b>Large number of financial measures to support R&amp;D and innovation activities.</b></li> <li>• <b>Large diversity on types of measures.</b></li> <li>• <b>Important number of measures devoted to promote internationalization.</b></li> <li>• <b>Important number of measures devoted to promote researchers employment.</b></li> <li>• <b>Good financial conditions for loans.</b></li> <li>• <b>Synergies between different governmental agencies.</b></li> <li>• <b>Large international connections.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Decrease on the employment in high-technology activities, which may mean a decrease in R&amp;D investments in the sector.</li> <li>• Low number of support measures devoted to pure research activities.</li> <li>• Large administrative timings for measures.</li> <li>• Lower amounts of grants / subsidies each year.</li> <li>• Dependence of private financial institutions to manage loans.</li> <li>• It may exist overlap of competences among different R&amp;D support entities.</li> <li>• A large number to support entities may present inefficiency problems.</li> <li>• Low qualification of human resources (whether employees or employers) in the</li> </ul>



	<p>region.</p> <ul style="list-style-type: none"> <li>• Lack of corporate sensibility towards innovation and R&amp;D activities.</li> <li>• Excessive weight of seasonality in predominant economic sectors.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Increase on the investment in R&amp;D as percentage of GDP which may lead to better research and innovation activities.</li> <li>• Increase of the use of Internet which may lead to more opportunities for R&amp;D in a globalized system.</li> <li>• Increase on tertiary education which means better preparation from people to develop R&amp;D activities.</li> <li>• There exist measures to promote outside companies to move to Catalonia, including those aiming at developing R&amp;D activities.</li> <li>• There are not restrictions on measures in terms of fields / sectors, which open possibilities for all of them.</li> <li>• If there is a proper coordination among entities of support for research, it may be better achievements.</li> <li>• The large number of international connections of support agencies presents the best opportunities in a globalized system.</li> </ul>	<ul style="list-style-type: none"> <li>• There is not a sustainable increase in terms of patent applications, and there has been a decrease on ICT-based patents applications.</li> <li>• Relatively low tertiary education compared to other developed countries.</li> <li>• Grants / subsidies usually present inefficiency problems in economic terms.</li> <li>• There exist not measures aiming at developing a smart specialization project.</li> <li>• Public procurement activities are still not well established in the system.</li> </ul>

REGION OF VENETO	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Higher local presence (Spill-over) and greater presence of enterprises (enterprise/ resident ratio of 1:10).</li> <li>• Strong and multi sector production system; its system has been able to maintain a level of economic development that has been consolidated and has remained stable over time, thus providing a clear signal of high productivity.</li> <li>• Greater ability to adapt to markets; flexibility and easy adjustment to market changes as well as to customers' requirements.</li> <li>• Good entrepreneurial level and incremental innovation.</li> <li>• Presence of well established small/medium size companies and international leading companies highly</li> </ul>	<ul style="list-style-type: none"> <li>• Poor funding and low investments in R&amp;D.</li> <li>• Poor capacity for radical product innovation; Limited product innovation and development skills capable to yield innovative solutions revitalizing and refreshing the most important sectors.</li> <li>• Scarce business-making attitude making it difficult to implement innovation and upgrade strategies within the company.</li> <li>• Lack of "financial instruments for innovation".</li> <li>• Small-size, prevalently companies family with a difficult generational turnover. Self- acting strategies and reluctance to teamwork.</li> <li>• SMEs' limited access to funds</li> <li>• Small-size companies with difficult to</li> </ul>

<p><b>motivated and export oriented.</b></p> <ul style="list-style-type: none"> <li>• <b>Attraction of work force with different features because of positive net migration from other Italian regions or from abroad.</b></li> <li>• <b>Increasing number of people graduates with a scientific degree (maths, science, technology).</b></li> <li>• <b>Good entrepreneurial level and incremental innovation</b></li> <li>• <b>Presence of well established SMEs and international leading companies highly motivated and export oriented</b></li> </ul>	<p>emerge</p> <ul style="list-style-type: none"> <li>• Low SMEs' awareness of the opportunities deriving from a collaboration with the universities or research centers</li> <li>• Lack of a proper national and regional innovation policy; research and innovation policy intervention is a strong fragmentation of instruments and measures that are often conceived as short term or even unatantum initiatives.</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• <b>Take advantage of a local collaboration networks (45 Production districts recognized by the Veneto Region)</b></li> <li>• <b>Improvement of technology transfer mechanisms to reduce the existing gap between research and the market</b></li> <li>• <b>Innovation financing (especially venture capital)</b></li> <li>• <b>Mobility of talents</b></li> <li>• <b>Optimize the results of technology transfer and incremental innovation</b></li> </ul>	<ul style="list-style-type: none"> <li>• Inefficient research/enterprise collaboration</li> <li>• Potential competitiveness of new and emerging countries in focus sectors</li> <li>• Cooperation difficulty in some sectors because of small size of regional companies</li> </ul>

### 3.4.2. Conclusions

The conclusions from the comparative analysis of regional policies are based on the analysis of the effects of the regional policies to the innovation performance of IKTIMED areas along with the level of involvement of the major actors of innovation in the design and implementation of innovation promotion strategies in all areas.

Based on the innovation performance, it can be observed that Catalunya and Alpes Côte d’Azur can be considered as top innovation performers, Slovenia and Veneto can be considered medium performers and Marche, Cyprus, Central and East Macedonia can be considered as low performers.

In relation to innovation policies and measures adopted primarily between 2000 and 2010 some policies and measures can be linked to the innovation performance of each area while others had not the result expected. In this respect it can also be concluded that innovation performance in some cases has been improved mainly due to private sector initiatives and investments and not due to the formulation of policies and measures promoting innovation and entrepreneurship. More specifically and based on the SWOT analysis of each region / country, the following policy-related facts seem to affect innovation performance either positively or negatively:

- Limited autonomy in policy-making at regional level had led to ineffective policies designed at central government level and not addressing the needs and the specificities of each region adequately. This is the case for the regions of Central Macedonia and West Macedonia in Greece resulting in a low innovation performance.
- Increased regional activity in policy-making had a positive effect of different gravity for different areas. Thus, regional activity in policy-making had a limited effect to innovation performance of Marche, Andalusia and Algarve (mediocre to low innovation performances). On the other hand policy-making at regional level is linked to a higher performance level in Alpes Côte d’Azur, Veneto and especially in Catalunya.
- Targeted and innovation specific policies and measures seem to help in promoting innovation. For example in the case of Central and West Macedonia, of Cyprus, of Algarve and of Slovenia there are few and inadequate targeted policies and measures applied up to 2010 which had better results in the case of Slovenia

but not as good results in the rest of the regions. On the other hand, in the case of Catalunya, it can be observed that policies and measures are more specific and do not extend to more than one topics leading to a much better innovation performance. Also, in the case of Veneto focus on high-tech innovation (including nanotechnologies and biotechnology) led to an improved general innovation performance and in relation to high-tech innovation.

- The range of topics covered by the policies and measures adopted and applied in each Region is also an important factor affecting innovation performance. By observing the Catalan policies and measures it can be concluded that Catalan policies and measures cover a wide range of topics including skill development, financing of entrepreneurial activities, product and process innovation, knowledge increase, innovation management training, employment and high-tech innovation, international cooperation, university research, support of European projects, R&D support and awareness rising and organization improvements. Such a wide range of policies and measures can only be found in Veneto region which is also characterized by a good innovation performance. However, in both cases the application of these policies and measures has not been concluded yet.

On top of the aforementioned conclusions, **successful policies and measures** have been identified by Iktimed partners, which can be assessed at a later stage and can potentially be used as good practices for innovation policy formulation. Such successful policies and measures are the following:

- Program NEBT of the Catalan Government in the region of Catalunya: a program through which loans have been provided to technology companies that have a technological component as a differentiating factor of their business model. This program has been characterized as a success story by the Catalan government (sources: ACCIÓ and AGAUR).
- Program LINIA i+i of the Catalan Government in the region of Catalunya: a program providing loans to finance innovation projects, industrialization and internationalization. This program has been characterized as a success story by the Catalan government (sources: ACCIÓ and AGAUR).
- Program CONES of the Catalan Government in the region of Catalunya: a grant to encourage actions of transnational collaboration in research and development between Catalunya and other regions or countries of strategic interest to Catalunya. This program has been characterized as a success story by the Catalan government (sources: ACCIÓ and AGAUR).

- The PAIDI program of the Regional Ministry of Science, Innovation and Enterprise of Andalusia: The main tool of the Regional Government of Andalusia's scientific and technological development policies which focuses on generation of knowledge and value enhancement strategy, the development of an innovative culture for all regional entities, the improvement of sharing channels of promoting technological development and innovation and the involvement of the private initiative on Andalusian Knowledge System.
- The PRIDES program – Regional Poles of Innovation and fair economic development of the PACA (Alpes Côte d'Azur) Regional Council: PRIDES are certified businesses' networks aimed at developing projects, supported by the Regional Council of PACA. The measure has reinforced business competitiveness, improved innovative projects and developed sustainable employment. The measure can be considered very effective in the region with 29 certified poles of innovation since 2006, some of them in emerging and high added-value sectors and with the involvement of 3000 SMEs.
- The Special Fund for the development of science and technology parks in the Veneto Region (regional law n.36/1995): It created space to foster knowledge sharing and cooperation for high-tech sectors with a low impact on regional economy up to date. The results obtained were different from what planned but they were still good and considerable.
- The regional law n.8/2003 of the Veneto Region concerning Regional Cluster: The objective was to create a cluster active in industrial research and pre-competitive development, in technology and knowledge transfer with the participation of SMEs operating in the region, public bodies, associations etc. The Cluster was not limited by local territorial constraints, it was freely established and not imposed by authorities, single enterprises did not receive any direct funding while support was provided only to common projects. The instrument was launched with the full participation of all regional bodies.
- The Programme of the Veneto Region / the Ministry of Economic Development / the Ministry of University and Research on the sectors of biotechnology and nanotechnologies: It involved SMEs and universities and it created a point of reference for nanotechnologies in Veneto. It was an example of top-down policies that promoted new technologies but at the same time had a potential strong impact on regional economic development.

## **Part 4: COMMON METHODOLOGY**

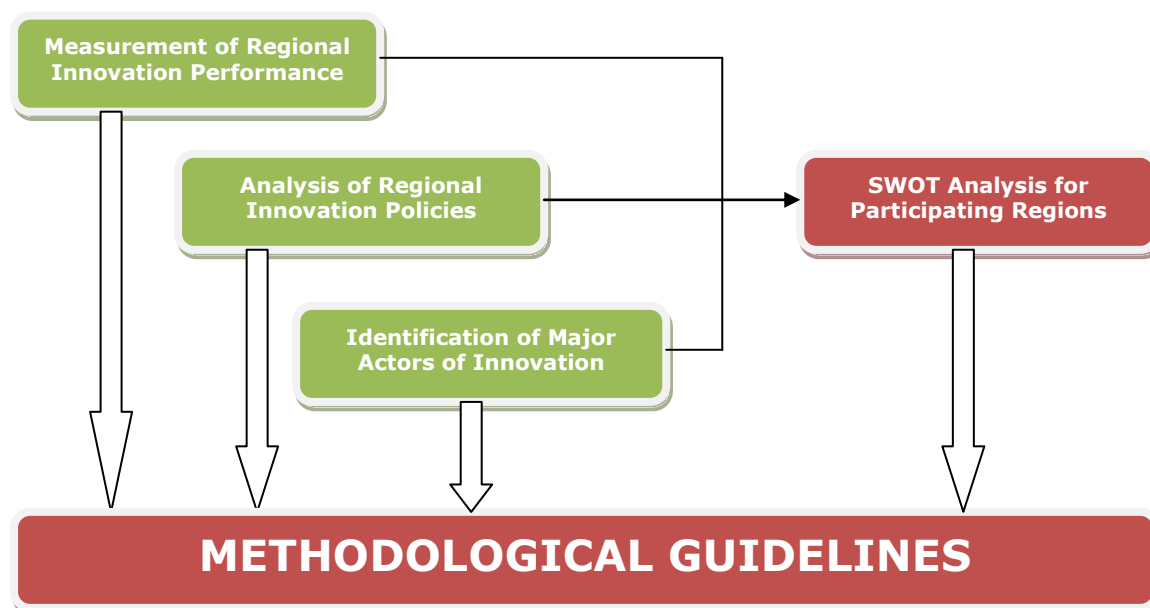
### **4.1. Common Methodology to Monitor Public Funding Programs**

#### **4.1.1. Description of Common Methodology**

The methodology used in Phase 3.1 of the project IKTIMED was developed through the collaboration of IKTIMED partners within the scope of achieving project results and by taking into consideration such factors as feasibility and applicability in relation with the participating regions' characteristics.

The methodology is based on the identification of regional policies which can be divided in policies for research and innovation and policies for the diffusion of innovation. Policies for research and innovation have the objective of fostering the production of new ideas and solutions while policies for the diffusion of innovation focus on the demand-side of innovation and aim at developing more efficient systems of intellectual property protection, at reducing production costs, and in general at reducing barriers related with advantages of the products already available in the market.

The methodology is consisted of two main parts, the first one regarding the analysis of innovation policies and services offered in the regions of IKTIMED partners and the second one regarding the SWOT Analysis for each region based on the key findings of the first part. The first part composes the measurement of innovation performance and the presentation and assessment of regional innovation policies as well as of major innovation actors in the participating areas. The second part integrates the results of part one with observations and research findings about innovation in the participating regions. The following figure provides a schematic representation of the methodology.

**Common Methodology to Monitor Public Funding Programs**

More specifically, the measurement of innovation performance is based on a set of Eurostat indicators selected by project partners taking into consideration the following attributes:

- Innovation-specific indicators each one related to a different parameter of innovation;
- Indicators for both research and innovation and diffusion of innovation, thus measuring innovation and the impact of innovation;
- Publicly available indicators from credible sources such as Eurostat;
- Availability of indicators for the regions of IKTIMED according to an initial research in Eurostat databases;
- Recent indicators providing data from 2000 up to 2010 since after 2010 data are not available in most of the cases.

Indicator data were collected by each partner in relation with the respective region. The data were then analyzed and a comparative analysis has been performed based on a ranking system applied to each indicator. A scale of 1 to 11 was used where 1 was the worst performance and 11 the best performance. In case of data not being available for a specific region, no value was used for the respective indicator. The ranking of each region

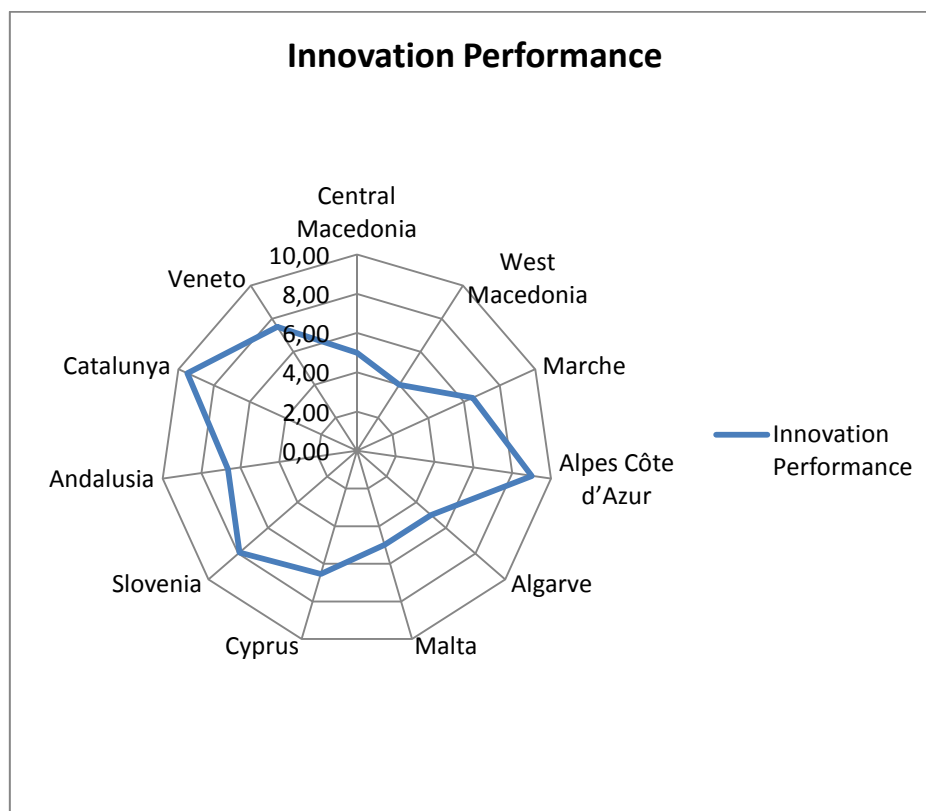
was extracted by taking the average of the region's performance for all indicators for which data were available.

The following table presents an example of the ranking system used in Phase 3.1 of the IKTIMED project, along with the actual ranking of the participating regions. It should be noted at this point that IKTIMED regions also included countries (Cyprus, Malta, Slovenia). This was the case due to the comparable size of these countries to the rest of IKTIMED regions and due to unavailability of data.

INNOVATION PERFORMANCE SCORES – PHASE 3.1													
	Educ. 1	Educ. 2	Empl.	R&D 1	R&D 2	Pat. 1	Pat. 2	Pat. 3	Pat. 4	Diff. 1	Diff. 2	Diff. 3	Innovation Performance
Central Macedonia	7	2	4	8	7	5	5	5	2	N/A	N/A	N/A	5,00
West Macedonia	5	1	N/A	4	2	N/A	N/A	8	4	N/A	N/A	N/A	4,00
Marche	4	4	11	5	4	9	6	7	6	8	7	7	6,50
Alpes Côte d'Azur	9	3	10	N/A	9	10	11	9	11	N/A	N/A	N/A	9,00
Algarve	3	5	N/A	N/A	6	3	3	1	N/A	5	11	8	5,00
Malta	2	7	N/A	7	N/A	N/A	N/A	6	3	11	N/A	N/A	5,00
Cyprus	11	8	5	6	3	6	7	4	7	7	8	N/A	6,55
Slovenia	6	11	8	N/A	10	8	8	2	9	9	6	10	7,91
Andalusia	8	10	6	N/A	8	4	4	3	5	6	10	9	6,64
Catalunya	10	9	7	11	11	7	9	10	10	10	9	11	9,50
Veneto	1	6	9	9	5	11	N/A	11	8	N/A	N/A	N/A	7,50

Furthermore, the result of this ranking was graphically represented with the diagram of the following figure.



**Innovation Performance Results of Phase 3.1**

Based on the ranking of the regions according to their innovation performance, project partners were asked to provide information about regional innovation policies and measures. Information provided included the description of the policies and the measures, funding information, dates of implementation, entity responsible for the application and outcomes – lessons learnt through the application of each policy and measure. The objective of this stage was to link the adoption of policies and measures in each region to its innovation performance in the frame of identifying the factors that led to this performance, while at the same time identifying successful cases of policies and measures that could be considered good practices of regional innovation policies. The following table presents the types of data requested by each project partner in order to describe regional policies of innovation and assess them.

REGIONAL INNOVATION SUPPORTING MEASURES						
Title of Supporting Measure	Duration	Description of the Supporting Measure (Content, Objectives, Beneficiaries etc.)	Budget, Source and Type of Funding (in €)	Form of Funding Provided (Grants, Loans, Subsidies etc.)	Outcomes – Lessons Learnt	Responsible Entity

Furthermore, project partners provided information about major actors of innovation in their region. The objective of this activity is to examine whether there are other actors of innovation than policy-makers affecting innovation performance either by contributing to research and innovation or by promoting innovation in their area. The different roles of each actor (funding, support, R&D etc.) were presented and their activities were described in order for the project team to have a clear picture of their role in the local innovation system. The following table presents the information requested about major actors of innovation.

MAJOR ACTORS OF REGIONAL INNOVATION			
Organization Name	Type	Role	Description of Activities

Last but not least, a SWOT analysis was conducted for each area in order to identify the strengths and opportunities and the weaknesses (problems and barriers) and threats for each region. The SWOT analysis aimed at extending the analysis level and widening the project's team knowledge on the innovation performance facts, problems and barriers in each region.

The two parts of the comparative analysis were then integrated in order to draw useful conclusions on regional innovation policy-making and on the effects of past activities and extract methodological guidelines based on the process applied in IKTIMED for further monitoring of public funding programs.

#### **4.1.2. Conclusions from the Methodology's Application**

The application of the methodology in the comparative analysis of IKTIMED's phase 3.1 had some issues and drawbacks leading to complementary actions in order to cover the gaps and achieve the objectives of the phase. These issues and drawbacks are summarized as follows:

1. Although indicators were selected on the basis of availability of data, data were not available for some regions or were not up to date. This caused difficulties in the comparative analysis of the regions and made it impossible to separately compare policies for research and innovation and policies for diffusion of innovation since data were limited (particularly for policies for the diffusion of innovation).
2. Available data concerned in some cases time periods up to 2007. Within this respect, results were a little bit outdated in these cases especially when considering the big socioeconomic changes in the participating countries and regions from 2009 and on, due to the economic crisis.
3. Information provided about policies presented by project partners was not sufficient to identify good or successful practices as planned. Further information was requested. It is clear that the information regarding each policy needs to be very specific and detailed as far as the description of the type of information requested is concerned.
4. The role of each actor of innovation in the innovation system of each country was not fully described within the information requested by project partners. Questions needed to be more specific and linked to the objective of the comparative analysis.

For most of the issues mentioned above corrective actions were completed in the frame of achieving the objectives of Phase 3.1.

### 4.1.3. Methodological Guidelines

As a result of the application of the methodology described above, methodological guidelines have been extracted. The purpose of these guidelines has been to establish a point of reference for future monitoring and assessment of public funding programs in relation to innovation.

The following table summarizes the step-by-step methodological guidelines to monitor public funding programs, relevant to innovation.

METHODOLOGICAL GUIDELINES FOR MONITORING OF PUBLIC FUNDING PROGRAMS CONCERNING INNOVATION			
STAGE	ACTION	DESCRIPTION	RECOMMENDATIONS
Measurement of Regional Innovation Performance	Selection of Indicators	Select indicators for which data will be collected	Categorize indicators to indicators regarding policy for research and innovation and indicators concerning policy for diffusion of innovation
			Be as thorough as possible, since the more indicators selected the more accurate the measurement will be
			Select indicators for which data sets are available
	Data Collection	Collection of data for the measurement of innovation performance	Data should be as up to date as possible
	Data Processing and Performance Measurement	Analyze data and measure performance in order to assess the results of public funding programs	Equally weigh each indicator except in the cases of topic-specific measurements

METHODOLOGICAL GUIDELINES FOR MONITORING OF PUBLIC FUNDING PROGRAMS CONCERNING INNOVATION			
STAGE	ACTION	DESCRIPTION	RECOMMENDATIONS
Analysis of Regional Innovation Policies	Analysis of Policies for Research and Innovation	Collection and analysis of information about policies for research and innovation	<p>Information is recommended to include:</p> <ol style="list-style-type: none"> <li>1. Time and duration of the policy – measure,</li> <li>2. Analytical description of the measure including activities, objectives, beneficiaries,</li> <li>3. Funding and source of funding including the type and level of funding,</li> <li>4. Outcomes and impact on local innovation system including information whether it was considered successful or not and</li> <li>5. Entity responsible for the implementation of the measure or entities in case of more entities involved including the role of each one of them</li> </ol>
	Analysis of Policies for Diffusion of Innovation	Collection and analysis of information about policies for diffusion of innovation	<p>Information is recommended to include:</p> <ol style="list-style-type: none"> <li>1. Time and duration of the policy – measure,</li> <li>2. Analytical description of the measure including activities, objectives, beneficiaries,</li> <li>3. Funding and source of funding including the type and level of funding,</li> <li>4. Outcomes and impact on local innovation system including information whether it was considered successful or not and</li> <li>5. Entity responsible for the implementation of the measure or entities in case of more entities involved including the role of each one of them</li> </ol>

METHODOLOGICAL GUIDELINES FOR MONITORING OF PUBLIC FUNDING PROGRAMS CONCERNING INNOVATION			
STAGE	ACTION	DESCRIPTION	RECOMMENDATIONS
Identification of Major Actors of Innovation	Identification of Major Actors of Innovation	Collection of information about public and private entities being actors of innovation	Actors of innovation should be fully described as far as their type, their role and their activities are concerned. Ideally, it should be made possible to identify their position in the local innovation system's map
			It is recommended to involve actors of innovation in the process of public funding programs' monitoring since they can provide insight information
SWOT Analysis for Participating Regions	Identify Strengths	Strengths of the region in relation to innovation and promotion of innovation are identified	Strengths identified should be internal to the region (e.g. not national ones)
	Identify Weaknesses	Weaknesses of the region in relation to innovation and promotion of innovation are identified	Weaknesses identified should be internal to the region (e.g. not national ones)
	Identify Opportunities	Opportunities from the external environment are identified	The external environment could refer to national and European level
	Identify Threats	Threats from the external environment are identified	The external environment could refer to national and European level

## **Part 5: EXPERTS SURVEY**

### **5.1. Introduction**

Experts' survey has been implemented in order to assess the acceptance of the comparative analysis and the common methodology extracted in the project, by international innovation experts in all participating regions and countries of IKTIMED.

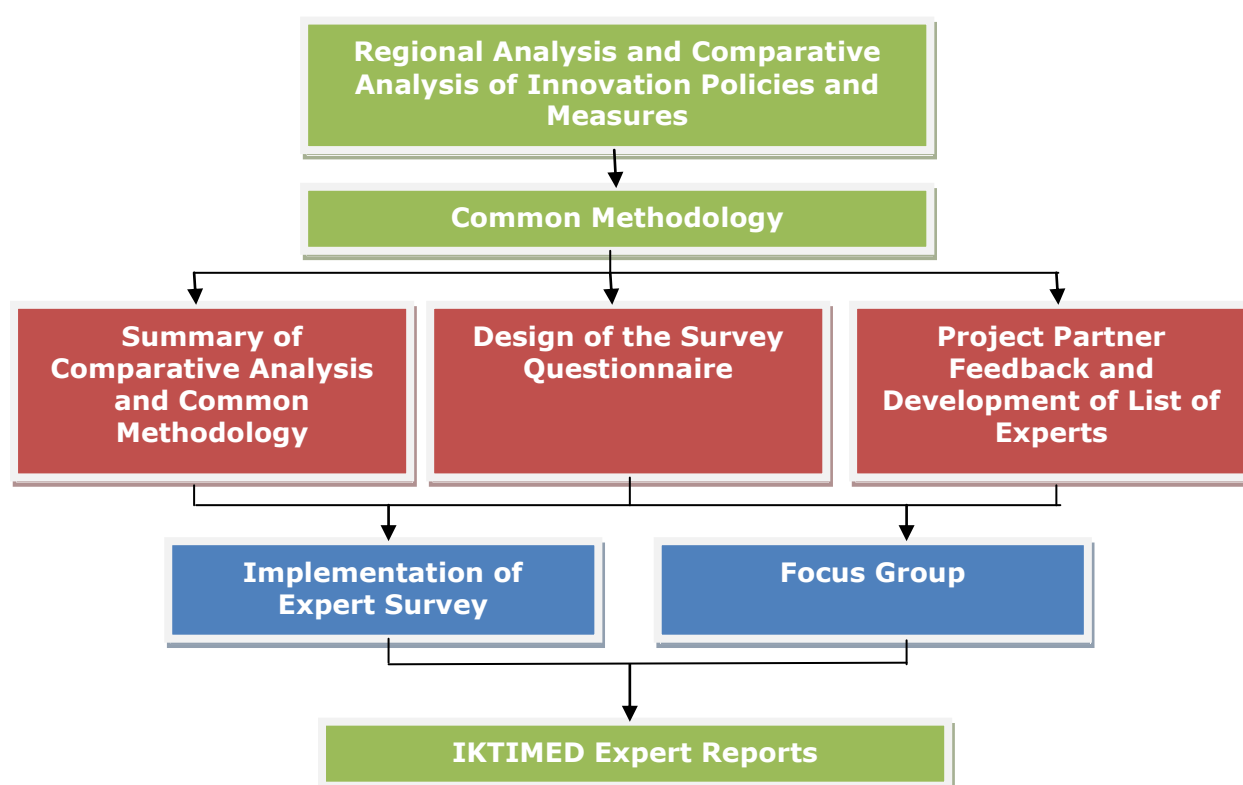
In this study, initially the process of the survey is fully described. The process along with the background work completed within the comparative analysis of regional policies and the common methodology present an integrated solution for the extraction and verification of a common methodology for the monitoring of public funding programs. Then, the results of the survey are presented along with the final conclusions which complete the work planned for phase 3.1 of IKTIMED.



## 5.2. Expert Surveys Implementation

### 5.2.1. The Process

Expert reports have been extracted through a process that considers all relevant parameters of the project. The complete process applied in order to extract the expert reports is presented in the following figure.



Certain limitations had to be considered in the process of extracting the expert reports. These limitations and other major considerations are listed below:

1. Indicators – selection of indicators was based on the credibility of the source of data, on the acceptance of indicators at EU level, on the availability of data for the participating regions as well as on the comparability of the indicators at regional level so as to extract conclusions on relative innovation performance.
2. Assessment of policies/measures – there is no widely accepted established method regarding measuring performance of policies/measures and information about the outcomes and lessons learnt from the application of policies is not available in all

case and in most cases the assessment is limited to quantitative parameters such as money absorbed.

3. Assessment of major actors – depends clearly on availability of data which in several cases were not available.
4. SWOT analysis – a widely accepted tool that is very useful in comparative analysis and in strategic planning but has limitations since it does not prioritize issues, it does not provide solutions or offer alternative decisions, it can generate too many ideas but not help to choose which one is best, it can produce a lot of information, but not all of it is useful.
5. Methodology – the common methodology extracted is limited by the process of the comparative analysis applied in the first stage of the phase due to the limited flexibility of considering different methodologies.

### 5.2.2. Questionnaires and Experts

The experts' survey core refers to the questionnaire used to collect information from experts. The questionnaire was designed using basic principles in the definition of questions. Such principles are:

- The use of simple, short and easy to understand questions;
- The use of questions aiming directly to the information that needs to be collected;
- The use of simple, unambiguous terms, which can be understood by all respondents in the same way;
- Avoiding hypothetical questions, stimuli and negatives;
- Use of questions targeting information to which respondents do have access;
- Use of closed-ended questions which are easy to code, easy to answer, easy to analyze, less-biased and with increased degree of reliability;
- Use of boxes for commenting in order to overcome the closed-ended questions' disadvantage of less depth and substance.

The questionnaire's format was developed according to the components of the methodology and the comparative analysis. Thus, it includes five parts, namely, a part about the selection of indicators for the assessment of innovation performance, a part about the assessment of regional policies/measures, a part about the assessment of major regional actors of innovation, a part about the SWOT analysis and a part about the common methodology. It was also decided to keep the questionnaire short in order to increase the responding rate. In parallel to the development of the questionnaire, the survey's target group was defined including innovation experts from most IKTIMED regions. This was accomplished with the contribution of IKTIMED partners due to the increased regional knowledge and to their ability to identify experts who potentially would be interested in participating in the research.

### 5.2.3. Survey Implementation and Results

The survey was implemented through email and telephone contacts. The experts were contacted in three stages. The first stage referred to the contact by local IKTIMED partners in order to assess their availability and willingness to participate in the research. The second stage referred to the emailing of the survey documents to the experts and of the invitation to participate in the research. The third and final stage was the follow-up stage including email and phone contacts to the experts. As a result of this process 11 experts replied out of the 19 experts invited to participate, with the objective being to collect 9 expert answers. The table below presents the list of experts participated in the research.

Name of Expert	Organization	Location	Email
<b>João AMARO</b>	Consultant/Univ. of Algarve	Faro, Portugal	<a href="mailto:riosecoamaro@hotmail.com">riosecoamaro@hotmail.com</a>
<b>Hugo BARROS</b>	CRIA / University of Algarve	Faro, Portugal	<a href="mailto:hfbarrros@ualg.pt">hfbarrros@ualg.pt</a>
<b>Matteo AMETIS</b>	Veneto Innovazione	Venezia, Italy	<a href="mailto:matteo.ametis@venetoinnovazione.it">matteo.ametis@venetoinnovazione.it</a>
<b>Alessandro VALENZA</b>	T33 SRL	ANCONA, ITALY	<a href="mailto:a.valenza@t33.it">a.valenza@t33.it</a>
<b>Jure VERHOVNIK</b>	Tovarna Podjemov	Maribor, Slovenia	<a href="mailto:jure.verhovnik@irp.si">jure.verhovnik@irp.si</a>
<b>Anton HABJANIC</b>	Tehnocenter d.o.o.	Maribor, Slovenia	<a href="mailto:anton.habjanic@tehnocenter.si">anton.habjanic@tehnocenter.si</a>
<b>Ales ZORC</b>	Tehnocenter d.o.o.	Maribor, Slovenia	<a href="mailto:ales.zorc@tehnocenter.si">ales.zorc@tehnocenter.si</a>
<b>Joseph WOODS</b>	Euromedconnect COOP	Malta, Malta	<a href="mailto:joseph.woods@euromedconnect.eu">joseph.woods@euromedconnect.eu</a>
<b>Antonis BOUBOULAS</b>	TCCI	Thessaloniki, Greece	<a href="mailto:antonisb@ebeth.gr">antonisb@ebeth.gr</a>
<b>Pantelis AGGELIDIS</b>	VIDAVO / Thermi Group	Thessaloniki, Greece	<a href="mailto:pantelis@vidavo.gr">pantelis@vidavo.gr</a>
<b>Dinos PAPAPOLYZOS</b>	TREK Innovations	Thessaloniki, Greece	<a href="mailto:d.papapolyzos@trek.gr">d.papapolyzos@trek.gr</a>

The following table presents the answers of the experts to the close-ended questions. It represents a more quantitative form of the results.

	Grade	Reuse	Degree of Thoroughness	Need for Improvement					Number of Indicators	Innovation Performance Ranking Method	Agreement with		Suitability of SWOT Analysis	Agreement with		Common Methodology and Recommendations	
				Indicators	Assessment of Innovation Performance	Assessm. of Policies	Major Actors	General Method.			Amount of information for policy description	Effective policy assessment		Amount of Information for actors' description	Effective actors' assessment	Clear and well-defined process	Clear and well-defined recommendations
EXPERT 1	8	Average	High	No need	Avg Need	Avg Need	High Need	Little Need	Just Enough	Acceptable	Neutral	Agree	Somewhat suitable	Disagree	Neutral	Agree	Agree
EXPERT 2	7	Average	Average	Avg Need	Avg Need	High Need	No Need	Avg Need	Just Enough	Somewhat acceptable	Neutral	Neutral	Somewhat suitable	Agree	Agree	-	-
EXPERT 3	7	High	High	Little Need	Little Need	Little Need	No Need	No Need	Just Enough	Acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree
EXPERT 4	8	Low	High	Little Need	No Need	Avg Need	No Need	No Need	Need More	Acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree
EXPERT 5	8	Average	High	No need	Little Need	Little Need	Little Need	Little Need	Just Enough	Acceptable	Agree	Agree	Suitable	Agree	Neutral	Agree	Agree
EXPERT 6	9	High	High	No need	No Need	Little Need	Little Need	Little Need	Just Enough	Acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree
EXPERT 7	7	Average	Average	Little Need	Little Need	Little Need	Little Need	Little Need	Need More	Acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree
EXPERT 8	8	High	High	Avg Need	Little Need	Avg Need	Little Need	Little Need	Need More	Acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree
EXPERT 9	8	Average	Average	High Need	Little Need	Little Need	Avg Need	Avg Need	Just Enough	Somewhat acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree
EXPERT 10	7	High	High	Little Need	No Need	No Need	Little Need	No Need	Just Enough	Acceptable	Agree	Agree	Suitable	Agree	Fully Agree	Agree	Agree
EXPERT 11	8	High	High	No need	Little Need	No Need	Little Need	No Need	Just Enough	Acceptable	Agree	Agree	Suitable	Agree	Agree	Agree	Agree

Based on these answers, the comparative analysis and the common methodology can be considered as acceptable by all experts. Low performance or disagreement to some attributes of the survey, were limited to one or two topics per expert. Furthermore, these low performing attributes were not identified by more than two experts and were not at the extreme level low-performing.

Exceptions to the aforementioned observations were the following:

- One expert noted that the policy / measure assessment needs definitely to be enhanced while three more noted that there is a need for some parameters of the assessment to be improved;
- Three experts reported there is a need for more indicators of innovation performance assessment;
- One expert answered that the whole section of the major innovation actors' assessment definitely needs improvement and enhancement along with the policy assessment which needs some improvement.

Further to the expert answers to the close-ended questions, comments were made with respect to certain issues of the methodology with the most popular being the quantity and the selection of the indicators. More specifically, comments are summarized in the table below along with an elaboration of the possibility of considering them in the final methodology:

EXPERTS COMMENTS & RECOMMENDATIONS	CONSIDERATION OF COMMENTS
❖ <i>More indicators should be added such the regional capacity of absorption of innovation, diffusion of technology to public users, industrial specialization indicator, policy monitoring indicators, indicators on creativity and design, value added per employee per region, presence in markets outside the region, indicators on formal and informal cooperation among universities and enterprises, establishment of new companies, indicators at micro / meso level and not only at macro level (EU level).</i>	❖ The issue of the indicators had been discussed extensively in the definition of the comparative analysis methodology. The addition of more indicators would be beneficial but they could only refer to macro level since a relative performance comparison is the goal, they should be linked to available data for all IKTIMED regions (not the case for most of the proposed indicators for Greek regions, Cyprus and other EU regions) and they should be available in a credible source's database, such as Eurostat.
❖ <i>Innovation is declined as</i>	❖ This recommendation was out of the scope of phase 3.1 of the IKTIMED

<b><i>technological within the methodology which does not cover the demand side from the business sector and it does not compare Innovation Providers and Innovation Users.</i></b>	project which focuses on the supply side of innovation and innovation related policy making.
<b><i>❖ Instead of the current ranking method use of a comparative approach of an existing scoreboard at European level (ESPON KIT project etc.) and stimulation of a debate and comments on it.</i></b>	❖ It does not seem to exist any clear added value linked to the use of such a scoreboard while on the other side the use of the proposed ranking method led to clear conclusions regarding the comparative analysis.
<b><i>❖ Ranking method result can be dependent upon the relative ranking as a result of the sample of the selected regions.</i></b>	❖ The objective of IKTIMED's phase 3.1 is to produce a comparative analysis of the IKTIMED regions, thus ranking of the sample is what is required. This ranking can only be relative and not general.
<b><i>❖ A more in depth analysis and a more complete context analysis was proposed for the policy assessment, especially in relation to the lessons learnt and the outcomes of policies and measures. A grouping of information in clusters was also proposed.</i></b>	❖ This is a field that has also been identified by the partnership as a field that needs improvement. It was probably not stressed enough in the request for information to project partners and a better follow-up should had been applied for the collection of information.
<b><i>❖ It was proposed to have a better insight of the structure of the major actors of innovation including an analysis of the industrial organization.</i></b>	❖ This is a possibility that could be considered in a future application of the methodology. On the other hand, in this case limited major actors' information was collected with less information requested since such information requires more extensive research and probably primary research in some cases.



#### 5.2.4. Focus Group

The focus group shared the same objective with the expert reports' survey, that is the consultation of the comparative analysis and the common methodology. The focus group was organized in Thessaloniki, in March 2013. Tools used during the focus group were the short description of the comparative analysis and the methodology, the questionnaire and a presentation of all parameters of the research. The focus group was initiated with the presentation of the framework while the respective documents were made available to participants. An extensive discussion followed during which innovation experts contributed with comments and recommendations. The main conclusions of the focus group do not differ a lot from the survey conclusions and are listed below:

- Indicators selected was once more the core of the debate since most experts recommended to add more indicators such as indicators to measure organizational innovation, in order to create a more complete innovation profile for each region;
- The discussion led to the conclusion that the assessment of policies and measures was designed efficiently but was not implemented thoroughly in order to collect all answers required to synthesize the complete profile of all regions;
- There was an agreement on the format of the comparative analysis and the methodology and recommendations concerned only the improvement of specific parts.

### 5.2.5. Expert Report Conclusions

Useful conclusions can be drawn from the expert reports collected at both quantitative and qualitative analysis level and the focus group. These conclusions act as an indicator confirming the validity of the extracted methodology to monitor public funding programs and as a basis for a future improved application of the comparative analysis methodology. In summary, the experts' survey ended up to the following conclusions:

- ✓ The methodology is a widely acceptable methodology for the comparative analysis of regional innovation performance and for the monitoring of public funding programs;
- ✓ Given the limitations described above there are few fields where the methodology could be improved or even updated when more indicator data will become available in the future;
- ✓ Certain proposed fields of improvement by the experts have also been identified in the methodology's recommendations indicating the alignment of external and internal to the IKTIMED project views;
- ✓ A possible repetition of the comparative analysis methodology requires a certain level of follow-ups targeting specific fields of information of more added value than others such as the outcomes and the lessons learnt from the application of innovation policies.

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