APPLIED POLICY SEMINAR
POLISIES FOR INNOVATION IN THE 21st CENTURY: BROADENING THE HORIZONS OF COLLABORATION AND RISK-SHARING

Collaboration Platforms: lessons from

George Strogylopoulos
Logotech S.A.

12/05/11

Policy rationale behind the launch of the initiative

First Action Plan for Innovation in Europe 1996

Lisbon Council: March 2000

Communication 'More Research and Innovation – A Common Approach' November 2005

AHO report: Jan 2006

Putting knowledge into practice: A broad-based innovation strategy for the EU' September 2006

FP5 1998-2002

FP6 2002-2006

CIP 2007>

Gate2Growth:
- Academic networks
- Incubator forum
- Investornet
- Proton Europe
- Support networks

PAXIS:
- creation of innovative start-ups (1999)
- Networks (regions + cities)
- Projects
- Support measures

SMEs

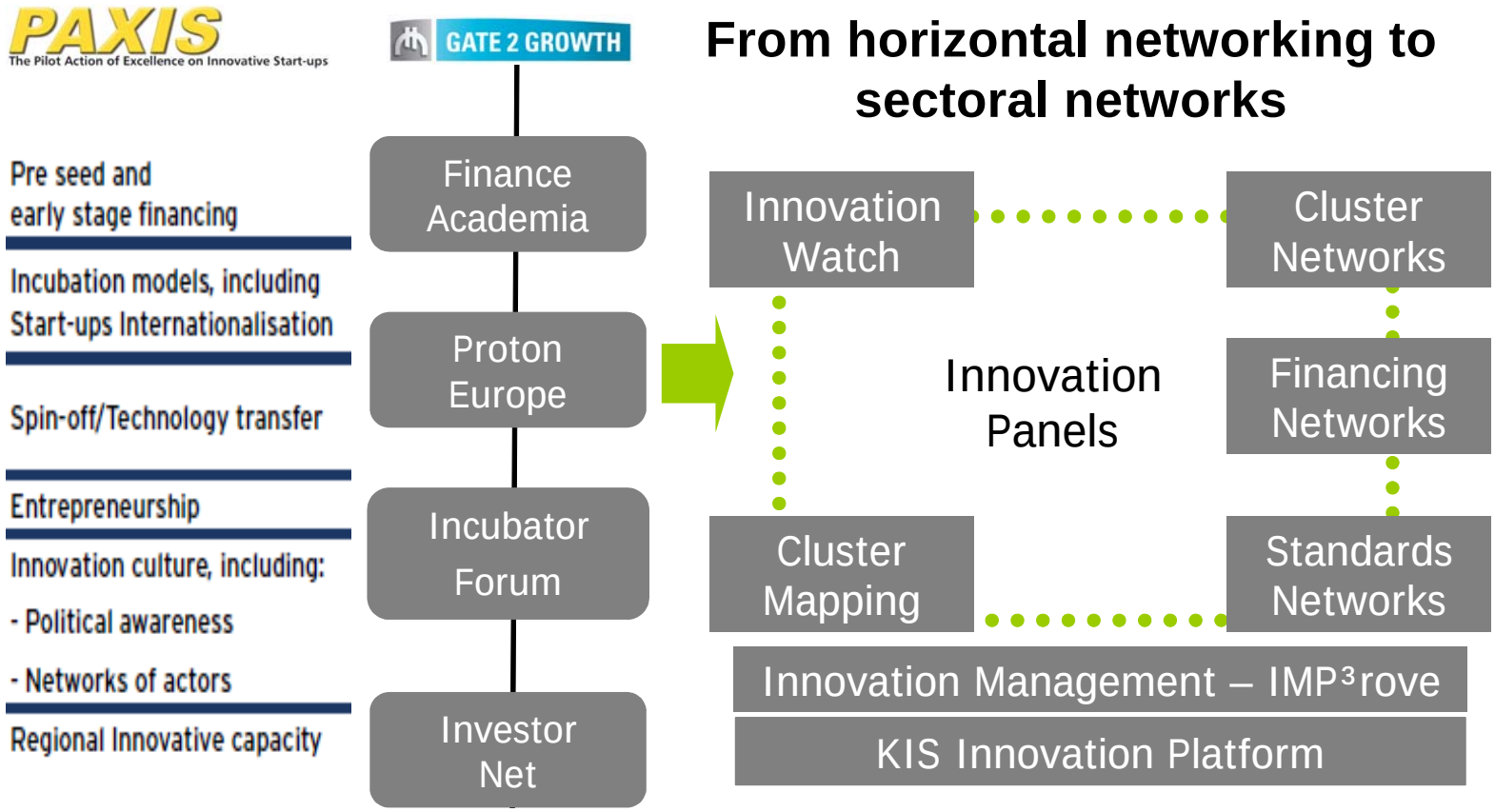
Europe INNOVA I

Sectoral

Europe INNOVA II
4 Themes which include sectoral networks

Thematic

Strategic development of Europe INNOVA I



Europe INNOVA *built upon Gate2Growth and PAXIS and further developed the approach of networking innovation players, by combining analytical expertise with grass roots experience. During its launch Europe INNOVA brought together more than* ***300 partners*** *from* ***23 Member States****.*

Europe INNOVA I: 2006 – 2008

Europe INNOVA I: main features

What?	Europe INNOVA, the network accelerating the European engine of innovation
How?	Europe INNOVA aims to leverage Europe's innovation potential by creating an environment in which innovative enterprises can start up, grow and thrive
Who?	Europe INNOVA's 30 networks & and projects form the interface between enterprises, innovation practitioners, experts and policy makers at local, national and European levels

Facts & Figures – Initiatives & key results

Europe INNOVA networks

	Cluster Networks	Finance Networks	Standards Networks
Automotive	BeLCAR, TCAS		
Biotechnology	NetBioClue	AFIBIO	
Construction		BUILD-NOVA	STAND-INN
Eco-innovation	CENCE	EIFN	DEPUIS
e-Health			BIO-Health
Food	ABC-Network	ENFFI	
Furniture			INNOVAFUN
ICT	OMNI-NET, mClusters, NICE	EUCIST, Gate2Start	
Maritime			EUROMIND
Medical devices		InJection	
Optics	ENOC		
Public procurement			STEPPIN
Space	CASTLE	FinanceSpace, INVESaT	
Textile	INNOTEX	NetFinTex	

&

EUROPE INNOVA Innovation Management

EUROPE INNOVA Cluster Mapping

EUROPE INNOVA Innovation Watch

EUROPE INNOVA Innovation Panels

EUROPE INNOVA

Sectoral focus: results in the field of innovation clusters (a)

***11 industrial cluster** networks formed a learning, collaboration platform that enabled them to identify, analyse and share good practices in cluster management & to address the challenges emerging from globalisation*

Area of work	Network	Practice
Improving cluster management competences	**INNOTEX**	Cross cluster management best practice platform
	ABC NETWORK	**Mentoring schemes** & pilot actions for IPR protection in **agro bio sector**
	CENCE	Adaptation of management practices & improvement of **cluster services**
	TCAS	Focus on **cluster evaluation**, technology transfer and marketing of cluster organisations and their services to SMEs. **Benchmarking exercises for new cluster managers** to adapt their procedures and design joint projects
	NetBioClue	Collection of over 50 good practices in **bio cluster management**, shared across clusters through local workshops that promote an extension of those services that are provided to the companies.
	NICE	Focus on cluster management methodologies & tools, e.g. balanced scorecard for measuring CL performance

Sectoral focus: results in the field of innovation clusters (b)

Area of work	Network	Practice
Emerging Clusters	**CENCE**	*In Northern Hungary, CENCE provided practical advice & support in **structuring and managing** the new **Bioenergy Innovation Cluster**, resulting to the **direct funding from the Hungarian government for 5.3 million Euro.***
	BeLCAR	*BeLCAR consortium worked with a motorcycle cluster in Catalunya (Spain), the new cluster initiative 'Automotive South- West' in Stuttgart as well as a **growing automotive cluster in Romania**.*
	TCAS	*In Wielkopolska, the development of an **automotive cluster** benefited from the advice provided by TCAS, through an action plan involving international support for **cluster formation** and triggered a decisive positive commitment from the local players.*
Mapping & Benchmarking	**ENOC**	*Use of competence networks of its members to **identify key technology organisations specialised in optics and photonics** worldwide, through the analysis of the activities of **79 clusters**.*
	AFIBIO	*Benchmarking of 14 clusters in Agro-Bio sector*
	Castle	*1st cluster analysis on **SAT NAV applications and road map**, leading to the identification of a potential European **lead market**.*

Sectoral focus: results in the field of innovation clusters (c)

Area of work	Network	Practice
Networking & spill over effects	NetBioCluE	8 matchmaking events with 500 participants and 1000 face-to-face meetings
	TCAS	7 cluster visits with 1000 participants of which 300 participants attended the matchmaking events
	BeLCAR	6 matchmaking events with 220 participants and 600 face-to-face meetings;
	CENCE	24 cooperation workshops and 10 study visits, 15 joint innovation projects launched
	OMNI-NET	15 cluster visits and local thematic seminars with 555 participants

- ✓ Moreover, the **Cluster Mapping project** was the 1st to perform thorough cluster mapping exercise, opening the way for the **European Cluster Observatory.**
- ✓ Organised by CASTLE with INVESaT and FinanceSpace over 30 organisations across Europe signed an MoU for establishing an EU platform to support the creation of a **market strategy for space and Galileo derived applications**. The ENCADRE network includes 16 clusters in the field of satellite and space technologies based applications

Sectoral focus: results in the field of innovation financing (a)

10 networks facilitated networking amongst sectoral innovation actors and developed tools and instruments to provide better support to SMEs. The sectoral approach enabled each of them to address gaps and market failures in innovation financing by developing tailor-made, sector-specific tools and instruments such as guides and self-assessment tools, financial and business planning tools and training material.

Area of work	Network	Practice
Linking with investors	ACHIEVE	Built a network of **22 ICT business incubators** across 6 EU countries and associated a further **11 incubators**. The partner incubators worked with **45 companies** using the network's tools to establish links with investors and many of these **enterprises gained funding**, as a direct result.
	AFIBIO	Creation of a database of investors mapping **300 biotech investors** throughout Europe, of which **70 were active biotech investors**. Design of a **guide for entrepreneurs** looking for funding and identified tools and mechanisms for "de-risking" early stage biotech investments and providing better access to later stage financing.
Developing funding maps	BUILD-NOVA	Organisation of **15 business fora** to raise awareness amongst the different actors, and these have attracted over **600 participants** from the construction industry, research organisations, public bodies, investors and others. Development of **Funding Map** and **Business Plan Guide** for **construction sector** to enable SMEs to present more convincing business cases to investors.

Sectoral focus: results in the field of innovation financing (b)

Area of work	Network	Practice
Testing & evaluating models	**EIFN**	*Application of dynamic **methodologies to react to changes in regulatory frameworks and price volatility.** These have been tested by EIFN collaboration network of **569 organisations from 30 countries** including banks, business angels, VCs, corporate investors, R&D agents, universities, entrepreneurs.*
	ENFFI	*Developed a map linking investor preferences with financing needs in **food sector** SMEs. In addition, developed **a toolbox** to help entrepreneurs in assessing their business models and their **innovation performances** and this toolbox contains some **50 different tools, guidelines and business plans** that already exist at EU level.*
	FinanceSpace	*Organisation of 4 roundtables to validate tools and reports produced by team through the direct involvement of the potential users. Subsequently, 4000 copies of the FinanceSpace tools CD were disseminated and used.*
	Gate2Start	*The "How-to"-Guide helps researchers to compile a summary of their applied research so that it is possible to evaluate the feasibility of the idea becoming a successful innovation.* *A "Checklist" outlines issues to consider when developing a sensible business case and the "Self Assessment Tool" gives the researcher a first picture of its market environment.*

Sectoral focus: results in the field of innovation financing (c)

Area of work	Network	Practice
Mapping industries	InJection	*Mapping of the entire **medical device industry** in Europe and produced reports on 14 of the European national health systems.* *The project profiled over 60 medical device companies which also took an investment readiness test specially developed for the healthcare sector from the Gate2Growth Self Assessment Tool.* *Identified **185 investors in the medical device sector and prepared a cluster mapping with 1737 companies.***
	INVESaT	*Set of **"Golden Rules" to train incubator coaches** from the European Space Incubators Network (ESINET) in developing **business plans for start-ups** in satellite applications stemming from Global Monitoring for Environment and Security (GMES) and the Global Navigation Satellite System (GNSS) areas.*
	NetFinTex	***One-Stop-Shop on financing opportunities** for the **T/C sector** with **databases** of experts, intermediaries, funding schemes and fund providers.* *Guidance for entrepreneurs on sector-specific issues such as **IPR and innovation financing.** A network of financial experts in T/C has been established and it could form the basis of a "textile innovation angels" network.*

Sectoral focus: results in the field of innovation & standards (a)

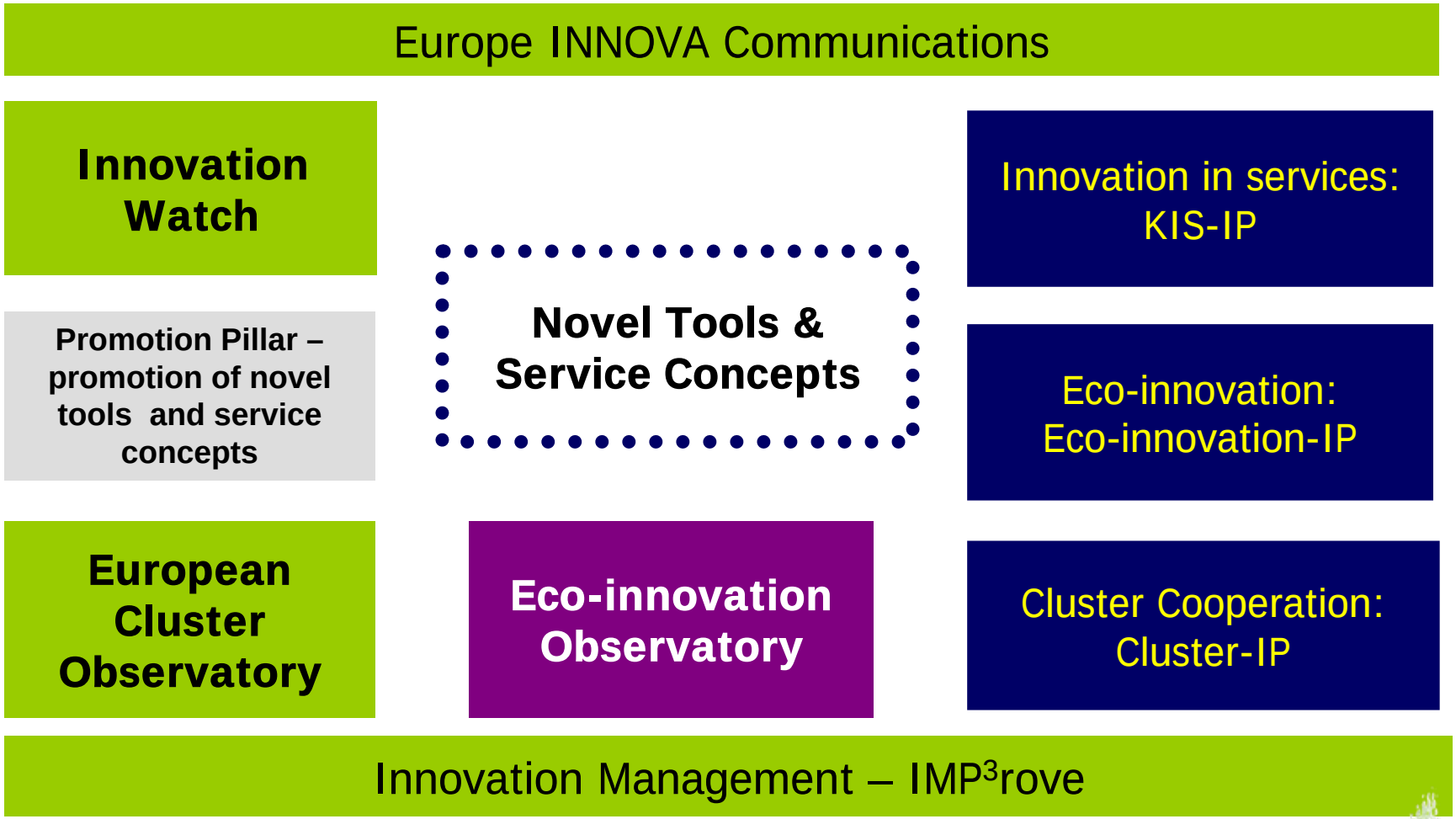
6 networks focused on integrating standards in innovative products, services and business practices and on demonstrating the benefits of using standards in industry and services areas

Network	Practice
BIOHEALTH	***Standards repository*** *used as a decision-making tool for start-ups and SMEs that want to integrate interoperability standards into their products and services in order to reach larger markets. The tool, validated by ETSI and CEN, is also for buyers or procurers who would like to benefit from innovative products and services that can be easily integrated into more complex existing systems using the same standards.*
DEPUIS	***Multimedia handbook on Product Data Technology and the organisation of e-Learning courses*** *with a view to enable more SMEs and software developers to adopt the Integrated Product Policy tools such* ***as Life Cycle Assessment and Ecodesign with the aim of achieving and marketing environmentally-friendly products.***

Sectoral focus: results in the field of innovation & standards (b)

Network	Practice
INNOVAFUN	***Focus on SMEs to use of the funStep standard (ISO 10303-236).*** *Their approach has been successful, as the funStep standard-based products and services have already been integrated into* ***furniture related enterprises*** *right from the supplier to the retailer. Such enterprises include the biggest Spanish furniture retailer,* ***'El Corte Inglés…***
STAND-INN	*Mapping exercises that have looked into various examples where* ***Building Information Modelling (BIM)*** *were used and identified* ***17 good practice examples of innovative sustainable housing from 8 different countries***
STEPPIN	*Mapping of situation of the usage of standards in public tenders.*
EUROMIND	*'Group decision room' tool that allows the project stakeholders to recognize the problems in the* ***maritime (shipbuilding) industry*** *and propose appropriate solutions.* *Various standards and scenarios have been investigated, in some cases to test the standard itself, whilst in others there has been more focus on quantifying the effort needed to implement a given standard within the maritime industry.*

Transition from sectoral networks to thematic platforms



Europe INNOVA phase II (2008 – today)

Europe INNOVA Partnerships & supporting actions

Partnerships

Sectors	KIS-IP	CLUSTER-IP	ECO-IP
Bio-based products			BIOCHEM
Biotechnology		ABCEurope	
Creative industries	B Creative		
Digital media	ImMediaTe		
Eco-industries		EcoCluP	
ICT	ACHIEVE MORE		
Mobile telecommunication	MOBIP		
Recycling & resource efficiency			REMake
Renewable energies	KIS-PIMS		
Space-based services	KIS4SAT		
Sustainable construction	GreenConServe		
Water management			INNOWATER
Food/Drink industry			EcoTroFood

Supporting actions

Promotion of KIS-IP results	KISPLATFORM		
Strenghtening the wider eco-innovation community			ECOLINK+
Innovation analysis		European Cluster Observatory	Eco-Innovation Observatory
	Sectoral Innovation Watch		
Innovation management	IMP³rove		
Promotion of novel tools & services	TAKE IT UP		

EUROPE INNOVA

Europe INNOVA - KIS Innovation Platform

Knowledge Intensive Services, an innovative service sector

- Identify key issues **and barriers to innovation in the service sector**
- Showcase successful companies **and provide them with a relevant network**
- Develop better innovation support tools **adapted to the needs of services innovators**

Europe INNOVA – CLUSTER Innovation Platform

To accelerate the take-up of innovation **and the** growth of cluster firms **in Europe**

- Develop and test **innovation support tools** for cluster firms
- Develop strategies to support **the internationalisation of innovative SMEs**
- Strengthen **transnational partnering** between cluster organisation and firms
- Provide information on, and **mapping of clusters** in Europe

EUROPE INNOVA Cluster Cooperation ABCEurope

EUROPE INNOVA Cluster Cooperation EcoCluP

EUROPE INNOVA European Cluster Observatory

EUROPE INNOVA

Europe INNOVA – ECO Innovation Platform

To accelerate the take-up of eco-innovative solutions

- Develop and test **new tools to bridge demand for and supply of eco-innovative solutions**
- Bring together **developers of eco-innovative solutions with suitable clients through first-user testing**
- Exploit synergies **between Eco-IP actions and the relevant eco-innovation support policies of the EU**

EUROPE INNOVA Eco-Innovation BIOCHEM

EUROPE INNOVA Eco-Innovation ECOLINK+

EUROPE INNOVA Eco-Innovation REMake

EUROPE INNOVA Eco-Innovation INNOWATER

EUROPE INNOVA Eco-Innovation Observatory

EUROPE INNOVA

Facts & Figures – Some examples

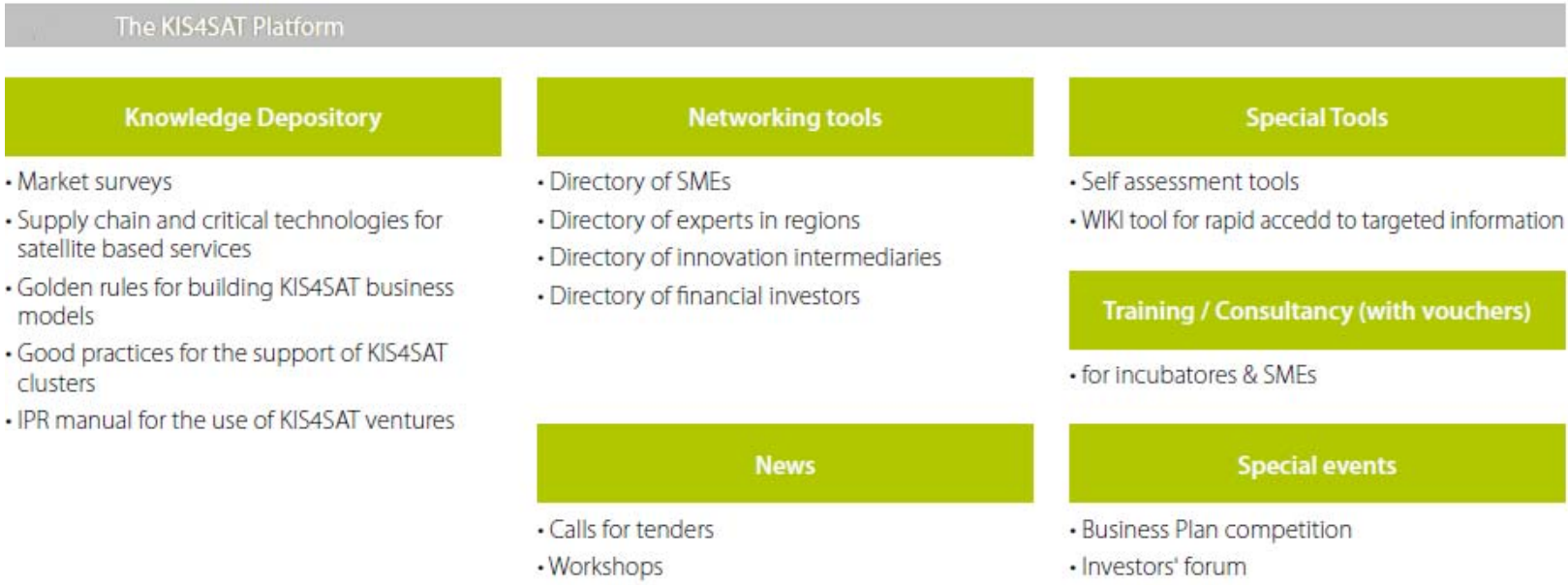
ACHIEVE MORE (KIS IP)

- Established a **€20 million Rivers Capital Angel Fund**, using RDF/EIB/EIF and angel funds;
- A network of **50 business incubators and 15 ICT clusters** collaborating across the EU
- Launched a web-based Entrepreneurship and Innovation Exchange - the EIX (http://eandix.ning.com/video); **520 members from over 60 countries** engaged in shared interest groups, in blogging on hot topics & creating a repository of learning and idea
- Toolkit with:
  - Tools for business coaches who work in incubators and clusters
  - Better practice “Hints and Tips”
  - New thinking about novel and transferable models for funding early stage innovation
  - A free digital downloadable media library on many aspects of clusters, incubation and entrepreneurship

Facts & Figures – Some examples

KIS4SAT (European Innovation Platform for Knowledge Intensive Services in the Satellite downstream application)

Outcomes



Impact

- 500 KIS companies gathered in KIS4SAT directory;
- 100 companies connected through the online platform;
- More than 150 vouchers used; Value of vouchers provided €200 000;
- 65 innovation intermediaries involved;
- Financial support secured, May 2010, from ESA for maintaining the platform & voucher scheme = €240 000;
- Four companies presented to the ESA Investment Forum, in October 2010;
- KIS4SAT boost fund raising of OSTF investor fund (Triangle) – total fund target €100 million – €10 to €20 million leveraged by KIS4SAT, via involvement in supporting fund raising activities.

EUROPE INNOVA

Facts & Figures – Some examples

INNOWATER (Innovation Partnership for better innovation support tools and delivery mechanisms in sustainable water and wastewater)

For innovative water-technology developers

- Developing and testing better tools to support the market transition of innovative technologies, taking into consideration financial and regulatory barriers and risks;
- Developing and testing internationalisation support tools;
- Actively bringing technology developers and water-consuming industries together.

For water-consuming industries

- Raising awareness by identifying the need to, and the potential for improving sustainable water management;
- Setting up a benchmark to compare different industries' efforts on sustainable water management;
- Developing and testing a water audit giving a detailed analysis of the potential, and providing a roadmap for improving sustainable water management, including the identification of innovative solutions;
- Showcasing the most innovative technologies and actively bringing the water-consuming industries in contact with technology developers.

Public innovation support schemes

- Setting up a think tank to exchange better practices between authorities and the water sector, improving schemes to better fit the needs of the sector and remove the current barriers to innovation.

Innovation consultancies

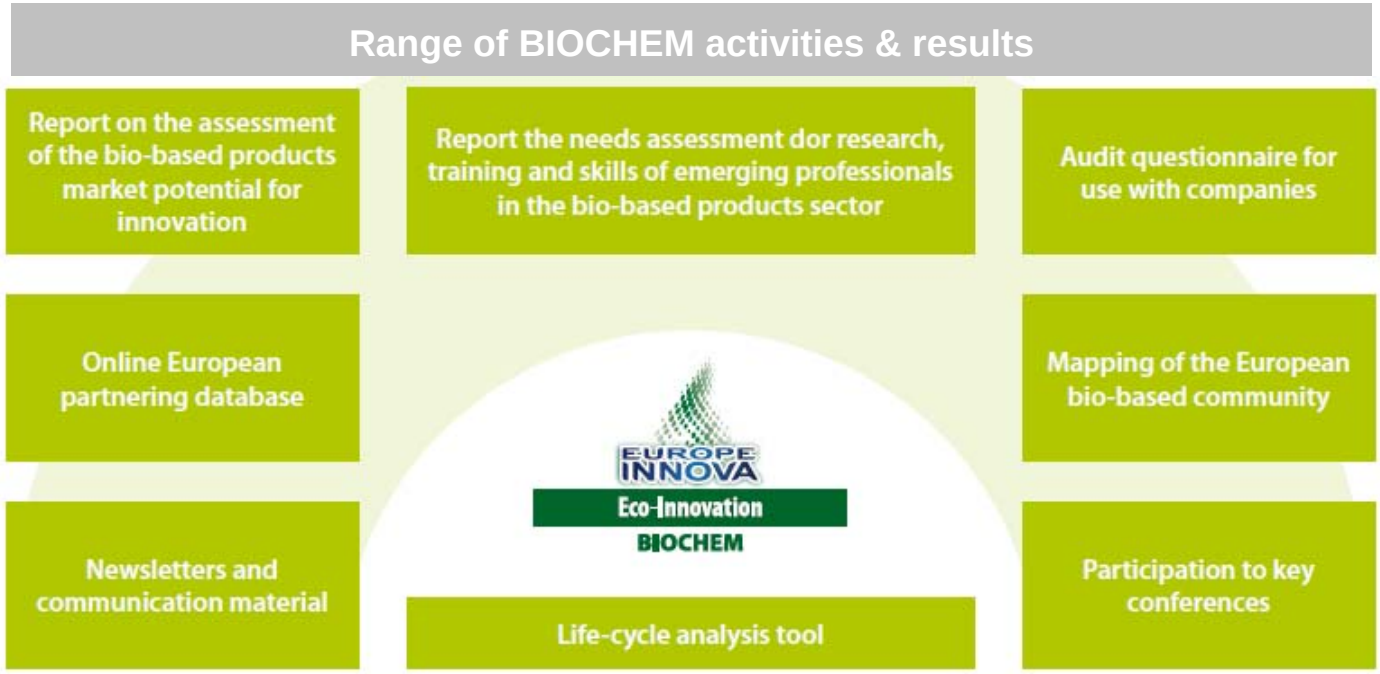
- Providing consultancies with new, targeted and tested tools to better support their customers in the water sector.

- ✓ Water Innovation Quick Scan: raising interest amongst the water-using industry.
- ✓ Water Audit: based on EU Water Stewardship audit, tool to assess, improve & communicate sustainable water management techniques in water-using industry.
- ✓ Benchmark to assess the individual performance of water-using industries, as compared with best European practice.

EUROPE INNOVA

Facts & Figures – Some examples

BIOCHEM (Putting SMEs at the core of bio-innovation)



- ✓ **Integrated toolbox** to reduce barriers to the take-up of industrial biotechnology (IB) for start-ups and SMEs;
- ✓ **BIOCHEM Business Generator** - Selecting novel bio-based products & ideas with high growth potential through business plan competitions and transnational technology transfer events.
- ✓ **BIOCHEM Business Developer** - Carrying out audits and creating individual SME development plans for a selection of at least 250 SMEs, providing personal coaching, mentoring and entrepreneurial tuition
- ✓ **Helping fund** proof-of-concept projects with vouchers or other available public funds in the bio-based private and public funding directory, VC events or from the Bio-Based Products Investment Fund (BBP-IF).

EUROPE INNOVA

Sectoral Innovation Watch

What is the right strategy for more innovation in Europe?
Drivers & challenges for innovation performance at sector level
(*or Sectoral innovation Watch phase 1*)

SIW sectors
Food / Drink
Textile
Energy Production
Chemicals
Machinery / Equipment
ICT
Automotive
Space & Aeronautics
Eco-Innovators (Horizontal)
Gazelles (Horizontal)
Biotechnology (Horizontal)

Project Analyses

2006:
- Sectoral Innovation Policy Case Studies
- Innovation and Competition, Skills and Productivity Growth
- Composite Indicators of National Innovation Systems
- Innovation Types and Sectoral Performance
- Benchmarking of national innovation policy environments
- Sectoral Innovation Champions: showcasing the best

2007:
- Sectoral Innovation Challenges: Foresight and market trends
- Studies, Global Market Trends, Global Brands, Skills and HR Perspectives
- Sectoral Innovation Challenges
- National Sectoral Profiles
- Sectoral Innovation Barriers and Drivers

2008: Final Synthesis Report

Innovation Panels

Innovation Panels, composed of leading industry experts & academics, validated and steered the results of the project. The Panels provided qualitive input for the formulation of policy recommendations.

EUROPE INNOVA

Sectoral Innovation Watch

EUROPE INNOVA
Sectoral Innovation Watch

Key elements of SIW

- Current innovation dynamics
- Future challenges and opportunities
- Sectoral approach combined with cross-sectoral discussions

Results published in reports

- One final synthesis report
- Nine sector reports
- Five cross-sectoral reports

Involvement of industry and policy

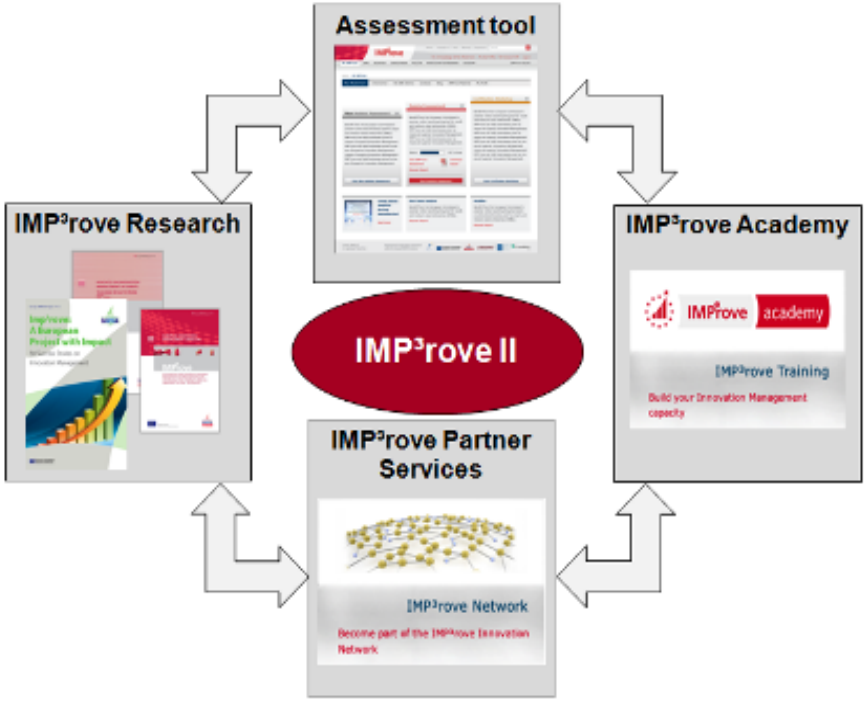
- 2 foresight workshops
- 5 horizontal cross-sectoral workshops

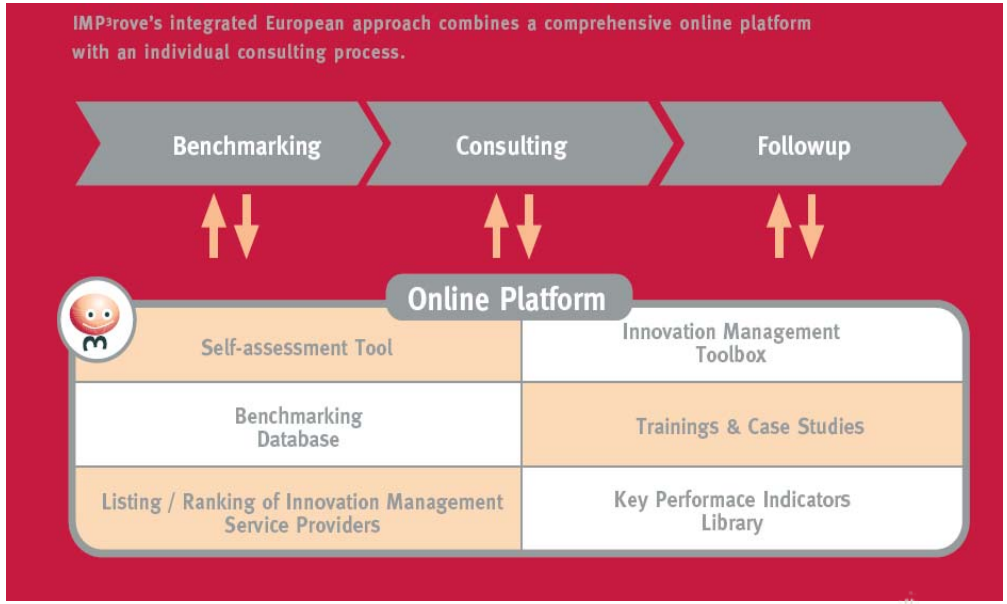
EUROPE INNOVA

IMP³rove

IMP³rove's innovation platform offers valuable support to small and medium-sized enterprises, as well as to consultants, financial service providers and political decision-makers via:

- *A European benchmarking with an easy-to-use online tool for self-evaluation of innovation management*
- *Integrated benchmarking and personal consulting services*
- *Trends, benchmarks, data: to estimate the future viability of the companies and in turn to better support them in their pursuit of a successful and profitable future*





Source: IMP³rove Core Team, 2010 ; www.improve-innovation.eu; IMP³rove is a registered trademark

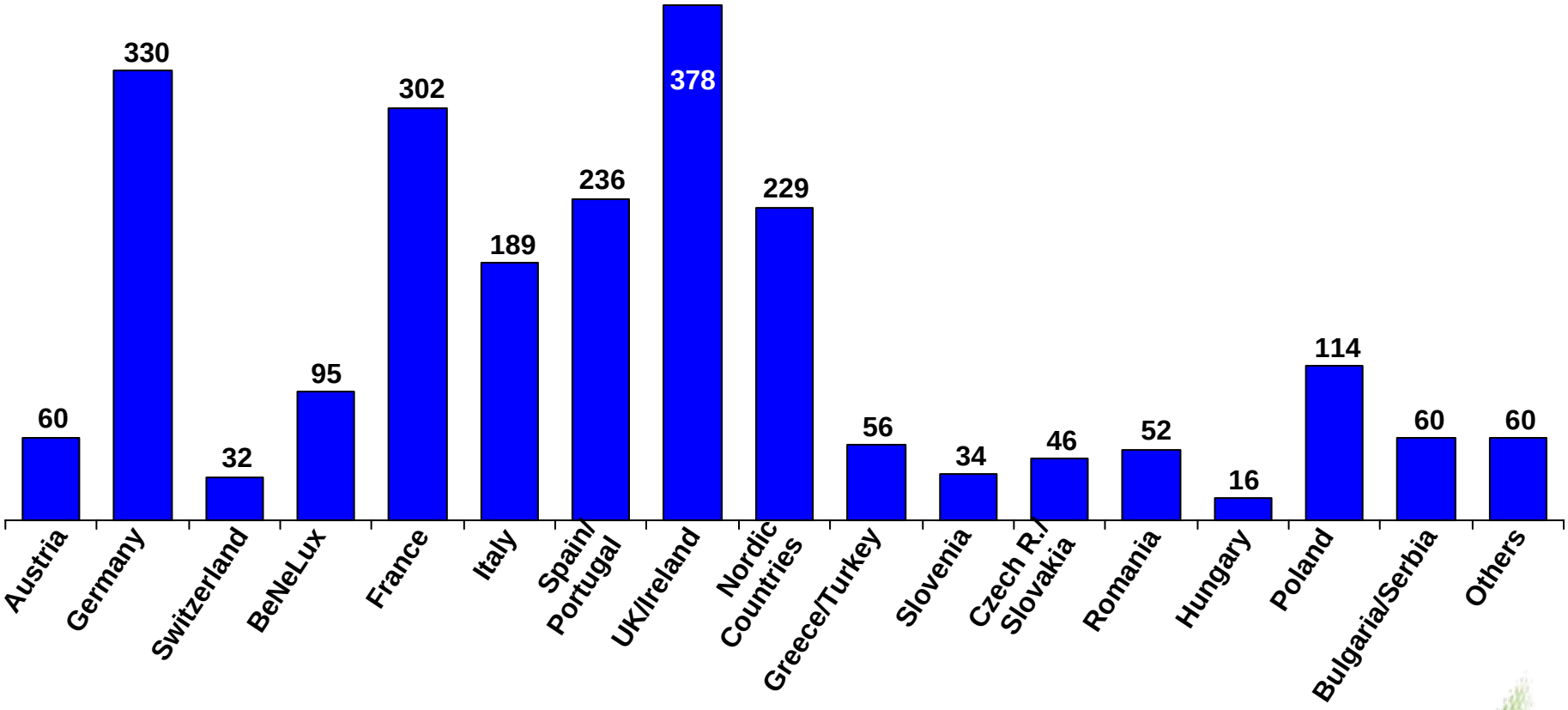
EUROPE INNOVA

IMP³rove

IMP³rove reached more than 3000 SMEs across Europe;

2607 SMEs registered on the IMP³rove Platform, **2289** completed IMP³rove Assessments

Distribution of completed IMP³rove Assessments by country



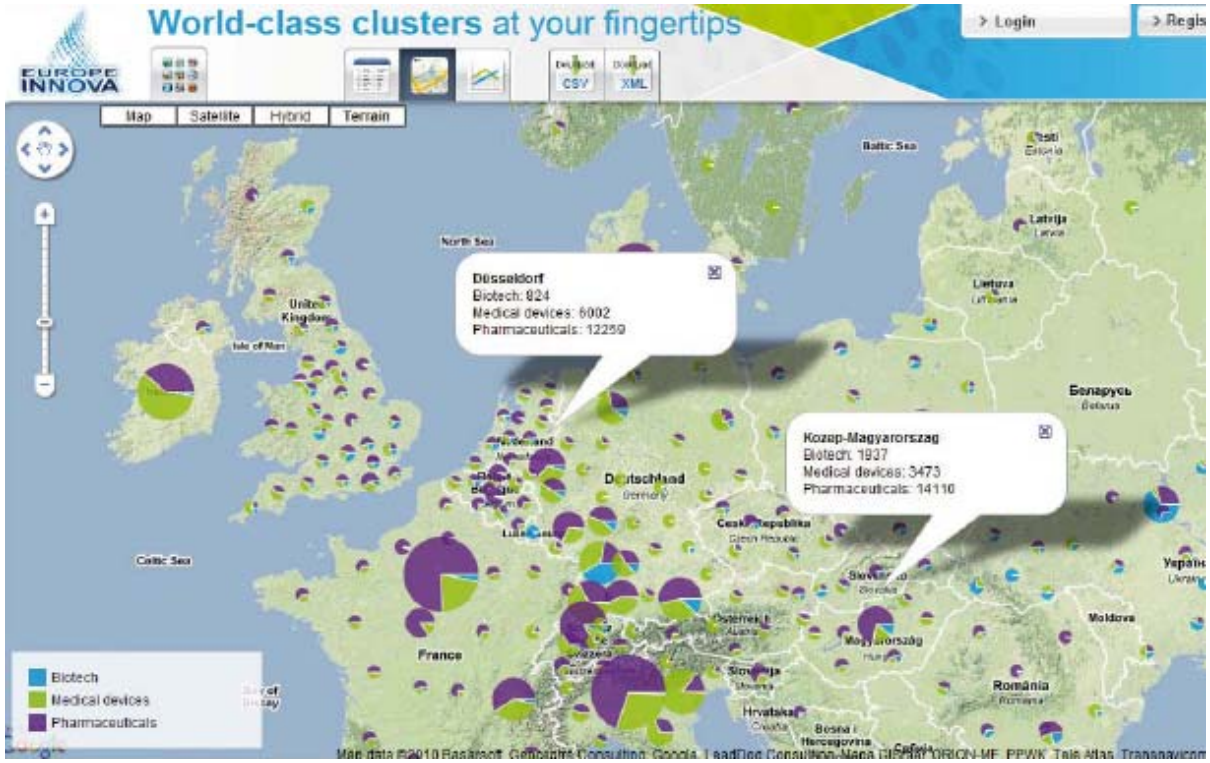
Source: IMP³rove Core Team, 2009 Figures as of Sep 2 , 2009; www.improve-innovation.eu; Pre-Test figures are NOT included; www.improve-innovation.eu

The observatories (a)

European Cluster Observatory

http://www.clusterobservatory.eu /

- *An official European cluster mapping tool across sectors and regions, including employment and performance statistics;*
- *A unique analysis of regional business environments providing a leading interactive benchmarking tool of the competitiveness of Europe's regions;*
- *A virtual library of cluster-related documents;*
- *Facilitation of cluster policy makers within macro regions, such as the Mediterranean & Danube regions.*

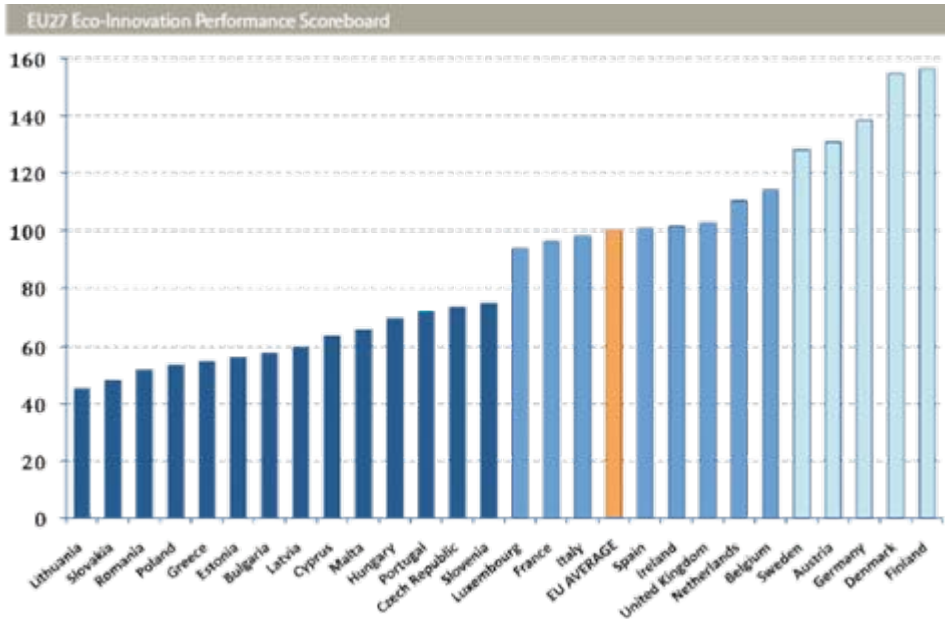


The observatories (b)

Eco-Innovation Observatory

http://www.eco-innovation.eu/

Key objectives	Expected outcomes
Collection of information & data on eco-innovation	Access to info & knowledge on eco-innovation for SMEs and service providers Knowledge base for the innovation policy development process
Analysis of information taking into account the situation in EU-27	Improved access to info & knowledge on eco-innovation High quality knowledge base for the innovation policy development process
Provision of market and technology intelligence	Improved access to information and knowledge on eco-innovation Integrated information and knowledge sharing platform for relevant stakeholders
Recommendations to improve SME-oriented eco-innovation information	Improved information and knowledge on eco-innovation

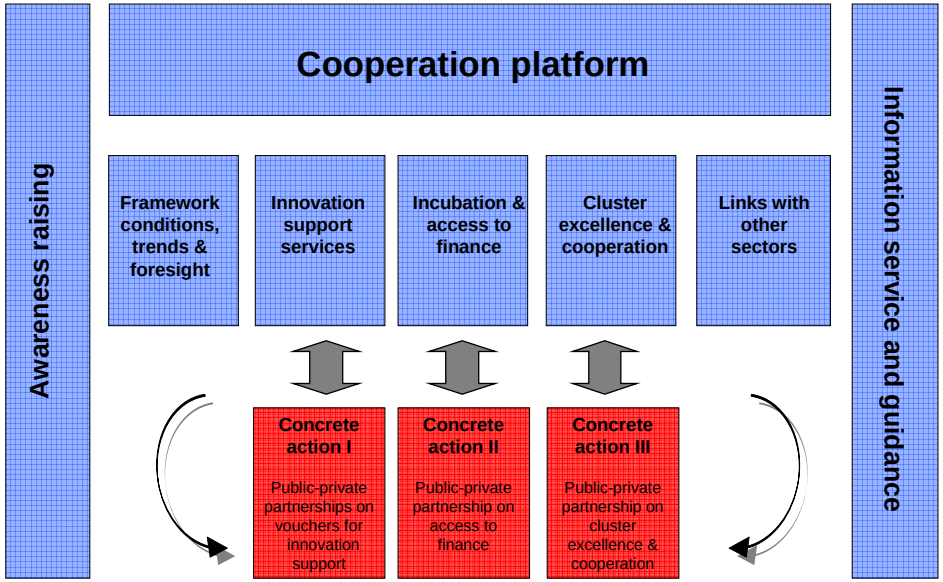


Looking to the Future (The Transition to the Alliances)

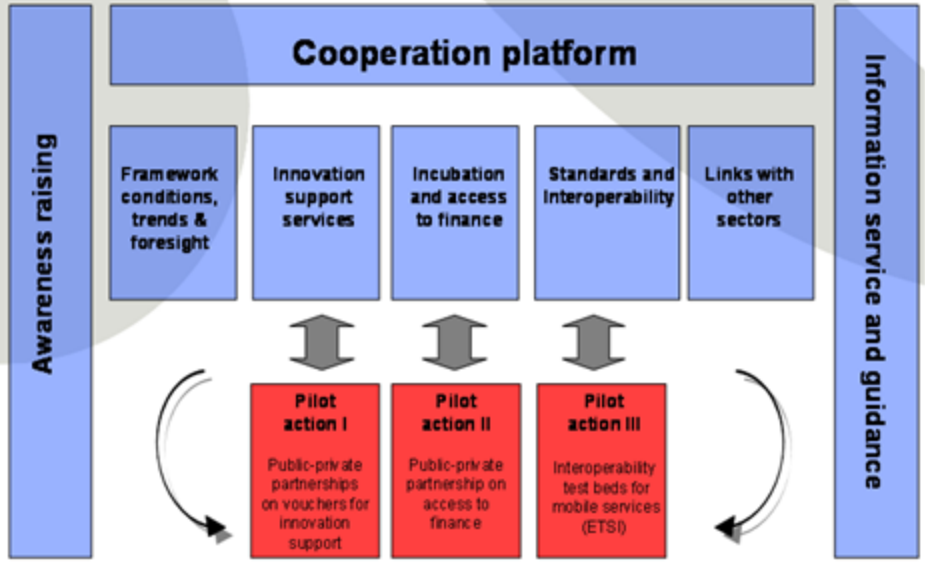
Phase III - to be launched with the new calls

The work of Europe INNOVA has served to further identify focus points for future innovation support from 2011 onwards. These include specific actions for the Promotion and Development of World-Class Clusters in Europe and also the establishing of the European Mobile and Mobility Industries Alliance and the European Creative Industries Alliance.

European Creative Industries Alliance



European Mobile and Mobility Industries Alliance



Thank you

www.europeinnova.eu