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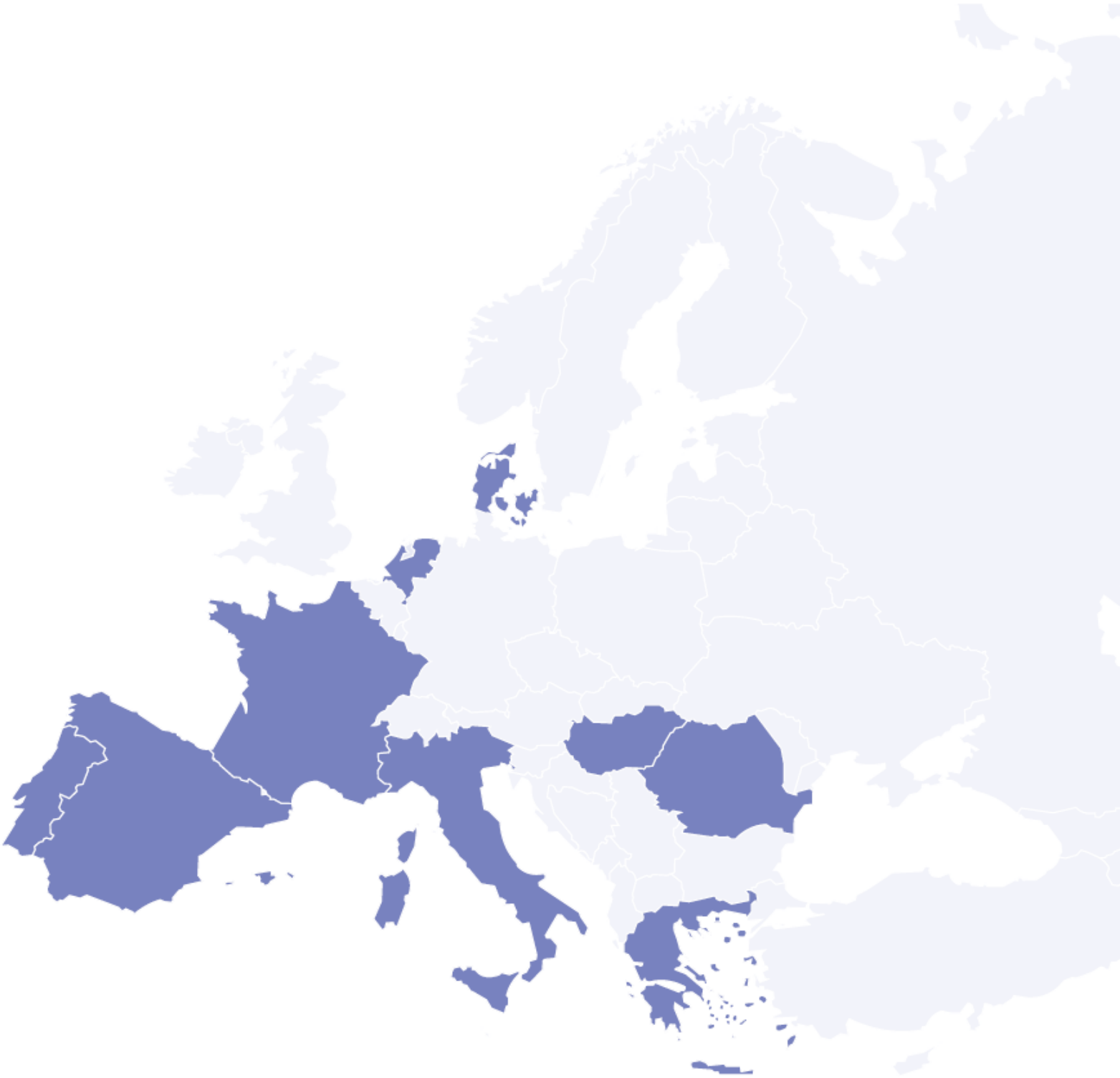
INNOVATION & ENVIRONMENT
REGIONS OF EUROPE SHARING SOLUTIONS

ERMIS
Effective Reproducible
Model of Innovation System

BEST PRACTICES TRANSFER REPORT

13 September 2012



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Presentation of the transfer process

While 25 best practices were proposed for a transfer by partners, 23 of them were pre-selected, 17 were actually transferred (giving rise to visits from receiving partners), among which 13 are scheduled for implementation.

More broadly, reports from partners show that the 23 pre-selected practices induced 62 pre-selections from potential transferees (table 1) and 51 of them gave rise to a visit from potential receiving partners. Visits intended to deepen the understanding of the targeted practice and of his implementation in order facilitate the transfer (table 2). Notice that 68 visits were actually organised because practices were presented in group. Thus, some partners could attend practices that they did not pre-select. More interestingly, 21 implementations are expected to occur within the next three years (table 2), and 9 of them are already being implemented or planned for an implementation within one year.

Finally, table 3 shows that transfers are not evenly distributed among partners and those partners that pre-selected the highest number of practices did not eventually select or plan to implement a lot of practices.

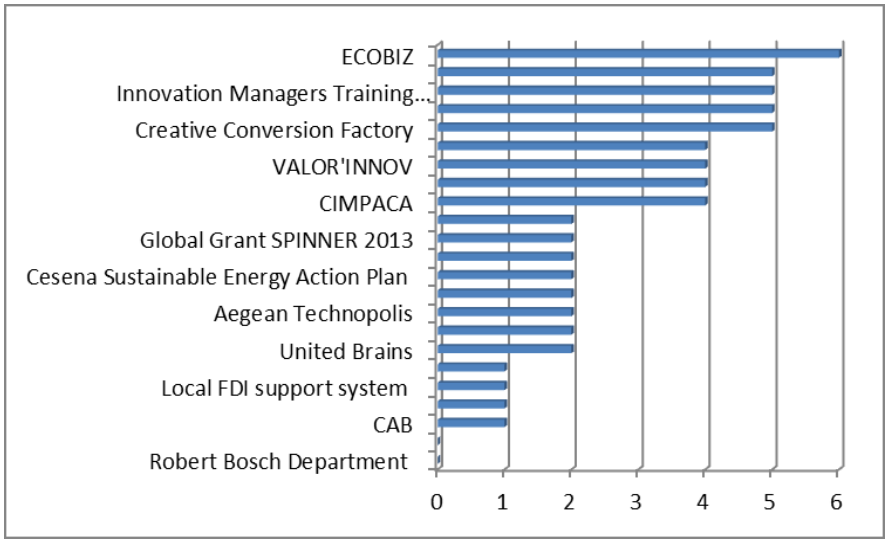

Table 1: number of pre-selections by potential receiving partners[1]

[1] For comprehensive information on partners, practices and initial pre-selections, see annex 1, 2 and 3.

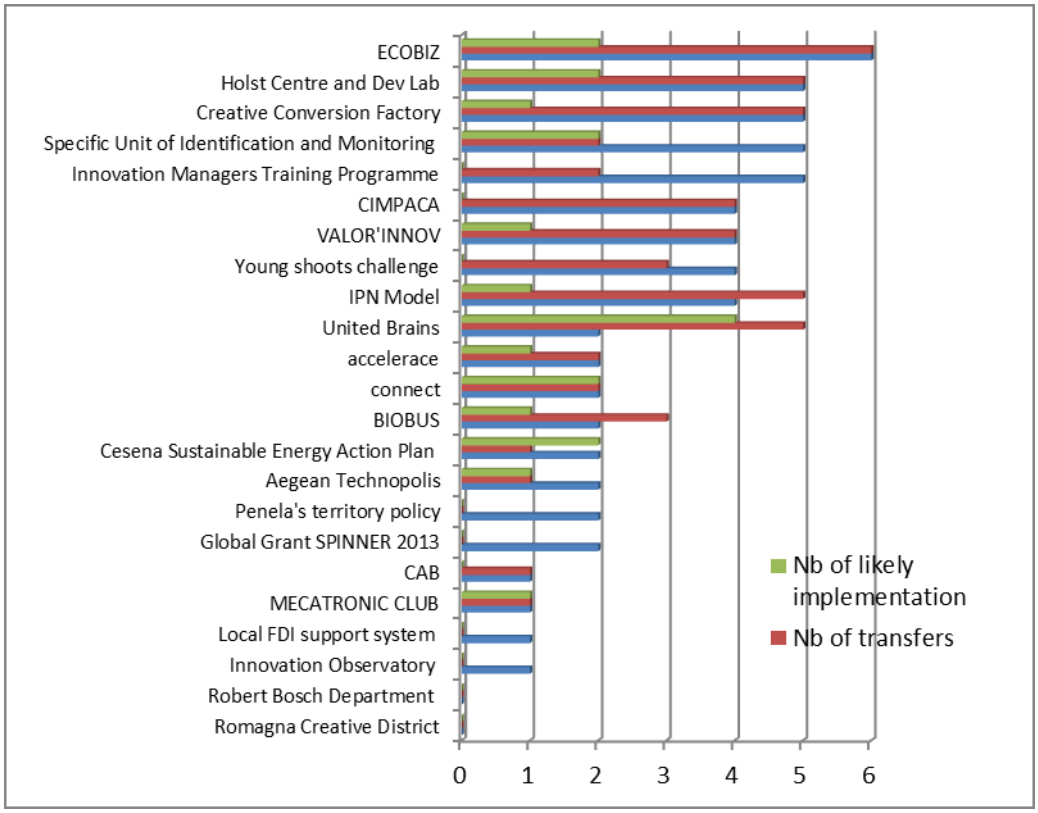

Table 2: Comparison between pre-selected, transferred and likely implemented best practices

Interestingly, the most active regions in terms of selection and expected implementation of best practices are Sophia Antipolis in France, North Aegean region in Greece, Cesena in Italy, and Panela in Portugal. These regions share some characteristics such as the weight of very small firms with industries suffering a risk of maturity.

More generally, and as is described into details in the charter of good practice document, the criteria that determine the selection likelihood are the level of specificity of the best practice (is it applied to a specific industry or is it general purpose?), the level or reproducibility (how complex and costly the implementation is?), the expected impact of the best practice given the evidences of success in the host region, and synergies between the practice candidate for a transfer and existing infrastructure or initiative in the receiving region or between several best practice that happen to be complementary.

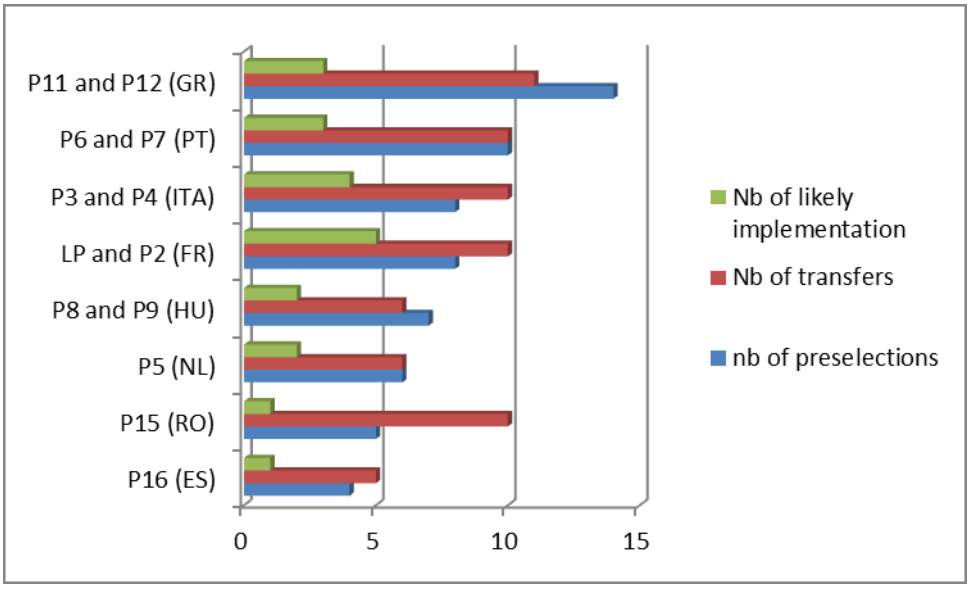

Table 3: Number of pre-selections, selections and likely implementations per partner

Motives and barriers for transfer

When asking partners the reasons why they decided to transfer and tried to deploy a best practice, priorities were given to the necessity to overcome barriers to business growth by giving opportunities to SMEs to upgrade skills and human capital, to increase access to technical or strategic information. Another priority was to facilitate collaborative projects among universities and companies, recognized as a significant determinant of innovative capacities (see the literature review). From this perspective, partners showed a marked interest in open innovation initiatives, in particular when involving collaborations between universities (or public research institutions) and SMEs (table 4).

Opportunities % on total answers	
upgrading	33%
Knowledge transfer	11%
awareness of institutions	22%
Other (dialogue between university and sme's)	33%

Table 4: Main motives of selection of best practices

When considering the main reasons limiting the willingness to transfer best practices that were pre-selected -and therefore were considered as attractive- partners mention essentially the differences between the region where the BP originated and the potential transferee region (in terms of economic structure) and the lack of institutional coordination in the region rank equal. Surprisingly cost of implementation is seen as the lesser problem (table 5).

Barriers	% on total answers
Economic situation, legal structure, etc.	38%
Distance of industrial base	25%
Lack of inst. Coordination	25%
High cost of implementation	13%

Table 5 - Potential barriers to BP transfers

Interestingly, there is a strong convergence to recognise the regional authority as a key actor for innovation policy. City governments rank second. However, judgment differentiates on key institutions for regional innovation policy and key institutions to guarantee success of BP's implementation. Business association (that here comprise also the few answers that have indicated chamber of commerce), universities and firms are considered key actors for BP implementation.

CONCLUSION

This report evidences that the ERMIS project has given rise to fruitful outcomes. This is due to the strong collaborative behavior between partners and the quality of the visits often followed by a pedagogical process when transfer was decided.

This result also validates the model developed and used. This is evidenced by the ability of partners to evaluate the difference between regions and the relevance of the governance structure of the region as the main criteria for transferring practices.

Further, partners showed an increasing confidence in the implementation of the model after the pre-selection phase. This justifies that pre-selection and effective transfer does not correlate.

Eventually, the quality of the model will be evidenced by the rate of effective implementation of transferred best practices in the next two years.

Annex 1: Description of best practices

Classification by type	Transferor	BP Nb	Project title	Focus
tackling barriers and developing SMEs skills	LP	BP1	VALOR'INNOV: collective program for the valorization of innovation in SMEs	sleeping projects, low level innovation of SMEs due to their lack of critical mass
	P5	BP8	Creative Conversion Factory	project generation, from idea to project step, cooperation
	P4	BP6	Global Grant SPINNER 2013	human resouces in the field of RDI
	P15	BP20	Project Innova	hr development through the development of entrepreneurial culture and support
internationalisation and mobilisation of SMEs	P10	BP15	Specific Unit of Identification and Monitoring of European and International consortia	networking, cooperation, smes participation
	P10	BP16	R&D and Innovation Managers Training Programme	hr development to increase sme participation in innovation programmes
	P11	BP18	BIOBUS: Biodiversity resources for innovative Business development	on-stop.shop for smes for innovative business development
promoting networking and channelling information to SMEs	LP	BP2	ECOBIZ	networking, information flow, cross-fertilisation
	LP	BP3	Club Action Brevet (CAB) - the Industrial Property Club	IP protection, information distribution
	P4	BP7	Romagna Creative District	sparking creativity and boosting the regional economy, partnership building
SMEs participation in decision making and programming	P3	BP4	Cesena Sustainable Energy Action Plan - planning and administrative tools to promote environmental innovation in SMEs	programming, RES, industry-public cooperation, innovative governance tools
	P4	BP5	Innovation Observatory of the Regional Union of the Chamber of Commerce of Emilia-Romagna and Innovation Report of the Forlì-Cesena Chamber of Commerce	information on policy making, action planning and monitoring
	P15	BP19	Development of an Innovative Strategy Continuously Oriented to Valorisation of the Economic Resources in North-East Romania	RIS development
RDI infrastructure and cooperation serving SMEs	P5	BP9	Holst Centre	
	P7	BP11	IPN Model	model of cooperation with smes through a TT organisation and an incubator
	P9	BP13	Robert Bosch Department of Mechatronics	industry-university cooperation
	P11	BP17	Aegean Technopolis	model of cooperation with smes through a TT organisation and an incubator
complex LED and support for the external investments	P6	BP10	Penela's territory policy of enhancing and promoting / Tourism Development	strategy development and implementation in LED
	P9	BP12	Local FDI support system and one-stop shop services for companies	FDI support in LED
	P9	BP14	LED system in Miskolc	complex strategy and implementation

Annex 2: List of partners

Partner number	Partner institution
P01 - LP	FRENCH RIVIERA CHAMBER OF COMMERCE AND INDUSTRY
P02	CASA - SOPHIA ANTIPOLIS COMMUNAUTY AGGLOMERATION
P03	CESENA MUNICIPALITY
P04	CISE
P05	EINDHOVEN MUNICIPALITY
P06	PENELA MUNICIPALITY
P07	IPN INCUBATOR
P08	MISKOLC MUNICIPALITY
P10	ADEUROPA FOUNDATION
P11	REGION OF NORTH AEGEAN
P12	SAMOS CHAMBER OF COMMERCE
P13	MUNICIPALITY OF HØRSHOLM
P13 + P14	FORA
P14	ERHVERVNET - COPENHAGEN REGIONAL AGENCY
P15	MUNICIPALITY OF IASI
Project coordination assistance	GRANTS EUROPE CONSULTING

Annex 3: List of pre-selection for transfer

listing nb	BP	Transferor	Tranferees (pre-selection)
1	BP 2	LP	P12-P10-P04-P05-P07-P02
2	BP 21	P12	P6-P7-P3
3	BP 20	P11	P9-P6-P7-P8-P4
4	BP 1	LP	P11-P10-P6-P7-P4
5	BP 3	LP	P10
6	BP 4	P2	P4, P5, P7, P10, P11, P15
7	BP 5	P2	P4, P5, P7, P10, P11, P15
8	BP 6	P3	P8; P1; P2; P10
9	BP 7	P4	P12
10	BP 8	P4	P10; P11; P12
11	BP 9	P4	
12	BP10	P3	LP
13	BP11	P5	P1; P2; P3; P4; P9; P6; P7; P11
14	BP 12	P5	P02; LP; P03; P11; P07;P09
15	BP 13	P5	P09; P06; P07
16	BP 14	P6	P11; P8
17	BP 15	P7	P01; P02; P03; P04; P15; P11
18	BP 16	P9	
19	BP 17	P9	P11
20	BP 18	P10	P15; P12; P01; P02; P05; P04
21	BP 19	P10	P3; P1; P2; P15; P11; P5
22	BP22		P05 ;P07
23	BP23		P07