

# InoPlaCe

## GOOD PRACTICES COMPENDIUM

April 2014

InoPlaCe: Improving of Key Supporting Services for Young Innovators across Central Europe  
Index no. 3CE291P1



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## Introduction

The CENTRAL EUROPE project InoPlaCe recognizes the young innovators – people not older than 35 years with innovative ideas (entrepreneurs providing innovative services or products, researches and potential future entrepreneurs) – as important driving force for innovation in the CENTRAL EUROPEAN regions. The young innovators represent a specific target group worthy to support in their efforts and in overcoming the issues they may face due to their age, experience, knowledge or social background when attempting to put their innovative ideas and entrepreneurial ambitions into life.

The InoPlaCe project gathers the young innovators in so called Regional Innovation Labs drawing on the well known concept of living laboratories. The Regional Innovation Labs give voice to young innovators and make it possible for them to articulate their needs and requirements concerning the initial support for the development of their potential. The young innovators involved in the Regional Innovation Labs provided their insights in the starting phase of the InoPlaCe project implementation and decided on the twenty key supporting services which should be placed to the centre of the attention of the project. The twenty key supporting services are at the core of the project's efforts to improve the conditions for young innovators since the main aim of the project is to improve the access of young innovators to these key services and to improve the services themselves to serve the needs of young innovators better.

The present Good Practices Compendium follows the Comparative study ([http://www.inoplace.eu/comparative\\_study.pdf](http://www.inoplace.eu/comparative_study.pdf)) delivered in September 2013 depicting the state of art of supporting services provided to young innovators in all involved regions and represents another milestone on the way of improving the framework conditions for young innovators and entrepreneurs for realization of their ideas and plans.

The Comparative study and the Good Practice Compendium are meant to be read as a single functional unit even though their contents and focus differ to a large extent.

Similarly to the Comparative study, the Compendium focuses on the twenty key supporting services for young innovators selected in the previous course of the project research. However, the Compendium goes farther beyond the research of the status quo and provides the overview of the “best of” among the pre-existing supporting services available in InoPlaCe partner regions with an emphasis put on the practical operation of the services and their transferability within the InoPlaCe project geographical scope.

The main aim of the Compendium is to provide concise information about the examples of services which are worthy to follow and whose implementation may considerably improve the conditions for young innovators across the region of CENTRAL EUROPE. To put it another way, the Compendium represents a list of “must-haves” for central European regions striving to meet the needs and requirements of the young innovators.

The compendium provides qualitative, quantitative description, but also transferability analyses of 27 good practices usable for transfer of good practice by service providers in any CENTRAL EUROPEAN region. In fact, it could be usable by regions outside CENTRAL EUROPE, although it is important to count with significant differences in structure of regional actors, environment, framework conditions or tools. It is also usable for public administration during the process of planning policy tools or for policy decision makers for decision about framework policies and their support in formulation and implementation of effective measures and instruments supportive for the young innovators as the Compendium shows the framework conditions in regions with further developed services.

Following the findings of the Comparative study and of the present Good Practices Compendium it is obvious that on one hand, each InoPlaCe region has some gaps when it comes to the satisfaction of young innovators' needs, on the other hand, each InoPlaCe region has something to offer in this regard, too. And it is precisely the purpose of the present Compendium to help the regions overcome current shortcomings while drawing on the knowledge and experience of the others via the exchange and transfer of good practices described below.

The identification focused on two major aspects – the transferability of good practices describing the framework conditions required for service providing and also funding requirements for the launch and delivering and the benchmarking result of region where the service is provided

## 1. Methodological Approach

The basis for the identification of good practices and subsequent compilation of Good Practices Compendium was the Comparative study, or the results of the benchmarking process respectively.

Good practice selection procedure has started with the Benchmarking working group (BMWG) members. Each BMWG expert was responsible for the evaluation of one or more specific key services (see the Comparative study).

Then, based on the benchmarking results three potential good practices have been defined for each analysed service by BMWG members. The potential good practices identified included key services either provided in the given region at excellent level or satisfactory level, or key services suggested, based on their experience and knowledge, as the potential good practice from the side of single project partners before the start of benchmarking process and after the end of regional mapping – see the table below.

### *List of providers suggested as the potential good practice*

Partner:		
Dear partner, do you think that, from your point of view, your experience, knowledge, are there (in „your“ region) any examples that might be thought as a good practice and should be, without doubt, included among good practices in the first stage of GP identification (3 GP per 1 key service, altogether 60 GP per project)? If any, please, fill the following table for the relevant key service(s).		
No.	Service	Provider suggested as a potential good practice (selected from regional map)
1	Capitalization and commercialization of the results of R&D	
2	Business angels and venture capital	
3	Support of project development and applications for funds	
...	...	
20	Networking conferences	

As the next step, following table was filled for each potential good practice. So we had twenty good practice tables for a total of sixty potential good practices (three potential good practices per each key service).

### *Potential good practice*

Key service number			
Key service name			
Score (*)	Region	Provider selected as a potential good practice	Motivations (evidence of success, transferability, ...) Based on benchmarking activities please explain why this practice is considered as good. Objective results (emerging from the analysis of related maps) are welcome in this section to demonstrate the success of the practice (from 500 to 1000 characters).
1			

2			
3			

(\*) 3 Potential good practices, ordered from “1” (the best one) to “3”.

Subsequently, using the list of sixty potential good practices selected by BMWG experts, partners (through the exchange of views by e-mail) and under the coordination of the lead partner have selected final short list of 27 good practices (ideally two for each key service).

Although the point was to have as wide pool as possible to finally select the best 40 examples of good practices for the Compendium and the next steps in the project (especially pilot action implementation), in case of a few services the relevant stakeholders haven’t succeeded in the identification of the two examples of good practice per the key service.

As a result, the total number of GPs identified and described was 27.

Good practices identified have been thoroughly investigated and studied in more detail by BMWG experts in cooperation with project partners. The information obtained was filled into the template. The final version of the template for good practice description was compiled through a previous exchange of views by e-mail between the partner responsible for this part of the project, lead partner and other partners.

The structure of the template partially refers to the information obtained during the regional mapping in the previous phase of the InoPlaCe project, and partially is based on intensive exchange of information between project partners and the providers of the key services/good practices (especially the issue of transfer of the good practice into somewhere else).

Describing the good practices each responsible partner (BMWG expert) had to follow subsequent features (see the template below):

- Good practice information
- Provider information
- Good practice description
  - Detailed description of the service
  - Expected results for the beneficiaries
  - Evidence of success
  - Lessons learnt from the GP implementation
  - Transferability aspects
- Contact details to obtain further information on the practice
- Comments.

Thus, the Good Practices Compendium was putting together from the information contained in the templates filled for 27 good practices identified at the project level.

## Template: “Description of good practice”

General notes:

- use “Mapping template” (Section “B”) to extract information for filling the fields;
- contact the Provider to enrich information in order to have a complete description of the good practice

1. Project information		
<b>Index</b>	3CE291P1	
<b>Project acronym</b>	InoPlaCe	
<b>Priority</b>	1. Facilitating innovation across Central Europe	
<b>Programme sub-theme</b>	1.1. Enhancing Framework Conditions for Innovation	
<b>Project target group</b>	Young Innovators	
2. Good Practice Information		
<b>Key service name</b>		
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>		
<b>Location of the practice</b>	<b>Country</b>	
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	
3. Provider Information		
<b>Name of the organization</b>		
<b>Status</b>		
<b>Main services provided to young innovators</b>		
4. Good Practice Description		
<b>4.1. Detailed description of the service</b>		
<p><i>Please provide a detailed description of the practice. The field is the result of the analysis of fields B7, B.8, B.10, B.11 and B13. with further information collected from the Provider.</i></p> <p><i>Please, indicate which issues of young innovators are addressed by the GP, what is the objective/product of the service, how it is implemented, why it should be considered as GP, what is the legislation framework of the operation of the GP.</i></p> <p><i>(max 3.000 characters)</i></p>		
<b>4.2. Expected results for the beneficiaries</b>		
<p><i>Define the beneficiaries (who are, ...) and expected results.</i></p> <p><i>The field is the result of the analysis of fields B.16 with further information collected from the Provider.</i></p> <p><i>(max 1.000 characters)</i></p>		
<b>4.3. Evidence of success</b>		
<p><i>Please explain why this practice is considered as good and successful. Objective results are welcome in this section to demonstrate the success of the practice.</i></p> <p><i>Please, focus on success factors of the GP, its visibility and real-life impact. Refer to external evaluation of the services if it is available.</i></p> <p><i>(max 2.000 characters)</i></p>		
<b>4.4. Lessons learnt from the GP implementation</b>		

*Please, share the lessons learnt from the GP implementation. Provide any recommendations and observations that might ease the transfer of the GP and its actual implementation.  
(max 2.000 characters)*

**4.5. Transferability aspects**  
*Please analyse the whole Mapping template and contact the Provider to give some suggestions on transferability in other regions. Features to be described are the key factors of successful transfer of the GP, conditions for functional operation of the GP, factors which could hinder successful transfer of the GP.  
(max 2.000 characters)*

**5. Contact details to obtain further information on the practice**

<b>Name</b>	
<b>Name of the organization</b>	
<b>Address</b>	
<b>City</b>	
<b>Region</b>	
<b>Country</b>	
<b>ZIP Code</b>	
<b>WEB</b>	
<b>E-mail</b>	

**6. Comments**

*Please, provide any relevant information not covered by the above listed questions.*



## 2. Good practices

Partner region	Number of GPs identified	Number of GPs provided by the project partner	Name of the provider	Key service(s) addressed by good practice
Southwest (Czech Republic)	4	1	Regional Development Agency of South Bohemia	No. 3 – Support of project development and applications for funds / No. 18 – Contact point for European and other public funds
			South Bohemian Association of Innovation Entrepreneurship	No. 6 – Matchmaking platform / No. 15 – Partner search and acquisition for joint projects
			South Bohemian Association of Innovation Entrepreneurship with PatentCentrum Sedlák & Partners	No. 12 – Intellectual property: generation, commercialization and protection
			BIC Plzeň – Business and Innovation Centre	No. 14 – Assistance in commercialization process
Savinja Region	2	0	Regional Chamber of Commerce Celje	No. 13 – Business start-up
			Research Institute Celje	No. 11 – Contact person for young innovators in R&D institutions
Lower Silesian Voivodeship	3	0	Wroclaw Technology Park	No. 5 – Access to young innovators to technological parks and other R&D premises
			Wroclaw Technology Park	No. 10 – Incubation and networking

			Academic Enterprise Incubators in Wroclaw	No. 11 – Contact person for young innovators in R&D institutions
Bratislava Region	3	1	Regional Development Agency Senec-Pezinok	No. 3 – Support of project development and applications for funds
			National Agency for Development of Small and Medium Enterprises – NADSME	No. 7 – First contact and information point for young innovators
			National Agency for Development of Small and Medium Enterprises – NADSME	No. 13 – Business start-up
Lombardy	3	3	Avanzi – Make a Cube	No. 9 – Business plan / No. 10 – Incubation and networking / No. 13 Business start-up
				No. 10 – Incubation and networking
				No. 19 – Personalized training for young innovators
Western Transdanubia	4	0	Universitas- Győr Nonprofit Kft.	No. 8 – Public Relations
			INNONET Nonprofit Kft.	No. 10 – Incubation and networking
			NYME Universitas Mentor Program	No. 11 – Contact person for young innovators in R&D institutions
			Hungarian Investment and Trade Agency – HITA	No. 14 – Assistance in commercialization process
Thuringia	4	0	THÜBAN (Thüringer Business Angels Netzwerk)	No. 2 – Business angels and venture capital
			Chamber of Commerce and Industry Erfurt	No. 4 – Support in finding investors from industry and

				enterprises / No. 6 – Matchmaking platform / No. 7 – First contact and information point for young innovators / No. 11 – Contact person for young innovators in R&D institutions / No. 16 – Technology transfer / No. 19 – Personalized training for young innovators and their companies
			APC Ilmenau	No. 11 – Contact person for young innovators in R&D institutions / No. 14 – Assistance in commercialization process
			Thuringia Agency for European Programs	No. 15 – Partner search and acquisition for joint projects / No. 18 – Contact point for European and other public funds
Northeast (Czech Republic)	4	1	The Institute for Nanomaterials, Advanced Technology and Innovation	No. 1 – Capitalization and commercialization of the results of R&D
			The Technology Centre of Hradec Králové	No. 6 – Matchmaking Platform
			The Technology Centre of Hradec Králové	No. 8 – Public Relations
			Centre for Research, Development and Innovation	No. 20 – Networking conferences

### Service n. 1 – Capitalization and commercialization of the results of R&D

Good Practice Information		
Key service name	Capitalization and commercialization of the results of R&D	
Specification of the service part considered as GP (if applicable)		
Provider	The Institute for Nanomaterials, Advanced Technology and Innovation	
Location of the practice	<b>Country</b>	Czech Republic
	<b>NUTS 1</b>	Czech Republic
	<b>NUTS 2</b>	Northeast
Provider Information		
Name of the organization	The Institute for Nanomaterials, Advanced Technology and Innovation	
Status	Public	
Main services provided to young innovators	Consultation about the possibilities regarding capitalization and commercialization of the R&D results.	
Good Practice Description		
Detailed description of the service		
<p>The service is operated free of charge.</p> <p>The Institute for Nanomaterials, advanced technology and innovation is a “project based” institution of the Technical University in Liberec. This research centre concentrates on two research programmes: material research and competitiveness mechanical engineering. It’s priority is to facilitate the transfer of research and development results into practice.</p> <p>Service is to facilitate the transfer of research and development results into practice and to expand current R&amp;D infrastructure. There are running “key research” projects for various companies using special technologies placed in the institute.</p> <p>Main output is the counselling service regarding capitalization and commercialization of the results of R&amp;D.</p>		
Expected results for the beneficiaries		
Get advice in the field of capitalization and commercialization of the results of R&D (preferably in the field of material development and machinery engineering).		
Evidence of success		
<ul style="list-style-type: none"> <li>• Service was considered as a best practice based on the comparison of the evaluations of the key service no 1 and given scores;</li> <li>• Service is transferable as it fulfils all factors of transferability;</li> <li>• Service is offered free of charge and the provider has a status of public entity.</li> </ul>		
Lessons learnt from the GP implementation		
Good network of sectorial companies and institutions across the region/country/EU level.		
Transferability aspects		
The provider needs to have an institutional capacity and very good network for provision of this service. This service is usually provided as one of the core business activities.		
Contact details to obtain further information on the practice		
Name	Stanislav Petřík	
Name of the organization	The Institute for Nanomaterials, Advanced Technology and Innovation	
Address	Studentská 1402/2	
City	Liberec 1	
Region	Northeast	

<b>Country</b>	Czech republic
<b>ZIP Code</b>	461 17
<b>WEB</b>	<a href="http://cxi.tul.cz/">http://cxi.tul.cz/</a>
<b>E-mail</b>	stanislav.petrik@tul.cz

## Service n. 2 – Business angels and venture capital

Good Practice Information		
Key service name	Business angels and venture capital	
Specification of the service part considered as GP (if applicable)		
Provider	THÜBAN	
Location of the practice	Country	Germany
	NUTS 1	Thuringia
	NUTS 2	Thuringia
Provider Information		
Name of the organization	THÜBAN (Thüringer Business Angels Netzwerk)	
Status	Private Non-profit	
Main services provided to young innovators		
Good Practice Description		
Detailed description of the service		
<p>The combination of traditional values and forward-facing innovations is also the goal of the business angel Thuringia – THÜBAN. Here are experienced entrepreneurs, founders, managers and practitioners to meet new entrepreneurs and start-ups. Business angels are given the opportunity to learn from start-ups and business ideas directly to the source and know in their development process - to accompany - through counseling and financing. Through acquisition of shares in the company business angels have the opportunity to participate directly in the success.</p> <p>The service is operated free of charge. Main components of the service include the organization of workshops, meetings to mediate contact between entrepreneurs and business angels and the support of entrepreneurs and innovators at finding of potential investors or financial partners. The service is applicable to all sectors, without restriction. THÜBAN encourages entrepreneurs to design and build a sustainable organisation and especially offers support through competence and capital. Shareholdings of young businesses are preceded openly and focused on an economic success. Therefore private investments of business angels are considered as long-term oriented. Output/product of the service is searching for business partners who promote the commercialization process, support of start up process and help with finding of potential financial partners.</p>		
Expected results for the beneficiaries		
<ul style="list-style-type: none"> <li>• Creating of the new business field by SME (support by business creations);</li> <li>• Find a potential investors or financial partners;</li> <li>• Searching for business partners who promote the commercialization process;</li> <li>• Support of start up process;</li> <li>• Help by find of the financial partners.</li> </ul>		
Evidence of success		
<p>With network, know-how, contacts and capital, the Thuringia Business Angels Network is advancing innovative business ideas from Thuringia. Business angels are private investors, the founders – are in addition to their contributions and advice to help – in contrast to passive investors.</p> <p>Business angels have often themselves founders and management experience and possess business knowledge, as well as an extensive network. Both experiences want founders to combine, to enable a successful company is from a business idea.</p>		
Lessons learnt from the GP implementation		
<p>This good practice is very interesting for the partners from new EU Member States, because there are very few business angels and BA:</p> <ul style="list-style-type: none"> <li>• Having consulted the idea with early stage investors;</li> </ul>		

- Initialization of business operations, final preparation of product and market launch for pre revenue companies.

### Transferability aspects

Meetings the staff of the THÜBAN with potential business angels of the region. Involving and coaching the potential business angels to support the regional SMEs.

### Contact details to obtain further information on the practice

<b>Name</b>	Dana Lipka
<b>Name of the organization</b>	THÜBAN
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<b>ZIP Code</b>	07743
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### Service n. 3 – Support of project development and applications for funds

Good Practice Information		
Key service name	Support of project development and applications for funds	
Specification of the service part considered as GP (if applicable)		
Provider	Regional Development Agency Senec-Pezinok	
Location of the practice	Country	Slovakia
	NUTS 1	Slovakia
	NUTS 2	Bratislava Region
Provider Information		
Name of the organization	Regional Development Agency Senec-Pezinok	
Status	Private Non-profit	
Main services provided to young innovators	Counselling on selection of appropriate call; Counselling and assistance in preparation of good quality project proposal	
Good Practice Description		
Detailed description of the service		
<p>The counselling service aimed at support of the realization process of the project idea to find a suitable call for proposals help to elaborate and submit a good-quality proposal, is tailor-made according to the initial input and request of the client. The counselling services provided by RDA are divided into several parts and the client can decide, which of them are useful for him/her. The client is at the core.</p> <p>The client finds the information about the service on the website of the RDA SP and can schedule a meeting with the consultant via telephone, e-mail, or online contact form.</p> <p>During the consultation meeting the client introduces his/her idea and then is interviewed by the RDA consultant. After the interview with the client, the consultant assesses the situation and further possibilities. Immediately, or after an agreed short period for targeted research, the consultant recommends a list of relevant calls, under which the client could apply to receive funding to support his/her project idea.</p> <p>Together with the client, they discuss the listed possibilities; consultant presents and explains the specific conditions set by the selected calls, and then the client decides which call/s is/are the most acceptable for him/her.</p> <p>Then the client can decide, if he/she wants to proceed and apply for the selected call/s by himself/herself, or would like to use the follow-up counselling service of project proposal elaboration and submission.</p> <p>When the client decides for the counselling for project proposal, he/she will receive complex service of project planning, budgeting, elaboration and writing of the application for submission, including all compulsory attachments. The consultation process is held in an interactive way, involving the client and reflecting his/her vision. This enables client's understanding of the processes presented by the consultant and by that also enables effective implementation of the project, if selected for funding.</p> <p>Additional services of development of sub-tasks in the preparation of projects - SWOT, study the suitability and feasibility analysis of earnings, financial analysis, and so on, are provided, if requested.</p> <p>If the client is interested, RDA can also offer service of project implementation and management for the client.</p> <p>The service is paid, all services "modules" have their pricelist available at the website, but the first initial counselling session is provided for free.</p>		
Expected results for the beneficiaries		
<p>The ultimate objective is support of the client with good idea, selecting appropriate call and to assist with project application for it. The best case scenario targets are projects selected for funding and implementation.</p> <p>Target groups of the counselling services are of wider range:</p> <ul style="list-style-type: none"> <li>Public sector: municipalities, micro-regions, associations of municipalities, public institutions</li> </ul>		



(schools, universities, educational organizations etc.), government institutions (labor offices, regional authorities, etc.);

- Private sector: companies / SMEs, entrepreneurs and their associations, social partners;
- Non-profit sector: regional development organizations, foundations, civil society organizations and local communities;
- End beneficiaries of EU funds;
- General public.

Experience of the counsellors with all these beneficiaries enables them to offer a broader insight, present the young innovator lessons learnt from various situations, and in many cases provide networking possibilities and contacts.

### Evidence of success

#### Why it is recommended as GP

The consultants are experienced, RDA is offering this service for more than 10 years.

The service composed of “modules” offers the client the possibility to decide what level of counselling he/she needs.

The services are interconnected and offer the client one-stop-shop approach from the point of project idea development to project implementation.

#### References

Considerable amount of implemented projects. Only in 2011 (according to the last published annual report) there was 26 projects implemented in the total value of 20 525 447 EUR. As the largest target group of RDA is the public sector, most of the value was produced here, but the third sector non-profits and SMEs represented also a considerable part of the approved projects.

### Lessons learnt from the GP implementation

It is crucial to have a large pool of knowledge and follow various channels of the calls published and of the funding possibilities in order to provide useful and targeted individual counselling. The counsellor has to be able to combine various aspects of the project idea and funding sources, in order to provide the client with the most suitable information.

The counsellor has to have strong communication skills and empathy, as he /she has also a psychological role in the development of the idea and motivation of the client. The client often needs to be supported and reassured about his/her idea, but sometimes also advised on the feasibility of the idea, when he/she needs to be led to more realistic and more specific formulation.

Very sensitive and important is the issue of elaboration of a pricelist for the services. It has to be done reasonably and has to be justifiable to the client, as people are usually more reluctant to pay for the so-called “soft” services.

### Transferability aspects

This service is transferable. The target provider of the transferred service has to have experience with project writing and project management, knowledge of the local funding sources and eligibility of local subjects for various funding schemes. The provider/counsellor has to have very good communication skills, as well.

### Contact details to obtain further information on the practice

<b>Name</b>	Katarina Manczalova
<b>Name of the organization</b>	Regional Development Agency Senec-Pezinok
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<b>Country</b>	Slovakia
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<b>WEB</b>	<a href="http://www.rrasenec-pezinok.sk">http://www.rrasenec-pezinok.sk</a>
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***Service n. 4 – Support in finding investors from industry and enterprises***

No service was considered as a good practice by BMWG under this category among those present in partner regions

### ***Service n. 5 – Access to young innovators to technological parks and other R&D premises***

<b>Good Practice Information</b>		
<b>Key service name</b>	Access to young innovators to technological parks and other R&D premises	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Wroclaw Technology Park	
<b>Location of the practice</b>	<b>Country</b>	Poland
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	Lower Silesian Voivodeship
<b>Provider Information</b>		
<b>Name of the organization</b>	Wroclaw Technology Park	
<b>Status</b>	Private Profit	
<b>Main services provided to young innovators</b>	Access of young innovators to technological parks and other R&D premises	
<b>Good Practice Description</b>		
<b>Detailed description of the service</b>		
<p>The park was created in 1998 at the same time appointed to the management of the company Wroclaw Technology Park, as a result of several years of discussions held among representatives government, industry, business organizations and the scientific community. Wroclaw Technology Park is a large area of economic activity Wroclaw well connected to the city center, international airport, motorway and national road network and transit.</p> <p>The need to establish the Park resulted directly from the lack of modern research and development infrastructure supporting development of innovative technologies and marketable products providing services to Small and Medium Enterprises.</p> <p>The offer of the Park is primarily a supply of high quality office space, tailored to the needs of innovative companies and research laboratories. Further Park is working with-tenants, offering support in the commercialization of technology. It offers special financial conditions for the lease of office and production workshop for young entrepreneurs.</p> <p>The service “Assistance to young innovators with access to technological parks and other R&amp;D premises” provided by Wroclaw Technology Park SA is provided as a paid service.</p> <p>Wroclaw Technology Park SA aim is to create conditions for the use of scientific and industrial potential of Wroclaw and the region and stimulate the development of high-technology industry, in particular:</p> <ul style="list-style-type: none"> <li>• Creating an appropriate infrastructure to ensure that companies have the conditions to generate innovation;</li> <li>• Assistance in creating, developing and promoting businesses using modern technologies, especially small and medium businesses;</li> <li>• Transfer of new technologies to existing and newly established businesses;</li> <li>• Commercialization of research results, the research and development and implementation in the field of biotechnology and engineering.</li> </ul> <p>The added value offered by the Park is to establish cooperation between other technology parks, universities and business institutions.</p>		
<b>Expected results for the beneficiaries</b>		
<p>Beneficiaries of the service “Assistance to young innovators with access to technological parks and other R&amp;D premises” are young innovators who can use the space, equipment, laboratories and prototype, training, contacts offered in the Wroclaw Technology Park SA.</p> <p>In addition, the offer is directed to the academic: students, PhD students and graduates of Lower Silesia.</p>		

The main idea is to stimulate the academic community and to deepen cooperation with the business. It is a response to the still existing lack of knowledge about the functioning of innovative enterprises, management and transfer of technology, legal issues, accounting and marketing.

WPT offer is addressed to companies in sectors such as:

- Telecommunications, electronics, computers, computing;
- Food processing;
- Biotechnology, genetic engineering, molecular biology;
- Equipment and medical supplies, pharmaceuticals
- Environmental protection;
- Energy;
- Chemistry, new materials;
- Plastics;
- Cryogenic technologies, high pressure, vacuum;
- Automation, measuring instruments and laboratory equipment, precision mechanics.

Lower Silesian Incubator creates the possibility of doing business by use of the property and infrastructure Wroclaw Technology Park SA.

### Evidence of success

On the site of The Wroclaw Technology Park operates almost 200 companies that use its services. The Park is constantly expanded and modernized, and new areas are activated for tenants. Recently were built additional buildings where there are rooms for narrowly specialized industries.

This practice is considered as good and successful because of their primary objectives which are:

- Developing new forms of cooperation between industry and higher education institutions;
- Transferring scientific expertise to industry and providing for its application;
- Providing access to modern laboratory facilities;
- Promoting creation of new companies;
- Raising company's staff competence in advanced technologies and management;
- Establishing an international cooperation.

### Lessons learnt from the GP implementation

The companies, due to the presence of the park, have been working closely with other actors.

The construction of modern centers that is Wroclaw Technology Park, with a wide base available to research and development for young innovative companies will serve not only the development of the regions, but the entire country.

One of the lessons learnt in development of the park was that it is important to provide (along the initial capital) investment areas or other types of real estate for offices and laboratory infrastructure.

By developing, sharing and transferring tools and practices it is enhanced the linkages between start-up companies research institutions (e.g. universities), and public authorities. Especially technology-oriented start-ups and young small and medium sized enterprises need effective and easy-accessible tools on their rocky way from an innovative idea to a successful enterprise.

### Transferability aspects

Identification of good practices and transfer them between different centers is usually through workshops, conferences, study visits and publications in this field. However, the transfer of good practice is not a simple process. In most cases it is not enough to use the identified tools and services they need to be more adapted to the new conditions and embedded in a regional context, consider the local system of innovation, policy and strategic objectives of the development of the region. The transfer of good practice is multi-step process.

### Potentials for the Interregional Transfer

Key success factors are:

- Effective collaboration between scientific institutions, entrepreneurs, as well as local and central authorities;

- Creation of a sustainable bridge between the intellectual resources of leading universities and high-tech industries;
- Extensive experience of the originators and their associates acquired during implementation of numerous national and international projects.

#### Some recommendations for Parks

- Constant monitoring of the needs of current and potential customers;
- Acquisition of companies who are business card / magnet for new residents;
- Preparing a special offer for foreign entrepreneurs;
- Strong support business park on academic (both staff and students);
- Organization and promotion of clusters as tools to support tenants and platforms with the economic;
- Working closely with local government;
- Partnership with research and development of tapered profile with a specialization in the park (also with foreign institutions);
- Integrating marketing efforts of park operators in the environment;
- Cooperation with the academic in preparation of new courses of study and programs.

#### Conditions of creating Offers Technology Park

- Offering a variety of conditions may be due to a number of conditions such as the level of innovation of the entity's compliance profile industry park, the scale and extent of the need for infrastructure;
- The division of services provided by Park and third parties in accordance with the principle of focusing on the "core business";
- Support for investors should be geared friendly - using the idea of "one stop shop" to enable support in completing the administrative procedures in one place;
- Outside business opportunities – rooms for meetings, cafeteria, conference rooms, catering, security Hour, access to public transportation, restaurant, individual electronic security system, video conferencing rooms, electronic security system, secretarial services, event planning, public relations services, sports facilities and recreation, banking services, medical services, a kindergarten for the children of employees, the protection of working hours.

#### Contact details to obtain further information on the practice

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## Service n. 6 – Matchmaking platform

Good Practice Information		
Key service name	Matchmaking Platform	
Specification of the service part considered as GP (if applicable)		
Provider	The Technology Centre of Hradec Králové	
Location of the practice	Country	Czech Republic
	NUTS 1	Czech Republic
	NUTS 2	Northeast
Provider Information		
Name of the organization	The Technology Centre of Hradec Králové	
Status	Private non-profit	
Main services provided to young innovators	Acting as matchmaking platform in order to support young innovators with suitable contacts concerning their field of interest.	
Good Practice Description		
Detailed description of the service		
<p>The service is operated free of charge.</p> <p>The Technology centre of Hradec Králové (TC) is an accredited Technology park supporting innovative activities in the whole region.</p> <p>TC is one of the partners of the project Czech-polish innovative portal <a href="http://www.czeplinn.eu">www.czeplinn.eu</a> which supports and informs about innovative activities in the area of borderline cooperation.</p> <p>The aim is to create communication platform which would increase the innovative knowledge of the close by region and also to link and to establish cooperation among subjects from SMEs, research institutions, educational institutions, city authorities and regions. This portal should be the base line for development of the follow up activities. It is used as a communication tool for all subjects interested in innovation activities of all kinds.</p> <p>Visitors can either register to the portal or not. Registered visitor will get access to the database which collects information regarding pro-innovative companies, research institutions and other educational organizations and institutions. Apart from this database they can also place offers and demands in the publicity section of the portal to for e.g. find suitable partners etc.</p> <p>Young innovators can use this portal to:</p> <ul style="list-style-type: none"> <li>• Create cooperation on national as well as international level;</li> <li>• Get information regarding innovations in technology (technology watch);</li> <li>• Present their activities and innovative technologies to others;</li> <li>• To place a demand regarding what they are looking for;</li> <li>• Present their knowledge in the field of technology transfer;</li> <li>• Identify potential partners for working on research and development projects;</li> <li>• To raise their competitiveness in the innovative entrepreneurship field.</li> </ul>		
Expected results for the beneficiaries		
Receiving useful contact information regarding the field of interest of the young innovator. Young innovators can also be directed to relevant subjects based on their field of interest.		
Evidence of success		
<ul style="list-style-type: none"> <li>• Service was considered as a best practice based on the comparison of the evaluations of the key service no 6 and given scores;</li> <li>• Service is transferable as it fulfils all factors of transferability;</li> <li>• Service is offered free of charge and the provider has a status of private non profit entity;</li> <li>• Service had used 50 and more users in the year 2011 what shows and proves the quality provided.</li> </ul>		

<b>Lessons learnt from the GP implementation</b>	
Targeted regional dissemination is essential in order to attract critical mass of the entries, the service provider must assure that the platform is up to date at all times.	
<b>Transferability aspects</b>	
Condition for successful operation of this service is that the institution assures the administrator (coordinator) of the database that assures that the information within the database is always up to date and is also able to interact with the registered subjects within.	
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### Service n. 7 – First contact and information point for young innovators

Good Practice Information		
<b>Key service name</b>	First contact and information point for young innovators	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	NADSME	
<b>Location of the practice</b>	<b>Country</b>	Slovakia
	<b>NUTS 1</b>	Slovakia
	<b>NUTS 2</b>	Bratislava Region
Provider Information		
<b>Name of the organization</b>	National Agency for Development of Small and Medium Enterprises – NADSME	
<b>Status</b>	Non-profit	
<b>Main services provided to young innovators</b>	The agency supports development and growth of small and medium-sized enterprises (SMEs) in the Slovak Republic with the aim to improve the competitiveness of the sector within the single EU market and the markets of third countries.	
Good Practice Description		
Detailed description of the service		
<p>The National Agency for Development of Small and Medium Enterprises (later referred to as NADSME) was founded in 1993 by a common initiative of the EU and the government of the Slovak Republic. The agency supports development and growth of small and medium-sized enterprises (SMEs) in the Slovak Republic with the aim to improve the competitiveness of the sector within the single EU market and the markets of third countries. NADSME identifies and analysis barriers of the business development, prepares proposals for their elimination including drafts of legal regulations and via the Ministry of Economy of the Slovak Republic, as a patron of SMEs, submits them to the government, and fulfils tasks connected with expert realization of projects and programmes aimed at the support of SMEs in Slovakia.</p> <p>Among other activities aimed at support of SMEs development, the specific role of NADSME is as a wide-known point for SMEs, where they can turn for information.</p> <p>The Agency serves as the first contact with a person interested in entrepreneurship, it is the information point where he/she will be able to get the information about:</p> <ul style="list-style-type: none"> <li>• The possibilities of obtaining external capital;</li> <li>• Potential business partners;</li> <li>• Supporting activities and programmes;</li> <li>• As well as about good practices.</li> </ul> <p>Then the client will be directed to the right institution, where can get help depending on the specific needs. The information point would also provide intermediary services to arrange the first contact between the clients and the institution of their interest.</p> <p>The service is provided free of charge.</p> <p>Also, NADSME runs a website dedicated to information on setting up and operation of SMEs, <a href="http://www.msponline.sk">http://www.msponline.sk</a> – Complex information package for SMEs. Here can the interested person find summarized the advice given by the NADSME on the basis of its almost 20 years long operation. It includes step-by-step guide for administration procedures when establishing an SME, info on relevant up-to-date legislation and its changes, and other useful information.</p>		
Expected results for the beneficiaries		
The target group of NADSME is all the entrepreneurs and SMEs, and also citizens with interest in entrepreneurship. As a wide-known actor in SMEs support, NADSME provides a place to obtain the first		



information for the clients. The information provided is complex, based on 19-years of experience in the field. Also, the client is immediately provided with connection to the specific institution of their interest.

### Evidence of success

#### Why it is recommended as GP

The long, 19 years experience of NADSME in offering this service. SMEs and entrepreneurs-to-be turn to it for information on a regular basis.

Wide-known, established counselling and support provider – very good visibility.

The service is provided free of charge.

Possibility to transform the needs of clients, informed by clients' queries, also into national legislation proposals, interconnection with Ministry of Economy.

#### References

In 2011, entrepreneurs were provided with 287 information consultation totalling 398 hours focused mainly on programmes and projects to support SMEs and 580 professional consultations in various fields necessary for the further development of business activities totalling 2,533.5 counselling hours. 33 business plans were developed and reviewed in order to obtain loans within the financial support schemes or from commercial institutions. Counselling services provided to small and medium-sized enterprises were financed from the State budget in the total amount of EUR 53,311.02.

### Lessons learnt from the GP implementation

Being a SMEs support organisation with connection to the national government has its pluses and minuses. Better connection to policy-making and decision-making makes it possible to translate the needs of entrepreneurs into national policies, good, wide and direct information on various support schemes (existent and in the pipeline), and also have access to national funding sources for SME support, which is in the national interest.

On the other hand, it means a certain dependence on the political will of the particular government. It also occurred in the history of NADSME, that its existence was threatened.

### Transferability aspects

The transferability of the best practice on a good level is possible upon fulfilment of the condition that the organisation to implement this GP should have connection to national body responsible for economy or body responsible for national policy-making influencing the SMEs.

Such an institution should be also open to provision of a contact point for the general public and be willing to deal with their questions on the first information level and then connecting them further to the relevant bodies.

### Contact details to obtain further information on the practice

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## Service n. 8 – Public Relations

Good Practice Information		
Key service name	Public Relations	
Specification of the service part considered as GP (if applicable)		
Provider	Universitas- Győr Nonprofit Kft.	
Location of the practice	Country	Hungary
	NUTS 1	
	NUTS 2	Western Transdanubia
Provider Information		
Name of the organization	Universitas- Győr Nonprofit Kft.	
Status	Public	
Main services provided to young innovators	Public Relations	
Good Practice Description		
Detailed description of the service		
<p>Public Relations (PR) services for innovative start-up companies comprising development of PR strategy, concrete proposals for PR actions, consultancy in marketing and popularization of innovative ideas. The service is provided in local level. The young innovators support is the core business of the provider, not just a marginal one.</p> <p>The service has been operated by the provider for five years. The service provided with fee for the young innovators in fixed rate and hour rate and with its mixture.</p> <p>The main component of the service is:</p> <ul style="list-style-type: none"> <li>• Publishing;</li> <li>• Education;</li> <li>• Engineering assignments;</li> <li>• Research and development;</li> <li>• Design.</li> </ul> <p>The target groups of the service are:</p> <ul style="list-style-type: none"> <li>• Young entrepreneurs;</li> <li>• Willing-to-be-entrepreneurs;</li> <li>• Start-up SMEs;</li> <li>• Spin-off SMEs;</li> <li>• Young researchers</li> <li>• Employees of the university.</li> </ul> <p>The mentoring program located mainly in Győr city and has been targeted primarily at the University of Szechenyi, students, teachers and researchers of all faculties.</p> <p>The reference sector is the specific sectors of reference:</p> <ul style="list-style-type: none"> <li>• Manufacturing technology;</li> <li>• Transportation, logistics research;</li> <li>• Information technology;</li> <li>• Material sciences;</li> <li>• Automotive industry.</li> </ul> <p>The availability of the services consist of the mixture of the following elements:</p> <ul style="list-style-type: none"> <li>• On-line, no need for physical travel (e.g. e-learning);</li> <li>• Point of sale (user travels to provider);</li> <li>• Point of the business/young innovator (provider travels to the premises of the end user).</li> </ul>		
Expected results for the beneficiaries		

<p>The output of the service is long term and continuous advisory. The product of the service is “PR strategy and recommendations for PR and marketing”.</p> <p>Expected results for the beneficiaries are ready-made PR and marketing strategy. Know the necessary PR actions to their ideas/ company.</p> <p>The result of the program is the:</p> <ul style="list-style-type: none"> <li>• Ready-made PR and marketing strategy;</li> <li>• Know the necessary PR actions to their ideas/ company.</li> </ul>	
<b>Evidence of success</b>	
<p>The most important result of the Universitas-Győr Kft. services are to disseminate the scientific, research, development and innovation activities results acquainted with national and international scientific community, the public has a broader sense, including especially in the economic sector and a wider range of young people facing further education.</p> <p>The visibility of the services: Good/average – it is not so easy to find, some efforts must be taken.</p> <p>In the last years the service has been provided by the provider for 10-25 numbers of users.</p>	
<b>Lessons learnt from the GP implementation</b>	
<p>The recommendation of the original and further result of the services that the university academic results - their integration into R &amp; D mechanisms – utilize in a long-term form.</p>	
<b>Transferability aspects</b>	
<b>Contact details to obtain further information on the practice</b>	
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<b>Good Practice Information</b>		
<b>Key service name</b>	Public Relations	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	The Technology Centre of Hradec Králové	
<b>Location of the practice</b>	<b>Country</b>	Czech Republic
	<b>NUTS 1</b>	Czech Republic
	<b>NUTS 2</b>	Northeast
<b>Provider Information</b>		
<b>Name of the organization</b>	The Technology Centre of Hradec Králové	
<b>Status</b>	Public	
<b>Main services provided to young innovators</b>	<ul style="list-style-type: none"> <li>• Support to prepare suitable PR strategy;</li> <li>• Recommendation for PR and marketing for young innovators business.</li> </ul>	
<b>Good Practice Description</b>		

<b>Detailed description of the service</b>	
<p>Technology centre Hradec Králové is an accredited Technology park supporting innovative activities in the whole region. They offer wide range of services for young innovators and starting entrepreneurs as it's their core business.</p> <p>Regarding the key service "PR" the Technology centre as a project partner of the MEPKIT project (through which IT and more technically oriented students are provided with the knowledge regarding entrepreneurship and business running) is able to provide young innovators with the support from PR oriented mentors, which can help to young innovators and starting entrepreneurs with PR, marketing and other areas related to this field.</p>	
<b>Expected results for the beneficiaries</b>	
<p>The expected result for young innovators is to receive support in the field of PR and marketing related to their business plan idea.</p>	
<b>Evidence of success</b>	
<ul style="list-style-type: none"> <li>• Service was considered as a best practice based on the comparison of the evaluations of the key service no 8 and given scores;</li> <li>• Service is transferable as it fulfils all factors of transferability.</li> </ul>	
<b>Lessons learnt from the GP implementation</b>	
<p>To assure the capacity to provide such trainings and workshops to the young innovators.</p>	
<b>Transferability aspects</b>	
<p>No special factors that could hinder the transfer of this service were identified.</p>	
<b>Contact details to obtain further information on the practice</b>	
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### ***Service n. 9 – Business Plan***

No service was considered as a good practice by BMWG under this category among those present in partner regions

## Service n. 10 – Incubation and networking

Good Practice Information		
Key service name	Incubation and networking	
Specification of the service part considered as GP (if applicable)		
Provider	Wroclaw Technology Park	
Location of the practice	Country	Poland
	NUTS 1	
	NUTS 2	Lower Silesian Voivodeship
Provider Information		
Name of the organization	Wroclaw Technology Park	
Status	Private Profit	
Main services provided to young innovators	Incubation and networking	
Good Practice Description		
Detailed description of the service		
<p>Wroclaw Technology Park SA aim is to create conditions for the use of scientific and industrial potential of Wroclaw and the region and stimulate the development of high-technology industry, in particular:</p> <ul style="list-style-type: none"> <li>• Creating an appropriate infrastructure to ensure that companies have the conditions to generate innovation;</li> <li>• Assistance in creating, developing and promoting businesses using modern technologies, especially small and medium businesses;</li> <li>• Transfer of new technologies to existing and newly established businesses;</li> <li>• Commercialization of research results, the research and development and implementation in the field of biotechnology and engineering.</li> </ul> <p>As an output/product of the service it can be considered location and services for companies planning to set themselves up in business and looking for low-cost premises, facilities, services and a network of opportunities and contacts. Lower Silesian Incubator creates the possibility of doing business by use of the property and infrastructure Wroclaw Technology Park SA.</p> <p>The service “Incubation and networking” provided by Wroclaw Technology Park SA is provided as a paid service.</p> <p>The benefits of services include reliable access to leading markets, events and networking possibilities, access to legal advice, first hand information on regional markets, and fast and comprehensive overview of the target region. Included are also welcome packages, visiting services, etc. Service help in establishing first contacts and opens doors for new business connections.</p> <p>The service development was based on the perception that young, innovative SMEs are missing “real networks”. Multidirectional services were offered to support local companies in finding top locations and markets outside their home region, at the same time allowing science parks and incubators to become visible and attractive for innovative companies from other regions searching for new markets.</p>		
Expected results for the beneficiaries		
<p>Beneficiaries of the service “Incubation and networking” are young innovators who can use the space, training, contacts, equipment, laboratories and prototype offered in the Wroclaw Technology Park SA.</p> <p>The offer is directed to the academic: students, PhD students and graduates of Lower Silesia. The main idea is to stimulate the academic community and to deepen cooperation with the business. It is a response to the still existing lack of knowledge about the functioning of innovative enterprises, management and transfer of technology, legal issues, accounting and marketing.</p> <p>Wroclaw Technology Park offer is addressed to companies in sectors such as:</p> <ul style="list-style-type: none"> <li>• Telecommunications, electronics, computers, computing;</li> </ul>		

- Food processing;
- Biotechnology, genetic engineering, molecular biology;
- Equipment and medical supplies, pharmaceuticals;
- Environmental protection;
- Energy;
- Chemistry, new materials;
- Plastics;
- Cryogenic technologies, high pressure, vacuum;
- Automation, measuring instruments and laboratory equipment, precision mechanics.

As an expected results, it can be assumed the offer of location and services for companies planning to set themselves up in business and looking for low-cost premises, facilities, services and a network of opportunities and contacts. Lower Silesian Incubator creates the possibility of doing business by use of the property and infrastructure Wroclaw Technology Park SA.

### Evidence of success

On the site of The Wroclaw Technology Park operates almost 200 companies that use its services. The Park is constantly expanded and modernized, and new areas are activated for tenants. Recently were built additional buildings where there are rooms for narrowly specialized industries. This practice is considered as good and successful because of their primary objectives which are:

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

### Lessons learnt from the GP implementation

The companies, due to the presence in the Park, have been working closely with other actors. The construction of modern centers that is Wroclaw Technology Park, with a wide base available to research and development for young innovative companies will serve not only the development of the regions, but the entire country.

One of the lessons learnt in development of the park was that it is important to provide (along the initial capital) investment areas or other types of real estate for offices and laboratory infrastructure.

By developing, sharing and transferring tools and practices it is enhanced the linkages between start-up companies research institutions (e.g. universities), and public authorities. Especially technology-oriented start-ups and young small and medium sized enterprises need effective and easy-accessible tools on their rocky way from an innovative idea to a successful enterprise.

### Transferability aspects

#### Potentials for the Interregional Transfer

Key success factors are:

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

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

The success of transferring the Good Practice depends, among other things, on the intentions of the partners.

### Conditions of creating Offers Technology Park

- Offering a variety of conditions may be due to a number of conditions such as the level of innovation of the entity's compliance profile industry park, the scale and extent of the need for infrastructure;
- The division of services provided by Park and third parties in accordance with the principle of focusing on the "core business";
- Support for investors should be geared friendly - using the idea of "one stop shop" to enable support in completing the administrative procedures in one place;
- Outside business opportunities – rooms for meetings, cafeteria, conference rooms, catering, security Hour, access to public transportation, restaurant, individual electronic security system, video conferencing rooms, electronic security system, secretarial services, event planning, public relations services, sports facilities and recreation, banking services, medical services, a kindergarten for the children of employees, the protection of working hours.

### Contact details to obtain further information on the practice

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### Good Practice Information

<b>Key service name</b>	Incubation and networking	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Avanzi – Make a Cube	
<b>Location of the practice</b>	<b>Country</b>	Italy
	<b>NUTS 1</b>	Northwestern Italy
	<b>NUTS 2</b>	Lombardy

### Provider Information

<b>Name of the organization</b>	Avanzi – Make a Cube
<b>Status</b>	Private (low) profit
<b>Main services provided to young innovators</b>	

### Good Practice Description

#### Detailed description of the service

CHANGEMAKERS FOR MILAN EXPO 2015 is a HD (high density) business incubator and accelerator program connected to the challenges of Milan Expo 2015, the next global expo (after Shanghai 2010) dedicated to Food, agriculture, nutrition and energy which is going to take place in Milan in 2015. It addresses young people under 30 who want to start a successful digital enterprise which can generate growth and have a positive impact on the lives of at least one million people. The first edition took place in Milan between March and April 2013 and the next edition is coming soon. Through a call for ideas (from 1 October to 31 December 2012), ten startup projects had the chance to be



included in an intensive acceleration program.

The main focus of the program was to achieve a Social and Environmental Impact through the acceleration of business ideas. The projects selected had to:

- be sustainable, responding to social and environmental needs through an entrepreneurial activity that must achieve economic and financial equilibrium;
- demonstrate that they have a potentially broad market of users/customers who are able to understand and recognize the value of the product or service;
- be innovative, developing new technologies or finding innovative uses for existing ones, providing original responses to entrenched problems, changing the nature of the interaction and collaboration between producer and consumer;
- be scalable, not only because they respond to widespread needs in more than one country or community, but also because they are based on a business model that can withstand strong acceleration and because they can develop the potentials of innovative technologies;
- have a measurable outcome based on indicators of effectiveness in responding to the targeted social and environmental need.

The program was organized in an 8 week workshop in Milan. It was organized in a tight sequence of work group sessions, instructor-led classroom sessions, talks by experts and practical learning experiences. The training allowed the teams to work intensely on the key elements of their entrepreneurial idea. Their work together as a team covered the following areas:

needs analysis; refinement of business idea and business model; drafting of a concise business plan; prototyping and real-world testing; mapping of stakeholders and assessment of impacts; development of management system and operations design; development of an effective marketing and communication strategy; development of the ability to make an effective presentation of the team’s idea before an audience.

During these 2 months, the selected changemakers (35) lived and worked together in an inspiring environment and innovation eco-system. A full time faculty of 7 teachers was supported by more than 90 mentors and 40 lecturers who helped them develop their ideas. Lecturers included experienced professionals and managers. At the end of the acceleration program, the most innovative and scalable projects were presented to an audience of potential investors and business partners able to ensure full implementation of the enterprise.

### Expected results for the beneficiaries

The beneficiaries were young talents with innovative ideas, in terms of content and processes, with a concrete, long-term outcome. The program offered:

- A demanding incubation/acceleration program;
- a team of professionals at the disposal of the participants;
- The opportunity to present the developed projects to an audience of potential investors and business partners;
- The possibility to apply and display the products and services during Expo Milano 2015, a unique and global level showcase;
- The chance to be part of a special residential workshop lasting eight weeks: this represents a one-of-a-kind learning experience that allowed the selected young people to transform their ideas into enterprises, products, and services.

More in general, the program allowed young entrepreneurs to live into an ecosystem of innovation.

The quality of a local system of innovation depends on the mutual presence and active engagement of many different players and the success of a start-up depends strongly on its ability to develop relations with all of them. For this reason, the essential characteristics of the “rainforest” were reproduced in vitro during the workshop, where successful startupper, policy makers, professionals, managers, designers, entrepreneurs and venture capitalists all combined into a highly fertile substrate.

The impact of the program could be evaluated in terms of improved capabilities and skills of the beneficiaries, increased opportunities to develop their business ideas and employment growth, but also for the positive outcomes created by new enterprises on the social and environmental context

## Evidence of success

The Changemakers program had the following objectives:

- To give young talents the opportunity to create their own job;
- To stimulate innovation and entrepreneurship;
- To accelerate the start-up of new businesses in social and environmental sectors.

It could be considered really a good practice because all these targets have been achieved by the first edition of the program that will be replicated in the next few months. There are several results that can prove the success of this practice:

- Most of participants were unemployed before the workshop and become entrepreneurs at the end of the program;
- The call for ideas received more than 580 applications, in terms of projects, submitted by 1500 young;
- 4 out of 10 start-ups, launched by the program, collected seed investments (ranging from 30k to 600k €) to grow up;
- 90% of the start-ups involved signed agreement with strategic business partners they met during the 2 months programme;
- 7 out of 10 start-ups were selected for later-stage acceleration programme and/or were awarded some start-up recognition/prizes;
- 3 teams were invited as speakers to international conferences on the topic of innovation and start-ups, in particular one of them presented the first release of their web service at Web Summit 2013 in Dublin (the most important conference in Europe for start-ups) and another one took part to the First European Maker Faire in Rome;
- Mentors involved in the training will continue to support the start-ups;
- The main sponsors are committed to replicate the program;
- 200 persons were involved as mentors (90), lecturers (40), investors (30);
- 20 events organized with the participation of more than 50 speakers;
- The initiative received a large media coverage at local and national level as proved by the press review;
- The final event - pitching session - dedicated to investors and key partners, and organized within the Expo days, involved more than 500 persons;
- The feedbacks from beneficiaries were extremely positive.

## Lessons learnt from the GP implementation

This program represents the first experiment in Italy of high density incubation for social enterprises, where up to 10 startups are incubated at the same time, for a period of 2-3 months, after an open call for ideas on a given sustainability issue.

The implemented practice revealed to be very effective for start-ups at early stage, as confirmed by the low failure rate and by the progresses realized by all teams during the training. In this regard, several teams experienced major and strategic changes in the development of their business ideas, involving technology shift, business model pivoting, service design, market positioning, value proposition, customers, branding (also logo and naming) and social needs addressed by their product/services. The process maximized the possibility of mutual learning between the startups and efficiently brought them to explore their potential. In fact, the daily collaboration and dialogue within the 8 week laboratory was one of the main source of inspiration for the major changes described before, since each team focused on how to exploit in their market technologies, marketing strategies and/or business model features implemented by other start-ups involved in the program. Features such as the “community approach” and the intensity of the acceleration have been positive, also for communication and storytelling activities. The engagement of mentors during the four mentors evenings was successful.

Nevertheless some adjustments will have to be done in order to improve the performance of the new program edition. In particular:

- The sponsors that finance the program need to be more involved and active, by for example fostering pilot projects at the end of the training;

- A pre-seed capital (about 10.000 euros) could be very useful to cover initial expenses;
- The work done by MaC and Avanzi was huge, in terms of project management and development, more than expected; this implies a better allocation of resources;
- The percentage of time dedicate to teaching was probably too high and teams had not enough time to work for the project development;
- Skills and education were different across participants and that created problems of alignment especially without rigorous admission tests.

### Transferability aspects

The features described confirm that the format, even if with some adjustments, could be replicated and also transferred in other contexts. The program is a “software” that could be adapted and managed to be effective in different cases, but some recommendations have to be done:

- The location (the hardware component) need to be suitable and comfortable;
- The program is labour intensive, this implies the presence of a team dedicated (at least 6 persons full time) just for the project management;
- The faculty need to be created and need to reflect the complexity of the issues;
- The eco-system of innovation may be created only with the collaboration of different contributors that need to be engaged at the beginning of the process;
- The service is based on knowledge transfer from experts to practitioners mainly in four areas: economics, ICT, web marketing, service design;
- The program could be effective only if it’s planned and performed by a local player well-grounded in the community with high endowment of social capital to be used and networks to be activated.

### Contact details to obtain further information on the practice

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### Good Practice Information

<b>Key service name</b>	Incubation and networking	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	INNONET Nonprofit Kft.	
<b>Location of the practice</b>	<b>Country</b>	Hungary
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	Western Transdanubia
<b>Provider Information</b>		
<b>Name of the organization</b>	INNONET Nonprofit Kft.	
<b>Status</b>	Private non-profit	
<b>Main services provided to young innovators</b>	Incubation and networking	
<b>Good Practice Description</b>		

<p><b>Detailed description of the service</b></p> <p>Location and services for companies planning to set themselves up in business and looking for low-cost premises, facilities, services and a network of opportunities and contacts.</p> <p>The service is aimed at associating partners who provide young innovators a place for their business - administrative premises with infrastructure and secretarial services, security services, telecommunication, IT, accounting services, legal services, conference rooms, education and training, laboratories.</p> <p>The INNODESK service is provided in local level. The young innovators support is not the core business of the provider but just marginal one.</p> <p>The type of the service is counselling. The service has been providing in local level and has been operated by the provider for 16 years. The service provided with fee for the young innovators in fixed rate and hour rate and with its mixture.</p> <p>The main component of the service is:</p> <ul style="list-style-type: none"> <li>• Support contacts, who provide a place for YI's business;</li> <li>• Networking with associated companies.</li> </ul> <p>The target groups of the service are:</p> <ul style="list-style-type: none"> <li>• Young entrepreneurs;</li> <li>• Willing-to-be-entrepreneurs;</li> <li>• Start-up SMEs;</li> <li>• Spin-off SMEs;</li> <li>• Young researchers.</li> </ul> <p>The reference sector is all sectors without restriction.</p> <p>The visibility of the services: Very good – the service is easy to find through usual search tools (google) or is well advertised.</p> <p><b>Expected results for the beneficiaries</b></p> <p>Offering office and workshop space for innovative enterprises at a reduced rate. Rental in the building is bundled with many additional free services for our tenants (including availability of discussion rooms, event organization support, copiers etc.)</p> <p>Part of the incubation would be networking with institutions that will take under their wings young innovators such as clusters, technology centres, technology parks, universities.</p> <p>Output/product of the service is the incubation of start-up businesses and networking.</p> <p>The result of the service is the incubation of start-up businesses and networking</p> <p>Availability of the service:</p> <ul style="list-style-type: none"> <li>• On-line, no need for physical travel (e.g. e-learning);</li> <li>• Point of sale (user travels to provider);</li> <li>• Point of the business/young innovator (provider travels to the premises of the end user);</li> <li>• Mixture of the aforementioned options.</li> </ul> <p><b>Evidence of success</b></p> <p>Companies (mainly start-ups) with a strong technology focus, specialized know-how and high growth potential (supported by basic office and IT services to aid their management to focus on core business activity)</p> <p>Small enterprises (including spin-offs) ready to participate in supplier chains (becoming partners of TIER I-II companies etc.) or act as project partners in research cooperations (supported by additional advice regarding available funding, application procedures and project management).</p> <p>In the last year the service has been provided by the provider nearly for 10 numbers of users.</p> <p><b>Lessons learnt from the GP implementation</b></p> <p>The incubator INNODESK professional service was carried out as a result through an extensive cooperation. The profit oriented business companies can be involved to the incubation process through the developed service portfolio from the first moment, so the beneficiary enterprises can be smoothly independent from the incubator services through the development progress.</p> <p>The enterprises directly created and enhanced in this infrastructure may be accompanied by service related telework based incubation in long-term period, jobs, the connecting points and interfaces have been built</p>
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on the framework of the current service.

**Transferability aspects**

The results can be disseminated for the other non-profit organizations in the other domestic and interregional regions, the incubator services, the one desk one business service and the networking. This service provides solutions not only for a critical problem in the local labour market (highly skilled, knowledgeable professionals unemployed workers), but offers an alternative model, help the economic growth in the region and directly contributes to help the exploitation of the hidden innovative ideas.

**Contact details to obtain further information on the practice**

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### **Service n. 11 – Contact person for young innovators in R&D institutions**

<b>Good Practice Information</b>		
<b>Key service name</b>	Contact person for young innovators in R&D institutions	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Akademicki Inkubator Przedsiębiorczości we Wrocławiu/Academic Enterprise Incubators in Wrocław	
<b>Location of the practice</b>	<b>Country</b>	Poland
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	Lower Silesian Voivodeship
<b>Provider Information</b>		
<b>Name of the organization</b>	Akademicki Inkubator Przedsiębiorczości we Wrocławiu/Academic Enterprise Incubators in Wrocław	
<b>Status</b>	Public	
<b>Main services provided to young innovators</b>	Contact person for young innovators in R&D institutions	
<b>Good Practice Description</b>		
<b>Detailed description of the service</b>		
<p>Academic Enterprise Incubators in Wrocław was created for the development of cooperation between the science sector and the young entrepreneurs in the implementation of innovative solutions and services and transfer of knowledge and technology. The main goal is to appoint of a contact person for young innovators in R&amp;D institutions. Moreover the output of the service is to help in reaching out to scientists, researchers and experts in specific industries and areas of research; and supporting inventive innovative activities - both for individuals and businesses.</p> <p>The service is unpaid and includes all sectors, without restriction.</p>		
<b>Expected results for the beneficiaries</b>		
<p>Beneficiaries of the service “Contact person for young innovators in R&amp;D institutions” are young innovators who are seeking contact person in R&amp;D institutions. The persons would be in charge of communication with young innovators.</p> <p>The offer is directed to the academic: students, Ph.D. students and graduates of Lower Silesia. The main idea is to allow young innovators to find right contact person.</p>		
<b>Evidence of success</b>		
<p>The young innovators support is the core business of the provider and is free of charge. The service is available in all sectors, without restrictions. The service is very good available both on-line (no need for physical travel) and point of sale (user travels to provider). The service could be linked with services “First contact and information point for young innovators” and “Capitalization and commercialization of the results of R&amp;D” and “Business start-up”. There are more and more young innovators using this service. Service help in establishing first contacts and opens doors for new business connections.</p>		
<b>Lessons learnt from the GP implementation</b>		
<p>One of the lessons learnt was that it is important to provide (along the initial capital) such service for young innovators. It can be seen in a significant number of customers using it.</p> <p>By developing, the service it is enhanced the linkages between start-up companies and research institutions (e.g. universities). Especially start-ups and young small and medium sized enterprises need effective and easy-accessible contact point on their rocky way from an innovative idea to a successful enterprise. Service help in establishing first contacts and opens doors for new business connections.</p>		
<b>Transferability aspects</b>		
<p>Identification of good practices and transfer them between different centers is usually through workshops, conferences, study visits and publications in this field. However, the transfer of good practice is not a</p>		

simple process. In most cases it is not enough to use the identified tools and services they need to be more adapted to the new conditions and embedded in a regional context, consider the local system of innovation, policy and strategic objectives of the development of the region. The transfer of good practice is multi-step process.

#### Potentials for the Interregional Transfer

Key success factors are:

- Effective collaboration between scientific institutions and young entrepreneurs;
- Creation of a sustainable bridge between the intellectual resources of leading universities and high-tech industries.

#### Contact details to obtain further information on the practice

<b>Name</b>	
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#### Good Practice Information

<b>Key service name</b>	Contact person for young innovators in R&D institutions	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	NYME Universitas Mentor Program	
<b>Location of the practice</b>	<b>Country</b>	Hungary
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	Western Transdanubia

#### Provider Information

<b>Name of the organization</b>	NYME Universitas Mentor Program
<b>Status</b>	Public
<b>Main services provided to young innovators</b>	Contact person for young innovators in R&D institutions

#### Good Practice Description

##### Detailed description of the service

The UNI\_SPIN Mentoring Program operates as a business incubator. The support during the year and a half clerical, secretarial, something about the mentoring services to established companies free of charge. Appointment of a contact person for young innovators in R&D institutions. The persons would be in charge of communication with young innovators, managing internships for relevant candidates, guiding research projects of young innovators, executive search for suitable interns from universities etc. The service has been operated by the provider for three years. The service free of charge for the young innovators and financed by the project budget. The main component of the service is the education and intermediary services. The target groups of the service are:

- Young entrepreneurs;
- Willing-to-be-entrepreneurs;
- Start-up SMEs;
- Spin-off SMEs;
- Young researchers.

The mentoring program located mainly in Sopron has been targeted primarily at the University of West Hungary, students, teachers and researchers of all faculties.

The main component of the service is the education and intermediary services. The reference sector is all sectors without restriction.

The output of the service is long term and continuous advisory. The product of the service is “Service of First Contact point for Young Innovators in R&D institutions”.

- The availability of the services: On-line, no need for physical travel (e.g. e-learning);
- Point of sale (user travels to provider);
- Point of the business/young innovator (provider travels to the premises of the end user).

The visibility of the services: Good/average – it is not so easy to find, some efforts must be taken.

### Expected results for the beneficiaries

The UNI\_SPIN Mentoring Program was developed in cooperation by Higher Education Foundation (SFA) and the University of West-Hungary ERFARET Office under the National Innovation Office (NIH) through support of UNI\_SPIN application.

The participants will be assisted in the theoretical and practical training in entrepreneurship, as company foundation, bank account management, accounting, taxation, intellectual property protection, legal, marketing and site preparation issues. The established firms associated with the operation of the administrative tasks required of participants. The mentored business practice to learn how to start a business, profitably, to operate during normal operation.

The result of the program is the utilization of the results of research of University of West Hungary and to support the university research results by the innovative business framework and to ensure the necessary infrastructure, knowledge, professional human resources and institutional arrangements needed to set up and run the companies.

### Evidence of success

The mentor program is an useful tool to ensure all of the instructors and the students in the University to draw attention to the exploitation of research results, by entrepreneurship and acquisition of knowledge necessary for the successful management of knowledge-based businesses. Researches through business-oriented approach become closer relationship between students, researchers, educator and economic actors, by increased utilization of research results.

The challenge is to become more popular of the university environment, the entrepreneurial culture knowledge and to help the education to become lifelike making and technology transfer and the knowledge of intellectual property protection generally become more widespread, so researchers have economic approach. The established knowledge-based innovative enterprises can operate long- term and profitably, create jobs. Another result of the project is the instructor and student teams can enhance co-operation, connect with local, national and international research teams and to the economic sphere.

### Lessons learnt from the GP implementation

The UNISPIN Mentor Program is primarily offered to the University of West Hungary, forestry engineering, wood, economists, artists, computer professionals, educators temporary students and researchers. The program help the participants to know the theoretical and practical information of entrepreneurship, company formations, bank account management, accounting, taxation, intellectual property and legal, marketing, and web site issues related to preparation. The companies established with the operation of administrative tasks related to the duty of the participants.

The mentoring businesses learn how to start a business, and to work profitably, operationally in practice. It means the UNISPIN Mentor Program operates as a business incubator. The services through the one and half year period as the office and secretarial support, consultancy to establish companies are free of charge.



The conditions of the participation in the program are a detailed business plan based on its own R&D results and marketable idea. It is expected that the business idea should be creative and utilize the professional skills of the students, be realistic, stand up to business, competitive, market oriented, directed towards achieving social requirements.

Applicants may ask help to prepare a business plan from the project mentors and personal consultation, It is important the marketability of the idea, and that applicant agrees to implement the idea of cooperation with the program.

### Transferability aspects

### Contact details to obtain further information on the practice

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### Good Practice Information

<b>Key service name</b>	Contact person for young innovators in R&D institutions	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Raziskovalni inštitut Celje (Research Institute Celje)	
<b>Location of the practice</b>	<b>Country</b>	Slovenia
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	East Slovenia

### Provider Information

<b>Name of the organization</b>	Raziskovalni inštitut Celje (Research Institute Celje)
<b>Status</b>	Non profit
<b>Main services provided to young innovators</b>	Contact person for young innovators in R&D institutions

### Good Practice Description

#### Detailed description of the service

Research institute Celje is meant for the development of cooperation between the science sector and the young student innovators and researchers in the implementation of innovative solutions and services and transfer of knowledge and technology. The main goal is to appoint of a contact person for young innovators in R&D institutions. Moreover the output of the service is to help in reaching out to scientists, researchers and experts in specific areas of research; and supporting inventive innovative activities - both for individuals and businesses.

The service is unpaid and specialized in logistic but includes also informatics, economics, business administration etc.

#### Expected results for the beneficiaries

Beneficiaries of the service "Contact person for young innovators in R&D institutions" are young

<p>innovators who are seeking contact person in R&amp;D institutions. The persons would be in charge of communication with young innovators. The offer is directed to the academic: students, Ph.D. students and graduates. The main idea is to allow young innovators to find right contact person.</p>	
<b>Evidence of success</b>	
International projects (RECOAURD – Programme TEMPUS; CO-EFFICIENT – Programme Medetiran)	
<b>Lessons learnt from the GP implementation</b>	
The main of the service is to provide know-how for present and future generations and to make R&D service of the Faculty well visible in home and international environment.	
<b>Transferability aspects</b>	
Effective collaboration between scientific institutions and young innovators (researchers).	
<b>Contact details to obtain further information on the practice</b>	
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## Service n. 12 – Intellectual property: generation, commercialization and protection

Good Practice Information		
<b>Key service name</b>	Intellectual property: generation, commercialization and protection	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	South Bohemian Association of Innovation Entrepreneurship with PatentCentrum Sedlák & Partners	
<b>Location of the practice</b>	<b>Country</b>	Czech republic
	<b>NUTS 1</b>	Czech Republic
	<b>NUTS 2</b>	Southwest
Provider Information		
<b>Name of the organization</b>	South Bohemian Association of Innovation Entrepreneurship with PatentCentrum Sedlák & Partners	
<b>Status</b>	Public, Private Profit	
<b>Main services provided to young innovators</b>	Free advisory on industrial law and copyright protection.	
Good Practice Description		
Detailed description of the service		
<p>PatentCentrum Sedlák &amp; Partners provides consultations in the field of intellectual property within the project of service activities for the South Bohemian Association of Innovation Entrepreneurship. During these consultations, experts will answer questions related to the industrial property rights and copyright protection. Consultations are provided:</p> <ul style="list-style-type: none"> <li>• Free of charge, but only primary consultation; consultation is necessary to book in advance;</li> <li>• Every first Wednesday of the month;</li> <li>• Usually in the South Bohemian Science and Technology Park's office (according to the distance, some consultations are given by phone or via web interface);</li> <li>• For all sectors without restriction.</li> </ul> <p>Output/product of the service is an advisory on intellectual property potential identification and evaluation, and protection of intellectual property (through the preparation of application for intellectual property protection at national or European level).</p>		
Expected results for the beneficiaries		
<p>The target group covers a broad spectrum of clients – e.g. natural and legal persons, SMEs, representatives of academic sphere and public institutions.</p> <p>The value of intellectual property depends mainly on the extent of its subsequent utilization, what brings to individuals and society, and if there is possibility or ability to induce the production of other outputs/products (material or immaterial ones).</p>		
Evidence of success		
<p>The success of the service comes from the growing interest from clients. This service is provided since 2006 and the number of provided consultations is increasing.</p> <p>In 2012, consultations in the field of intellectual property protection were realized in cooperation with PatentCentrum Sedlák &amp; Partners. 30 subjects have shown the interest in these consultations. The greatest interest, from the side of businesses, was in consultations in the area of copyright and trademarks.</p>		
Lessons learnt from the GP implementation		
<p>This service (free advisory) is of great interest. As it is a non-commercial service, it is not possible, on our own, to guarantee an adequate services which would be appropriate expertise. For this reason, it is necessary to provide the service in collaboration with partner who can offer a comprehensive portfolio of services related to intellectual property protection (including patent and trademark procuration).</p>		

Simple questions are answered directly by the provider (South Bohemian Association of Innovation Entrepreneurship) that also offer a “link” to have free advisory with the legal office (PatentCentrum Sedlák & Partners). Therefore, a prerequisite is at least a basic knowledge and orientation of the provider in the area of intellectual property protection. Then, the legal office will offer one free consultation, but the following one is charged.

#### Transferability aspects

The prerequisite is the knowledge of intellectual property protection from the side of the service provider and also partnership with the professional organization providing the service to the required extent.

#### Contact details to obtain further information on the practice

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### Service n. 13 – Business start-up

Good Practice Information		
Key service name	Business start-up	
Specification of the service part considered as GP (if applicable)		
Provider	NADSME	
Location of the practice	Country	Slovakia
	NUTS 1	Slovakia
	NUTS 2	Bratislava Region
Provider Information		
Name of the organization	National Agency for Development of Small and Medium Enterprises – NADSME	
Status	Non-profit	
Main services provided to young innovators	The agency supports development and growth of small and medium-sized enterprises (SMEs) in the Slovak Republic with the aim to improve the competitiveness of the sector within the single EU market and the markets of third countries.	
Good Practice Description		
Detailed description of the service		
<p>The National Agency for Development of Small and Medium Enterprises (later referred to as NADSME) was founded in 1993 by a common initiative of the EU and the government of the Slovak Republic. The agency supports development and growth of small and medium-sized enterprises (SMEs) in the Slovak Republic with the aim to improve the competitiveness of the sector within the single EU market and the markets of third countries. NADSME identifies and analysis barriers of the business development, prepares proposals for their elimination including drafts of legal regulations and via the Ministry of Economy of the Slovak Republic, as a patron of SMEs, submits them to the government, and fulfils tasks connected with expert realization of projects and programmes aimed at the support of SMEs in Slovakia.</p> <p>Among other activities aimed at support of SMEs development, the specific role of NADSME is as a wide-known point for SMEs, where they can turn for assistance.</p> <p>The Agency gives assistance in:</p> <ul style="list-style-type: none"> <li>• Selection of the legal form, preparation of basic legal documents, selection and understanding of role of company responsibilities;</li> <li>• Company registration;</li> <li>• Setting up of basic administrative processes like accountancy;</li> <li>• Tax and legal advisory;</li> <li>• Establishment of basic office and office management procedures;</li> <li>• Preparation of basic administrative documents (employee contracts, business contracts, other docs required by law).</li> </ul> <p>NADSME is providing assistance with setting up businesses free of charge.</p> <p>Also, NADSME runs a website dedicated to information on setting up and operation of SMEs, <a href="http://www.msponline.sk">www.msponline.sk</a> – Complex information package for SMEs. Here can the interested person find summarized the advice given by the NADSME on the basis of its almost 20 years long operation. It also includes detailed information on business set up and related useful information.</p>		
Expected results for the beneficiaries		
<p>The target group of NADSME is all the entrepreneurs and SMEs, and also citizens with interest in entrepreneurship. As a wide-known actor in SMEs support, NADSME provides the advice and support in business set up for the clients. The support provided is complex, based on 19-years of experience in the</p>		

field. Also, the client is immediately provided with connection to the specific source of possible funding, including business angels and venture capital. Follow up service provided by NADSME includes also preparation for dealing with the investor.

The result are established and functional businesses.

### Evidence of success

#### Why it is recommended as GP

The long, 19 years experience of NADSME in offering this service. SMEs and entrepreneurs-to-be turn to it for advice on a regular basis.

Wide-known, established counselling and support provider – very good visibility.

The service is provided free of charge.

Connection with business funding possibilities.

#### References

In 2011, NADSME implemented support for those interested in business through providing subsidised counselling and educational services via a collaborative regional network of 10 Regional Advisory and Information Centres (RAIC), 3 First Contact Centres (FCC) and 2 business incubators (BI). These centres provided 385 information consultation totalling 363 hours in areas needed to establish especially a small business and start business, and 586 professional consultations totalling 1,600.50 hours in various areas needed for the development of business activities. For the purpose of obtaining funds to start business, regional consultants developed 291 business plans. The programme paid for the organisation of 41 courses for 782 participants totalling 1,450 hours. Organised trainings were focused on topics of basics of business or development of a first business plan. Services provided were financed from the State budget in the amount of EUR 85,656.68. Through subsidised regional service providers, 724 new businesses were created.

### Lessons learnt from the GP implementation

Being a SMEs support organisation with connection to the national government has its pluses and minuses. Better connection to policy-making and decision-making makes it possible to translate the needs of entrepreneurs into national policies, good, wide and direct information on various support schemes (existent and in the pipeline), and also have access to national funding sources for SME support, which is in the national interest.

On the other hand, it means a certain dependence on the political will of the particular government. It also occurred in the history of NADSME, that its existence was threatened.

### Transferability aspects

The transferability of the best practice on a good level is possible upon fulfilment of the condition that the organisation to implement this GP should have connection to national body responsible for economy or body responsible for national policy-making influencing the SMEs. This enables also provision of the service on a good quality level and free of charge.

Such an institution should be also open to provision of services for the general public.

### Contact details to obtain further information on the practice

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Good Practice Information		
Key service name	Business start-up	
Specification of the service part considered as GP (if applicable)		
Provider	Regionalna gospodarska zbornica Celje (Regional chamber of commerce Celje)	
Location of the practice	Country	Slovenia
	NUTS 1	
	NUTS 2	East Slovenia
Provider Information		
Name of the organization		
Status	Non-profit	
Main services provided to young innovators		
Good Practice Description		
Detailed description of the service		
<p>The chamber supports development and growth of small and medium-sized enterprises (SMEs) in the Savinjska region. The chamber gives assistance in: selection of the legal form, preparation of basic legal documents, selection and understanding of role of company responsibilities; company registration; setting up of basic administrative processes like accountancy; tax and legal advisory; establishment of basic office and office management procedures; preparation of basic administrative documents (employee contracts, business contracts, other docs required by law).</p>		
Expected results for the beneficiaries		
<p>The target group is all the entrepreneurs and SMEs, and also citizens with interest in entrepreneurship. As a wide-known actor in SMEs support, the chamber provides the advice and support in business set up for the clients.</p>		
Evidence of success		
<p>SMEs and entrepreneurs-to-be turn to it for advice on a regular basis. The service is provided free of charge.</p>		
Lessons learnt from the GP implementation		
Transferability aspects		
<p>The transferability of the best practice on a good level is possible upon fulfilment of the condition that the organisation to implement this GP should have connection to national body responsible for economy or body responsible for national policy-making influencing the SMEs..</p>		
Contact details to obtain further information on the practice		
Name	Jožefa Berghaus	
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### Service n. 14 – Assistance in commercialization process

Good Practice Information		
Key service name	Assistance in commercialization process	
Specification of the service part considered as GP (if applicable)		
Provider	BIC Plzeň – Business and Innovation Centre	
Location of the practice	Country	Czech Republic
	NUTS 1	Czech republic
	NUTS 2	Southwest
Provider Information		
Name of the organization	BIC Plzeň – Business and Innovation Centre	
Status		
Main services provided to young innovators	Advisory on drafting of business plans, assistance to entrepreneurs in obtaining grants, premises for innovative entrepreneurship.	
Good Practice Description		
Detailed description of the service		
<p>Activities of BIC Plzeň in the area of assistance in commercialization process and technology transfer relates to the services of the Enterprise Europe Network, which provides professional services aimed at promoting and enhancing competitiveness, especially for SMEs. Activities of the network include:</p> <ul style="list-style-type: none"> <li>• Professional advisory for entrepreneurs and providing information about the single European market;</li> <li>• Assistance in international technology transfer;</li> <li>• Support in finding foreign business contacts and project partners for an international cooperation in the area of research and development;</li> <li>• Consultation on the protection of intellectual property.</li> </ul> <p>The Enterprise Europe Network operates in 56 countries around the world. In the Czech Republic, the network is represented by a consortium of 11 partners coordinated by the Technology Centre of the Academy of Sciences of the Czech Republic, and is funded by the European Union within the Framework Programme for Competitiveness and Innovation and by the Ministry of Industry and Trade of the Czech Republic. Services of the network are provided free of charge.</p>		
Expected results for the beneficiaries		
<p>The target group of the Enterprise Europe Network is mainly SMEs. Given that the technology transfer is also supported within an academic sphere, so the target group also comprises research institutions and universities. For these entities, the benefit is an individual approach to particular clients of the network who have a unique opportunity to establish an international cooperation throughout the network in more than 50 countries.</p>		
Evidence of success		
<p>Offer of services of the Enterprise Europe Network is quite extensive. Promotion of international cooperation is implemented through the organization of technical stock-exchanges and companies' missions, advisory on international projects of research and development, processing technology supplies and demands, or assistance in international negotiations. About 3 or 4 signed cooperation agreements per year is the result of the activities mentioned above. Network's services are also provided to several dozens of clients annually.</p>		
Lessons learnt from the GP implementation		
<p>In the course of operation, Enterprise Europe Network has succeeded in many ways. Thanks to that the interest in services of the network is growing. The network is seen as an important partner in the establishment of international cooperation. We can say that a necessary precondition for the further development is to have detectable or provable results.</p>		



Transferability aspects	
Given that the above described activities related to the Enterprise Europe Network, the barrier or condition in the transfer of good practice abroad could be the necessary connection of the foreign partner to the Enterprise Europe Network.	
Contact details to obtain further information on the practice	
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<b>E-mail</b>	sobotka@bic.cz

Good Practice Information		
<b>Key service name</b>	Assistance in commercialization process	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Hungarian Investment and Trade Agency – HITA	
<b>Location of the practice</b>	<b>Country</b>	Hungary
	<b>NUTS 1</b>	
	<b>NUTS 2</b>	Western Transdanubia
Provider Information		
<b>Name of the organization</b>	Hungarian Investment and Trade Agency – HITA	
<b>Status</b>	Public	
<b>Main services provided to young innovators</b>	Assistance in commercialization process	
Good Practice Description		
Detailed description of the service		
<p>Searching for business partners who promote the commercialization process.</p> <p>The service is based on needs of individual would-be-entrepreneurs or entrepreneurs who need commercialization of new products. Typically the service is used for products resulting from a research activity or from a patent.</p> <p>Company surveys and company visits:</p> <ul style="list-style-type: none"> <li>• Establishment of personal contact and business development consulting;</li> <li>• Exportable goods, innovative technologies and services survey.</li> </ul> <p>Business partner search:</p> <ul style="list-style-type: none"> <li>• Business and innovation partner search databases: database of information obtained in the course of company surveys, foreign partner referrals;</li> <li>• Organisation of international exhibitions and business meetings: arrangement of opportunities for concentrated negotiations combined with a custom appearance;</li> <li>• Targeted partner search based on individual needs;</li> <li>• Facilitation of international cooperation projects by joining grant consortiums (FP7, EUROSTARS, Eco-innovation).</li> </ul> <p>Foreign market expansion:</p>		

- Promotion of allocation of working capital with a view to market acquisition.

The type of the service is counselling. The service has been providing in national level and has been operated by the provider for two years. The service free of charge for the young innovators or percentage/share of the revenue gained by the user thanks to the provider.

The main component of the service is:

- Company surveys and company visits;
- Business partner search;
- Foreign market expansion.

The target groups of the service are:

- Young entrepreneurs;
- Willing-to-be-entrepreneurs;
- Start-up SMEs, Spin-off SMEs;
- Young researchers;
- Foreign investors.

The reference sector is all sectors without restriction.

The visibility of the services: Very good – the service is easy to find through usual search tools (google) or is well advertised.

### Expected results for the beneficiaries

The Agency aims to enhance investor confidence and promote investments primarily in economically disadvantaged areas. Contributing to increased employment, one of the key priorities of the new government programme, by strengthening small and medium-sized enterprises is an aim of utmost importance to the Agency.

The output of the service is long term and continuous advisory. The product of the service is audit of products, search for commercial partners. The availability of the service:

- The availability of the services: On-line, no need for physical travel (e.g. e-learning);
- Point of sale (user travels to provider);
- Point of the business/young innovator (provider travels to the premises of the end user).

### Evidence of success

Practical aspects:

- Interested people contact the service provider;
- The service provider makes an audit on the products;
- The service provider looks for potential commercial partners.

The main aim of the supplier programs is to facilitate supplier relationships between large companies and Hungarian firms, organises supplier trainings with the involvement of large companies and maintain contact with associations, particularly in the automotive and electronics sectors. Their most important aspiration is for Hungarian SMEs to be granted as great a role as possible in the supplier chain of integrators settled in Hungarian.

As part of the one-shop-stop system foreign and Hungarian investors receive company-specific subsidy information about Hungarian and EU co-financed programmes. The department, as an intermediate organization, manages the EKD (investments supported by individual government decision) programme.

In the last year the service has been provided by the provider for 25-50 numbers of users.

### Lessons learnt from the GP implementation

HITA has six regional subsidiaries. As part of its regional network, HITA also has one designated expert in each county as a point of contact for potential investors, for SMEs planning to export, and for local municipalities, industrial parks and clusters that wish to attract foreign investors.

There have one colleague in each of the counties of Hungary awaiting those intending to make investments as well as enterprises intending to enter foreign markets, local governments wishing to attract investments, industrial parks and clusters, with advice and help.

HITA is also in charge of directing the activities of diplomats promoting foreign trading activities, assisting the strengthening of Hungary's foreign trading all over the world.

HITA is also the head of the Hungarian consortium of the Enterprise Europe Network. This enterprise

development network was set up by the European Commission' Directorate General for Enterprise and Industry with the aim of encouraging small and medium-sized enterprises' business development efforts in the European Union.

**Transferability aspects**

Not known

**Contact details to obtain further information on the practice**

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***Service n. 15 – Partner search and acquisition for joint projects***

***Service n. 16 – Technology transfer***

***Service n. 17 – Creative Hub***

***Service n. 18 – Contact point for European and other public funds***

No services were considered as good practices by BMWG under these categories among those present in partner regions

## Service n. 19 – Personalized training for young innovators and their companies

Good Practice Information		
Key service name	Personalized Training for Young innovators and their companies	
Specification of the service part considered as GP (if applicable)		
Provider	Avanzi – Make a Cube	
Location of the practice	Country	Italy
	NUTS 1	Northwestern Italy
	NUTS 2	Lombardy
Provider Information		
Name of the organization	Avanzi – Make a Cube	
Status	Private (low) profit	
Main services provided to young innovators		
Good Practice Description		
Detailed description of the service		
<p>The “ME+WE” is a teaching and training program directed to managers which lost their job in the service sector, organized in collaboration with Centro Formazione Manager del Terziario (CFMT), a business school specialized in permanent education for managers and corporations.</p> <p>The program aims at enhancing capabilities and skills of involved managers in order to plan and design collective business activities.</p> <p>In order to achieve this objective, the program has the following features:</p> <ul style="list-style-type: none"> <li>• The single manager is at the core of the training activities through the enhancing of his ambitious, visions, competencies and networks;</li> <li>• Direct engagement of the managers in the teaching courses according to their competencies;</li> <li>• Focus on projects capable to become business and employment opportunities;</li> <li>• Concrete and real output: the business idea should be developed to take part in business plan competitions, call for ideas, and meetings with financial operators;</li> <li>• Prevailing work in teams (4/5 persons);</li> <li>• Continuous mentorship by MaC3 team;</li> <li>• Exchange with other experiences, best and worst practices, to learn from failures and successes.</li> </ul> <p>Managers involved in the ME+WE program are occupied 14 working days with one or more tutors from MaC3 and about 5 days of team working distributed over the 4 months of the entire cycle.</p> <p>Then several teams around one business idea are created according to managers preferences and attitudes. They cooperate to develop the business idea and the business plan supported by the tutors that provide professional knowledge and experience on the following items: value proposition, international benchmark, business model, competitive advantage, economics, legal form and governance, corporate finance, social and environmental impact.</p> <p>The objective is to give teams the capability to fully analyze risks and opportunities related to the investment of resources, time and competencies into their start-up and to define a development plan in the short and medium term. Moreover the program aims at making the business models more innovative and focused on emerging needs and future markets.</p> <p>The final part of the work is focused on the “pitch” session that is the design of a document to briefly and successfully present the business to investors during ending meetings.</p>		
Expected results for the beneficiaries		
The beneficiaries of the ME+WE training program are unemployed managers which have lost a job in the service sector. These are young or adult with some experience as employees but which could be considered		

“young innovators” as entrepreneurs and start-uppers.

The program offers an intensive work plan finalized at creating new employment opportunities for the beneficiaries through the support of start-up developments. The managers engaged have also the opportunity to present, at the end of the program, the developed projects to an audience of potential investors and business partners. The courses are focused on improving managers competencies with an update on new market opportunities (digital, new trend, new social needs, new business model as sharing and collaborative economy), on capacity building for entrepreneurship and finally on team working.

The approach is more operative than theoretical; indeed each team is asked to reach three main results that represent the starter-kit for any start-upper:

- 1) Preliminary business plan of the idea;
- 2) Presentation for pitch sessions;
- 3) Operating plan with milestones in the short and medium term.

### Evidence of success

The ME+WE program had the following objectives:

- To give unemployed managers the opportunity to create their own job;
- To stimulate innovation and entrepreneurship;
- To accelerate the start-up of new businesses;
- To create a positive attitude to work life;
- To give an update on new market trends and paradigms.

It could be considered a good practice because all these targets have been achieved by the first edition of the program that will be replicated in the next few months. There are several results that can prove the success of this practice:

- One team (3 managers) created a start-up which has been founded by a public program in support of start-up;
- 12 managers involved;
- 7 managers find a new job and 3 of them are involved in the due-diligence process of 3 different innovative start-ups as potential investors;
- Some participants have been involved as mentors in a business acceleration program;
- The main partner is committed to replicate the program;
- 8 experts involved as mentors and lecturers;
- The final event – pitching session – attended by IBAN (Italian Business Angels Association) and other investors;
- The feedbacks from beneficiaries were extremely positive.

### Lessons learnt from the GP implementation

This program represents an innovative service satisfying a relevant social need, that is to give new opportunities and new skills to unemployed managers. This is proved by the fact that managers engaged were fully committed and created a solid network to exchange competencies and experiences.

The implemented practice revealed to be effective in this respect:

- Managers were supported in this change to become entrepreneurs;
- All teams realized progresses during the training mainly in terms of entrepreneurial capacities;
- Several teams experienced major and strategic changes in the development of their business ideas, involving technology shift, business model pivoting, service design, market positioning, value proposition, customers, branding (also logo and naming);
- The process maximized the possibility of mutual learning between managers and efficiently brought them to explore their potential;
- The fact that managers addressed their critical situation in team give them self-confidence and new motivations to exploit their potential as entrepreneurs.

In any case, some adjustments will have to be done in order to improve the performance of the service in terms of educational impact and employed resources/time optimization.

In particular:

- The length of the program should be shortened because an intensive approach reveals to be more

effective in other incubation services;

- The number of participants can be augmented through a better promotion and communication but also giving more information and details to potential beneficiaries;
- the program could be more incisive if integrated with other services such as 121 incubation, support of project development, mentorship as mentors in High density incubation programs.

### Transferability aspects

The features described confirm that the format, even if with some adjustments, could be replicated and also transferred in other contexts. The program is a “software” that could be adapted and managed to be effective in different cases, but some recommendations have to be done:

- The program could be successfully implemented only in partnership with a trade unions or associations that represent categories of workers and are committed to offer permanent educational courses;
- The location (the hardware component) is not crucial but a class room needs to be available;
- The format of the program could be transferred to other categories of worker, also young innovators;
- The contents of the courses have to be adapted if the program has to be implemented in a different countries, in particular the items related to the legal and fiscal framework;
- The travel costs of the team to join beneficiaries could be a problem;
- E-learning is a solution but the effectiveness of the tutoring activities could be compromised, in particular in terms of trust and commitment of the beneficiaries;
- E-learning instead could be useful to integrate some teaching activities.

### Contact details to obtain further information on the practice

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## Service n. 20 – Networking conferences

Good Practice Information		
Key service name	Networking conferences	
Specification of the service part considered as GP (if applicable)		
Provider	Centre for Research, Development and Innovation	
Location of the practice	Country	Czech Republic
	NUTS 1	Czech Republic
	NUTS 2	Southeast
Provider Information		
Name of the organization	Centre for Research, Development and Innovation	
Status	Private non-profit	
Main services provided to young innovators	<ul style="list-style-type: none"> <li>To support young innovators in their activities;</li> <li>To support the realization of applied results;</li> <li>To promote successful projects;</li> <li>To promote technology transfer activities between universities and industrial field among students, public and media sector.</li> </ul>	
Good Practice Description		
Detailed description of the service		
<p>The service is operated free of charge.</p> <p>Technology cup is a competition supporting interesting and promising innovations of students of humanistic as well as technology fields. Technology cup is a joint project of CVVI and cooperating universities from Prague and Brno. The aim of the competition is to put interesting ideas, innovations and innovative technologies of students into practice.</p> <p>Interested applicants must choose a competing category – within these categories they can either chose a given topic or they can come up with their own. All competing projects must be related to science, research or technology transfer and also their aim must be related to technical solutions or connected aspects.</p> <p>The main prizes that can be won are: services, support and financial contribution. Along with these, participants can also win scholarships, trainee programmes and services related to counselling regarding putting innovative ideas into practise (incubation services for free, lawyer service, PR and marketing).</p> <p>All participants of the event have chance to network and meet interesting people from successful companies, universities and other young innovators.</p>		
Expected results for the beneficiaries		
<p>Expected result for the winners is to get the support needed in order to put into practise their innovative ideas. All participants have chance to network and meet interesting people who could potentially help them with realizing their innovative ideas.</p>		
Evidence of success		
<ul style="list-style-type: none"> <li>Service was considered as a best practice based on the comparison of the evaluations of the key service no 20 and give scores;</li> <li>Services is transferable as it fulfils all factors of transferability;</li> <li>Service is offered free of charge and the provider has a status of private non profit entity;</li> <li>Service had 50 and more users in the year 2011 what shows and proves the quality provided.</li> </ul>		
Lessons learnt from the GP implementation		
<p>Targeted regional dissemination is essential in order to attract target participants.</p>		
Transferability aspects		
<p>Condition for good operation of this service are the contacts among innovative students and young people</p>		



who wish to become entrepreneurs from different field of expertise.  
 Good contacts from different fields of expertise (students from faculties of economics and business administration, technical universities, universities of life sciences, ...) are the key to success of such conference and are necessary for successful implementation.

**Contact details to obtain further information on the practice**

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<b>Name of the organization</b>	Centre for Research, Development and Innovation
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<b>Region</b>	Southeast
<b>Country</b>	Czech Republic
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## The mixture of services as a good practice

Good Practice Information		
Key service name	Support of project development and applications for funds / Contact point for European and other public funds	
Specification of the service part considered as GP (if applicable)		
Provider	Regional Development Agency of South Bohemia RERA Inc.	
Location of the practice	Country	Czech Republic
	NUTS 1	Czech republic
	NUTS 2	Southwest
Provider Information		
Name of the organization	Regional Development Agency of South Bohemia RERA Inc.	
Status	Public	
Main services provided to young innovators		
Good Practice Description		
Detailed description of the service		
<p>Among other activities, the agency acts as a contact point for European and other public funds, and offers comprehensive services in the area of project development and applications for funds. The services are divided into several phases and the customers can decide which of them are useful for his/her needs. These services comprise:</p> <ul style="list-style-type: none"> <li>• Search for an appropriate call/finding a suitable grant programme (regional, national, international one) to support specific project/business plan;</li> <li>• Verifying whether all the conditions, from the side of the applicant, for obtaining support have been met;</li> <li>• Preparation of good quality projects' applications – coordination, preparation of all compulsory annexes (schedule, financial plan, feasibility study, cost-benefit analysis, etc.);</li> <li>• Project management (project administration during the project implementation phase – monitoring reports, preparation and implementation of public contracts, advice on publicity, payment requests).</li> </ul> <p>The customer finds the information about the service on the RERA's website and can schedule a meeting with a project manager via telephone or e-mail.</p> <p>The first consultations between provider and potential customer are free of charge. Then, the service is operated with the fee which combines fixed fee, hour rate and percentage/share of the revenue gained by the user thanks to the provider. The service is applicable to all sectors, without restriction. However, the agency specializes in certain operational programmes and grants at the European, national and regional level.</p> <p>In general, output/product of the service is the support in realization of the project idea, finding of an appropriate call across European and other public funding schemes for proposals and help to elaborate and submit a good-quality proposal.</p>		
Expected results for the beneficiaries		
<p>The target group of the service is not primarily young innovators, but comprises different subjects from the public, private and non-profit sector. However, most of the customers come from the public sector (regional government, towns and municipalities, micro-regions, associations of municipalities, local actions groups; public institutions – schools, universities). The private sector is represented especially by SMEs. The expected result for all beneficiaries is to help them raise funds to implement their own projects.</p>		
Evidence of success		
RERA has got 15 years of experience in offering this service, and has become one of the leading institutions		

across the South Bohemian Region in the given area. During its existence the agency has successfully implemented dozens of projects. RERA utilizes a professional team that is able to fully meet customers' needs.

### Lessons learnt from the GP implementation

The agency's position in the South Bohemian Region strongly supports the provision of this service. Thanks to its shareholders (South Bohemian Region, The Association of Towns and Municipalities of the South Bohemian Region, The South Bohemian Chamber of Commerce, the Regional Agrarian Chamber of the South Bohemian Region), the agency is seen as an institution (public body equivalent) whose primary role is the support of regional development expressed by offering comprehensive services in the area of assistance in obtaining funds from European and national subsidy programmes.

The service made the following recommendations. The first search for appropriate call, consultation and assistance in the preparation of the project plan must be provided free of charge. It is not possible to require payment for the time spent on drafting the project. It can unnecessarily discourage potential customers. However, if the following discussions show that the project idea is meaningful, worthwhile for further development and final submission of grant application, then the service is of course already paid.

### Transferability aspects

From our perspective, the service is quite simply transferable in all partner regions. Analysis of the funding opportunities for specific ideas and, in the most cases, subsequent assistance in the preparation of concrete projects is, without doubt, in some form provided across all partner regions. However, based on our experience one of the key successful factors in providing this service is to offer the first time consultations with potential customers for free.

Prerequisite for successful application and provision of the service are reputation, experience and good references. Interested persons/subjects in this service will try to find only provider from whom they expect professional services. As a consequence, e.g. representatives of public sector cannot afford that poorly prepared project will threaten public budgets of a certain town or municipality.

### Contact details to obtain further information on the practice

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### Good Practice Information

<b>Key service name</b>	Support in finding investors from industry and enterprises / Matchmaking platform / First contact and information point for young innovators / Contact person for young innovators in R&D institutions / Technology transfer / Personalized training for young innovators and their companies	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Chamber of Commerce and Industry Erfurt	
<b>Location of the practice</b>	<b>Country</b>	Germany
	<b>NUTS 1</b>	Thuringia

	<b>NUTS 2</b>	Thuringia
<b>Provider Information</b>		
<b>Name of the organization</b>	Chamber of Commerce and Industry Erfurt	
<b>Status</b>		
<b>Main services provided to young innovators</b>		
<b>Good Practice Description</b>		
<b>Detailed description of the service</b>		
<p>The Chamber of Commerce and Industry (CCI) in Germany are public bodies and consist from companies of a region.</p> <p>In Germany there are 80 chambers of commerce and industry, who are responsible for different sized regions. The Chamber of Commerce and Industry Erfurt (IHK Erfurt) is one of the three chambers in the German Land Thuringia. It represents the interests of approx. 65,000 enterprises and offers them all the services and support they need. *</p> <p><b>Single point of contact for spin offs and young innovators and Matchmaking platform</b></p> <p>Chamber of commerce and industry Erfurt is a most important point for the support of young spin-off and innovators. The young innovator and spin-off got the necessary support services in the package. Already at the first contact, the young innovators get the overview of all Services. This is a special feature, because often the services are bound with each other.</p> <p>The aim is to offer Thuringian start-ups and entrepreneurs a transparent and targeted overview of the variety of consulting and support services and to strengthen the entrepreneurial culture in Thuringia. The activities for young innovators and entrepreneurs continue to be networked in the area through new event series and concerted counseling services and expanded.</p> <p>At the central tasks included :</p> <ul style="list-style-type: none"> <li>the bundling of offers for a transparent and targeted overview</li> <li>the networking of key stakeholders and consultation</li> <li>the coordination and organization of information events</li> <li>the roadshow corporate succession,</li> <li>the founder and the Thuringian Founder's Week and other conferences</li> </ul> <p>Already now is developed a common external appearance and an unified online-based information and networking portal for start-ups and entrepreneurship.</p> <p><b>Technology transfer</b></p> <p>The CCI Erfurt has launched the initiative for the efficient support of technology transfer. The focus of this initiative is based on an intensive cooperation between business and science.</p> <p>The key areas innovation is an idea management.</p> <p>The aim of idea management is to attract corporate employees to use their skills, knowledge and experience of their own immediate duties for the benefit of the company. The proposals can be product or process improvements, but that can also be measures to increase the safety or promote environmental protection.</p> <p>Idea management is not only a tool for large enterprises, SMEs also benefit from it. It is also suitable for all industries, whether manufacturing or service company.</p> <p>For the support of young innovators and spin off the IHK Erfurt has several consultants from the different areas of business and science.</p> <p><b>Personalized training for young innovators and their companies</b></p> <p>For the support of young innovators and spin-offs, the CCI Erfurt has several consultants from the different areas of business and science. Even at the first consultation, the experienced consultants ready for the young innovators a personal training program summarized in the "START UP Passport Thuringia " It consists of a circle of seminars for entrepreneurs, who receive the certificate of the "START UP Passport" as a</p>		

quality symbol, when participated in the complete circle of seminars. The seminars of the passport are touching important aspects for technology-oriented start-ups such as: accounting, marketing and sales, national legislation, business plan, financing, soft skills (i.e. rethoric, communication skills, discussion with banks). They fulfill the highest possible quality in terms of concept and trainers in order ensure the validity of the instrument.

All consultations held on the premises of the Chamber of Commerce Erfurt and are free for the young spin-off and innovators.

### Expected results for the beneficiaries

The offer from CCI Erfurt – services in one package – is a special and very important feature for young innovators and spin-offs. This packet contains the basic information and orientation advice for entrepreneurs with support by preparation and analyse of the business plan to coaching of the young spin-off and start ups to presentation their business idea by investors and assistance during the dealing with potential investors

### Evidence of success

Although technology-oriented start-ups are one of the basic pillars for economic regional development and despite the comparatively high level of academic and scientific education facilities, the current economic situation is not very good for the development of young innovators. In this situation, the offer from CCI Erfurt, concretely the services in one package, is special one. It is a very important tool for young innovators and spin-offs. Based on evaluation of this good practice in Thuringia, the establishment of SMEs with “Start-up Pass” has started fine. The “Start-up Pass Thuringia” is an instrument for finding investors from industry because the owners of start-up passport will obtain necessary business knowledge.

### Lessons learnt from the GP implementation

This program has been implemented in Thuringia for 15 years and it is very successful. This "Start-up Pass" has been also already implemented in the partner region Malopolska – as a “Start-up Pass Malopolska”. Based on the experience in the creation of “Start-up Pass Malopolska”, this service can be also transferred to the other project partners regions and implemented in accordance with the local conditions.

### Transferability aspects

The first step in transfer is to evaluate the necessities of each partner region, to register existing infrastructure in the involved regions and to select regional/local qualification centres willing to offer of a these services. The "Start-up Pass" is a practical and approved instrument for technology-oriented young spin-off. The effectiveness of this instrument is considered as a very high. It is expected that from the experience gained it would be only a small step to further transfer of the "Start-up Pass" to other interested regions in Europe.

### Contact details to obtain further information on the practice

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### Good Practice Information

<b>Key service name</b>	Matchmaking platform / Partner search and acquisition for joint projects
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<b>Specification of the service part considered as GP (if applicable)</b>	Gate2Biotech – web portal	
<b>Provider</b>	South Bohemian Association of Innovation Entrepreneurship	
<b>Location of the practice</b>	<b>Country</b>	Czech Republic
	<b>NUTS 1</b>	Czech Republic
	<b>NUTS 2</b>	Southwest
<b>Provider Information</b>		
<b>Name of the organization</b>	South Bohemian Association of Innovation Entrepreneurship	
<b>Status</b>	Public	
<b>Main services provided to young innovators</b>	Fund raising, search for projects and partners, subsidized renting of space and laboratory equipment, education and courses	
<b>Good Practice Description</b>		
<b>Detailed description of the service</b>		
<p>Gate2Biotech is a portal that unites biotechnological community in Central Europe. It covers all the news in the field of biotechnology. Thanks to the portal the companies engaged in the field can easily search for research institutions another partners to solve technical problems they are facing and here they can also present their services offer to potential partners from the Czech Republic and abroad. Gate2Biotech portal serves as a bridge connecting scientific and commercial sector. It incorporates offices and support organizations dedicated to promoting transfer of innovative technologies into a unified communication platform of Czech and international biotechnologies. As a mediator of information it draws attention to biotechnologies and support of their application and transfer into practice. It also functions as a tool for encouraging non-professionals (especially scientists and students) towards innovative business or applied research.</p> <p>Gate2Biotech is divided into sections dedicated to:</p> <ul style="list-style-type: none"> <li>• Biotechnology companies based in the Czech Republic;</li> <li>• Biotechnology research institutes and projects based / undertaken in the Czech Republic;</li> <li>• Potential founders or existing owners of biotechnology companies;</li> <li>• Potential investors into Czech biotechnology;</li> <li>• Education, training, development and recruitment of biotech human resources;</li> <li>• Biotechnology current affairs (with emphasis on the Czech biotech).</li> </ul>		
<b>Expected results for the beneficiaries</b>		
<p>The target group of the portal covers professionals, research organizations and companies, students interested in biological sciences and also general public. Thanks to the portal, companies operating in the field can, in a simple way, search for research institutions and other partners for the solution of technological problems they are facing. At the same time, they can also present the range of services for the prospective partners from the Czech Republic or from abroad. The portal also provides advertising space, and job offers so that students and other professionals can find a position and get an actual information from their field.</p>		
<b>Evidence of success</b>		
<p>The increasing number of registered users (currently more than 9,000) and the number of visits of the portal (more than 20,000 recorded visits and 57,000 views in the last month – November 2013) can be considered as an evidence of success.</p>		

A specific example of the use of the service could be the advertisement for the course held in the company CONTIPRO. Within the retrospective questionnaire, the participants of the course has pointed out that they got the information about the course from the portal (70 % from 303 participants). The number of subjects whom the services of the portal were provided since its launch is continuously growing and has exceeded 1,000.

### Lessons learnt from the GP implementation

At the beginning, it was difficult to achieve the self-financing of the portal. The visitor base of the portal has been built gradually. In the very early phase of the portal launch, it is important to promote it in the media. If the portal is multilingual, it is necessary to take into account that the time-consuming adjustments will, at least, double.

### Transferability aspects

The web portal is relatively easy to replicate in different conditions in terms of its appearance and structure, however, its content is much more important. It is necessary to ensure sufficient number of contributors for the specialized sections and continuously acquire information.

The administration of the portal is relatively difficult because it is necessary to constantly search for and update the content. For this activity, it is necessary to have a staff who will assess the relevance of the information and upload the content. It is also appropriate to differentiate from similarly focused web portals. It means to "be unique" and focus on the content and the services that are "uncommon".

### Contact details to obtain further information on the practice

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<b>ZIP Code</b>	370 05
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### Good Practice Information

<b>Key service name</b>	Business Plan / Incubation and networking /Business start-up	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Avanzi – Make a Cube	
<b>Location of the practice</b>	<b>Country</b>	Italy
	<b>NUTS 1</b>	Northwestern Italy
	<b>NUTS 2</b>	Lombardy
<b>Provider Information</b>		
<b>Name of the organization</b>	Avanzi – Make a Cube	
<b>Status</b>	Private (low) profit	
<b>Main services provided to young innovators</b>		

### Good Practice Description

### Detailed description of the service

Ma3 “121” is a management support process, addressed to entrepreneurial projects at early stage, able to transform innovative ideas into successful ventures.

The aim of the service is to endow start-uppers with all competencies, tools, knowledge needed to individually set up and develop their businesses.

The approach of Ma3 is featured by:

- Clear definition of the roles between team and tutor;
- Short and definite duration, from 3 to 12 months according to the complexity of the Ma3 support;
- Fully customization of the education contents in order to satisfy the needs and shortfalls of the team;
- Enhancing focus on individuals as entrepreneurs, looking also at the psychological and emotive aspects;
- Continuous exchange of information, not only between the team and Ma3, but also between the tutors.

The service entails the definition of a “tailor made” incubation and acceleration process through ordered workshops lasting half a day focused on:

- Entrepreneurial capacity building;
- Assessment of the business idea;
- Definition of the key elements of the business plan: target and objectives, economics, corporate governance, operative plan, market analysis, marketing strategy, legal form, strategic partnerships, financing need, ...;
- Creation of the corporate identity and planning of the communication strategy;
- Implementation of the monitoring system for social impact;
- Definition of the tools to realize and evaluate test and pilots;
- Pitch and documents to present the start-up.

During the process, under the guide and control of Ma3 tutors, the team is asked to produce several deliverables such as swot analysis, concept, budget, timesheet and GANNT, brief for creative agencies, network radar and competencies map. Moreover the team helps start-uppers to identify, select and apply for calls for proposal, at the national and European level.

Finally, the service foresees the exploitation of the Ma3 network both for vertical educational on specific activities (i.e. Social media marketing, e-commerce, etc.) and for the selection of trusted suppliers, partners, investors (i.e. Network Incubation)

At the end of the process, the teams remain into the network of Ma3 and they are regularly updated on business and financing opportunities, and they are also involved as testimonials or tutors in other programs.

### Expected results for the beneficiaries

The beneficiaries are young talents with innovative ideas to be developed as business models.

In general, any team could exit from the process with all the tools needed to start-up their business:

- Awareness of the entrepreneurship challenge;
- Improved managerial capacities;
- Product and service design;
- Business plan and operative plan;
- Governance model;
- Legal documents for setting-up of the business;
- Pitch, brochure to present the start-up to investors;
- Contacts with business angels and institutional investors.

The impact of the program could be evaluated in terms of improved capabilities and skills of the beneficiaries, increased opportunities to develop their business ideas but also for the positive outcomes created by new enterprises on the social and environmental context.

### Evidence of success



From the launch of the “121 service”, Ma3 received 105 dossiers, made 35 proposals and started 9 incubation processes:

Change up, Impossible living, Cyrcolo, Industria Scenica, Qt8, EyeAssist\XTensa, Medici in famiglia, Gokick, Mostrami

At the moment, the results of the incubation activities are the following:

- 4 start-ups have been registered;
- 2 stat-ups are in pipeline to be launched;
- 2 projects have been implemented by other existing no profit enterprises;
- 1 expired.

The survival rate as dossiers (after one year) is about 90%, the rate among the 5 already on the market is 75%.

### Lessons learnt from the GP implementation

Key elements for a successful 121 incubation process:

- Team working (3-4 young) is more effective than individual working;
- Mix of competencies;
- Clear roles and expectations;
- Business ideas should be simple and upgraded, based on an analysis of social needs and market failures;
- The team should be well placed within the community of reference for the product or service offered;
- The process must be short and compact (workshop scheduled every 15 days) to favour the full commitment of mentors and team;
- The relationship between tutors and team need to be founded on trust;
- Social capital of both parties must be exploited;
- Last, but not least, the need for pre-seed capital to support the set up and the prototype development 20-50k euros (bootstrapping).

Some criticisms arose during the activities from the service provider’s point of view:

- Difficulty to define ex-ante the effective back end commitment of the team Ma3 dedicated (increasing overtime);
- Scarce alignment between the perceptions by the young innovators and the real quality of their skills;
- Teams are not aware and conscious of what does be entrepreneur and make business mean;
- Managerial and digital knowledge are really poor;
- All teams but even more the youngest don’t have the economic resources to pay for the incubation services and for the setting-up. In general dedicated funds for start-up as pre-seed and seed capital, but also banking loans are totally missing in the national context.

### Transferability aspects

The features described confirm that the format, even if with some adjustments, could be replicated and also transferred in other contexts. The program is a “software” that could be adapted and managed to be effective in different cases, but some recommendations have to be done:

- In case of teams which are not resident in Milan, the service can be easily supplied through video conferences, skype calls, documents exchange by email;
- A minimum number of live meetings is requested (6 meetings), part on the premises of the venture, part on Ma3 incubator, corresponding to the milestones of the process (interim assessment, finalization, follow up);
- The service is based on trust between tutors and team, that’s way are so important the personally meetings, in particular at the beginning of the process;
- The nature of the service is strictly related to the competencies of the tutors;
- The network of Ma3 is still locally based to transfer this service to other countries.

To this regard, and to favour the transferability of the services, Ma3 is becoming partner of national and

international operators able to mobilize own local contacts and, in the medium term, to supply also locations and soft tutoring to the teams followed in remote.

**Contact details to obtain further information on the practice**

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**Good Practice Information**

<b>Key service name</b>	Contact person for young innovators in R&D institutions / Assistance in commercialization process	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	APC Ilmenau	
<b>Location of the practice</b>	<b>Country</b>	Germany
	<b>NUTS 1</b>	Thuringia
	<b>NUTS 2</b>	Thuringia

**Provider Information**

<b>Name of the organization</b>	APC Ilmenau
<b>Status</b>	
<b>Main services provided to young innovators</b>	

**Good Practice Description**

**Detailed description of the service**

In the application center Ilmenau small and medium-sized innovative companies from R&D projects is supported through the high quality technical infrastructure and capacity development at a rapid market introduction of innovative products.

In contrast to the traditional application research – serve the technology centers, project coordination and technology transfer services. They act as an interface between business and science.

The contact persons for young innovators at APC have the diverse skills - there are promoters from different faculties, institutional partners, student management consultants, etc...

Contact persons helping:

the young innovators in their participation in various conferences that young innovators presented your products, services and innovative business ideas to an interested audience and investors.

supported:

the young innovators suitable cooperation partners know in learning in individual and group sessions to business contacts;

inform:

young innovators as the development of your products, services and innovative business ideas to finance.

The promoters support the young innovators in their participation in the online seminars.

APC offers once a month online seminars. Anyone interested can obtain information in the seminars on

topics such as patents, practical marketing or the concept stage and address his questions directly to the speakers. Participation in the seminars is free, and technically straightforward.

**Commercialization Assistance**

APC offers support services to young spin-offs and innovators to help commercialize new services, products and processes. Companies that benefit from commercialization assistance are typically beyond the proof of concept stage and are developing, testing, validating or applying for IP on a pre-commercial product.

Contact persons can connect entrepreneurs and SMEs to internal APC resources:

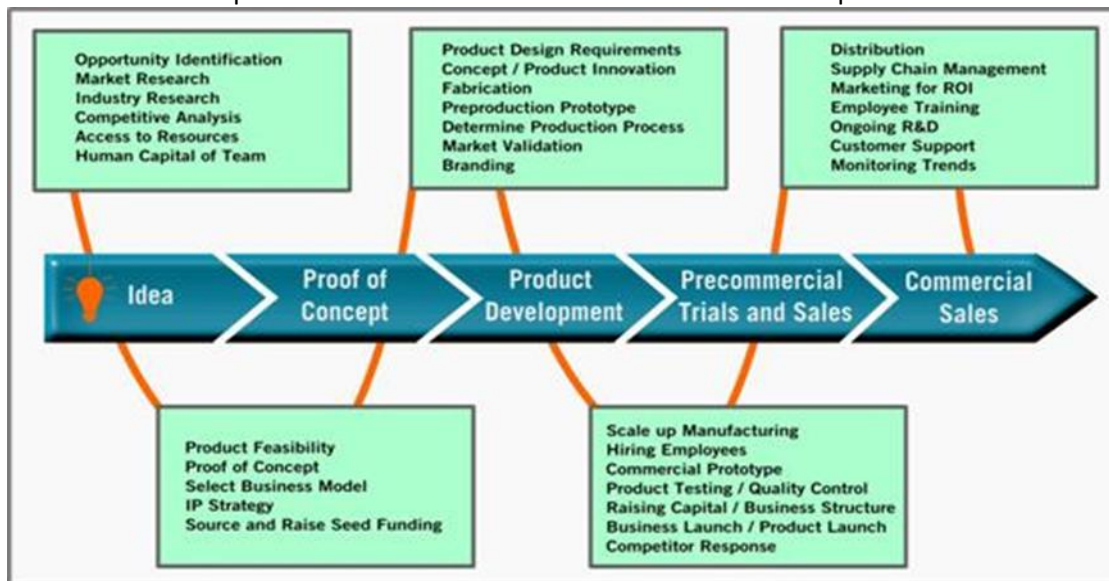
- APC student consulting groups,
- student work projects
- subject matter experts within TU Ilmenau faculty.

Most of APC members work in industry, have industry connections, and have specialized training and education in many industry sectors. APC is also home to a number of specialty lab facilities.

**Resource Referrals:**

- patent and technology transfer services
- technology and product feasibility assessments with the University Technology Centre
- prototype design and development
- business planning workshops
- referrals to funding and grant sources
- support and networking through the Virtual Business point

The contact persons for young innovators and spin-off from APC offer assistance at any stage in the commercialization process. Please see in table the commercialization path of the innovation idea.



**Expected results for the beneficiaries**

After the founding of APC at the TU Ilmenau by 30% the number of spin- up from young innovators. The APC offer ideal conditions for young innovative companies and start-ups: clean room, laboratories and offices. Space and Know-How for R&D projects.

Basic and special gear for micro- and nanotechnology, measurement-engineering, sensor technology and wafer technology – laboratories, offices and conference-rooms - technology transfer, research and consulting services.

All this with the links to relevant consultant (contact person) and assistance in Commercialization process is a requirement of increasing business establishment in the R & D

**Evidence of success**

The Application Centre (APC) is part of the TU Ilmenau and provider of the high - tech infrastructure for start-ups and young innovators in the technology region of Ilmenau.

Designed to house high tech companies who require office and wet or dry laboratory space for research

and development, the facility provides tenants with access to APC's extensive resources including faculty and student expertise, and equipment and lab facilities from more than 200 technical programs. The incubation of many small and medium-sized high tech companies in one building creates synergy and an optimum environment for research and development. APC has received an Association of University Research Parks award for excellence in research and science park.

### Lessons learnt from the GP implementation

The implemented practice is very effective for start-ups from university. In this regard, several young teams experienced major and strategic changes in the development of their business ideas, involving technology shift, business model pivoting, service design and market position.

The engagement of mentors is successful and the collaboration and dialogue from young innovators and mentors is a main source of inspiration for the preparation of the marketing strategies and/or business model ..

### Transferability aspects

The described services confirm that the format, even if with some adjustments, could be replicated and also transferred in other contexts. Each region itself decides the organization and adaptation of services.

### Contact details to obtain further information on the practice

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### Good Practice Information

<b>Key service name</b>	Partner search and acquisition for joint projects / Contact point for European and other public funds	
<b>Specification of the service part considered as GP (if applicable)</b>		
<b>Provider</b>	Thuringia Agency for European Programs	
<b>Location of the practice</b>	<b>Country</b>	Germany
	<b>NUTS 1</b>	Thuringia
	<b>NUTS 2</b>	Thuringia

### Provider Information

<b>Name of the organization</b>	Thuringia Agency for European Programs
<b>Status</b>	
<b>Main services provided to young innovators</b>	

### Good Practice Description

#### Detailed description of the service

Organization of the workshops, regional and local meetings to EU Programs – Interreg, Interact, Urbact, Horizon 2020, German and Thuringia programs. The first meeting to Horizon 2020 we organized at

14.11.2020 with speaker from DG Innovation the EU – Commission Mr. Bernd Reichert. During this meeting the successful manager from EU projects informs about your experience in projects working and project proposals preparation. Is planed also the bilateral meetings with potential project partners to new calls. Consultations and assistance in the finding of the potential project partners and support in the preparation of the project proposal and submitting these proposals to the EU Commission. Information to new program und project in the newsletter and at webpage. Support and consultation the young innovators and spin off by proposal preparation with research the appropriate partners, work packet preparation and finance assignment. These consultations is for young spin- offs and innovators free of change.

**Expected results for the beneficiaries**

Search for young entrepreneurs and innovators of the corresponding calls in different programs and potential project partners. Better support and assistance in the preparation of the application forms and in the project working, project management at national or international level. More successful projects for the young innovators and increasing the number of participation of young innovators in the EU - programs. Exhaustion of additional funding for interesting projects.

**Evidence of success**

In the last years are carried out from the good practice provider about 950 consultations, 15 newsletter prepared and organized 10 regional meetings. We organized 1 day meeting with presentation news about EU – Programs and successful projects. After meeting is get together – small consultation. In addition, several entrepreneurs benefit particularly young entrepreneurs. This advice is free for change for young innovators and spin-offs. Since ThAEP has good partner networks, there were always the trusted partner for the partner-seeking spin off.

**Lessons learnt from the GP implementation**

This GP increased the participation of entrepreneurs, especially young entrepreneurs and innovators in the EU Programs. The implementation of this practice is most uncomplicated and revealed as to be very effective.

**Transferability aspects**

In our opinion, the transfer of this GP is easy. The ThAEP is ready to support the transfer during the project, even in bilateral meeting and discussions with the project partners.

**Contact details to obtain further information on the practice**

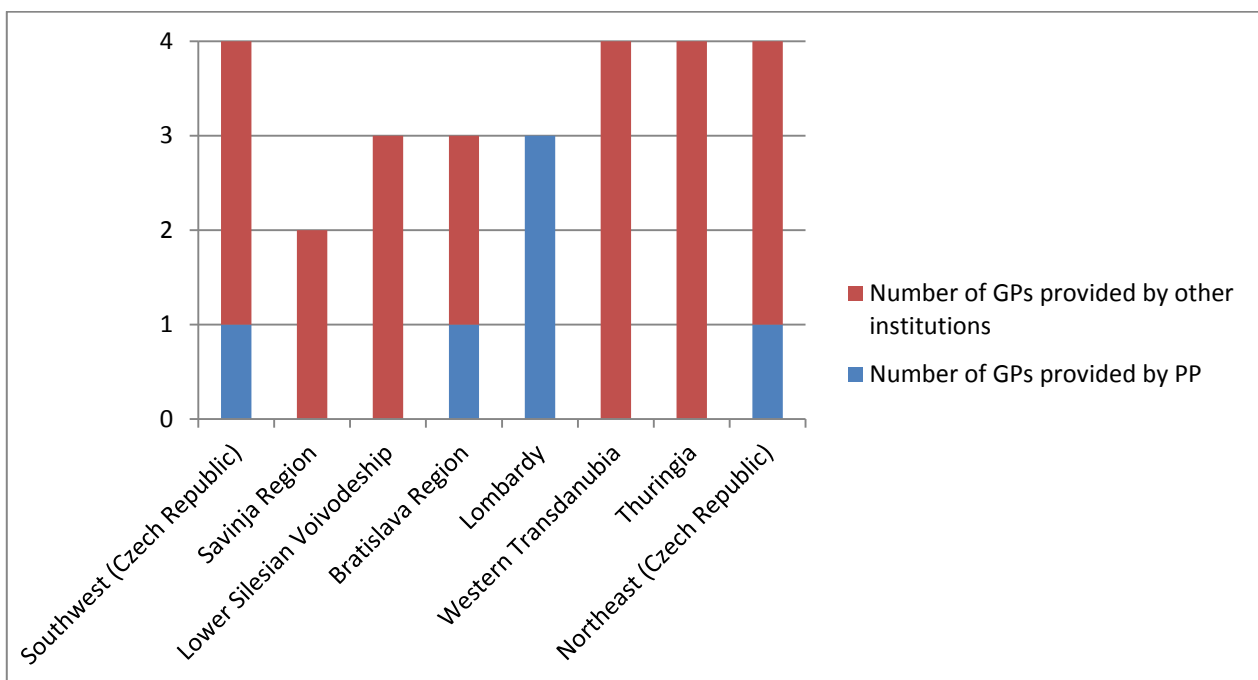
<b>Name</b>	
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## Final overview

As was stated, the Compendium provides qualitative, quantitative description, but also transferability analyses of 27 good practices (see the table and the graph below), although the initial plan was to find and select 40 GPs (2 per each key service). The purpose is that the result of the regional mapping showed that only 27 service delivery practices were considered good practices according to the methodology chosen by the BMWG. It wasn't possible to have 2 GP per key services. Also some key services have no good practices (nor as a standalone practice neither as a mixture of services), in particular, service n° 17 (Creative Hub).

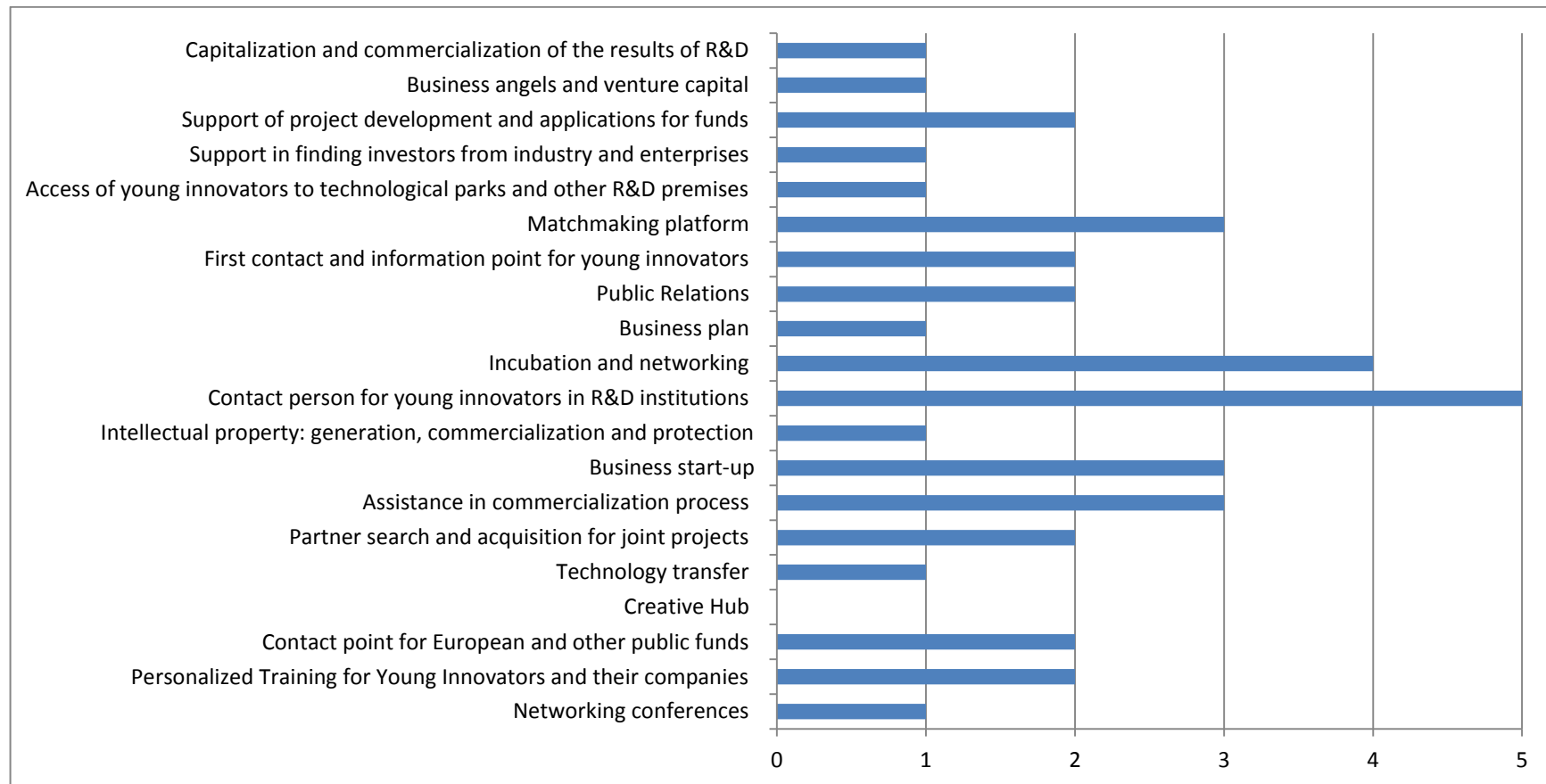
### Distribution of good practices per partner regions

Partner region	Number of GPs identified by PP	Number of GPs identified by others	Total
Southwest (Czech Republic)	3	1	4
Savinja Region	2	0	2
Lower Silesian Voivodeship	3	0	3
Bratislava Region	2	1	3
Lombardy	0	3	3
Western Transdanubia	4	0	4
Thuringia	4	0	4
Northeast (Czech Republic)	3	1	4
<b>Total</b>	<b>21</b>	<b>6</b>	<b>27</b>



However, one interesting element is the availability of “mixture of services” as a good practice, as it is in the case of the Regional Development Agency of South Bohemia RERA, Avanzi, and the service providers Chamber of Commerce Erfurt, APC Ilmenau and Thuringia Agency for European Programs. Then, if we consider the service coverage through the mixture of Good practices, we have in the end 38 Good practices (see the graph below).

***Distribution of good practices per key services***



## Conclusions

After research of the state of art of supporting services for young innovators across CENTRAL EUROPE regions involved in the InoPlaCe project, the partnership took further steps and summarized the good practices worthy to be considered not only for the further InoPlaCe activities, but also generally for the process of planning and delivering regional development strategies.

The identified good practices are listed and described above in a self-explanatory way and almost all twenty key supporting services are covered. Thus, the Compendium represents a solid basis for real-life improvements of the framework conditions for young innovators in all partner regions and will be used as the reference point for designing the InoPlaCe action plans (regional as well as transnational) for further development and for planning the pilot actions dedicated to transfer of good practices. By this, the project logical framework and overall concept will be proved, nevertheless, attentional will be paid to continuous improvements rather than one-off actions.

For the final identification of the good practices to be transferred and implemented by partner regions, following features will be taken into consideration:

- ✓ practical impact of the service
- ✓ interrelation of the service with other services already present
- ✓ experience of the provider
- ✓ affordability aspect
- ✓ sectorial affiliation in the regional context
- ✓ transferability into specific regional frameworks.

Like the Comparative study, the Compendium will be followed by further complementary actions targeted to the improvement of access of the young innovators to the 20 key supporting services across the CENTRAL EUROPE area, namely by:

- InoPlaCe platform as an on-line tool for young innovators providing them with the information on the availability of the supporting services, thus improving the visibility and accessibility of the key services for the young innovators
- Training for young innovators on usability of the InoPlaCe platform
- Regional Contact Points establishment for the guidance and orientation of the InoPlaCe platform end-users
- Seminar for young innovators and regional stakeholders to make them familiar with the findings of the Comparative study and Good Practice Compendium
- Pilot actions planning in all partner regions resulting into transfer or considerable improvement of one selected key supporting service following the findings of the Comparative study and Good Practices Compendium
- Action plan for development of the CENTRAL EUROPE regions in terms of support to young innovators summarizing the InoPlaCe experience and defining key objectives and measures



- Continuous cooperation with Regional Innovation Labs for strengthening the bottom-up approach to the InoPlaCe topic
- Promotion of the project so far results towards Regional Advisory Groups members in order to ensure the attention and response at the regional policy level.

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