



Examples of regional innovation projects

Exemples de projets d'innovation régionale

**Programmes for Innovative Actions
2000-2006**

Foreword



More and better innovation in Europe is key to improving our competitiveness, increasing growth, and promoting jobs. It is at the heart of Cohesion Policy for the period 2007-2013. Europe's regions already have a wealth of experience in this area, and sharing this experience is one of the most effective ways of helping us understand the mechanisms of regional innovation. This is why we have produced this document which brings together summaries of some 40 project case studies of good practice from the regional programmes of innovative actions.

The full case studies can be found on our InfoRegio website. They form a contribution to the exchange of experience between regions and Member States that I wish to encourage. More examples of innovative projects, from mainstream operational programmes, will be published during the 2007-2013 programming period. RegioStars – the innovative projects awards - will be held annually to identify and publicise the best regional innovative projects and this will also contribute to the exchange of good practices across the European

Union. The awards are being launched at the first annual Regions for Economic Change conference on 8 March 2007. The conference will focus on fostering competitiveness through innovative technologies and products and healthy communities. Further conferences will be organised by my services on themes that are important for regional development.

We all understand, and the regions in particular know this, that it is through informal contacts and within networks created for regional cooperation, that discussion on regional approaches and practices can lead to new ideas and thus enrich our thinking on strategies for regional development. I hope that the regions will find an additional source of inspiration in the projects described in this publication.

Préface

D'avantage d'innovation et d'excellence en Europe est essentiel pour améliorer la compétitivité, soutenir la croissance et stimuler l'emploi. C'est au cœur de la politique régionale pour la période 2007-2013. L'expérience des régions européennes est particulièrement riche en la matière, et la partager est un des moyens les plus efficaces pour nous aider à comprendre les mécanismes de l'innovation régionale. C'est pourquoi nous avons publié ce document qui rassemble les synthèses d'une quarantaine d'analyses de projets issus des programmes régionaux d'actions innovatrices.

Ces analyses sont mises à disposition dans leur intégralité sur notre site web InfoRegio. Elles font partie d'un processus d'échange entre les régions et les Etats membres que je souhaite encourager. D'autres exemples de projets innovants, issus cette fois des programmes opérationnels, seront publiés tout au long de la période de programmation 2007-2013. RegioStars, le concours des projets innovants, sera organisé chaque année pour distinguer les meilleurs projets d'innovation régionale, ce qui contribuera également à cet échange de bonnes pratiques au sein de l'Union européenne. Le concours sera lancé à la première conférence annuelle de l'initiative "Les Régions actrices du changement économique", le 8 mars 2007. Le thème de cette conférence sera la promotion de la compétitivité par des technologies et produits innovants et des communautés prospères. D'autres conférences seront organisées régulièrement par mes services sur des thèmes importants pour le développement régional.

Mais c'est bien entendu aux régions elles-mêmes, que ce soit dans le cadre de relations informelles ou dans celui de réseaux constitués pour la coopération régionale, de discuter de leurs pratiques afin d'en tirer de nouvelles idées et ainsi enrichir leur réflexion stratégique sur le développement régional. Je leur souhaite de trouver dans ces projets une source d'inspiration supplémentaire."

A handwritten signature in blue ink, appearing to read 'DHübner'.

Danuta Hübner

**Member of the European Commission
responsible for Regional Policy**

Examples of regional innovation projects

This document contains summaries of case studies of good practice from the regional programmes of innovative actions , 2000-2006. These programmes were co-financed by regional policy in the EU15 with the aim of trying out new approaches, new partnerships and new ideas for development.

The full case studies are available on the INFOREGIO website. The case studies analyse the project objectives and activities, the strategic context, innovation, partnership and obstacles in terms of design or implementation. Results and impacts achieved are highlighted and sustainability is also considered. The case studies conclude with the lessons learnt and good practices identified.

The case studies have been drawn up by the Innovative Actions Unit of the Directorate General for Regional Policy in consultation with the regions and project managers concerned. The summaries are available in English or French.

Exemples de projets d'innovation régionale

Ce document rassemble les résumés d'analyses de projets issus des programmes régionaux d'actions innovatrices 2000 -2006. Ces programmes étaient co -financés par la politique régionale dans les 15 anciens Etats membres en vue de tester de nouvelles approches, de nouveaux partenariats et de nouvelles idées de développement.

Ces études de cas sont disponibles dans leur intégralité sur le site INFOREGIO. Elles analysent les objectifs et activités du projet, le contexte stratégique, les aspects innovants, le partenariat et les obstacles en termes de conception et de mise en œuvre . Les résultats et impacts du projet sont mis en évidence et sa viabilité prise en compte. Les études de cas concluent sur les enseignements du projet et en identifient les bonnes pratiques .

Ces études de cas ont été réalisées par l'unité Actions Innovatrices de la direction générale en charge de la politique régionale, en consultation avec les régions et les porteurs de projets. Elles sont disponibles en français ou en anglais.

http://ec.europa.eu/regional_policy/cooperation/interregional/ecochange/index_en.cfm

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KNOWLEDGE TRANSFER AND TECHNOLOGICAL INNOVATION

InnoEnvi – Environmental mini clusters
South Finland

The South Finland region successfully created environmental mini clusters which have generated sustainable cooperation which is now being extended nationally and internationally. 74 companies were involved in the 5 mini -clusters, each one containing one larger company to "drive" the project, as well as research institutions and universities. The cooperation and development projects have resulted in a number of commercial results and business to business developments.

The objective of the project was to create an environmental cluster in Southern Finland through which SMEs would gain new business opportunities and increase their export potential. 5 mini -clusters were created and web-based information and training tools supported the work of the clusters.

The project was led by Green Net Finland, an association which provides solutions for environmental problems through clustering of large and small businesses with public organisations. Other partners involved included the cities and municipalities, specific expertise centres and universities, research centres and businesses.

The main innovation of the project was its networking and clustering method, in particular the support from large companies as "drivers" of the clusters. Also innovative was the region -wide application (not only confined to the area eligible for Structural Funds).

The project created a register of 650 companies in Southern Finland which is linked to international environmental companies. Through this means companies can identify partners with whom to work and exploit export potential. The mini-clusters were created in 5 areas: waste management, water supply and sewerage, energy, environmental measurement, ecological environmental research, and environmental management for mining and minerals. Actions have been undertaken to support the clusters including market surveys, drawing up of brochures, advice on funding services and e-services.

New development projects are now being implemented at regional, national and an EU level, with support nationally and from the EU (including Interreg IIIA and TACIS). Work is being undertaken with the Baltic States, Russia, Ukraine and Scandinavia. Regional and national policies have been influenced by the results of the project. The objective is now to build a national strategy for the environmental sector.

The project demonstrates the need for clusters to respond to real needs as perceived by the companies involved. For this, good evidence is needed on the status, development and needs of the sector. Developing clusters is a relatively long-term process and taking advantage of short-term funding availability (as with the Innovative Actions) must be complemented by a long -term strategic vision on how to serve members in the cluster and fund the operations after the project

funding ends. Sustained public support is necessary to achieve success in the environmental sector.

The success factors for this project were the good organisation and clear roles and responsibilities for each of the partners in the project, the use of most recent cluster theories, the manageable size and number of the mini clusters, the recognition of the regional and national dimensions and the mobilisation of larger companies to drive each cluster.

Duration of Project: May 2002 - February 2004

Funding: Total cost €1,400,000, of which €700,000 European Regional Development Fund contribution

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The Cluster Alpine Network (CAN) Wood and Technologies Cluster: introduced cooperation and technological innovation to very small family-run traditional businesses
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Bolzano - Italy

The Bolzano region supported the creation of a cluster for Wood and Technology, which after three years had a membership of 130 companies and which has since expanded to 175. These typically family-run very small enterprises with a low innovation profile now cooperate on innovative topics such as well-being, sustainable buildings, light and acoustic optimisation.

The main objective for the wood sector was to modernize and expand the market for local enterprises as well as to promote technological transfer in order to identify new products, know-how and production processes. The regional authority aimed to support the creation of a cluster involving cooperation and networking between SMEs while developing a platform providing services needed. Based on a strong theoretical basis, external expert support was provided, there was an emphasis on professional management project management and training, and ICT tools were tailor-made.

The Cluster Alpine Network programme to develop four to five clusters (including in the wood sector) was run by the regional administration. Each cluster had a cluster manager and a project manager was recruited once 60 enterprises were involved in the cluster. Cluster management staff received training, coaching and support, underlining the programme approach which emphasised competence as well as consensus. The innovation of this programme concerned the cooperation and partnership, as well as the technological innovations introduced to enterprises in the region.

For the wood sector, three open calls for proposals were made, inviting SMEs to submit cooperation projects for innovation. 8 projects were financed involving 28 companies in upgrading acoustics and lighting, interior furnishing in the wellness sector, development and marketing of ergonomic design furniture, product, market and technology innovation, and an information platform for the wood sector. At the same time, horizontal actions were developed, such as support for participation in fairs and study visits, training on relevant new technologies, a study on the market in northern Italy, setting up technological certification on acoustics and lighting, development of a company-profile database; organisation of regular workshops and events, etc..

As a result, a draft concept for the wood cluster produced. After discussion with all the participating companies, the strategic concept for the new Wood and Technologies Cluster was agreed and a representative committee was elected to implement the strategy.

The “Alpine Cluster Development Methodology” (Schöpf, Haberfellner, 2000) (adopted for wood but also for other designated sectors), structures cluster development in 5 phases:

- 1) cooperation;
- 2) project analysis;
- 3) cluster topic;
- 4) conceptualisation;
- 5) cluster implementation.

The wood cluster became "real" 18 months into the project, in the last of the 5 phases, building on all the preceding cooperation work and analysis. The SMEs involved were persuaded of the value of the cluster through the concrete results of their cooperation projects.

The project's primary goal was to offer very small businesses and SMEs of South Tyrol the opportunity to improve their competencies and to foster innovation and innovative networks in the region. These project objectives were achieved. By the end of the programme (2004), the wood cluster included 130 members; two years later, 175 members are involved. Three working groups (Innovative Wood Constructions; Optimal indoor use of light; and Health, Alpine Wellness and Innovative Surfaces) are active and provide members with information, know-how, specific training and support for cooperation projects. They have a clear visibility and their importance is well recognized by all the economic actors in the region.

The regional Office for Innovation, Research and Development now supports the Cluster Alpine Network structure (providing service to clusters) entirely and contributes up to 50% to innovative cooperation projects. Even if the private sector responded very positively to cluster initiative and its financial contribution increases, cluster development is a delicate process and public support is still essential to consolidate it and ensure its sustainability.

Duration of Project: January 2002 – December 2004

Funding: Total Cost: €740,360, of which €370,180 European Regional Development Fund

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ProfitNet: creating business-led learning networks with support from universities to maximise growth and development opportunities

South East of England – UK

The South East of England piloted Learning Networks, driven by businesses and facilitated by local facilitators trained by the University. The ProfitNet groups have become powerful local networks in Hastings that are able to use their collective influence to improve the services to the local business community.

The objective of ProfitNet was to provide SMEs in the area with a range of knowledge management tools and techniques that would enable them to build better businesses in a practical, inspiring and client-centred way.

ProfitNet was set up by the University of Brighton. The formats used were teaching sessions, learning networks and in-company workshops to enable company owners and senior managers to use knowledge more effectively. The project set up seven learning networks and these groups met on a monthly basis for a minimum of three hours. The range of sectors supported included manufacturing, creative industries, construction, hotels, start-ups, care homes and social enterprise. Key business issues were tackled at each meeting with the help of local facilitators through action learning, business planning and creativity workshops. In-company interventions were also delivered to some businesses where specific support was needed.

The learning networks were new, un-tested business support delivery mechanisms in the South East of England Objective 2 area. The businesses drove the agenda. While the tools, techniques and structures were at their disposal from the project management team, it was the businesses involved which identified the issues.

The expected results have been greater than foreseen:

- 124 organisations/individuals were recruited and assisted through learning networks.
- 86 events were held
- Tendering and buying consortia were established by two of the sector groups and a third group put together a technical services directory of trusted, local suppliers to work with.

Within the ProfitNet business groups (based on specific sectors) participating companies established mutual trust which has led to the identification of a number of shared benefits

This is a good example of a project which demonstrates how businesses and universities can work together, with the academic community giving businesses knowledge and the businesses providing mutual support in the forum of the learning networks. In addition there is now available to the region a pool of facilitators who have become more experienced as they received feedback and their depth of understanding the local businesses improved.

The university's approach from the outset was to be client -centred, to listen and to codify results but also to build a psychological bridge between the university and businesses, to enable the university and the business community to work together.

Duration of Project: 1 January 2004 to 31 December 2005

Funding: Total cost: €500,795 of which €250,397 European Regional Development Fund contribution

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Manufacturing Excellence Clubs: networking local manufacturing companies to share experiences and develop business partnerships
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East of England - UK

Manufacturing Excellence Clubs were piloted in the East of England, demonstrating positive results in terms of business to business exchanges of experience and the development of new business partnerships. 18 clubs were established with active participation of 234 companies.

The objective of the project was to network local small manufacturing companies so that they could share experiences, develop business partnerships and access expertise in accordance with their needs. The networking model was that the networks would have only business membership, with a facilitator to help structure events and source expert inputs when necessary.

The project was managed by the Manufacturing Advisory Service of the East of England which is based at Cranfield University. It marketed the concept to "sell" the idea to companies and it provided three facilitators and other supports for the 18 clubs established. Each club had a membership of 10-15 companies, with one company in each club acting as a "champion". The focus was on proximity, with each club being based in a relatively small area. Each club held about 5 meetings each year.

The innovations of this project were the business to business networking, which had not been piloted in this region before, the local focus and the broad range of manufacturing companies involved in each club. This last innovation facilitated new partnerships between SMEs operating in different sectors.

The 18 clubs involved active participation of 234 companies, including both low and high technology firms. Six clubs continue to operate with no public funding. The project promoter is currently exploring the availability of public funding to re-animate the other networks and establish new ones.

The experience of this pilot project demonstrates that it takes two years for such networks to be credible and it is through their successes that they can convince other companies to participate. Much depends on the personality of the members of the network, but the expertise and experience of the facilitator is also a critical success factor. The cost of creating such networks is low, but it is important to plan for their future once the initial pilot period is over; otherwise the momentum of the networks can be lost.

Duration of project: April 2003 to December 2004

Funding: Total cost: €150,000, of which €75,000 European Regional Development Fund

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A Network of Regional Innovation Agents creates links between Technology Providers and remote businesses

Castilla y León - Spain

The Castilla y León region of Spain established a network of regional innovation agents to make the link between small, mostly rural and remote businesses and existing centrally located technological services. 12 regional development agents from different academic backgrounds were recruited and trained to form the innovation network; 969 companies were visited, 231 businesses were put in contact with a Technological Centre; and 63 innovation projects were started in SMEs. The region continued to support the project after the period of EU co-funding.

The main project objectives were to establish a network of regional innovation agents and train them to deliver a portfolio of services, visit companies and identify the technological services they could benefit from. Six Technology Centres of the region were involved in the project which was run in partnership between the Regional Council of Chambers of Commerce and the Economic Development Agency. The employers' organisation was also involved.

The project was innovative in terms of the new processes introduced to the SMEs. But also in terms of the establishment of such a network which comprised people from a range of skills and backgrounds, thus offering a more complete source of experience and knowledge. The network succeeded in complementing and strengthening the existing technology provision of the region.

12 regional innovation agents were recruited, trained and networked; 969 companies were visited, 231 businesses were put in contact with a Technological Centre; and 63 innovation projects were started in the SMEs. Examples of new products produced and marketed by the companies assisted include a new cheap substitute material for expensive natural stone and inclusion of lactic bacteria which can help digestion in a traditional blue cheese.

The project promoters believe that the project has been an experiment which, in itself, has offered some remote businesses real opportunities but, more importantly, it has explored the requirements for large scale exploitation of the innovation potential of rural and remote businesses. The region continued to resource the network after the EU co-financing period and possibilities for funding it under mainstream Structural Funds for the 2007 -2013 period are being explored.

The experience of the project demonstrates that this type of network is a good tool for regional development, especially when working in close co-operation with existing regional and local development agents and organisations. It can help make the link between scientific and technological supply and businesses in remote areas. Effective and flexible partnership involving the public and private sectors is essential.

Duration of project: August 2002 – September 2004 (continued until October 2005 with own resources)

Funding: Total cost: €1,234,968 of which €742,500 European Regional Development Fund

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Food Logistics - Providing local food through individual transport and distribution solutions
South Finland

SMEs in the food sector in South Finland worked together to find common logistics solutions when transporting their produce into the capital. A new web ordering system was developed and piloted in 10 companies and specific logistics solutions, including storage, were developed and piloted in 28 companies leading to quantifiable savings in transport costs.

The objective of the project was to create transport and distribution solutions for local food producers and farmers outside the Helsinki area so that they could more effectively reach their customers: restaurants and stores in Helsinki. Another objective was to create a model to define environmental emissions related to local food and investigate the promotion of local food by ecological efficiency of logistics.

The needs of SMEs were surveyed and several common transportation solutions were developed. Two networks were created in the meat and bakery sectors (involving 11 SMEs) where a common transportation system is now in use. A common on-line ordering system was set up based on the common transportation developed. The project developed an energy passport to show by comparison how "green" the transport was. The passport could be used in marketing to show the energy efficiency of local produce.

Taking into account common transportation and delivery issues when setting up a web ordering system in the food sector for SMEs had not previously been tested. Several new logistics solutions for delivering food to the metropolitan markets were defined in the project. This cooperation, also across regional borders, had not taken place before. The energy passport showing the eco-efficiency of local food had not been tested previously in the region.

The project manager at Viikki Food Centre (a public body based at the university of Helsinki) coordinated the project, including administration and reporting and it led the networking process, between companies and the experts involved. A project management group was established including experts on food from other food centres located in the different South Finland regions, the Finnish Food Information Association, the Ministry of Transport and a logistics consultancy company.

During the project, the regional food centres gained a deeper understanding of the needs of the SMEs and cooperation with the SMEs improved as the confidence developed. The confidence created facilitated the formation of networks between the SMEs, resulting in subcontracting and promotion of each other's products. The regional food centres also learned during the project to see the bigger picture of the problems the SMEs face, not only working on the development of food products as is their normal core task in these food development centres.

The major learning of the project was that enterprise specific transportation systems can lead to substantial cost savings. This project showed that by spending time with SMEs, building confidence and showing the practical benefits of cooperation, SMEs were willing to change.

Duration of project: May 2002 – April 2004

Funding: Total cost: €218,000, of which €108,990 European Regional Development Fund contribution

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L'intelligence économique au service des PME lorraines
Lorraine - France

Pour être compétitive, les entreprises doivent disposer rapidement d'une information complète sur la situation des marchés, de la concurrence, de la technologie, de la réglementation. Le projet DECILOR Santé donne aux entreprises lorraines de la filière santé un accès à des services de soutien et d'information ciblés, en vue de les amener à gérer de façon autonome l'information stratégique.

Le projet est bâti sur un dispositif d'intelligence économique expérimenté par la Région auprès des filières traditionnelles du bois, du métal et de la logistique en 2001-2002. Il consiste à étendre ce dispositif à des filières à forte valeur ajoutée : « dispositifs médicaux » et « nutrition, biotechnologies, cosmétiques » sous le label de DECILOR Santé. Son objectif est de soutenir les entreprises dans leur prise de décision stratégique en les mettant en situation de confronter des informations externes fournies par un dispositif d'intelligence économique - DECILOR - avec l'information interne dont elles disposent (ressources humaines, savoir-faire etc.).

Après avoir recensé les acteurs engagés dans une démarche d'intelligence économique et stratégique (IES) et identifié les relais aptes à diffuser la démarche et les outils du dispositif DECILOR, des Centres de veille sectorielle (CVS) ont été choisis au sein d'organismes à financements publics ayant une excellente connaissance de la filière et de ses besoins. Ils réunissent des ingénieurs chargés d'assurer un support technique aux entreprises et des « infomédiaires », spécialistes de l'IES. Ces infomédiaires sont chargés d'apporter aux entreprises les informations économiques, technologiques et réglementaires nécessaires pour accompagner leur démarche en IES (sous forme de bulletins d'information, revues de presse, organisation de présence dans les salons, d'audits individuels...) et de les aider à utiliser le logiciel de recherche sur internet Owl pour leurs besoins individuels.

Le partenariat est très complet puisqu'il regroupe le secteur de l'information technico-économique : chambres consulaires, organismes de soutien aux PME, organismes socio-professionnels, universités instituts et laboratoire; les représentants de l'Etat : Préfecture de Région, directions régionales de l'industrie, de la recherche et de l'environnement (DRIRE) ou à la recherche et à la technologie (DRRT), OSEO Anvar...; les organismes de promotion économique : association pour l'expansion industrielle en Lorraine, Comités d'Action et de Promotion Economique; et les PME lorraines. Le comité de pilotage représentant ces acteurs a joué son rôle d'information et de dialogue des partenaires mais s'est peu réuni, laissant le rôle moteur au Conseil régional, ce qui a provoqué certaines réactions de méfiance. Afin de renforcer la collaboration entre les partenaires régionaux, la coordination et l'animation du dispositif ont été confiées fin 2004 à l'association 3i Lorraine qui regroupe désormais le Réseau de développement économique en Lorraine, DECILOR et le Réseau lorrain d'intelligence économique.

La mobilisation des entreprises a dépassé les prévisions initiales. En effet, 55 entreprises avaient signé une convention d'adhésion en octobre 2004. Chaque entreprise adhérente a en

moyenne été visitée deux fois par les infomédiaires qui ont réalisé un audit de leurs besoins en information. A l'issue du projet, la formation des infomédiaires et des CVS était suffisante pour leur permettre de continuer leur travail de façon autonome.

La région estime que le coût de fonctionnement du dispositif est de 400 000 euros par an, et que l'autofinancement devrait être atteint en 5 ans. Cet autofinancement ne pourra se faire que si la demande des entreprises s'oriente vers des services à plus haute valeur ajoutée. C'est pourquoi les CVS ont adopté des politiques différentes de tarification de leurs activités d'IES pour les entreprises de leur secteur. Pour certains, un abonnement de base garantit une prestation minimale (*newsletter* et accès à des informations générales sur le portail DECILOR) pour d'autres, le CVS ne fait pas payer d'abonnement et si la newsletter sert de produit d'appel gratuit, les prestations sont payantes dès la première heure d'intervention ciblée pour l'entreprise.

Ce projet met en place un dispositif collectif mutualisant la collecte et la validation des informations pour plusieurs filières. Un tel dispositif doit favoriser la structuration des filières et permettre aux PME nouvellement adhérentes d'y participer à un coût marginal.

Durée du projet: janvier 2003- mars 2004

Financements: coût total 1 006 202 € dont 503 101 € contribution FEDER

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L'agro-alimentaire breton au service de la nutrition santé
Bretagne – France

En améliorant la qualité nutritionnelle de leurs produits, les entreprises bretonnes contribuent à la politique nationale de santé et modifient l'image de la Bretagne. Seconde région agricole française, la Bretagne est en effet dotée d'une production industrielle techniquement avancé mais jusqu'à présent peu innovante en matière de nutrition santé.

Le projet doit permettre aux industriels de l'agro-alimentaire bretons d'intégrer les préoccupations nutritionnelles dans la production et dans la promotion de leurs produits et contribuer ainsi au Programme National Nutrition Santé (2000 -2005). L'objectif est de les amener à démontrer aux consommateurs la valeur ajoutée nutritionnelle de leurs produits, en apportant la preuve de cette allégation comme l'oblige la réglementation nationale et européenne.

Le projet consiste à mettre en place un réseau d'acteurs : industriels de l'agro-alimentaire, centres techniques, chercheurs et professionnels de la santé, en vue d'améliorer les compétences en matière de nutrition-santé et d'inciter aux transferts de connaissances entre ces divers acteurs. Il est structuré autour d'actions par filières (ingrédients, lait, viande, poisson, algue, produits céréaliers, fruits et légumes, ovo-produits, santé) et d'actions transversales sur des sujets communs aux filières (marketing, réglementation, audit de produits, communication, formation initiale et continue, oméga 3, calcium, probiotiques, approche personnalisée d'entreprise, biodisponibilité des éléments nutritifs).

Le projet s'appuie sur 9 centres techniques existants, chacun animant la filière dont il est le plus proche. Ces mêmes centres techniques animent pour l'ensemble des filières des actions transversales, en fonction de leurs compétences : par exemple, le BBV (Bretagne Biotechnologie Végétale, le centre technique pour la filière fruits et légumes) anime cette filière ainsi que l'action transversale "marketing" tandis que le centre ITG Ouest (Institut Technique du Gruyère) anime la filière lait et l'action transversale Calcium ou encore l'IDMER (Institut de Développement des produits de la Mer) prend en charge la filière poisson et l'action "oméga 3". Le CRITT -Santé assure le rôle de coordination et d'animation du projet.

Le projet a permis à quatre cultures de se rencontrer et de collaborer : l'agro-alimentaire, le droit, la recherche, le marketing. Il a renforcé le lien université-industrie en mobilisant 30 chercheurs issus des universités, centres hospitaliers universitaires, centres de recherche bretons répartis dans l'ensemble de la région. Il a rapproché les centres techniques de l'université : le BBV et le CRITT Santé Bretagne ont participé à la formation universitaire en nutrition proposée à Quimper et à Rennes, et plusieurs centres techniques ont intégrés des étudiants de l'université pour des stages ou des projets tutorés. 190 entreprises agro-alimentaires bretonnes ont été sensibilisées à la nutrition-santé au travers notamment de réunions d'information, des clubs d'industriels, la présence à des salons, des enquêtes et études marketing, 90 audits de produit personnalisés, 9 projets de recherche financés par les industriels. Le projet a donné naissance à une vingtaine d'innovations-produit comme des lapins riches en oméga 3, des œufs enrichis en iode et en oméga 3, ou le développement d'une gamme nutritionnelle pour sportifs.

La réflexion sur la nutrition-santé avait commencé dès la fin des années 1990 en Bretagne mais le projet a permis de lui donner corps en tant que démarche pilote structurante. Il a permis de fédérer un nombre important d'entreprises de l'agro-alimentaire breton autour de l'objectif nutrition-santé et de préparer la mise en place du pôle de compétitivité agro-alimentaire VALORIAL créé fin 2005.

Durée du projet: 2003-2005

Financements: Coût total: 2 124 692 €, dont 994 846 € FEDER

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World class regional innovation system – forming a network of innovation advisors to design customised development projects for SMEs

Väst Sverige – West Sweden

The region of West Sweden networked its regional innovation expertise ; advisors consulted with SMEs and sourced appropriate expertise from the network for development projects which would help the SMEs to innovate. 318 company visits were carried out , resulting in 100 quotations for development projects and 75 projects were initiated. West Sweden is continuing to fund this project following its pilot phase.

The objective of the project was to transfer knowledge to SMEs in the region to help them innovate and compete. A co-operative innovation support service network was established, which brought together existing regional expertise. Innovation Advisors were recruited and trained to undertake company visits and explore their real needs and potential. Advisors drew up development plans, sourcing the most appropriate expertise from the network and the SMEs paid for the development project if they wished to proceed with it (with a €1,800 rebate provided by the project).

As well as the innovations which were initiated within the SMEs, also innovative was the approach to mobilise the large existing knowledge resources in the region more efficiently and with better coordination.

The anticipated results of the project were achieved. 318 company visits were undertaken; 100 quotations for development projects were provided and SMEs implemented 75 of these projects. The region is continuing to fund the project as part of a strategy to build a "world class innovation support system for SMEs".

Important learning from this project is the need develop relationships of trust between innovation advisors and SMEs and to ensure that the best possible and most relevant expertise is matched to the needs of the individual SMEs. The advisors need to deliver on time and to a high quality to develop this trust. Long term public financing is needed to market the service and for network development as well as providing the initial consultancy free of charge. However, the experience of the project demonstrated that companies are prepared to pay the market price for external specialist inputs if they can deliver.

Duration of project: January 2003 – September 2005

Funding: Total cost: €1,714,000, of which €727,000 European Regional Development Fund (Exchange rate 8.50 SEK/Euro)

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Active Technology Transfer, supporting researchers to work with SMEs to identify innovation potential and develop new products or services

Steiermark - Austria

The Steiermark region piloted a project in which four university and research bodies offered consultancy and technology transfer to SMEs not usually targeted by innovation policies. The project demonstrated the value of a pro-active approach, although many contacts are needed to generate some successes. The project has been "mainstreamed" into the region's Objective 2 programme.

The project objective was to pro-actively transfer technology to SMEs which are not usually targeted by innovation policies. Four partners, three universities and a private research body, worked together for this project, establishing a consortium to implement the project: ARGE Technofit. Three main steps were involved:

1. 100 SMEs were contacted by post, e-mails and flyers by ARGE Technofit. During a meeting with the manager of the SME, needs were defined and the possible innovation identified. Out of the 100 SMEs, 33 agreed to meet with a researcher on a specific project.
2. ARGE Technofit identified a researcher who could provide assistance to the SME. Of the 33 SMEs, 21 agreed to develop a project.
3. Initial support was provided for the early phase of the collaboration between the researcher and the SME. This phase involved a first day long consultation about possibilities for innovation. After this initial support, the technology transfer is paid for by the SME. Of the 21 SMEs, 7 projects were started; 2 were abandoned in the course of the development with 5 being successfully implemented.

The innovation was the pro-active nature of the contacts with the SMEs and the targeting of "marginal SMEs", which do not usually attend innovation events or think about innovation.

The main lesson learned is that in order to promote innovation to "marginal SMEs", a proactive approach is necessary. However, only few will be ready to accept the technology transfer. The main success factors for the project were this pro-active approach, the track record of the partners and their readiness to work together.

Following the piloting of the project, a successor project, Technofit Pro, is implemented by the same partnership with similar objectives building on the experience gained under the ATT project. This successor project is co-financed under the mainstream Objective 2 programme of the region and is expected to be followed up again in the Steiermark Regional Employment and Competitiveness Operational Programme for 2007 -2013.

Project Duration: June 2002 – March 2005

Funding: Total Cost: €160,000, of which €75,000 European Regional Development Fund, €45,000 public and €40,000 private

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Innovation Assistant: supporting SMEs to employ recent graduates to strengthen their technological and innovation competence

Niederösterreich - Austria

Niederösterreich piloted a scheme to encourage SMEs to employ recent graduates in order to strengthen their technological and innovation competence. Targeting small SMEs and those in rural areas, the project provide d support for an Innovation Assistant to work on a specific innovation project. First results are positive with new products developed in many of the SMEs supported.

The support consists of 4 pillars:

- 1) Grant for the labour costs of the Innovation Assistant;
- 2) Mandatory training of the Innovation Assistant through a specially designed post graduate training programme;
- 3) Grant of maximum 50% of the costs for further training linked to the project on which the Innovation Assistant is working;
- 4) Funding for expert consultancy for the Innovation Assistant's project (100%).

The main innovation is to provide regional SMEs with skills which were missing in order to innovate and remain competitive. In addition, the Innovation Assistant follows an 18 day course which covers project management, communication skills, team building, conflict management and tools for innovation management. The project had a holistic approach in that it combined different elements to meet the objective of bringing innovation to SMEs: th e financing of a new member of staff with a university background, assistance for the implementation of a defined innovative project (with the possibility to access the technical expertise of a consultant if required) and some training in management.

The project was managed by the Land Niederösterreich working in partnership with the organisations in the region which have a responsibility to promote innovation.

First results demonstrate positive feedback from the SMEs and the Assistants:

- In 50% of cases 1-2 new products have been developed and in 33% of cases, more than 2 products were developed;
- In 17% of SMEs there has been a 'technological jump' and in 66% of SMEs there has been a 'big improvement';
- In 67% of cases, the project has generated significant and sustainable partnerships in the field of 'Research & Technological Development. In 50% of cases, the new partners are other SMEs; in 25% of cases, they are Research Institutions and in 25%, they are universities;

- In 83% of cases, the project brought organisational changes to the SME;
- In 17% of cases, the Innovation Assistant became manager of the SME and in 33% of cases he/she became Director of a department in the SME.

The project was successful in piloting a new approach to the support of innovation in the region. It is continuing after the pilot with support from other regional and EU funds. In addition, a spin-off from the project is support being provided for "Export Assistants".

The following good practices were identified in the course of the project:

- The manager of the SME needs to be convinced of the usefulness of the Innovation Assistant and should be ready to help the Assistant integrate in the company;
- The Innovation Assistant should have a genuine desire to make a career in an SME ;
- The fact that the Innovation Assistant works on a specific innovation project ensures that he or she can focus on strategic technological and innovation aspects;
- The holistic approach of the project (including training at the University) is attractive for both the assistant and the manager of the SME;
- The fact that the Land managed both the Innovative Actions programme and the Objective 2 mainstream ERDF eased the extension of the pilot project;
- The fact that the project has been managed by the unit in charge of the support to SME ensured that the Innovation Assistant scheme met the needs of SMEs.

Duration of Project: The initial project was 1 ½ years (July 2002 – January 2004), but it continues with regional funding.

Funding: Total cost: €1,118,000, of which €514,000 European Regional Development Fund.

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Technology Innovation & Co-operation Networks encouraging SMEs and Universities to work together

Tirol - Austria

The TIC-Net Tirol project provided financing for partnerships between groups of companies working with a University or Technological Institute on the development of new products. Following a successful pilot, a similar action will be co-financed in the new programming period to run from 2007 -2013.

TIC-Net Tirol was a pilot action with the objective of promoting innovation in SMEs and to stimulate new partnerships between SMEs and Universities and Technological Institutes. Innovation projects in SMEs were funded to develop a new product or service in co-operation with other SMEs and a University or Technological Institute. Financing, in the form of a grant, was €50,000 to €100,000.

The Managing Body - The Chamber of Commerce of Tirol, Technology Transfer Centre - proactively assisted SMEs to find partners, using its knowledge of regional SMEs. 24 projects were selected from approximately 40 applications.

The main innovation was the process of establishing the partnerships between the SMEs and Universities or Technological Institute. This included the opportunity for SMEs to develop new products through applied research with the assistance of researchers. Also innovative, of course, were the new products developed.

The objectives of the project were met as all the projects involved the development of new products, gaining a position on new markets and the creation of additional jobs. On average, 3.8 companies were involved in each project (76 entrepreneurs in total). Most projects had a University or Technological Institute in the partnership, which favouring the technology transfer and the opportunity for students to have direct contacts with SMEs.

Traditionally, SMEs and Universities and Technological Institutes are sceptical about working together. But both can benefit from collaboration and that the best way to convince the parties is for the public authorities to act as catalyst to encourage them to work together on a specific project.

Critical success factors were the strong steering committee, professional management of the programme, thorough knowledge of regional companies and integration of professional consultants.

Duration of project: January 2003 – December 2005

Funding: €3,185,000, of which €1,524,000 European Regional Development Fund, €908,000 public and €753,000 private

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COOPERA: Cooperation Projects between companies and R&D Organisations and Strategic Research Structures
Aragón - Spain

Under the COOPERA project, the Aragón region of Spain piloted co-operation projects between companies and technology providers and developed strategic research structures which brought together academic researchers with the R&D departments of local companies. The projects and structures helped to create cooperation between researchers and industry and introduced technologies to sometimes remote companies.

The project aimed to set up mechanisms to increase the technological and innovative development of Aragón's SMEs through cooperation projects between SMEs and scientific - technological actors of the region and the creation of strategic research structures.

The cooperation projects required at least two independent SMEs to work on an equal level together with a scientific technological actor. 10 cooperation projects were co -financed with the participation of 24 SMEs, 7 University Departments, four departments of Technology Centres and one Research Centre.

The research structures brought together academic researchers and the R&D departments of local industry. Pilot activities were tested in optical communications, diagnostic tests for food quality, industrial virtual reality and traditional ceramics. Four Strategic Research Structures were started up, with the participation of ten departments and researchers of the scientific -technological institutions as well as seven R&D departments from different companies.

The Technological Institute of Aragón was the project promoter and the partners in the project included the regional development authorities, the economic and social partners, the universities and the Spanish Scientific Research Council.

The innovation of the project lay both in the new technologies developed through the sharing of expertise between the SMEs and the researchers and in the cooperation itself.

Each of the cooperation projects can show concrete results. For example, one project created an active container which limits oxidation and improves the lifetime of canned food. One company defined a varnish; a second tested the varnish on the containers, while the University of Zaragoza studied the effects of the antioxidants under different circumstances. The varnish formula has been patented by one of the companies which is located in a sparsely populated region.

The strategic research structures can also demonstrate results. For example, the optical communications working group, involving both companies and a university, led to the development of a prototype machine for analysis of high resolution transmission of signals through fibre optic cables.

As well as the practical results for the companies and research organisations involved, cooperation networks have been strengthened and the successes for companies in sparsely

populated areas has generated a greater sense of conviction that technological innovation can make a difference to small companies.

The project shows that companies are interested in near-future benefits, while researchers are more interested in the pursuit of knowledge. The challenge for the co-ordinator of such a project is to match these two ambitions. Time and resources are necessary to support the functioning of such networks.

Duration of Project: January 2002 – September 2004

Funding: Total cost: €1,300,000, of which €650,000 European Regional Development Fund contribution (Aragon Region contribution: €400,000 and private sector contribution €250,000)

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Technological Forums – introducing technology to SMEs responding to their needs
Murcia - Spain

The Murcia Region of Spain piloted Technological Forums to help to introduce new technology into SMEs in the region. Designed in collaboration with the SMEs themselves, the Forums have stimulated SMEs to work together and to identify new technological solutions in their businesses.

The two objectives of the project were to create new tools for technology transfer responding to company needs and to develop closer links between Technology Centres and industry. A total of 23 Technological Forums were organised in the metal, footwear, handcrafts, furniture, food and canning, and marble sectors. Each Forum was designed by an advisory committee involving SMEs, while they were organised by the Technological Centres in the region, co-ordinated by the Regional Development Agency. Both the new technology introduced to SMEs and the process of designing the Forums was innovative for the region.

The Forums took place as planned over the project duration, although the process of integrating new technologies into SMEs is a longer term process. There is evidence of new products and techniques being introduced. In addition, the process involved is continuing with financial support from the region, with further Forums being developed to respond to SME needs.

Meeting the Lisbon objectives is not only about injecting money into the science -technology-business system, but also about creating and fostering the right environment and spirit amongst the partners. There is need for public intervention to create business networks and clusters, promote contacts and lasting relations between universities, technological centres and businesses, as well as to familiarise entrepreneurs with innovation management tools and services. The Technological Forums and the advisory committees organising them have been instrumental in this regard.

The Forums have encouraged co-operation in sectors known for intense competition. They created sufficient common interest in technological development that company managers now decide together in the advisory committees about content of future technological forums from which they all hope to benefit. The formula for the design of the Forums created an active public-private partnership where demand and supply, and scientific and practical backgrounds found consensus for mutual benefit.

Duration of Project:

January 2002 – September 2003

Funding:

Total cost: €337,000 of which €270,000 European Regional Development Fund contribution

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Technology Transfer through Technology Clinics
Central Macedonia - Greece

The Region of Central Macedonia piloted an innovative approach to technology transfer through the establishment of 9 "technology clinics" which brought together technology providers with SMEs. The needs of 110 SMEs were audited and 30 projects implemented the resulting action plans. Concrete results can be seen in, for example, energy cost savings.

The project's objectives were to increase technology transfer to SMEs in Central Macedonia, to create stronger links between technology providers and SMEs, to develop projects in SMEs based on real needs and to instill a culture of strategic operational planning in SMEs based on innovation. The project was implemented by the Centre for Research and Technology Hellas in partnership with research and educational institutions, social partners and regional authorities.

9 Technology Clinics in different thematic areas were designed and piloted through two phases, one involving the design of the intervention, awareness raising with SMEs, and technology audits with the SMEs. The second phase concerned the implementation of customised action plans to target company needs and drawing up best practice case studies to record the process.

The process introduced innovation to SMEs in the region. In addition, the mechanism of technology clinics for transfer of technology between research organisations and SMEs was an innovation for this region. Also innovative was the participation of SMEs in terms of contribution of financial resources (no "in kind" resourcing was allowed).

110 companies participated in the Technology Clinics and the private sector contribution exceeded the forecast by 11%. Each company was audited in relation to the theme of the different clinics and a report was drawn up identifying needs and proposing solutions. For 44 companies, action plans were proposed and evaluation of the proposals by the SMEs resulted in the selection of 30 customised plans that were pilot implemented. The longer term impact is the cooperation developed between the providers and the SMEs, strengthening the region's innovation system.

The project demonstrates that for such technology transfer activities to be successfully designed, knowledge of the real needs of SMEs, of the regional innovation infrastructures and the technology providers is essential. For effective implementation, a flexible partnership is necessary along with effective co-ordination.

Duration of Project: January 2002 – December 2004

Funding: Total cost: €406,524, of which €275,208 European Regional Development Fund

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Leading by Design: Introducing Design to SMEs
South West England - UK

The Leading by Design project worked with SMEs , designers and intermediary organisations in the South West of England to develop a better understanding of design and its value to business. It also set out to improve designers' understanding of business to enable them to break into new markets . 362 SMEs attended introductory design workshops and 36 companies were intensively supported to introduce design into their businesses.

The objective of the project was to develop more innovative, profitable and sustainable businesses in the region through the use of design . The project aimed to encourage business intermediaries (business support organisation, financial institutions, universities, etc.) to offer design as a possible business solution , to stimulate the region's awareness of the benefits of design and to promote design to creative industries as a relevant sector within the region.

Leading by Design was led by Business Link Wessex and delivered in two phases. The first phase of the project was delivered in partnership with the Design Council which also provided the 'tools' to be used at the workshops organised to launch the project. The workshops targeted business intermediaries, designers and SMEs and conveyed the initial message that design is an investment, not a cost.

The second phase was a programme for SMEs involving the SMEs, designers, mentors and intermediaries working together through a linked progressive programme of events, diagnostics, clinics and mentoring.

Innovative workshops using new tools gave SMEs the opportunity to experience the importance of design for the business and how it can contribute to business performance. Another innovative element was the involvement of the intermediaries and possibility to demonstrate to them, as potential investors, the importance of design to the future profitability of a business.

362 SMEs attended the workshops, while 36 experienced the design diagnostic. 26 of these proceeded with design projects, while 16 intended to start their design projects after January 2006.

The principal impact on businesses taking part in design projects has been in developing intangible assets. The project also stimulated awareness and generated long -term interest amongst SMEs regarding the benefits of design as an essential business planning tool. Another outcome of the project has been the increased networking and cooperation between designers and design agencies in the regions.

The South West Regional Development Authority believes the project could be easily transferred across the region and indeed the UK. On the strength of the learning and the knowledge acquired

the Regional Development Authority is planning to run a new design for business program me called Designing Demand, which will be implemented in three English regions.

Duration of Project: September 2004 - December 2005

Funding: Total cost: €575,549 of which €287,775 European Regional Development Fund contribution

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Knowledge RICH – Regional Innovation Clearing House
Yorkshire and Humberside - UK

Yorkshire's Knowledge RICH programme captured the scientific and technological knowledge and expertise of the region's universities and delivered this knowledge via an online portal. It was delivered directly to businesses and business support communities of the region, with the aim of accelerating the uptake of technological innovation.

The objective of the Knowledge RICH (KR) programme was to develop and pilot in five Yorkshire Forward Priority Clusters a Regional Information and Analysis service to assist and inform businesses and business support agencies, thereby enhancing the innovative and technological capacity of the region's businesses.

To achieve this several actions were put in place. The **Technology Observatory**, like a short-term foresight, 'translated' impending issues, industry changes and legislation affecting the clusters. The **Regional Expertise Database** provided access to technology experts from the region's universities while the **Opportunities Bank** sought to provide access to unexploited intellectual property rights and physical assets.

Bringing the region's universities, businesses and public sectors together to work together and share experiences in order to develop Knowledge RICH was an innovative approach to giving the region a competitive edge. The programme also developed and tested a range of new concepts in support of innovation and knowledge transfer.

The steering committee for the programme included members from the region's universities, industrialists and a representative from each of the five priority clusters. This partnership ensured that the project was integrated well into the region's overall innovation strategy.

This pilot programme enabled Yorkshire Forward to test a broad and innovative range of mechanisms and approaches and proved to be valuable learning tools. The programme's strategy featured a number of key innovative measures for delivering knowledge to the region's SMEs. Amongst the most successful were: the proven feasibility of adding value to existing university databases to the benefit of both universities and collaborating companies; the practical development of new support mechanisms, particularly the Regional Expertise Database; the use of the 'clusters' approach to create and deliver more relevant and valuable content; and the successful stimulation of greater industry/academic collaboration to enhance technological innovation.

With the development of Knowledge RICH as a mainstream programme of the Regional Development Authority, the project has multilateral connections with strategic programmes on both the supply and demand sides, with KR acting as a prime information delivery mechanism for some, and supporting others with a supplementary source of knowledge.

Duration of project: January 2002 – August 2004

Funding: Total cost: €5,370,000 of which €2,159,000 European Regional Development Fund contribution

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Pre-Seed Fund: financing entrepreneurs before the creation of the company
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Niederösterreich - Austria

The Pre-Seed Fund fills a gap in the financial market Niederösterreich, financing entrepreneurs at the very early stage, before the creation of the company. Following the successful pilot phase, the Land has decided to extend the Fund in the future

In addition to the financial support, the Pre -Seed Fund also provides coaching to the entrepreneur through consultancy assistance in accounting, fiscal, legal and patent related issues.

The Fund is implemented by three partners: the Land, a financial organisation part owned by the Land and part owned by private investors, and a publicly owned institution with a mission is to assist scientists and entrepreneurs in the process of developing and commercialising innovative ideas.

The main innovation lies in the fact that the Pre -Seed Fund provides loans to people with an innovative project or start up idea in order to accelerate the start -up process. A second innovation is the coaching provided. A third innovation consists of the ideas which are supported by the Fund, all in the field of technological innovation.

In its experimental phase, the Pre -Seed Fund supported the establishment of seven companies, which led to the creation of 20 new jobs and diversification of markets for the products of the new companies. The Land intends to extend the Fund in the future and build on the experiences gained.

The Pre-Seed Fund targets only a very limited number of innovative and technology oriented business ideas. But the impact on the region is significant. Apart from the foundation of the new companies, the experiences gained have helped to create a positive innovation culture and to establish it as a technology region. Critical success factors identified were the professionalism of the team managing the project, including experience in risk capital and assessment of the viability of projects, and the provision of coaching to the entrepreneurs in addition to the loan.

Duration of Project: a) 02.2002 – 10.2004: as a pilot action within Innovative Actions.

b) From 28.10.2004: as a specific fund (ie. it is sustainable).

Funding: a) € 895,000 (50% regional, 50% European Regional Development Fund; the last funds were spent in May 2005) .

b) € 500,000 (30% private; 35% regional; 35% European Regional Development Fund)

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Idea and Seed Fund: revolving loan funds for high tech start-ups Free and Hanseatic City of Hamburg (FHH) - Germany

The City of Hamburg has established revolving loan funds for high tech start-ups, which have attracted significant private sector funding. Early results suggest a good return on investment with 150 jobs created and loan repayments projected to start in the next year.

In view of a shortage of financial resources for high-tech project ideas and high-tech business start-ups, the Innovation and Technology Department of the State Ministry for Economic and Labour Affairs, in charge of the RIS++ Hamburg programme, decided to extend the existing support and financing system for young entrepreneurs and young high-tech companies in the city of Hamburg with two complementary financing tools:

- an Idea Fund targeted at young entrepreneurs for the funding of pre-competitive high-tech business ideas in the pre-seed phase and
- a Seed Fund for the funding of young high-tech companies in the seed phase.

The **Idea Fund** supports the feasibility evaluation of technology-oriented business ideas in technological key sectors which can lead to marketable and sustainable products and therefore to sustainable high-tech start-ups. The **Seed Fund** grants entrepreneurs intensive support and stronger financial backing until they are supported by venture capitalists or other institutions.

The Funds are innovative in a number of ways. Coordinated support is provided involving expert advice as well as funding. The start-ups supported are dealing with innovative technologies. The Fund concept is based on public private partnership and the public funds are used as revolving resources instead of grants. A further innovation was the public call for proposals, *Idea Competition for the Set-up of a Seed Fund*, which facilitated the rapid establishment of this Fund.

The **Idea Fund** is managed by TuTech Innovation GmbH, a company formed in collaboration between the innovation support and university institutes of Hamburg. The **Seed Fund** is managed by MAZ level one GmbH, a company specialised in the financing and support of young Technology businesses, which was founded in 2000 as the result of a management buy-out from a Technology Transfer organisation of the City of Hamburg. TuTech Innovation provides the support measures to the start-ups receiving support from the Seed Fund.

The Idea Fund supported 16 business ideas; 81 jobs were created; and over 20 patents were filed.

By August 2006, the seed fund had agreed 10 investments, some in co-operation with other investors. In total, €22 million was invested in young businesses, demonstrating a very significant leverage effect, based on a public investment of €3 million. 69 new jobs were created. Meanwhile, over 10 private investors have taken a share in high-tech start-ups, whose creation was only possible through the seed fund. These include international venture capitalists, business angels and medium-sized venture capital companies.

Further public funding has been provided for 2007 and 2008, at which stage it is hoped the supported start-ups will start paying back the loans received.

The set-up of the idea and seed funds allowed the City of Hamburg to bridge a gap in the financial support to young entrepreneurs and young high-tech companies. Within a short period of time several business ideas could be supported by means of the two funds. The resulting new companies and new jobs further contributed to the economic situation of the City of Hamburg. Over the medium to long term, due to the revolving nature of the funds, further financial resources are expected for the City of Hamburg. It is important to notice that while the Idea Fund in Hamburg could have been put in place without the ERDF support, the same cannot be said for the Seed Fund.

Duration of Project: March 2002 - May 2005

Funding: Total project cost: €7 million, €1.5 million European Regional Development Fund, €2.5 million FHH (City of Hamburg), €3 million private co-financing.

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La préincubation: une étape importante dans un accompagnement des projets, de l'idée à la réalisation
Basse-Normandie - France

La région Basse-Normandie a souhaité donner aux porteurs d'idées innovantes toutes les chances de parvenir à une création d'entreprise ou un transfert technologique par un accompagnement personnalisé en amont de la phase d'incubation.

L'incubateur de Basse Normandie a constaté une lacune dans l'accompagnement des porteurs de projet : aucun dispositif existant ne s'intéresse au déclenchement de l'intention et à la mise en forme des idées, qui forment une phase cruciale du développement futur d'un projet.

L'outil pilote pour la maturation de projets d'innovation: "l'Etape de Pré-incubation et d'Innovation" ou EP2I, doit pallier cette lacune. Il fonctionne sur la base d'appels à idées et d'un accompagnement personnalisé par les principaux acteurs régionaux de la valorisation et de l'innovation de Basse-Normandie, et finance toute action nécessaire à la maturation de l'idée : études techniques et scientifiques réalisées avec l'aide des laboratoires de recherche, préparation du dépôt de brevet, expertise, consultance, études économiques et commerciales...

L'action est portée par la cellule de valorisation de l'Université de Caen en partenariat avec les laboratoires de recherche, les services de valorisation des universités, l'incubateur, l'O SEO ANVAR, le Conseil régional et les partenaires industriels.

L'innovation réside dans l'accompagnement des projets à un stade précoce, dès l'expression de l'idée, et dans la collaboration de différents acteurs, privés et publics qui n'ont pas toujours l'habitude de travailler ensemble autour d'une idée.

Les résultats sont positifs : 9 projets accompagnés, 1 entreprise créée, 1 projet en cours d'incubation, 3 potentiellement « incubables » et 3 projets de transfert de technologie.

EP2I a permis de renforcer les interactions entre acteurs bas-normands de l'innovation et prend pleinement sa place dans la chaîne des aides régionales pour les porteurs de projet, allant de l'émergence de l'idée à la création de l'entreprise ou au transfert de technologie. Il doit constituer une des priorités du pôle de recherche et d'enseignement supérieur en cours de constitution dans la région.

Durée du projet: 2004-2005

Financement: 290 462 € au total, dont 139 718 FEDER , 64 715 Région, 58 937 structures d'accueil (laboratoires, universités)

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Bioinitiative-Scouting programme: an effective methodology to promote research/industry cooperation and technology transfer in the Biotechnologies sector
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Lombardia - Italy

The Lombardy region supported a Scouting Programme aimed at developing the huge but unexploited potential of the regional public research in the Biotechnologies sector and at promoting an effective technological transfer policy. Run by a financial institution in a public/private partnership, the programme adopted a tailor -made approach to ensure an exhaustive screening of the existing research projects and to assess their potential for the market. After 3 years, 178 projects were disseminated resulting in more than 20 spin -off projects and almost 30 industry/research cooperations.

An important part of the Italian industry and research in Biotechnologies sector is concentrated in Lombardy. Despite that, the industry/science relationship was extremely weak and the results of the public research system were insufficiently translated into a commercial outcome. The aim of the Scouting programme was therefore to draw a clear map of the on-going research projects in the regional universities and laboratories and to assess their actual potential for industrial purposes in order to help them finding the appropriate support to start a technology transfer process.

Promoted by the regional financial structure and the industrial association, the programme received the support of all the regional scientific institutions. During the 3 years duration of the programme, 3 scouting sessions were organised, consisting in the following steps: meeting with the existing regional research groups and screening of the on-going research programmes; establishing and disseminating a personalised portfolio of potential industrial outcomes; accompanying the technology transfer process towards the creation of a spin-off or an industrial partnership for some selected projects.

To run the scouting activities a small group of recognised experts as well as a managing structure experienced in technology transfer were appointed. To be effective, the methodology developed was pragmatic and not based on standardised tools:

- a door to door approach ensuring an exhaustive survey and more direct contacts with the researchers;
- skilled management from the industrial research sector establishing project selection criteria in line with market requirements;
- the involvement of an innovative financing institution from the beginning of the process providing personalised and advised support.

The results were extremely encouraging as 178 projects were disseminated resulting in about 50 cases of technology transfer. The Scouting methodology was therefore consolidated and transferred to other relevant industrial sectors for the regional innovation strategy.

Duration of project: 2003-2006

Funding: €785,200, of which €100,000 ERDF (62.5% Regione Lombardia, 6.11% Finlombarda and 19.1% private contribution).

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INFORMATION SOCIETY

FREEDOM: using digital information systems to develop smart, PDA -based guiding system in a museum

Bremen - Germany

A company specialised in digital information systems developed a smart, PDA (personal digital assistant)-based guiding system to be used within museums and tourist sites and pilot implemented the project in partnership with a museum of Bremen .

The smart guiding system developed for the Überseemuseum (Museum of populations, nature and trade history) of Bremen provides visitors with a little pocket PC (PDA) to receive information on the exhibited museum items they are looking at, without having to follow a specific tour, simply by pointing the device at a infrared beacon located near the item. The portable device transmits oral and written information, shows pictures, graphics or little films concerning the exhibited item and provides also background information for which there is no physical space in the museum. Further information can also be downloaded from specific terminals to be taken home on CD by the visitors.

Visitors or groups, such as school classes, can also prepare their visit to the museum on the Internet. They can save research done previously and download it on the PDA system during their visit.

With FREEDOM the objective to connect an intuitive content -management system with a PDA-based multimedia-guide could be materialised for the first time in Germany. It allows the publication of information via different channels (internet, terminals, PDAs, print-catalogues and CD-ROMs) without multiple editing processes.

The project was divided into two main stages:

- development of the system - by the company Informationsgesellschaft,
- editing of the scientific content - by the co-operating museum.

The project was implemented by InformationsGesellschaft, a company specialised in digital information systems and communication design, in cooperation with the Überseemuseum of Bremen which was responsible for editing the scientific content.

The project gave the "Überseemuseum Bremen" the possibility to offer visitors new and innovative services. The museum has become more attractive and defined its quality by using new techniques. Through the rental of the guiding system to visitors, the museum also increases its income. Furthermore the product developed by InformationsGesellschaft was nominated for the German Multimedia Awards 2006 in the category mobile applications and consequently ranks among the 5 best mobile applications of the year in Germany.

Museums and exhibitions are in perpetual change and have to adapt to new trends and technologies. The implementation of the PDA based system in the Überseemuseum makes the

museum more attractive, innovative and interesting. The whole region benefits as it can attract more visitors and tourists

Duration of Project: August 2004 – June 2005

Funding: Total cost: €260,000, of which €36,050 European Regional Development Fund contribution

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SIVR: En Route Passenger Information System
Canarias - Spain

Public authorities, a public transport company and local high-tech companies in Gran Canaria developed a prototype of an *En Route Passenger Information System*. The physical element of the project allows passive consultation and active planning of intra-island travel and provides a terminal for on-the-ground transport company staff. The software developed contains the nucleus of an inter-modal inter-island traffic information system.

The project was developed as part of the Canary Islands ' medium term policy to increase the application of ICT in integrated management of public transport in combination with the region's long term policy to improve public transport systems for inter- and intra-island mobility. In addition, a wide-spread use of the results, leading to increased and more efficient use of public transport in the Canary Islands, would be beneficial for the promotion of the region, better use of available energy and reduction of noise and air pollution.

The project financed the design, development and testing of the prototype totem-like device which provides travellers with information. The project consisted of several stages of hard- and software development and testing the link as a terminal for the transport agents on the ground connecting to their back office data. In a later stage and after more tests, the prototype should be integrated into the transport system of Gran Canaria and it should become the kernel of the inter-modal transport concept for the Canary Islands.

The project was technologically innovative, in that the software developed could combine secure internal data-transmission with user-friendly public-oriented information. For the companies involved, the project meant a boost of experience with new technology, which they hope to be able to use for further commercial developments. Simultaneously, the project experimented with the provision of different types of information (transport, tourism, public and restricted data, commercial advertising) and different modes of transmission (GSM, PDA, on-screen) which will mean that many travellers and transport company staff on the ground will use new ways to access information, including for handicapped travellers since the device is adapted for their use also.

The initiative for the project came from the public authorities but included financial involvement and commitment of transport companies and technology enterprises. A crucial element throughout the process remained the commercial viability of the project as the prospect of long term profit for the transport companies was considered to be the best incentive for their participation. The Managing Body succeeded in interesting companies for this long-term project from which island and municipality administrations and finally the general public hopes to benefit without significant public investment.

The project's impacts are not yet fully realised. The prototype has been created and promoted and negotiations are ongoing with interested transport companies. Wider implementation of

the results of the project will offer travellers in the near future more and new means to access information about their journey and to plan trips and it will allow transport companies to be more accurately informed about their fleet and staff and as a result better able to fulfil the demand for punctual services. In the long run, the project will contribute to a more comfortable, thus wider used public transport system and as such contribute also to a more sustainable environment.

Duration of Project: November 2004 – December 2005

Funding: Total cost: €173,184 of which €138,547 European Regional Development Fund contribution

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Préfiguration d'une école d'ingénieurs TIC pour la Zone de l'Océan Indien
La Réunion - France

La Réunion souhaite renforcer les compétences de sa population en créant une école d'ingénieurs des technologies de l'information et de la communication (TIC) pour la zone Océan Indien (Réunion, Maurice, Madagascar). L'objectif à moyen terme est de mettre en place, autour de cette école, un pôle de compétitivité régional en matière de TIC.

Ce projet s'inscrit dans la politique menée dès 1991 par la Région en faveur du développement des TIC : étude sur les coûts de télécommunications, sensibilisation et formation des professionnels, création du Téléport Réunion, création d'une Association Réunionnaise des professionnels des TIC (ARTIC), déploiement d'un réseau régional à haut débit. Il repose sur le constat de la faiblesse de l'offre de formations TIC à La Réunion, dressé par une étude commanditée par la Région.

A partir d'une étude de faisabilité sur la création d'une Ecole d'ingénieurs et en collaboration avec l'Université et l'ARTIC, la Région et l'Université se sont mis d'accord sur un scénario et un contenu pédagogique et le dossier a été soumis à la Commission du Titre d'Ingénieur du ministère de l'éducation nationale. Parallèlement, le Groupement des Ecoles de Télécommunication négociait pour la Région avec les Universités de Maurice et de Madagascar, le projet étant de mettre en place une école commune aux trois îles.

L'innovation est un des résultats escomptés de la création de cette école : en intégrant formation et recherche, l'école permettra à La Réunion de se doter de compétences de pointe. L'école jouera également le rôle d'un pôle d'animation et de prospective pour toute la filière TIC qui est une des rares filières de l'île en croissance. L'innovation est également institutionnelle : en prenant en charge ce dossier, considéré par la direction de l'enseignement supérieur de la Région comme un dossier ne relevant pas de sa compétence et non prioritaire (la priorité va à la lutte contre l'illettrisme numérique dans une région qui compte 29% de chômeurs), la direction TIC l'a fait progresser d'une façon innovante. Les entreprises des TIC ont en effet été associées à la définition des cursus, ce qui a permis de prendre en compte leurs besoins réels et de donner une orientation pratique à la formation proposée. L'Université a apporté son expertise pédagogique ainsi que sa crédibilité vis-à-vis des Universités de Maurice et Madagascar.

Le projet a été difficile à monter en raison des rigidités administratives et des difficultés de communication entre différents métiers et différentes cultures sur un sujet transversal tant sur le plan thématique (formation, TIC, coopération régionale) que sur celui des compétences (Région, Etat, Université, entreprises). La Direction TIC a joué un rôle d'interface entre entreprises et université. Le projet de cursus a été proposé par l'Université à la Commission du Titre fin 2006 et la Région est en attente de l'agrément du ministère de l'éducation nationale.

Durée du projet: 2001-2006

Financement: 125 000 € dont 97 000 € FEDER (études et séminaire)

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Expérience de démocratie participative à l'aide d'Internet dans la communauté de communes de l'Atrébatie
Nord-Pas de Calais - France

Ce projet de démocratie participative, utilisant les technologies de l'information et des communications, a permis aux élus de la communauté de communes de l'Atrébatie d'enrichir leur réflexion sur un projet d'implantation d'éoliennes grâce à un débat structuré organisé entre les citoyens.

L'objectif était de permettre aux citoyens de participer aux discussions sur un projet d'implantation d'éoliennes, d'abord sur internet puis dans le cadre d'une réunion publique.

Sur internet, les citoyens ont décidé des questions prioritaires à aborder (des personnes relais dans les cybercentres et les mairies ainsi qu'une communication sous forme papier ont permis à ceux qui ne disposent pas d'accès internet de participer).

Une réunion publique a ensuite été organisée pour débattre de ces questions, suivant des règles strictes présentées sous la forme d'une charte publique : ces règles régissaient le nombre et le temps de parole des experts et élus venu introduire le sujet et garantissaient l'expression de chaque participant. Les propositions d'enjeux, leur évaluation et les comptes rendus des travaux ont été publiés sur Internet, afin de garantir la transparence des débats.

L'innovation du projet réside dans la complémentarité des modes d'information (en ligne et sur papier) ainsi que dans le mode de d'organisation et de structuration des débats. Dans un pays qui n'a pas de véritable tradition de démocratie participative, l'innovation réside également dans l'organisation d'un véritable débat citoyen avant une prise de décision engageant le développement territorial.

Le projet a été mené par la communauté de communes de l'Atrébatie (CCA) en partenariat avec la Région et avec le soutien d'un consultant et de bénévoles issus des milieux associatifs ou du privé. La Région et l'Atrébatie avaient déjà noué des partenariats dans le domaine des technologies de l'information et de la communication . Le consultant, qui avait mené une expérience similaire dans une autre région française, a apporté une méthode de structuration des débats tout en respectant les grands objectifs fixés par le président de la CCA.

S'agissant d'une première expérience de démocratie participative en Atrébatie, les objectifs ont été atteints : plus de 90 propositions ont été faites et c'est plus de 19 enjeux que les habitants ont évalués et classés par ordre de priorité. Par ailleurs, 120 personnes ont participé aux débats publics (soit 2 % des adultes de la CCA). L'usage du site web a permis de rendre disponible une abondante information contradictoire, ce qui n'aurait pas été possible sous forme d'envoi papier: 40 visites par jour pendant 1 mois et demi, 130 inscrits sur le site, 60 personnes ont évalué les priorités proposées par leurs concitoyens. Le débat a permis de faire émerger les vrais enjeux et de poser des questions auxquelles les élus pensaient mais sans oser les aborder, comme celle de la propriété des terrains où sont implantées les éoliennes.

La structuration du débat et la méthode employée ont ainsi permis à la population de l'Atrébatie de participer à la réflexion et faire remonter des questions importantes et des propositions nouvelles. L'analyse des élus et les propositions envoyées à la Préfecture, qui doit élaborer un schéma régional éolien, s'en trouvent renforcées.

Durée du projet: Mai-décembre 2005

Financements: 12 000 euros dont 5000 contribution FEDER

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Accès public aux services et contenus numériques dans les zones rurales et urbaines en difficulté: mise en réseau et professionnalisation des centres d'accès public

Provence-Alpes-Côte d'Azur - France
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Afin de lutter contre la "fracture numérique", la région Provence-Alpes-Côte d'Azur a labellisé comme "Espaces Régionaux Internet Citoyen" (ERIC) 120 centres d'accès public à Internet et a créé une plate-forme de collaboration ainsi qu'un fonds de soutien aux initiatives innovantes en vue de stimuler leurs activités.

La région Provence-Alpes-Côte d'Azur (PACA) a créé et/ou labellisé 120 centres d'accès publics à Internet, en particulier dans les quartiers urbains difficiles ou les zones rurales isolées. Le projet ERIC (*Espaces Régionaux Internet Citoyen*) professionnalise les animateurs de ces lieux, les met en réseau et soutient le développement de services et contenus. A terme, l'objectif est de faire de ces ERIC de véritables pôles de ressources pour des projets en faveur de la diffusion des usages des technologies de l'information et de la communication (TIC), décidés dans le cadre des différentes politiques locales.

Les ERIC assurent auprès de la population des fonctions d'accueil et d'orientation, d'animation, d'insertion, de formation et professionnalisation. La Région accompagne leur activité par une aide au montage des projets, l'organisation de rencontres physiques, l'encouragement à des projets collectifs, des actions de formation communes ainsi que par la création d'une plate-forme internet de collaboration. La région a ainsi mis en réseau de multiples structures hétérogènes par leur statut (associations, collectivités locales), par leurs champs d'activité (culture, formation, emploi, insertion...) et par leur mode de fonctionnement (structure fixe, cyber bus, dispositif en étoile pour desservir des zones isolées) auxquelles elle a insufflé une nouvelle dynamique. Elle a intégré différentes sources de financements publics et a suscité de nouvelles collaborations entre des organismes divers (l'Agence Nationale pour l'Emploi, diverses associations, les établissements scolaires, les centres sociaux, les missions locales pour l'emploi etc.).

La gestion du projet a été confiée à la mission Technologies de l'Information et de la Communication (TIC) du Conseil Régional, nouvellement créée. Les contacts réguliers entre la mission TIC et les ERIC ainsi qu'une communication claire ont permis de rendre lisible l'action du programme pour les porteurs de projet. Les ERIC ont été associés à la définition des animations et des formations proposées, ainsi qu'aux développements fonctionnels de la plate-forme internet créée pour eux, ce qui a permis une bonne prise en compte des besoins.

Les ERIC ont constaté un accroissement de leur fréquentation lié à la création d'un nouvel espace et de postes supplémentaires d'animateur, aux nouvelles activités développées et à une meilleure visibilité. La diversité des publics atteints et leur mise en relation sont favorisées : demandeurs d'emplois (en majorité et souvent des femmes), étudiants ou salariés, jeunes et retraités.

Les ERIC semblent bien s'inscrire dans la dynamique de projet qui leur est proposée : ils ont obtenu le financement de 25 projets en 2 ans par un Fonds de Soutien aux Initiatives Innovantes. Ces projets bénéficient d'une subvention de 25 000 euros (ou 40 000 euros pour des groupements de projets afin d'encourager les partenariats) dans différents domaines jugés prioritaires par la région : l'insertion et l'emploi, la participation des citoyens, la formation ouverte et à distance, la création artistique et culturelle, l'administration électronique ...

La Région mise sur la montée en charge progressive des ERIC et sur les relais offerts par les collectivités locales, les services d'Etat et le milieu associatif local pour les aider à développer leurs activités. A terme, la Région souhaite les amener sur des tâches de développement local : certains ERIC s'apparentent déjà à des centres de ressources de par la diversité des publics et des activités qu'ils regroupent.

Fiche complémentaire : « Plate-forme régionale de services des Espaces Régionaux Internet Citoyen », région PACA

Durée du projet: Janvier 2002-Décembre 2005

Financements: Coût total, 3,6 millions d'euros dont 1,3 millions FEDER

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Plate-forme régionale de services des Espaces Régionaux Internet Citoyen
Provence-Alpes-Côte d'Azur - France

La plate-forme régionale de services pour les Espaces Régionaux Internet Citoyen (ERIC) doit améliorer la diversité et la qualité des services délivrés par les ERIC (lieux d'accès public et de formation aux technologies de l'information et de la communication), et accompagner leur développement, leur professionnalisation et leur reconnaissance par les acteurs locaux .

L'objectif de la plate-forme de services est de favoriser les échanges entre 130 "Espaces Régionaux Internet Citoyen" et de susciter une dynamique forte de projets au sein du réseau des ERIC en vue de leur permettre de développer et pérenniser leurs activités, aussi bien via la mise en place de nouveaux services dédiés à des groupes sociaux particulièrement éloignés des technologies de l'information et de la communication - TIC (seniors, demandeurs d'emplois, handicapés...), qu'au travers d'un positionnement progressif comme centres locaux de ressources au service des acteurs des territoires (collectivités locales, associations, organismes consulaires...).

La plate-forme physique et virtuelle est coordonnée par la Région et animée par un cabinet de consultance, l'association *Toulon Var Technologies*, et le *Comité régional d'éducation populaire et sportive* (CREPS), établissement public dépendant du ministère de la jeunesse. Il s'agit d'une animation du réseau et de formations, sous la forme :

- d'animations territoriales qui réunissent des ERIC, des responsables de collectivités, d'intercommunalités et d'associations, et permettent de dégager des pistes de coopération possibles;
- d'ateliers thématiques (sur l'emploi/insertion, l'e-administration, la création artistique, les outils collaboratifs etc.);
- de rencontres régionales réunissant ERIC, développeurs territoriaux, experts invités et élus, où sont diffusées les informations régionales et où sont présentés les projets des ERIC ayant obtenu les financements d'un "Fonds de Soutien aux Initiatives Innovantes";
- des projets communs aux ERIC, qui ont pour but d'élargir la vision des responsables des ERIC;
- d'une animation en ligne, sur Internet : le site web créé pour les ERIC offre un outil collaboratif permettant d'y publier des informations sans apprentissage du langage HTML, un annuaire, un calendrier des événements ; il présente également des comptes rendus, des documents et des appels à projets;
- des actions de qualification et de professionnalisation réalisées par le CREPS.

Au delà de l'outil en ligne, il s'agit de mettre en place un véritable « centre de ressources » destiné à créer une dynamique d'échanges entre les communautés d'acteurs. La mise en œuvre de la plate-forme de services par le biais de marchés publics est particulièrement innovante au sein de la Région. La procédure (appel d'offres ouvert de « prestations intellectuelles » à bons de commande, sur 2 ans) a permis de désigner trois opérateurs aux cultures professionnelles distinctes : un cabinet de conseil (Proposition), une association (Toulon Var Technologies) et un établissement public (le CREPS). Ce mode d'organisation a

permis à la Région de faire évoluer dans le temps et en fonction des besoins les services mis à disposition des ERIC, et la diversité des cultures professionnelles des opérateurs a favorisé l'enrichissement des actions de la plate-forme de services.

Toutes les décisions prises pour mener à bien le projet de plate-forme de services l'ont été dans le cadre du Comité de pilotage du programme ERIC, qui réunit, sous la présidence d'un conseiller régional, des représentants des partenaires (Préfecture de région, Caisse des Dépôts et Consignations) et des techniciens de la Région. A compter de 2005, un « Comité de suivi » a réuni ces partenaires et des responsables et animateurs d'ERIC cooptés par leurs pairs, favorisant l'appropriation du projet par ses bénéficiaires/contributeurs.

Les principaux facteurs de succès de la plate-forme de services sont les suivants :

- des partenariats initiaux solides (financiers et opérationnels), avec un portage politique et une maîtrise d'ouvrage affirmés du projet, qui ont permis ensuite l'agrégation d'autres partenariats opérationnels à différents niveaux territoriaux ;
- des moyens significatifs dans la durée pour instaurer une animation de qualité et favoriser l'ancrage du réseau ;
- l'ouverture du dispositif sur son environnement de manière à multiplier les passerelles entre des domaines qui restent parfois cloisonnés : le caractère ouvert d'un réseau est la condition *sine qua non* de son enrichissement et donc de sa pérennité.

En appuyant les ERIC dans leur développement, en accompagnant leurs projets individuels et collectifs, la plate-forme de services leur permet de s'affirmer comme des acteurs à part entière du développement numérique des territoires, que ce soit dans la lutte contre l'exclusion en favorisant l'accès du plus grand nombre aux TIC (*e-inclusion*), ou dans le développement de la compétitivité des territoires régionaux (par l'amélioration notamment des compétences de la population).

Fiche complémentaire : "Accès public aux services et contenus numériques dans les zones rurales et urbaines en difficulté", région PACA.

Durée du projet : 2002-2005

Financement : 583 792,02 € dont 291 896,01 € de contribution FEDER

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TENOR- Plate-forme électronique de services de télé-santé – dossier médical partagé
Basse-Normandie - France

La région Basse-Normandie a mis en place une plate-forme régionale télématique regroupant les applications développées par différents réseaux de santé régionaux et offrant un dossier médical partagé des patients.

La plate-forme de télésanté TENOR a pour objectif de faciliter les échanges d'information entre tous les professionnels de santé (établissements publics et privés de santé, médecins, laboratoires et pharmaciens de ville) et d'expérimenter la gestion d'un dossier unique partagé des patients. Cette mutualisation des applications télématiques doit réduire les coûts de santé tout en assurant une meilleure continuité des soins entre les différents intervenants, et donc une meilleure prise en charge des patients.

Il s'agit de connecter les services de santé au réseau régional haut débit VIKMAN -Santé tout en fédérant différents réseaux de professionnels de santé existants (partage des dossiers médicaux en cancérologie, réseaux sur le diabète, la douleur, la post-natalité, Réseau d'Imagerie Régional...).

La plate-forme TENOR est constituée de plusieurs éléments :

- 1) Une **plate-forme régionale d'informations de santé mutualisées (PRISM)** permet le partage du dossier du patient.
- 2) Le **portail Manche-santé** qui comporte une section sécurisée pour les professionnels de santé offrant des outils collaboratifs et des services de visio -conférence, et une section publique publiant des informations générales.
- 3) **Les réseaux de santé** et les applications qu'ils développent pour leurs besoins.

La mise en perspective régionale a permis de relancer des projets exprimant de réels besoins, mais qui ne trouvaient pas de soutien (PRISM) , ou de mutualiser les efforts entre des projets qui se développaient de façon cloisonnée. La création d'un Dossier Médical Partagé pour les patients est une innovation en France, et la plate -forme PRISM constitue une des expérimentations régionales menées en vue de sa généralisation au niveau national fin 2007.

Le projet a bénéficié d'un partenariat fort entre le Conseil régionale, l'Agence Régionale de l'Hospitalisation, l'Union Régionale des Caisses d'Assurance Maladie, l'Union Régionale des Médecins Libéraux, et les maîtres d'ouvrage des divers projets ainsi que d'une attribution claire des responsabilités. La coordination a joué un rôle essentiel dans un projet visant à regrouper les différentes applications développées par les réseaux de santé et à mettre en place un dispositif de dossier médical partagé entre patients et professionnels de la santé.

La plate-forme PRISM est opérationnelle depuis avril 2005 sur le site de Lisieux et la messagerie sécurisée est utilisée par 350 médecins d'institution ou de ville, laboratoires, pharmacies et assure l'échange de 10 à 15 000 messages par mois. Fin 2006, PRISM hébergeait 65 000 dossiers de patients.

Cette expérience régionale a permis de faire remonter des problèmes qui se poseront inévitablement au niveau national comme la vétusté de l'équipement des médecins, et d'ouvrir la réflexion sur les différentes modalités de gestion de ce dispositif national.

Durée du projet: 2003-2006

Financements: Coût total 1 millions d'euros dont 500 000 euros FEDER

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Viedome: helping elderly people to live longer in their own homes with the care they need
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North-Brabant – The Netherlands
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With the Viedome project, the North Brabant region funded an experiment to help elderly or disabled people live longer independently, with distance care provided using new technology. The Viedome apartments now house 150 people in three locations in the region at a lower cost than apartments in traditional institutions.

The objective of the project was to marry high technology with care for elderly or disabled people to allow them to live longer independently. The project was designed and delivered through a partnership involving an experienced large health care organisation, a private technology company and a housing cooperation forum.

A complex set of instruments was developed for Viedome, including video phone, domotic tools for distant commands, cameras for surveillance and safety and alarm systems. The project became operational when apartments were fully equipped and linked up to the care centre. The apartments are for let but not for sale. They facilitate a comfortable life with personal belongings allowed and a spare bedroom for family visits. Care and security is provided with medical assistance both from a distance and on the spot. Additional services can also be accessed.

The innovation of this project is the partnership of the semi-public care organisation and the private technology company to experiment with a new form of care provision, using the benefits of information and communication technologies. Privacy is also protected and the elderly or disabled people control the amount of contact from the care centre.

At the end of the project, 150 people lived in three Viedome centres and the construction of further apartments was planned. The elderly people living in the Viedome apartments are satisfied and welcome the security offered while they maintain their independence. The project has demonstrated that the provision of such care can be affordable and, indeed, cheaper than traditional institutional care.

The success of this project is due to the personal commitment of those involved in the partnership, as well as their expertise and experience. For the project to be applied on a wider scale, a national debate and involvement of national decision makers is required. The results of the Viedome project are already feeding into this debate, given the currency of the issue of ageing populations across Europe and in the Netherlands in particular.

Duration of Project: June 2003 – October 2004

Funding: Total project cost: €427,550, of which €209,499 European Regional Development Fund contribution

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The Better Concept: Distance Learning University Courses for SME Employees
Vast Sverige -West Sweden

Through the Better Concept, three universities in West Sweden together developed demand driven courses for SME employees which were delivered using distance learning. Five 15 week courses were developed and carried out 8 times during the project in 3 university colleges and 14 learning centres with 200 participants. The region continues to fund the concept which has been developed and expanded.

The objective of the project was to promote further training of SME employees and to build confidence between universities and SMEs in the region. The following courses were developed by teams from the university colleges, based on needs analyses with local companies: Better Automation, Better Economics, Better Logistics, Better Product Development and Better Total Production Management. The courses were accredited through the normal university system and the points earned would count towards a degree. Participants met once a week in a local learning centre and had to submit project work related to real issues arising in their companies.

A major part of the project was the needs analysis and marketing of the courses to SMEs – to convince them of the benefits they would experience from their employees participating. Most course participants were in their 40s and did not have university level education. Therefore, the project had to support students not used to study.

The innovation of this project was the focus on SME needs in the courses developed by the universities and the combination of needs analysis, flexibility, examination through project work and weekly gathering in learning centres, combined with the distance learning.

The project was led by one of the 3 participating universities. The partnership involved the 3 universities, the network of learning centres in the region, the region itself and a company which had participated in a pre-pilot course.

With 200 participants from 100 companies attending the 5 courses in 14 learning centres, the main objectives of the project were achieved. Through these courses, the universities developed closer cooperation with SMEs and potential for future common work has been identified. The training led to real measurable improvements in the SMEs. Another 190 employees joined the new courses in 2005/2006. The region is continuing with the project and new variations are being developed by the universities while marketing of the courses using the network of regional innovation agents developed under another Innovative Project in the region is also being explored.

Critical success factors for this project were the commitment of the project leader, the needs analysis with the SMEs, the flexibility of the course delivery and the role of local learning centres as broker between the universities and the SMEs.

Duration of Project: February 2004 – June 2005

Funding: Total cost: €176,470 of which €88,235 European Regional Development Fund contribution

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Plate-forme de commerce électronique pour les PME guadeloupéennes
Guadeloupe - France

Les technologies de l'information et de la communication peuvent-elles contribuer à réduire l'handicap lié à l'éloignement de la Guadeloupe et à son marché restreint ? C'est le pari fait par la Région qui a mis en place une plate-forme régionale de commerce électronique, afin d'amener ses entreprises, en majorité des TPE, à intégrer les technologies dans leurs modes de production, de gestion et de commercialisation.

La plate-forme régionale de commerce électronique fonctionne depuis mai 2005 et comptait 153 entreprises adhérentes fin 2005. Ces entreprises y ont placé soit une simple galerie de leurs activités, soit un véritable site de commerce électronique avec possibilité de commandes en ligne. Outre ces galeries marchandes et un annuaire des entreprises, cette plate-forme offre une place de marché permettant aux entreprises de proposer des services et produits à d'autres entreprises, des services d'information et de veille. Une section offrant des services permettant d'utiliser en ligne des logiciels professionnels est également prévue.

Les PME adhérentes représentent différents secteurs d'activités (entre autres fleuriste, production de melons, édition de journaux, vente de petits matériels de cuisine, vente de bijoux ou de lingerie fine ...). Certaines de ces entreprises visent le marché intérieur, d'autres entendent renforcer leurs activités à l'exportation. Certaines d'entre elles avaient déjà créé un site et l'ont basculé sur la plate-forme dont la technologie semble plus souple que les solutions proposées localement. D'autres l'envisageaient mais étaient freinées par les questions de logistique ou de coûts liés à la maintenance d'un site, coûts en inadéquation avec les capacités financières de TPE. Pour ces entreprises, la mutualisation des questions de logistique sur la plate-forme et la maintenance par un prestataire assurant également des fonctions de veille technologique se traduit par la réduction des coûts tout en garantissant un produit techniquement avancé.

Ce projet global est avant tout un projet de développement économique orchestré par la Région Guadeloupe, et c'est ce qui lui donne son caractère innovant. Le développement technique de la plate-forme a été réalisé par une filiale privée de la Caisse des Dépôts et Consignations, mais sa mise en œuvre s'appuie sur un large partenariat. En effet, la mise en service de la plate-forme de commerce électronique s'accompagne d'actions complémentaires dans le cadre du programme régional d'actions innovatrices :

- sensibilisation et formation des entreprises menée par les chambres consulaires ;
- veille technologique et de marché réalisée par l'UMPEG, une union patronale représentant les entreprises de commerce, artisanat, bâtiment, tourisme.

La gestion a connu des difficultés en raison d'un manque de ressources humaines affecté au suivi du projet, et ce faisant, d'un manque de coordination. La reprise en 2007 de la plate-forme par une agence pour la promotion des investissements en Guadeloupe (l'APRIGA), association subventionnée par la Région Guadeloupe, devrait donner un nouvel essor au développement de la plate-forme.

Le projet doit servir de vitrine pour la Guadeloupe. Il doit aussi lui permettre de faire face à la

concurrence des régions voisines comme les Bermudes, pour qui les technologies de l'information et de la communication constituent un des principaux vecteurs de développement. La Région Guadeloupe envisage de proposer la plate -forme de commerce électronique à l'Association des Etats Caraïbes comme outil d'intégration économique régionale.

Durée du projet: juillet 2003- décembre 2005

Financements: Coût total 1200 000 € dont 600 000€ contribution FEDER

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Expérimentation des usages d'internet haut-débit par satellite en zone de montagne: le cas de la PME " Les éditions Le Souffle d'Or"

Provence-Alpes-Côte d'Azur - France
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Pour développer leurs activités, les PME doivent non seulement disposer d'une connexion à un réseau haut débit mais aussi utiliser les nouvelles possibilités d'usage qu'elle offre : c'est l'expérience qui a été faite avec une maison d'édition située dans une zone montagnaise de la région Provence -Alpes-Côte d'Azur.

Le projet a consisté en l'installation d'une parabole satellite dans le cadre plus large d'une expérimentation du haut débit en zone de montagne dans 21 sites pilotes (collèges, stations de ski, administrations locales, musées, entreprises). Pour la PME *Le Souffle d'Or*, maison d'édition, l'objectif était de développer des services en ligne de fidélisation par la diffusion d'informations ciblées aux clients ou prospects (lettre d'information) ; d' étoffer le contenu du site web notamment avec des contenus multimédias (extraits sonores de CD audio); de banaliser l'usage avancé de l'internet au quotidien et, ce faisant, d'accroître la productivité de l'entreprise .

La principale innovation de ce projet aura été de fournir une connexion permanente et forfaitaire à cet éditeur situé dans une zone non éligible aux offres xDSL des opérateurs de télécommunication, permettant de développer le potentiel de l'entreprise et sa compétitivité.

Les partenaires du projet sont la PME *Le Souffle d'Or* ; Hautes Alpes Développement (agence de développement économique du Département des Hautes -Alpes) qui a géré et animé le projet ; le Conseil Général des Hautes-Alpes et le Conseil régional de Provence-Alpes-Côte d'Azur qui ont co-financés le projet. Hautes Alpes Développement a étudié les aspects techniques, économiques et juridiques des offres en satellite bidirectionnel d'opérateurs de télécommunications et les a présentées sous forme synthétique à l'entreprise *Le Souffle d'Or*, qui a effectué le choix final. Les difficultés liées à la mise en œuvre et à l'exploitation du raccordement au haut débit ont été suivies avec réactivité par l'équipe projet.

La PME *Le Souffle d'Or* a ainsi expérimenté un outil qui a contribué au développement de ses activités de vente par correspondance en ligne : la réactivité de la mise à jour du site Internet a permis davantage d'ambitions éditoriales et graphiques, en augmentant la vitesse d'affichage et de téléchargement. Au delà du confort technique, le haut débit a permis à la société de développer de nouvelles compétences en matière de *e-marketing*. Dans la continuité de ces nouvelles compétences, la société a perfectionné sa gestion interne de projet en utilisant un outil de travail collaboratif pour la promotion, la communication, les ventes et la fidélisation. Les relations humaines et techniques avec les fournisseurs, et notamment les graphistes et imprimeurs, ont été améliorées par l'augmentation et la célérité des échanges de points de vue, des essais, etc.

Tous ces aspects liés au haut débit ont conduit à une augmentation d'un tiers du chiffre d'affaires entre 2004 et 2005 et à une croissance du nombre de ventes, avec 59% de nouveaux clients. Ces bons résultats ont perduré en 2006 puisque le taux de croissance du chiffre d'affaires des 8 premiers mois de l'année 2006 est en moyenne de 25% supérieur à ce qu'il était

en 2005.

Ce projet montre qu'une entreprise d'une commune enclavée a besoin d'un raccordement haut débit pour se développer. Disposer d'un site web comme c'était le cas de la société *Le Souffle d'Or* n'est pas suffisant : ce site doit être mis à jour et animé en permanence pour véritablement soutenir le développement de cette entreprise, ce qui nécessite un débit suffisant pour que ces opérations puissent se faire dans des conditions et délais raisonnables.

L'expérimentation du haut débit a créé des modes de fonctionnement nouveaux au sein de la société *Le Souffle d'Or* et entre elle et ses sous-traitants, la rendant plus compétitive et lui permettant de démarcher efficacement de nouveaux clients. Elle suppose cependant un effort soutenu d'accompagnement pour développer de nouveaux usages, en raison du manque de temps des utilisateurs et de la méconnaissance des possibilités offertes par le haut débit tant pour les pratiques professionnelles que personnelles.

Durée du projet: 2003 – 2005

Financement: 4 050 € dont 2 025 € de contribution FEDER

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YPAITHROS – Information and technology transfer to enterprises in rural areas of Crete
Crete - Greece

Through a partnership of public and private organisations, an information system was developed in Crete which provides farmers and SMEs with personalised information by text message, recorded audio messages to phones, internet and e-mail and in person. 2,500 users are registered for the service and user feedback is positive.

The aim of the project was to provide relevant, personalised information to people living in rural areas (farmers and owners of agricultural enterprises mainly) to help overcome the digital divide which prevents them accessing the information they need. The information is highly personalised and includes business opportunities, important news (e.g., weather warnings), instructions for efficient plant treatment, funding opportunities, cultural events, etc.. The service was free of charge to the users.

The project leader was a telecommunications company which worked in partnership with agricultural organisations and the prefecture of Heraklion on the design and development of the service. The Region of Crete owns the central database which holds the information.

The innovative nature of the project lies in its design and implementation: by creating an Internet-based information platform, clear processed and tailor made information is delivered directly to the users. The partnership created by the project is also innovative for the region as it combines the public sector, the research sector and the private telecommunications sector.

At the end of the project 2,500 users were registered for and satisfied with the service. Although the projections were for 10,000 users, the detailed registration form, which facilitates the personalised delivery of information, proved to be an obstacle to greater participation, although this also is one of the strengths of the service. The project leader is continuing to fund the operation of the service as a development plan is being drawn up to expand it. The Ministry of the Interior has expressed an interest in the project results which have been presented to other areas in Crete as a first step.

Critical success factors for this project were the quality of the partnership between public authorities, the research sector and the private sector, the strong involvement of the private partner FORTHnet, one of the most dynamically developing Greek companies in the Telecommunications and Internet sector, and the user orientation.

Duration of project: 24 months (2004-2005)

Funding: Total cost: €480,000, of which €247,000 European Regional Development Fund

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Testing VITAL: Regional test bed for test and validation of new mobile services
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Övre Norrland - Sweden

The Övre Norrland region in the north of Sweden created a regional test bed for testing and validation of new mobile services. 9 tests were carried out and the test bed now has 6,000 testers. Further developments are being co-financed by European and regional funds with a long-term objective of becoming financially self-sustaining.

The objective of Testing VITAL was to develop a “test service offer”, where testers in real life environments were engaged, through modern ICT, to improve the development processes of products and services in the IT and Telecoms sector. The project aimed:

- To package a service offer jointly with regional actors with previous test bed experience .
- To trial marketing and sales of the service offer and the running of selected tests .
- To identify and test business models to ensure that the test bed would be profitable in the long term.
- To identify needs for new academic research (technology, social sciences and innovation).

The university of Luleå (project manager) recruited test ers during campaigns and used its network of SMEs and larger companies to reach potential customers with products or services to test. 9 tests were executed during the project. The tests periods varied between 2-6 months including analysis and between 50 and 500 users were engaged in each test. The testing involved concept testing, scenario testing, need finding, mobile services, games , etc...

In Testing VITAL, the main technological innovation was building the test-bed using web and mobile based technologies for interaction with the end -user community. Several new service and internal work processes were defined and tested in the service pilots to find the best ways to carry out and validate the tests. The project gained new experiences in communication between testers and there are plans to explore this opportunity in forthcoming projects. End-users repeatedly engaged in service trials seem to gain a bias for innovation and gradually become a more innovation friendly market.

The project was developed jointly by the Universities in Luleå and Umeå, large IT/Telecom enterprises (TeliaSonera, Ericsson) and a dozen SMEs participated as customers in the service pilots. Commercially independent evaluators and researchers at the universities were engaged in evaluations of the service pilots. Typically, the SMEs participated as creators or owners of an innovative new service or product concept to be tested. The larger enterprises were more interested in understanding the general picture such as prosperous application fields and emerging new socio-economic patterns. The “partnership” with the testers, now comprising more than 6,000 volunteers, was fundamental to the project.

The objectives were achieved . An international reputation has been gained far more quickly and on a stronger basis than expected. This is manifested by national and international visibility and recognition as well as joint European activities (CoreLabs, Living Lab Special interest group , etc.). The project identified important academic research areas for the universities and has succeeded in taking the initial steps to establish “IT/Telecom product/service concept testing” as a new sustainable regional business sector .

Marketing and sales were carried out successfully, a large testing community was quickly established (3,000 testers) and 9 tests were carried out . The project has found further financing from the Objective 1 programme, the 6th Framework Research Programme and regional financing. Although the test bed is not yet self-financing, its reputation, maturity and the international cooperation currently being developed are positive signs for the future.

The funding from the Innovative Actions Programme provided the key initial funding to get the establishment process of the test -bed going. The project manager estimates that it has given the region a 3 to 5 year advantage as this area is now appearing on the European agenda.

Duration of Project: September 2002 –December 2003

Funding: Total cost: €1,030,000, of which €453,000 European Regional Development Fund contribution

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Football Information Technology: Introducing ICT to SMEs through enthusiasm for football
East Midlands - UK

Football Information Technology (FIT) encouraged SMEs in the East Midlands to take up training in ICT. To attract potential users the project used the popularity and branding of Nottingham Forest Football Club to attract participants. 16 owner managers completed 40 hours of ICT training and integrated the ICT dimension into their businesses.

The objective of the project was to engage SMEs in ICT training using a novel location to attract participants. Participants were introduced to eight office applications to demonstrate how ICT could be integrated into and enhance their businesses. The objective was to ensure that the businesses adopted and integrated technology and consequently improved their contribution to economic regeneration in the region.

FIT was delivered by Nottinghamshire Enterprises supported by local partners, including Nottingham Forest Study Support Centre. The difference in this project compared to a conventional ICT training course was in the delivery and the location. Participants managed a football team virtually using their newly acquired ICT skills. They also heard from guest speakers from Nottingham Forest Football Club on how ICT is used in the day to day running of the club.

Software designed to engage individuals through the management of a football club was the basis of this project and its innovation. However, it was also innovative in the following areas:

- The demonstration of community learning in a novel setting was proven attracted non-traditional learners.
- The software was innovative and specific to this project in that it was based on the management of a football club.
- The project was innovative as it used people's interest in football to develop skills in ICT.

This project successfully tested an innovative method of encouraging small business owners/managers to participate in ICT based learning. Feedback from participants on the content and level of the intervention was positive. The use of Nottingham Forest Football ground as a recognisable venue was an important factor in engagement of participants. On-going potential impact from this project is significant as the concept could be widened by targeting rugby and cricket and plans are underway to take it beyond the East Midlands region for piloting in Hungary in connection with a football club there.

Duration of Project: September 2004 - June 2005

Funding: Total cost: €93,600 of which €46,800 European Regional Development Fund contribution

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INNOVATION FOR SUSTAINABLE DEVELOPMENT

"Tanno meets Gemini": environmentally friendly building using local wood and saving energy

Steiermark - Austria

The Steiermark region of Austria co-financed the building of a "passive house" which is autonomous in terms of energy supply and is made of local wood and is affordable. Having built the house, the project leaders are now developing further projects in Steiermark and in other countries without European support.

The project brought together the actors from two previous projects: Tanno, which was a project based on the use of fir wood in construction, and Gemini, which piloted so called "passive houses" which generate as much energy as they need. The objective of the project was to bring these two competencies together to build an affordable house, i.e., at the same cost or less than that of a "normal" house. The partners for the project were an architecture firm and a building company.

The house uses solar panels on the roof to generate energy and to ensure the snow slides away. The walls are constructed with local wood, using innovative techniques to maximise insulation. Innovative air conditioning is based on a pipe which runs under the ground which cools the air in summer and can be heated in winter.

The pilot house was built under the project and it has been marketed extensively. Without EU support, the company has built seven similar buildings and sold them. The project demonstrated the interest in such environmentally friendly buildings and the fact that a market exists which is now being exploited by the project partners.

Duration of Project: November 2002 to October 2004

Funding: Total Cost: €363.000, of which €121.000 European Regional Development Fund

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INNOMAR – Innovative methods for sustainable management of marine biological resources
Crete - Greece

A partnership involving marine research organisations, local authorities and fishermen in Crete has piloted innovative methods for the sustainable management of marine biological resources. Non-used fishing catch was reared in aquaculture facilities and fast growing species were also successfully reproduced. The partners are participating in a new regional proposal for the creation of a cluster for the sustainable exploitation of marine resources.

The objectives of the project were to produce quality fishing products in a sustainable way and to increase the competitiveness of the fishing industry in Crete. The project promoter was the Institute of Aquaculture in the port of Heraklion, working in partnership with the Institute for Marine Biological Resources, the local authorities of the ports of Heraklion and Hania and the fishermen's unions.

The project tackled two challenges: making use of non-marketable catch and reproducing fast growing fish species. Undersized marketable fish were reared in aquaculture facilities, being fed with the non-marketable species. Once they reached marketable size they were sold by the fishermen. During the period of the project, reproduction of two fast-growing species was achieved.

Innovative technologies and methods were applied to the region's natural marine resources in order to maintain employment in the fishery sector and to increase its competitiveness. The partnership created was also innovative as it creates links and interaction between a traditional sector, the bio-marine research sector and local authorities.

The project created two new full time jobs so far. It is expected that, if the activity is taken over by the fishermen, more full time jobs will be created in the longer term. Based on the results of the project, the annual biomass that could be produced in the South Aegean Region is about 43 MT. It is estimated that in the third year of its operation, an activity based on this project will have amortized the investment and can be profitable.

The reproduction of two important fish species has also been a major success and it brings the Institute of Aquaculture to the forefront of the world's research for the reproduction of fast growing species. If a methodology is developed for the rearing of these species, which is quite possible, the regional economy will face a significant opportunity.

Duration of Project:

January 2003 – December 2005

Funding:

Total cost: €465,000, of which €260,000 European Regional Development Fund

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Electronic Waste Management (e-waste) – developing a system for the collection, re-use and recycling of old PCs
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Attica - Greece

The Attica Region of Greece developed a new system for the collection, re-use and recycling of old PCs, which is the first of its kind in Greece. The region has developed an integrated electronic waste management plan and the necessary know-how for its implementation. New job opportunities have been created for people from vulnerable social groups and public awareness with regard to electronic waste has been raised significantly.

The project aimed to develop an integrated management system for electronic waste in the Attica Region. There were 6 main activities in the project:

- An analysis of the current situation as regards the management of electronic waste in the Attica region.
- An analysis of current waste management practices in Greece and elsewhere in Europe.
- An investigation into PC users' and retailers' attitudes with a view to developing a feasible e-waste management system.
- Development of an e-waste management scheme in Attica.
- Pilot implementation, including training and employment of people with disabilities to work on dismantling the PCs.
- Development of a feasible business plan.

The project was managed by the National Technical University of Athens which brought together a partnership for the design and delivery which involved the regional authority, municipalities, an SME, as well as the university. This partnership was innovative for the region, involving the public and private sector and a university. The project was a first step in transposing EU directives concerning e-waste into Greece. Also innovative for this region, was the training and employment of people from vulnerable social groups in the project.

The project achieved its objectives. During the pilot phase, 248 PCs were collected, dismantled and recycled. A business plan was drawn up which was able to demonstrate the profitability of such an e-waste management system over a 10 year period. Discussions are underway among the municipalities on continuing and expanding the work of the project.

The project demonstrated that users are often unaware of the hazardous substances in their old PCs but that they are interested in recycling opportunities and are even prepared to pay a charge on their PC to cover the costs of recycling. Manufacturers and retailers in the region are less willing to get involved. A critical success factor for this project was the active role of the municipalities.

Duration of Project:

May 2003 – April 2006

Funding:Total cost: €444,000, of which €355,200 European
Regional Development Fund contribution

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Integrated traffic management centre
Ceuta, Autonomous City - Spain

Using the most advanced techniques available for traffic control, Ceuta, a small Spanish city in the north of Morocco has decreased its structural traffic congestion problem, improved the efficiency and comfort of private, public and commercial circulation and has enhanced its environmental awareness policy.

In a densely populated city where living conditions are determined by an intense mix of cultures and the specific physical conditions, it has been the overall objective to obtain a healthier and more agreeable environment. This includes reduced air and noise pollution by traffic, better traffic flow management in the city in order to limit congestion, thus improving the efficiency of the use of vehicles (also of emergency services) and increasing the safety and comfort of more vulnerable traffic users (cyclists, pedestrians). Finally, the project aimed to increase the citizens' awareness of their impact on their environment, thus working on a change of mindset.

One year after Integrated Traffic Management Centre's kick-off, all objectives have been achieved and the positive results are on a daily basis experienced by the emergency services, shop-owners, commuters, lorry-drivers, joggers, etc.. It is not possible to measure how far the long-term ambition to bring about a self sustaining change of mindset has succeeded but new measures are constantly being implemented and the general public opinion is more positive than earlier.

This project has involved three types of innovation: organisational in the sense that no precedent of similar activity which involved all relevant economic and social actors as well as the full collaboration of the public and private sector took place in Ceuta before. The integrated approach was innovative, in that many aspects of Ceuta's public and private life and population were simultaneously affected by the same measures. The project would not have achieved its objectives without the advanced technical equipment like wifi, closed TV circuits and intelligent specialised software.

The role of the Sustainable Development and Geographic Mobility Plan for the city, which was also part of the Innovative Actions programme, was important as it provided the analysis, the data, short term and structural suggestions and the framework for the project. Ceuta's Regional Ministry of Economy and Finance, through PROCESA (its Development Agency) has been actively involved as the facilitator of a the broad partnership for the project. Through this set-up the project could deliver more than just the traffic control functions. Close co-ordination led to smooth co-operation with the Department of the Environment and the local police. This made it possible to consider further developments which will lead to better security and a cleaner environment.

Contrary to the opinion of sceptics who only saw benefit for this kind of applications in larger urban environments, the most advanced systems for traffic control are appropriate also for smaller cities. Moreover, it is possible to apply them, with imagination, good planning involvement of many enthusiastic partners, in such a way that citizens can experience the

positive impact while – perhaps unconsciously - they themselves take on more responsibility for their own environment.

Duration of Project: February 2002 – December 2005 (but continuing)

Funding: Total cost: € 1,548,000 of which € 1,205,892 European Regional Development Fund contribution

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Technological Interactive Centre for Research on Renewable Energies and Renewal Hydrogen in Azores
Região Autónoma dos Açores – Portugal

The Azores region of Portugal created a technological interactive centre for research on renewable energies with particular emphasis on renewable hydrogen. The centre is now operational and is educating students and the wider public on the potential of new energy solutions.

The objective of the project was to create and install an interactive facility for the exhibition of renewable energy and renewable fuel technologies, with a special emphasis on renewable hydrogen. The project prepared the existing location to house and demonstrate the equipment for the exhibition. Prototypes of what can be produced for renewable hydrogen, electricity production and consumption were built. A library was also created.

The innovation in this project relates to the focus of the exhibition and the strategy for current and future work, involving partnership between the university and the municipality, and future involvement of SMEs.

The major partners in the project were the University and the Municipality of Praia da Vitória. The University coordinated, defined and decided on experiments to exhibit, while the municipality contributed through funding, political support, public visibility and with the interest of an end-user that will promote the exhibition for public and visitors awareness. This project allowed the start up of a deeper cooperation between the two institutions.

By the end of the project, the exhibition area was developed and it is now open to visitors with positive reactions from those who have visited. The Region aims that its citizens gain a greater consciousness that energy alternatives to the present fossil fuel society exist and that they can be implemented successfully in the Azores islands, both with economic and social advantages. It is expected that some visitors will be convinced to invest in renewable energy systems (e.g., wind turbines, bio-diesel, etc.). The centre will further promote innovation by stimulating students and their teachers to prepare new experiments and new solutions in this field. Some of the exhibition demonstrators are expected to be assembled by the students. In the future, new SMEs in the field of equipment commercialization should appear. The project will also offer a consultancy service where anyone can come and ask advice about renewable energy solutions for their own private appliances.

The EU impulse was crucial to the development of the project. Without its support it would have been impossible to implement it. Now the project is able to continue and generate its own funds.

Duration of Project: December 2003 – December 2005

Funding: Total cost: € 461.810, of which €369,448 European Regional Development Fund contribution

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