

# **Pilot Action of Excellence for Innovative Start-ups (PAXIS)**

## **ANNEXES**

**INNOVDETECT Consortium**

**Luxembourg, August 2002**

I.	ANNEX I. SUMMARY OF OBJECTIVES AND RESULTS FROM PROJECTS (PRS) AND NETWORKS (NTS) IN PAXIS .....	2
	I.A. PROJECTS.....	2
	I.B. NETWORKS.....	11
II.	ANNEX II. INNOVDETECT-AM METHODOLOGICAL TOOLS .....	16
	II.A. QUESTIONNAIRES FOR PRS AND NTS.....	16
	IIA1. QUESTIONING THE PROJECT ACTORS .....	16
	IIA2. QUESTIONING THE TECHNICAL NETWORKS. ....	17
	II.B. ASSESSING INDICATORS FOR PRS.....	20
III.	ANNEX III. MEMBERS OF THE EXPERTS PANEL.....	26
IV.	ANNEX IV. RESULTS OF PROJECTS ASSESSMENT.....	28
	IV.A. CATEGORISATION OF PROJECTS BY SUBJECT .....	28
	IV.B. BAR CHARTS PRESENTING THE ASSESSED INDICATORS.....	29
	IV.C. PRIORITY LIST OF PROJECTS.....	34
V.	ANNEX V. RESULTS OF NETWORKS ASSESSMENT.....	35

## I. ANNEX I. SUMMARY OF OBJECTIVES AND RESULTS FROM PROJECTS (PRs) AND NETWORKS (NTs) IN PAXIS

### I.A. PROJECTS

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
BESTCOIN	Co-ordinator: Iago Ltd. (UK) Dr. Carl James Fax: 44(0) 1132361284 Partners: University of Bremen, ITB (D) Fundació Bosch I Gimbera (ES) University of Aberdeen (UK) Freiberg University of Management and Technology (D) Tampere Technology Centre Ltd. (Fi)	To address the lack of consistent literature concerning how Technology Transfer and Industrial liaison is carried out.  To find a method to portray easily the university research/industrial liaison functions and to analyse and classify these functions	The Function Graph was intended to meet this objective but it was realised that it poorly represented a complex activity and was abandoned. A kind of matrix was created illustrating the frequency of UIL activities and the importance of them in the process of UIL. Useful material is offered concerning the commercialisation process. This includes information about the triggers for commercially viable research and the associated incentives. It includes an analysis of weaknesses and inhibitors to the process and some solutions based on the experiences drawn from the partner regions.
EMBRYO	Co-ordinator: University Miguel Hernández (ES) Mr. Domingo Galiana Fax: 34 966658680 Partners: University of Twente (NL)	To create a solid start-up programme that lowers the present barriers to entrepreneurship, nurtures a regional innovation support infrastructure which understand the needs of young technology-based firms, and which gives entrepreneur access to a network of investors and expert advisers. Specific objectives is to develop the role of the university UMH as a resource for innovation and as intermediary institution in the development of business innovation	Validated mechanism for detecting and selecting technology-based business ideas and entrepreneurs at the university, providing technical and business coaching and consulting. Strategic network of specialised business support. The number of start-ups that have been created thanks to the measure during the pilot project period reaches 4
EURO-ENTREPRENEURSHIP	Co-ordinator: University Nancy II (FR) Ms. Colette Coujard Fax: 33 383300565 Partners: University of Wallony (BE) University of Karlsruhe (DE) University of Umeå (SU) University of Lublin (PL) Fedil (LU)	To implement and to validate the benefits of a cross border training program for young University graduates who want to start their own business; by bringing a broader, cross border appraisal of a new business idea to reinforce the business plan of such business creators coming from University environments.	Training courses in four different locations by training experts on business environments typical of a cross border situation Dedicated support on specific business plans Reinforced business plans, which should increase the number of resulting start-ups having a lower death probability within the first five year of life time Exchange of field experience between business creators from cross border regions The number of start-ups that have been created thanks to the measure during the pilot project period reaches 5

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
EXSIF	Co-ordinator: Cea (FR) Mr. Guy Crespy Fax: 33 140561286 Partners: Cnrs (FR) Quinetiq (UK) Cnm (ES) Jrc-Ispra (EU) Cerm (FR)	To build a European network of expertise around the creation of spin-off companies based on research work by teams coming from large scale research organisations. To validate the European added value of networking public research organizations when compared to their current national operations in the creation of start-ups.	For the managers of national Public Research laboratories, they are given the opportunity to network with other European organizations on RTD result valorisation. For the research laboratory personnel willing to start their own business, they have access to expertise on key issues of their business plan regarding the technology and its market.
FERTILIZER	Co-ordinator: FYCIT (ES) Mrs. Guadalupe Fernández Fax: 34 985207433 Partners: Agenzia Sviluppo Nord Milano (IT) Greater London Enterprise (UK)	Fertilizer proposed to optimise the role of the regional development agents and to offer them a new instrument or tool for the creation of innovative enterprises. The "Milieu Efficiency Plan" tries to facilitate the strategic decision making for the design, implementation, management and evaluation of a policy, aimed at fostering the innovation and supporting the innovative start-ups in a region: this tool tries to be a "game" from what good practices can be extracted and can contribute with possible solutions that are now being developed successfully in other parts of Europe	The final format of the MEP has been a page Web. . It is a sort of decision-making web tool to advice on start-up policy design, although it actually focuses rather on a global innovation policy design. The operational objective is to provide tailored messages, according to the needs of a regional innovation system, expressed through an online questionnaire by a regional development agent.
IFISE	Co-ordinator: University of Studies of Pavia (IT) Mr. Vittorio Modena Fax: 39 3357428951 Partners: Italian Association of Institutional Investors (IT) Jerusalem Institute for Israel Studies (IL) University of Haifa (IL) Neaman Institute for Advanced Studies in Science&Technology (IL) Economic and Social Institute, Free University (NL)	The provision of seed and venture capital for the high-tech industry. This challenge is widely reported in EC and Italian documents and by various European Institutions (such as the bank of England). The planning of effective tools for the creation of such sources. The new measure is innovative in the accuracy of its planning. However there is no target number of start-ups as the extent of the measure has not been defined yet (depends upon policy makers support).	<ul style="list-style-type: none"> <li>• IFISE developed a large amount of work and reports</li> <li>• A thorough analysis of VC and incubators in Italy was carried out</li> <li>• A validation of the Israeli experience was also carried out</li> <li>• Two main deliverables are expected to crown the IFISE study.</li> <li>• A scientific methodology or a concept or a formula to foster investments in high-tech start ups in Italy</li> <li>• A proposal to the policy makers to support such concept.</li> </ul>
INNOGROWTHGROUP	Co-ordinator: SBK Scandinavia A/S (DK) Mr. Bjorn Roloff Clausen Fax: 4586770000 Partners: 20 SMEs from Denmark, Italy and Spain	The idea is to develop and test a new Innovation-Growth-Group (IGG) approach in relation to transfer of experience between European SME environments. The growth group approach is characterised by groups of companies (networks) establishing a room of reflection between them, and concerned with the exchange of experiences with the objective of creating growth	Each actor has carried out the strategic innovation plan and participated in the exchange of best practice at international meetings. Each SME has a trained facilitator with access to the European facilitation tools developed in the project

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
INNOTENDER	<p>Co-ordinator: Economic Development Agency of La Rioja (ES)            Mr. Enrique Esteban            Fax: 34 941291544            Partners:            Provincia di Mantova (IT)            Aristotle University of Thessaloniki (GR)            Agencia de Inovação, S.A. (P)</p>	<p>To validate and implement in each region a common mechanism for stimulating the sources of innovative business ideas and fostering the establishment of new innovative firms. The core of such mechanism is basically the launching a Business Plan Competition (BPC).</p>	<p>The project has acted as a very positive reactive or stimulator in the partnering regions where there is low or non-existing practical experience on start-ups supporting mechanisms.            A positive agglutinating effect among sources of innovative business ideas and potential services providers, who begin to work together although in an informal and yet not co-ordinated way.            The design a common methodology (i.e. terms of reference of the Call for tenders, evaluation criteria for the business plan proposals, etc.) validated at European level. Also a second evaluation round by a European jury on the business plans awarded at regional basis increases the reputation and credibility of those finally awarded at European level, and facilitates a further involvement of service providers and investors.            The number of start-ups that have been created thanks to the measure during the pilot project period reaches 4</p>
ISTER	<p>Co-ordinator: Bic Bratislava (SK)            Mr. Roman Linczényi            Fax: 421754417522            Partners:            Bic Burgenland (A)            Innostart Budapest (HU)</p>	<p>The overall objective of ISTER was to support the economic development within the so-called 'tri-lateral' region by investment promotion, initiating legal changes which would minimize risk of foreign investors, changes in tax system, fiscal policy and other activities. SME development is regarded as the most critical single issue, and especially the removal of barriers like the lack of finance, low export ambitions, etc.            Concerning technological innovation the objective was to create conditions for technology transfer and co-operation to improve the technology levels in companies of the tri-lateral region. Sub-measures concerned co-operation of institutions and organisations, development of science parks and industrial parks as well as support of co-operation of innovation centres and science-parks etc.</p>	<p>A common 'service package' of the three regions was elaborated to direct business support elements for small firms. This included the mediation of financial resources (loans, seed / venture funds), consulting on business planning, due diligence of innovative projects, support of contacts of R&amp; D and business, technology transfer support. These services were provided under one collaborative approach of the three BICs Slovakia, Hungary and Austria which the actors refer to as the 'virtual incubator'.</p>
KNIFE	<p>Co-ordinator: Trinity College University of Dublin (IRL)            Dr. Eoin O'Neill            Fax: 35316798039            Partners:            Turku School of Economics and Business Administration (FI)            Bic Navarra (ES)            Bic Dublin (IRL)</p>	<p>To improve the efficiency of the linkage between the investment community and the developers of new small businesses based on new knowledge.            To develop a European web-site portal for University-located knowledge-based SMEs and the investment community. This portal will be a self-learning tool to improve the relationships between entrepreneurs and investors.</p>	<p>The web-site has been constructed on the basis of a series of pages instructing the user in the issues faced by entrepreneurs and investors in working together and the expectations each has of the other. There are extensive linkages to other sources of support and information and there is an area which leads to a series of self-teach distance learning modules concerning business start-up and growth. It is also planned to have a secure area where technological developments ready for commercialisation will be offered to investors for initial consideration on a discussion group basis.</p>

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
KREO FMD	Co-ordinator: Oxford Innovation Ltd. (UK) Dr. George Blumberg Fax: 44 (0)1865209044 Partners: Ervet (IT) Keim e.v. (DE) Crealys (FR)	<p>The purpose of the measure was to provide information, document templates and examples to allow the setting up and management of a business angel network (BAN). The main aim of creating such a network is to improve the flow of investment capital and management expertise into start-up and fast-growth companies.</p> <p>The Innovation Action™ Tool-Kit aims to broker the link between technology and business i.e. between research and the commercial sector: Innovation Management Tools are for technology-based SMEs that wish to develop and exploit innovative ideas.</p>	<p>A template or model for a BAN was designed with the involvement of all partners and this was transferred to the partner regions where there is still the need for further localised development.            The number of start-ups that have been created thanks to the measure during the pilot project period reaches 20</p> <p>The tool-kits all follow a common modular structure and contain easy-to-use tools, templates, checklists and best practice guides.            The tool-kits contain information about a range of generic techniques that can help to provide answers to problems that are encountered by businesses. The techniques, however, do not provide companies with answers directly. They are designed to highlight the range of issues that must be addressed for effective progress and to explain how to find solutions. In this way, the users are left in overall control. Many of the techniques that form the contents of the tool-kits have been adapted from techniques used by larger companies. Oxford Innovation has made them especially relevant to small technology-based businesses with limited management resources. The content can then be delivered as courses, consultancy, support schemes or can be given in whole or in part to the client for self help.</p>
MIRTA	Co-ordinator: University of Roma "Tor Vergata" (IT) Mr. Maurizio Ferri Fax: 390672594783 Partners: Instituto Andaluz de Tecnologia (ES) Thessaloniki Technology Park (GR) University of Edinburgh (UK) Feder Lazio (IT)	<p>Transfer of some methodologies in order to create new innovative firms in the field of biotechnologies and software development (this latter preferably considered as a sub-sector of biotech: combinatorial chemistry and drug design).</p> <p>To transfer, in an adapted manner, tools supporting commercialisation of proven success in Scotland. These tools are (a) the constituency-building approach and (b) venture capital expertise and (c) institutional arrangements supporting commercialisation.</p>	<p>MIRTA has made reasonable progress but did not fully achieve its original objectives.            The transfer of the Scottish experience was necessary, positive but not sufficient            All 3 geographical areas started from relatively low culture level on start ups            The learning curve took longer than expected            There has been probably not enough involvement in the process of key players and policy makers.</p>

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
ONLI	Co-ordinator: Thessaloniki Technology Park (GR) Mr. Costas Tramantzas Fax: 30 310498280 Partners: Oulu Tech Oy Ltd (FI) Teguspark SA (P) Aristotle University of Thessaloniki (GR) Center for Technology Transfer (GR) Technologiepark Ostfalen (DE)	The project ONLI aims at linking Technology Parks, Universities, and Technology Transfer Centres in a European virtual one-stop-shop network to provide on-line services related to Innovation Management, Technology Transfer, and Spin-off Support to European SMEs. On-Line Innovation use, Innovation Management tools in the thematic areas of Technology Audit, Technology Clinic/Networking, Technology DataBase and Watch, Technology Assessment, Financing of Innovation, and Marketing of Innovation	The outcome of ONLI project is a set of telematic tools (4 technology parks linked in one virtual servicing place). Tools give basic information only. High complexity of innovation process – tools cannot replace experts Tools are good for: <ul style="list-style-type: none"> <li>• Training</li> <li>• Marketing tools to attract business for provision of services</li> </ul>
PRIACES	Co-ordinator: D.G. Investigación Comunidad de Madrid (ES) Mr. Félix Bellido Fax: 34 915762037 Partners: Euroforum (ES) Top Spin International (NL) Spinno Business Development (FI)	To validate and demonstrate the possibility of implementing an integral regional policy to support the creation of innovative spin off companies. Improve efficiency, co-ordination and control of the regional actors involved in new company creation activity. Studies and tools on elements and indicators to foster the regional innovation policy about creation of new firms.	The majority of the services are delivered by external members of the Virtual Incubator staff who are hired to deliver specific modules. Co-ordination of the regional services for innovative star ups and therefore a better exploitation of the services. One web site with services for the entrepreneur and co-ordination of the regional actors involved in creation of star-ups Theoretical studies in subjects related with innovative firms creation Different visiting and training trips for regional actors and star up entrepreneurs The number of start-ups that have been created thanks to the measure during the pilot project period reaches 4
PRO-BACK	Co-ordinator: Bretagne Innovation (FR) Ms. Adeline Le Marec Fax: 33 299676022 Partners : IPS Strategies (BE) Andalusian Institute of Technology (ES) TTZ Bremerhaven (DE) Thessaloniki Technology Park (GR)	To validate a common approach to create and to manage a regional network of Private investors including Business Angels (BA). To prepare the connection of an entrepreneurial team with local SEED investors ( BA and others). To organise the connection in a systematic way so that habits are reached at regional level to construct a market of initiatives. To finalise the business plan funding, thus leading to new enterprises, whatever the field of business, provided that jobs are prioritarily created at a regional level.	Training of the would - be entrepreneurs to meet regional SEED investors for business plan conviction Organisation of periodic seminars where investors and entrepreneurs meet to get acquainted with the future projects Funding agreements to launch the start-ups with shares hold by local private investors. A region-free, robust methodology to create a stable network of local investors and a steady process to make them meet and close deals with entrepreneurs to create new businesses in a given region. The number of start-ups that have been created thanks to the measure during the pilot project period reaches 7

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
QUASI-E	Co-ordinator: Fundacio Bosch I Gimpera (ES) Mr. Xavier Testar Fax: 34934489434 Partners: Area Science Park University of Trieste (IT) Tecminho University of Minho (P)	To introduce professional sales actions in public research laboratories in order to increase the fall outs of such work towards industry. To emphasize the need of team work (i.e. technical and sales people) which will better support the creation of perennial start-ups based on public funded research.	The selection of sales persons to work with public researchers (the promoter). The funding of such people within a well agreed scheme by the laboratory directors. The coaching actions of the sales person by someone involved in industrial activities and by the QUASI-E management structure. More contracts between the public laboratory and its industrial environment. Projects of start-ups based on the business plan of appropriate teams where technical and commercial people are involved on business ideas which have already been tested through contracts between the University laboratory and private actors. The number of start-ups that have been created thanks to the measure during the pilot project period reaches 9
SMART-TULIP	Co-ordinator: Tecminho University of Minho (P) Mr. Avelino Pinto Fax: 351 253513843 Partners: University of Twente (NL) Feuga (ES)	The objective of the measure is to transfer a successful and mature model, the TOP programme (Temporary Entrepreneurial Positions) from the University of Twente for supporting and launching university spin-off companies, since apparently any similar scheme is not organised either in Galicia or North Portugal, expecting to obtain 10 university spin-off new high technology companies per region (e.i. in Portugal and Spain) during the project period. To consolidate a scheme which will help applicants in the process of creating the companies in such a way that they can ensure these companies will be able to survive in the future, and to set-up a large strategic partnership of external support composed by the diverse local and regional institutions, such as HEI 'S, company incubators, RTD institutions, venture capital companies, technological parks, public authorities supporting SME 's, etc	Extensive network already built of strategic partnership that is supporting the creation of new companies and collaborating in all phases or some of them: detection of projects, consultancy, training, incubator, financing, networking. . . In Galicia, they had their own programmes for supporting start-up before joining the Smart Tulip project (for instance University of Santiago has its own incubator and capital risk society, there is a BIC Galicia, etc.) and SMART TULIP mainly represents a deeper co-ordination of activities in the future The number of start-ups that have been created thanks to the measure during the pilot project period reaches 1

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
SPINNOVA	Co-ordinator: Katholieke Universiteit Leuven (BE) Mr. Rudi Cuyvers Fax: 32 16326515 Partners: University of Twente (NL) University of Munster (DE) University of Osnabrück (DE) University of Nijmegen (NL) University of Dortmund (DE) University of Salamanca (ES)	Setting up of a best practice methodology under the form of a training, guidance & advice tool, specifically designed and fine tuned for researchers at universities and research centres, in order to accelerate and increase the exploitation of know-how at these institutes, through the creation of spin-off companies using incubators/science parks and the transfer to existing companies.	The project accomplished all its tasks. The different training packages (Protection of Intellectual Property, Marketing & Communication, Doing Business with Companies, Spin-off creation & entrepreneurship, Exploitation & business plan development) have been set up and a pilot training has been given to 17 researchers from different universities. Participants came from Spain, Belgium, Germany, The Netherlands. The training was given at 3 locations: Leuven (B), Münster (D) and Nijmegen (NL). The number of start-ups that have been created thanks to the measure during the pilot project period reaches 2
STARTMED	Co-ordinator: Pitt (NL) Mr. Peter Ramaekers Fax: 31464747963 Partners: University of Maastricht (NL) University of Nottingham/Regional Unit (UK) Nottingham Trent University/Djanogly Innovation Centre (UK) Unefor (P)	A generic, region-based, model describing recommended infrastructure/support mechanisms for life science start-ups. A set of measures which optimally influence the cultural settings in research organisations that motivate scientists to market and exploit their knowledge. Proposals for regional bodies to assist in SME start-ups.	The project is more a study into the factors that determine the successful setting up of star-ups in the framework of lifesciences. Its practical implementation will not be demonstrated during this project. Instead general principles are formulated which may be helpful to investigate the local situation and to advice local policy makers, capital investors and research institutes. The results are however not implemented during the project phase.
STARTUP TO EUROPE	Co-ordinator: Bic Kaiserslautern (DE) Ms. Stefanie Jahnke Fax: 496301703119 Partners: Promotech CEI (FR) Technoport Schlassgoart (LU)	The objectives of the 'Start-up to Europe' measure are to initiate and accompany cross-border co-operation schemes between innovative and technology-oriented entrepreneurs in the Euro-Region Lorraine – Luxembourg – Rhineland-Palatinate, and to support these entrepreneurs in entering the European market at an early stage of their business development. This is to be achieved through an appropriate infrastructure adapted to the needs of cross-border business operation in the Euro-Region, provision of according education and training, and the transfer of relevant know how for business co-operation in the cross-border regions.	A co-operation platform for founders of the Euro-Region ("Founders meeting"), a multimedia information system, consulting and coaching for entrepreneurs on cross-border co-operation issues, an outside office established by each region at the other partners' sites offered to entrepreneurs for starting cross-border operations During the project about 2 start-ups with actual cross-border ambitions have been created

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
SUSE	Co-ordinator: Zset Innovationszentrum (DE) Dr. Ingo Hussla Partners: Promotech CEI (FR) SJEC Sonderjyllands Erhvervs Center (DK) Technology Center Merinova Ltd. (FI)	To train technologists in writing an investor winning business plan. To identify of founders / entrepreneurs with superior business ideas, strong and growing market potential and excellent personality and management teams. To generate new innovative growth companies financed by investors, in particular venture capitalists and corporate investors.	The measure is a European entrepreneurship training to be applied by incubators in order to turn researchers & technologists into successful entrepreneurs. It contains an intensive training course, a follow-up & selection of 'top-of-crop', some presentational training and an investor's cage. The number of start-ups that have been created thanks to the measure during the pilot project period reaches 2
TECTRA	Co-ordinator: Tekniker (ES) Mr. Itziar Alonso Fax: 34 943202757 Partners: Inasmet (ES) Spri (ES) Estia (FR) Done Ltd. (FI)	The project aims at validating the practical implementation of decision making and project management tools to support business creators throughout the idea generation, start-up launching and business running phases. The new measure aims at constructing and validating a self standing methodology to take decisions and to manage: <ul style="list-style-type: none"> <li>▪ An innovative diversification project in SMEs.</li> <li>▪ A spin off development from research and development laboratories.</li> <li>▪ A start-up launching and development phase.</li> </ul>	A qualified methodology tested on 8 real life cases. 9 companies have been incorporated based on TECTRA support one way or another. For the technical people in laboratories, they are given the opportunity to become more professional at marketing and selling their competences towards fund managers in starting a new business on their own. The number of start-ups that have been created thanks to the measure during the pilot project period reaches 8
TEMA	Co-ordinator: Democenter (IT) Mr. Matteo Mattioli Fax: 39059846630 Partnes: Tekniker (ES) Adepa (FR)	At the core of the TEMA project is the market for digital objects handling (DOH) services. The potential of the TEMA measure would be for the creation of virtual markets for digital object treatment, where every customer can search the processing services he is interested in. But also new companies can gain a market share by providing new services for the categories of interesting digital objects. Therefore, the market place could also be operated as a real 'virtual incubator', if according support functions are added	The TEMA measure ideally consists of a virtual market for digital objects handling (DOH) services with additional virtual incubator functions. Yet, this potential has only been realised to a limited extent. The TEMA methodology now can help <ul style="list-style-type: none"> <li>▪ To define or assess the various markets for "digital object handling" (DOH) by providing very relevant and detailed market data in this specific field;</li> <li>▪ To facilitate the setting-up of new companies by providing tools for business planning and drawing up service contract specific to the DOH field.</li> </ul> These data are available on the TEMA website for approved users. The actual creation of a virtual market based on this Internet Portal has been given in the proposal as a vision but could not actually be implemented. This limits the functionality of the website to information supply for business planning and especially a useful support tool for market assessment in the DOH field.

PROJECT	PARTNERS	MAJOR OBJECTIVES	MAIN RESULTS
USINE	Co-ordinator: Euroconsult/University of Bonn (DE) Ms. Birgit Wising Fax: 49228731982 Partners: University of Bielefeld (DE) Univesidad Politécnic de Valencia (ES) Xtechnologies/Ecole Polytechnique, Palaiseau (FR) Cein Navarra (ES) Dimotech (IL) University of Strathclyde (UK) University of Warsaw (PL)	The main objective of the pre-incubation model is the proof of market viability of products based on university research results, including the access to European markets. This reduces financial risks prior to the foundation of an own company. In addition, a bundle of accompanying tools aims at <ul style="list-style-type: none"> <li>- Providing potential entrepreneurs with training and support for innovative start-ups as well as with good practices in the preparation of business development plans.</li> <li>- facilitation of contacts between entrepreneurs, investors, regional bodies at a very early stage of the spin-off process</li> <li>- Supporting the development of and access to international markets for new technology based firms</li> </ul>	Under the protection and insurance cover of the pre-incubator potential entrepreneurs with a technology-based business idea can test the market potential of their scientific development by selling it through the legal form of the pre-incubator prior to the creation of an own company. The USINE network of pre-incubators in different regions offers the possibility to perform market test and sale on an European level, which can be seen as first step towards an internationalisation. The pre-incubator facility furthermore provides assistance and key knowledge on how to run a company and helps academics formulate business development plans ("dual system" of qualification and sale). The number of start-ups that have been created thanks to the measure during the pilot project period reaches 15

## I.B. NETWORKS

NETWORK	MAJOR OBJECTIVES	MAIN RESULTS
<p>HIGHEST THE NETS</p> <p>Co-ordinator:</p> <p>Cicom (FR)</p> <p>Mr. Gérard Bonnes</p> <p>Fax: 33 493643041</p> <p>Partners:</p> <p>Eurofutures (SU)</p> <p>Otaniemi Science Park (FI)</p> <p>I3P/Politechnico Torino (IT)</p>	<p>Let the regions describe their own “innovation model” in order to pinpoint either good measures or their specificities which may explain the interesting outputs of their innovation model.</p> <p>Have each region pick good measures from anyone networked partner in order to improve its own innovation model</p> <p>Ask the leading region manage a cross network expert appraisal of success factors which optimize the outputs of innovation models (raising entrepreneurship capabilities, intellectual capital, ...)</p>	<p>All partners have been able to propose an “ innovation model” of their own region which helped them unravel some key features of their own start-up creation business: clearly, it is through discussions and comparisons of their past experience that they were able to explain in simple terms their added value to the regional economy.</p> <p>The image impacts of the network onto the regional economies have been perceived by regional authorities positively: they start looking at EU funds and EU programs more rigorously and positively.</p> <p>After having exchanged on “innovation models”, each partner can borrow from one another:</p> <ul style="list-style-type: none"> <li>▪ I3P, the youngest actor, is starting its own business incubator in the Turin region: they indeed benefited from the past experience of all three actors which have been running business incubators for years</li> <li>▪ OTANIEMI, home of NOKIA in Finland, has borrowed from CICOM experience at raising start-ups from large company spin-offs: this issue is of a key importance for Finland at a time of great turmoil in world base telecommunication companies</li> </ul>

NETWORK	MAJOR OBJECTIVES	MAIN RESULTS
<p>KREO NETWORK</p> <p>Co-ordinator: Ervet (IT)</p> <p>Mr. Alberto Malusardi</p> <p>Fax: 39 051222352</p> <p>Partners:</p> <p>Keim e.v. (DE) Crealys (FR) Oxford Innovation Ltd. (UK)</p>	<p>The main objectives of the KREO Network were to:</p> <ul style="list-style-type: none"> <li>• Identify expertise and good innovation practices developed at a regional level for setting-up and supporting innovative enterprises.</li> <li>• To validate these experiences according to a common methodology.</li> <li>• To disseminate the knowledge and experience at a European level.</li> </ul> <p>Three assumptions concern the definition of "innovation practices":</p> <ul style="list-style-type: none"> <li>• Reinforcing the relationship between research and industry</li> <li>• Translating priorities of regional innovation policy into actions</li> <li>• Promoting new start-ups from the research base</li> </ul>	<p>The assessment methodology is a significant measure designed and developed by the network for the definition and selection of good practice in innovation support.</p> <p>KREO NT has identified and described 22 personal innovation practices for analysis under the methodology to define "good innovation practices".</p> <p>The identification, selection and exchange of the practices is based on three operating tools:</p> <ul style="list-style-type: none"> <li>• the background information and competences of KREO partners</li> <li>• the foreground information deriving from the project tools examined by the thematic working groups</li> <li>• the grid for selecting the practices</li> </ul> <p>KREO NT has examined and structured 42 Eol 's for transferring knowledge on specific practices between the networked regions, focusing from thereon as follows:</p> <p><i>For Emilia-Romagna: From Karlsruhe:</i> KEIM, stimulation and support of students and graduates for creating an entrepreneurship culture in HE structures.</p> <p><i>For Emilia-Romagna: From Rhone-Alpes:</i> Tools for supporting new managers including evaluating and building-up a business team. Emertec seed fund for advanced technologies which needs further development in both regions.</p> <p><i>For Emilia-Romagna: From Oxford:</i> Toolkits to favour technology transfer out of research structures and to support new managers in enterprise creation. Business Angels Networks.</p> <p><i>For Karlsruhe: From Emilia-Romagna:</i> Spinner, Verne and First, providing targeted information to target people like researchers or entrepreneurs.</p> <p><i>For Karlsruhe: From Oxford:</i> Business Angels Networks. How to start and manage initiatives aimed at providing adequate financing to NTBFs</p> <p><i>For Karlsruhe: From Rhone-Alpes:</i> How to start and manage initiatives aimed at providing adequate financing to NTBFs. The difficulties of managing a seed fund. Ways of stimulating innovation based on a regional key sector.</p> <p>Since there are some similarities on practices between the networked regions, they will only partially adopt them (i.e. not the Whole methodologies).</p>

NETWORK	MAJOR OBJECTIVES	MAIN RESULTS
<p>PANEL</p> <p>Co-ordinator: Gruender-Regio Me. V (DE)</p> <p>Dr. Juergen Vogel</p> <p>Fax: 49 813158430</p> <p>Partners: Barcelona Activa (ES) Provincia di Milano (IT)</p>	<p>The overall objective of the PANEL network is to improve business relationships and business support networking between the three regions involved (Munich, Barcelona and Milan).</p> <p>The operational objectives are:</p> <p>To communicate among their economic key players (politicians, representatives of business associations, start-up services providers, VC people, entrepreneurs) the individual and common innovation and start-up support activities.</p> <p>To network and foster co-operation among their technology parks, founder's and incubation centres including their young companies housed therein</p>	<ul style="list-style-type: none"> <li>- The organisation of three "Entrepreneur Days", targeting three different sectors: ICT start-ups (in July 2001, at Barcelona), Multimedia start-ups (in October 2001, at Milan) and Bio-Tech start-ups (in January 2002, at Munich). These "Entrepreneur Days" get together during two days delegations of the three economic areas. Each regional delegation involves actors from political representatives, incubators and technology centres, VC and seed fund companies, and start-ups from the corresponding specific sector. The first day is dedicated to lectures for presenting each other experiences and to know-how exchange. The second day is usually dedicated to visit start-ups support infrastructures that are located in the hosting region.</li> <li>- A directory focused on the essential or most important start-up measures, initiatives, or programmes run by the various key institutions of each region. It collects about 70 to 100 entries per region, comprising universities, institutions of higher education, research institutes, incubators, technology parks, business innovation centres, business associations and finance institutions focusing on start-ups. This directory provides better local and trans-national information for start-ups and support organisations. It is intended to upload this directory in a common web site.</li> <li>-An statistical analysis of answers given to a questionnaire by 140 start-ups (60 from Munich, 40 from Milan, and 40 from Barcelona) which dealt with conditions for business location, support needs, and potential interest in doing business with other European partners.</li> <li>- A list of some 20 new companies per region (extracted from the above mentioned questionnaire) from different technology fields of ICT, Multimedia and Biotech who are looking for "joint venture" or common activity (new markets, new ideas, new partners, new financing) together with a similar company in one of the PANEL/PAXIS regions. Their contact details will be also uploaded in a common web site.</li> <li>- A description of success stories of six successful cases of young enterprises in each region, in order to motivate and serve as example for new start-ups.</li> <li>- A report on the typology of factors and policies contributing to the success of the three economic areas in the creation of start-ups</li> </ul>

NETWORK	MAJOR OBJECTIVES	MAIN RESULTS									
<p>SPRING</p> <p>Co-ordinator:</p> <p>Kista Science Park AB (SU)</p> <p>Mr. Bertil Nyberg</p> <p>Fax: 46 8 7516062</p> <p>Partners:</p> <p>DG Investigación/Comunidad de Madrid (ES)</p> <p>Wirtschaftsförderung Region Stuttgart (DE)</p> <p>Stockholm Economic Development Agency (SU)</p> <p>St. John's Innovation Centre-Cambridge (UK)</p> <p>East of England Development Agency (UK)</p>	<p>Concerning the selected 4 thematic fields the objectives are:</p> <p><i>Entrepreneurship</i> learning about the impact of qualification programs and training measures for young entrepreneurs (e.g. number and quality of business plans, growth rate of start-ups) to optimise the regional support systems.</p> <p><i>Intellectual capital</i> adoption of IC rating to regions to detect weaknesses and strengths of the innovation system, which seems to be more useful than benchmarking methods (it allows to take into account the different starting point and economic situation in the regions) and will be basis for the further development of the regional innovation system.</p> <p><i>Early stage financing</i> Specific models for early stage financing of NTBFs as well as tools for the early detection and valuation of business ideas / business plans in different branches with special emphasis on biotech and IT start-ups.</p> <p><i>Spreading innovation culture</i> Suggestions for improvement of regional innovation strategies and politics, deeper understanding of innovation networks, improvement of networking in the (inter-) regional start-up support.</p>	<p>Compared to these original expectations, the actual networking exercise generated a much more complex set of results in two categories : tangible results and intangible results (knowledge) – and at two levels : on the one hand practical tools for start-up support and on the other hand methodological approaches with regard to networking, analysis of regional systems etc.</p> <p>Classification of results:</p> <table border="1" data-bbox="1200 427 2000 746"> <thead> <tr> <th data-bbox="1200 427 1420 499">Categories: Levels:</th> <th data-bbox="1420 427 1702 499">1. Tangible</th> <th data-bbox="1702 427 2000 499">2. Intangible</th> </tr> </thead> <tbody> <tr> <td data-bbox="1200 499 1420 571">A. Practical</td> <td data-bbox="1420 499 1702 571">A1. Tangible results on practical tools and measures</td> <td data-bbox="1702 499 2000 571">A2. Knowledge and experience on practical tools and measures</td> </tr> <tr> <td data-bbox="1200 571 1420 746">B. Methodological</td> <td data-bbox="1420 571 1702 746">B1. Tangible results on methodological issues regarding assessment of measures, infrastructures and networking</td> <td data-bbox="1702 571 2000 746">B2. Knowledge and experience on methodological issues regarding assessment of measures, infrastructures and networking</td> </tr> </tbody> </table> <p><u>Tangible results on practical tools and measures:</u> <i>Early stage finance</i> Two principle fund models for early stage financing have been identified / developed and considered for adaptation and transfer. One is the TFS seed financing model developed in Stuttgart, and University Challenge Found of Cambridge.</p> <p><i>Entrepreneurship and Spreading Innovation Culture</i> A database of <u>explicit knowledge</u> relating to the different types of support scheme in operation within the different SPRING partner regions</p> <p><u>Knowledge and experience (intangible results) on practical tools and measures</u> <i>Early-stage Finance:</i> Early-stage financing schemes from other regions have been presented and compared to the situation of Stockholm region. OION Business Angel Network, and organisation of seed funds (model University of Cambridge Challenge Fund, EMERTEC Gestion) as well as Greenhouses (SFTT, Stockholm) strongly have influenced the Stuttgart TFS model. Joint PAXIS workshop on seed financing models had been organized in cooperation with the KREO Network, highlighted especially the need for public funding of the early stages of business</p>	Categories: Levels:	1. Tangible	2. Intangible	A. Practical	A1. Tangible results on practical tools and measures	A2. Knowledge and experience on practical tools and measures	B. Methodological	B1. Tangible results on methodological issues regarding assessment of measures, infrastructures and networking	B2. Knowledge and experience on methodological issues regarding assessment of measures, infrastructures and networking
Categories: Levels:	1. Tangible	2. Intangible									
A. Practical	A1. Tangible results on practical tools and measures	A2. Knowledge and experience on practical tools and measures									
B. Methodological	B1. Tangible results on methodological issues regarding assessment of measures, infrastructures and networking	B2. Knowledge and experience on methodological issues regarding assessment of measures, infrastructures and networking									

NETWORK	MAJOR OBJECTIVES	MAIN RESULTS
		<p>creation for new technology-based firms.  <i>Entrepreneurship / Spreading Innovation Culture</i>                      Better understanding of not only what a region has, but also what resources are available for transfer.  <u>Tangible results on methodological issues regarding assessment of measures, infrastructures and networking</u>  <i>IC rating of regions:</i>                      The development of a tool to rate regional innovation systems is a new approach on developing a region's start-ups support scheme. The concept of applying Intellectual Capital Rating as a tool to visualise and measure the Intellectual Capital of a region in the area of innovation support creates a knowledge base that can be used to drive the visions and strategies that regions adopt to foster their future Intellectual Capital opportunities. This will also allow benchmarking (compare) different regions and learning from each other, to enhance innovation strategy, and to improve the visibility of a region in terms of support to innovative companies. A pilot implementation within SPRING regions could not be performed.  <u>Knowledge and experience (intangible results) on methodological issues regarding assessment of measures, infrastructures and networking.</u>                      To measure the impact of the networking action is a rather difficult task:                      The SPRING thematic network activities are embedded in a complex system of (regional) programs and projects, so that it is hard to decide between impact from SPRING and from other sources linked to the activities.                      'Measures' identified are available to be used in partner regions, but cannot readily be 'packaged and transferred'. The aim of selecting these is to provide information on these measures to help other regions to develop their own, appropriate measures.</p>

## II. ANNEX II. INNOVDETECT-AM METHODOLOGICAL TOOLS

### II.A. QUESTIONNAIRES FOR PRs AND NTs

#### IIA1. Questioning the Project actors

The Table below gives the sequence of questions to be asked to each project leader of the consortia developing new measures.

<b>QUESTIONNAIRE PER PROJECT (EXPECTED BENEFITS)</b>	
1	What are the main challenges the new measure is supposed to respond to ? How this challenge has been defined in the past as critical ? ( i.e what benchmarking led to the new proposed measure ?) How innovative is the measure developed ? Do you have a target of a number of new start-ups, an increase in the rate of start-up creation, other management target ?
2	What are the ambitions of the project actors in charge of meeting some or all of the above challenges ?
3	Why do you think the project actors are capable to meet the above ambitions ? (describe their assets, past records, intellectual competencies, motivations, added value linked to a consortium approach)
4	What are the results expected by the project actors and the interactions with existing measures ? How much budget is devoted to meet such results ? Is the return on investment estimated ?
5	What are the critical issues of the project and how do the project actors plan to face them ?
6	What is the exit strategy of the consortium past the present project ? (deployment, ...)
7	What are the main advantages of your approach in the life cycle of new start-up companies ? (idea development, business creation, start-up / business development, industrial exploitation / business consolidation, large scale exploitation / business exploitation)
8	What are the key success factors you plan to rely on (your main allies to succeed) ?
9	What are the main threats you will have to manage in order to avoid failures of the mechanism ? (including socio-economic factors)
10	How would you go about disseminating your expertise to other bodies in Europe who would envisage to implement a similar mechanism ?
11	Can you describe the measure when implemented successfully (organisation, decision process for support allocation, support process, promotion, evaluation if any) ?
12	How would you measure the quality of the start-ups to be created ? (lower death rate, number of new jobs, job qualification required. ...)

**IIA2 Questioning the Technical Networks.**

The tables below indicate the sequence of questions to be answered by the network co-ordinator **before the mid term review and at the end of the networking activities**. Such questions focus on the benefits of networking as seen by at the co-ordination stage.

1	What are the specific objectives of the network which have been agreed to and are expected to be met by the partner regions ?
2	What are the main joint activities planned and agreed to among the partner regions in order to achieve the above network objectives?
3	Which are the "start-up supporting measures" or mechanisms that the partners have selected from each region in order to be "networked" or jointly assessed ?
4	What do the partner regions intend to get in the framework of the network with regard to the "start-up supporting mechanisms" which have been selected from each region (i.e. mutual learning on the methodological aspects of the mechanisms, practical transfer and adoption of specific mechanisms from one region to another, a new European dimension/scale/scope to specific mechanisms, joint assessment of supporting mechanisms, other achievements...)?
5	What are the final specific results, deliverables and benefits expected from the network?
6	What is the exit strategy of the consortium past the present project, i.e when the EC funding stops ? (deployment of a larger network, others...)
7	How do you plan to disseminate your expertise to other bodies in Europe who are ready to implement mechanisms similar to those which were networked ?

Open final questions for the network's partners.

**A.- The learning process**

What has your economic area (region or city) learnt from your other partners in the network, in terms of successful start-ups support schemes (i.e. successful schemes that were not previously applied in your area, or that you consider better implemented by the other areas) ?.

Which advantages or benefits may such a "learnt knowledge" bring to your local start-ups supporting schemes?.

What you have learnt from the other partners in terms of successful start-ups support schemes, was it somehow structured or systemised in a model/methodology or is it rather tacit and informal knowledge?.

Whatever you have learnt (i.e. systemised or tacit knowledge), can it be transferred and implemented in your economic area ? If so, what would be the conditions, prerequisites or adaptations needed at your local start-ups support system and actors in order to reach a successful transfer of such knowledge (i.e. "context for reproducibility") ?.

**B.- Common measures and actions**

1. Additionally to the above "learning process", what has the network implemented as common measures and actions in order to improve your local start-ups support schemes ?.
2. Are those common measures and actions transferable to other regions ? If so, which "context for reproducibility" would the other regions need in order to adopt such measures and actions ?.
3. Has the network been useful as a "tool or factor" for co-ordinating your local start-ups support policies and actors?. Why, or in which way?.
4. Which have been in your opinion the success factors and the obstacles that have respectively facilitated and hampered the networking process?.

[The European Added Value \(EAV\) analysis](#)

Being interested by the EAV approach in the case of NT's, and besides the above set of questions, we should also send to each representative of the economic areas involved in our respective networks, the following table regarding the EAV analysis in order to obtain their scores and feedback (in a separate page) on this issue.

**Areas where your organisation expects benefits from participating in the network (tick as appropriate)**

	1 no benefit expected at all	2 few benefits expected	3 strong benefits expected
<b>1.- Improved methodological capability</b>			
• Expanded and consolidated know-how and knowledge bases			
• Enhanced skills of assistance personnel;			
• Enhanced infrastructure to support innovative start-ups			
• Enhanced organisation to produce timely results on innovative start-up creation			
<b>2.- Improved policy and regulatory environment</b>			
• the development of new regulations to favour innovative start-ups			
• inputs into policy formulation processes at regional, national or European levels			
<b>3.- Improved social and cultural environment</b>			
• improved employment prospects and labour utilisation;			
• Improved entrepreneurial culture			
• Greater appreciation of the benefits of cultural diversity in launching start-ups.			
<b>4.- Improved position and status of your organisation</b>			
• Improved service range towards innovative start-ups;			
• Enhanced processes to create innovative start-ups;			
• Improvements in competitive position, market position, to launch start-ups			
• Improved reputation.			
• Improved local political backing and commitment for start-ups support schemes			
<b>5.- Improvements in the way your organisation conducts their affairs</b>			
• Better use of consulting resources;			
• Improved ability to network;			
• Improved risk management;			
• Enhanced ability to innovate on the process of creating innovative start-ups			
• Enhanced ability to manage the costs to reach successful business exploitation of the newly created companies			
<b>6.- Improved ability to tackle problems of a transnational nature</b>			
• Better identification and specification of problems with an EU or global dimension;			
• Better ability to monitor EU or global problems;			
• Better ability to remedy or mitigate EU or global problems			

**II.B. ASSESSING INDICATORS FOR PRs**

1<sup>ST</sup> Subset of indicators: interactivity of the measures (developed by projects) with local factors which facilitate the creation and development of innovative firms.

1.1	Does the measure facilitate access to research and technology resources offered by local universities and/or research centres as source of innovative business ideas (access to research results, and to scientific advice)?	1 not at all	5 very much	Score given:	Comments:
1.2	Does the measure facilitate access to qualified human resources needed by the would-be entrepreneurs in order to build up a complementary and multidisciplinary management team of the start-up (i.e. with specialists in marketing, finance, production, etc.)?	1 not at all	5 very much	Score given:	Comments:
1.3	Does the measure facilitate access to local specialised business support services (ranging from entrepreneurship training, to marketing and business managerial consulting, patenting advice, or even the provision of physical premises in incubators)?	1 not at all	5 very much	Score given:	Comments:
1.4	Does the measure facilitate access to local financial resources needed by the start-ups (seed capital funds, Business Angels, public grants, loans, etc.)?	1 not at all	5 very much	Score given:	Comments:
1.5	Does the measure facilitate relationships and access to markets targeted by the start-ups (contacts with potential business clients, suppliers or strategic business allies, etc)?	1 not at all	5 very much	Score given:	Comments:

**II. ANNEX II**

---

2<sup>ND</sup> Subset of indicators: scope and quality / intensity of the measure regarding the areas of a start-up activity which are targeted for improvement.

	Areas of a start-up targeted for improvement. (from 1 to 5)	Intensity of the measure					
		No advice at all (1)	Basic background offered (2 very low intensity)	Detailed information (e. g. case studies) (3 low intensity)	General information adapted to individual start- ups (e. g. IPR information) (4 high intensity)	Development of real solutions to business problems of individual entrepreneurs (5 very high intensity)	
2.1	Team building						Comments:
2.2	Management know how						Comments:
2.3	Business plan						Comments:
2.4	Technology know how						Comments:

**II. ANNEX II**

---

2<sup>ND</sup> Subset of indicators: scope and quality / intensity of the measure regarding the areas of a start-up activity which are targeted for improvement (continuation)

	Areas of a start-up targeted for improvement. (from 1 to 5)	Intensity of the measure					
		No advice at all (1)	Basic background offered (2 very low intensity)	Detailed information (e. g. case studies) (3 low intensity)	General information adapted to individual start- ups (e. g. IPR information) (4 high intensity)	Development of real solutions to business problems of individual entrepreneurs (5 very high intensity)	
2.5	IPR management						Comments:
2.6	Marketing						Comments:
2.7	Market access						Comments:
2.8	Access to finance						Comments:

3<sup>RD</sup> Subset of indicators: some management aspects of the measures developed by projects

3.1	Does the measure provide a systemised process to select the business ideas or technologies which are going to be supported for the start-up creation (i.e. through market analysis or market testing of research results, patents scanning, etc)?	1 no systemised selecting process at all	5 very much systemised selecting process	Score given:	Comments:
3.2	Does the measure provide a systemised process to select the would-be entrepreneur candidates which are going to be supported for the start-up creation?	1 no systemised selecting process at all	5 very much systemised selecting process	Score given:	Comments:

II. ANNEX II

4<sup>TH</sup> Subset of indicators: outputs of the measure during pilot project´s life and self-sustainability after ec funding

4.1	Is it actually an innovative measure (uniqueness of the “new” start-up supporting process)?	1 similar to existing measures	5 strong innovative approach	Score given:	Comments:
4.2	Are the results obtained for the beneficiaries significant enough when compared to the state-of-the art before the measure was implemented?	1 not at all	5 very much	Score given:	Comments:
4.3	Approximate number of would-be entrepreneurs who have benefited from the measure during the pilot project period?	State a figure:	---	Score given:	Comments:
4.4	Approximate number of start-ups that have been created thanks to the measure during the pilot project period?	State a figure:	---	Score given:	Comments:
4.5	Degree of consistency between the measure and the statutory mission, daily activities, resources and expertise of the organisation in charge of the measure?	1 very low consistency	5 very high consistency	Score given:	Comments:
4.6	Financial viability and self sustainability of the measure after EC funding stops?	1 very uncertain	5 Fully ensured	Score given:	Comments:

5<sup>th</sup> Subset of indicators: the transferability criteria

5.1	Is the proposed measure part of a set of co-ordinated actions at a larger scale? (interregional development scheme)	1 very much	5 not at all	Score given:	Comments:
5.2	Is the measure typical of a given culture or economy?	1 yes indeed	5 not at all	Score given:	Comments:
5.3	Are the initiators of the measure capable of training other intermediaries to implement a similar measure?	1 not willing	5 very good background	Score given:	Comments:
5.4	How influenced is the measure by the national / regional legal and regulatory framework (including tax)? Is it transferable to other regions with different legal and regulatory frameworks?	1 very typical of the region	5 not very much	Score given:	Comments:
5.5	How influenced is the measure by the availability of complementary regional / national financing schemes for technology development and start-up companies? Is it interesting enough without such complementary financing schemes?	1 very much influenced	5 not very much influenced	Score given:	Comments:

### III. ANNEX III. MEMBERS OF THE EXPERTS PANEL

- Mr. **Magnus Klofsten**, director of the Centre for Innovation and Entrepreneurship, at Linköping University (Sweden). He has a background specially in training on entrepreneurship, he has carried out extensive research into the early growth and development factors of technology-based firms, and has published a large number of articles and books in this field.
- Mrs. **Edwige Avice**, she is a European expert on innovation and financing and has managed several European workshops on this field. Since 1992 she is managing the “Société Financière de Brienne” (France), a venture capital firm financing high tech SMES, and in 1996 she founded the “Brienne Conseil et Finance” firm, which is specialised on seed capital and financial engineering.
- Mr. **Klaus P. Friebe**, he was head of innovation research department at Fraunhofer institute ISI in the early eighties, managing director of VDI/VDE-IT GmbH (a semi-public organisation running several innovation programmes of the German Research ministry including the TOU and FUTOUR programmes on start-up support); in the second half of the eighties and since 1990 to 2000 the first director of Technologiestiftung Schleswig-Holstein, a public organisation concerned with all innovation policy activities in the state of Schleswig-Holstein. He has earlier been involved with a programme committee for EC's VALUE programme.
- Mr. **Francesc Solé**, Professor of Business organisation at the Polytechnic University of Catalunya (Spain). He is Director of the Spanish pilot programme INNOVA, which promotes the setting-up and development of innovative firms. He has been member of the Board of Director of Barcelona Activa S.A. (the first Spanish incubator) and has written a large number of articles and books on this field.
- Mr. **Michael Mayer**, managing director of TECHNOSTART seed and venture capital group. He is managing seed and venture funds specialised in high tech start-ups, in co-operation with many other international financing groups through co-venturing, including 3i venture group.
- Mr. **Koenraad Debackere**, professor at the University of Leuven (Belgium). He performs research on innovation issues and he is also director of the LRD-Leuven Research & Development, which is extremely active in spin-off creation.
- Mrs. **Marisa Poncela**. Between 1998 and 2000 she has been General Deputy Director of Innovation Promotion at the Spanish Ministry of Industry. Since September 2000 she is General Deputy Director of Technology Programmes, at the Spanish Ministry of Science and Technology.
- Mr. **Mariano Andrenucci**, professor of the Department of Aerospace Engineering at the University of Pisa (Italy), and managing director of Consorzio Pisa Ricerche, which co-ordinates spin-off processes generated from the University of Pisa. He is also managing Director of the Space Technology research Center-Centrosazio, and member of the Board of Directors of the West Tuscany Science and Technology Park.

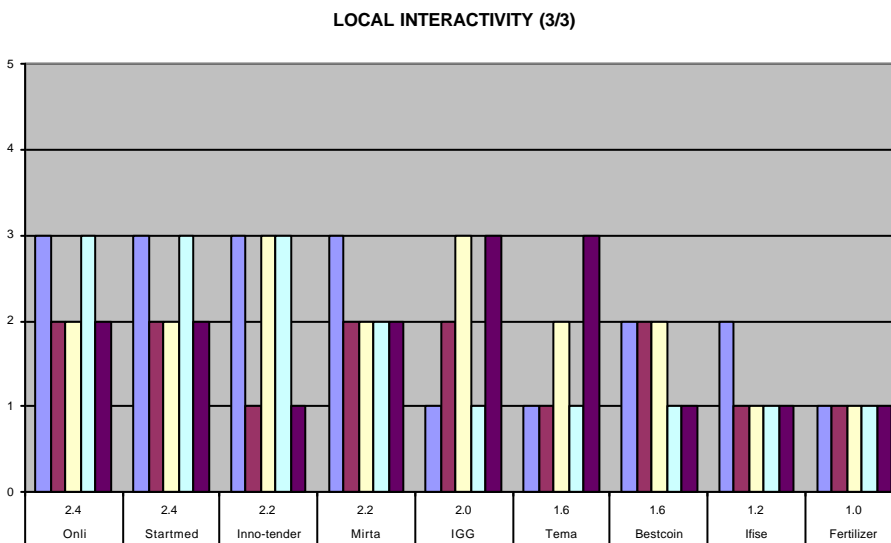
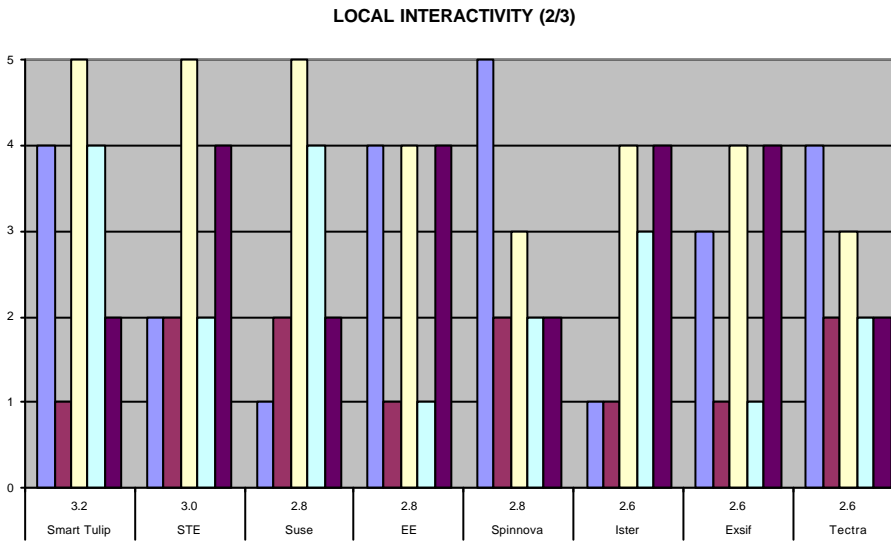
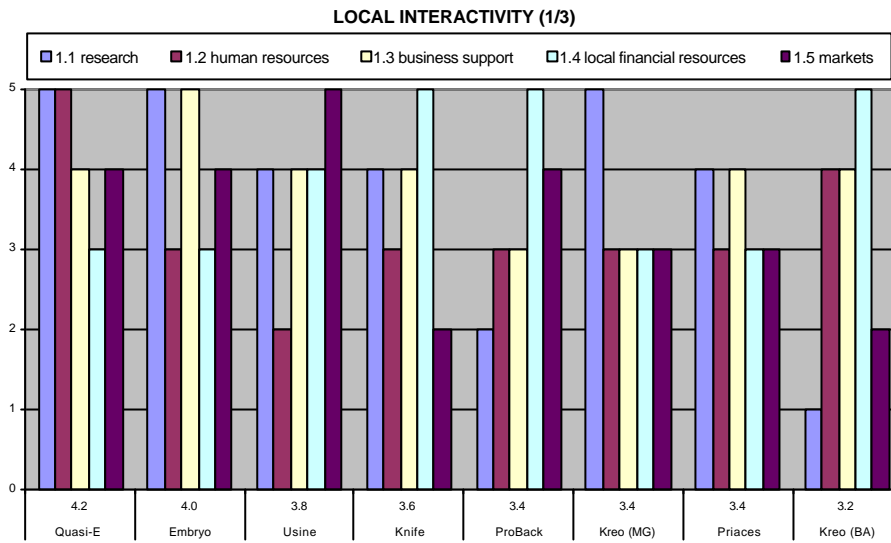
- Mr. **Derek Harris**. In 1992 he became Chief Executive of Birmingham Technology Ltd, the company responsible for the development and management of Aston Science Park. He is Chairman of UK Business & Innovation Centre Ltd, Director of the UK Science Park Association, and President of the European Business Network.
- Mr. **Paolo Anselmo**. General Manager of Aosta Valley Regional Development Agency ( Italy), which engages in promoting new business ideas and providing technical, economic, financial, technological and marketing services. He is Vice-President of EBAN-European Business Angels Network Association, and President of IBAN- Italian Business Angels Network Association.
- Mr. **Mark Hambly**. He is Assistant Director at the Innovation Policy Central Directorate of the UK Department of Trade and Industry – DTI in London, and he is mainly responsible for regional aspects of innovation policy and for policy on science parks.
- Mr. **Ives Guern**. He is founding member of an innovative start-up dealing with signal and sensors models and simulation tool design, which has benefited of support from the Sophia Antipolis environment (France).

## IV. ANNEX IV. RESULTS OF PROJECTS ASSESSMENT

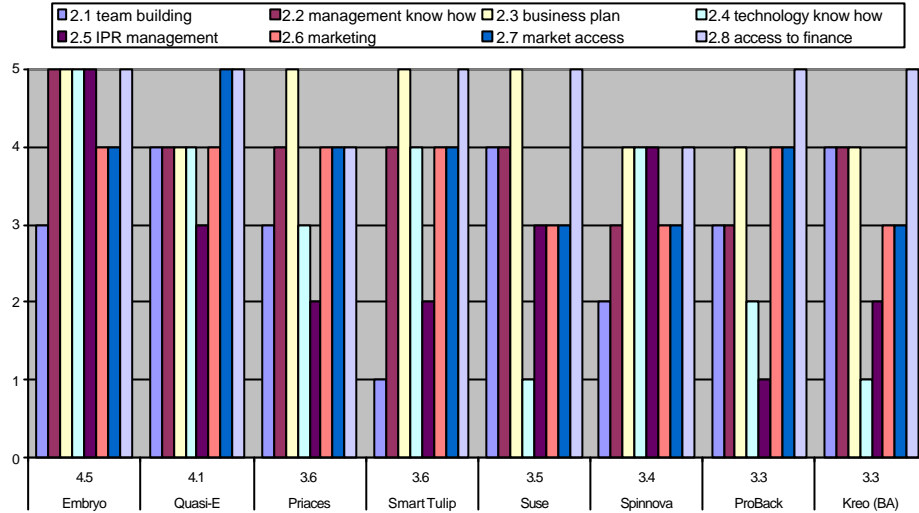
### IV.A. CATEGORISATION OF PROJECTS BY SUBJECT

TABLE 1. CLASSIFICATION OF START-UPS SUPPORTING MEASURES DEVELOPED BY PROJECTS, ACCORDING TO THE PROCESS SUPPORTED AND THE BENEFICIARY TARGETED							
SIX KEY PROCESSES OF BUSINESS LAUNCHING PROFILE OF BENEFICIARY (WOULD-BE ENTREPRENEUR) TARGETED	C1 IMPROVING THE UNIQUENESS OF THE IDEA	C2 IMPROVING THE ATTRACTIVENESS OF THE PROJECT TOWARDS INVESTORS	C3 CONNECTING THE RIGHT PEOPLE WITH INVESTORS	C4 CONNECTING THE RIGHT PEOPLE TO REINFORCE THE PROFITABILITY MANAGEMENT	C5 HELPING THE RIGHT PEOPLE HAVE A MORE UNIQUE IDEA	C6 IMPROVING MANAGEMENT OF THE START-UP ONCE LAUNCHED	PRODUCING MANUALS/USERS GUIDES FOR MANAGING THE PROCESSES OF BUSINESS LAUNCHING
<b>R1</b> UNIVERSITY STUDENTS / YOUNG GRADUATES	<b>INNOTENDER:</b> design and implementation of a business plan competition <b>EURO-ENTREPRENEURSHIP:</b> training programme for cross-border appraisal of new business ideas	<b>KNIFE:</b> website self-learning tool on how to improve relationships between entrepreneurs and investors	<b>EMBRYO:</b> University spin-off comprehensive scheme <b>KNIFE:</b> website self-learning tool on how to improve relationships between entrepreneurs and investors <b>KREO FMD:</b> Business angel networks <b>SMART TULIP:</b> University spin-off comprehensive scheme	<b>EMBRYO:</b> University spin-off comprehensive scheme <b>SMART TULIP:</b> University spin-off comprehensive scheme	<b>EMBRYO:</b> University spin-off comprehensive scheme <b>KREO FMD:</b> Innovation Management “tool kit”, and consultancy <b>SMART TULIP:</b> University spin-off comprehensive scheme <b>SPINNOVA:</b> Training & advice tool to support academic spin-off	<b>KREO FMD:</b> Management “tool kit”	<b>IFISE:</b> Guidelines for incubators programmes and for early stage financing measures, based on the Israeli experience <b>KNIFE:</b> website self-learning tool on how to improve relationships between entrepreneurs and investors <b>MIRTA:</b> transfer and implementation of methodologies on how to assist in the creation and support of biotechnology start-ups
<b>R2</b> SMEs MANAGERS WILLING TO DIVERSIFY	<b>INNOTENDER:</b> design and implementation of a business plan competition					<b>TECTRA:</b> decision making and project management tool to advise business creators	
<b>R3</b> SENIOR RTD PEOPLE WILLING TO SPIN OFF FROM PUBLIC RTD CENTRES/LABS.	<b>EXSIF:</b> network of expertise among large public research organisations to validate business plans					<b>TECTRA:</b> decision making and project management tool to advise business creators	
<b>R4</b> UNIVERSITY LABS. WILLING TO PERFORM BETTER TECHNOLOGY TRANSFERS, WHICH MAY LEAD TO INNOVATIVE START-UPS	<b>QUASI-E:</b> A self sustaining university/industry interface to provide professional (i.e. enterprise like) technology transfer contracts <b>USINE:</b> Pre-incubation model to prove market viability of research results before creating a new company			<b>QUASI-E:</b> A self sustaining university/industry interface to provide professional (i.e. enterprise like) technology transfer contracts. <b>USINE:</b> Pre-incubation model to prove market viability of research results before creating a new company		<b>USINE:</b> accompanying training, coaching and mediation tools for start-ups launched	
<b>R5</b> NON SPECIFIC BENEFICIARY/MISCELLANEOUS TARGETED	<b>START-UP TO EUROPE:</b> Support to entrepreneurs for starting cross-borders operations <b>TEMA:</b> virtual market/ incubator platform for services of digital objects processing	<b>SUSE:</b> Presentational training for an investor's audience	<b>PROBACK:</b> Transfer and implementation of a methodology for networking regional seed funders with innovative entrepreneurs <b>SUSE:</b> Investor's cage	<b>START-UP TO EUROPE:</b> Support to entrepreneurs for starting cross-border operations	<b>PRIACES:</b> Spin off support virtual system <b>START-UP TO EUROPE:</b> Support to entrepreneurs for starting cross-border operations <b>SUSE:</b> standardised training and advice on how to set up business plans	<b>IGG:</b> Groups of companies which together discuss an efficient incorporation of innovative processes <b>ISTER:</b> Virtual incubator to support cross-border activities of SMEs <b>ONLI:</b> On-line provision of Innovation Management tools for SMEs <b>TEMA:</b> virtual market/ incubator platform for services of digital objects processing	<b>BESTCOIN:</b> Best practices manual for UJL offices <b>FERTILIZER:</b> Website guidelines on start-up promoting measures for regional development agents <b>PRIACES:</b> co-ordinating mechanisms to rationalise the provision of start-up support services at regional scale <b>STARTIMED:</b> development of a generic model/measures to stimulate life sciences start-ups

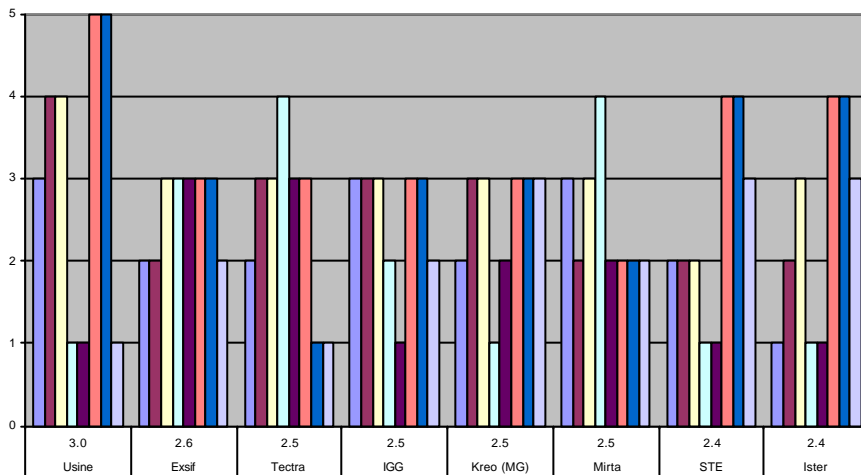
IV.B. BAR CHARTS PRESENTING THE ASSESSED INDICATORS



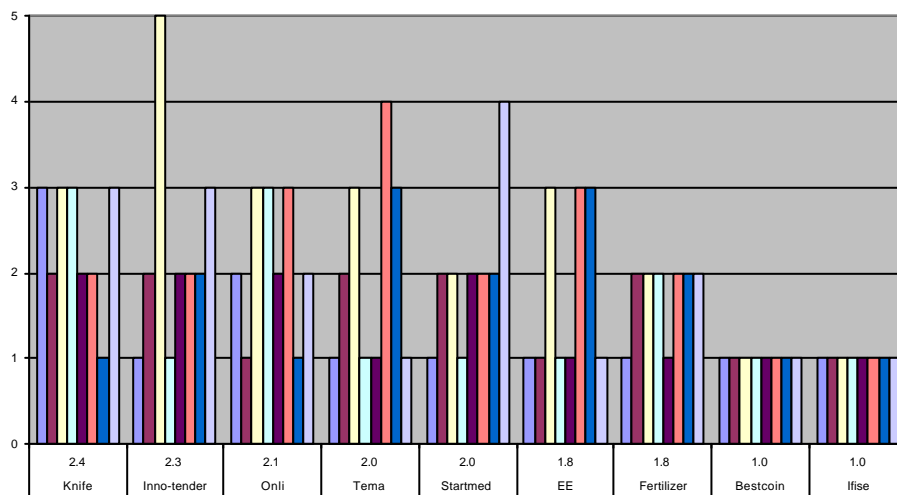
SCOPE & QUALITY (1/3)



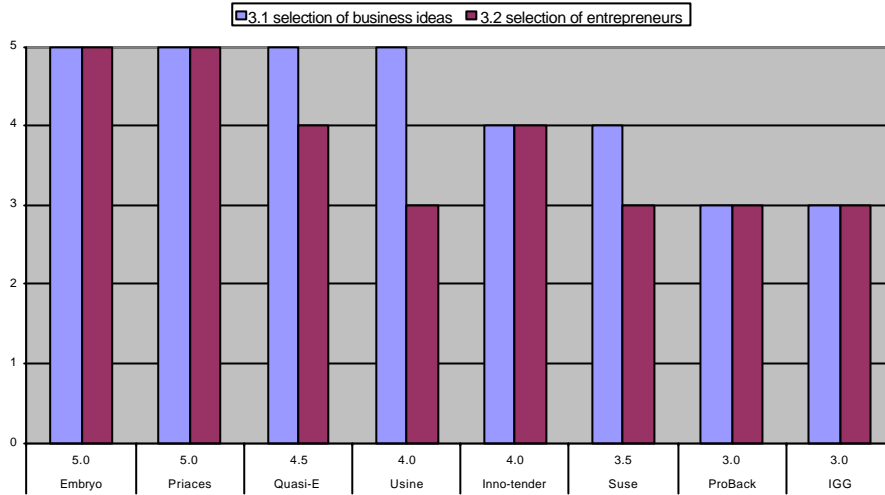
SCOPE & QUALITY (2/3)



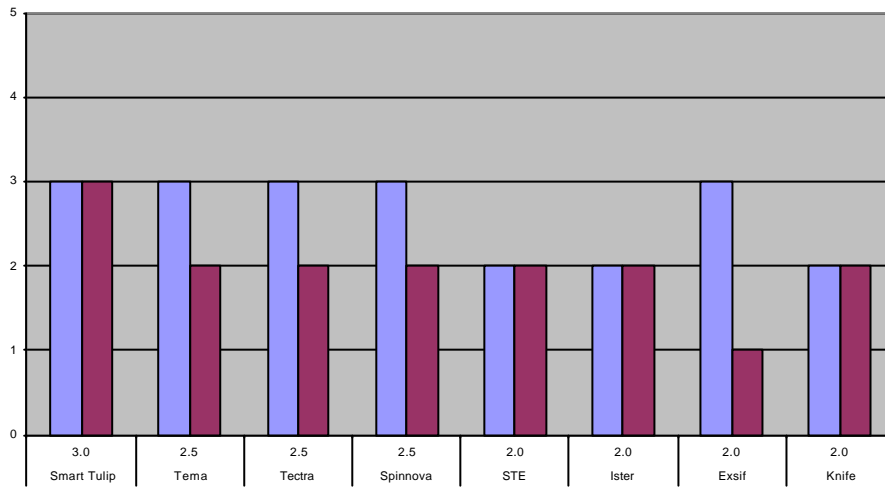
SCOPE & QUALITY (3/3)



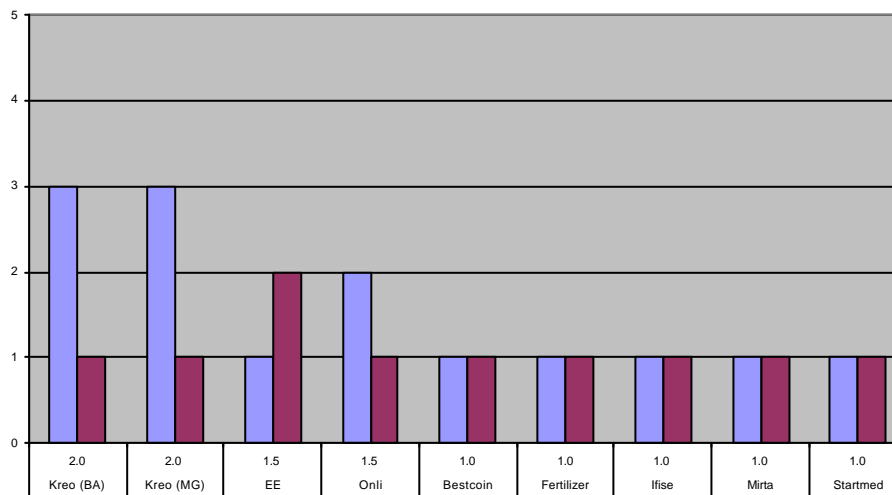
MANAGEMENT ASPECTS (1/3)



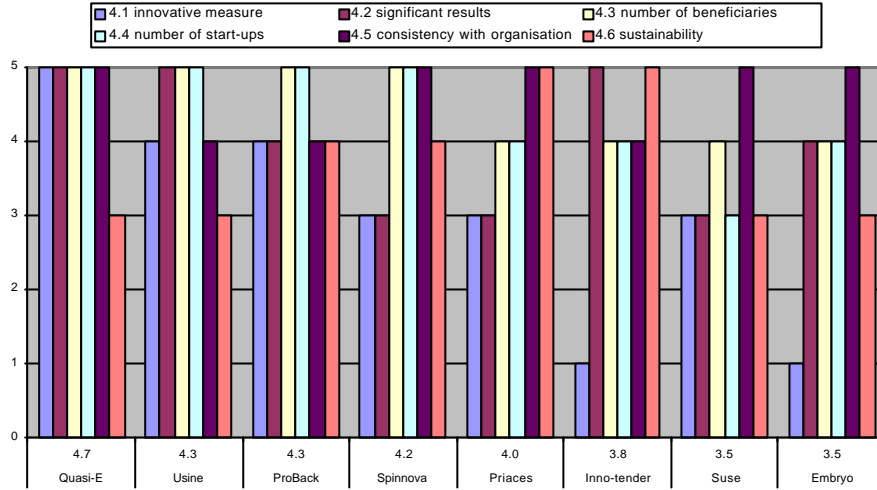
MANAGEMENT ASPECTS (2/3)



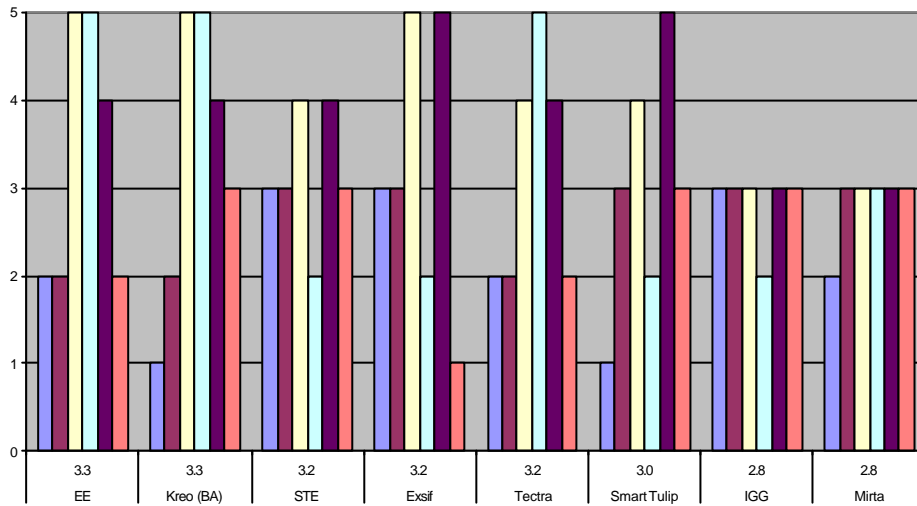
MANAGEMENT ASPECTS (3/3)



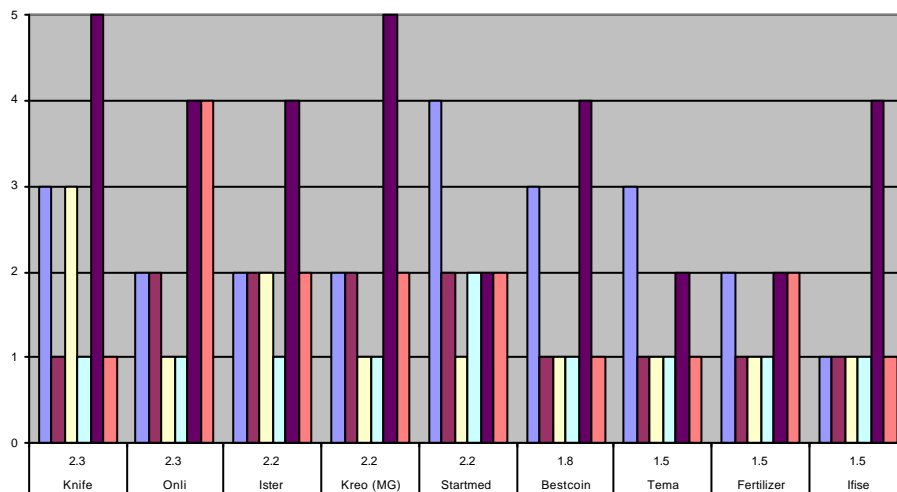
OUTPUTS & SUSTAINABILITY (1/3)



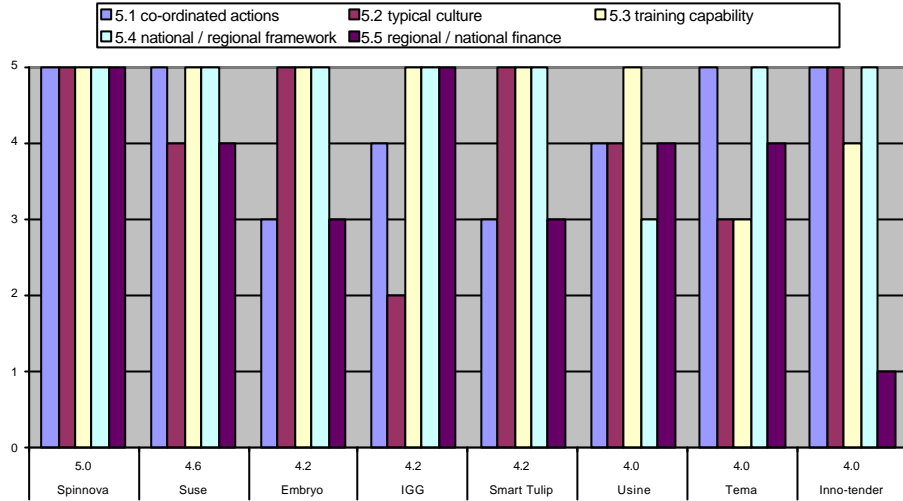
OUTPUTS & SUSTAINABILITY (2/3)



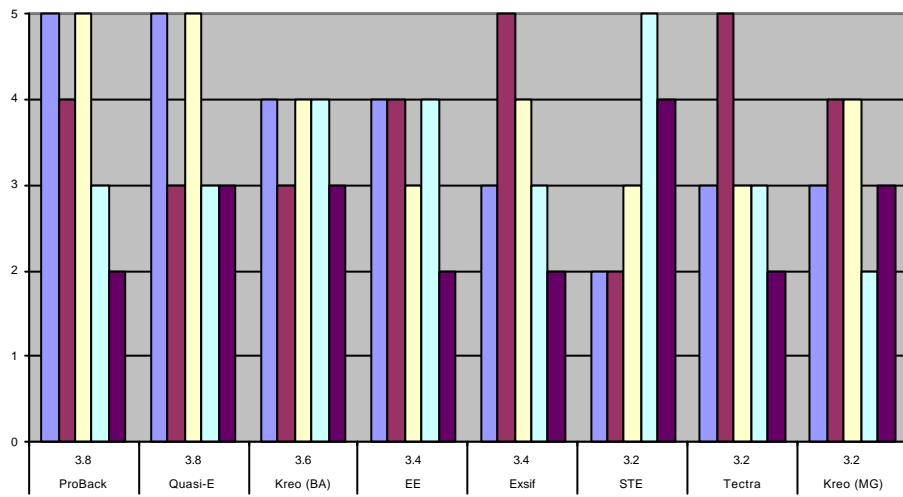
OUTPUTS & SUSTAINABILITY (3/3)



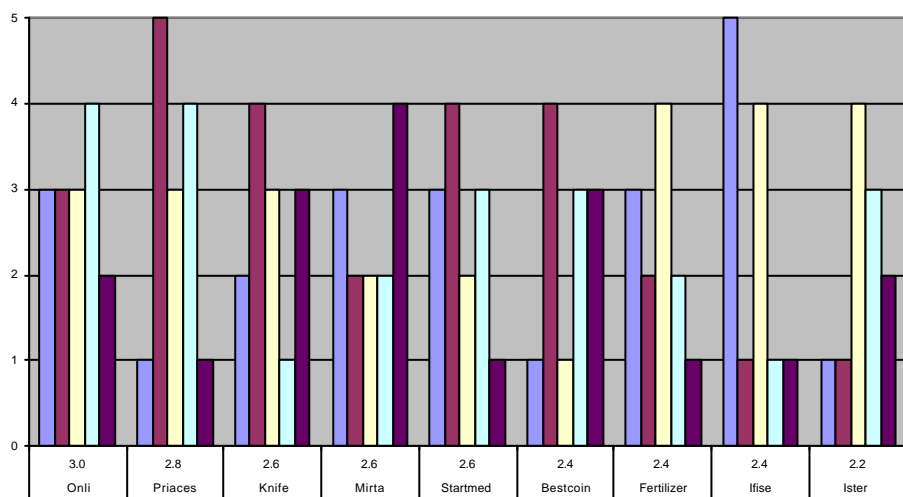
TRANSFERABILITY (1/3)



TRANSFERABILITY (2/3)



TRANSFERABILITY (3/3)



## IV.C. PRIORITY LIST OF PROJECTS

PROJECTS	SUBSET OF INDICATORS					SUMMARY	
	S1	S2	S3	S4	S5	Average	Variance
Quasi E	4,2	4,1	4,5	4,7	3,8	4,26	0,12
Embryo	4,0	4,5	5,0	3,5	4,2	4,24	0,31
Usine	3,8	3,0	4,0	4,3	4,0	3,82	0,24
Priaces	3,4	3,6	5,0	4,0	2,8	3,76	0,67
Spinova	2,8	3,4	2,5	4,2	5,0	3,58	1,05
Suse	2,8	3,5	3,5	3,5	4,6	3,58	0,42
ProBack	3,4	3,3	3,0	4,3	3,8	3,56	0,25
Smart Tulip	3,2	3,6	3,0	3,0	4,2	3,40	0,26
Inno-Tender	2,2	2,3	4,0	3,8	4,0	3,26	0,86
Kreo (BA)	3,2	3,3	2,0	3,3	3,6	3,08	0,39
IGG	2,0	2,5	3,0	2,8	4,2	2,90	0,67
Exsif	2,6	2,6	2,0	3,2	3,4	2,76	0,31
Tectra	2,6	2,5	2,5	3,2	3,2	2,80	0,14
STE	3,0	2,4	2,0	3,2	3,2	2,76	0,29
Kreo (MG)	3,4	2,5	2,0	2,2	3,2	2,66	0,38
EE	2,8	1,8	1,5	3,3	3,4	2,56	0,75
Knife	3,6	2,4	2,0	2,3	2,6	2,58	0,37
Tema	1,6	2,0	2,5	1,5	4,0	2,32	1,04
Onli	2,4	2,1	1,5	2,3	3,0	2,26	0,29
Ister	2,6	2,4	2,0	2,2	2,2	2,28	0,05
Mirta	2,2	2,5	1,0	2,8	2,6	2,22	0,51
Startmed	2,4	2,0	1,0	2,2	2,6	2,04	0,39
Bestcoin	1,6	1,0	1,0	1,8	2,4	1,56	0,35
Fertilizer	1,0	1,8	1,0	1,5	2,4	1,54	0,35
Ifise	1,2	1,0	1,0	1,5	2,4	1,42	0,34
<b>Average</b>	<b>2,72</b>	<b>2,64</b>	<b>2,50</b>	<b>2,98</b>	<b>3,39</b>	<b>2,85</b>	
<b>Variance</b>	<b>0,70</b>	<b>0,75</b>	<b>1,56</b>	<b>0,89</b>	<b>0,60</b>		

## ANOVA by columns

Source of variation	SS	df	MS	F	P-value	F crit
Between Groups	12,3384	4	3,0846	3,427536	1,E-02	2,447237
Within Groups	107,9936	120	0,899947			
<b>Total</b>	<b>120,332</b>	<b>124</b>				

## ANOVA by rows

Source variation	SS	df	MS	F	P-value	F crit
Between Groups	77,144	24	3,214333	7,442654	2,E-13	1,626709
Within Groups	43,188	100	0,43188			
<b>Total</b>	<b>120,332</b>	<b>124</b>				

## V. ANNEX V. RESULTS OF NETWORKS ASSESSMENT

NETWORKS	Highest				Kreo				Panel			Spring			
	Helsinki	Sophia	Sydsam	Turino	Emilia-Romagna	Karlsruhe	Oxford	Rhone-Alpes	Barcelona	Milan	Munich	Cambridge	Madrid	Stockholm	Stuttgart
<b>1.- Improved methodological capability</b>															
♦ Expanded and consolidated know-how and knowledge bases (11/15)															
♦ Enhanced skills of assistance personnel; (3/15)															
♦ Enhanced infrastructure to support innovative start-ups (5/15)															
♦ Enhanced organisation to produce timely results on innovative start-up creation (2/15)															
<b>2.- Improved policy and regulatory environment</b>															
♦ the development of new regulations to favour innovative start-ups (3/15)															
♦ inputs into policy formulation processes at regional, national or European levels (9/15)															
<b>3.- Improved social and cultural environment</b>															
♦ improved employment prospects and labour utilisation; (2/15)															
♦ Improved entrepreneurial culture (6/15)															
♦ Greater appreciation of the benefits of cultural diversity in launching start-ups (7/15)															
<b>4.- Improved position and status of your organisation</b>															
♦ Improved service range towards innovative start-ups; (8/15)															
♦ Enhanced processes to create innovative start-ups; (4/15)															
♦ Improvements in competitive position, market position, to launch start-ups (5/15)															
♦ Improved reputation. (9/15)															
♦ Improved local political backing and commitment for start-ups support schemes (10/15)															
<b>5.- Improvements in the way your organisation conducts their affairs</b>															
♦ Better use of consulting resources (1/15)															
♦ Improved ability to network; (9/15)															
♦ Improved risk management;															
♦ Enhanced ability to innovate on the process of creating innovative start-ups (6/15)															
♦ Enhanced ability to manage the costs of achieving successful business exploitation of the newly created companies (1/15)															
<b>6.- Improved ability to tackle problems of a transnational nature</b>															
♦ Better identification and specification of problems with an EU or global dimension; (9/15)															
♦ Better ability to monitor EU or global problems; (2/15)															
♦ Better ability to remedy or mitigate EU or global problems (1/15)															

