FEDER

EURO INNOVA NAVARRA

Gobierno de Navarra

GOOD PRACTICES

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1. Intraregional Cooperation

1.1 IDENTIFICATION OF PROMOTERS WITH A SECTOR-WIDE AND REGIONAL OUTLOOK

METHODOLOGY

Meupole.pol

CONTEXT

IDENTIFICATION OF INTEGRATED PROJECTS IN NAVARRA

TITLE

Identification of Promoters with a sector-wide and regional outlook

FIELD OF APPLICATION

Navarra's Science-Technology-Business (Science - Technology - Enterprise) system, for the identification of Integrated Projects in the fields of Biotechnology, Renewable Energy and Nanotechnology, within EUROINNOVA NAVARRA's Poles of Excellence action.

PROBLEMTICA

In the context of EUROINNOVA NAVARRA, an Integrated Project is one which brings together institutions from Navarra's Science - Technology - Enterprise system to work together to solve a problem of interest to society following an innovative approach.

The difficulties found when identifying these projects tended to be centred around two fundamental questions:

1. Identifying those problems in the above-mentioned sectors whose solution would provide added value due to their being undertaken jointly by Navarra's Science - Technology - Enterprise sector.

2. Involve interested and committed agents from the Science - Technology - Enterprise system in the execution of these Integrated Projects, taking into account, particularly for companies, that the results achieved could be obtained in the medium term.

DESCRIPTION

In order to identify both ideas and participants in high-quality innovation projects, which is the aim of the Poles of Excellence action, it is of the utmost importance to know the most appropriate scientific, technological and business agents likely to be interested in participating. The approach applied in the Meupole.pol actions has involved identifying and achieving the special involvement of agents who meet all the following criteria:

Experience in identifying and undertaking cooperative projects at both a national and international level.

A significant understanding of the current situation, at both a scientific/technological and business level, of the region in which the action is to be undertaken, in this case Navarra.

Sufficient human resources available to get involved in the execution of this action.

The main role of these agents (who were mainly technological) has been to involve Navarra's Science - Technology - Enterprise system in Integrated Projects by selecting the most appropriate bodies and directing and encouraging the ideas-development stages, coordinating the drafting of the Integrated Projects and, in some cases, directing their execution.

The involvement of these agents was governed contractually (specifying the scope and content of their functions) and special financing was provided to fund their support work during the execution of EUROINNOVA NAVARRA.

TARGETS

All those public or private bodies who might be interested in promoting ambitious proposals for cooperative R+D projects in their field of action which involve the mobilisation of scientific, technological and business-related bodies.

LESSONS LEARNED

The approach proposed by Meupole.pol has clearly been a success. Thanks to the work undertaken by the agents, it has proved possible to identify both Integrated Projects related to the biotechnology, nanotechnology and renewable energy sectors and projects which provide an opportunity for mature sectors (particularly Navarra's ICT sector) to diversify and for the internationalisation of Navarra's R+D+i activity.

The most important lesson learned, therefore, was the need to be able to rely on the existing Science - Technology - Enterprise system should similar actions to this be undertaken in the future and to ensure the involvement of those agents in this system with the broadest understanding of both the Science - Technology - Enterprise situation in the sectors in which the action is to be undertaken and the development opportunities offered by the

scientific, technological, etc. topics covered by the action.

This should not, however, underestimate the importance of possible external collaborators who may not be quite as aware of the current situation in the region's Science - Technology - Enterprise sector, although it should still be stressed that the key to the success of an action similar to EUROINNOVA NAVARRA's Poles of Excellence action is to involve those agents with the broadest knowledge and leadership ability.

1.2 SETTING UP OF SECTOR-BASED COMMITTEES WITH SPECIFICALLY DEFINED OBJECTIVES, AND PRE-SELECTION OF AGENTS ON THE BASIS OF THEIR R+D EXPERIENCE

METHODOLOGY

Meupole.pol

CONTEXT

IDENTIFICATION OF INTEGRATED PROJECTS IN NAVARRA

TITLE

Setting up of sector-based committees with specifically defined objectives, and pre-selection of agents on the basis of their R+D experience

FIELD OF APPLICATION

Navarra's Science - Technology - Enterprise system, for the identification of Integrated Projects in the fields of Biotechnology, Renewable Energy and Nanotechnology, within EUROINNOVA NAVARRA's Poles of Excellence action.

PROBLEMTICA

In the context of EUROINNOVA NAVARRA, an Integrated Project is one which brings together institutions from Navarra's Science - Technology - Enterprise system to work together to solve a problem of interest to society following an innovative approach.

To achieve this objective it is necessary to involve agents belonging to the above-mentioned system and ensure that they propose ideas and proposals which could be developed jointly.

It is therefore necessary to combine interests and establish a climate of cooperation which is receptive to different proposals and viewpoints and to find common ground around which to develop specific proposals.

The chief difficulties lie in agreeing on:

1. The scope of the projects to be undertaken jointly: centred more on the resolution of more complex and universal problems in the case of scientific/technological agents, and more on the resolution of problems of an industrial nature in the case of companies.

2. The content of the projects to be undertaken: centred more on the resolution of problems of amore scientific/technological nature in the case of scientific/technological agents, and more on the application of results on a reasonable timescale in the case of companies.

DESCRIPTION

For the identification of ideas which could lead to the development of Integrated Projects, as defined in the previous section, it was necessary to set up Sector-Based Committees whose goal was to generate Cooperative Projects which would attempt to solve a well-defined problem established by the committee itself.

The launch and development of these committees' working sessions was undertaken as follows:

1. Selection of participants, particularly companies, by the Promoters, who identified those companies most likely to participate in cooperative projects given their R+D background and strategy.

2. Celebration of an initial session to decide on the scope of the objectives to be pursued by each committee. Special emphasis was placed on avoiding the identification of problems which, due to their complex nature, would be unlikely to lead to the identification of specific Projects for their resolution.

3. Execution of the work following a well-defined and delimited methodology: identification of ideas, their classification, drafting of pre-projects of an inclusive nature, drafting of proposals, execution of specific projects.

4. The Sector-Based Committees were coordinated by the Promoters (depending on the Pole of Excellence in which each one specialised) up to the drafting of proposals phase, when this task was undertaken by a coordinator appointed by the participants in each project.

TARGETS

All those public or private bodies who might be interested in promoting ambitious proposals for cooperative R+D projects in their field of action which involve the mobilisation of scientific, technological and business-related bodies.

LESSONS LEARNED

The approach proposed by Meupole.pol has been shown to be correct considering that, as the minimum aim was to achieve the launch of one Integrated Project per Pole of Excellence, two projects have been launched in biotechnology, three in renewable energy and four in nanotechnology, all by agents in Navarra's Science - Technology - Enterprise system.

In the specific case of the sector-based committees, it has been shown that:

1. It is essential to involve those agents, and especially companies, who are most likely to, or at least open to, cooperate with other similar or different agents in the system. It is therefore not recommendable to force those agents whose development strategy does not fit these parameters to participate as they will not only be incapable of identifying collaboration opportunities but their attitudes and comments will ensure that the other participants will have greater difficulty in achieving results. If the aim is to increase the number of agents willing to work together, a consciousness-raising programme should be executed before they join EUROINNOVA NAVARRA.

2. It is critical to concentrate on the scope of action and the results to be achieved during the development of these committees by setting out the results to be achieved very precisely. It should not be surprising that the participants develop a tendency to postpone decisions if this is not done as the meetings are also a natural meeting point for agents in the same sector and there are a large number of topics which are of interest to all these participants. it is therefore suggested to set up other forums where other aspects identified during the committee meetings can be treated and to ensure that the topics discussed during these latter meetings are strictly limited.

3. The identification and empowerment of the Promoters was clearly a correct decision (see the corresponding Good Practice) as they were able to ensure that 86% of the ideas were submitted by other agents who, at the commencement of the Sector-Based Committees, were unaware of EUROINNOVA's scope and objectives. It is considered much more important that the Promoters are able to create a participatory environment than generating the ideas themselves.

1.3 GROUPING OF PARTIAL PROPOSALS INTO AMBITIOUS INTEGRATED PROJECTS WHICH BRING TOGETHER COMMON INTERESTS.

METHODOLOGY

Meupole.pol

CONTEXT

IDENTIFICATION OF INTEGRATED PROJECTS IN NAVARRA

TITLE

Grouping of partial proposals into ambitious integrated projects which bring together common interests.

FIELD OF APPLICATION

Navarra's Science - Technology - Enterprise system, for the identification of Integrated Projects in the fields of Biotechnology, Renewable Energy and Nanotechnology, within EUROINNOVA NAVARRA's Poles of Excellence action.

PROBLEMTICA

In the context of EUROINNOVA NAVARRA, an Integrated Project is one which brings together institutions from Navarra's Science - Technology - Enterprise system to work together to solve a problem of interest to society following an innovative approach.

Sector-based committees, which involved the participation of Science - Technology - Enterprise agents and from which a large number of different ideas arose, were set up to achieve the above-mentioned objective. A total of 76 ideas for development into Integrated Projects were generated:

- Biotechnology: 18 ideas
- Renewable Energy: 26 ideas
- Nanotechnology: 29 ideas
- Models to promote Science - Technology - Enterprise collaboration: 3 ideas.

However, although the generation of such a large number of ideas was clearly an important achievement, the following difficulties were pointed out:

- Some proposals were not likely to involve companies in their execution due to their scientific nature.

- Similarly, some ideas proposed by companies were not likely to involve scientific/technological agents in their execution.

- Some ideas proposed by University research groups and companies were very closely related to others proposed by other research groups and companies closely linked to the former but were not proposed jointly.

- Other proposals did not fulfil the definition of an Integrated Project in the EUROINNIVA NAVARRA action or could not be executed jointly by the three agents in the Science - Technology - Enterprise system.

- Furthermore, for financial reasons, it was not possible to fund such a large number of projects adequately.

However, once the objective of generating ideas in joint sector-based committees had been achieved, it was not considered appropriate simply to devise a very demanding filter to eliminate a large number of these ideas as this would be a huge disappointment for a large number of agents who had shown a willingness to collaborate in the launch of Integrated Projects.

It was therefore necessary to manage the identification of specific projects in such way as to fulfil the criteria established by EUROINNOVA NAVARRA whilst at the same time achieving the greatest level of satisfaction for the participants in the sector-based committees.

DESCRIPTION

When identifying the Integrated Projects to be undertaken it was necessary to take into account the EUROINNIVA NAVARRA defines an Integrated Project in a very specific manner. This is in order to achieve two important effects:

1. Concentrate the field of action on the detection of ideas which could be undertaken jointly. This helps the participants to concentrate their identification efforts in this direction, which is not necessarily easy despite the fact that they are experienced in the development of joint projects.

2. Establish a clear reference framework for `proposal selection, thereby avoiding the generation of sensitivities.

In order to achieve the greatest possible degree of inclusiveness of ideas and participants in proposals which could lead to Integrated Projects, EUROINNOVA NAVARRA proceeded as follows:

1. Ensure that the participants are fully aware of the framework of action in which the ideas should generated.

2. Propose an ideas-generation formula to the participants in which the proposers, as well as describing the idea, should indicate which other agents in the Science - Technology - Enterprise system could be interested in participating in the development of this idea. This meant that the proposer itself suggested the road to be followed if it proved necessary to promote the incorporation of other agents into its proposal.

3. Once the proposals had been received, hold a meeting of the corresponding sector-based committee to combine them, ensuring that the proposers themselves identify the need or convenience of combining their idea with others and facilitating the incorporation of agents into each of the ideas.

4. Once the above-mentioned tasks had been performed, the total number of proposals for conversion into projects had been significantly reduced in number as a good many of the ideas were combined by the proposers themselves during the second meeting of the sector-based committee. Furthermore, the majority of agents who participated in this sessions fitted themselves into the different proposals. Even so, EUROINNOVA NAVARRA's programme coordinators made an extra effort to achieve an even greater degree of integration of ideas and participants.

Despite all the above, a small number of ideas have not been executed as it proved impossible to combine them with others, a fact which was understood and accepted by the proposer involved with no obvious dissatisfaction on its part.

TARGETS

All those public or private bodies who might be interested in combining diverse interests both within their own organisation and in others into specific actions to be undertaken jointly.

LESSONS LEARNED

The identification and proposal of 76 ideas as candidates for consideration as collaborations within Navarra's Science - Technology - Enterprise system can be considered a resounding success and leads to various reflections:

1. It is not correct to state that the different agents in the Science - Technology - Enterprise system are unwilling to collaborate. If this had been the case, no proposals would have been generated. Therefore, if a way of mobilising the agents in this system in a common direction can be found, specific results are achieved.

2. One fundamental aspect of the coordination work is one of the greatest determinants for achieving successful results during this type of action: the inclusion of all participating agents. The coordinator has to identify and highlight the common ground (the need to solve a specific problem) in order to base a project around it and avoid those aspects which could constitute a barrier to cooperation (search for short-term results), managing those aspects which, without being barriers, constitute problems which need to be overcome (execution timetable, exploitation of results) appropriately. Meupole.pol has also proposed a Collaboration Model to the participants in the projects to be undertaken in order to resolve some of the aforementioned aspects.

3. It is of the utmost importance to define the scope of the actions to be undertaken as accurately as possible. This ensures that the participants defer to a particular decision taken by the Programme's Managers and facilitates the latter's advice to the proposers regarding the resolution of operational difficulties which may arise during the action's execution.

1.4 IDENTIFICATION OF THE SCIENTIFIC/TECHNOLOGICAL SUPPLY AND ITS DISSEMINATION

METHODOLOGY

Meupole.pol

CONTEXT

PROMOTION OF THE DEVELOPMENT OF JOINT R+D ACTIVITIES AT BOTHE REGIONAL AND AN INTERNAITONAL LEVEL

TITLE

Identification of the Scientific/Technological Supply and its dissemination

FIELD OF APPLICATION

The identification of Integrated Projects to be undertaken jointly at a regional level by Navarra's Science - Technology - Enterprise system and their internationalisation through European Collaboration Networks: EUROINNOVA NAVARRA's Poles of Excellence, Innovatic and Innovanetworks actions.

PROBLEMTICA

The main objectives of EUROINNOVA NAVARRA are:

1. To establish a methodology which promotes the development of joint projects involving the agents in Navarra's Science - Technology - Enterprise system.

2. Internationalise the R+D activity of the aforementioned agents.

One of the greatest problems when it comes to achieving the first of these objectives is the mutual unawareness of the agents involved. This is a well-known problem at a European level which has been identified as one of the highest barriers to a greater degree of collaboration between these agents.

This problem presents various facets, including:

- On the one hand, the scientific agents understand that one of their highest priorities is the generation of knowledge which is not necessarily applicable in the short term in a business-oriented environment. However, these agents also recognise that it is necessary to make an effort to find practical applications for the knowledge generated as this leads to an enrichment of society in general.

- On the other hand, companies' needs are centred on the generation of value for their customers based on providing these customers with solutions to their specific problems. However, these agents also recognise the need to incorporate new, ground-breaking developments into their products/services in order to increase the added value of their supply, particularly if other price-based competitive factors are difficult to achieve.

There is therefore common ground between these two attitudes.

DESCRIPTION

Given the existence of the aforementioned common ground, EUROINNOVA NAVARRA has concentrated its efforts in promoting it, essentially by identifying the Science - Technology - Enterprise supply available in Navarra and disseminating it to all the agents in the Science - Technology - Enterprise system.

The parameters which define this action are as follows:

1. Establish basic topics which bring together specific activity sectors. Given EUROINNOVA NAVARRA's framework of action, the biotechnology, nanotechnology and renewable energy sectors were chosen.

2. Ensure that the Science - Technology - Enterprise system's agents make an effort to classify their activities in light of these sectors. This has led to the generation of a three-input table with:

- Agent on the y-axis (this information is department-based in the case of universities).

- The scientific and technological areas in which this agent is active and which it supposes could have a practical application on the x-axis.

- The application sectors in different colours.

3. Make sure that the companies participating in the sector-ba-

sed committees receive the above information a significant time before the first meeting is held (see the corresponding Good Practice). This information was extracted from a more general source containing a SWOT analysis of each sector's situation: Biotechnology, Nanotechnology and Renewable energy.

The effort made also served to provide detailed information regarding the scientific/technological supply in order to facilitate contact with other regions (Innovanetworks) with common and/or complementary interests and capabilities.

TARGETS

All those public or private bodies who might be interested in promoting ambitious proposals for cooperative R+D projects in their field of action which involve the mobilisation of scientific, technological and business-related bodies.

LESSONS LEARNED

There is common ground between the scientific world's vocation of generating new knowledge and the application of some of it this knowledge by Technology Centres and companies. The challenge is to establish mechanisms to ensure that the interests of all agents coincide in specific projects, as has occurred within the framework of EUROINNOVA NAVARRA.

The utility of asking knowledge-generating agents to classify this knowledge based on its theoretical/practical usefulness has been demonstrated. This helps companies to identify the possibility of exploiting these results commercially as well as to detect the medium-term application opportunities by undertaking joint projects.

1.5 FORMATION OF TRANSVERSAL GROUPS FOR THE IDENTIFICATION OF POLES OF EXCELLENCE–ICT COOPERATION PROJECTS.

METHODOLOGY

Meupole.tic

CONTEXT

THE PROMOTION AND DEVELOPMENT OF THE ICT SECTOR AS A CATALYST FOR TECHNOLOGICAL CHANGE AND GROWTH OF THE REGIONAL ECONOMY

TITLE

Formation of Transversal Groups for the identification of Poles of Excellence–ICT cooperation projects.

FIELD OF APPLICATION

Navarra's Science - Technology - Enterprise system for execution of the INNOVATIC action.

PROBLEMTICA

One of the main objectives of INNOVATIC was to develop ICT projects with two goals:

1. To dynamise Navarra's ICT sector, promoting its development by enhancing its involvement in the development of applications in emerging sectors such as biotechnology, nanotechnology and renewable energy.

2. To ensure that ICT acts as a catalyst for the projects identified under the POLES OF EXCELLENCE action.

The most important problem to be solved is the mutual unawareness of the aforementioned sectors:

The ICT sector is not aware of the precise needs and opportunities resulting from the application of IT by companies and technology centres who are active in the biotechnology, nanotechnology and renewable energy sectors.

Likewise, these aforementioned companies and centres are generally unaware of the real possibilities and development capabilities offered by the majority of the companies in Navarra's ICT sector.

DESCRIPTION

Three Transversal Working Groups were set up to achieve the aforementioned objectives. Each of these groups contained companies from the ICT sector and participants from some of the 9 Integrated Projects launched within the Poles of Excellence action. This action was undertaken in 5 main phases:

1. Drafting of a preliminary report by the action's coordinator (CEIN) consisting of: a list of ideas being analysed within the Poles of Excellence action to identify synergies between them and the ICT sector; drafting of an opportunities report for the ICT sector.

2. Official launch of the INNOVATIC action during a presentation at E-NATECH 2007, Navarra's leading computer convention, to inform all companies from Navarra's ICT sector participating in this convention about the action.

3. Setting up of the Working Groups, during which the objectives and scope of the different Integrated Projects resulting from the Poles of Excellence were presented and joint collaboration opportunities identified.

4. Selection of proposals and formation of consortia containing those agents interested in participating.

5. Drafting of Projects and signing of Cooperation Agreements.

TARJET

All those public or private bodies who might be interested in promoting ambitious proposals for cooperative R+D projects in their field of action which involve the mobilisation of scientific, technological and business-related bodies in a transversal manner.

LESSONS LEARNED

The approach taken by Meupole.TIC has clearly been a success as 6 projects which involve a clear collaboration between the biotechnology, nanotechnology and renewable energy sectors and the ICT sector have been launched.

In the specific case of the Working Groups, it has been shown that:

1. It is very important that the impetus is provided by the companies who are going to be the end users of the applications to be developed (in this case, the participants in the different projects from the Poles of Excellence) as these are the agents who are most likely to be able to identify development opportunities for ICT companies in the context of the project's other objectives.

2. As noted for the Poles of Excellence action, it is critical to concentrate on the scope of action and the results to be achieved during the development of these committees by setting out the results to be achieved very precisely. This avoids the natural tendency to concentrate developments on known areas which, although they may provide a reasonable guarantee of achieving results, are not an interesting opportunity to diversify activity or to consider new possibilities.

1.6 DRAWING UP OF DOCUMENTATION AND PROVISION OF SUPPORT SERVICES FOR THE DRAFTING OF PROPOSALS FOR THE DEVELOPMENT OF TRANSVERSAL POLES OF EXCELLENCE–ICT PROJECTS.

METHODOLOGY

Meupole.tic

CONTEXT

THE PROMOTION AND DEVELOPMENT OF THE ICT SECTOR AS A CATALYST FOR TECHNOLOGICAL CHANGE AND GROWTH OF THE REGIONAL ECONOMY

TITLE

Drawing up of documentation and provision of support services for the drafting of proposals for the development of transversal Poles of Excellence–ICT projects.

FIELD OF APPLICATION

Navarra's Science - Technology - Enterprise system for execution of the INNOVATIC action.

PROBLEMTICA

The lack of experience of some of the participants in this type of work dynamic could lead to some agents, particularly companies:

1. Being unsure of which Working Group to join,

2. Or becoming involved in Project Groups without having a clear idea of their role or the significance their participation in the project may have.

On the other hand, one of the aspects with which the ICT sector has had most problems during the execution of the INNOVATOC action has been the ownership of the results.

DESCRIPTION

To facilitate the genuine involvement of companies from the ICT sector in the preparation of proposals, thereby overcoming the aforementioned problems, two different actions were undertaken:

1. Business Opportunity Reports for Navarra's ICT sector were undertaken in the fields of biotechnology, nanotechnology and renewable energy through collaborative Science - Technology - Enterprise projects. These reports were published and ensured that the ITC companies had a prior idea of how they could participate in the opportunities which would be presented to them during the Working Groups by the Coordinators of the Integrated Projects developed under the Poles of Excellence initiative.

2. Legal support, through a specialised consultancy, for the drafting of exploitation agreements for the consortia. This support has, to a large extent, facilitated the drafting and signing of the corresponding Collaboration Agreements for the execution of projects by the participants.

TARGETS

All those public or private bodies who might be interested in promoting ambitious proposals for cooperative R+D projects in their field of action which involve the mobilisation of scientific, technological and business-related bodies in a transversal manner.

LESSONS LEARNED

The Business Opportunities Studies for Navarra's ICT sector in the aforementioned fields provided a basic common understanding and created a framework of trust and generation of ideas in the framework of INNOVATIC. However, these studies were not discussed to any great extent and were not the basis for any significant contributions, therefore the effort required to draw up this documentation could be limited in future actions similar to EUROINNOVA. However, the legal counselling regarding exploitation of the projects' results was very highly valued by the participants.

2.
Interegional Cooperation

2.1 APPROXIMATION TO EXCELLENT EUROPEAN REGIONS IN THE SECTORS OF BIOTECHNOLOGY, NANOTECHNOLOGY, AND RENEWABLE ENERGY

METHODOLOGY

Meupole.reg

CONTEXT

EXPERIMENTING WITH NEW FRAMEWORKS OF COOPERATION BETWEEN EUROPEAN REGIONS

TITLE

Approximation to excellent European regions in the sectors of Biotechnology, Nanotechnology, and Renewable Energy

FIELD OF APPLICATION

Science – Technology – Company (Ciencia – Tecnología – Empresa, C-T-C) system of European Regions for the development of operations in cooperation by means of their Science – Technology – Company systems.

PROBLEMTICA

In order to make progress in integration with other regions so as to build a European Research Space, not all Navarra linking agents are in the same position on the starting line. The Renewable Energy sector is already more prominent on an international level and is in a comfortable leading position; this is not yet the case in the other two sectors.

There is no doubt that the regions identified as being excellent were attractive to the Navarra system, but the existence of a reciprocal effect on the part of the regions contacted was essential.

DESCRIPTION

So as to exploit the advantageous position of the Renewable Energy sector, an attempt has been made to involve preferentially those regions which are also interested in the other two sectors and in any case those aware of the potential of the C-T-E system of Navarra.

The regions contacted were invited to attend a meeting in Brussels at which the objectives of the programme were presented together with the activities to be carried out and the work timetable.

At this meeting the regions were asked to expound briefly their position within the European context, with particular mention of their strengths and interests in the sectors of participation. In addition, they were given a research catalogue on these matters drawn up by the OPTI so that they could assess the positioning of the region and its attractiveness for future developments of the lines of technology considered there by means of a simple online application.

If the representatives of the regions present agree to participate, they will contact the regional technological agents that they consider to be most suitable for participating in the remainder of the activities of the INNOVANETWORKS action, especially in the answers to the OPTI survey and participation on the International Sectorial Panels, the dates for which have already been established.

TARGETS

All those public – private entities that could be interested in internationalising their innovation by their participation on international cooperation networks.

LESSONS LEARNED

From the approach described above by Meupole.reg the following conclusions can be drawn:

It is thought appropriate to hold the kick-off meeting in Brussels, the nerve centre of the European system with excellent communications from each of the regions invited, as this made attendance easier.

It is essential to make sure that the representatives of the Regions taking part in this type of meeting have enough information on the programme and the necessary independence to make the quick decisions needed in these contexts.

The catalogue of the lines of technology that was given to those attending the meeting, although it was considered a valuable tool by most of them, could be improved as it was hard to find agents to answer the aforementioned questionnaire long enough in advance or to participate on the panels.

2.2 CONSTITUTION OF INTERNATIONAL SECTORIAL PANELS

METHODOLOGY

Meupole.reg

CONTEXT

EXPERIMENTING WITH NEW FRAMEWORKS OF COOPERATION BETWEEN EUROPEAN REGIONS

TITLE

Constitution of International Sectorial Panels

FIELD OF APPLICATION

Science – Technology – Company system of European Regions for the development of operations in cooperation by means of their Science – Technology – Company systems.

PROBLEMTICA

As one of the objectives of INNOVANETWORKS is the establishing of contacts between Navarra and other European regions in order to carry out a joint exercise of technological analysis and also to collaborate closely and continuously over time, it was essential to motivate the excellent regions for them for become involved in the project.

Identifying both technological partners and those in charge of regions at the highest level in all the regions taking part, and involving them in the development of the action, should of necessity lead to the greater success of the same; however, this task is neither easy nor devoid of risks such as not finding suitable people or not motivating them sufficiently to participate in the project.

DESCRIPTION

Those agents with regional representation who attended the kick-off meeting in Brussels contacted their respective local authorities so as to decide whether to join the action. The regions that agreed to participate received all the information they had requested to clarify any aspects that had not been clearly defined, and appointed the regional linking centres in charge of involving the necessary partners in their respective environments.

The Service of Innovation and the Information Society responsible for the execution of the programme carried out through ANAIN a detailed follow-up of the operations of the said centres, encouraging their participation mainly through the use of phone calls and e-mails. The objective was calling in time and form for participation on the International Sectorial Panels of whatever agents might be of value in order to carry out the analysis exercise.

TARGETS

All those public – private entities that could be interested in internationalising their innovation by their participation on international cooperation networks.

LESSONS LEARNED

This phase of the methodology was very laborious if the relation between the time spent and the results obtained is considered. The inter-regional linking centres have had many difficulties, not so much in the identification but rather in the involvement of the essential partners for the constitution of the said tables. The busy agendas of the people considered to be suitable and the priorities of their main jobs meant that it was necessary to insist more than had been expected on the need for their participation; it was not known until the last minute whether they would attend the meeting of not.

The best results were achieved on those panels (Renewable Energies) in which the matters to be dealt with were very concentrated.

With regard to the formation of the Biotechnology Table, its broadmindedness must be emphasised, as in fact biotechnology was a transverse element in aspects related to health, agro-food, and renewable energy. It was also the largest table and the one giving rise to the most varied conclusions. However, bringing together in the same forum and in three areas that are so different varied professions, concerns, ideas, and proposals, was a very valuable experience.

2.3 CARRYING OUT AN EXERCISE OF COMMON TECHNOLOGICAL ANALYSIS

METHODOLOGY

Meupole.reg

CONTEXT

EXPERIMENTING WITH NEW FRAMEWORKS OF COOPERATION BETWEEN EUROPEAN REGIONS

TITLE

Carrying out an exercise of common technological analysis

FIELD OF APPLICATION

Science – Technology – Company system of European Regions for the development of operations in cooperation by means of their Science – Technology – Company systems.

PROBLEMTICA

In order to carry out a joint analysis exercise, various circumstances must coincide:

1. The existence of at least 3 regions interested in carrying it out.
2. Carrying out the exercise in the three technological sectors.
3. A common calendar for all technological agents and regional representatives involved.
4. The OPTI questionnaire on positioning and the attractiveness of the lines of technology for each region must be completed in advance.

DESCRIPTION

The bulk of this task fell to the OPTI, which proposed a common methodological development for each sector and each Table. This exercise of analysis was divided into two parts:

a) Pre-analytical
b) Joint inter-regional analysis

In the initial phase at the beginning of each meeting, two aspects that had previously been mentioned were expounded:

1. The map of the technological position of the region in each sector.
2. The results, drawn up by the OPTI, of the prior survey on current potential and future attractiveness of the lines of technology.

After a brief assessment of the comments arising from the analysis that the OPTI had carried out concerning both matters, those attending were explained the scope of the exercise, its methodology, and the results hoped for.
More or less time was necessary for the carrying out of the analysis exercise depending on the number of people in each panel (a whole day in the case of the Biotechnology Panel), and it was approached in the following way.

a) Explaining the steps to follow to those attending. In the case of the Biotechnology Panel, the OPTI proceeded to divide those attending into two groups with a fairly uniform composition.

b) Appointing a spokesperson or one per group if appropriate.

c) Gathering ideas, first within the group (or groups), and then expounding them through the spokesperson (or spokespeople), helped with development by OPTI technicians, on the following aspects:

- An agreed vision for the near future (10 years) of the regions for each sector.
- Tasks considered necessary if the vision is to be achieved.
- Barriers identified in its development.
- o Agents that must be involved if it is to be achieved successfully.

At all times the representatives of the OPTI facilitated this pooling of resources, clarifying concepts, contributing to the identification of tasks, and summarising the results analysed in a computer application. Subsequently this file was sent to all participants, asking them to send their suggestions, corrections, or any other comment to add to the information contained in it.

With the results obtained in each of the International Sectorial Panels, OPTI proceeded to design the Roadmaps in order to allow the achieving of the vision defined for the various sectors of Biotechnology, Nanotechnology, and Renewable Energy.

TARGETS

All those public – private entities that could be interested in internationalising their innovation by their participation on international cooperation networks.

LESSONS LEARNED

The formation of the International Sectorial Panels has been shown to be a very useful tool for the tackling from very specific aspects of the daunting task of constituting a European Research Space. As well as the contacts that the agents may have with their opposite numbers from other regions, opening an official channel for small meetings promoted by highly representative organisations that are very well thought of in their own regions, it provides these agents with a vision of how to approach internationalisation systematically from a limited European environment and contributes towards the creation of a favourable climate from which synergies of all kinds may emerge.

The difficulties faced by Regional Linking Centres in order to organise the agendas of the most suitable partners means that careful planning of the activities to be carried out is required, together with absolute respect for the decisions made.

The exercise of joint technological analysis, while still being an uncommon tool for many agents of the International Sectorial Panels, has allowed all of them to project their current position in an international context, despite the small surface area of INNOVANETWORKS (only 4 European Regions). In this projection the agents have been able to identify the barriers that may prevent them from reaching common goals, but also the measures to eliminate them that go beyond the limits of their respective regions.

Finally, the results of the technological survey, which has been designed to find out the position of the regions and the attraction that they may feel for the latest technologies in the three different sectors, have responded to this approach at the level of each region. However, if the agents had had these data before the International Sectorial Panel meetings were held, a very interesting base would have been created in order to detect synergies or complementary aspects among the technological supply and demand of the regions present as soon as possible.

2.4 ACCOMPANYING COMPANIES IN THE PROCESS OF THEIR INVOLVEMENT IN EXISTING NETWORKS OF SECTORIAL INTEREST

METHODOLOGY

Meupole.net

CONTEXT

INCORPORATION OF AGENTS FROM THE C-T-E SYSTEM OF NAVARRA TO NETWORKS OF EXCELLENCE ON THE INTERNATIONAL SCENE

TITLE

Accompanying companies in the process of their involvement in existing networks of sectorial interest

FIELD OF APPLICATION

Science – Technology – Company system of Navarra for the internationalisation of cooperative R+D activities.

PROBLEMTICA

One of the key objectives of EUROINNOVA NAVARRA is the internationalisation of the Science – Technology – Company (C–T–E) system of Navarra by means of the specific action of INNOVANETWORKS.

Moreover, it is hoped that the said internationalisation will be carried out, among other possibilities, by means of the participation in networks of excellence on an international scale, preferably in Europe.

Although part of the C-T-E system, to be specific the Scientific section (Universities) and the Technological section (Technological Centres), already carries out a large part of its R+D work in the form of international cooperation, the same cannot be said of the Company Agents, at least as far as their innovative environment is concerned.

As has been mentioned (the previous Good Practice), the reasons for this situation include:

- The extent of the developments concentrates on problems that specifically affect the business itself. It is difficult for a company to identify the aspects of its innovation activity that would benefit from possible internationalisation.
- There is a lack of experience as to participation in cooperative projects and even more so when these are international in nature. Both the fact of belonging to an international network and active participation on it tend to involve the following of certain protocols, many of which are not “written down”, based on the experience of the participants in cooperating in this way.
- There is a lack of information on existing networks, the contents of their activities, and the possible results deriving from participation in the same.

DESCRIPTION

Given that EUROINNOVA NAVARRA, by means of Meupole.pol and Meupole.tic, has been capable of identifying and setting in motion 15 collaboration projects in the areas of Biotechnology, Nanotechnologies, Renewable Energy, and ICT, the decision was taken to make use of the said Consortiums in order to make them hinge on an experience of the involvement of the C-T-E System on international networks related to the aforementioned sectors of knowledge.

In the previous Good Practice, the activities most closely related to the information to the C-T-E system concerning existing networks of excellence have been described. The present one concentrates more on describing the way in which the Linking Agents have acted in involving other Agents of the C-T-E system, in particular companies, on networks of excellence. The said Linking and Revitalising Agents acted as follows (included in the methodological description of Meupole.net):

1. First pre-selection of the existing networks that are most interesting for the companies involved in the development of Integrated Projects within the EUROINNOVA NAVARRA Poles of Excellence. The reason for this is that a company taking part in one of these projects has already overcome two important hurdles when participating in an international network of excellence:

- On the one hand, it is involved in a collaboration project that includes Agents from the Scientific and Technological sectors that are, habitual participants on international collaboration networks; the environment is therefore not so unfamiliar to it.
- On the other hand, the other project is advanced in nature, which makes it easier to identify a European network of

excellence as these are generally devoted to this type of problem.

2. Presenting, whether individually or jointly, the companies taking part in the aforementioned Integrated Projects belonging to the Pole of Excellence in which the Linking Agent is operating the scope and content of the said networks.

3. Becoming directly involved in the administration of the adherence of a company interested in a certain network of excellence, resolving any doubts that the company may have in this regard, and taking when necessary the necessary steps to achieve the said adherence. If the company is interested in participating on a network in which the Linking Agent is already involved, the latter acts as "host" to the said company.

4. Moreover, the Linking Agent offers the company a follow-up of its participation for one year so that the latter can decide whether it wishes to continue to participate on the network once this period has ended.

TARGETS

All those public – private entities that could be interested in internationalising their innovation by their participation on international cooperation networks.

LESSONS LEARNED

From the approach previously described of Meupole.net the following conclusions can be drawn:

- A considerable length of time is needed to achieve a change in attitude concerning the internationalisation of the innovation activities of a company. Better results are obtained if this internationalisation is approached as a continuation of an action that aims to raise the degree of ambition within the innovation plan of a company, namely:

  1. The first step is tackling objectives of certain importance, which naturally lead to cooperation with other Agents outside the company itself.

  2. The second step is that of articulating specific collaboration projects with other Agents in a similar business situation.

  3. The third step may consist of the internationalising of the part of its innovating activity that can obtain the greatest differential benefit from its internationalisation.

- It is strongly advisable that in the early stages of the internationalisation of a company the latter should not only be advised but also be accompanied by an Agent (in this case a technological one) it trusts in order to smooth the way for it.

2.5 GATHERING OPPORTUNITIES AND EXISTING NETWORKS OF SECTORIAL INTEREST

METHODOLOGY

Meupole.net

CONTEXT

INCORPORATION OF AGENTS FROM THE C-T-E SYSTEM OF NAVARRA TO NETWORKS OF EXCELLENCE ON THE INTERNATIONAL SCENE

TITLE

Gathering opportunities and existing networks of sectorial interest

FIELD OF APPLICATION

Science – Technology – Company system of Navarra for the internationalisation of cooperative R+D activities.

PROBLEMTICA

One of the key objectives of EUROINNOVA NAVARRA is the internationalisation of the Science – Technology – Company (C–T–E) system of Navarra by means of the specific action of INNOVANETWORKS.

Moreover, it is hoped that the said internationalisation will be carried out, among other possibilities, by means of participation on networks of excellence on an international scale, preferably in Europe.

Although part of the C-T-E system, to be specific the Scientific section (Universities) and the Technological section (Technological Centres), already carries out a large part of its R+D work in the form of international cooperation, the same cannot be said of the Company Agents, at least as far as their innovative environment is concerned.

The reasons for this are varied and include the following:

- The extent of the developments concentrates on problems that specifically affect the business itself.
- There is a lack of experience as to participation in cooperative projects and even more so when these are international in nature.
- There is a lack of information on existing networks and the contents of their activities.

DESCRIPTION

Given that EUROINNOVA NAVARRA, by means of Meupole.pol and Meupole.tic, has been capable of identifying and setting in motion 15 collaboration projects in the areas of Biotechnology, Nanotechnologies, Renewable Energy, and ICT, the decision was taken to make use of the said Consortiums in order to make them hinge on an experience of the involvement of the C-T-E System on international networks related to the aforementioned sectors of knowledge.

With a view to redressing the current lack of knowledge on the nature and the scope of the networks of excellence currently in force, the Administrative Committee of EUROINNOVA NAVARRA has carried out the following operations:

- Involving Linking and Revitalising Agents (Technological Centres and Universities) in the action with a view to identifying the networks that they consider most convenient for the Companies to be involved in.
- Carrying out an in-depth study by contracting the services of a specialised consultancy with a view to identifying in as much detail as possible the European networks existing for Biotechnology, Nanotechnologies, and Renewable Energy.
- Disseminating the results of the previous action by the public presentation of the results and by placing these results on the EUROINNOVA NAVARRA web page.

TARGETS

All those public – private entities that could be interested in internationalising their innovation by their participation on international cooperation networks.

LESSONS LEARNED

From the approach of Meupole.net the following conclusions can be drawn:

1. A considerable length of time is needed to achieve a change in attitude concerning the internationalisation of the innovation activities of a company. In effect, in the first place it is necessary to act on the capacity for thinking and acting cooperatively, and then to extend this capacity to international environments, which are unknown to most companies. Once again the obtaining of results has been generated by xxxxxx.

2. The involvement of the Linking Agents (see the following good practice), who as they know both how to work on the network and the extent of the networks available, and also the availability of a given company for participation in the said networks, have accompanied the latter in the process of becoming involved in the same.

3. In this way, the confidence of the companies in the Linking Agents and the capacity of the latter to act as a network of excellence – company interface have been shown to be much more useful than the carrying out of exhaustive studies by consultants. Although they may have more wide-ranging information than that of the Linking Agents, consultants are unfamiliar with the business fabric at which the results of their work are aimed.

GOOD PRACTICES

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