



Merged study visit and expert mission report *25&26 of June 2007*

Hosting region: *Regional Council of Lorraine*

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1. S&T intermediation profile of the hosting region

1.1. Overview of the S&T intermediation system

In Lorraine, approximately thirty regional actors are currently implied in the field of S&T intermediation services according a broad definition of the term:

Research and university interface units: 4 university interface and technological transfer units (4 universities: INPL; UHP; University of Metz, University of Nancy 2) + the interface units of other engineering schools + the technological transfer interface units of the EPST (regional representatives of the national research institutions), such as CNRS, INRA, INRIA, INSERM;

Research and technological transfer centers : 7 technological centers with the French Ministry of Research Label “Technological resources centre or CRT” (CRITT Wood, CRITT TJFU, CIRTES, CRITT METALL 2T, PPE, APOLLOR, NANCIE) + other technological organizations: 1 national technical institute (Institut de Soudure – Institute of weld) + 1 organism specialized in hydrogen and its applications (ALPHEA);

2 technological transfer organizations : “CRITT Interface” or Centre of technological transfer and innovation (CRIIT Agro-Food; CLTS);

3 technological platforms : CETELOR-Textile; Platinov-plastic materials; Agro-food platform;

2 Business innovation centers (BICs): Promotech and Synergie;

1 university incubator : Lorraine incubator;

Non-technological organizations: Regional Trade Chambers + INPI (National institute for industrial property) + IRC (innovation Relay Centre) + EIC (Euroinfocentre);

Networks and poles : RELIE (economic intelligence network); RDT Lorraine (regional technological network); the regional creation network, pole of competitiveness MIPI; pole of competitiveness Great East – Fibers; Aériades – aeronautic and spatial cluster; AUTOESSOR- automobile network.

According a restrictive definition of the term “S&T intermediary” in French jargon, the S&T intermediation system is mainly focused on the technological transfer organizations (CRITT and CRT) and the technological platforms.

According the categorisation of intermediaries introduced in the SUPER-SME project, the Lorraine intermediation system is characterized by a balance between generic and sectoral intermediaries.

The generic intermediaries, such as the university interface units or the BICs provide “soft” services (dissemination or awareness of raising activities for enterprises, networking, research for scientific partners in R&D projects, assistance in accessing in public funds). On the other hand the sectoral intermediaries, such as the technological resources centres (CRT) have technical equipments for specific technological tests. Working closely to public laboratories and higher education institutions, the CRT and the technological platforms provide direct assistance to SMEs from the idea to the product development.

Due to the economic profile of the Lorraine Region, the sectors covered by the technological resource centres are:

advanced materials and new industrial processes and design;

paper, textile and wood sectors;

agro-food sector;

energy and environment (water engineering, safe sustainable management of soils);

health technologies.

Even if the CRT are specialized, the objective is to improve the collaboration between them by improving collaborative research projects and by mutualising human and equipments resources. The implementation of the pole of competitiveness has introduced a framework and dynamism to encourage collaborative projects.

Most of the employees dealing with S&T intermediation are employed as engineers. It shows that the intermediaries' staffs are highly educated and very specialized in its sectors, especially for the employees of the technological resources centres. The positive point is that the intermediaries' staffs are mainly composed by engineers with industrial experience and also with some researchers (PhDs), even if the number of researchers and PhD students is not high. Consequently they prove to be effective in a specific sector with balanced human resources (close to knowledge creation actors and also close to knowledge application actors).

National, regional and local public funds, in general terms, appear to be the most important funding source. The State-Region planning contract and the "Regional Plan for economic development 2005-2010" (regional policy) are the two main financial instruments. For several intermediaries, a significant part of funding results from the contracts with enterprises (sale of services). Two national organisations play also a role by supporting industrial R&D and public research (OSEO – National agency for innovation; ANR – National agency for research), several collaborative projects between SMEs, technological centres and public laboratories are financed by public subventions of these two national agencies.

As regards the total amount devoted annually to S&T intermediation services compared to the total budget of the interviewed intermediaries, the results of the survey show a high difference on the percentage devoted to S&T intermediation services. It shows that the intermediation function/definition is not understood the same manner for the interviewed actors.

Globally, the potential of the system is high. First, the positive point is its potential of research (4 universities, high number of students, a huge engineering pole with four universities including one Polytechnic Institute and 16 engineering schools). Secondly, the S&T intermediation system is based on high number of competencies in the field of technological transfer. The range of services is wide and globally the quality of services is high. The services provided by the S&T intermediaries cover the 9 categories of services identified for the SUPER-SME analysis. The increased services and more adapted services are the most positive points, such as the effort of coordination actions of the different actors. In the field of technological transfer, Lorraine Region lays out a high level of competencies in specific sectors due to the dynamism of the technological centres (CRT, CRITT, technological platforms).

However the Lorraine intermediation system suffers from several weaknesses. The SMEs pointed out their difficulties to have a clear visibility of actor's competences and especially access to results of regional laboratories.

The range of services is wide and high level quality, but the main issue is to build an effective system linking the whole activities of research valorisation to technological transfer. The regional authorities encourage the effective organization of the regional system by improving the coordination of actions between the technological resources centres with the research and higher educational institutions. One of the objectives is to mutualise human resources, equipment resources of the S&T intermediaries located in Lorraine.

Moreover some services need to be improved, especially in the field of research valorisation. Despite an important research potential, the level of spin-offs creation is weak. Moreover the number of researchers in private sector is decreasing. Several reasons can be identified. One the one hand the technological transfer units of universities are not enough business-oriented and on the other hand SMEs do not have a positive image of researchers.

In term of policy-makers, it is necessary to develop a tool to measure impacts of S&T intermediation system at regional level, such a kind of an innovation dashboard at regional level.

1.2. Overview of services in the context of visiting region's needs

The following table presents an overview of services delivered within the regional S&T intermediation system and presents the services that are of interest for the visiting region. The table indicates also the level of priority given to the development of selected service in the visiting region.

Table 1. Services in the regional S&T intermediation system

S&T intermediation service area and services	REGION OF ADANA		REGION OF PRAGUE	
	Available services*	Services missing or needing an upgrade in the visiting region*	Available services*	Services missing or needing an upgrade in the visiting region*
Collective actions				
awareness raising activities for enterprises (e.g. study visits and conferences)				
awareness raising activities for the scientific community on research commercialization and IPR				
technology watch - analysis of evolution of the technological needs of the region	5	M		
collecting and disseminating information on relevant existing technologies	5	M		
coordinating and disseminating information on available S&T services for companies	5	U		
Support for technological and scientific cooperation				
Technological audit – analysis and identification of needs of enterprises			5	U
Search for regional and national scientific partners for R&D projects	4	U		
Search for international scientific partners for R&D projects	3	U	5	U
Search for regional and national industrial partners for R&D projects, and S&T support	4	M		
Search for international industrial partners for R&D projects, and S&T support				
Technical and legal support for preparing projects/agreements on S&T collaboration	5	U		
Support for new product and service development				
Technical assistance for preparing a feasibility study of the product/service			4	U
Assistance for developing a business plan for the new product/service			5	U
Assistance for prototype development (e.g. fast prototyping etc.)				
Assistance for prototype testing				
Support in product launch or service implementation				
IPR and commercialization				
Initial IPR check for products and services before their development			5	U
Assistance in commercialisation of industrial research projects, identification of results requiring IPR protection			5	M
Assistance in depositing patents and management of patent portfolio			4	U
Licencing				
Industrial partner search for licencing				
Preparing and negotiating conventions (licence agreements)			3	U
Support to innovative start-ups and spin-offs				

* Using 5-step scale indicate which of the available services are of interest for the visiting region (5 – indispensable, 4 - high priority, 3 – important, 2 – not needed in the near future, 1 - not relevant). Indicate 0M where service is missing and U where service exists but needs to be upgraded, e.g. 5M stands for a indispensable service that is missing in the visiting region.

Legal support in creating a start-up	5	U		
Legal support in creating a spin-off	5	M		
Search for private financial partners for start-up/spin-off creation	5	M		
Preparing cahier des charges and budget for spin-off creation	5	M		
Monitoring and promotion of start-up/spin-off	4	M		
<i>Human capital mobility</i>				
Placement schemes between research and industry	5	M		
Search for highly specialised R&D personnel	4	M	4	M
Search for highly specialised management personnel (e.g. innovation management, knowledge management)				
<i>Networking and clustering</i>				
Supporting and creating business networks (B2B)	4	M	4	M
Supporting and creating networks of SMEs and research base (University, research centres)	5	U	4	M
Supporting and creating clusters, and promotion of SMEs and research participation	5	U	4	M
<i>Assistance in accessing public funding for RTDI activities</i>				
Search for public funding and monitoring of public tenders			3	U
Assistance in accessing funds from EU Framework Programmes				
Assistance in accessing funds from EU Structural Funds				

2. Good practices relevant for the visiting region

2.1. Good practice assessment

When assessing relevance and transferability of the practice use 5-step scale where:
 relevance: 5 – key relevance for the whole S&T intermediation system functioning and overall coordination, 4 – relevant for the defined part of the system (e.g. one service area), 3 – relevant for several organisations within the system, 2 – relevant just for one organisation, 1 - not relevant;
 transferability: 5 - fully transferable; 4 – close to full transferability but few parts need adaptation; 3 –transferable but need of considerable adaptation; 2 – only elements of the practice transferable and 1 - non-transferable.

Box 1. Pole of competitiveness “Innovative Materials and Intelligence products”

HOSTING REGION: LORRAINE	Title of the good practice	MIPI Pole of competitiveness
	Main goals	Cluster tool: to boost creativity and competitiveness of companies in material sector.
	Short description (150 words)	One of the 67 clusters selected in 2005 in all French territories, the MIPI pole of competitiveness tries to combine in specific territory (Lorraine) companies, higher education institutions and public and private research centres, linking them in collaborative dynamics, around innovative projects and aiming towards market applications. The specialization around the field of Materials comes from the tradition of the region and the dense network of SMEs and organizations.
	Final beneficiaries	Private companies (SMEs and international groups) Academic Laboratories and research units Public institutions Technology Transfer Units Universities Researchers Industrial laboratories Groups of companies
	Evidence of success	No valuable at this moment
	Relevance for the S&T system	4. The MIPI is relevant for the whole S&T system of the region, as it involves partially a wide range of actors. Its conception links properly with the new innovation support process based in a cluster approach. Its specialization in materials brings though a potential of actuation on 9 markets: automation, construction, energy, canalization, special machinery, tooling, packaging, mechanical, and aero construction.
	Type of implementing organisation	Intermediate collegiate body acts a “canalizer” of initiatives and evaluator of proposals
	Budget and resources	No data
	Contact person	Name: Olivier Bonnet Organisation: MIPI Competitiveness Cluster Email: Olivier.bonnet@mipi.fr Website : http://www.mipi.fr/

REGION OF PRAGUE	<i>Relevance for the S&T system</i>	4 - Similar cluster/network activities were identified as missing in Prague. At the same time, majority of necessary subjects to create such network are present and linking them in collaborative dynamics, especially around innovative projects and aiming towards market applications would support development of the whole S&T system and SF absorption rate of the region.
	<i>Transferability</i>	2 – As Prague’s economy is focused mainly on services, finding a suitable sector for such activity is of major concern. With regard to a generic character of the S&T system in Prague, there is a little chance to transfer a complex portfolio of services provided by MIPI.
	<i>Proposed implementing body</i>	
	<i>Milestones and time horizon</i>	
	<i>Resources for designing and implementing the measure</i>	Political support: weak/non-existent Expertise: sufficient Organisational capacity: depends on implementing body Time: several years Budget: unknown
	<i>Recommended for pilot?</i>	No
REGION OF ADANA	<i>Relevance for the S&T system</i>	4
	<i>Transferability</i>	3
	<i>Proposed implementing body</i>	
	<i>Milestones and time horizon</i>	
	<i>Resources for designing and implementing the measure</i>	<i>Political support:</i> <i>Expertise:</i> <i>Organisational capacity:</i> <i>Time:</i> <i>Budget:</i>
	<i>Recommended for pilot?</i>	No

Box 2: Pole of competitiveness –Great East -Fibers

HOSTING REGION : LORRAINE	Title of the good practice	Pole of competitiveness –Great East -Fibers
	Main goals	To boost creativity and competitiveness of companies in fiber processing sectors (wood, paper; textiles and composites), relying on a dedicated and mutualised research and on identification of creativity sources at the sectors’ interconnecting. In short term, to support the technological effort in these sectors.
	Short description (150 words)	The Fibres Pole is among the 67 clusters that were graduated in all French territories in July 2006. Pre-existing clusters of fiber were only based in Grenoble and Paris. Its philosophy is to act for immediate companies’ growth through innovation, without any limitation about project’s size. The services provided are mainly:

		<ol style="list-style-type: none"> 1. Facilitating projects 2. Arousing new projects 3. Launching research projects that will help give structure to the industries 4. Reinforcing the attractiveness of France's "Grand Est" Fibre industry
	Final beneficiaries	<p>The Fiber cluster concerns all the players involved in the Fiber scene :</p> <p>Private companies and group of companies (SMEs and international groups)</p> <p>Academic Laboratories and research units</p> <p>Training centers</p> <p>Technology Transfer Centers</p> <p>Universities</p> <p>Researchers</p>
	Evidence of success	In 2006, the Fibre Cluster has certified 15 projects, 9 of which (8.5 million €) were co-financed by the State and Local Governments. In 9 months that has been actually running there have been 70 companies involved and most of them have 200-500 employees.
	Relevance for the S&T system	(4) The Fibre Cluster is quite relevant to the overall region's S&T system, as it involves many actors and takes into account the requirements of companies and technology transfer centres at the same time (like CETELOR, CRITT Wood, CRITT Agria, the Technical Paper Centre, APOLLOR and PPE).
	Type of implementing organisation	<p>Intermediate collegiate body acts a "canalizer" of initiatives and evaluator of proposals</p> <p>The management of cluster is entrusted to the Fiber cluster association that federates these various players: industry and laboratories, chambers of commerce, development agencies and banks.</p>
	Budget and resources	Budget of the non-profit association "Pole Fiber" in 2006 : 400 000€
	Contact person	<p>Karl Gedda – Director</p> <p>kgedda.fibrescompet@free.fr</p> <p>www.polefibres.fr</p>
REGION OF PRAGUE	<i>Relevance for the S&T system</i>	4 – We do not recognize any significant difference between Great East Fibers and MIPI. Similar cluster/network activities were identified as missing in Prague. At the same time, majority of necessary actors to create such network/cluster are present and involving them and taking into account the requirements of companies and technology transfer centres at the same time would support development of the whole S&T system and SF absorption rate of the region.
	<i>Transferability</i>	2 – With regard to a generic character of the S&T system in Prague, there is a little chance to transfer a complex portfolio of services provided by the Great East Fibers cluster.
	<i>Proposed implementing body</i>	Not identified
	<i>Milestones and time horizon</i>	

	<i>Resources for designing and implementing the measure</i>	Political support: weak/non-existent Expertise: sufficient Organisational capacity: depends on implementing body Time: several years Budget: unknown
	<i>Recommended for pilot?</i>	No
REGION OF ADANA	<i>Relevance for the S&T system</i>	4
	<i>Transferability</i>	3
	<i>Proposed implementing body</i>	
	<i>Milestones and time horizon</i>	
	<i>Resources for designing and implementing the measure</i>	<i>Political support:</i> <i>Expertise:</i> <i>Organisational capacity:</i> <i>Time:</i> <i>Budget:</i>
	<i>Recommended for pilot?</i>	No

Box 3: CRITT Wood

HOSTING REGION : LORRAINE	Title of the good practice	CRITT Wood
	Main goals	Technological transfer : to promote technologies linked to wood, help development of enterprises, to answer to SME needs, to be a interface between public research and enterprises
	Short description (150 words)	<p>CRITT Wood is non-profit association aiming to increase the technological added-value of SMEs. The CRITT Wood has been labelled by the French Ministry of Industry as CRT “Technological resources center” (In France, 41 technological organisations are the CRT label). Located in teh Fiber campus (CRITT Wood, CETELOR textile platform, ENSTIB wood engineering school), CRITT Wood is organized around 3 components :</p> <p>pole “tests”: pre qualify technological solutions, calculation, control of performance (different tests are provided, such mechanics tests or physico-chemistry tests);</p> <p>pole “research and development” : to identify technologies in laboratories that could be transferred to SMEs;</p> <p>pole “studies, expertises and advices”: to realize industrial studies, such as market study, to help SMEs to develop new products or processes, to help project management of innovative project (business plan, industrial strategy, technological audit).</p> <p>Mainly composed by wood engineers, several researchers coming from the ENSTIB (wood engineering school) are working on several collaborative research projects.</p> <p>Sectors: wood building, home furnishing....</p>

	Final beneficiaries	Enterprises and especially SMEs
	Evidence of success	Well-known by regional and local SMEs; Cross technological solutions and adapt technology of research laboratories to SME needs; 150 studies per year
	Relevance for the S&T system	(5) For the Lorraine intermediation system, CRITT Wood is very important S&T intermediary due to high number of wood enterprises in Lorraine. However this type of intermediary “technological resources centre” could be relevant for other regional S&T intermediation system, as it is an interface between Higher educational institutions and SMEs, contributed to boost technological transfer at regional level.
	Type of implementing organisation	Technological center
	Budget and resources	Turnover in 2006 : 1.5 m€
	Contact person	M. Marc Lemaitre Director of CRITT Wood marc.lemaitre@cribois.net http://www.cribois.net/
REGION OF PRAGUE	<i>Relevance for the S&T system</i>	4 - CRITT Wood offers services at three levels that form a complex set of services in a given sector with the main focus on SMEs. Adapting technologies of research laboratories to SME needs (or local needs) is a strong interest of Prague’s intermediaries.
	<i>Transferability</i>	2 – Transfer would depend on identifying a suitable sector in which offering of these services would be most beneficial for its competitiveness (probably ICT sector).
	<i>Proposed implementing body</i>	Long-term, after the diversification of the intermediation system
	<i>Milestones and time horizon</i>	
	<i>Resources for designing and implementing the measure</i>	Political support: weak/non-existent Expertise: limited Organisational capacity: depends on implementing body Time: several years Budget: ?
	<i>Recommended for pilot?</i>	No
REGION OF ADANA	<i>Relevance for the S&T system</i>	4
	<i>Transferability</i>	3
	<i>Proposed implementing body</i>	
	<i>Milestones and time horizon</i>	
	<i>Resources for designing and implementing the measure</i>	<i>Political support:</i> <i>Expertise:</i> <i>Organisational capacity:</i> <i>Time:</i> <i>Budget:</i>
	<i>Recommended for pilot?</i>	No

Box 4: DECILOR programme

HOSTING REGION	Title of the good practice	DECILOR programme
	Main goals	Developing a business intelligence tools and methods to SMEs, supporting animation of industrial sector Definition of business intelligence: "Set of concepts, methods and tools behind the intelligence cycle, supporting decision-making within the framework of an established organizational strategy. Market, technology, legal, macroeconomic and other issues affecting an organization's operations are covered by economic intelligence."
	Short description (150 words)	The Regional Council of Lorraine has created and financed the DECILOR programme, managed by a non-profit association 3iLorraine (regional economic development). DECILOR has been designed for SMEs with less than 250 employees, with decision centres in Lorraine around 7 sectors: metal mechanics; textile and clothing; wood activities; nutrition, agro-food, biotechnology, medical devices, glass, environment soils and water. Two main modalities : one year testing financed by the Regional Council of Lorraine; individual and specific assistance : to implement a business intelligence approach in a SME, specific services by subscription (sectoral watch; alerts; newsletter, synthesis...)
	Final beneficiaries	Regional SMEs
	Evidence of success	To date not valuable data
	Relevance for the S&T system	(4)
	Type of implementing organisation	Implementing by technological centres. The regional "business intelligence programme" could be managed by a regional S&T network.
	Budget and resources	Human resources : 2 employees for the coordination + 7 "infomédiaires" or "sectoral watch center" (one in each technological centers : CRITT Wood, Institute of Weld, CLTS- health technology; CRITT Agrialorraine; CETELOR-Textile; NANCIE-water and environmental issues; Glass pole) Budget : around 120 000€ per year for the animation and coordination of the DECILOR programme
	Contact person	Ms. Hélène BISAGA 3iLorraine T.+33 (0)3 87 36 90 21 h.bisaga@3ilorraine.fr http://www.3ilorraine.fr/ http://www.decilor.org/

REGION OF PRAGUE	<i>Relevance for the S&T system</i>	5 – This type of programme would play an important role within the SMEs sector development. Since the information capacity and strategic orientation of local/regional SMEs is at the very low rate, implementation of business intelligence approach would support a managing structure of SMEs sector.
	<i>Transferability</i>	1 – This practice requires financing from the regional budget. With no political support there is no chance to initiate such a programme so that this practice is not transferable.
	<i>Proposed implementing body</i>	Regional ST network/association
	<i>Milestones and time horizon</i>	first step – financial support from the Regional Authority
	<i>Resources for designing and implementing the measure</i>	Political support: no Expertise: weak Organisational capacity: weak Time: ?? Budget: ??
	<i>Recommended for pilot?</i>	Part of the pilot
REGION OF ADANA	<i>Relevance for the S&T system</i>	5
	<i>Transferability</i>	2
	<i>Proposed implementing body</i>	
	<i>Milestones and time horizon</i>	
	<i>Resources for designing and implementing the measure</i>	<i>Political support:</i> <i>Expertise:</i> <i>Organisational capacity:</i> <i>Time:</i> <i>Budget:</i>
	<i>Recommended for pilot?</i>	<i>No</i>

2.2. Suggested pilot actions

2.2.1. Suggested pilot for the Region of Prague

Box 5 . Suggested pilot

Title of the pilot	<i>Association/network of S&T intermediaries in Prague</i>
Main goals	<ul style="list-style-type: none"> - <i>to promote continuing education, professional standards and co-operative communication among S&T intermediaries in Prague</i> - to initiate market research regarding intermediary services and ensuring data availability - to develop a concept of Business Intelligence - to communicate the needs and goals of S&T sphere with regional authorities - to represent S&T sphere in the Regional Council for Innovations foreseen in the Regional Innovation Strategy for Prague
Short description (150 words)	<p>Association would have “founding” members and then other members with an obligation to pay a regular membership fee that will serve as a financial source to cover part of association’s activities. A general condition of the membership will be proven and established contacts (i.e., information flow, consultancies, project implementation, transfers) between the research base and the business sphere. Members could be specialized technology transfer organizations, non-technological intermediaries, BICs, interface units at universities etc. Its mission will be to develop intermediary services, mainly those specialized on specific branches.</p>
SUPER-SME good practice?	co-operation of different actors, provision of complex services (within presented/recommended clusters)
Final beneficiaries	<p>Direct beneficiaries:</p> <p>Intermediaries</p> <p>Indirect beneficiaries:</p> <p>SMEs, universities, research centres located in the Prague region</p>
Success criteria	<ul style="list-style-type: none"> • increase in co-operation between R&D sphere and SMEs, • set-up of a well-arranged system of intermediation services (offer) • number of SMEs using intermediation services (demand) • establishment of Regional Council for Innovations

Duration	Establishment by 2008, then operating indefinitely, depending on demand for services, financial resources etc.
Milestones	<ul style="list-style-type: none"> • Establishment of the association/network (rules, fees, code of conduct, long and short term work plan etc.) • Set-up of management structure (if applicable) • Preparation of a general offer of services • Development of communication tools (website, communication strategy, marketing of services, awareness raising activities and so on) • Development of educational activities (trainings, seminars) • Set-up of a framework for evaluating actions and work plans • Establishment of national and international contacts • Diversification of services (“sector horizon”)
Proposed implementing organisation	new association of legal persons
Budget and resources	Unknown

2.2.2. Suggested pilot for the Region of Adana

Box 6. Suggested pilot n°1

Title of the pilot	Regional Textile Platform
Main goals	To collabrate among textile S&T intermediaries and SMEs To solve problems of enterprises in field of R&D, labrotaries and human capital
Short description (150 words)	TUBITAK (Scientific and Technical Research Council of Turkey) has established Textile Technology Platform very recently in the beginning of 2007. The regional textile technology platform can be a branch of the national platform, established by TUBITAK. One of the most developed sector is textile sector in our region. This platform can support cooperation between the relevant engineering departments of the university and business. If the platform is realised it can fill the needs of sectoral R&D actions, human capital. It can also link the business with national technological laboratories.
SUPER-SME good practice?	Yes
Final beneficiaries	SMEs, S&T intermediaries
Success criteria	Number of R&D projects, Number of R&D personnel, Number of using national technological laboratory
Duration	3 years
Milestones	End of the 1 st year – created platform with qualified personnel End of the 2 nd year – Awareness actions to relevant S&T intermediaries and SMEs End of the 3 rd year – solved problems

Proposed implementing organisation	ADANA USAM
Budget and resources	To be clarified in preparation stage

Box 7. Suggested pilot n°2

Title of the pilot	Regional Metal-Manufacturing Platform
Main goals	To collaborate among metal-manufacturing S&T intermediaries and SMEs To solve problems of enterprises in field of R&D, laboratories and human capital
Short description (150 words)	TUBITAK (Scientific and Technical Research Council of Turkey) has established national Technology Platform very recently in the beginning of 2007. The regional technology platform can be a branch of this national platform. The metal-manufacturing sector is the second developed sector after the textile. This platform can support cooperation between the relevant engineering departments of the university and business. If it is established, this platform may also fill the needs of sectoral R&D actions, human capital and laboratories.
SUPER-SME good practice?	Yes
Final beneficiaries	SMEs, S&T intermediaries
Success criteria	Number of R&D projects, Number of R&D personnel, Number of using national technological laboratory
Duration	3 years
Milestones	End of the 1 st year – created platform with qualified personnel End of the 2 nd year – Awareness actions to relevant S&T intermediaries and SMEs End of the 3 rd year – solved problems
Proposed implementing organisation	ADANA USAM
Budget and resources	To be clarified in preparation stage

Box 3. Suggested pilot n°3

Title of the pilot	Textile and Metal-Manufacturing Technology e-Platform
Main goals	Enhancing the cooperation between regional innovation actors:
Short description (150 words)	Allowing the knowledge and expertise flow between related academic staff, university and business owned laboratories, public organisations, associations and companies. There can be business owned laboratory phase, university laboratories phase, Intermediation actors and their services phase, national S&T infrastructure phase, national S&T funds phase etc.
SUPER-SME good practice?	Yes
Final beneficiaries	SMEs, S&T intermediaries, Universities
Success criteria	Number of visitors of the portal

Duration	3 years
Milestones	End of the 1 st year – created platform with qualified personnel End of the 2 nd year – Awareness actions to relevant S&T intermediaries and SMEs End of the 3 rd year – solved problems
Proposed implementing organisation	Adana USAM, Departments of Computer Engineering, Industrial Engineering, Textile and Mechanical Engineering of University of cukurova, Adana Chamber of Industry
Budget and resources	To be clarified in preparation stage

3. Main conclusions from the visit and next steps

3.1. Visiting regions

3.1.1. Region of Prague

Presented S&T intermediation system in Lorraine consists of organisations and networks providing quite complex set of services, usually oriented on a specific branch of industry. The S&T system in Lorraine provided a very interesting picture of the mature system with a high potential for further development. On the other hand, Prague intermediaries have a more generic approach, the S&T system is not coherent and the offer of intermediation services misses a marketing strategy.

Firstly, it seemed to us that the S&T intermediation system in Lorraine is based on good relationships between individual actors and very good interconnections between research and business sector. All these essentials are necessary conditions for a successful development of the S&T system in Prague. We have got a satisfactory base of university interface units, transfer centres or non-technology intermediaries. But we haven't got principal tools for enhancement of their effectiveness and for supporting interconnection between research and business. Networking activities in Lorraine region showed us how important is to accept co-operation as a crucial factor of success of the intermediation services.

Secondly, we had an opportunity to recognize how useful and fruitful can be the interest from the side of regional government/authority. The S&T intermediation system requires not only financial support but also a pro-active involvement and concrete actions from the side of the regional authorities. Both political and financial support encourages other stakeholders to be more active.

Presented French practices can be characterized as industry- and sector-oriented. Regarding the economic structure of Prague region (and especially SMEs sector) we have to conclude that none of the presented good practice is fully transferable to the Prague conditions. As has been mentioned above, the Prague region is focused on service sector and any attempt to establish a sector-based intermediation activity will be probably not successful.

However, we have identified several concepts and methods that can be used within the Prague S&T intermediation system. A general concept of networking and co-operation is reflected by the pilot action presented in the section 2.2. The regional association/network of S&T intermediaries could be the base for further networking/clustering initiatives and could support the process of "S&T stimulation" of interest from the side of regional authorities.

As of other methods and single practices, we have identified many "hints" and incentives for the work plan of the S&T intermediaries association as well as for our work (e.g., the concept techno-dating; techniques of fees payments within individual clusters; round tables for

projects creation; “one-stop-shop” type of services offered by intermediaries; concept of watch centres and, of course, the term “infomediary”).

Pilot action (“Association of S&T intermediaries”) requires common position and approach of intermediaries towards regional (and some national) authorities to initiate assigning of resources and firm policy support for development of S&T sphere in Prague. Next step would be a presentation of this pilot action to intermediaries (this presentation will be the part of the presentation of SUPER-SME analysis results). If they accept, they are to adopt a common approach and establish regular contacts among themselves and with regional authorities. Next steps are described in the Box 2 (“Milestones”) it seems, however, that the crucial momentum of the whole process will be an agreement on general rules, structure of fees and Code of Conduct. We will be glad to receive any further recommendations or information in order to finalize this first stage of pilot project implementation.

3.1.2. Region of Adana

In the Lorraine Region Study visit, information of research and technological transfer centres, technological transfer organizations, technological platforms, networks and poles also their effectiveness and roles were given efficiently to visiting regions. All of these networks and platforms serve to one specific sector and the range of services is wide and high level quality. It was really enlightening and fruitful for Adana and Adana USAM.

Turkey is a centralised country. Turkey has relatively well structured government institutions in the National Innovation System (NIS) at national level. The increased commitment of the government to science and technology and the recent improvement of macroeconomic conditions and political stability have given a new initial impetus to Turkish innovation policy. But there is no regional approach to innovation policy in Turkey, yet. On the contrary, France has decentralization laws that enlarged local and regional actors competences and increased the layers of local authorities and local/regional development bodies. There is a systematic collaboration between the national and the regional level through programming contracts between the State and the regions, and a strong role played at regional level.

In Turkey, there the main national science and technology policy actors is BTYK (The Supreme Council of Science and Technology). TUBITAK (The Scientific and Technological Research Council of TURKEY) is the acting body of BTYK. TUBITAK recently took first steps to ensure more coordination in the implementation of policy strategies by conducting surveys among the actors of the NIS (National Innovation System) to identify the level of progress and problems encountered during implementation. But, important action still needs to be taken to ensure the successful functioning of the system. Also, the limited number of innovation measures and a policy mix which is not strategically focused on priorities continue to result in an insufficient innovation performance. There are also weaknesses in innovation governance since there are no regional bodies for policy making and implementation. As a progression, a pilot project has been initiated for establishing a “Regional Development Agency”. We hope this will allow better restructurings in regional level including innovation related issues. On the contrary, in the Lorraine Region, in the field of regional S&T and innovation policies several actors play a role in designing regional innovation policies like The Regional Council of Lorraine (regional legal assembly), the Regional Direction of Industry, Research and Environment and the Regional Delegation of Research and Technology.

There are main organizations that play role in the regional innovation system in Adana. There are 3 universities, 2 new established Technoparks, 1 KOSGEB (Small and Medium Industry Development Organisation Bureau of Adana), 1 Adana USAM (University-Industry Joint Research Center) and several associations. All these are generic. Only Adana USAM and technology parks are hybrid, the others are non-technological. There are no

specific technology centers, technological laboratories, networks and poles in the region. There is 1 university interface unit, which is Adana USAM. Also, Adana USAM has made an attempt to establish first Regional Platform in the frame of TUBITAK Technological Platforms Programme. In the Lorraine Region, there are approximately thirty regional actors are currently implied in the field of S&T intermediation services and intermediation system is characterized by a balance between generic and sectoral intermediaries. There are technological resource centres, public and private laboratories, technological platforms, networks and poles.

In Turkey, there is no specific budget devoted to S&T Intermediation. The only budget for Science and Technology is national wide and some part of this budget may be used by some programmes of TUBITAK. In this frame, all private regional associations and innovation actors have to survive by their services, membership fees and business members' financial support. But in Lorraine Region, there are national, regional and local public funds, as the most important funding source. For several intermediaries, a significant part of funding results from the contracts with enterprises (sale of services). Two national organisations play also a role by supporting industrial R&D and public research and also several collaborative projects between SMEs, technological centres and public laboratories are financed by public subventions of these two national agencies.

There some common weaknesses to be overcome in both Adana and Lorraine Regions. Those are: more improved intermediation services, strengthen the level of spin-offs increasing the number of researchers in private sector, improving the image of researchers among SMEs.

What are the main lessons learned from the study visit relevant for your region?

After and during the study visit, it is obvious that Turkey is in the very beginning and has much to do, regarding to the implementation of Science and Technology Policies both national and regional level. Many steps must be taken by the government to finance and support regional innovation actors, immediately. In regional level, if a better cooperation between the actors are established in near future, at least, some stages will proceeded. The "Suggested pilot actions" may create impact on catalysing the cooperation and raising awareness in regional innovation system of Adana

Highlight key solutions and concrete good practices which could be relevant for your region (refer to the part 2)

The implementation of these solutions and practices might help improve the quality of Adana region intermediary system which then help to have better regional innovation system (RIS). These solutions can be implemented with some changes and modifications. However, the most important requirement is providing budgets to implement the projects. In addition human capital, and political support are needed for implementing of these practices.

Indicate necessary steps to be undertaken in order to design and implement the pilot actions

By the inspiration of successful implementations of Lorraine Region, the suggested pilot actions that are relevant to Adana Region, presented in sub-section 2.1. These pilot actions will be broadened and clarified after the Business Panel that is planned to be held in the beginning of October. We are planning to bring together regional S&T Intermediaries, Innovation actors and regional authorities in the Business Panel.

3.2. Hosting region

Summing up the lessons learned from the study visit, two worths/things have been identified by the visiting regions as essentials to build a S&T intermediation system. The primary point is a pro-active involvement of regional authorities/policy-makers to define a regional strategic plan for innovation, research and development policies. A clear priority should be given to support RDT activities in SMEs and also to strenght R&D capacity. Secondly the regional authorities should adopt a “cooperation attitute” to promote a “interaction climate” among S&T intermediaries. The regional authorities have a role to push interactions between the S&T players (SMEs; higher educational institutes; S&T intermediaries). Innovation is the result of interactive processes, including the ability of enterprises to connect to complementary knowledge from universities, research institutions and others S&T institutions or market players. In Lorraine Region, the poles of competitiveness have been used as a tool to support networking and cooperation attitude. Also, the implementation of the poles of competitiveness allows to mutualize human resources and equipments of S&T intermediaries by financing collaborative R&D projects (at least one SMEs, one labs, one S&T intermediaries). The “RDT Lorraine” network is a second tool dedicated mainly to coordinate actions of S&T intermediaries.

The crucial question or problematic when we talk about coordination of S&T players is to define and find a legitimate structure to coordinate the S&T players according the regional context (question of governance of innovation system). The French administrative structuration (State, Regional Council, local authorities, the national agencies as OSEO or ANR) is in this context a strength because since a long time a concerted policy is implemented between State, Region and local authorities.

Finally the two poles of competitiveness in Lorraine need to increase their relationship with European clusters/European similar institutions. It seems that this study visit allowed to sensibilize the directors of the poles of competitiveness to participate to EU RDT Framework Programme (opportunities to find and identify partners for potential EU projects).

Annex 1. Summary table: overview of good practices

Acronym / short title	Main goals	Final beneficiaries	REGION OF PRAGUE		REGION OF ADANA	
			Relevance*	Transferability**	Relevance*	Transferability**
<i>Pole of competitiveness MIPI</i>	Cluster tool: to boost creativity and competitiveness of companies in material sector.	Private companies; Academic laboratories Technological transfer center	4	2	4	3
<i>Pole of competitiveness Fiber –Great East</i>	Cluster tool : To boost creativity and competitiveness of companies in fiber processing sectors (wood, paper; textiles and composites),	Private companies; Academic laboratories Technological transfer center	4	2	4	3
<i>CRITT Wood</i>	Technological transfer : to promote technologies linked to wood, help development of enterprises, to answer to SME needs, to be a interface between public research and enterprises	SMEs	4	2	4	3
<i>DECILOR</i>	Developing a business intelligence tools and methods to SMEs, supporting animation of industrial sector	SMEs	5	1	5	2

* 5-step scale where 5 – key relevance for the whole S&T intermediation system functioning and overall coordination, 4 – relevant for the defined part of the system (e.g. one service area), 3 – relevant for several organisations within the system, 2 – relevant just for one organisation, 1 - not relevant

** 5-step scale where 5 - fully transferable; 4 – close to full transferability but few parts need adaptation; 3 –transferable but need of considerable adaptation; 2 – only elements of the practice transferable and 1 - non-transferable

