



## **Merged study visit and expert mission report**

Hosting region: *Region of Central Macedonia – URENIO Research Unit*

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# **1. S&T intermediation profile of the hosting region**

## **1.1. Overview of the S&T intermediation system**

In Greece exist currently approximately 45 innovation “intermediaries”, according to the broad meaning of the term and more than half of them are concentrated in northern part of Greece:

- 4 Higher Education Institutes (Universities)
- 3 Technological Education Institutes
- 3 Research Centres-Institutes
- 4 Technological Parks
- 8 Centres for Business and Cultural Development
- 2 Business Innovation Centres
- 2 Innovation Relay Centres

The personnel recruited by the intermediaries usually are people that already belong to these institutes and they undertake other duties as well, organisational issues, coordination, as well as administrative responsibilities. Their average number of employees is 3 to 4 (except from Institution of Technology & Research), a figure that proves to be poor to cope with all needs, when in other international intermediaries the average number is 15 people. The available budget of Greek intermediaries is quite limited to afford more in the scheme that they function. However, personnel prove to be highly qualified into certain academic fields, but it's rather impossible to cover any potential collaboration with some specialised university units. As far as the specialisation of the personnel is concerned, a few to none researchers (PhDs) are usually occupied in such organisations. Almost all intermediaries seem to have an external expert pool of which the number of experts fluctuates between four and thirty and they use, if need be. The percentage of time that the experts usually spend on S&T intermediation is more or less 50%. It must be mentioned though, that the universities have the advantage to exploit also the educational staff.

According to a detailed questionnaire conducted recently, intermediaries' staff claims to be experts in the context of technology management and diffusion, although most of them agree that they obtained most of their knowledge during their service there. The use of numerous external experts proves to inevitable and they work with project contracts. Another drawback of the intermediaries' staff is their lack of industrial experience; not real or in the best cases weak experience of what industries and enterprises demand. Private sector's background is a crucial factor that should not be omitted.

It's obvious that a higher education institute has quite differentiated objectives and aims than a technological research centre. In general, innovation intermediaries attempt to develop strategic collaborations more with research community and enterprises, but less with investors, high-risk entrepreneurs or venture capitals, as they are limited in Greece. Paradoxically, their relationship with incubators is also poor. Some sectors like mechanical engineering, informatics, ICT and energy are deeper and wider covered by intermediaries, unlike some others like robotics, logistics, advanced materials, nanotechnology etc that are less explored and covered. The only sector that seems to be poorly and insufficiently covered is textiles.

The supply side of S&T intermediation system, i.e. the knowledge creation actors, in the region of northern Greece appear to be in a very high level of excellence and quality, though the gap appears to their relationship with the business world as it is described previously. It does appear to be the right time the knowledge creation actors to extravagate themselves on one hand and on the other to inform the business actors for the potential benefits of a possible joint effort with the universities and other R&D institutions.

In conclusion, most of the intermediaries appear that they are performing actions related to dissemination and networking. According to the interviews and their presentations in that field of actions are performing quite well, though it is clear that there is a requirement from both the supply (knowledge creation actors) and the demand side (entrepreneurs) for more concrete and pin pointed actions. The services related to those actions though require high expertise from the S&T intermediaries. It does not appear that there is a requirement for a sectoral approach of the S&T intermediation system. As it is mentioned already there is an increased demand for high level services on areas except the networking and dissemination. The utilization of external resources to the S&T intermediaries can solve the issues of understaffing though all the services should be provided under documented and clear processes.

One of the key issues for the further development of the S&T intermediation system is the support of knowledge actors to protect and commercialise their IPR and to educate further the SMEs for the opportunities that are emerging from a possible collaboration with the knowledge creation actors.

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

<b>S&amp;T intermediation service area and services</b>	<b>Available services</b>	<b>Services missing or needing an upgrade in the visiting region*</b>
<b><i>Collective actions</i></b>		
awareness raising activities for enterprises (e.g. study visits and conferences)		
awareness raising activities for the scientific community on research commercialisation and IPR		
technology watch - analysis of evolution of the technological needs of the region	3	U
collecting and disseminating information on relevant existing technologies	3	U
coordinating and disseminating information on available S&T services for companies	2	U
<b><i>Support for technological and scientific cooperation</i></b>		
Technological audit – analysis and identification of needs of enterprises	3	U
Search for regional and national scientific partners for R&D projects		
Search for international scientific partners for R&D projects	3	U
Search for regional and national industrial partners for R&D projects, and S&T support		
Search for international industrial partners for R&D projects, and S&T support	3	U
Technical and legal support for preparing projects/agreements on S&T collaboration		
<b><i>Support for new product and service development</i></b>		
Technical assistance for preparing a feasibility study of the product/service		
Assistance for developing a business plan for the new product/service		
Assistance for prototype development (e.g. fast prototyping etc.)		
Assistance for prototype testing	4	U
Support in product launch or service implementation	3	U
<b><i>IPR and commercialization</i></b>		
Initial IPR check for products and services before their development	4	U
Assistance in commercialization of industrial research projects, identification of results requiring IPR protection	4	U
Assistance in depositing patents and management of patent portfolio	4	U
<b><i>Licencing</i></b>		
Industrial partner search for licencing	4	U
Preparing and negotiating conventions (licence agreements)	4	U
<b><i>Support to innovative start-ups and spin-offs</i></b>		
Legal support in creating a start-up		
Legal support in creating a spin-off		
Search for private financial partners for start-up/spin-off creation	4	U
Preparing cahier des charges and budget for spin-off creation		
Monitoring and promotion of start-up/spin-off		
<b><i>Human capital mobility</i></b>		
Placement schemes between research and industry	2	M <sup>1</sup>
Search for highly specialized R&D personnel	2	M
Search for highly specialized management personnel (e.g. innovation management, knowledge management)	3	M
<b><i>Networking and clustering</i></b>		
Supporting and creating business networks (B2B)		
Supporting and creating networks of SMEs and research base (University, research centres)		
Supporting and creating clusters, and promotion of SMEs and research participation		
<b><i>Assistance in accessing public funding for RTDI activities</i></b>		
Search for public funding and monitoring of public tenders		
Assistance in accessing funds from EU Framework Programs		
Assistance in accessing funds from EU Structural Funds		

<sup>1</sup> Only one intermediary is currently developing services for human capital mobility.

## 2. Good practices relevant for the visiting region

### 2.1 Good practice assessment

HOSTING REGION	Title of the good practice	<b>Digital Research Centre</b>
	Main goals	Enhancing the links between academia
	Short description (150 words)	<p>The Digital Research Centre for Cooperative Innovation is an infrastructure in the Region of Central Macedonia, which supports the cooperation between academic research units and business through the exploitation of the outcomes (products or services) resulted from the research projects that have been carried out from the Aristotle University of Thessaloniki and other research and technology agencies of the Region.</p> <p>The Centre is built upon four components</p> <ol style="list-style-type: none"> <li>1. On-line R&amp;D database</li> <li>2. On-line innovation support A series of on-line roadmaps (guides) that support the further exploitation of the research results have been developed. The roadmaps that are presented are: New product development, Intellectual property rights protection, Spin-off creation and Quality management: Each roadmap gives know-how in the form of articles, papers, reports, tools, resources and links.</li> <li>3. Communication between academia and business This communication is established with the:             <ol style="list-style-type: none"> <li>1. Development of an on-line technology-matching tool.</li> <li>2. Build of an on-line discussion forum.</li> <li>3. Creation of a printed guide and organisation of ten seminars in the region of Central Macedonia.</li> <li>4. Development of extensive, sustainable collaboration networks between research laboratories and enterprises.</li> </ol> </li> <li>4. Pilot applications Co-financing of efforts where private sector and university laboratories cooperate on the development of commercial products or services based on R&amp;D results.</li> </ol> <p>The above mentioned components show that the Digital Research Centre for Cooperative Innovation has both digital and physical dimensions, which stimulate and enhance the cooperation between research units and companies or public organisations allowing the knowledge and expertise possessed and developed by universities to flow directly into business and society.</p>
	Final beneficiaries	Academia and enterprises
	Evidence of success	Has been already transferred to the liaison office of Democritus University of Thrace
Relevance for the S&T system	5	

	Type of implementing organisation	University or consortium of R&D institutes
	Budget and resources	
	Contact person	Name: Organisation: Network of Innovation and sustainable development Address: Email: patsar@urenio.org Website: <a href="http://www.vrc.gr">http://www.vrc.gr</a>
VISITING REGION	<i>Relevance for the S&amp;T system</i>	4
	<i>Transferability</i>	4
	<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>	

HOSTING REGION	Title of the good practice	<b>e-tools</b>
	Main goals	Assisting potential entrepreneurs to implement a business idea
	Short description (150 words)	<p>URENIO Research unit has developed a set of on-line tools to assist SMEs in 1) preparing their enterprise business plan, 2) marketing plan, 3) perform cost benefit analysis and 4) technology assessment</p> <p>The first tool is to help SMEs build a business plan allowing them to fill in a blank document with their own business description and details and to integrate it with a Financial Plan.</p> <p>The Marketing Plan tool offers an implementation guide for successful introduction of new products in to the market. The tool includes a template-marketing plan, which acts as a guide to the user.</p> <p>The Cost Benefit Analysis tool is sophisticated, facilitates decision makers to improve the process of choosing technologies using a comparative model. The tool takes into account different risks and benefits that the user can create for different project periods. The tool provides means for systematic comparing the value of outcomes with the value of resources required for achieving the outcomes.</p> <p>Technology leads socio-economic development. Every organization uses technology in order to achieve its goals, while its dependence on technology is related to the nature of its activities. With this tool each company can create its own technology report in an easy to use and practical way.</p>
	Final beneficiaries	SMEs

	Evidence of success	More than 4 regional authorities have incorporated the tools in their services to SMEs
	Relevance for the S&T system	3
	Type of implementing organisation	Regional authorities, Business associations, Technology Transfer units
	Budget and resources	
	Contact person	Name: Isidoros Passas Organisation: URENIO Research Unit Address: Aristotle University of Thessaloniki, Univ. Box 491, 54124 Thessaloniki Greece Email: <a href="mailto:iapassas@urenio.org">iapassas@urenio.org</a> Website: <a href="http://www.newventuretools.net/e-tools/">http://www.newventuretools.net/e-tools/</a>
VISITING REGION	<i>Relevance for the S&amp;T system</i>	5
	<i>Transferability</i>	4
	<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>	

HOSTING REGION	Title of the good practice	<b>Technology Clinics</b>
	Main goals	Support to SMEs to design and introduce new products. The new products can be either of in house R&D of the SMEs or the result of scientific research institute.
	Short description (150 words)	Technology clinics can be seen as small scale research services for SMEs, offered by research institutes, universities or other technology providers to assist in solving specified technological problems and in the exploitation of new methods in companies. As a tool they offer rapid and flexible means for the transfer of technology and competence. Technology Clinics for New Products embed technological innovation or not. The main steps in implementing the technology clinics are: <ol style="list-style-type: none"> <li>1. Technology Clinics Design, Specifications</li> <li>2. Co-ordination of Clinics for Non-Technological Innovation</li> <li>3. Co-ordination of Clinics for Technological Innovation</li> <li>4. Technology Clinics</li> </ol> Support should be provided by nation-wide experts with substantial experience in Innovation, Technology Transfer, Technology Clinics and Business Incubation,
	Final beneficiaries	SMEs

	Evidence of success	Thessaloniki Technology Park, has implemented more than 200 technology clinics since 1998
	Relevance for the S&T system	3
	Type of implementing organisation	Technology Transfer organizations
	Budget and resources	
	Contact person	Name: Mr. Kostas Tramantzas Organisation: Thessaloniki Technology Park Address: Email: <a href="mailto:tram@thestep.gr">tram@thestep.gr</a> Website: <a href="http://www.thestep.gr">www.thestep.gr</a>
VISITING REGION	<i>Relevance for the S&amp;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>	

HOSTING REGION	Title of the good practice	<b>IP Fund</b>
	Main goals	Improve the effectiveness of early-stage finance policies and instruments for SMEs joining private and public sector. Development of innovative financial models for decision makers.
	Short description (150 words)	It is an investment fund (80% public & 20% private) that finances a) patent application and licensing negotiation process. The size of the Fund is approx. 20 million € and the investment per project is up to 150.000 € The investment criteria are: I) the commercial potential ii) creation of the relevant patent portfolio.  The management structure consists of a consortium between a VC fund management company and a business development organisation with experience in patent issues. Management fees are proposed to be 3,5% annual fee of the value of the fund and the duration is 10 years. To exit from the fund companies need licensing or to sale their IP.  A number of other instruments could be designed and implemented. The IP fund proposal comply with most of the NSRF priorities and the critical point of it is to find the right manager for the Fund.

	Final beneficiaries	SMEs and anyone interested protecting their patents and IPs
	Evidence of success	Not yet tested as the SEED-project that proposed this fund has just ended
	Relevance for the S&T system	3
	Type of implementing organisation	A consortium between a VC fund management company and a business development organisation with experience in patent issues.
	Budget and resources	The size of the Fund is approx. 20 million € and the investment per project is up to 150.000 €
	Contact person	Name: Ms. Katerina Papadopoulou Organisation: CERTH Address: Email: <a href="mailto:kpap@thestep.gr">kpap@thestep.gr</a> Website: <a href="http://www.seedreg.com">http://www.seedreg.com</a>
VISITING REGION	<i>Relevance for the S&amp;T system</i>	5
	<i>Transferability</i>	5
	<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>	

HOSTING REGION	Title of the good practice	<b>Spin – off Roadmap</b>
	Main goals	Valorisation of S&T results produced in the research institutes
	Short description (150 words)	The scope of the spin-off roadmap is to facilitate the understanding of the creation and development of business ventures, that their scope is the exploitation of R&D results created inside the Universities, with the support of private funds. The issues that are examined in the roadmap regarding the spin-off creation are the 1) identification of new product –service, 2) intellectual property management, 3) Business, Marketing and financial Planning and 4) identification of funding organizations The roadmap provides a continuous support to users in the spin-off process, following a level-assessment methodology approach. Each level consists of distinct actions that need to be taken by the user. At the end the user conducts the assessments that will provide directions either for forwarding to the next level or postpone or discontinue the spin-off creation process. Each level of the roadmap is supported by a set of tools, documents, web links and organizations that help the user of the roadmap to accomplish it successfully.
	Final beneficiaries	Researchers

	Evidence of success	The roadmap has been transferred and used by the University of Democritus in Thrace
	Relevance for the S&T system	3
	Type of implementing organisation	Technology Transfer organization, Liaison Office
	Budget and resources	
	Contact person	Name: Isidoros Passas Organisation: URENIO Research Institute Address: Univ. Box 491, 54124 Thessaloniki, Greece Email: <a href="mailto:iapassas@urenio.org">iapassas@urenio.org</a> Website: <a href="http://www.vrc.gr:8080/roadmaps/roadmaps/spinoffs/index.html">http://www.vrc.gr:8080/roadmaps/roadmaps/spinoffs/index.html</a>
VISITING REGION	Relevance for the S&T system	3
	Transferability	3
	Proposed implementing body	
	Milestones and time horizon	
	Resources for designing and implementing the measure	Political support: Expertise: Organisational capacity: Time: Budget:
	Recommended for pilot?	

## 2.2 Suggested pilot actions

### Box 2. Suggested pilot

Title of the pilot	Database of research results
Main goals	Facilitating the commercialization of research results of research institutions
Short description (150 words)	Similarly to Digital Research Centre the idea of the environment would be to support the cooperation between academic research units and business through the exploitation of the outcomes (products or services) resulted from the research projects that have been carried out in Estonian research institutions.
SUPER-SME good practice?	Yes
Final beneficiaries	Research institutions and enterprises
Success criteria	Number of commercialized results
Duration	3 years
Milestones	End of 1 <sup>st</sup> year –digital environment created End of 2 <sup>nd</sup> year – Marketing and public awareness

	actions to popularise the solution End of 3 <sup>rd</sup> year – 5 commercialized research results
Proposed implementing organisation	Tartu University Institute of Technology and Enterprise Estonia
Budget and resources	To be clarified in preparation stage

Title of the pilot	Aktiva step-by-step tools
Main goals	To add examples and templates of business and marketing plans to already existing environment (aktiva.ee) with the aim to simplify the procedure of developing the business and marketing plans for starting enterprises.
Short description (150 words)	The first tool is to help SMEs build a business plan allowing them to fill in a blank document with their own business description and details and to integrate it with a Financial Plan. The Marketing Plan tool offers an implementation guide for successful introduction of new products in to the market. The tool includes a template marketing plan which acts as a guide to the user. The Cost Benefit Analysis tool is sophisticated, facilitates decision makers to improve the process of choosing technologies using a comparative model. The tool takes into account different risks and benefits that the user can create for different project periods. The tool provides means for systematic comparing the value of outcomes with the value of resources required for achieving the outcomes.
SUPER-SME good practice?	Yes
Final beneficiaries	SMEs and starting enterprises
Success criteria	Number of hits on the web-page
Duration	1 years
Milestones	End of 1 <sup>st</sup> year – examples and templates added to the web-page
Proposed implementing organisation	Enterprise Estonia
Budget and resources	To be clarified in preparation stage

Title of the pilot	Back-up Centres
Main goals	To solve the problems of enterprises linked with their key processes/core competencies.
Short description (150 words)	Back-up Centres can be seen as service providers for enterprises. The aim of the services is to find innovative solution to problems enterprises want to solve in the area technology. If the suitable solution is not available the centre helps the enterprise to negotiate with research institutions for developing the needed solution.

	Back-up Centres offer rapid and flexible means for the transfer of technology and competence. Centre is a flexible network consisting of consultants, researchers, brokers etc.
SUPER-SME good practice?	Yes
Final beneficiaries	Enterprises and research institutions
Success criteria	Number of problems solved
Duration	3
Milestones	End of 1 <sup>st</sup> year – centres created with qualified personnel End of 2 <sup>nd</sup> year – Marketing and public awareness actions to popularise the solution End of 3 <sup>rd</sup> year – 5 problems solved
Proposed implementing organisation	Tartu University Institute of Technology and Enterprise Estonia
Budget and resources	To be clarified in preparation stage

Title of the pilot	IP Funds
Main goals	To finance the patenting process of SMEs to increase their competitiveness on world markets
Short description (150 words)	The fund provides finances to SMEs with the aim to facilitate the patent application and/or licensing process. In return the fund receives partial ownership of the SME or registered patent or other IPR.
SUPER-SME good practice?	Not yet implemented in Greece
Final beneficiaries	SMEs
Success criteria	Number of financed projects
Duration	5 years
Milestones	To be clarified in preparation stage
Proposed implementing organisation	Ministry of Economic Affairs in cooperation with leading private banks
Budget and resources	To be clarified in preparation stage

### 3. Main conclusions from the visit and next steps

#### 3.1 Visiting region

The study visit gave a good overview of the intermediation system in North Greece. There were many presentations describing the public support system of Greece – S&T environment, IPR issues. During the visits to different associations and Technology Park many case studies were discussed.

It appears that the personnel of Greek intermediaries have been active in this specific field averagely for a longer period than people working for Estonian intermediaries. As a result they have more experience and knowledge for solving different problems for enterprises. But there are also some similarities between workers of Greek and Estonian intermediaries. One similarity is the lack of industrial experience of employees working

for intermediaries. The majority of people working for intermediaries have not worked for private companies. The private sector experience would increase the quality of offered services. Other similarities are the following:

- Difficulties in creating spin-offs,
- IPR protection is costly and not too efficient,
- Research results are not effectively commercialised.

A common problem for both regions is also the lack of private financial partners for start-up companies. There are not many venture capitalists in Greece and Estonia. At the same time international risk-capitalists usually prefer to invest into companies with domestic VC investments.

Moreover the intermediaries of North Greece have been active in S&T intermediation for a longer period than Estonian intermediaries. Therefore the problems they face right now are similar to those the Estonian intermediaries and enterprises are starting to deal with. For example in Greece, the support measures to help enterprises in IPR issues are more developed than in Estonia. Also intermediaries in Greece have developed solutions for enhancing the cooperation between research institutions and enterprises, which are not yet implemented in Estonia.

Comparing two IPR systems it becomes obvious that Greece has application-based system for all main IPR protections, so it is less time-consuming. At the same time in Estonia utility model protection is far more used than in Greece. Utility model protection is a good practice for inventions failing to meet the high innovation standards for patent protection.

Key solutions and good practices coming from the study visit and relevant for Estonia are the following (a longer description of these solutions and practices is presented in sub-section 2.1):

- Database of research results. Similarly to Digital Research Centre the aim of the digital environment would be to support the creation of cooperation activities between academic research units and enterprises through the exploitation of the outcomes (products or services) of the research projects that have been carried out in Estonian research institutions.
- Aktiva step-by-step tools (e-tools). To add examples and templates of business and marketing plans to already existing environment (aktiva.ee) with the aim to simplify the procedure of developing the business and marketing plans for starting enterprises.
- Back-up Centres (Technology Clinics). Back-up Centres can be seen as service providers for enterprises. The aim of the services is to find innovative solution(s) to problems enterprises want to solve in the area technology. If the suitable solution is not available the centre helps the enterprise to negotiate with research institutions for developing the needed solution. Back-up Centres offer rapid and flexible means for the transfer of technology and competence. Centre is a flexible network consisting of consultants, researchers, brokers etc.
- IP Funds. The aim of this type of fund is to finance the patenting process of SMEs with the aim to increase their competitiveness on world markets

The implementation of these solutions and practices might help improve the quality of the Estonian intermediary system. Some of these solutions can be implemented with minor changes; others need more modifications before being put into practice in Estonia. The title, main goal(s), longer description, beneficiaries, success criteria, duration of the project, milestones and implementing organizations of these pilot projects are presented in sub-section 2.2. For implementing suggested pilots, there should be close cooperation

between Estonian research centres (universities mainly), enterprises and intermediaries. For efficient implementation of projects, Enterprise Estonia (biggest intermediary in Estonia) should take a leading role and find the best implementing organizations in Estonia.

### **3.2 Hosting region**

Summing up the lessons obtained from this study visit there are some worth mentioning points mainly from the hosting region and secondly from other speakers too. Firstly, in Estonia for patent and trademark applications it is used an examination-based system and for utility models it is used and industrial designs application-based system.

Interesting were also the presented facts regarding the reasons for rejection or withdrawal on patents: the non-payment of patent for the continued validity fees (88,8%) and the non-compliance of the invention with the patent ability criteria (6,2%). The average duration of the examination of a patent application is 4,5 years, which is considered too long and discouraging. A common gap of the two regions in their intermediation systems is the lack of a source that gathers and shares systematically information about the services and funding availability. On the contrary start-ups initiatives or any IPR certification funded scheme have to be explored by individuals on their own, a procedure that is time and money consuming at the same time.

Regarding the Hellenic IPR management and protection system according to the presentation of Dr. Effimia Panagiotidou, any transfer (sale) or any licensing Agreement concerning a Patent, or a registered Design or a Trade Mark, or Know-How in general, must be submitted to OBI for Registration, obligatory. Otherwise the Agreement has no legal force in front of a Court (Law 1733/2987). Another interesting point that was presented to the study visit and was not to our knowledge is the 100% deduction of taxes in order for an SME to buy IPRs from others. For the SMEs: The amount paid for the IPRs is deducted from the company's income at a range of 100%. These IPRs might be royalties paid to companies or organizations, for a license to use patents, trademarks, trade secrets, know-how, intellectual property etc.

## Annex 1. Summary table: overview of good practices

Acronym / short title	Main goals	Final beneficiaries	Relevance*	Transferability**
Digital Research Centre	Enhancing the links between academia	Academia and enterprises	4	4
e-tools	Assisting potential entrepreneurs to implement a business idea	SMEs	5	4
Technology Clinics	Support to SMEs to design and introduce new products. The new products can be either of in house R&D of the SMEs or the result of scientific research institute.	SMEs	4	3
IP Fund	Improve the effectiveness of early-stage finance policies and instruments for SMEs joining private and public sector. Development of innovative financial models for decision makers.	SMEs and anyone interested protecting their patents and IPRs	5	5
Spin – off Roadmap	Valorisation of S&T results produced in the research institutes	Researchers	3	3

\* 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