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## **Non Technology Innovation & Service Innovation and the Use of Structural Funds**

This issue of Eurada-News is devoted to the results of the work carried out within the framework of the Take it Up project (Europe Innova Initiative) in the field of EU fundings for non technology innovation and service innovation.

# EURADA NEWS



take it up

**Non Technology Innovation  
& Service Innovation  
and the use of Structural Funds**



## **NON TECHNOLOGY INNOVATION AND SERVICE INNOVATION AND THE USE OF STRUCTURAL FUNDS**

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### **Disclaimer**

The views expressed in this discussion paper are those of the authors and do not necessarily reflect the opinion or position of the European Commission and in no way commit the institution.

## 1. INTRODUCTION

*Innovation* is the successful introduction of novelty in the market or in the enterprise. Although Research and Development (R&D) is an important driver for innovation it is not the only one and in most companies even not the most important. It is estimated that only between 10 and 30% of companies continuously or intermittently pursue R&D activities<sup>1</sup> a much higher number of companies innovates by adapting technologies and by integrating them into new products or processes.

Large sector differences exist and for the service sector R&D plays a much smaller role than for manufacturing. Even in the technology driven 'energy production and distribution sector' almost 90% of the enterprises are technology modifiers and adopters<sup>2</sup>. Across the service industry innovation seems to be driven by very different processes and approaches.

To simplify, the companies' demand for non technological innovation can be clustered into four big categories:

- **Services to industry:** counsel, marketing, design, software, logistics, geo-localisation technologies, packaging, open innovation, integration of enabling technologies;
- **Services embedded to products:** mobile phone application, financing or leasing a product/equipment, sharing a product (car, bike, ...), optronic quality control application, offering solutions instead of a product (selling km instead of tyres [Michelin] or proposing mobility instead of cars [Citroën]);
- **Services to people:** tourism, e-commerce, health, culture;
- **Public support services to enterprises:** private-public partnership, precompetitive procurement, e-administration, access to counsel and to funding sources, clusters, ...

Innovation in these service areas is linked to the emergence of new business models for enterprises, often focusing on an intangible added value for the customer, and in the necessity for policy makers of developing more sophisticated regional intelligence services and SME support services with a higher added value. The CEO of Nokia had recently to recognize that his enterprise had lost its competitive advantage due to the fact that competitors (Apple, Google ...) are offering an eco-system based on the phone together with software, applications, e-commerce, advertising and access to social networks. This underlines that service innovation is often based on the innovative hardware and technologies but realises value beyond this.

Some sectors are strongly dependent on non technology innovation: tourism, e-commerce, creative industries, finance, counsel, design, retail (Zara, Apple, Ikea, Starbuck Coffee). In the future, an increasing number of manufacturing industries will undoubtedly be induced to develop them thanks to service innovation.

Does the public innovation support for SMEs recognise these non R&D related drivers of innovation in the largest economic sector, the services sector?

It has been observed that intentionally or not innovation support programs exclude or disadvantage non-technological and non-R&D activities. Surveying more than 20 innovation voucher programmes that provide very small grants for small scale innovation activities it has

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<sup>1</sup> Reinstaller A, Unterlass F (2008) *Sectoral innovation Watch synthesis report* Europe INNOVA paper No.8

<sup>2</sup> ebid

been recognised that around 1/2 of them are limited to fund cooperation with universities and other R&D providers.<sup>3</sup>

To be more open to other drivers of innovation for regional enterprises, public authorities could structure their support offer by developing programmes with the following objectives:

- a) stimulate dedicated activities: design, e-commerce, software, internationalisation, marketing;
- b) promote entrepreneurial initiatives: creation of spin-offs or start-ups, commercialisation of new products/services;
- c) enhance the competitiveness of certain sectors: creative industries, tourism, ICT applications;
- d) intervene on the market: public procurement, market replication, taxation, private-public partnership.

These interventions could be realised through investment in infrastructure, through direct or indirect business supports or the development of human capital.

In how far regions and Member States already use the Structural Funds to support drivers for innovation beyond R&D is the scope of investigation in the remainder of this contribution.

## **2. THE USE OF STRUCTURAL FUNDS TO SUPPORT SERVICE INNOVATION**

The investigation on the use of structural funds to support service innovation looked into the 'Service innovation aspect' from the highest program level, i.e. the ERDF legislation, through the titles of the operational programs, sub-programmes and objectives down to the project level in some selected areas. The analysis of publicly available documents was complemented by a voluntary survey among stakeholders in the programming of structural funds and / or project selection in the regions.

The objective was to investigate in how far regional actors actively include other drivers of innovation than R&D in the programming and disbursement of funds or in how far they unintentionally disadvantage non-technological innovation processes. On the project level it has been tried to identify 'trends' of innovation approaches to support service sector innovation.

### **2.1 The ERDF Legislation**

Article 3 (Scope of Assistance) of the ERDF Regulation (1080/2006) does not explicitly provide for support to the services industry neither to service innovation, whereas Article 4 (Convergence) mentions objectives allowing to support those activities:

- provision of business and technology services to groups of SMEs,
- local content, services and ICT applications as well as aid and services to SMEs to adopt and effectively use ICTs or to exploit new ideas,
- tourism,
- investments in culture,

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<sup>3</sup> Availability and Scope of innovation voucher programs in Europe (2009)  
<http://www.eurada.org/site/files/Eurada%20News/Supporting%20documents/312/Voucher%20scheme.pdf>

- integrated strategies for clean transport and intermodal systems,
- improvement of energy efficiency.

Article 5 (Regional competitiveness and employment) also allows such support through the following actions:

- introduction of new or improved products, processes and services onto the market by SMEs,
- integration of cleaner and innovative technologies in SMEs,
- economic exploitation of new ideas,
- rehabilitation of the physical environment,
- energy efficiency,
- protection and enhancement of the natural and cultural heritage in support of socioeconomic development,
- development of ICT services and applications.

Finally, Article 6 (European territorial cooperation) encourages action in the following fields:

- culture and cross-border trade,
- protection and management of the cultural resources.

We conclude that, without necessarily making a clearly earmarked objective, the ERDF regulation allows the support to the services industry in general and to the development of service innovation both directly and indirectly. This is confirmed by the categories of expenditure targeted by the Funds' priorities (Article 9, 3 of Regulation 1083/2006). Out of the 86 categories selected, 18 are more particularly fit to the support to service innovation. Those categories fall within the following themes: RDTI, entrepreneurship, ICT, culture (cf. details in Annex 1).

## **2.2 The regional Operational Programmes**

### **2.2.1 General framework**

By analysing the summaries of the operational programmes published by the managing authorities it is observed:

a) Nearly all operational programmes support action in favour of clusters, tourism and cultural heritage, e-business, urban/rural regeneration, innovation finance for SMEs, environment and energy, all leading to a certain extent to the development of service innovation.

b) Some 75 operational programmes clearly refer to service innovation (cf. Annex 2). Among them:

- O.P. Czech Republic: support to non technology innovation: organisation and marketing innovation;
- O.P. Hungary: development or corporate organisation;
- O.P. Poland: new organisational solutions;
- O.P. North Rhineland Westphalia: innovation and knowledge-based organisation, logistics, marketing and design;
- O.P. Brandenburg: organisational innovation;
- O.P. Castilla y León: investing in organisational innovation
- O.P. Western Pannon: marketing services in clusters and for tourism;

- O.P. Extremadura: intangible assets as factors of competitiveness: quality management systems, corporate image, design;
- O.P. Haute Normandie: knowledge and skills to foster creativity;
- O.P. Friuli-Venezia Giulia: incorporate new ideas and methods into SME products and business models;
- O.P. North Sweden; right conditions for creativity;
- O.P. East of England: eco-friendly design;
- O.P. Yorkshire and the Humber: innovation through new organisational and novel marketing methods;
- O.P. Cornwall: compete as a centre for creativity
- O.P. Baltic Sea Cooperation: non technology innovation.

The other operational programmes provide for the support of internationalisation, quality improvement, use of ICTs, integrated regeneration of urban areas.

### 2.2.2 Objectives and projects co- financed in some European regions

The analysis was conducted on two levels: on the programme level and on the project level.

On the programme level we looked at the national programme for economic developments of Hungary, regional programs in Hungary were disregarded, and the regional programs of:

- West-Nederland (the Netherlands);
- Bremen (Germany);
- Luxembourg (Luxembourg); and
- East-Midlands (United Kingdom).

ERDF / ESF programs the programs are structured according to:

1. Priorities (general), linked with a budget allocation
2. Objectives, under which
3. Projects (specific) are financed.

The analysis of the regional programmes targeted all three levels as far as the number of projects to look into didn't become too high.

For the analysis on all levels three categories of underlying drivers for innovation were defined:

1. **R&D:** Priorities, objectives or projects where the source of innovation was evidently technological research and development.
2. **Other:** Priorities, objectives or projects where other sources and kinds of innovation were specifically supported. In particular:
  - Innovation processes driven by environmental considerations ('eco-innovation')
  - Service innovation
  - Innovation processes based on creativity
3. **Neutral** : Priorities, objectives or projects where the source of innovation could not be identified or distinguished;

Analysing the national programme for economic development of Hungary, none of the four priorities can be dubbed as supporting specifically 'other sources' of innovation. 34% of the budget goes to priorities which we defined as supporting innovation through R&D and

66% can be considered as neutral. On first sight, it seems that other sources of innovation were not supported in the national programme of Hungary. However at the level of 'Objectives', another picture emerges. Here it shows that 11,11% of these objectives are R&D focused and 40,47% are supporting other sources of innovation (and 48,15% neutral).

The four regional programmes selected show, with exception of Bremen, official recognition of other sources of innovation at 'Objectives' level:

- Stimulating enterprise and innovation in small companies (West-Nederland)
- Support services advanced for enterprises and groups of enterprises (Luxembourg)
- Services and applications for SME's (Luxembourg)
- Other actions aimed at improving access to ICT and their effective use for SME's (Luxembourg)
- Energy efficiency, cogeneration, energy harnessing (Luxembourg)
- Innovation support for business (East-Midlands)
- Creating the environment for innovation (East-Midlands)

To have better idea if innovation is supported by Structural Funds in regions in the European Union and, if so, which kind of innovation is fostered; specific projects co financed by Structural Funds in the four aforementioned EU regions were analysed. Because of the amount of projects –more than ten thousand- that were supported by Structural Funds in Hungary it was not feasible to analyse the Hungarian case. We picked however two objectives with a limited amount of projects to illustrate that other sources of innovation in Hungary are supported.

- Under the Hungarian objective 'support to accredited clusters', four on fifteen projects have an R&D focus, while the other eleven are focused on other sources of innovation.
- Under the Hungarian objective 'supporting the innovation activities of accredited clusters' twenty-three out of forty-eight projects are R&D focussed and the other twenty-five are focused on other sources of innovation.

For the four regions, we used data that is publically available on the DG REGIO website<sup>4</sup>. Using this data, we classified for every region the projects as described above based on their title and subscription.

Only project 'related to innovation' financed by the structural funds were taken into account for the analysis: . These were :

- 32,41% of funded projects in West-Nederland (out of 108 projects)
- 52,89% of funded projects in Bremen (out of 329 projects)
- 100% of projects in Luxemburg (38 projects)
- 45,45% in East-Midlands (put of 121 projects)

Figure 1 shows the result of the categorization of these innovation related projects according to source of innovation, based on the money attributed to them.

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<sup>4</sup> [http://ec.europa.eu/regional\\_policy/country/commu/beneficiaries/index\\_en.htm](http://ec.europa.eu/regional_policy/country/commu/beneficiaries/index_en.htm)

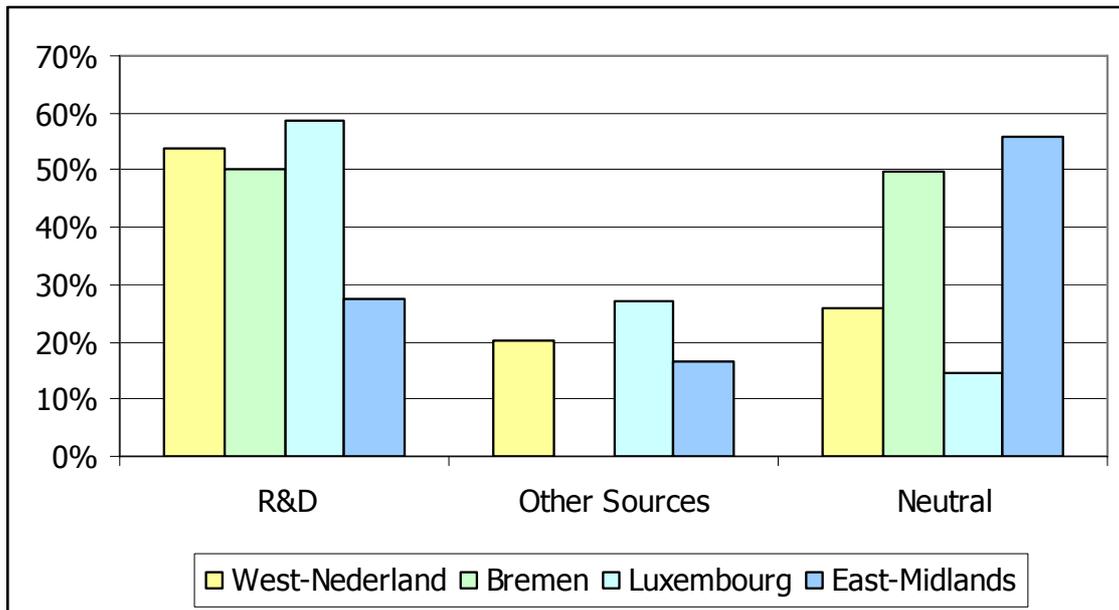


Figure 1: Sources of innovation of innovation related projects co financed by Structural Funding

Only a minority of projects was designed specifically to support other sources of innovation / non-technological innovation in the four regions. In their majority projects are funded for technological developments or to infrastructures that shall deliver science and technology projects.

Looking closer into the other sources of innovation that are supported through the projects diverse patterns appear. The 9 specific projects in Luxembourg 7 are related to service innovation and 2 to eco-innovation; while West-Nederland gives clear preference to 'Creativity'.

Table 1: Sub-division of number of projects specifically addressing 'other sources' of innovation by region

	West-Nederland	Bremen	Luxembourg	East-Midlands
Eco-innovation	00,00%	na	22,58%	03,64%
Service innovation	00,00%	na	77,42%	31,07%
Creative innovation	51,77%	na	00,00%	18,19%
Other/hybrid	48,23%	na	00,00%	47,06%

In all regions universities and public research institutions are important beneficiaries from innovation support financing under ERDF. They have a dominant position implementing more than half of the projects in East Midlands and Luxembourg. Dominant beneficiaries in West-Nederland are cities, communes and public enterprises, while in Bremen large majority of beneficiaries of innovation projects are SMEs in their majority for very small project.

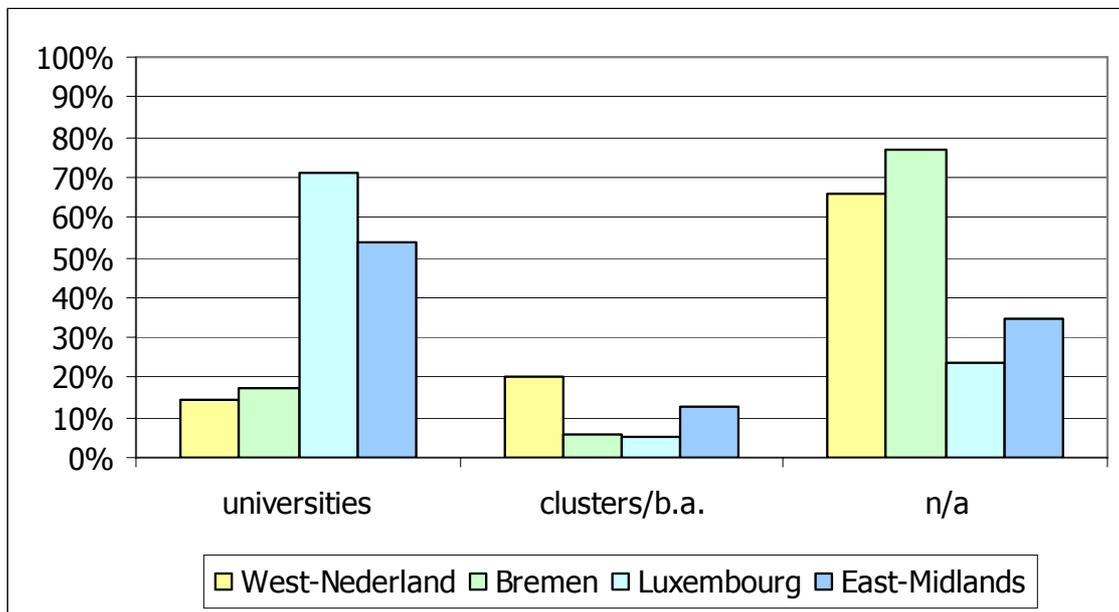


Figure 2: Beneficiaries of innovation related projects co financed by Structural Funding

Clusters and Business associations implement only a minor part of innovation projects financed through structural funds. This is true even for projects that specifically address non-technological and non-R&D driven innovation.

Some case examples shall exemplify this apparent mismatch:

- A university on East Midlands has been supported by ERDF to *"innovation support to high-growth creative and cultural industry businesses in East Midlands. It will invest in research and development of products, services and market delivery"*.
- In two similar setting universities are supported to deliver design services in the context of SMEs' innovation activities in east Midlands.

Several project with a clear service component (testing & comparing technologies; assistance) were funded at a public research institute in Luxembourg.

### **2.3 Service Innovation and the Structural Funds: Stakeholders survey**

The TAKE IT UP project co financed within the framework of the Europe INNOVA initiative of the CIP Programme, has carried out a survey in December 2010/January 2011 with the policy makers, the managing authorities and various regional intermediary bodies on the implementation of targeted actions for service innovation.

The survey looked at the five following issues in terms of current activities and with respect to future plans:

- Which sectors of the services industry are concerned by the regional strategy? The sectors taken into account were: ICTs, e-business, creative industries, construction, engineering and testing services, logistics and transport, environmental services, tourism, wellbeing, leisure, cultural heritage, health care, training and human resources, financial services.

- Which financial instruments were privileged: guarantees, loans, seed and business angels funds, grants for training activities, grants for R&D projects, grants to facilitate first market entry, vouchers for purchasing consultancy services, others?
- Which specific initiatives were privileged: public procurement (green, precompetitive), incentives for cluster initiatives, incentives for talent, networking, entrepreneurship programmes, others?
- Which types of infrastructure are supported: incubators, creativity centres, living labs, prototype centres, technical/technology centres, others?
- Which types of specific business support services are put in place: business planning/mentoring, consultancy, access to innovation partners, market research/diversification, access to investors, internationalisation, others?

The survey concerned the initiatives in progress as well as those in project and the funding means mobilized (EU, national, regional). 64 replies were received and analyzed. Answers came from policy makers (28%), Structural Fund managing authorities (40%) and agencies implementing operational programmes (60%). The results show that the stakeholders tend to privilege ERDF and national funds to finance their actions.

The projects in progress are focusing on:

- services in relation to environment, e-business, creative industries and tourism;
- co financing R&D projects, introduction of innovation onto the market as well as training. The financial engineering instruments (seed and business angel funds, guarantees, vouchers) are less supported;
- incentives for cluster initiatives, entrepreneurship and network;
- internationalisation, access to innovation partners, mentoring and improved business plans;
- incubators, technical/technology centres and, to a lesser extent, creativity centres.

Analyzing the intentions to develop a specific strategy to support service innovation shows that:

- grants remain the preferred option to help entrepreneurs finance their innovations;
- networking, support to clusters and entrepreneurship programmes are the specific initiatives which will be promoted;
- specific support services in which the stakeholders are going to invest are those related to consultancy, internationalisation, business planning/mentoring, access to innovation partners;
- the infrastructures which will be supported are technical/technology centres, incubators, living labs;
- the sectors upon which the strategies will be focused are: creative industries, environmental services, e-business, tourism.

A great homogeneity in the current and the planned strategies can be observed. In the overall conservation picture only few weak trends appear:

- some topics, in particular related to start-up infrastructures and start-up mentoring, seem to be mature and less new initiatives are planned (incubators & business planning / mentoring both from 13 down to 10),
- whereas more complex environments combining targeting service innovation gain importance (creativity labs & living labs up to 8 and 9 from 6).

- incentives to new cluster initiatives and access to innovation partners loose slightly importance giving way to lighter forms of 'networking'.
- new themes like procurement and attraction / retention of talent are not (yet) in the mainstream.

### Statistical data: reported number of activities launched or planned

Financial Instruments			Sectoral Initiatives		
	Current activity	Plan		Current activity	Plan
Guarantee	3	3	Public procurement (green, precompetitive)	5	4
Loans	5	4	Incentives for cluster initiatives	16	14
Seed and business angel funds	3	2	Incentives for talent retention/ attraction	4	3
Grants for training activities	9	10	Networking (events and animation)	13	16
Grants for R&D projects	15	15	Entrepreneurship programme	14	14
Grants to facilitate first market entry	13	9	Other	2	2
Vouchers for purchasing consultancy/services	4	3			
Other	2	3			
<b>Total</b>	<b>54</b>	<b>49</b>	<b>Total</b>	<b>54</b>	<b>53</b>
Specific Business Support			Dedicated Infrastructure		
	Current activity	Plan		Current activity	Plan
Business planning/mentoring programme	13	10	Incubators	13	10
Consultancy	14	14	Creativity centres	6	8
Access to innovation partners	13	10	Living labs	6	9
Market research/diversification	9	9	Prototype centres	5	5
Access to finance (investment readiness)	8	7	Technical/technology centres	11	11
Internationalisation	12	13	Other	6	0
Other	3	0			
<b>Total</b>	<b>72</b>	<b>63</b>	<b>Total</b>	<b>47</b>	<b>43</b>

Source: TAKE IT UP Consortium survey, December 2010/January 2011

During the presentation of those results in a meeting of the KIS-PIM Platform in Warsaw on 27 and 28 January 2011, it appeared that innovative enterprises have some difficulty to receive ERDF funds. This should be the subject of further investigation. The capacity of the public sector, which is increasingly in the hands of regulators, lawyers, financial auditors and bureaucrats, to promote creativity-based innovations, can be questioned.

### **3. Conclusions and recommendations**

Service innovation and non technology innovation, including new business models, are recognized as important drivers for the competitiveness of enterprises, both large and small ones.

This is recognized by more and more regional policy makers who are drafting and/or implementing strategies related to design, creative industry, ICT applications (eHealth, eAdministration, ...).

The Structural Funds regulation allows support to service industry, service innovation as well as non technology innovation both directly and indirectly. For instance, clusters and urban/rural rehabilitation projects can be strong drivers for such type of innovation.

If almost all regions have introduced in their Operational Programmes provisions to support projects aiming at fostering those types of innovation, most of the schemes are generic ones: clusters, ebusiness, tourism and culture. Fewer (75 Operational Programmes out of more than 200) are making clear reference to service innovation.

The TAKE IT UP survey and desk research show that there is a gap between what is understood as service innovation and non technology innovation, what is foreseen in the Operational Programmes and what is really supported. Indeed, for instance support to incubators and technical/technological centres is more popular than support to creative centres and living labs even if future trends show a counter tendency. Grants for R&D or training activities are more used than support in the form of vouchers to access consultancy services. Public procurement is still seldom considered as a tool to support innovation. Moreover, the innovation providers are often universities and research centres.

Based on the above-mentioned facts and findings, it would be useful

- to launch an awareness campaign targeting policy makers at national and regional level as well as Structural Funds managing authorities about the importance of service innovation and non technology innovation to strengthen the competitiveness of regional enterprises;
- to conduct a study intended to:
  - analyse more in dept the trends in the policy supporting innovation including the non technological one, in cooperation with the regional innovation monitor consortium.
  - identify the most efficient tools used so far to support service innovation and non technology innovation
  - draft a guide/manual demonstrating the different existing options to design and implement a regional strategy to support service innovation and non technology innovation and providing sources of inspiration to do so.
- facilitate the exchange of ideas and practices among users (e.g. managing authorities) on the most relevant ways and means to increase the quantity and quality of schemes targeting service innovations and non technology ones;



**ANNEX 1**  
**ERDF Strategic Guidelines**  
*Themes which are fit to support service innovation*

Community Strategic Guidelines		Priority theme	
Guideline	CSG Themes	Code	Title
Guideline: Attractive places to invest and work	Cultural and Social	58	Protection and preservation of the cultural heritage
		60	Other assistance to improve cultural services
Guideline: Improving knowledge and innovation for growth	RTDI	01	R&TD activities in research centres
		02	R&TD infrastructure and centres of competence in a specific technology
		03	Technology transfer and improvement of cooperation networks ...
		04	Assistance to R&TD, particularly in SMEs (including access to R&TD services in research centres)
		06	Assistance to SMEs for the promotion of environmentally-friendly products and production processes
		07	Investment in firms directly linked to research and innovation (...)
		09	Other measures to stimulate research and innovation and entrepreneurship in SMEs
		74	Developing human potential in the field of research and innovation, in particular through post-graduate studies ...

Community Strategic Guidelines		Priority theme	
Guideline	CSG Themes	Code	Title
Guideline: Improving knowledge and innovation for growth	Entrepreneurship	05	Advanced support services for firms and groups of firms
		68	Support for self-employment and business start-up
	ICT	11	Information and communication technologies (...)
		12	Information and communication technologies (TEN-ICT)
		13	Services and applications for citizens (e-health, e-government, e-learning, e-inclusion, etc.)
		14	Services and applications for SMEs (e-commerce, education and training, networking, etc.)
		15	Other measures for improving access to and efficient use of ICT by SMEs
	Other Investment in firms	08	Other investment in firms

## ANNEX 2

### ERDF Operational Programme supporting service in innovation

- **Bulgaria:** improvement of consultancy and information offered to enterprises;
- **Czech Republic:**
  - support to non technological innovation: organisation and marketing innovation;
  - Business development services including international marketing.
- **Denmark:** promotion of website for advanced services: digital products and consumer services;
- **Greece:** productivity increased through the use of ICT;
- **Cyprus:** enhancing services of high added value;
- **Latvia:** high quality of services provided to citizens: social services, health care, ICT;
- **Luxembourg:** consolidate regional specialisation with high added value services;
- **Hungary:** development of corporate organization;
- **Malta:** branding specific tourism products;
- **Poland:** new organisational solutions;
- **Slovenia:** logistics centres;
- **Nordrhein-Westfalen (DE):**
  - Innovation and knowledge based organisation, logistics, marketing and design;
  - Urban integrated development.
- **Thüringen (DE):**
  - Access to new market;
  - Sustainable production patterns and less use of natural resources.
- **Sachsen-Anhalt (DE):** cultural economy;
- **Bayern (DE):** soft support in tourism in the border areas;
- **Brandenburg (DE):**
  - Organisational innovation;
  - Business specialization.
- **Schleswig-Holstein (DE):** promotion of in-house innovation;
- **Saarland (DE):** try-out of new promotion concept for innovation;
- **Berlin (DE):** support for SMEs entering new markets;
- **Baden-Württemberg (DE):** tapping into new potential for innovation.
- **Thessalia / Sterea Ellada / Ipiros (GR):**
  - Business Angels and mentoring;
  - Retail.
- **Castilla y León (ES):** financial support for investing in organisational innovation;
- **Extremadura (ES):**
  - Intangible assets as factors of competitiveness: quality of management systems, corporate image, design;
  - Socio-economic research to improve the preservation and the management of the heritage.
- **Andalucia (ES):** urban trade initiative;

- **Valencia / Navarra / Iles Balears / Madrid (ES):** assistance to internationalization;
- **Madrid (ES):** integrated urban project;
- **Auvergne / Bourgogne / Alsace (FR):** multimodal, intermodal transport;
- **Centre (FR):** PPP;
- **Lorraine (FR):** measurements to exploit the arrival of the TGV in the vicinity of the stations it serves;
- **Haute-Normandie (FR):** knowledge and skills that foster creativity;
- **Picardie (FR):** advance logistics, sustainable construction and individual mobility;
- **Bourgogne (FR):** landscape management;
- **Lombardia (IT):** use of forms of transport which have a reduced impact on environment; carpooling; car sharing; road pricing;
- **Sicilia (IT):**
  - SMEs linked to the management of cultural heritage;
  - Access to advanced services by SMEs.
- **Basilicata (IT):**
  - Energy and environment support to SMEs in order to help them access new markets;
  - Urban system of innovation to disseminate high quality services and improve the wellbeing of the local population.
- **Friuli-Venezia Giulia (IT):** incorporate new ideas and methods into SMEs' products and business models;
- **Molise / Sicilia / Puglia (IT):** multimodal regional logistic platform;
- **North Great Plain (HU):** integrated urban development;
- **Central Hungary (HU):** spin-off companies support;
- **Central Transdanubia (HU):** consultancy services; marketing services;
- **Western Pannon (HU):**
  - Modern consulting services to SMEs;
  - Marketing services in clusters and for tourism.
- **South Great Plain (HU):** reinforcing SME support services;
- **All Austrian regions (AT):** increasing quality and technology standards in sectors with comparative advantages;
- **All Finnish regions (FI):**
  - access to business services;
  - internationalisation development.
- **Åland (SE):** added value among existing products;
- **Bratislava (SK):** efficient use of ICT by SMEs;
- **Alentejo (PT):** improve services in rural areas;
- **Norte (PT):** creativity endowments in domains such as fashion, architecture and arts;
- **Lisboa (PT):** innovative solutions for urban problems;
- **Madeira / Lisboa (PT):** internationalization;
- **East Mid Sweden (SE):** develop new services;

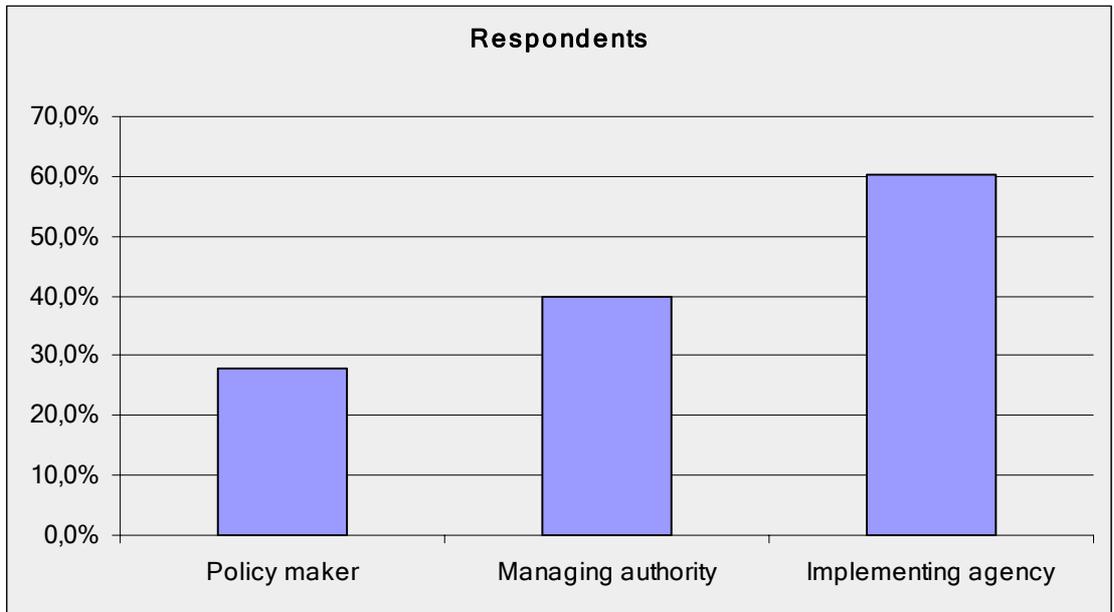
- **North Sweden (SE):** right conditions for creativity;
  - **Northern Ireland (UK):** more market aware, outward looking, export orientated;
  - **West Midlands (UK):**
    - Digital media;
    - Consultancy expertise to 10 top clusters;
    - Support to social enterprises and to the voluntary sectors.
  - **East of England (UK):** ecofriendly design;
  - **London (UK):** access to new markets;
  - **South East of England (UK):** environment friendly economy (single priority);
  - **Yorkshire and the Humber (UK):** innovation through new organisational and novel marketing methods;
  - **North West England (UK):**
    - Supply of good quality;
    - New markets.
  - **Cornwall (UK):**
    - Compete as a centre for creativity;
    - Higher value of business.
- NB: *Baltic Sea cooperation (Cross-border): non technological innovation***
- **Berlin (DE):** project entitled « Futur »: media, creativity, ICT.



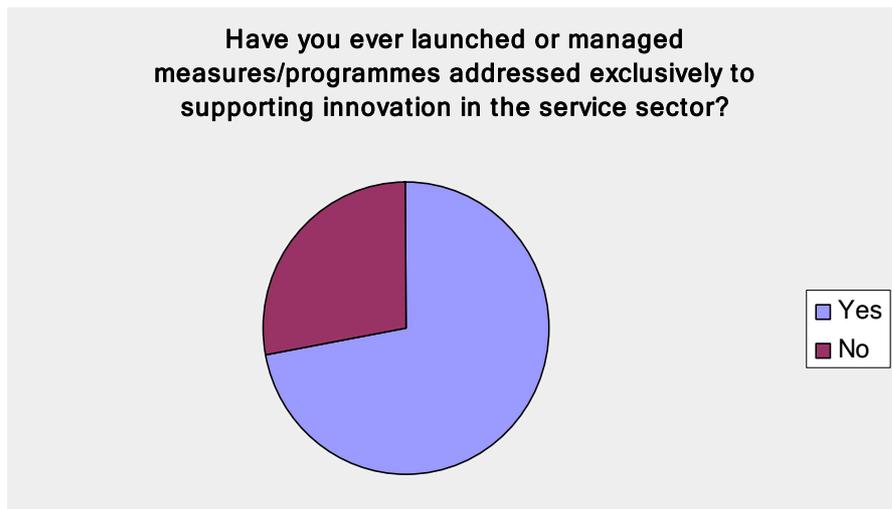
**ANNEX 3**

**The TAKE IT UP Survey more in details**

**The sample**

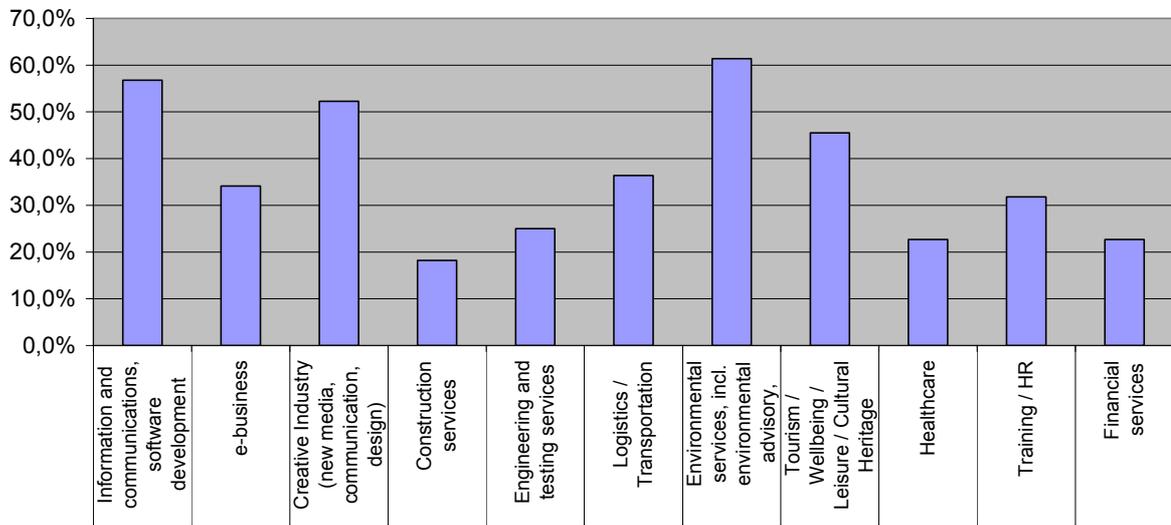


**The state of the art<sup>5</sup>**

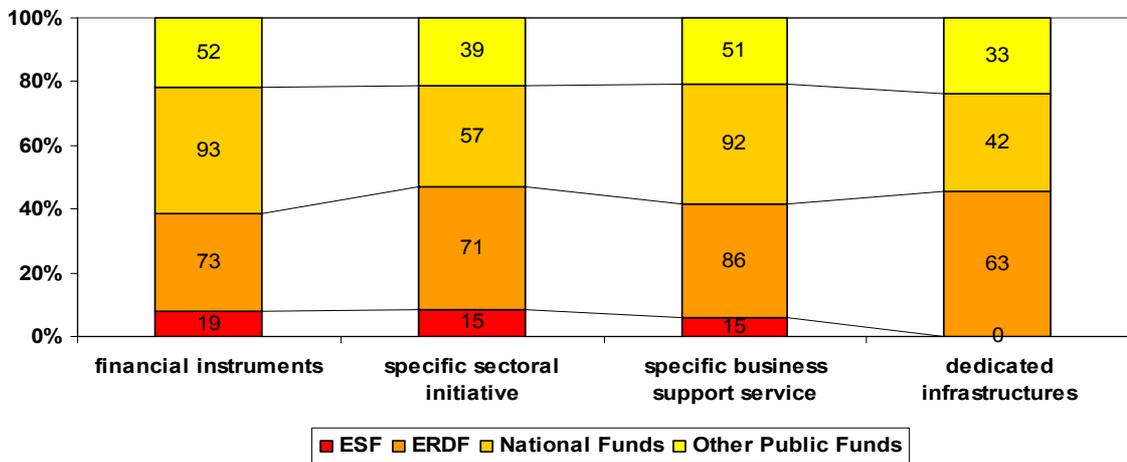
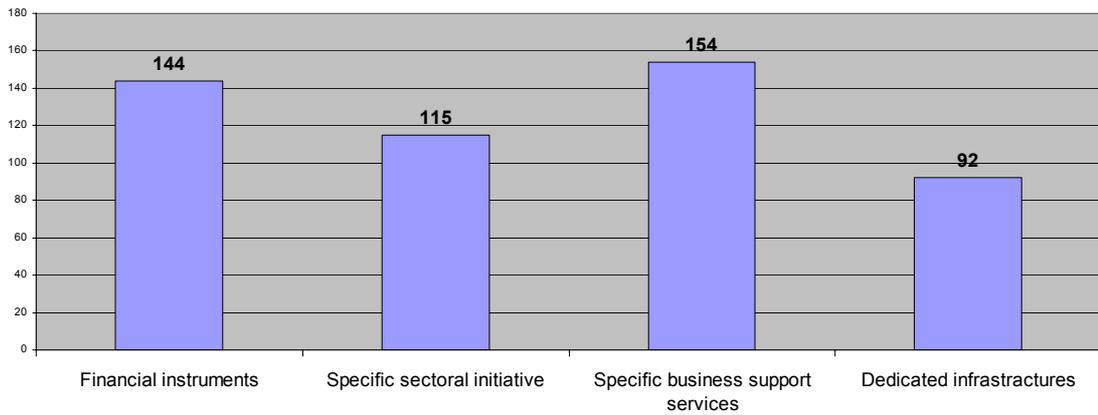


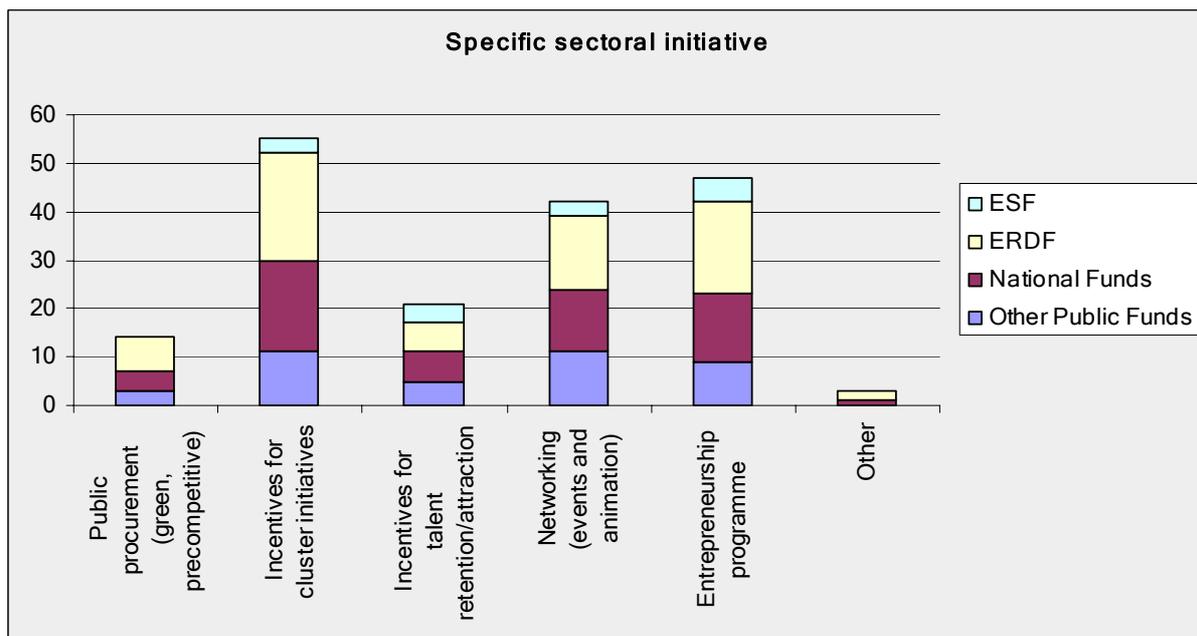
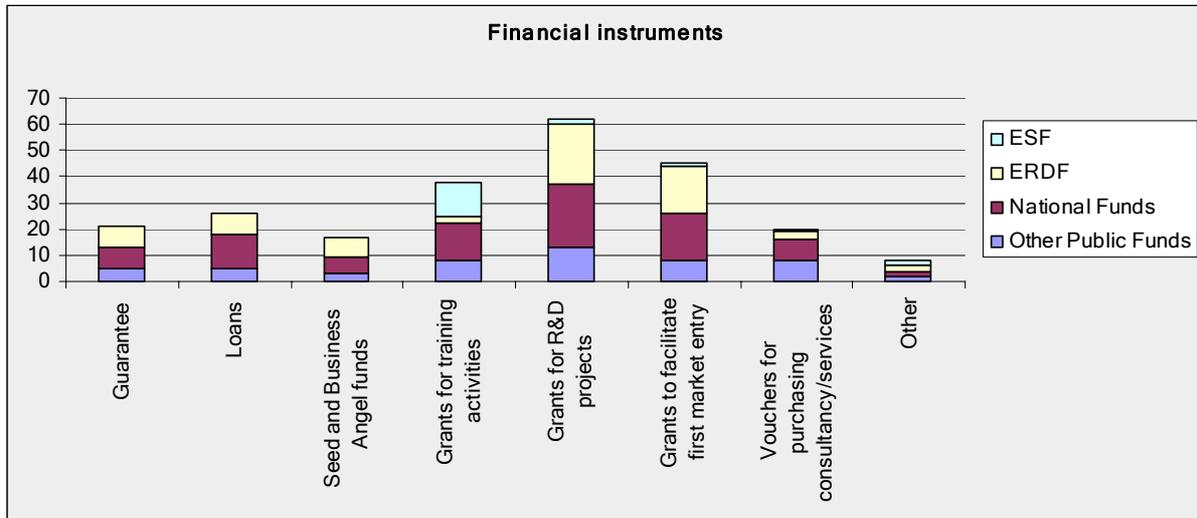
<sup>5</sup> 64 questionnaires collected, 44 answers received (on average) to the questions

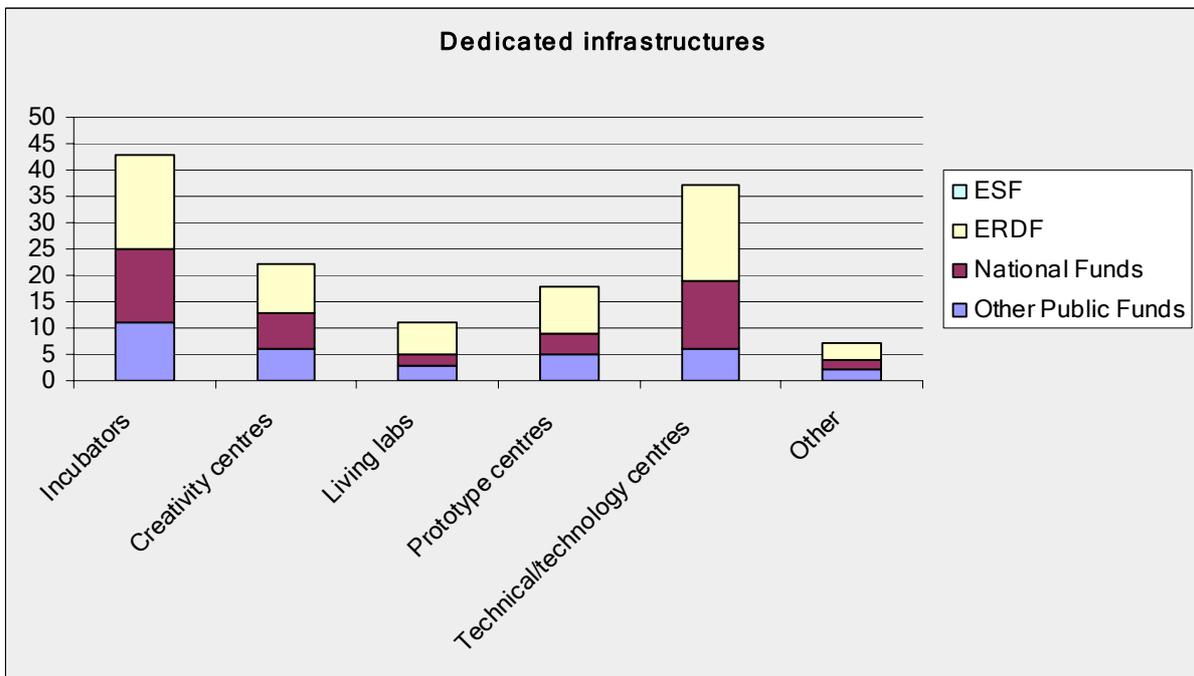
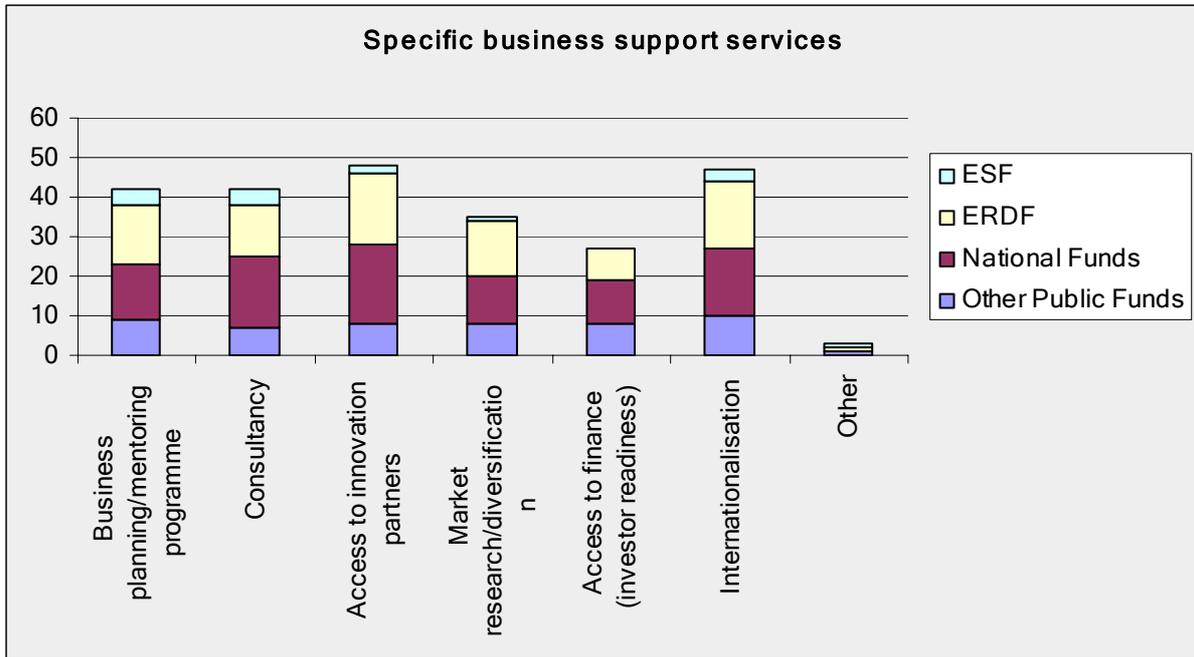
### Service sectors supported



### Measures financed

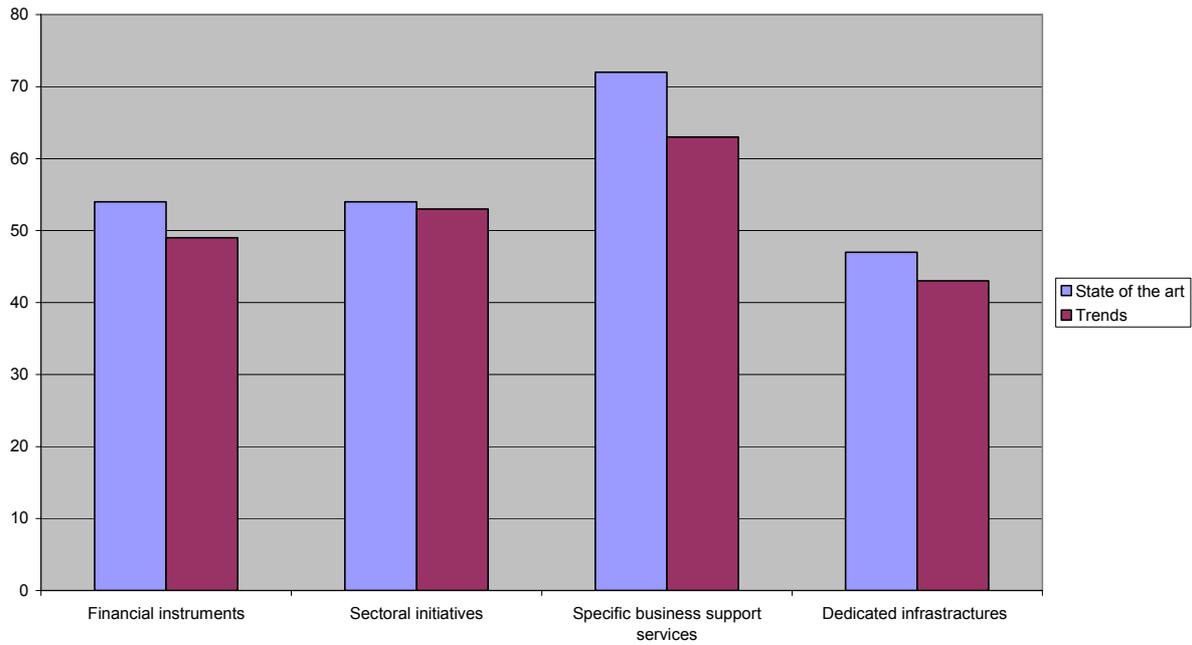




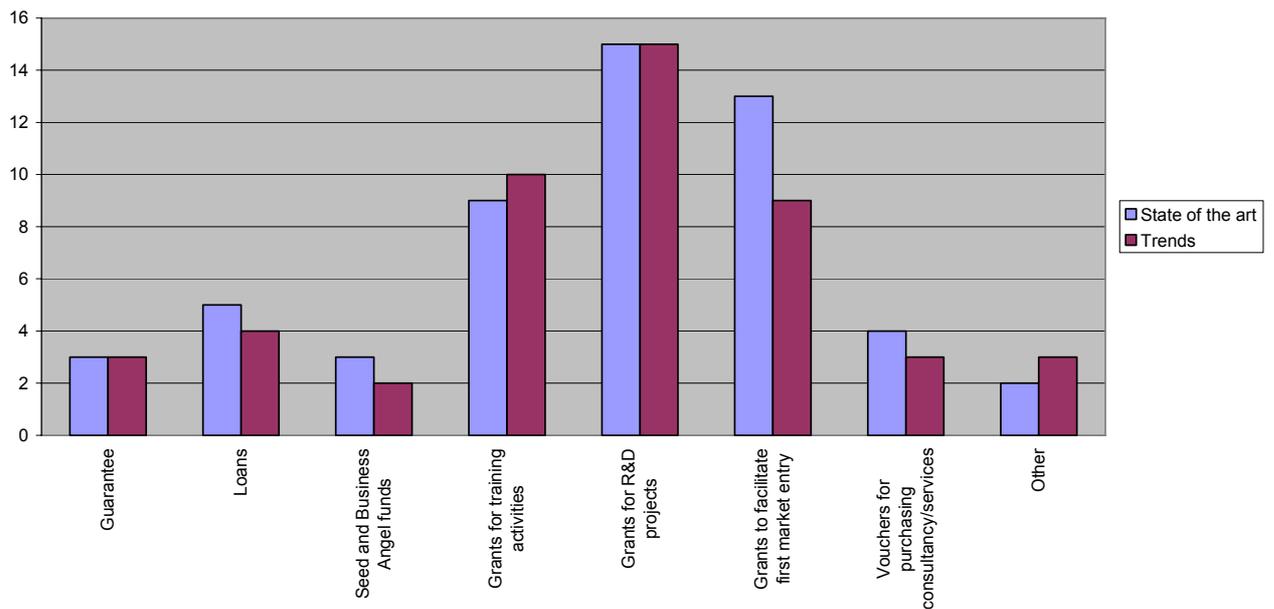


## TRENDS<sup>6</sup>

### Benchmarking

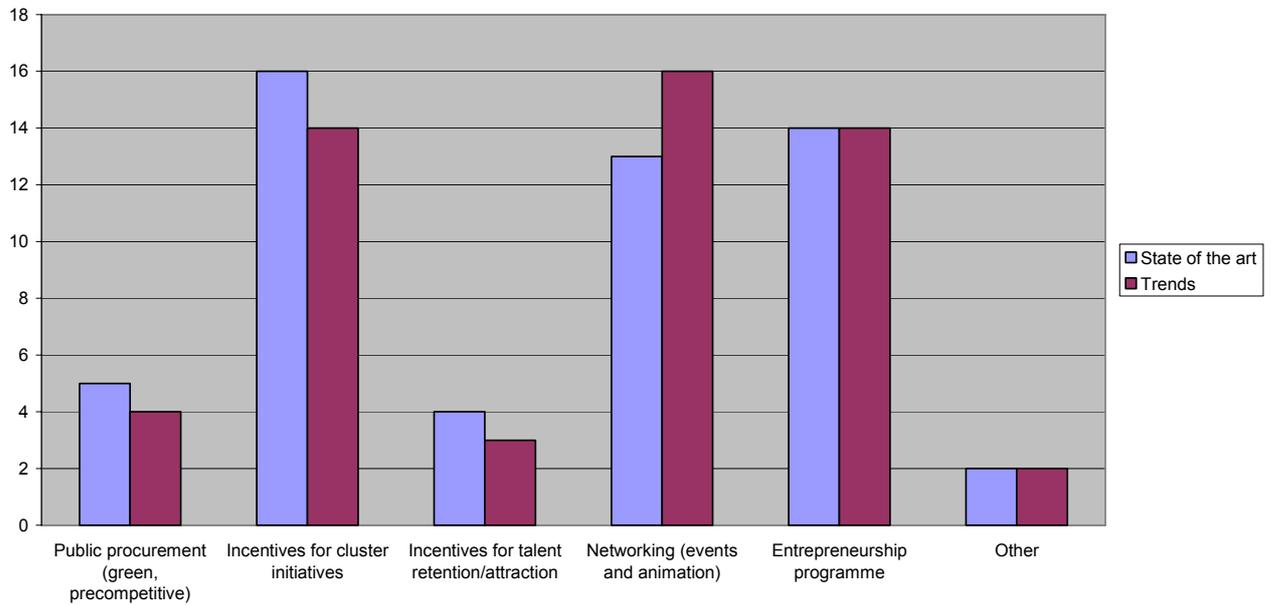


### Trends for the financial instruments

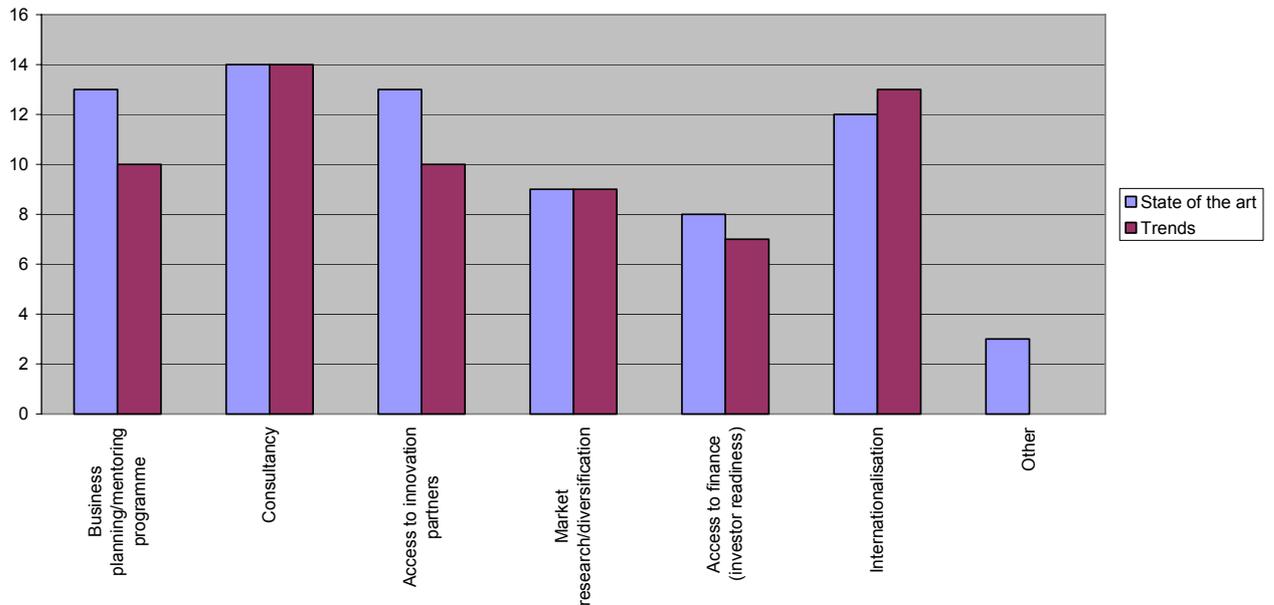


<sup>6</sup> 25 answers received

Trends for sectoral initiatives



Trends on specific business support services



Trends - Dedicated Infrastructures

