

G U I D E B O O K



How to Strengthen the Regional Innovation Profile - A Pragmatic Approach

Written by the Thematic Network

STRINNOP -

'Strengthening the Regional
Innovation Profile'

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under the Programme 'Promotion of
Innovation and Encouragement
of SME Participation'



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Technologie und Verkehr
des Landes Schleswig-Holstein

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1. Introduction to STRINNOP

It is hard to make a region innovative but even harder to achieve international recognition for it. Our Thematic Network STRINNOP as part of "Innovating Regions In Europe IRE" (see www.innovating-regions.org) aims at strengthening the Regional Innovation Profiles of its member regions by developing a proactive, holistic, and comprehensive approach. By integrating regional good practice tools and ideas into a common step-by-step model, the STRINNOP approach takes into account the specific framework and individual culture of every region. Every step of the model reflects the main steering wheels which influence the regional innovation system and thus the Regional Innovation Profile.

Based on their experiences in defining regional innovation indicators and gathering the respective data the STRINNOP partners elaborated a prototype of a pragmatic self-assessment tool - called STRINNOP Facilitator - as an incentive for the STRINNOP member regions as well as for other regions to raise awareness, intensify and structure their effort in strengthening the Regional Innovation Profile and to sharpen the image of a successful, innovative and attractive region.

With its integrated approach of fostering and promoting the regional innovation system STRINNOP also intends to contribute to the regional economic growth and the international competitiveness of its member regions.

2. Innovation - the System and its Profile

2.1 Innovation and the Regional Innovation System

Innovation is doubtlessly considered as the most important driving force for economic wealth; however, it is not just related to high technology industries. It can pertain to any industry or economy sector. Likewise, innovation is more than simply the initial 'big idea' or the end product or service that results from it. Innovation is more accurately defined as a process through which knowledge can be translated into new products, new services or an increase in productivity through new production methods.

Innovation is a systemic rather than linear process, i.e. its processes are multidimensional, they involve many different players, and often take place over extended periods of time. Successful innovation may entail the transfer of technology - for instance, from a university or research centre to a company - but this is rarely an isolated event. The speed and the success of the transfer almost

certainly depend on other interactions, before and after the transfer itself, and are heavily influenced by the conditions given in the local and national innovation environment. Innovation therefore requires the development, over time, of highly interconnected systems. Well-functioning innovation systems in particular serve to ensure the free flow of information across the interfaces between large firms, researchers, entrepreneurs, investors of all kinds, consultants, patent agents and other intermediaries, regional authorities, and other actors. Such systems may have technical components but are, above all, networks of individuals. Proximity is an important feature of most innovation systems - policy-makers for example rightly devote resources to attempts to create self-sustaining local and regional innovative clusters.

Vertical interconnections are also vital - for example, linking business angels, banks, venture capital funds, and stock markets to create a seamless equity market for innovation. Finally, inter-regional and trans-national links are essential for the efficient exchange of knowledge, people, and good practice as well as for the frictionless diffusion of new technologies between individual local and regional innovation systems. [cf. EC DG Enterprise 2001].

Therefore, the success of any new product, new service, or new production method is dependent upon the availability of a complete system of interactions between the innovator and those individuals and organisations that facilitate the innovation process from the idea stage over research and development to commercialisation.

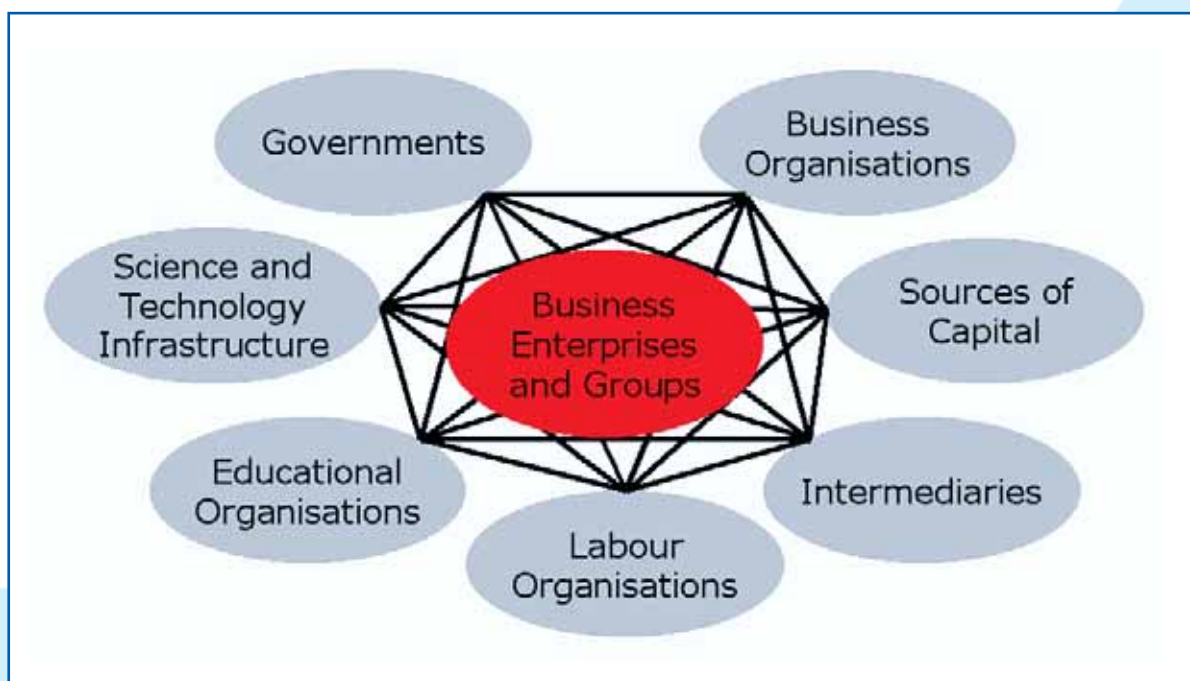


Figure 1: Regional Innovation System: innovators and facilitators

All involved partners have to have a common understanding of the mechanisms of their actions to be able to foster the economic success of the regional firms and thus to increase the quantity and quality of work in their region. Knowledge structure (including the R&D capacity, design and prototyping) and human resource infrastructure (including both education and training) are key parameters as well as strong linkages to primary and global markets.

2.2 The Regional Innovation Profile

The "face" of the regional innovation system is the Regional Innovation Profile. Thus the region has to take into account all the above mentioned issues to generate a "unique selling point" as a corner pillar of a regional innovation vision and its strategy. The responsible political and operational decision makers have to figure out and define the most important elements on the basis of quantitative or qualitative indicators for their own region.

A common understanding of the Regional Innovation Profile and a standard procedure for collecting and interpreting the indicators will allow fruitful comparisons between the innovation profiles of several regions. Benchmarks may give the single region an impression of the actual status of its regional innovation system and may contribute to a better definition of priorities for regional innovation policy. The improved understanding (achieved by raising the awareness for the complexity of the regional innovation system) and the exchange of good practice experience will also help single regions to identify more common success factors in the field of innovation support and thus to assess the own regional tools in use. Additional relevant good practice cases from other regions can be adapted to the own regional needs in order to overcome existing gaps within the regional innovation system.

3. STRINNOP - the Methodology

STRINNOP does not aim to erect a "euphemistic mask" as Regional Innovation Profile but to mirror the regional innovation reality by providing a pragmatic tool set. Only an honest innovation profile of the own region will open up the opportunity to strengthen regional strengths and to overcome regional weaknesses and risks. Despite of this general understanding of the regional innovation system and its profile today the policy scene is still dominated by linear tools, addressing inputs into the innovation process rather than the functioning of the system, and providing support to firms in isolation rather than to networks of actors [SMEPOL 2000].

STRINNOP pays attention the complex and iterative process of fostering the regional innovation system and strengthening the Regional Innovation Profile. Therefore STRINNOP developed a pragmatic methodology based on a step-by-step-approach and involving the exchange on Good Practice as well as a draft set of regional innovation indicators. With the "STRINNOP Facilitator" STRINNOP offers a tool for the pragmatic self-assessment of the own Regional Innovation Profile as the starting point for its further strengthening.

The several STRINNOP meetings within the last two years underlined that every region has its own specific framework and its own culture. Some regions have a higher degree of freedom in innovation politics and more financial resources than others, some have already gathered more experience in innovation support than others. Due to the different regional perspectives and due to the intensive controversial discussions the STRINNOP partners have gained a mutual understanding of each other. They realised that it is not possible to develop the "one size fits all" approach to strengthen all Regional Innovation Profiles in the same way. The STRINNOP network is taking the regional specialities into consideration by integrating the individual good practice tools and ideas into its step-by-step model. The discussions within the group and with externals even underline that a continuous process of further amendment of the currently implemented STRINNOP Model will be necessary.

STRINNOP focuses on the optimisation of the regions' actual innovation processes and their respective capabilities and therefore on those issues which can be steered by the regional innovation system and which are not mainly dependent on national or international decisions. Of course innovation policy on a regional level varies strongly from member state to member state within the European Community.

The following parameters are taken into consideration by the STRINNOP approach:

- Building up competencies in
 - Knowledge
 - Technology
 - Finance (private and public)
 - Human resources
- Facilitating access to these competencies
- Stimulating business start-ups and innovation activities in general
- Increasing the transparency of the innovation supporting services by developing a Regional Innovation Strategy (Visions)
- Increasing market orientation of especially new technology based firms (no innovation without a market)
- Focussing on the existing knowledge in the region
- Increasing the efficiency of the innovation supporting infrastructure

Above all the most critical issue is the own regional political power and the ability to steer all kinds of involved companies/actors/interest groups. Without the political backing and the backing of the regional players like the chamber of commerce and other stakeholders the efforts to strengthen the regional innovation system will be worthless.

3.1 STRINNOP - The Step-by-Step Approach

The step-by-step approach comprises 7 steps building up on each other. Still, there are a lot of strong interweavements between the single steps requiring an iterative process instead of a linear one. Three additional topics are accompanying these steps.

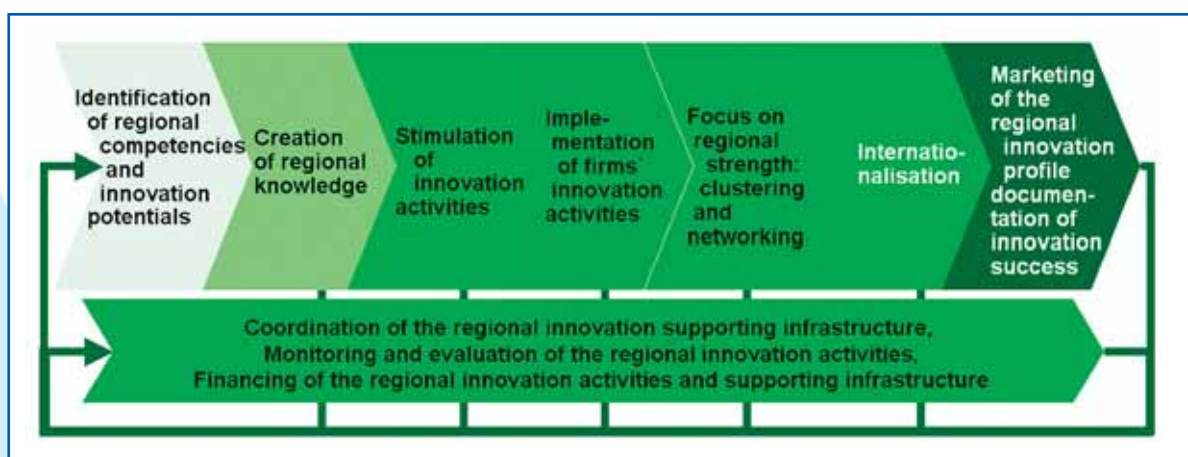


Figure 2: The STRINNOP Approach

3.1.1 Identification of Regional Competencies and Innovation Potentials

Early recognition of ideas with innovative potential is more and more seen as one of the strategically decisive moments in international competition. In order to meet the requirements of the market regarding new technologies developed by science, research, and engineering it is necessary to identify promising technological approaches and to analyse their potential for development. This implicates that regional technology and innovation competencies as well as the regional potentials are transparent. Without any knowledge about the existing innovation strengths of

the regional firms and of the technological competencies of the regional research institutions, a region will not be able to form a conclusive innovation profile, let alone to strengthen the Regional Innovation Profile.

3.1.2 Creation of Regional Knowledge

Knowledge in general provides guidance for decision makers, enabling them to find better judgments and decisions. It helps us to use or process existing data and information to deliver new results and findings which are the starting points for innovation. Two main categorizations of knowledge are distinguished today: Tacit and explicit knowledge. Explicit knowledge is knowledge that has been registered outside an individual, e.g. via data, information and knowledge which is documented in a reproducible form. Tacit knowledge exists within an individual; it is not recorded in any way, and resides entirely within individuals (or organisations). Both forms are important, since tacit knowledge is required for confident human action, yet explicit knowledge is the most efficient form for distribution and often is the basis for human inference which might result in tacit knowledge once more.

3.1.3 Stimulation of Firms' Innovation Activities

Innovation is always an active process. But in some cases established SMEs have problems to identify their own innovation potentials because they do not reflect about themselves and are not aware of possible external help. Thus, to raise awareness about firms' strengths and weaknesses as well as about opportunities, external innovation support is an essential task for the public innovation supporting infrastructure. This also includes the elaboration of business plans and (pre-)seed activities for potential future entrepreneurs after having identified economically exploitable ideas.

3.1.4 Implementation of Firms' Innovation Activities

Innovative and competitive products are the result of concrete innovation projects covering research & development, financing, and market introduction. Several activities like technology transfer, market research, or project coaching/management

should be part of the regional innovation supporting services. Setting up businesses is also an innovation activity and thus should be supported by e.g. providing an infrastructure in the form of incubators with associated start-up services.

3.1.5 Focus on Regional Strength: Clustering and Networking

Once the regional competencies and innovation potentials are identified, complementary regional knowledge is created and individual regional companies are stimulated by and accompanied in their innovation activities. All these existing competencies and activities should be interlinked in order to gain a maximum of synergy effects on the way of becoming an innovative and competitive region.

3.1.6 Internationalisation - Entering Foreign Markets

To confine themselves to the regional or national market means for innovative companies to miss business and profit on a large scale. On the other hand, only when entering into competition on an international market it becomes obvious if an allegedly innovative product is really innovative and competitive. Because of their limited resources, especially SMEs have to overcome serious obstacles when entering international markets.

But the lack of resources is not the only obstacle SMEs have to overcome in order to export successfully. In addition to marketing activities, the involvement in international markets also requires market knowledge and export experience (which is the result of long and complicated international processes) - an asset that the average SME does not have. Thus the value of networks and the use of networking are extremely important for SMEs when initiating and developing exporting activities.

3.1.7 Marketing of the Regional Innovation Profile

As already stated in the beginning: It is hard to make a region innovative but even harder to achieve international recognition for it. The presentation of regional innovation competencies and innovative products/services as a whole is part of the marketing activities as well as the dissemination of individual success stories. The

Regional Innovation Profile is shaped not only by the form and contents of the marketing activities; the general layout and an innovation-friendly atmosphere, too, have a huge impact on the Regional Innovation Profile.

Marketing of the regions is often assigned to inward investment agencies. But today inward investment is still mostly limited to offering and selling of real estate. In order to attract innovative and competitive firms or even innovation oriented scientists and researchers the region has to present itself as a cooperative and capable partner who is able to generate an additional value for interested commercial firms and individual researchers.

3.1.8 Coordination of the Regional Innovation Supporting Infrastructure

The regional innovation support is influenced by very different players like technology providers, intermediaries, and financiers. The single actor may be an acknowledged expert in his area, but only when the interplay of all relevant forces is guaranteed the regional innovation support can gain a maximum of efficiency and benefit for the regional SMEs. Thus, the communication between all actors of the regional innovation supporting infrastructure and their coordination with a high degree of consensus and a dense interweavement of the single responsibilities, tasks and activities is a crucial task within the region.

3.1.9 Monitoring and Evaluation of the Regional Innovation Activities

The regional innovation supporting infrastructure is financed by a considerable amount of public money that should be spent as effectively and efficiently as possible. Therefore, it is important to monitor and evaluate the regional innovation support. In this context knowledge about the success factors and the impact of innovation activities is crucial. The evaluation procedure of regional innovation activities can be carried out for example in form of interviews, questionnaires and studies. The results of these surveys allow the refinement and further development of the regional supporting measures according to the SMEs' needs. This can be an important instrument for the coordination of the regional innovation supporting infrastructure.

3.1.10 Financing of the regional innovation activities and supporting infrastructure

Innovation financing is crucial for the regional innovation support, for individual innovation projects, and even for products which might become highly profitable at a later stage. Especially the first STRINNOP steps rely on public money as initiator due to the fact that direct, short term economic return on investment is missing in most cases. Finance can be provided in different forms like loans, non refundable grants, or seed capital / venture capital, and be given to different addressees like individual companies, networks of companies, or innovation supporting infrastructure and intermediaries. www.STRINNOP.net (see under à results à Financing tools) provides an overview over current financing tools within the STRINNOP regions.

3.2 STRINNOP - the Idea of Promoting Personal Relationships and Exchanging Regional Good Practice

The core element and driving force of the STRINNOP network has been the exchange of experiences (incl. study visits) among all network members on how the support infrastructure will have to be developed in order to maximise the benefits for the companies. Each region has presented successful initiatives and 'Good Practice' cases to the other network members. The personal face-to-face exchange between the STRINNOP members and the visits of good practice cases have increased the understanding for each other and the insight of the STRINNOP partners in the framework of the individual innovation systems.

In order to assure the quality and applicability of the 'Good Practice' tools some criteria were formulated which a methodology or tool has to fulfil in order to become a 'Good Practice' case for the STRINNOP approach:

- Only methodologies and tools are considered (not institutions or departments in general)
- The tool must be completely developed, respectively those parts of the tool which can be used independently.
- Experience of the application of the tool must be given and results/findings from the application must be available.
- The tool/methodology must be acknowledged within the respective region.

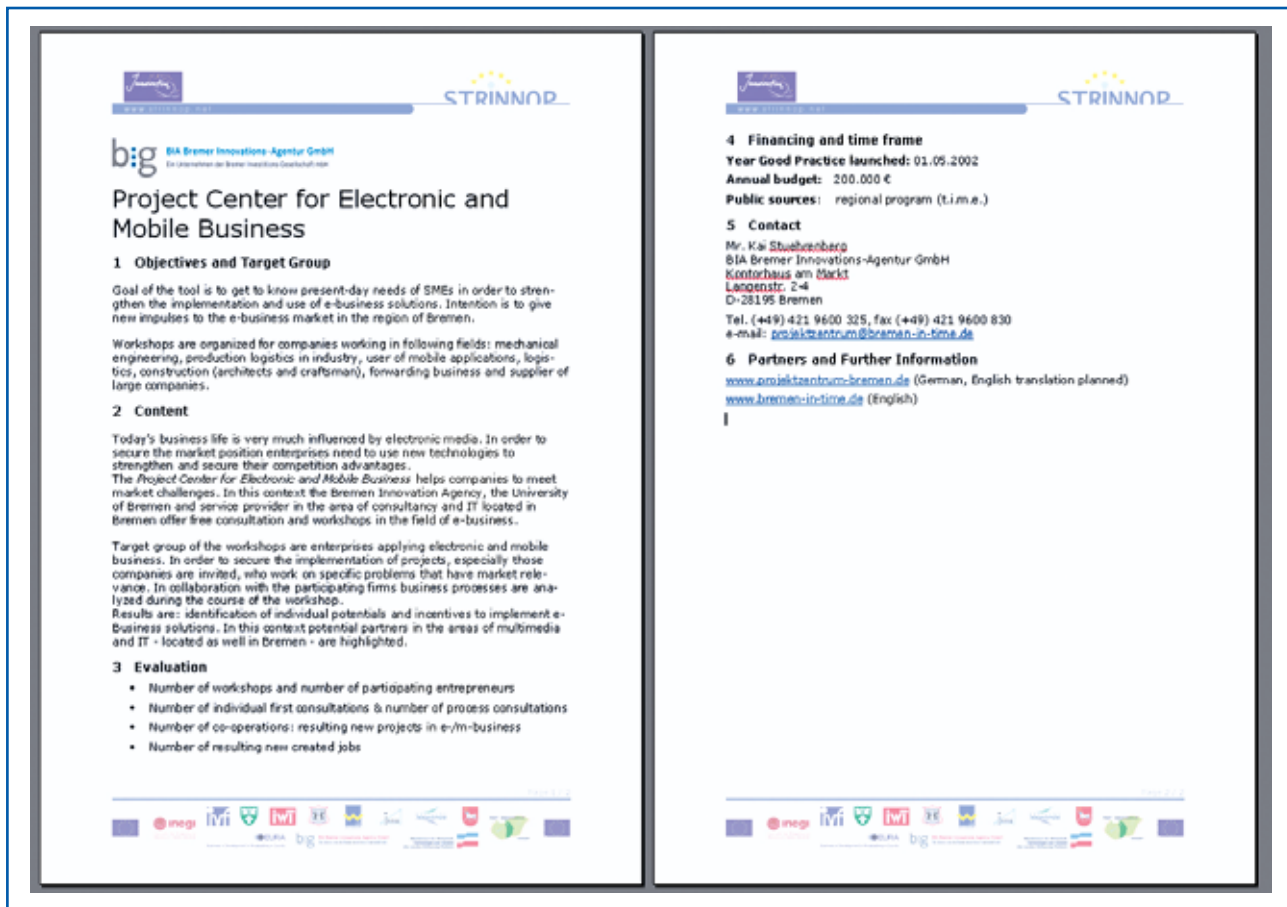


Figure 3: Example of a good practice case description

According to their main purpose the regional good practice tools were allocated to single STRINNOP steps and shortly described on 2 to 3 pages. More information on the gathered about 100 Good Practice Cases and financial tools is available under www.STRINNOP.net.

3.3 STRINNOP - The Draft Set of Regional Innovation Indicators

Parallel to the elaboration of the step-by-step approach and the identification of regional good practice tools the STRINNOP network has worked on the definition of a set of applicable indicators describing the Regional Innovation Profile. The STRINNOP experiences and the experiences of a huge number of other ongoing surveys have shown that there is no current common set of regional innovation indicators and that the official availability of the respective regional data is often

(still) insufficient. Different reasons are responsible for this fact. On the one hand regional innovation performance became a focal point of the innovation policy no more than few years ago. On the other hand missing or out-of-date regional data surveys, different definitions of indicators or the fear to draw conclusions from regional data on individual firms inhibit the sufficient publication of reliable data. The STRINNOP members have made these experiences during their surveys on data for regional innovation indicators. Nevertheless there are now more and more remarkable activities on their way, e.g. the Regional Innovation Scoreboard within the European Trend Chart on Innovation (<http://trendchart.cordis.lu/>) or the Urban Audit (http://europa.eu.int/comm/regional_policy/urban2/urban/audit/) by the European Commission. It is expected that within the near future there will be much more reliable data available for a broad number of possible regional innovation indicators. Therefore the STRINNOP partners came to the conclusion during the STRINNOP project not to spend more time on the definition of indicators than a first draft of a set of quantitative and qualitative indicators but to focus on the Good Practice Cases and to carry out a pragmatic self-assessment of their Regional Innovation Profiles based on the draft STRINNOP set of indicators.

This elaborated STRINNOP draft set of regional innovation indicators includes quantitative as well as qualitative indicators not only measuring the innovation performance of the regional economy but also the applied measures of the regional innovation policy. The current draft set with a short description of each indicator and a rating metric can be downloaded via the STRINNOP website www.STRINNOP.net (results/indicators).

3.4 STRINNOP Facilitator - a self-assessment tool of the Regional Innovation Profile

In order to facilitate the self-assessment of the Regional Innovation Profile the STRINNOP members have developed an EXCEL tool, called the "STRINNOP Facilitator". This instrument helps the user to fill in the rating and gives him/her an immediate visual feed back of his/her rating of single indicators in form of a "spider diagram". The "STRINNOP Facilitator" allows the user immediate comparisons of his/her own region to the ratings of the whole STRINNOP sample (min-mean-max). The user can choose between the comparison of each indicator and the comparison of whole steps according the STRINNOP approach.

Single indicators are merged by the STRINNOP Facilitator to the rating of single steps in a comfortable way not requiring a score for every indicator. The experiences of the STRINNOP network show that ratings tend to be left open if data do not exist or if

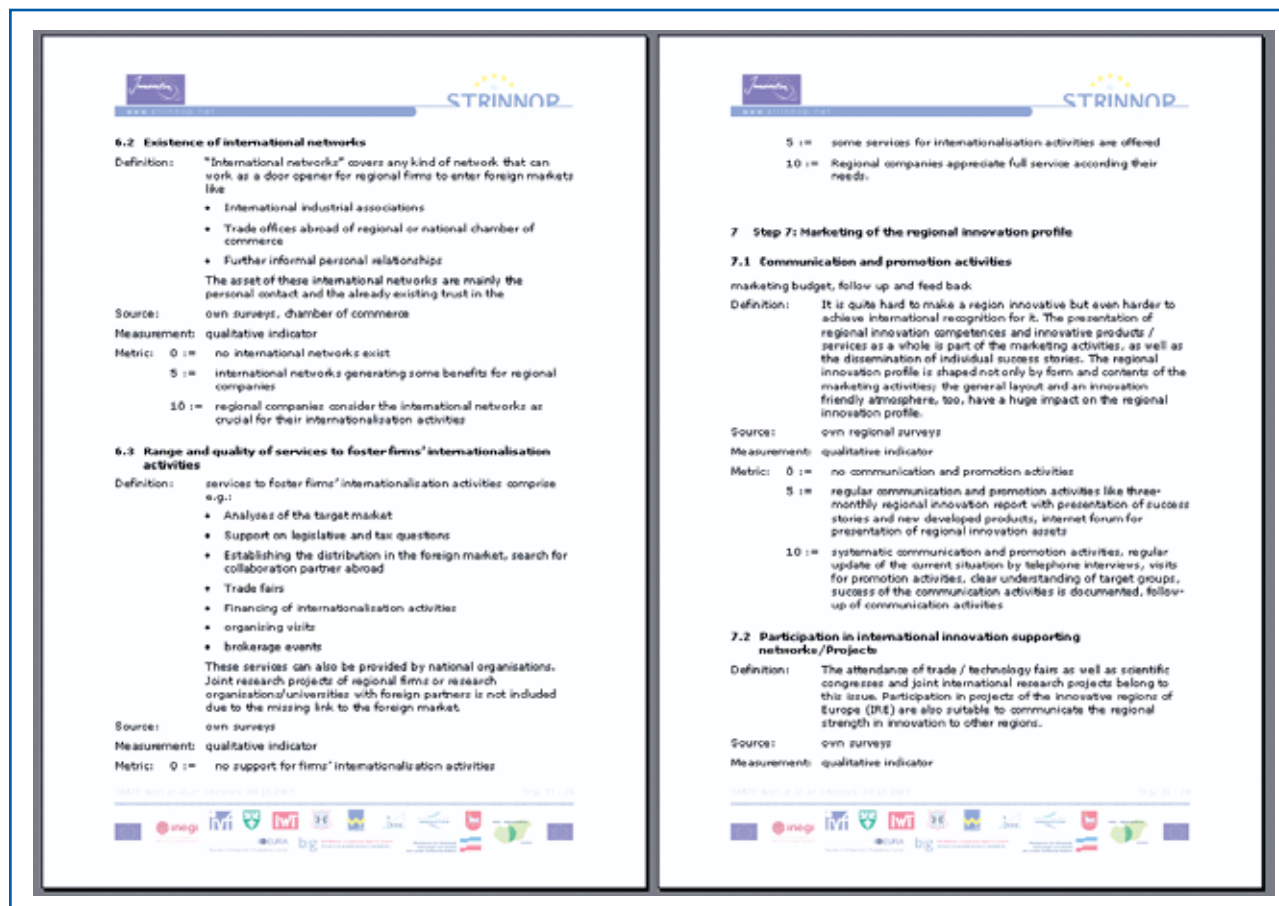


Figure 4: STRINNOP set of regional innovation indicators (extract)

facts are not as clear as they should be for a reliable estimation.

The "STRINNOP Facilitator" is available under www.STRINNOP.net (results) and enables every region to assess itself and to compare the results to the STRINNOP sample in a convenient and pragmatic way.

The "STRINNOP Facilitator" indicates the user the strengths and weaknesses of his/her region in a visual way. If the facilitator discloses some regional weaknesses the user can directly switch to the STRINNOP website in order to find out which good practice tools the STRINNOP members offer to overcome the identified weaknesses. All STRINNOP members are willing to assist other regions in transferring their published STRINNOP good practice tools to other regions and adapting them according to the specific regional framework and regulations.

The regional self-assessments by the STRINNOP regions were performed by single partner institutions, by a group of actors of the regional innovation support or by members of the regional steering committee. Therefore the gathered experiences cover a broad scope. The increased awareness of the involved persons for the

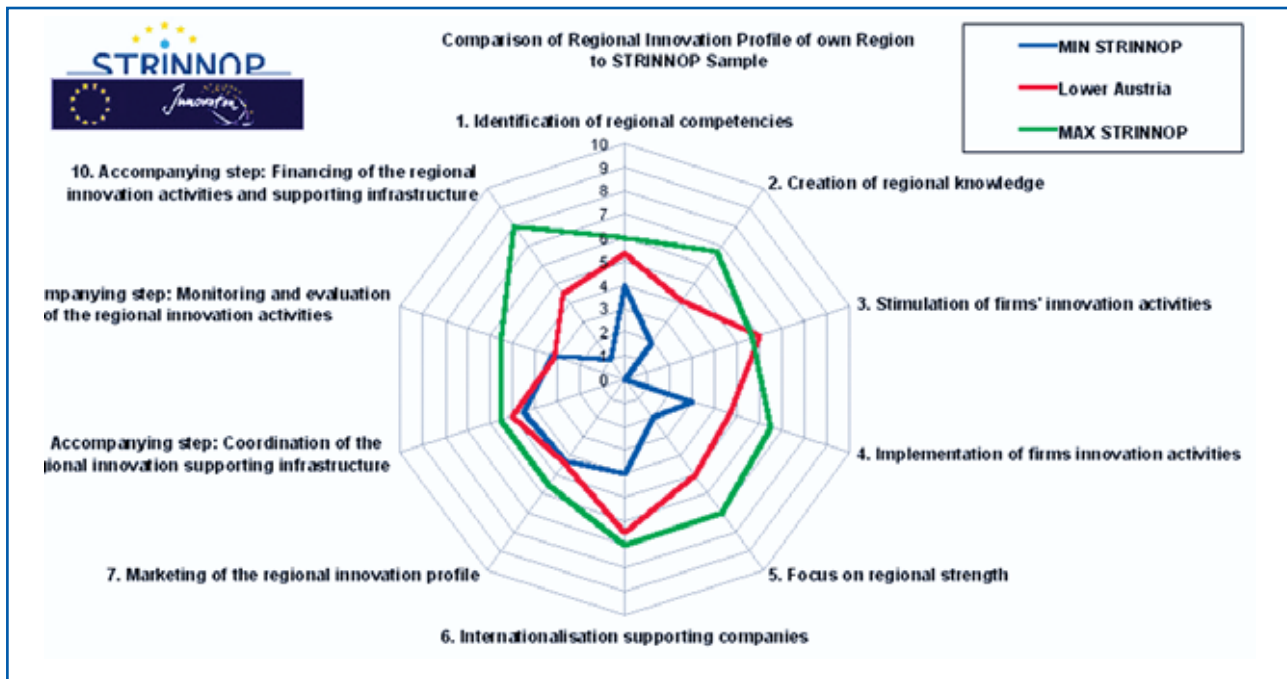


Figure 5: STRINNOP Facilitator: step-wise comparison of an individual Regional Innovation Profile to the whole STRINNOP sample

regional SWOT (strengths - weaknesses - opportunities - threats) is often mentioned as one major benefit of this self-assessment experiment. The debate on single indicators within the single regions and within the STRINNOP network shows the other regions the need to develop clearer targets for the regional innovation supporting infrastructure as they have so far.

The graphical illustration of the own regional Innovation Profile and the comparison to other regions discloses gaps in the own regional innovation supporting infrastructure in a very simple way and thus contributes to develop more definite targets for the regional innovation policy. The "STRINNOP Facilitator" can also be used as a monitor for the evaluation of the regional innovation policy tools. Although the STRINNOP regions appreciated the self-assessment exercise several restrictions also came up. Quantitative data are still difficult to gather, especially for accession countries and regions smaller than NUTS 2; but as already mentioned earlier, several activities of the European Commission on gathering such quantitative innovation data on regional level will improve the data availability with in mid-term. There is no stable rating system for "soft indicators": even with an extensive description a qualitative indicator is barely sufficiently defined - there are always open questions with respect to further interpretation. The STRINNOP experience shows that the personal exchange on the meaning of a soft factor plays a crucial role.

Within the dialogue the partners can find a denominator for a common understanding of a single indicator and an applicable metric. If you try to substitute the personal exchange by a formal description you are forced to amend the description continuously according to upcoming open issues and questions. Missing transparency of the regional innovation system: The regional innovation system is a complex system with a large number of involved firms, technology providers, intermediaries, financiers, politicians and regional authorities. This complexity hampers the necessary transparency in order to rate single issues. On the other hand these circumstances show the necessity for the regional innovation policy to assure the broader transparency.

The above mentioned issues point out that the ratings of the self-assessments are usually fuzzy, i.e. that there might be slightly different ratings for the same or a very similar situation. Thus the mere comparison of the quantitative ratings for the Regional Innovation Profiles can only serve as a reference for more in-depth discussion on single indicator ratings.

These limitations of the Regional Innovation Profile by score and the question who is authorised within a region for the assessment of an official Regional Innovation Profile require a comprehensive time- and effort-consuming data gathering and consensus building process - which is not manageable within a thematic network. Especially in the case of rather weak assessments the user tends to abstain from a rating in order to gather additional information on this issue from third parties or experts.

Only strong confidentiality between all involved partners enables a reliable assessment of the Regional Innovation Profile as the starting point for strengthening the Regional Innovation Profile - this holds true within a region as well as between regions.

Due to their findings the STRINNOP partners decided to disseminate their self-assessments within the STRINNOP network but not to publish them officially. Nevertheless each STRINNOP region is free to publish its own self-assessment according to its own STRINNOP approach.

Based on their experiences the STRINNOP partners consider the combination of well-prepared tools, including well-defined indicators and the availability of reliable data, with deeper personal relationships, including trust in each other and further knowledge of the regions in question, as essential requirements for strengthening the own individual Regional Innovation Profile.

4. STRINNOP-Checklist for Strengthening the Regional Innovation Profile

The following STRINNOP checklist summarises the most important issues on strengthening the Regional Innovation Profile according to the STRINNOP methodology and the findings of the project.

- 1.)** What is the purpose of your regional profile and thus of strengthening it? Do you want to profile the innovation performance of the regional companies or of the regional innovation policy and its innovation supporting infrastructure? Indicators of the regional innovation support are mostly input indicators for the innovation performance of the companies but are not sufficient.
- 2.)** Do not reinvent the wheel! A large number of activities is on track for analysing the significance of regional innovation indicators or gathering the respective regional data. Get into contact with these actors and check which already existing findings you can use for your approach for strengthening the Regional Innovation Profile.
- 3.)** There is no unique set of regional innovation indicators. The choice of appropriate indicators depends on the purpose of the regional innovation profiling (see point 1 above) and on the regional characteristics. The indicator set to promote the region will also vary from aiming to point out the weaknesses and threats set for internal purposes to officially promoting the region to attract new investors.
- 4.)** Regional Innovation Profiling is a balanced process of definition and action. Due to the unlimited variety of possible regional innovation indicators the risk is very high to get stuck in the discussion of these indicators. Even though the elaborated set of indicators seems do not tackles all aspects of the regional innovation activities and its support system the STRINNOP Facilitator helps you in the further elaboration and consensus building process of your specific Regional Innovation Profile by gathering new experiences.
- 5.)** Do not take quantified Regional Innovation Profiles for granted! They can vary even for the same given situation and thus need additional explanations due to possible differences in the definition of single indicators, different data sources or due to possible methods of gathering the data. The problems in rating qualitative indicators are even higher. Therefore always interpret Regional Innovation Profiles not strictly but leave room for interpretation.

6.) Graphical illustration makes it easier! Even if a wrong description of regional profile will not be corrected by the graphical depiction the visualisation of a Regional Innovation Profile has a clearer message than mere words and even facilitates the comparison of several regions. And it even helps to identify discrepancies in the assessments.

7.) Do not profile a Regional Innovation without additional personal knowledge of the respective region. According to the STRINNOP findings no methodology of defining a Regional Innovation Profile is able to substitute the personal exchange and additional personal knowledge of a region. This is even more important for the purpose of transferring good practice tools between regions in order to strengthen the Regional Innovation Profile.

8.) According to the innovation process itself the process of strengthening the Regional Innovation Profile is also an iterative process. Therefore strengthening the Regional Innovation Profile takes time! The awareness of the necessity of the elaboration of a Regional Innovation Profile is the first step of a continuous improvement process. Thus the Regional Innovation Profile and its strengthening will always be under construction.

9.) Push the discussion on the Regional Innovation Profile of your region now! The experiences of the STRINNOP regions have shown that the discussion on the own Regional Innovation Profile is a new perspective aiming at optimising the regional innovation supporting infrastructure and thus the competitiveness of the regional innovative SMEs.

10.) The STRINNOP partners are open for further exchange on good practice tools as well as on the definition and strengthening of the Regional Innovation Profile. good practice tools can also be transferred to interested regions.

5. Conclusion and Outlook

The exchange of Good Practice tools, the establishment of strong personal relationships and the performance of the self-assessment exercise on basis of the STRINNOP draft set of indicators and the "STRINNOP Facilitator" has led to new experiences for all involved STRINNOP regions in understanding, defining and strengthening their own Regional Innovation Profile.

The STRINNOP activities will have sustainable impact: this will be further actions in the STRINNOP regions beyond the formal end of the Thematic Network project such

as already started regional projects on defining the regional core competencies or using the STRINNOP Facilitator within regional steering committees for a further definition of the Regional Innovation Profile.

On the trans-regional level it is planned to intensify the collaboration between single STRINNOP partners by transferring regional good practice between the regions. First initiatives for the submission of new proposals are in preparation. The STRINNOP network is furthermore interested in the ongoing joint development of appropriate and applicable Regional Innovation Profile. Among others the STRINNOP partner would like to act as a kind of field test to analyse the applicability of a further elaborated set of indicators within the regional innovation policy and its significance for the regional innovation performance. However, the scientific development of these indicators is no core interest of the STRINNOP partners.

6 Acknowledgement

The STRINNOP Partners would like to thank the European Commission for financing the STRINNOP project as a thematic network in the framework of the Innovation Program and above all the project officer Jacqueline Lostao, DG Enterprise, for her cooperation and competent support. Without this input, the success of the STRINNOP project would not have been feasible as it was.

Thank you very much!

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8 The STRINNOP Partners

These 12 member regions of STRINNOP work on sharpening their Regional Innovation Profiles in order to increase the attractiveness of their regions and the competitiveness of their regional SMEs:



Figure 6: Partners of the STRINNOP Thematic Network

Region	Partner
Bremen (D)	Bremer-Innovationsagentur, Bremen
Lower Austria (A)	Amt der Niederösterreichischen Landesregierung, Abteilung Wirtschaftsförderung, St. Pölten
Schleswig-Holstein (D)	Ministerium für Wirtschaft, Technologie und Verkehr des Landes Schleswig-Holstein, Kiel
Bretagne (F)	Bretagne Innovation, Rennes
Ringkøbing (DK)	EURA A/S-Erhvervsudviklingsselskabet Ringkøbing Amt, Ringkøbing
Gdansk (PL)	The Foundation of Regional Development, Gdansk
Funen (DK)	Fyns Amt, Odense
Norte (POR)	INEGI - Institute of Mechanical Engineering and Industrial Management, Leca do Balio
Gothenburg (SWE)	IVF - Industrial Research and Development Corporation, Moelndal
Flanders (B)	IWT - Flemish Institute for the Scientific and Technological Research in Industry, Brussels
Kaunas (LT)	Kaunas City Municipality, Kaunas
Pest-Bács-Kiskun Functional Region (HU)	Pest County Regional Development Agency, Budapest

For further information please visit our STRINNOP website www.strinnop.net. Here you will find not only further information on the STRINNOP partners but also on the STRINNOP results, the good practice tools, all the STRINNOP meetings and all the presentation held during these meetings.