CBC project "Improving competitiveness of SMEs of the CB region by fostering and promotion of non-technological innovations"

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Acronym: INNOFOSTER

Activity A.3 - Research and needs analysis of the current innovation environment in the target cross-border region

Report on the current innovation environment in the South-east region of the Republic of Macedonia.

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Андами ИЦТ Конс ДООЕЛ
Атинска 12
Скопје,Македонија
тел:+389 2 3067490
мобилен: +389 70 332950

on behalf of

Association Center for development and promotion PROMO IDEA – Strumica

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CONTENTS

1. Introduction

This Country report of the current innovation environment in the South-east region of the Republic of Macedonia is part of the Activity A.3 “Research and needs analysis of the current innovation environment in the target cross-border region” in the frame of project “Improving competitiveness of SMEs of the cross-border region by fostering and promotion of non-technological innovations (INNOFOSTER)” funded by the INTERREG - IPA CBC Programme Bulgaria – Macedonia.

The project is jointly implemented by the Lead Partner (LP/ PP1) Associaiton Business Information and Consulting Center – Sandanski and the Project Partner (PP2) Association Center for development and promotion PROMO IDEA – Strumica.

Main objective of the project is to improve competitiveness of SMEs of the cross-border region consisting of the District of Blagoevgrad in Bulgaria and the South-east planning region in Macedonia by fostering and promotion of non-technological innovations.

Specific objective of the project is to improve the competitiveness of regional businesses.

Target groups of the project are: (1) 600 SMEs of the target cross-border region: Hidden innovation champions; SMEs from high-added value industries; etc.; (2) 40 Business Support Organizations, Business associations, Branch associations, Business clusters that promote and develop innovations/innovation potential of SMEs; (3) 12 Research & Development (R&D) centres and institutions, academic community as knowledge hubs that that perform R&D activities and develop innovations; and (4) Local and regional authorities as being the stakeholders and policy makers that steer the economic development of the regions (14 municipalities and 1 regional authority in Bulgaria and 10 municipalities in Macedonia).

The present report is based on the research and needs analysis of the current innovation potential and technological development of SMEs in the Republic of Macedonia with particular focus on the South-east planning region. It summarizes the research work that has been conducted by an external expert ANDAMI DOOEL – Skopje engaged by the PP2 Association Center for development and promotion PROMO IDEA – Strumica.

This report researches and identifies the state of the current innovation potential and technological development of SMEs in the South-east planning region. The report provides also insights on the innovation support and development policies that are available to SMEs in the Republic of Macedonia, and more specifically in the South-east planning region.

The report helps the project team to thoroughly understand the needs of the target groups (SMEs, Business Support Organizations (BSOs), Business associations (BA), Branch associations, Business clusters, Research & Development (R&D) centres and institutions, academia, Local and regional authorities, etc.) and ensure the quality of the outputs to be produced in the framework of the project. In this aspect the research and needs analysis is directly related to other project activities by identifying the main topics and training material and contents to be presented at the workshops in both countries (A.4); by shaping the structure and contents of the Business Guide to non-technological innovation (A.5); and by finding out the appropriate topics of the biggest interest to SMEs and other potential users of the Virtual Learning Academy (A.9).

The report is structured in 4 chapters plus annexes The Chapter 1 provides introduction while Chapter 2 describes the methodology of the research. Chapter 3 which provides the outcome of the desk

research including executive summary and the references. Chapter 4 contains the results of the research process conducted through quantitative on-line survey of SMEs and qualitative survey using interviews with selected SME managers and BSOs, academia and policy makers. In the Annexes the questionnaires used in the research process are presented in Macedonian language.

The research work was conducted in the period March - June 2017 through different phases – desk research, quantitative online survey and qualitative research by face-to-face interviews with representatives of the target group from the South-east planning region in Macedonia.

2. Methodology of the research

The overall aim of the research and analysis is to study the current innovation potential and technological development of SMEs in the target cross-border area as well as the specific needs of the target groups. The needs analysis report provides also insights on the innovation support and development policies that are available to SMEs in the cross-border region, but also provide recommendations for policy makers and business support organisations.

The common methodology for the implementation of the research was developed through the joint efforts of external experts engaged in the overall research process that took place in both countries. The methodology includes sample guidelines for the implementation of the desk research and a set of methodological guidelines and tools (quantitative and qualitative/interview questionnaires, reporting guidelines (structure of the country reports/ joint final report), etc.).

Based on the developed research methodology the research process has been carried out through the following phases:

- **Phase 1: A desk research in both countries** (South-east planning region in Macedonia and District of Blagoevgrad in Bulgaria) with the aim to provide an overview of the situation of SMEs in terms of innovation and supporting policies in both countries where highlight is given to the target cross-border area.
- **Phase 2: A quantitative research through on-line survey** with approximately 30 participants (SMEs) to identify: main factors that favor or hinder the development of innovations (with focus on non-technological innovations) at SMEs of the target cross-border region; specific training and other needs of SMEs in relation to innovation; learning formats, tools and content preferred by SMEs.
- **Phase 3: A qualitative research through field interviews** with at least 5 participants (SMEs managers, Business clusters, policy makers, R&D and academia) to provide a more detailed analysis of the needs of the target group, related to innovation support and training, especially the needs of SMEs management staff both in terms of soft and hard skills, assets, funding, etc.

As a result of the research a country specific research report on current innovation environment for SMEs in the South-east planning region in the Republic of Macedonia was prepared. It summarises the three above mentioned phases.

The Final country report on the existing innovation environment for SMEs in the target cross-border area provides input that allows project partners and external consultants to better identify the support services that will be provided in the framework of the diverse and elaborate operational plan of the project. It allows also to better understand the specific needs of the target group (e.g. related to training and support activities) as well as the available funding and support instruments in both countries, successful project and initiatives to build upon, etc.

3. Desk research

3.1. Executive summary of the desk research

Desk research part of this report is prepared based on the available existing documents and internet resources on the existing situation of SMEs with regards to innovation and supporting policies in the South-east planning region of the Republic of Macedonia. It provides an overview of the current innovation potential and technological development of SMEs and also information of current innovation support and development policies that are available to SMEs.

Specific objectives of the desk research report are:

- ✓ Identify the economic situation and business environment in the Republic of Macedonia and in particular in the South-east planning region;
- ✓ Provide general descriptions and definitions of innovations and non-technological innovations;
- ✓ Identify the specific conditions of the innovation environment in the Republic of Macedonia and in the South-east planning region;
- ✓ Identify support policies and strategic documents in the field of innovation;
- ✓ Identify the innovation stakeholders on national and regional level;
- ✓ Provide and identify financial tools in support of innovations;
- ✓ Identify existing organizations & stakeholders and successful initiatives & projects in the South-east region in the field of promotion and development of innovation in SMEs.

Desk research part of the report is structured in 11 sub-chapters. The Sub-chapter 1 provides Exceutive summary of the desk research, while Sub-chapter 2 gives general descriptions and definitions of innovations complemented with Sub-chapter 3 which provides descriptions and definitions of non-technological innovations. Sub-chapter 4 contains brief overview of the economic situation and business environment, while Sub-chapter 5 gives an overview of the specific innovation environment and conditions in the Republic of Macedonia and in the South-east planning region. In the Sub-chapter 6 support policies and strategic documents in the field of innovation are analysed, in Sub-chapter 7 a brief overview of the innovation stakeholders on national and regional level in the Republic of Macedonia is provided, and in Sub-chapter 8 brief description of the available financial tools in support of innovations is given. Sub-chapter 9 gives short description of the existing organizations / stakeholders and successful initiatives/ projects in the South-east planning region in the field of promotion and development of innovation at SMEs. Sub-chapter 10 provides SWOT analysis of the innovation environment in the South-east planning region. At the end, in Sub-chapter 11 a list with reference documents is provided.

Strategic framework is provided with the Innovation strategy of the Republic of Macedonia 2012 – 2020 and the Regional innovation strategy of South-east region 2016 – 2020. Main challenges are related to: underdeveloped innovation & entrepreneurial infrastructure; poor competitiveness of existing companies and small number of products with high added value; insufficient information to companies about the existence and use of programmes to increase the innovativeness as well as support for innovative projects; and underdeveloped private capital for financing of innovative projects and fast-growing SMEs as well as companies with high growth potential.

3.2. General descriptions and definitions of innovations

3.2.1. Knowledge based economy[1]

The knowledge-based economy is an expression coined to describe trends in the most advanced economies towards greater dependence on knowledge, information and high skill levels, and an increasing need for ready access to all of these.

Today, knowledge in all its forms plays a crucial role in economic processes. Nations which develop and manage effectively their knowledge assets perform better. Firms with more knowledge systematically outperform those with less. Individuals with more knowledge get better paid jobs. This strategic role of knowledge underlies increasing investments in research and development (R&D), education and training, and other intangible investments.

Within the knowledge-based economy, innovation is seen to play a central role. At the macro-level, innovations are the dominant factor in national economic growth and international patterns of trade. At the micro-level – within firms – R&D is seen as enhancing a firm's capacity to absorb and make use of new knowledge of all kinds, not just technological knowledge. Whereas innovations are able to generate competitive advantages in the medium and long term, to innovate is essential for the sustainability of the companies and the countries in the future. Those who innovate are at an advantage over the others.[2]

Other factors which influence firms' abilities to learn are also seen to be of fundamental importance. Ease of communication, effective channels of information, skills transmission and the accumulation of knowledge, within organisations and between them, are highly important. In particular, management and an appropriate strategic outlook are key factors. They determine much of the scope for the external linkages and the positive attitudes inside firms that promote receptivity to the adoption of improved practices and improved technology.

3.2.2. Smart Specialisation

Smart specialisation entails encouraging investment in programmes that will complement the country's productive assets to foster future domestic capability and interregional comparative advantage[3]. Smart specialisation reflects the capacity to develop new specialties and generate structural change via research and innovation.

Given the limited availability of resources and the need to develop a critical mass of resources and competencies to compete internationally, a strategy of "smart specialization" provides a sound basis for building up the national system of innovation.

Smart specialisation strategy means putting in place a process whereby such a dynamics of new specialty development can be facilitated thanks to targeted government intervention in order to support in a preferential way the most promising new activities in terms of discovery, spillovers and structural changes.

Such process involves:

- to identify focal points where the connection between research and industry (or agriculture or services) is crucial to open a new activity;

[1] Oslo manual, Organisation for Economic Co-operation and Development (OECD), 2005
[2] http://bgi.inventta.net/en/innovation/
[3] D.Foray, P.A. David and B.Hall, Smart Specialisation: the Concept, 2009.

- to support the development of these new activities (priorities), by achieving critical mass (networks, clusters) and helping coordination between complementary investments; and
- to measure progress (innovation, job, structural change).

3.2.3. Economics of innovation

Innovation is at the heart of economic change. In Schumpeter's words, "radical" innovations shape big changes in the world, whereas "incremental" innovations fill in the process of change continuously. Schumpeter proposed a list of various types of innovations[4]:

1. Introduction of a new product or a qualitative change in an existing product;
2. Process innovation new to an industry;
3. The opening of a new market;
4. Development of new sources of supply for raw materials or other inputs; and
5. Changes in industrial organisation.

The first two types refer to technological innovations, while the other three types refer to non-technological innovations (see below). It is crucial to know why technological change occurs, why firms innovate. In general there are two reasons:

- To seek rents (higher mark-up; gain market share; set higher price) and
- To defend their competitive position as well as to seek competitive advantage.

3.2.4. Innovative firm

Innovations are important because they allow companies to access new markets, increase revenues, perform new partnerships, learn new knowledge and increase the value of their brands.

- The innovative firm has a number of characteristic features which can be grouped into two major categories of skills:
- (i) Strategic skills: long-term view; ability to identify and even anticipate market trends; willingness and ability to collect, process, and assimilate technological and economic information;
- (ii) Organisational skills: taste for and mastery of risk; internal co-operation between the various operational departments, and external co-operation with public research, consultancies, customers and supplier; involvement of the whole of the firm in the process of change, and investment in human resources.

Companies are at the center of innovation. It is through them that technologies, inventions, products, finally, ideas come to market. There is no way to become an innovative company without giving proper attention to the subject. Companies must understand what innovation is and what its dynamic. From there, they can define a strategy aligned with the objectives of the organization and its vision. Thus, it is possible to identify other essential concept for companies to become innovative: attention to the future is a requirement for the company to innovate. The next step is to develop and internalize management tools of the innovation process. These solutions must be tailored to each situation. The size of the company, its sector of activity, culture and organizational structure, the agent system in which it is inserted, its future vision and ambitions should be taken into consideration. To help companies develop models of Technological Innovation Management adequate to their reality, a

[4] Schumpeter, J. (1934), *The Theory of Economic Development*, Harvard University Press, Cambridge, Massachusetts.

number of services can be utilized such as ranging seminars to raise awareness about the importance of the theme, complex studies and analyzes that help organizations to structure all its innovation actions.

The theme around innovation is complex. It also allows interpretations and adaptations. Innovate involves a series of technological, market and management expertises. Understand the concept of innovation and practice it takes time, dedication and investment. However, what can be observed is that companies that became truly innovative they have not looked back since.[5]

3.2.5. Innovation eco-system

In general, companies are at the center of innovation. Despite this central role played by the companies, the interaction between partners is essential. Without it, the innovations are hampered.

These partners have diverse functions, from conducting external R&D of products and processes, to the implementation of investments or subsidies, going through prototype development, market research and production scheduling.

Thus, a set of institutions form what are known as **innovation eco-system**: universities, research centers, fostering agencies, investors, government, companies' customers, suppliers, competitors or other partners.

3.2.6. Definition of innovation [6]

Innovation, according to the definition provided by the Oslo Manual (OECD/Eurostat, 2005), consists in the implementation of a new or significantly improved product, a new process, a new marketing method or a new organisational method in business practices, workplace organisation or external relations. Innovation therefore goes beyond R&D and covers a broad range of activities that help firms become more productive and competitive.

Innovation-active business entities are business entities that have introduced product/process innovation or business entities that had some ongoing/unfinished innovation or have abandoned the innovation activities in the reference period and/or business entities that have introduced organisational or marketing innovation.

Innovation is a process that is largely associated with entrepreneurship, or, as one of the most famous scientists in this area Peter Drucker says, "Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. And they need to know and to apply the principles of successful innovation".[7]

[5] http://bgi.inventta.net/en/innovation/
[6] State Statistical Office of the Republic of Macedonia
[7] Drucker, P., Innovation and Entrepreneurship, 1985.

The concept of innovation is quite diverse, depending mainly on its application. According Inventta[8] an innovation is the successful exploitation of new ideas. And companies' success, for example, means increased revenues, access to new markets, increased profit margins, among other benefits.

People often confuse innovation and innovation processes with continuous improvement and processes related to this topic. For an innovation to be characterized as such, it must cause a significant impact on the pricing structure, in the market share, in the company's revenue, etc.

Continuous improvements are not usually able to create competitive advantages of medium to long term, but they are able to maintain the competitiveness of the products in terms of cost.

Innovations have some typical characteristics:[9]

a) Innovation is generally associated with uncertainty over the outcome of innovative activities.
b) Innovation involves investment, i.e. costs that occur in the current period with potential returns occurring in later periods.
c) Innovation is associated with the creation and use of new knowledge, which is subject to spillovers.
d) Innovation aims at gaining a competitive advantage by either shifting the demand curve of the firm's products (e.g. through increasing product quality, offering new products or opening up new markets) or a firm's cost curve (e.g. through reducing unit costs of production, purchasing, distribution or transaction).

3.2.7. Types of innovation

1. Product innovation (goods and services)

2. Process innovation

3. Organisational innovation

4. Marketing innovation

1. Product innovation (goods and services) means introducing a new or significantly improved good or service, in terms of their features and capabilities, their usability, components and the subsystems. Product innovation consists of good or service innovation.

5.2 Process innovations means implementation of a new or significantly improved process of production, way of distribution or ancillary activity. They include significant changes in specific techniques, equipment and/or software, intended to improve the quality, efficiency or flexibility of a production or supply activity, or a reduction in environmental and safety hazards.

5.3 Organisational innovation means introducing new methods of organisation of business operations, new methods of organising work responsibilities and decision making, and new methods of organising external relations with other business entities and public institutions.

5.4 Marketing innovation means implementation of new marketing concepts or strategies that are significantly different from the existing methods which are already used within the business entities.

[8] http://bgi.inventta.net/en/innovation/
[9] Schmidt, T. and Rammer, C., Discussion paper No. 07-052 "Non-technological and Technological Innovation: Strange Bedfellows?", Centre for European Economic research

Marketing innovations include new or significant improvements in product design and packaging, product placement, promotions and prices. Also included are new policies for product pricing.

Other division of innovations is provided by Inventta[10]:

a. Focal Objectives of Innovation

Product innovation:

- It consists of changes in product attributes with a change in how the product is noticed by consumers.
- Example: car with automatic transmission compared to "conventional" one.

Process innovation:

- It consists of changes regarding the product or the service production process. It does not necessarily have an impact on the final product but produces benefits in the production process, generally increasing the productivity and reducing costs.
- Example: automobile produced by robots compared to that produced by human workers.

Innovation of business model:

- It consists of changes in the business model which means the way the product or the service is offered to the market. It does not necessarily imply changes in the product or even in the production process but in the way as it is brought to the market.
- Example: the consumer rents a car paying a monthly fee to use the vehicle, including insurance, maintenance and replacement by newer model every year, compared to the traditional business model where the vehicle is sold.

b. Innovation Impact

Incremental Innovation:

- It reflects small continuous improvements in products or product lines. It generally represents small improvements in benefits noticed by the consumer and it does not change significantly the business model or the way the product is consumed.
- Example: the evolution of common CD to double CD, capable of storing twice as many tracks.

Radical Innovation:

- It represents a drastic change in the way that the product or the service is consumed. It generally, brings a new paradigm to the market segment that modifies the existing business model,
- Example: the evolution of the music CD to digital files in MP3 extension.

3.3. Description and definition of non-technological innovations

3.3.1. Technological and non-technological innovation

Technological innovations are usually associated with product and process innovation, whereas non-technological innovations are generally associated with organizational and marketing innovations. The main starting point for separating between the two types is of course the different role of technology.

[10] Ibid

While technological innovations are typically characterised by developing or using new technologies, i.e. new technical knowledge and technical inventions, non-technological innovation need not necessarily involve a change in technology, or the adoption of new technology, but may solely rest on the use of new business methods, new organisational concepts or other immaterial ways of changing business activities.

3.3.2. Marketing and organisational innovations

In the 2005 edition of the Oslo Manual, two new types of innovation that can be considered "non-technological" were identified for the purpose of innovation surveys. They contrast with product and process innovations, which are considered more closely dependent on technology, and are defined as follows:

- A marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.
- An organisational innovation is the implementation of a new organisational method in a firm's business practices, workplace organisation or external relations. Countries have begun to include these categories in their innovation surveys although the information collected is usually less detailed than for product and process innovation.

Examples of marketing and organizational innovations include:

Marketing innovations

- The implementation of a significant change in the design of a furniture line to give it a new look and widen its appeal.
- First introduction of direct selling or exclusive retailing.
- First introduction of a method for varying the price of a good or service according to the demand for it.

Organisational innovations

- First introduction of management systems for general production or supply operations such as supply chain management, business reengineering, lean production, quality management system.
- First establishment of formal or informal work teams to improve access to and sharing of knowledge from different departments, such as marketing, research and production.
- First use of outsourcing of research or production.

Further examples of organisational innovations are:

- Implementation of advanced management techniques, e.g. TQM, TQS;
- Introduction of significantly changed organisational structures; and
- Implementation of new or substantially changed corporate strategic orientations.

3.3.3. Similarity between technological and non-technological innovations[11]

1) Uncertainty - While uncertainty is common for developing and implementing new technologies, the case is less clear for organisational or marketing innovation since the latter often rests on the adoption

[11] Schmidt, T. and Rammer, C., Discussion paper No. 07-052 "Non-technological and Technological Innovation: Strange Bedfellows?", Centre for European Economic research

of established business methods or marketing practices, supported by specialised consultants who can substantially limit the risk of failure.

2) Investment - Organisational and marketing innovations are likely to differ in this respect since costs for implementing them may be significantly lower and rarely involve fixed investment or long periods between expenditure and return. A special case is marketing expenditure for advertising and implementing corporate brand strategies which has own investment characteristics, though these expenditures will constitute marketing innovations only when related to newly introduced market methods.

3) Spillovers – For non-technological innovations, spillovers are less likely to occur: organisational innovations are mostly specific to a firm and difficult to observe externally, though consultants involved in implementing this type of innovation, or employees moving to competitors may transfer experiences on organisational innovations. Marketing innovations may more likely be subject to spillovers, e.g. through the imitation of a new design concept, pricing policy or brand strategy. Similar to new technologies that may be protected by patents, trademarks may serve to some extent as a protection mechanism for marketing innovations.

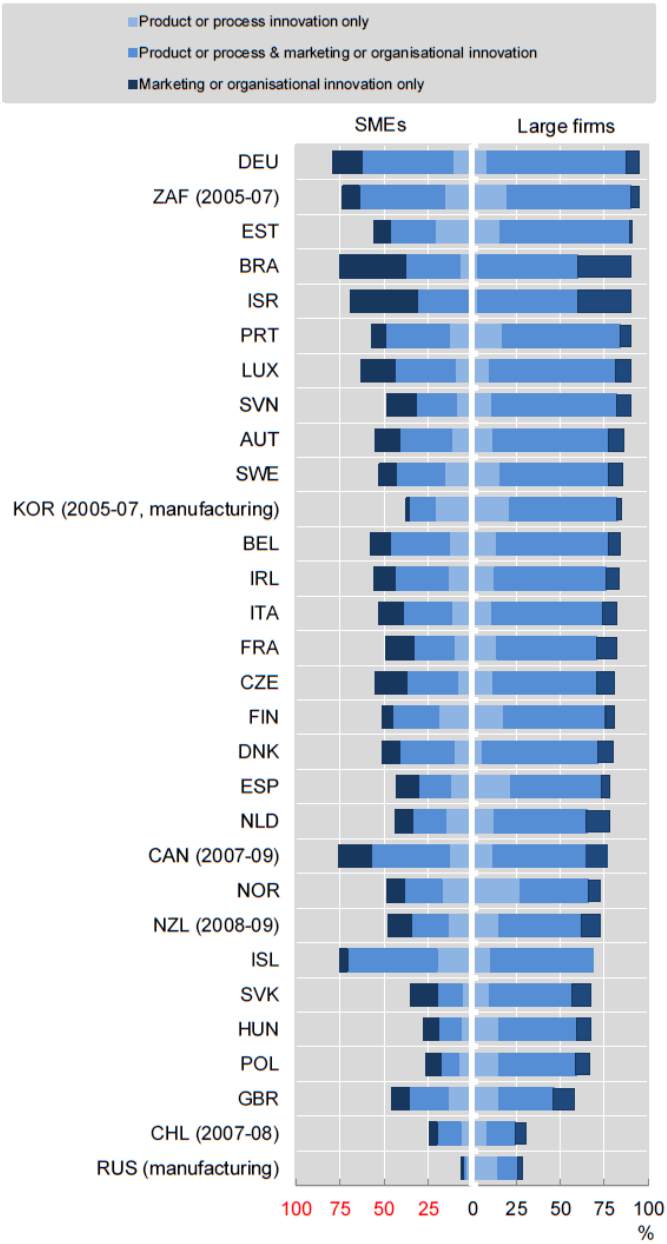
4) Competitive advantage - Organisational and marketing innovations can potentially act in a similar way like technological innovations. New methods for organising the business may reduce unit costs and exert the same effect on profits as cost-reducing process innovation. The more original and complex these organisational strategies are, the more difficult it will be for competitors to imitate them, thus producing a competitive advantage for the organisational innovator. New marketing methods which contribute to an increased perceived product quality or address new groups of customers not served by the respective type of product so far may generate a temporary monopoly.

In a summary, there are some arguments for considering non-technological innovations as being similar in their economic effects to technological ones, e.g. the effects on temporary extra profits, or the occurrence of spillovers in case of marketing innovation. In some other respects, such as the level of uncertainty involved or the investment nature, non-technological innovations seem to differ substantially.

Technological and non-technological innovations are highly interconnected, as shown by firm-level innovation data.[12] The commercialisation of technological product innovations often requires the development of new marketing methods. Similarly, a new production technique will typically increase productivity only if is supported by changes in organisation. Firm-level innovation data reveal the majority of innovative firms (both large firms and SMEs) introduce technological innovations (i.e. process and product innovations), as well as non-technological innovation (i.e. marketing and organisational innovations) which are named as complementary innovation strategies (Figure 1).

[12] https://www.innovationpolicyplatform.org/content/technological-and-non-technological-innovation

Figure1. Types of innovation by firm size, 2006-08 (% all SMEs and large firms)



This is true for firms in manufacturing and services. Brazil, Germany and Israel have the largest share of non-technological innovators: more than 85% of large firms and more than two-thirds of all SMEs introduced organisational or marketing innovations in the period 2006-2008. Korea, Hungary, Chile and Poland have the smallest shares with less than 25% of all firms introducing non-technological innovations. In most countries the shares of non-technological innovating firms are relatively similar across manufacturing and services firms. Exceptions are Portugal, with significantly more non-technological innovations in services (54% versus 40%), and Germany, with a share almost 10% higher in manufacturing.[13]

[13] Source: OECD

3.3.4. Policy implications of technological vs. non-technological innovations

a. Innovation policy should identify innovation drivers and hinderers. Identifying the factors that drive the different types of innovation and those that hinder them is of value for understanding the innovation process and for formulating innovation policy. Indeed, objectives and barriers vary by type of innovation. For instance, objectives, such as replacing products being phased out or increasing the range of goods and services, are more likely to drive technological innovations than non-technological innovations. On the contrary, objectives like increasing the ability to adapt to different client demands are more likely to drive non-technological innovations (e.g. marketing and organizational innovation) than technological innovations. Barriers to innovation can also be related to a specific type of innovation or to all types. For example, cost factors can be relevant for all types of innovations, while R&D incentives, intellectual property (IP) rights, legislation, regulations, and standards are likely to affect more significantly technological innovations than non-technological innovations.

b. Innovation policy should consider technological vs. non-technological innovations. Taking into consideration the different impacts of and the interactions between technological and non-technological innovations is also important when formulating innovation policy. Technological and non-technological innovations, for instance, might differ in their impacts on firm performance (e.g. turnover, cost reduction, and productivity) as well on socioeconomic performance (e.g. contribution to growth and job creation). Policy tends to favour technological innovation, yet evidence suggests that success often also depends on accompanying non-technological innovation. Policy-making agendas should therefore be broadened to take into account non-technological innovation.

Innovation survey regarding non-technological innovations

The minimum set of data that would need to be collected in an innovation survey regarding non-technological innovations is:

- the type of non-technological innovation;
- the economic benefits flowing from the non-technological innovation activity;
- the expenditure on non-technological innovation activity;
- the purpose of the non-technological innovation activity; and
- the source of ideas/information for the non-technological innovation activity.

3.4. Brief overview of the economic situation and business environment in the Republic of Macedonia and in the South-east planning region

The key macroeconomic indicators for the Republic of Macedonia in the period 2011-2016 are provided in the Table 1. below.

Table 1. Key macroeconomic indicators, Republic of Macedonia, 2011-2016

	2011	2012	2013	2014	2015	2016
Real GDP growth rate (% of change)	2,3	-0,5	2,9	3,6	3,8	2,4
GDP per capita (EUR)	3665	3680	3948	4141	4377	4759
Gross investments (% of GDP)	26,9	28,9	28,8	30,3	31,1	33,6
Industry, real growth rate (%)	10,2	-6,7	3,7	11,5	6,9	-1,3
Inflation (average, in %)	3,9	3,3	2,8	-0,3	-0,3	-0,2
Exports (annual change in %)	26,8	-2,8	3,6	15,8	9,1	5,9
Imports (annual change in %)	22,1	0,3	-1,7	10,5	5,4	5,3
Budget deficit (% of GDP)	-2,5	-3,8	-3,8	-4,2	-3,5	-2,6
Unemployment rate (average, %)	31,4	31,0	29,0	28,0	26,1	23,7
Employment rate (average, %)	38,9	39,0	40,6	41,2	42,1	43,1

Source: Ministry of finance, Macroeconomic indicators, (http://www.finance.gov.mk).

In the Table 2. below several indicators are presented which help to make comparison between South-east planning region with the other planning regions.

Table 2. Comparative analysis of the basic economic indicators of the South-east planning region with the other regions

Indicators	South-east region	Skopje region	East region	Pelagonija region	Vardar region	South-west region	Polog region	North-east region
Number of municipalities	10	17	11	9	9	13	9	6
Number of settlements	188	142	217	343	215	286	184	192
Population, Census 2002	171.416	578.144	181.858	238.136	154.535	221.546	304.125	172.787
Estimate of population, 2015	173.560	619.279	177.145	231.137	153.094	219.891	319.916	176.204

Density of population, 2015	63,4	341,6	50,1	49,0	37,9	65,8	132,4	76,3
Total number of dwellings, Census 2002	59.499	188.394	72.248	93.976	61.367	84.627	78.544	59.488
Average number of persons in a household, Census 2002	3,4	3,5	3,1	3,3	3,2	3,8	4,4	3,7
Rate of activity 2015	68,4	54,4	62,5	66,3	60,7	54,9	47,1	54,0
Employment rate, 2015	56,9	40,4	51,6	52,2	45,8	36,2	33,2	30,6
Unemployment rate, 2015	16,7	25,7	17,5	21,1	25,4	33,9	29,6	43,2
Average paid gross salary per employee, 2015	24.829	38.003	23.848	29.794	25.457	28.930	30.276	24.665
Average paid net salary per employee, 2015	16.946	25.861	16.278	20.222	17.402	19.670	20.620	16.848
Number of graduated students, 2015	662	2816	701	971	568	771	1047	580
Number of active business entities, 2015	5889	26197	5692	8071	5470	7127	7554	4139
Number of newly created business entities, 2014	528	2660	532	893	470	757	921	400
Number of closed companies, 2012	773	4332	658	1027	878	1055	855	415
GDP per capita, 2013	266.524	348.915	226.898	243.279	268.819	178.726	118.672	151.462
Number of completed dwellings, 2015	311	2840	314	438	113	500	449	332
Value of completed construction	1.421.037	14.174.250	4.176.346	4.788.052	4.158.385	5.386.551	2.555.666	4.549.361

works, 2015, in 000 denars								
Number of issued construction permits, 2015	282	947	376	319	280	319	473	147

Source: State Statistical Office, Regions in the Republic of Macedonia, 2016

The Table 2 above shows general indicators for the eight planning regions in the country including the number of municipalities and settlements in each region separately, and basic demographic indicators: total population according the last census conducted in the Republic Macedonia in 2002 and the estimate of the population in 2015, the population density, the total number of dwellings and the average number of residents per dwelling. South-east pegion has ten municipalities and 188 settlements. According the population estimates from 2015, the South-east with 173,560 inhabitants is among the least populated areas (7th). The total number of dwellings according the last census in 2002 is 59499, and the average number of household members is 3.4 which is approximately similar average in other regions except Polog. With a population density of 63.4 people per km^2, the South-east region is the fifth of the planning regions after Skopje, Polog, Northeast and Southwest.

From the Table 2 above it can be deduced that in 2015, the highest employment rate among the regions in the country has the South-east planning region with 56.9, which is well above the national average of 42.1. At the same time, this region has the lowest unemployment rate of 16.7 which is also well below the unemployment rates in other regions, and well below the national average of 26.1.

Table 3. Gross value added for the most significant sectors in the period 2010 - 2012 in the Republic of Macedonia and in the South-east planning region

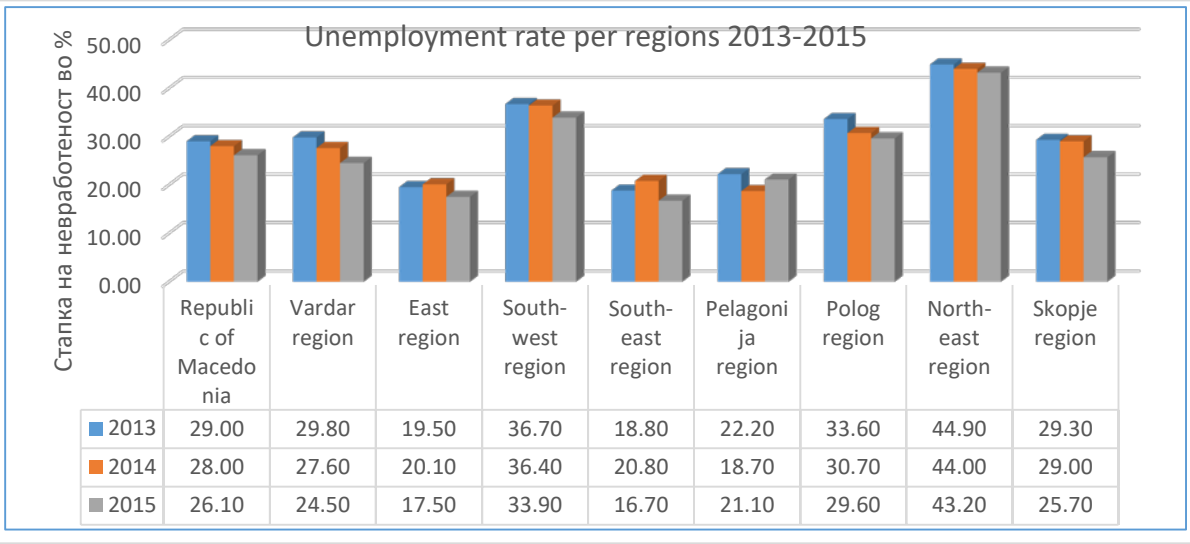
The most significant sectors	2010		2011		2012	
	Macedonia	SE region	Macedonia	SE region	Macedonia	SE region
Agriculture	43.739	13.028	43.895	12.974	40.705	12.515
Industry	81.803	5.232	87.048	6.902	70.198	5.923
Construction	23.902	1.806	29.924	2.553	31.166	2.279
Trade	77.176	4.908	83.316	6.912	85.261	6.441
Other sectors	154.528	8.372	158.208	9.769	168.005	9.299
Total value added	**381.148**	**33.346**	**402.392**	**39.110**	**395.335**	**36.457**

Source: Regional innovation strategy of the South-east planning region, 2016 – 2020

Agriculture is the most important sector for development of the overall economy of the South-east planning region. This conclusion is confirmed by the data presented in the Table 3 above, where agriculture has the highest added value in the GDP structure of the region. This sector participates with 10.3% in the GDP structure at the national level, while it participates with 34.3% in the GDP structure of the South-east planning region, which means that around one third of the total gross value added is created by the agriculture. Namely, in 2010, agriculture participates with 39% in the total GDP of the South-east region, in 2011 the share decreased to 33,2%, while in 2012, this sector participates with 34,3% in the total GDP of the region.

The industry has a relatively variable share in the GDP structure of the region with 15,7% in 2010, 17,6 in 2011 and 16,2 in 2012. That means there is a room for further growth in this sector.

Figure 2. Unemployment rate per regions, Macedonia, 2013 - 2015



The Southeast region has the lowest unemployment rate in the period from 2013 to 2015 compared to other regions, and it has decreased from 18.8 to 16.7.

Comparative analysis of the number of graduated students in 2015 indicates the situation of education in the regions, the structure of the workforce and the available personnel. The following Table 4 shows the number of graduated students per 1000 inhabitants.

Table 4. Number of graduated students per 1000 inhabitants, 2015

Indicators	South-east region	Skopje region	East region	Pelagonija region	Vardar region	South-west region	Polog region	North-east region
Population, Census 2002	171.416	578.144	181.858	238.136	154.535	221.546	304.125	172.787
Estimate of population, 2015	173.560	619.279	177.145	231.137	153.094	219.891	319.916	176.204
Number of graduated students, 2015	662	2816	701	971	568	771	1047	580
Number of graduated students per 1000 inhabitants, 2015	3,8	4,5	4,0	4,2	3,7	3,5	3,3	3,3

Source: State Statistical Office, Regions in the Republic of Macedonia, 2016

According the estimate of the population in 2015 the South-east region is seventh, while according the number of graduated students per 1000 inhabitants, it is fourth. In the Republic of Macedonia 8116 students graduated in 2015 or on average 3,9 graduated students per 1,000 inhabitants. There

were 662 graduated students or 3.8 graduated students per 1,000 inhabitants in the South-east region in 2015, compared with Skopje, Pelagonija and East region with 4.5, 4.2 and 4,0 graduated students per 1000 population respectively. This indicator in the context of the lowest unemployment rate of regions, suggests that young people after completion of secondary education are employed in the agriculture, handycrafts and family businesses. For improving their specialization they use number of formats of non-formal education and additional trainings, courses and handycrafts. However the smaller number of graduated students concerns, because on the one hand there is a greater need for developing an economy based on knowledge and innovation, and on the other hand the potential of the region is limited. This adversely affects the competitiveness of companies and their export potential.

The number of unemployed persons with the lowest level of education ISCED 0-2 in the South-east region has decreased from 7110 to 4716 in the period 2013 – 2015. It is the second lowest after the East region. In the same period, the number of unemployed persons with education level ISCED 3 – 4 in the South-east region has increased from 8561 to 9129 and it is the second lowest of all regions after the East region. The number of unemployed persons with level of education ISCED 5 and more, has decreased from 2868 to 2285 and it is the lowest of all regions.

In the Municipality of Strumica more than 30% of the unemployed are young people aged 15 to 29 years. One of the main priorities of the municipality is therefore to develop an entrepreneurial culture among young people and to promote the creation of quality jobs in the municipality through upgrading knowledge and skills of young people and initiating continuous education for their successful employment.

3.5. Innovation environment and conditions – specifics of the environment in the Republic of Macedonia and in the South-east planning region

To support the development of the national Innovation Strategy 2012 - 2020, a comprehensive review of the national innovation system has been conducted by OECD in 2012. The main findings of that analysis are presented below[14].

3.5.1. Framework conditions

Much remains to be done to improve lifelong learning and address the skills gap. Adults have access to adult education only in the context of a career re-orientation following a period of unemployment. Very few employees get access to training to maintain and develop their skills at their work place, as companies invest little in training their employees.

A major weakness in the framework conditions for innovation is access to finance. Since innovative activities are often of higher risk and long-term nature, equity finance can represent an important alternative to traditional bank loans. The nascent efforts to create business angel networks, few of which are recorded in other countries in SEE, are therefore a positive aspect. Nevertheless, much remains to be done to improve access to finance in the Republic of Macedonia.

To further improve the framework for innovation and competitiveness in the country, the government has worked on creating a regulatory climate favourable to businesses. For ex. restrictions to FDI appear minimal in the country and the ease to start a business has been improved. Even though Macedonia has a regulation of intellectual property (IP) rights that is well advanced and it has ratified most of the respective international frameworks, enforcement of IP legislation can be improved. Furthermore, the Republic of Macedonia files fewer patents and trademarks and has a lower share of high tech exports compared to its peers in SEE.

3.5.2. Research institutions

Innovation and R&D in both public research institutions and the private sector are constrained by a significant lack of funding. The gross expenditure dedicated to R&D (GERD) represented only 0.18% of GDP in 2007, which is low compared to the average share of 0.46% in SEE economies.

To improve the Macedonian research facilities, the Ministry of Education and Science has planned to establish 189 sophisticated laboratories. The research output of research institutions currently suffers from the lack of collaboration with businesses and the lack of labour mobility. Furthermore, policies for IP rights such as patents and trademarks, determining, for example, whether the rights should belong to the university or individual academics, are lacking. These policy gaps prevent the research institutions from fully contributing to innovation in the country.

3.5.3. Innovation in the business sector

While firms do innovate in the country, they dedicate few resources to R&D. Business expenditure on R&D accounted for only 23% of GERD in 2007 compared to 55% in the EU. Furthermore, results from an OECD survey of 500 Macedonian firms conducted in 2011 show that half of the companies do not offer any form of training to their employees. Companies rely more on internal knowledge for innovation than external knowledge so that co-operation between companies and other stakeholders

[14] Innovation Strategy of the Republic of Macedonia 2012 - 2020

is limited. Links between companies and universities or research institutions are particularly rare, even though firms which have established formal links with academia tend to be more innovative.

Companies surveyed consider the high cost of innovation and limited access to funding such as bank credits or equity finance as the main constraints to innovation. Other constraints mentioned included a low market demand for innovative goods, the market power of incumbent companies, the low level of co-operation with academia or other stakeholders and the difficulties in identifying co-operation partners and the lack of management skills.

In line with access to finance being considered the main constraint to innovation, most companies favour financial contributions by the government to support innovation. A smaller share of companies indicated that support schemes to develop employee training or foster the exchange of know-how between companies would be most useful to further develop their innovation potential. Almost half of the companies surveyed are not aware of existing support initiatives.

3.5.4. Linkages between innovation actors

There is room for improvement in strengthening the linkages between businesses and between businesses and research institutions to facilitate knowledge flows and by this increase innovation capacity.

There are currently 15 clusters in the country supported the Ministry of Economy. Nevertheless, existing clusters fail to successfully develop innovation and the commercialisation of new products. The main reason for this failure is the lack of complementarity within existing clusters. There are no Science and Technology Parks but a feasibility study exists to create one.

3.5.5. Summary of the analysis of the national innovation system of the Republic of Macedonia

In a summary, the analysis of the national innovation system of the Republic of Macedonia revealed the following four main challenges:

(1) Limited capacities of research institutions: The R&D capacity of research institutions in the Republic of Macedonia is weak. Limited financial resources are dedicated to R&D and the number of researchers is low. To address this issue, the government has planned to establish 189 laboratories for universities and Macedonian Academy of Science and Arts. However, building the research capacity will also entail ensuring the sustainable functioning of these laboratories. Finally, research institutions and universities are not sufficiently attuned to the needs of the private sector – the current investments into sophisticated laboratories should also be used for bringing the two sectors closer together.

(2) Insufficient propensity to innovate in the business sector: Some companies realise the need for innovation, but experience hurdles when trying to engage in R&D activities, which often require significant human and financial resources. Another major obstacle to innovation in the private sector is the lack of incentives to back innovation-related activities in businesses and the limited public awareness of existing public measures to foster innovation. Efforts need to be made to raise the awareness of companies that currently do not innovate on the need and benefits of introducing the four types of innovation: product, process, marketing and organisational.

(3) Inadequate framework for knowledge transfer: There is a lack of channels for knowledge flows in the economy. Increasing the absorption capacities of firms and the linkages in the economy would help the economy derive the benefits from existing knowledge and research. In particular, the most innovative companies are not well linked with the rest of the private sector and initiatives such as

inter-firms networks or clusters are underdeveloped or have not been particularly successful and sustainable so far. Collaboration between businesses and research institutions, which could increase the commercialisation of research, is also very limited and could be improved. However, because the commercialisation of research cannot reach its full potential before building up the research capacity of research institutions, collaboration between businesses and public research institutions may instead focus on training for skills development and on technology adaptation at this stage.

(4) Lack of co-ordination of policy-making: Because policies supporting innovation touch upon a number of policy areas, including research, education and SME support, the responsibility for innovation policies is split between several institutions, including the Ministry of Education and Science and the Ministry of Economy. Therefore, a continuous inter-institutional dialogue needs to be established. Furthermore, as policies in these areas ultimately aim to develop a competitive private sector, public-private consultation needs to be developed or strengthened.

3.5.6. Summary of the analysis of the regional innovation system of the South-east planning region

The analysis conducted as part of the **Regional innovation strategy of the South-east region 2016 – 2020** states the following facts with regards to demography: the trend of stagnation of population growth; the very high trend of activity of the population; the largest employment and the lowest unemployment in the South-east region compared to the other regions.

The most important economic sectors are agriculture, construction, trade, mining, textile industry, tobacco industry and catering. Although the industry is dominating, the service sector also has extremely dynamic growth. However, the South-east planning region is predominantly agricultural area with excellent climatic conditions for production of early garden crops, such as fresh vegetables and fruits.

The development index of the South-east region is 97.1, whereas the economic-social index is 129.5, and the demographic index is 72.4. The South-East planning region reached GDP per capita of 3,970 EUR in 2012, which is 9.8% higher than the average of the country.

In the development of the economy of the South-east planning region, agriculture has the most significant place. It has the largest added value in the GDP structure. This sector participates with 10.3% in the GDP structure at the national level, while in the GDP structure of the South-east planning region it accounts for 34.3%.

Of concern are the small share of investments in fixed assets in the South-east region which accounted to only 4.33% in 2013. This generally indicates that a small percentage of the profits of the companies are invested in the purchase of a new technology and overall modernization. The companies from this region are still predominantly labor intensive with low level of technical and technological equipment.

In the period from 2011 to 2014, there was a decline in the number of active business entities both at the national level and in the South-East planning region (from 6,248 to 5969). In 2013, compared to 2012, there is a decrease in the active business entities in two key sectors for this region. Namely, the number of companies working in the Sector “Agriculture, forestry and fisheries” has been reduced from 371 to 330, and the number of Processing capacities has also decreased from 796 to 721.

The activity rate of the population is 66.9% and is the highest of all regions and is above the national average in 2014. The employment rate of 56.8% is also the highest of all regions and again above the national average. The unemployment rate is the lowest and accounts for 20.8%. The unemployment

rate in the South-east region is significantly higher in urban than in rural areas, due to the developed agriculture in the region.

In the period from 2011 to 2013, in the Southeast region were identified 1730 companies that met at least one of the conditions for growth: either steadily increasing revenue, or profit, or investment in new equipment or bigger number of employees. The biggest number of such companies were in the sector Wholesale and retail trade, followed by the Processing industry and Transportation and storage. There were 11 companies from the sector Education in the region, which emphasizes the need for strengthening the human capital. There was no company in the field R&D in natural, technical and technological sciences.

The growth of profits and the number of employees is the highest in the Processing industry. Most investments in new processes / equipment were in the sector Wholesale and retail sector, followed by the Processing industry.

Based on the survey of 52 companies in the South-east region there is a number of companies that pay attention to investments in their innovative capacity, such as, for ex. quality management systems and use of information systems for managing technological processes. However, there is no cooperation at all with scientific research institutes, as well the use of certain innovation infrastructure at regional level, national or international level is weak, which emphasizes the lack of adequate regional infrastructure to support innovation. On the other hand this weak utilization of the infrastructure may be the result of the lack of adequate culture as well as policies to encourage innovation in the region.

More than 50% of the respondents use their own funds or loans to finance their own innovative projects, while more than 32% finance them through loans from domestic banks. There is a lack of other sources of funding from a private capital such as business angels or investment funds and venture capital funds. The underdeveloped private capital available for financing innovative projects is an obstacle to increasing the region's innovative capacity. The biggest challenges for access to finance by the respondents were the limitation of banks to finance innovative projects and underdeveloped private capital ready to invest in innovative projects.

The biggest challenges that companies face in terms of access to finance is the very low interest of commercial banks to finance risky projects, such as innovative projects.

From the responses in the survey on institutional innovation support, it is noticeable that there is still a lack of information from companies on various types of institutional support for innovation. All 52 respondents answered that they did not use some kind of government institutional support for innovative activities, and only 7 respondents used donor support. Almost 70% of the respondents consider that there are certain barriers, that is, legal barriers to the development of innovation, while on the other hand, companies believe that with the help of certain initiatives, such as tax exemptions, they would increase investment in R&D, which would encourage innovation (about 60%).

Surveyed companies gave certain proposals for introducing institutional mechanisms and measures at the regional level:

- Development of innovation infrastructure;
- Education and informing the companies from the region about the benefits from innovation, as well as on the laws and by-laws related to innovation; and
- Development of regional and local innovation fund for better access to finance.

When it comes to the needs of companies in terms of access to external competencies / resources, all respondents answered that they need, but despite the fact they are ready to invest time, they are not yet ready to invest money or are willing partially invest money, but at a subsidized price. It can be deduced that there is a need for measures for subsidizing companies using external competencies and resources.

The most of the respondents do not know about the existence of service providers which can help in the innovation process because of insufficient information. There is a need for appropriate assistance to regional companies to be able to use the services of innovation service providers.

3.6. Support policies and strategic documents in the field of innovation

The main guidelines, with a particular emphasis on support for SMEs to introduce innovations, are set out in the following policies and programmes.

Innovation Strategy of the Republic Macedonia 2012-2020

The vision of the Innovation Strategy of the Republic Macedonia 2012-2020 is:

The innovation strategy will drive competitiveness and economic development based on knowledge and innovation, thereby creating high value employment and prosperity for Macedonian citizens.

By 2020, the Republic of Macedonia should have an effective national innovation system, co-created by all stakeholders and open to the world. The government will place research and innovation at the heart of its policies and ensure adequate financial support.

In order to fulfill the vision, four Strategic Objectives (SOs) and 14 priorities have been defined:

SO1. Enhance the business sector's propensity to innovate.

1.1. Raise awareness of SMEs on the benefits of innovation.

1.2. Establishment of a Fund for Innovation and Technological Development (FIT).

1.3. Encourage private investment in R&D and innovation.

SO2. Strengthen human resources for innovation.

2.1. Adapt education policy to develop the skills needed for innovation.

2.2. Stimulative measures for talented students and for the professors engaged in the preparation of the most successful students.

2.3. Increase the quality of vocational training and promote lifelong learning.

2.4. Make tertiary education more innovation-oriented.

SO3. Create a regulatory environment in support of innovation.

3.1. Provide an effective regulatory environment for academics and research institutions.

3.2. Adapt public procurement practices to encourage innovative solutions.

3.3. Provide for a competitive business environment.

SO4. Increase knowledge flows and interactions between innovation actors.

4.1. Foster business networks and clusters.

4.2. Increase knowledge flows and interactions between research institutions and businesses.

4.3. Embed FDI and innovative stars into the national innovation strategy.

4.4. Strengthen the linkages with the Diaspora.

Strategy for entrepreneurial learning of the Republic of Macedonia 2014 – 2020

Strategy for entrepreneurial learning of the Republic of Macedonia 2014 – 2020 aims at increasing the confidence for entrepreneurial ventures of all citizens and enabling them to have full and effective role in the future development of the economy and the community. It states that the primary objective of entrepreneurship education is not simply to give all citizens to open their own businesses, but rather to give young people the ability to think positively, look for opportunities to realize their ideas, have confidence to achieve their goals and use their talents to build a better society (both from an economic and social point of view).

The Strategy for entrepreneurial learning and the National innovation strategy have many intersections and are complementary, especially with respect to the SO2 for strengthening human resources for innovation in the country. Since innovations are usually part of entrepreneurship, formal education reforms related to entrepreneurial learning, encouraging entrepreneurship at all levels of formal and informal education and promoting lifelong entrepreneurial learning as part of an entrepreneurial learning strategy will help build an effective national Innovation system.

Programme for development of South-east region 2015 – 2019

The analysis in the Programme for development of South-east region 2015 – 2019 states that there is a small value of investments in fixed assets, low technical and technological equipment and low level of innovation by companies. On the other hand, the region has poor institutional support for the business sector, which is why it rarely uses services from the chambers of commerce and other institutions for additional training, marketing and expertise. There are Specific objectives, priorities and measures in the Programme that promote innovations:

SO1. Promoting economic growth in the region / Priority 1.1. Institutional support for the business sector and strengthening the capacities of SMEs / Measures 1.1.2. Construction of a technology park and establishing business incubators for young entrepreneurs and 1.1.5 Encouraging innovation in the companies and creating a knowledge-based economy.

SO5. Development of competitive agricultural production and improvement of life in the rural areas/ Priority 5.1. Encouraging growth in agricultural production/ Measure 5.1.1. Technical and technological development and innovative approach in agricultural production.

Regional innovation strategy of South-east region 2016 – 2020

The vision and the mission of the **Regional innovation strategy of South-east region 2016 – 2020** are:

- ➲ Vision: Better life for citizens in the South-east planning region through innovations in energy efficiency, tourism and agriculture.
- ➲ Mission: Development of innovative human capital and creation of conditions and adequate infrastructure that will focus on innovations in energy efficiency, tourism and agriculture.

The Specific Objectives (SOs) in the strategy are:

SO1. Development of human resources ready to innovate in the region.

SO2. Development of innovation policy and culture in the South-east region.

SO3. Development of supporting infrastructure for innovations in the South-east region.

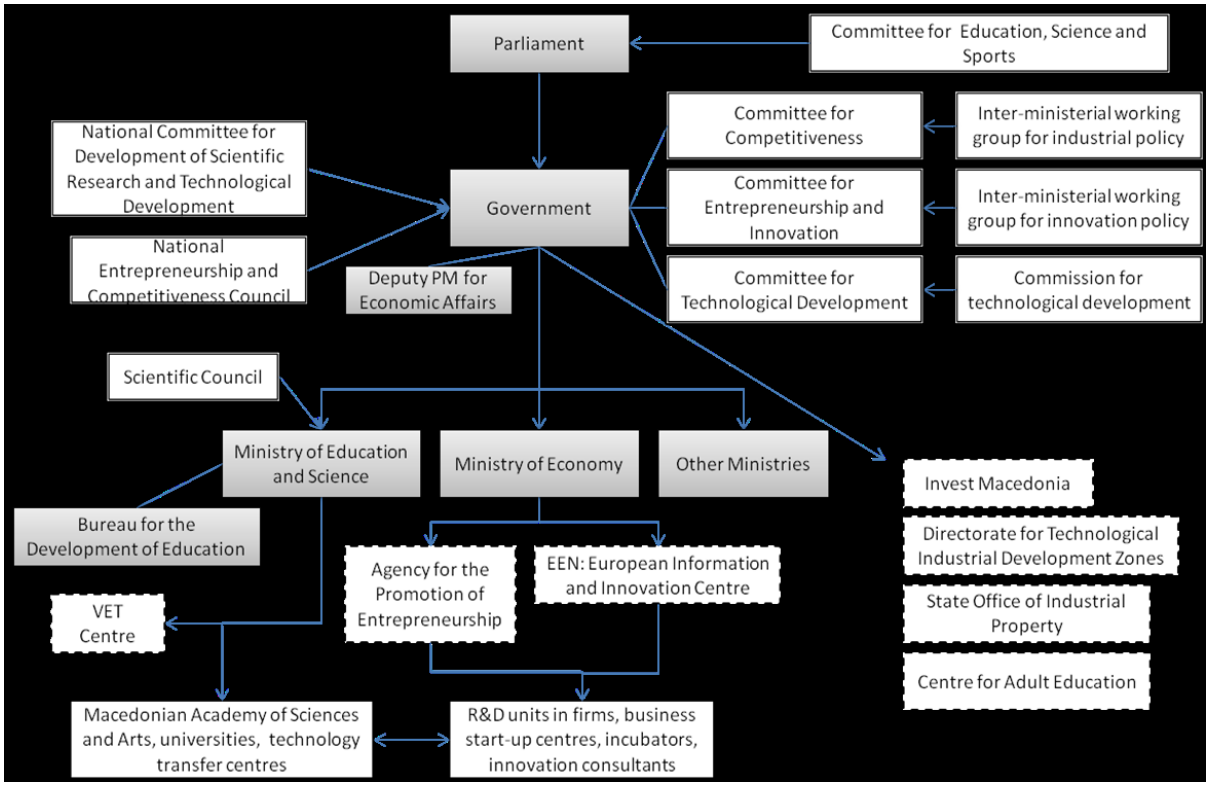
SO4. Development of private capital ready to invest in innovations.

3.7. Brief overview of the innovation stakeholders on national and regional level in the Republic of Macedonia

Key stakeholders in the innovation eco-system in the Republic of Macedonia are:

- Deputy Prime Minister for Economic Affairs
- Government Committee for Entrepreneurship and Innovation
- Other Government Committee
- Ministry of Education and Science
- Ministry of Economy
- Bureau for development of education
- Other ministries
- Fund for Innovations and Technological Development
- National Committee for Development of Scientific Research and Technological Development
- National Entrepreneurship and Competitiveness Council
- Macedonian Academy of Science and Arts
- Universities
- Technology Transfer Centers
- Agency for the Promotion of Entrepreneurship
- EEN – European Information and Innovation Centre
- R&D units in companies
- Business start-up centres
- Incubators
- Innovation consultants
- Invest Macedonia
- Directorate for technological Industrial Development Zones
- State office of Industrial property
- Centre for Adult Educations

Figure 1: Governance structure of the national innovation system



Note: Grey boxes represent government and parliament, boxes with two lines represent advisory bodies, boxes with dashed lines represent executing agencies.

Key stakeholders in the innovation eco-system in the South-East planning region are:

- Center for development of the South-East planning region - the owner of the Regional innovation strategy 2016 - 2020
- Business center for support and consulting services for SMEs within the Center for development of the South-East planning region
- Local Economic Development (LED) Offices in the municipalities:
  - Bogdanci
  - Bosilovo
  - Valandovo
  - Vasilevo
  - Gevgelija
  - Dojran
  - End
  - New village
  - Radovish
  - Strumica
- Business Support Organizations (BSOs) in the South-east planning region - public, profit and non-profit organizations, foundations and institutions that focus on providing consulting and advisory services for the business sector in the area of R&D, marketing, commercialization of innovations

- Bureau for Regional Development of the Republic of Macedonia as a body within the Ministry of Local Self-Government aimed at achieving balanced and sustainable development on the whole territory of the Republic of Macedonia
- International supporters of private sector service providers to the private sector in the region:
  - German Agency for International Cooperation (GIZ)
  - United Nations Development Program in the Republic of Macedonia (UNDP)
  - United States Agency for International Development (USAID)
  - The Swiss Agency for Development and Cooperation (SDC) and the State Secretariat for
  - Economic Affairs (SECO)
  - Embassy of the Kingdom of the Netherlands in the Republic of Macedonia.
- Institutions for higher education
  - State University "Goce Delcev" - Stip with dispersed studies in the field of agriculture, informatics, economics and educational sciences in Strumica and Faculty of Tourism and Business Logistics in Gevgelija;
  - Private university FON with dispersed undergraduate and postgraduate studies at the following faculties: Faculty of Law, Economic Sciences, Philological Sciences and Faculty of Detectives and Security - Strumica;
  - Business academy "Smilevski" with dispersed undergraduate and postgraduate studies in operational management - Strumica
- Vocational secondary schools
  - “Josif Josifovski”, Gevgelija (catering-tourist, mechanical, economic-legal and trade),
  - “Dimitar Vlahov”, Strumica (agricultural-veterinary, chemical-technological, health),
  - “Jane Sandanski”, Strumica (economic, legal and trade),
  - “Nikola Karev”, Strumica (forestry-woodworking, textile-leather / direction: applied art, construction-geodetic, traffic, electro-technical, mechanical),
  - “Goce Delchev”, Valandovo (agricultural-veterinary),
  - “Bogdanci”, Bogdanci (textile-leather, traffic),
  - “Kosta Susinov”, Radovish (geological-mining and metallurgical, electro-technical).
- Large companies, especially if they have an already developed sector for the development of new products and/ or services, processes and business models (the analyzes did not show that some companies are distinguished by their research and development activities)
- SMEs, especially fast growing and export-oriented companies
- Other non-governmental organizations (NGOs).

The Regional Innovation Strategy for the South-east planning region itself will need to encourage the creation of additional stakeholders, which at this moment are not present, but which will help create a strong entrepreneurial/ innovation ecosystem and developed quadruple helix.

These are the following potential organizations/ entities:

- Regional and/ or local organizations/ institutions for financing start-up capital (business angels, investment funds, etc.) with a particular focus on encouraging private capital to be more prevalent as well as the self-sustainability of those organizations;
- Private R&D organizations that can be the driving force for increasing the innovative capacity and potential of the South-east planning region, regardless of whether it concerns non-profit organizations, sectors in existing companies, or organizations initiated by private higher education institutions;

- Technology transfer organizations that need to be a link between the science and business sector and their development and support will be important for increasing the innovative capacity and potential of the South-east planning region; and
- Clusters, etc.

3.8. Financial tools in support of innovations

There are various sources of financing that are available to the SMEs in the Republic of Macedonia to develop and implement innovations (including non-technological ones).

1) Fund for Innovation and Technological Development (FITD)

http://www.fitr.mk/

The mission of the Fund for Innovation and Technological Development (FITD is to encourage and support innovation activities in micro, small and medium-size enterprises (MSMEs) in order to achieve more dynamic technological development based on knowledge transfer, development research and on innovations that contribute to job creation, and to economic growth and development, while simultaneously improving the business environment for the development of competitive capabilities of companies. Financial resources are provided from the loan obtained from the World Bank in amount of 8 Million EUR for 3 years.

FITD publishes Calls for Proposals for different instruments, where MSMEs apply for financing.

Instruments of the FITD are:

1. Grants for start-ups, spin-offs and for innovations.
2. Co-financing of grants and conditioned loans for commercialization of innovations.
3. Co-financing of grants for technology transfer.
4. Technical assistance through business – technological accelerators.

(1) The first instrument which is suitable for start-ups is entitled "Co-financed grants for newly established enterprises "Start-ups" and "Spin-offs".

The instrument supports projects that are in the phase of proof-of-concept, up to the close-to market phase. MSMEs from all business sectors are eligible to apply for funds under this instrument. The eligibility criteria that have to be fulfilled by the applicants are available on the web site of the FITD (http://www.fitr.mk/portfolio-item/co-financing-grants-for-start-up-spin-off-companies-and-innovations/?lang=en).

The instrument aims at encouraging the innovation level in newly-established enterprises by providing the necessary support for R&D activities. The grant is expected to encourage a culture of risk taking and innovation, to provide support for the enterprises that aim to develop new or improved products, processes, and/or services, as well as to encourage the commercialization of research results obtained in higher education institutions, i.e. scientific-research institutions.

Under this instrument the FITD provides financing of up to 85% of the total project budget, in a maximum amount of 30.000 EUR. Projects under this instrument have a 12 month duration with the possibility of extension for up to 6 months.

Criteria for evaluation of project proposals are:

- Level of innovativeness
- Project quality
- Capacity of the project team
- Market potential
- Impact.

Following successful commercialization, the revenue (not only the profits) derived from the sales of the product/service and any subsequent products/services based on the technology developed within the project financed by the FITD, will become the basis for the royalty payments towards the FITD.

(2) The second instrument supports projects with a clear commercialization objective, which are in the phase of prototype (or appropriate phase depending on the type of innovation product, service, and process) up to close-to-market phase.

The instrument is open to MSMEs that wish to develop an innovative product, service or process either on their own or in collaboration with another enterprise or higher educational or scientific-research institution.

Project-proposals from individual applicants (MSMEs) and consortia led by MSMEs are eligible for funding through this instrument.

The eligibility criteria that have to be fulfilled by the applicants are available on the web site of the FITD (http://www.fitr.mk/wp-content/uploads/2017/01/Rulebook-commercialization.pdf).

The aim of this instrument is to incentivize R&D increase in the private sector, to encourage cooperation within the private sector and between the private sector and the higher educational and scientific institutions, as well as other forms of collaboration for commercialization of innovations.

The duration of the projects funded through this instrument can be up to 24 months with possibility for extension for additional 12 months, with prior approval by the Fund.

Criteria for evaluation of project proposals are:

- Level of innovativeness
- Project quality
- Capacity of the project team
- Market potential
- Impact.

The financing under this instrument can be in a form of a co-financed grant or in a form of a conditional loan, depending on the amount of revenues of the applicant. The maximum amount which can be awarded in the form of a loan may not exceed 30% of the total capital of the applicant. The conditional loan is repaid at quarterly intervals with a fixed interest rate of 2% on annual basis under conditions determined in the Agreement.

Following successful commercialization, the revenue derived from the sales of the product/service and any subsequent products/services based on the technology developed within the project financed by the FITD, will become the basis for the royalty payments towards the FITD.

(3) The third instrument is open to project proposals from:

- Individual applicants (MSMEs from all sectors)
- Partnerships between MSMEs, institutions in research and/or higher education, clusters, business associations, chambers of commerce and others
- Consortia consisting of MSMEs, institutions in research and/or higher education, clusters, business associations, chambers of commerce and others.

The eligibility criteria that have to be fulfilled by the applicants are available on the web site of the FITD (http://www.fitr.mk/wp-content/uploads/2015/10/Co-financed-grants-for-technology-transfer.pdf).

The purpose of this instrument is to encourage the transfer and implementation of new innovative and improved technologies, know-how and technological processes, and encourage various forms of cooperation between MSMEs, business associations, clusters and/or chambers of commerce, in order to achieve a positive impact on the sector. The instrument focuses on the application and adaptation of technologies and innovations which are not new to the world, but may nevertheless be new to the country, or new to the sector. Ultimately this will enhance the technological capabilities and capacities of existing industries and businesses, by bridging the gap between already available knowledge globally or nationally and in local industries.

This instrument is expected to have a positive long-term contribution to the development of the national economy, and to enhance competitiveness through technological and operational improvements.

The duration of the projects funded through this instrument can be up to 24 months with possibility for extension for additional 12 months, with prior approval by the Fund.

Criteria for evaluation of project proposals are:

- Cooperation
- Technological improvement
- Quality of the project
- Capacity of the project team
- Market potential
- Impact and
- Procedures for quality assurance, standardization and certification.

After the successful implementation of the technology/know-how/process deriving from the project, all MSMEs that are direct or indirect beneficiaries of the project financed by the Fund will owe royalties to the Fund.

(4) The fourth instrument is dedicated to business and technology accelerators which are entities for providing infrastructural support to innovation activity (under the Law on Innovation Activity), whose main function is making available office space, administrative and technical services, mentoring and training, consultancy services, providing initial funding and providing technical and expert assistance to overcome the organizational and strategic obstacles in the establishment of enterprises (“start-up” companies), including the period of developing a business idea, until the establishment and initial operation of the “start-up” company and its growth.

The maximum amount which will be financed by the Fund for establishment, operating costs, management fees, and for funding the accelerated businesses is 500 000,00 Euros per set accelerator.

This amount will be used for setting the accelerator, as well as for the phase of funding or financial support to accelerated enterprises.

The eligibility criteria that have to be fulfilled by the applicants are available on the web site of the FITD (http://www.fitr.mk/wp-content/uploads/2015/02/Technical-Assistance-through-Business-Technology-Accelerators.pdf).

The purpose of this instrument is to promote entrepreneurship through support for individuals who want to establish an enterprise, as well as for already established enterprises (not older than 6 years) in their initial stage by providing educational, logistical and financial support. The business accelerators through the investment funds for early stage of development, can become dynamic tools for encouraging new ventures in various sectors, especially in ICT, connecting the talent, technology, capital and "know-how" in an effective framework.

The project duration for support to accelerators projects is 42 months from the date of signing the contract with the Fund. The selected applicant has a maximum of 6 months to set up the accelerator and 3 years to actively manage it.

The accelerator services for the initial phase should not be longer than 6 months starting from the date of entry of the person/enterprise in the accelerator.

Criteria for evaluation of project proposals are:

- Profile of the management team and human resources
- Quality of the project
- Institutional capacities and sustainability
- Financial parameters
- Relevance of the budget.

2) South Central Ventures (ENIF)

http://sc-ventures.com/

South Central Ventures (ENIF) is a 40 Million EUR Fund, dedicated to investments in start-ups, tech-SMEs in the Western Balkans. The Fund helps the most ambitious start-ups to build the next big things. The Fund is partnering with the most ambitious, dedicated, hard-working and brave teams that dare to build great companies and disturb the status quo. The Fund operates offices in: Zagreb, Belgrade and Skopje.

3) Innovation Financing Vehicle (IFV)

Innovation Financing Vehicle (IFV) is a specialized fund designed to support innovation in SMEs in the country through lending and equity financing. It is funded by USAID and Crimson Capital Corporation and managed by Crimson Development Foundation.

The actual funding is on a commercial basis. Eligible beneficiaries are companies registered in Macedonia that will offer sustainable innovative product or service for which there is a confirmed market demand. The innovation should have development potential, and has to foster sustainable development and creation of new jobs. Each potential client should have financially and commercially sustainable product or service that will clearly address the market needs on a competitive basis. It should also present a credible cash flow projection, and thus a clear strategy for repayment of the

debt, through profitability or liquidity or any other way of closing the debt within 12 to 24 months. Preference is given to innovative businesses that create new jobs.

As a priority, the Fund is financing innovative business projects (but not limited to) in the ICT, energy efficiency, environmental protection, agriculture, food processing, manufacturing, logistics, etc.

The duration of the projects is from few months up to two years. Funding amounts ranges from 5,000 to 100,000 EUR.

Contact and additional information:

Mr. Lovre Ristevski, Crimson Development Foundation / IFV

Tel: +389 2 3231 561/ E-mail: lovre.ristevski@crimsoncapital.org .

4) Network of Business Angels in Macedonia

Network of Business Angels connects the entrepreneurs who want to start their own business with investors/investments and mentors. Even in the case when entrepreneurs have excellent business plans, banks are requesting collateral which is several times higher than the value of the newly proposed business. Network of business angels is consisted of business leaders who can provide financing, know-how, as well as social capital to the entrepreneurs with innovative ideas.

4.1) CEED Macedonia Business Angels Club

http://ceed-macedonia.org/ceed-club-2/ceed-macedonia-business-angels-club/

CEED Business Angels Club (CEED BA Club) was formed as a sub club from members of CEED Business and Learning Club Gold, in November 2013 and is one of the first clubs of this kind in Macedonia. Since January 2016, CEED Business Angels Club is officially a member of European Business Angel Network (EBAN).

Currently, 16 entrepreneurs are Club members who are willing to invest in business ideas or existing businesses, if they identify potential for growth or innovation.

The first business ideas were presented to the club members in April, 2014.

After three year of existence, CEED Business Angels Club made the first investment in December 2014, second one in May 2015, and the third one in June 2016. At the moment four potential ideas are being reviewed.

4.2) Euro-Macedonian Knowledge Innovation Center (EMKICE)
https://www.linkedin.com/company/emkice

Mission of EMKICE is to improve and promote Macedonian business and innovation culture, especially entrepreneurs, innovators and business angels.

4.3) Macedonian Business Angels Network (MBAN)
https://www.facebook.com/mban.macedonia/

Macedonian Business Angels Network (MBAN) is the first official business angels investment network in Macedonia and member of European Business Angels Network (EBAN).

5) EU funding

Entrepreneurs in Macedonia have access to different EU funded programmes subject to eligibility criteria:

- COSME
- HORIZON 2020
- ERASMUS+
- CIP ECO-INNOVATION
- INTELLIGENT ENERGY EUROPE
- TEN-T
- EUROPE AID
- INTERREG
- ENPI
- LIFE+
- EUROPEAN REGIONAL DEVELOPMENT FUND
- EUROPEAN SOCIAL FUND
- EUROSTARS
- NER 300
- URBACT
- COST ACTIONS
- EIB LOANS
- KICs
- CREATIVE EUROPE
- CONNECTING EUROPE FACILITY
- EUROPEAN AGRICULTURAL FUND FOR RURAL DEVELOPMENT
- INSTRUMENT OF PRE-ACCESSION ASSISTANCE
- EUROPE FOR CITIZENS
- EU PROGRAMME FOR EMPLOYMENT AND SOCIAL INNOVATION

3.9. Existing organizations / stakeholders and successful initiatives/ projects in the South-east planning region in the field of promotion and development of innovation at SMEs

3.9.1. Existing organizations and stakeholders in support of innovation in SMEs

1) Enterprise Europe Network in Macedonia

http://www.een.mk/114/pochetna

Enterprise Europe Network (EEN) is the largest network of contact centers that provide information and advice to companies on EУ issues. Comprised of more than 600 local partner organizations (universities, chambers of commerce, agencies, foundations, associations) in more than 50 countries, the network promotes competitiveness and innovation.

The main mission of the EEH is to help SMEs take advantage of different business opportunities within the EU's single market, developing co-operation in the business, technology or science. The network provides advice to support innovative businesses and access to finance. Also, it is possible to get information on the possibilities for the availability of EU programmes and funding.

EEN in Macedonia is represented through the project consortium, composed of four partners: the University "St. Cyril and Methodius" in Skopje as a coordinator (http://www.een.mk/476/univerzitet-sv-kiril-i-metodij-vo-skopje), the Foundation for Management and Industrial Research (http://www.een.mk/480/fondacija-za-menadzment-i-industrisko-istrazuvanje), the Economic Chamber of Macedonia (http://www.een.mk/481/stopanska-komora-na-makedonija), and the Union of Chambers of Commerce of Macedonia (http://www.chamber.mk/).

EEN Macedonia offers the following portfolio of services:

- Business and cooperation (http://www.een.mk/492/biznis-i-sorabotka)
- Technology and innovation (http://www.een.mk/493/tehnologii-i-inovacii)
- R & D (http://www.een.mk/494/istrazuvanje-i-razvoj)
- Innovation services (http://www.een.mk/495/inovaciski-uslugi)

All services are free of charge and are offered by each partner in the consortium as a one-stop service system.

2) Center for development of the South-East planning region

http://www.rdc.mk/southeastregion/index.php/en/

Center for development of the South-East planning region is the owner of the Regional innovation strategy 2016 – 2020.

Orientation to innovations are embedded in the Vision and the Mission of the South-east planning region.

Vision: By 2019, the South-east region will be an attractive place to live, an engine of the own sustainable development, with satisfied and motivated citizens, recognizable value added products, desired destination with distinctive features and cultural and historical values.

Mission: Sustainable development of the South-east region through optimal use of resources, functional institutions for access to services, investment, innovation and competitiveness to improve working and living conditions in the region.

3) Business center for support and consulting services for SMEs within the Center for development of the South-East planning region

http://www.investinseregion.mk/index.php/en/

The regional Business Centre was established in 2014 within the project "Establishment of Business Center for support and consultative services for SMEs in the South-east planning region" in order to increase competitiveness in the South-east region by supporting SMEs and entrepreneurship.

The Business Center for support and consulting services for SMEs in the South-East region within the Center for development of the South-east planning region aims to help and give support to SMEs for their rapid and dynamic development. By identifying current needs, advocacy, informing and networking, the Business Centre contributes towards strengthening the capacities of the SMEs in the region which creates a climate for development of sustainable and profitable businesses. The scope of work of the Business Centre for support and consulting services for SMEs in the South-east planning region consists of:

- Conducting trainings for capacity building of micro, small and medium size companies
- Organization of advisory, informational and promotional events for the private sector Informing the companies in the region for available open calls and funding opportunities
- Preparation of analysis
- Facilitating partnerships
- Support for participation in fairs and events

Functions:

- Communication with all stakeholders and support them in the preparation of project applications;
- Submission of information and active calls of interest to stakeholders;
- Provision of advisory services to the private sector ;
- Maintenance of advisory and promotional events specialized for the private sector;
- Development of a central database that will contain information on the private sector, institutions and other stakeholders of the South-east region.

Target groups of the project:

- Municipalities in the South-east planning region;
- Potential foreign and domestic investors;
- SMEs;
- Traders / economic operators in the region;
- Regional Chambers (Regional Craftsmen's Chamber and Regional Chambers of Commerce);
- Local civil society organisations and foundations.

The Business Center implements innovative projects for the benefit of the stakeholders in the South-east region.

3.9.2. Initiatives/projects/best practices in the field of innovation in SMEs

1) New Man's Business Accelerator

http://www.newmansba.com/

New Man's Business Accelerator provides support to:

- Young and hardworking talents to build career superpowers and become strong and independent owners of their future,
- Inspiring experts and mentors willing to maximize the potential of their mentees and to grow exceptional individuals,
- Dedicated and passionate entrepreneurs to flourish and build products that can change industry dynamics,
- Successful local companies bold enough to tackle global markets and inspire others to follow.

2) SEEUTechPark

http://techpark.seeu.edu.mk/en/incubator/current-tenants

SEEUTechPark is a technology park located at South East European University (SEEU) campus in Tetovo, Macedonia. It was opened in May, 2013 by the Board of SEEU in order to create conditions to stimulate the creation of new start-up companies, creating a synergy between the companies and encourage the growth of existing SMEs which in the long term provides new job opportunities.

3) Euro Macedonian Knowledge Innovation Center (EMKICE)

http://www.emkice.com/

The Euro Macedonian Knowledge Innovation Center (EMKICE) is non-for-profit organization with goal to support and accelerate the process in which industry engages in economic development and innovation, using best practice, knowledge sharing and education for (re)placement of new products and services on the EU market.

EMKICE has three main objectives:

1. To encourage and support Innovation and commercialization of innovations (inventions), the development of new products and services, through entrepreneurial approach and innovative technology (by legal or natural person and gender equality protecting their IPR);

2. To support access to finance process, for innovation, applied research, technological development (I + R + T + D) from available EU funds and business angels investors;

3. To support national, regional and transnational cooperation and knowledge shearing. Learning new skills for creative entrepreneurship, leading innovation and change, especially among youth and young people.

It also hosts Macedonian Business Angels Network (MBAN) which is the first official Business Angel Investment Network in Macedonia and member of European Business Angels Network (EBAN).

4) Inovativnost.mk

http://www.inovativnost.mk/category/makedonija/startapscena/

Inovativnost.mk is a web portal which has its separate section that provides information and news with regards to start-ups in Macedonia ("Start-up scene").

5) CEED Macedonia – CEED Hub Skopje accelerator and co-working space

http://ceed-macedonia.org/ceed-hub-skopje/

CEED Hub Skopje accelerator and co-working space, is a place which provides access to innovative and inspiring work environment for entrepreneurs and companies at an early stage, freelancers and individuals who want to start their own business.

CEED Hub Skopje offers desktop - desk, internet access and a meeting room, access to information, access to knowledge, access to potential partners, customers and markets - through B2B and networking events, access to finance – enables presentation to the Club of business angels CEED Macedonia and supports professionals for innovation and creative thinking – provides advice from consultants for innovation and business management.

6) YES Foundation (ПСМ Фондација)

http://www.yes.org.mk/Default.aspx?r=6&l=63&c=22

Foundation "Youth Entrepreneurial Service" (in Macedonian language Фондација „Претприемачки Сервис за Млади (ПСМ)") with the main component business incubator to support micro, small and medium enterprises (MSMEs) in the field of Information and Communication Technologies (ICT) through the process of business incubation which allows access to services designed to accelerate their growth and development.

Members of the incubator benefit from the following services:

- Subsidised rates for business office space
- The right to use the meeting room, computer lab, rooms for presentations and training
- Advice in everyday operations,
- Trainings for strengthening the capacities of doing business,
- Mentoring by domestic and international top experts, entrepreneurs and consultants,
- Promotion,
- Mediation/ facilitation of contacts with institutions that provide funding
- Connecting with customers,
- Organizing events for networking and internationalization.

7) Association for Development of New Options (ARNO)

http://www.arno.org.mk

Association for Development of New Options (ARNO) is an organization established with special mission of development and implementation of social innovation and promotion of new options and

contemporary technological approaches for society change. At the moment it functions as a hybrid organization (Civil Society Organization with economic activities). Once there is a legal framework for Social Entrepreneurship in Macedonia, the plan is to be officially registered as a Social Enterprise.

7.1) Project "Coolinari 2.0"

Coolinari 2.0 is a follow-up of the project "Professional youth cuisine – new technologies for social business" designed to reflect the highest social and entreprenurial values. As part of this initiative, which is the first one of its kind in Macedonia, it is foreseen that ARNO, as an initiator and implementer of the project idea, in collaboration with the Secondary School for catering "Lazar Tanev" organize cooking lessons with top chefs from Macedonia which are then offered in the market at market prices.

7.2) Project "Philanthropy for green ideas"

"Philanthropy for green ideas" is an annual competition which supports the development of small, local and sustainable business ideas in Albania, Kosovo, Macedonia, Montenegro and Serbia. The term "green ideas" refers to ideas that contribute to the environment, using resources from the local community and contributing to sustainable development (integration of local, economic, social and environmental needs and priorities of communities).

8) Seavus Group

8.1) Seavus Incubator

http://www.seavusincubator.com/

Seavus Incubator is a multi-functional work space committed to supporting entrepreneurs, artists and media. We mentor ideas, and provide infrastructure and resources for the start-ups of the future.

- **Dot.up technology** – Incubation program that supports startups in the area of IoT, gaming, software and technology development and support.
- **Dot.up creative** – support of the creative industries and individuals working in areas such as graphic design, industrial design, 2D&3D animation.
- **Dot.up media** – designed to ensure support in the efforts to encourage and simulate investigative journalism, and free and independent media. It will strongly encourage and support debate and encompass

8.2) Seavus Education & Development Center (SEDC)

http://www.sedc.mk/academy/prestart-up-and-entrepreneurship/

SEDC is a private company established in September 2010 under the umbrella of the Seavus Group.

SEDC Offers post academy specialization programme which includes lectures and speed mentoring:

- Vision and ideas, team development
- Business model generation
- Research and customer development, Branding and marketing, Product and user experience design, Competitive Benchmarking of the features
- Sales and Growth hacking
- Finances and Raising Capital
- Developer Problems and Coding
- Basics of Crafting a compelling pitch and company

- Graduation – Watch what you wish for

Total curricula of 100 hours of lectures and speed mentoring sessions where the mentors with the expertise on the subject answer questions and the teams present their idea, progress and thoughts from the "teacher" session.

8.3) SEDC Business Simulator

https://www.facebook.com/SEDC-Business-Simulator-502055543301658/

SEDC Business Simulator is a unique model for advanced practical professional training of students in a special training programme through their direct placement of concrete position - role in simulated business process under the supervision of the IT company.

9) I-lab.mk

http://i-lab.mk/index.php/mk/

i-Lab.mk is an innovation center within the Knowledge Center, established in 2015 under the auspices of the Central European Initiative (CEI) and KEP Austria 2014.

One of the services offered is Start-up catalyst which provides assistance to start-ups, spin-off, SMEs and other organizations in the commercialization of their ideas and strengthen their businesses through:

- Guidance, support and advice;
- Access to finance; and
- Providing other necessary resources.

10) CEFE Macedonia

CEFE Macedonia is an organization founded in 2008 in Skopje, Macedonia and we work mainly with youth and organizations for promoting and raising entrepreneurship and self-employability skills. The mission of CEFE Macedonia is to improve entrepreneurial performance of economic actors by stimulating entrepreneurship and business development skills. We believe and work towards building entrepreneurial society and teach people to be innovators and entrepreneurs. Our main standards in work are proficiency and professionalism in everything we are doing. Our main activities are trainings, consultancy and workshops.

CEFE works according to the CEFE methodology that stands for Competency based Economies through Formation of Entrepreneurs and represents an accumulation of instruments for entrepreneurship training combined with active and dynamic approach to work and methods of empirical learning in order to develop and improve managerial and individual skills. So far, this methodology has proved as successful approach in promotion of development of small and medium enterprises, new jobs, generating revenue and economic growth.

Goals: The main goals of CEFE Macedonia are the following:

- to organize trainings and workshops in the field of entrepreneurship, raising the awareness of the importance of the self-employability;
- to offer business knowledge for start-ups and expansion of already existing companies;

- to facilitate, coordinate and implement projects in sustainable economic development;
- to collect and disseminate the comprehensive knowledge for the CEFE methodology;
- to enable constant development of CEFE tools;
- to encourage regional and international economic cooperation and exchange.

CEFE Macedonia:

- Provides support to those who want to start a business or develop the already existing though organization of business trainings according to the CEFE methodology and offering expert advices; and
- Cooperates with organizations for support of entrepreneurship in order to motivate them to create favorable environment for entrepreneurship development.

Vision of the CEFE Macedonia is the organization to become well-established institution that will provide professional services for office work and incubation of the business environment in the region.

Membership: CEFE Macedonia is part of the global CEFE network of organization working in nearly 140 countries in the world which is coordinated by CEFE International Germany.

CEFE conducts trainings on the topic "Innovative and unusual models of financing SMEs) that include: crowdfunding, business angels, accelerators, innovation funds, EU funds, bilateral funds, venture capital, etc.

http://cefe.mk/%D0%B8%D0%BD%D0%BE%D0%B2%D0%B0%D1%82%D0%B8%D0%B2%D0%BD%D0%B8-%D0%B8-%D0%BD%D0%B5%D1%81%D0%B5%D0%BA%D0%BE%D1%98%D0%B4%D0%BD%D0%B5%D0%B2%D0%BD%D0%B8-%D0%BC%D0%BE%D0%B4%D0%B5%D0%BB%D0%B8-%D0%BD%D0%B0/

11) Foundation for SME development – Strumica

http://www.rcsr.org.mk/index.html

11.1) Project "Network for creative entrepreneurship"

Foundation for SME development – Strumica implements the project "Network for creative entrepreneurship" in partnership with the Business Incubator – Centre for entrepreneurship support Gotse Delchev in the frame of INTERREG – IPA CBC Programme Bulgaria – Macedonia.

3.10. SWOT Analysis of the innovation environment in the South-east planning region in the Republic of Macedonia

SWOT analysis – Youth entrepreneurship in Macedonia

Strengths	Weaknesses
• Geostrategic position - border region (next to two EU Member States) • Existence of natural resources, geothermal resources and protected areas • Highly qualified professional staff • Existence of core industries in the region • A favorable trend of GDP growth • The largest and most famous region for production of agricultural products • A large number of active business entities and NGOs	• Lack of developed innovation / entrepreneurial infrastructure • Poor competitiveness of existing enterprises • A small number of products with high added value • Mismatch between the work force and the needs of the labour market • Insufficient capacity to implement EU-funded projects • Insufficient information to companies about the existence and use of programmes to increase the innovativeness as well as support for innovative projects. • Inexistence of appropriate subsidy measures for companies to be used for external competencies and resources. • Underdeveloped private capital that would be available for financing of innovative projects and fast-growing SMEs as well as enterprises with high growth potential
Opportunities	**Threats**
• Promotion and attracting investments in the industrial zones • Establishment of a technology park and business incubator in the region • Strengthening of the human capital in the region • Increased demand for food at global level • Availability and possibility of using EU funds and other international funds	• Small amounts of funds allocated at the national level to improve the infrastructure in the region • Decreasing purchasing power of the population • Impact of climate change on agriculture • Migration of professional staff

Source: Regional innovation strategy, Centre for development of the South-east planning region 2016 - 2020, September 2016.

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4. Results of the research process in Bulgaria and Macedonia

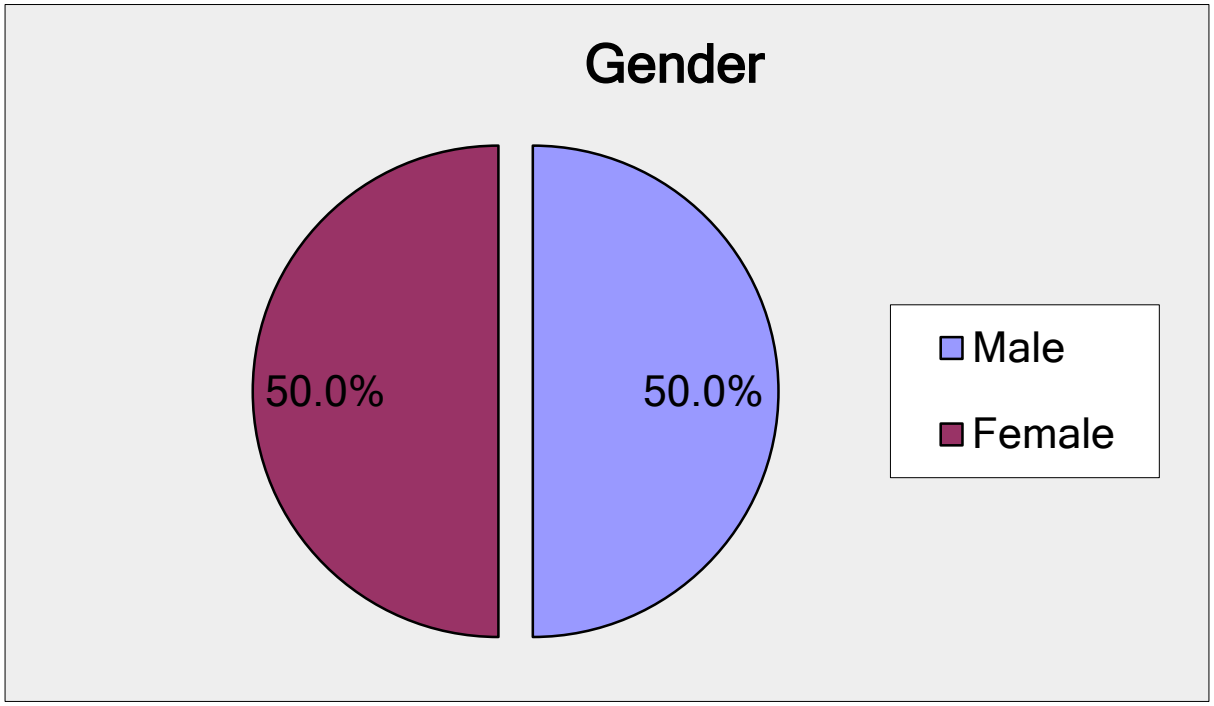
4.1. Quantitative on-line survey

The total number of respondents who answered the questionnaire is 34. The number of respondents who answered all questions is 27, while in some cases the answers of 7 respondents are missing.

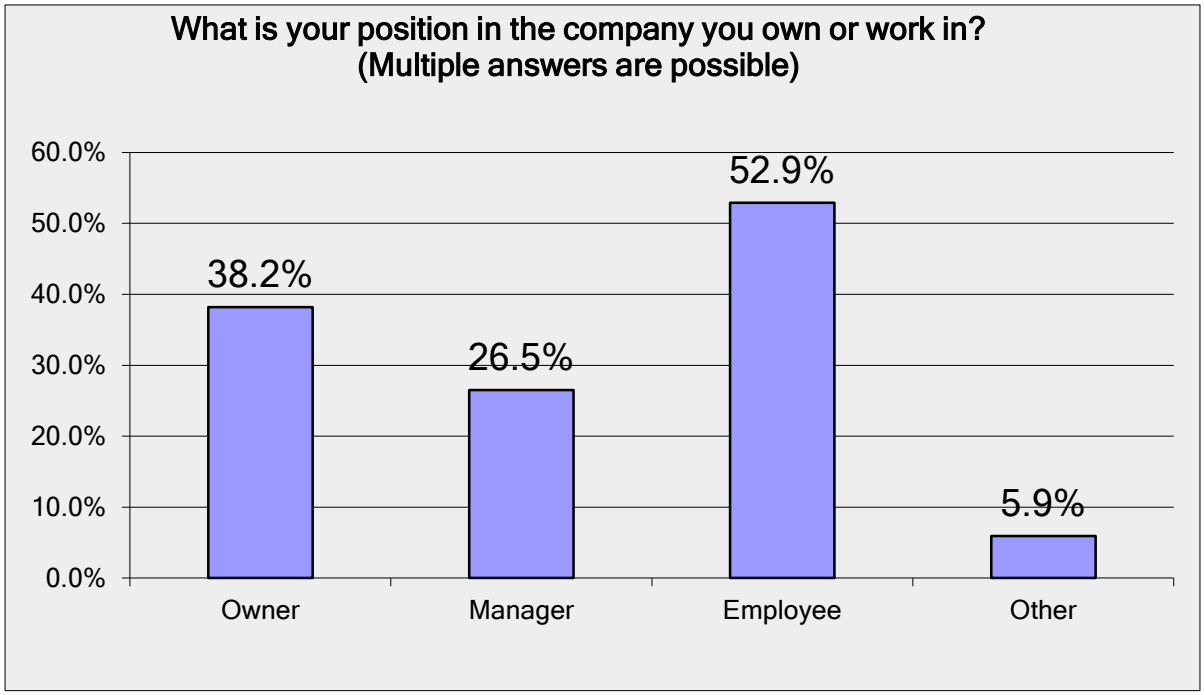
The profile of an average respondent is:

- Во 58,8% од претпријатијата доминираат вработени со средно образование, а во 38,2% со високо образование
- An equal number of men and women participated in the survey;
- 53% of the respondents are employed in a company, while 38.2% are owners of a company, and 26.5% are managers (where multiple responses were possible);
- 47.1% of the respondents are aged 35-44 years, and 38.2% belong to the age group 25-34 years;
- 61.8% of surveyed companies are located in Strumica, 17.6% in Gevgelija and 8.8% in Vasilevo;
- 20.6% of the companies operate in each of the following three sectors: C - Manufacturing; J - Information and communications; and S - Other service activities;
- The most of the companies 61.8% are of micro size (with 0-9 employees) and 29.4% are small (with 10 - 49 employees);
- 58.8% of companies predominantly have employees with secondary education and 38.2% have higher education.

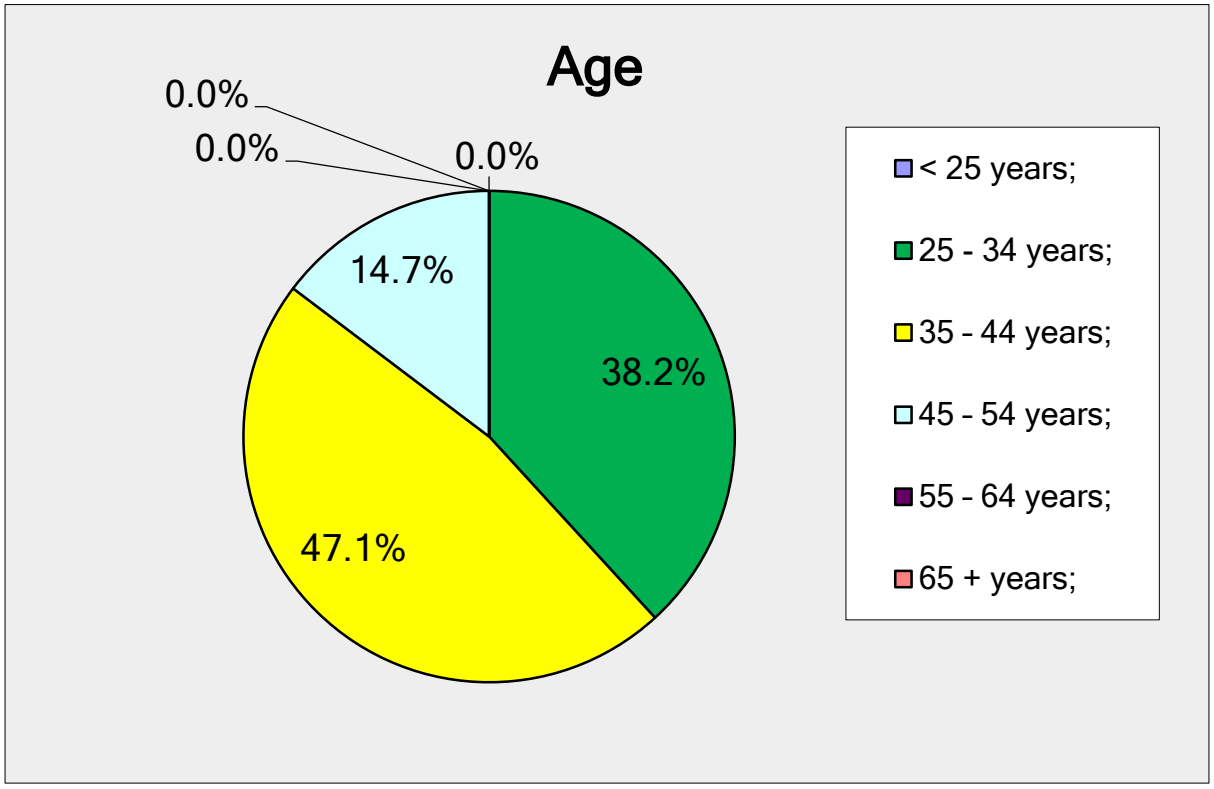
1. Gender of the respondents, n = 34



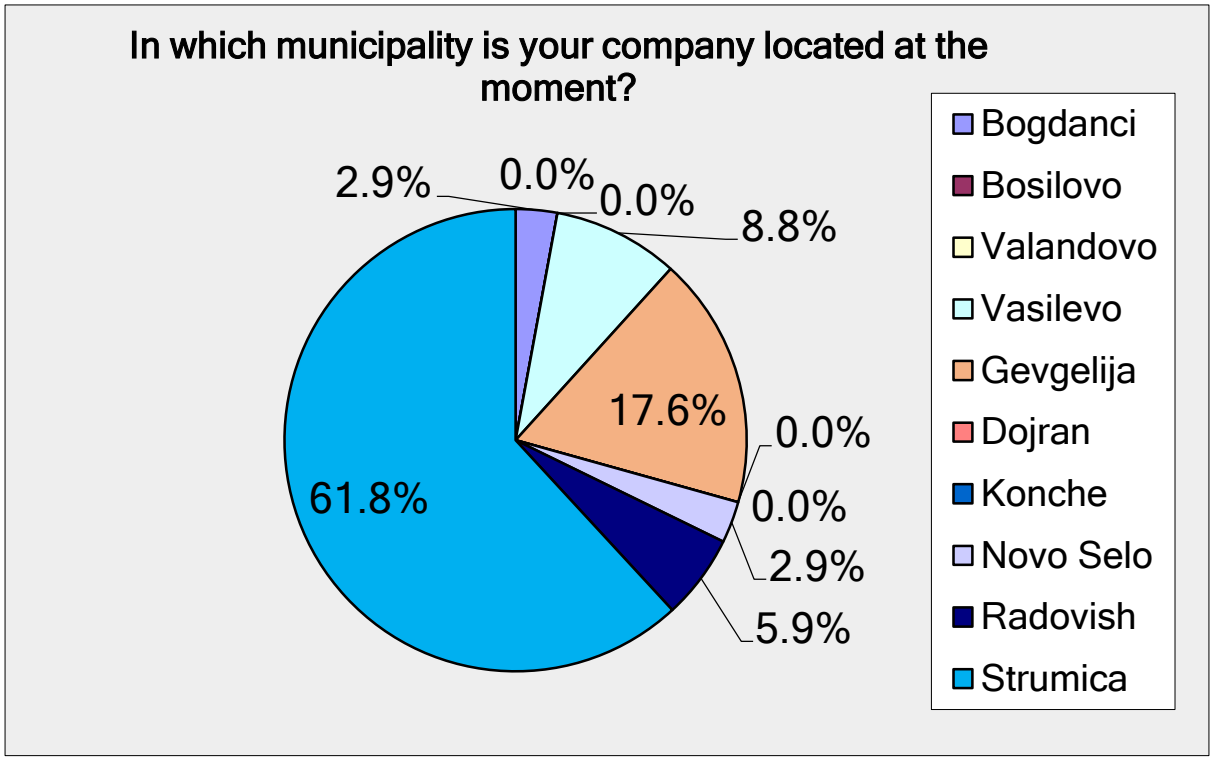
2. Position of the respondents in the company, n = 34



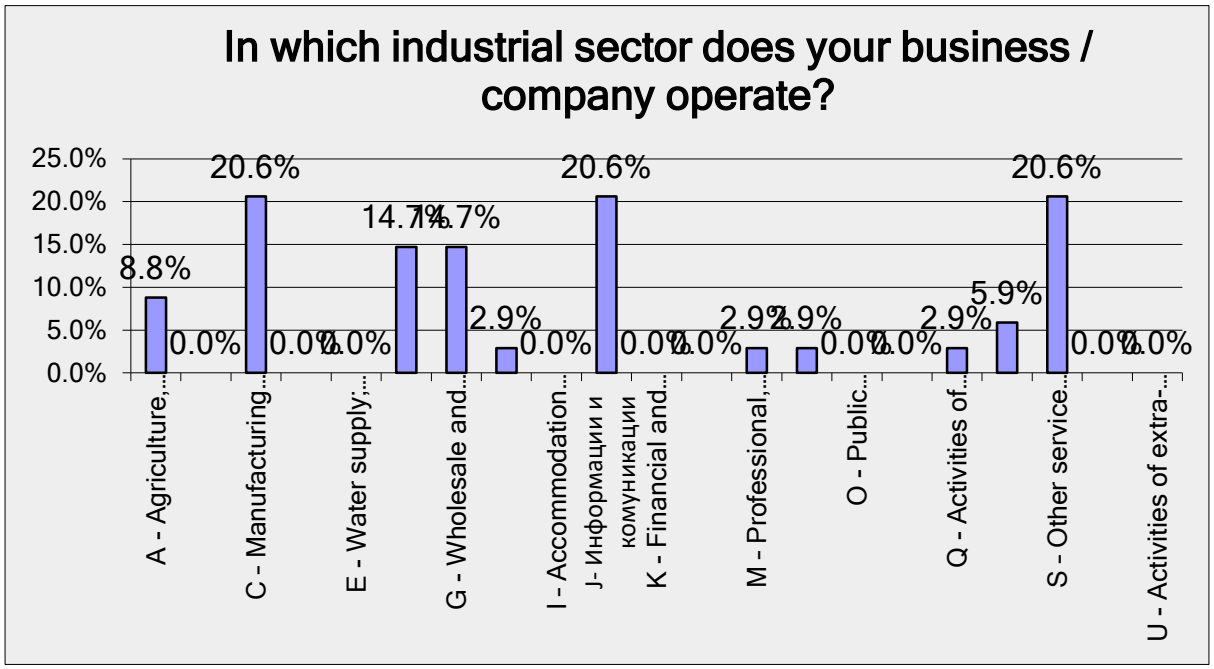
3. Age of the respondents, n = 34



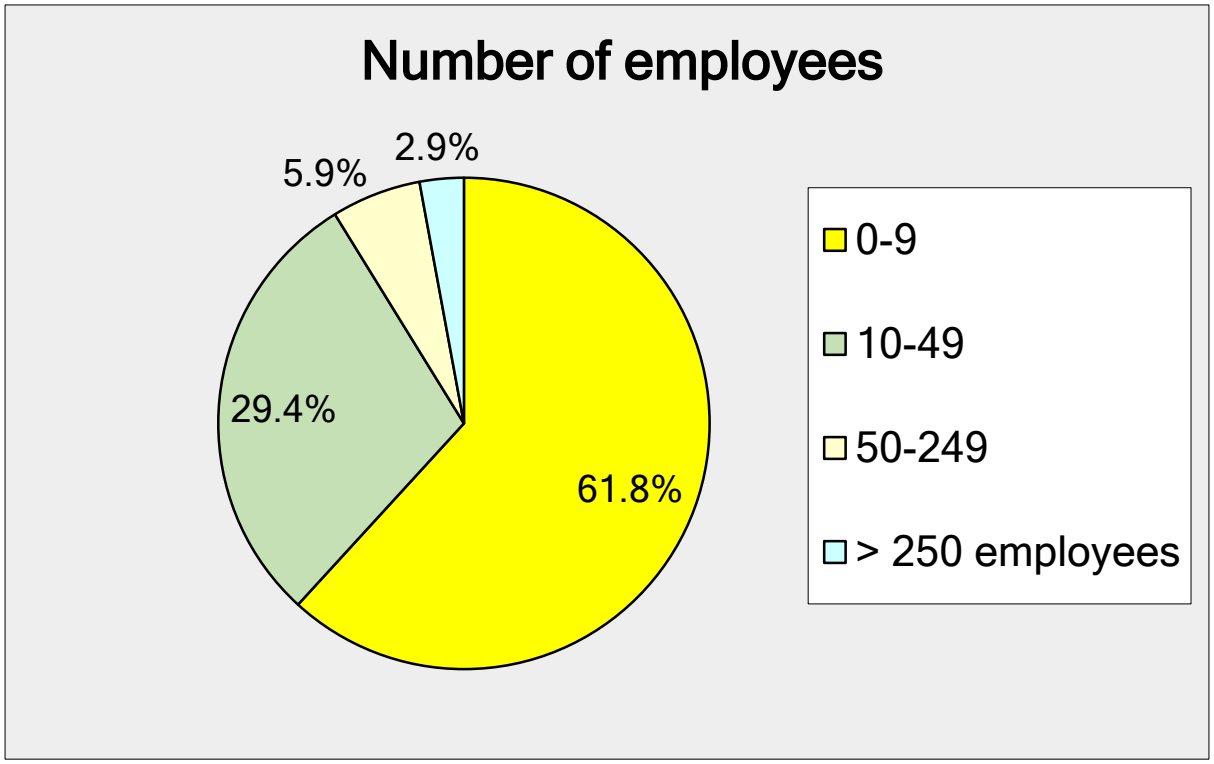
4. Location of the company, n = 34



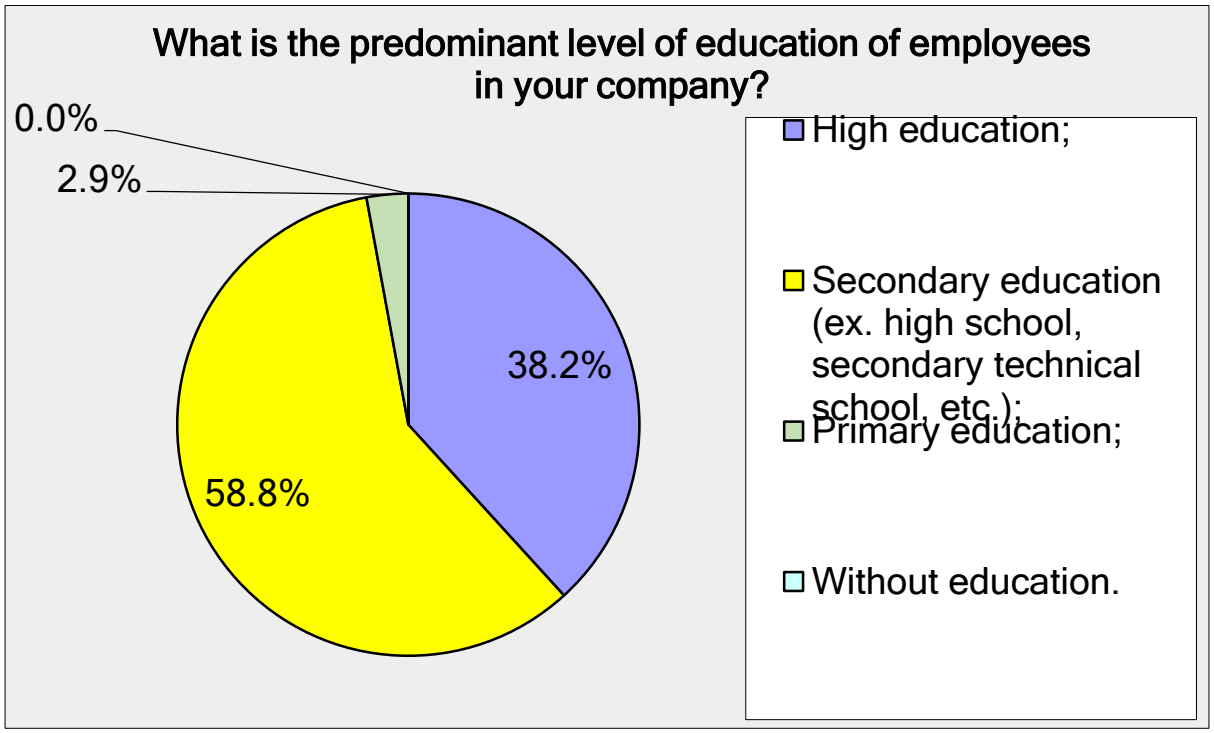
5. Sector in which the company operates, n = 34



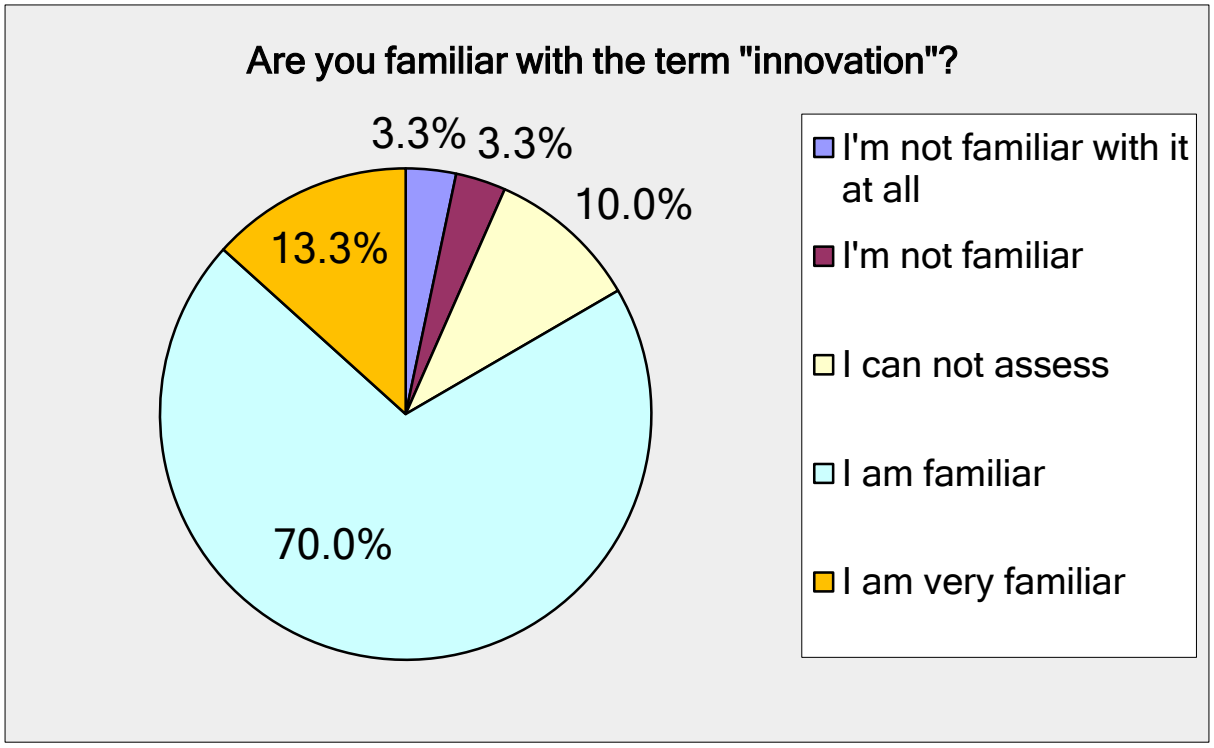
6. Number of employees, n = 34



7. Predominant level of education of employees in the company, n = 34

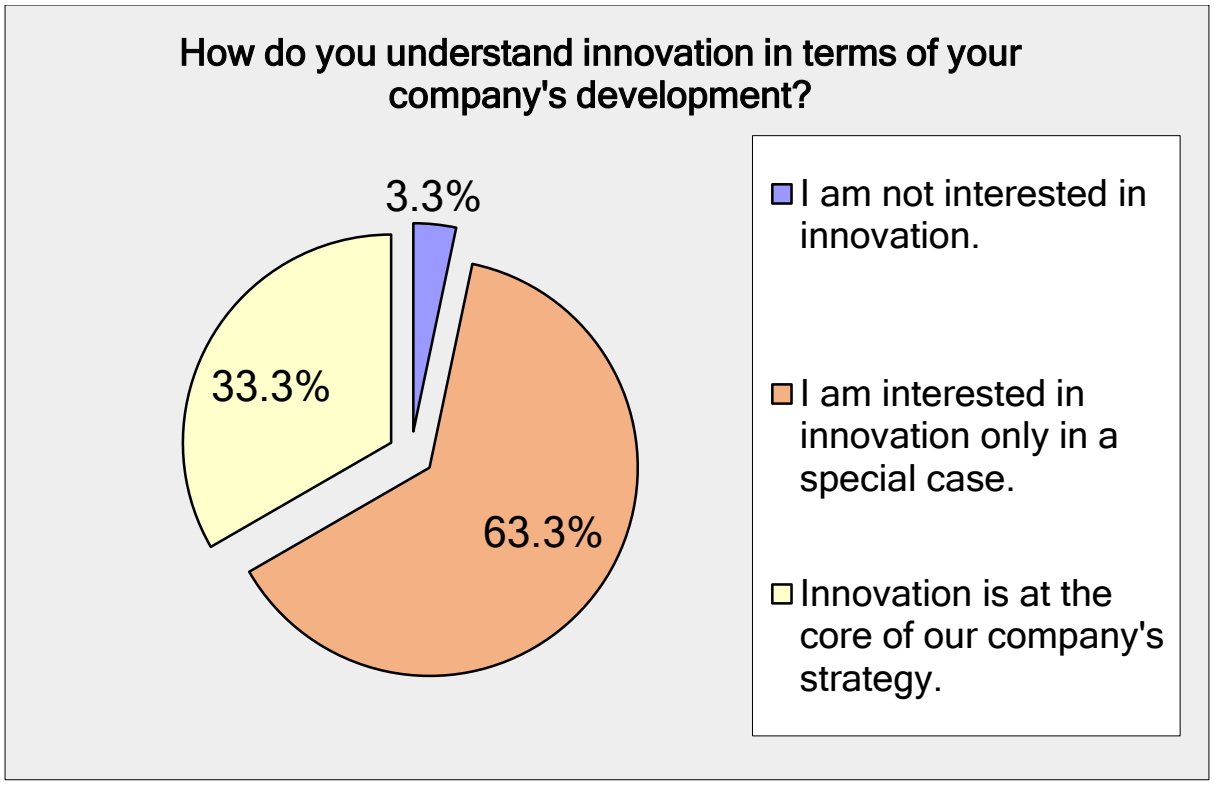


8. Familiarity of the term “Innovation”, n = 30/34



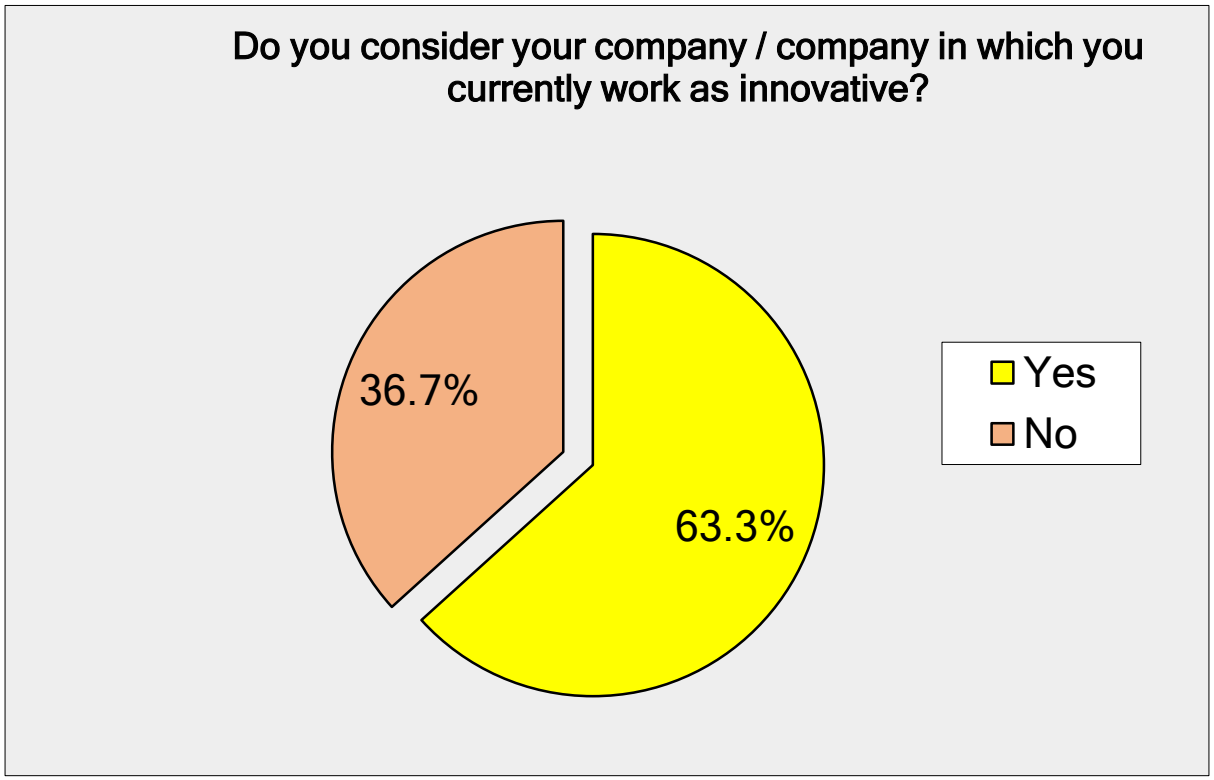
Exactly 70% of the respondents are familiar, while 13.3% are very well acquainted, which speaks about the high level of familiarity with the term "innovation".

9. "Innovation" in terms of company’s development, n = 30/34



When asked "How do you understand innovation in terms of development of your company?", 63.3% of the respondents answered that they are interested in innovation only in a special case, and one third of the respondents answered that innovation is at the core of their company's strategy .

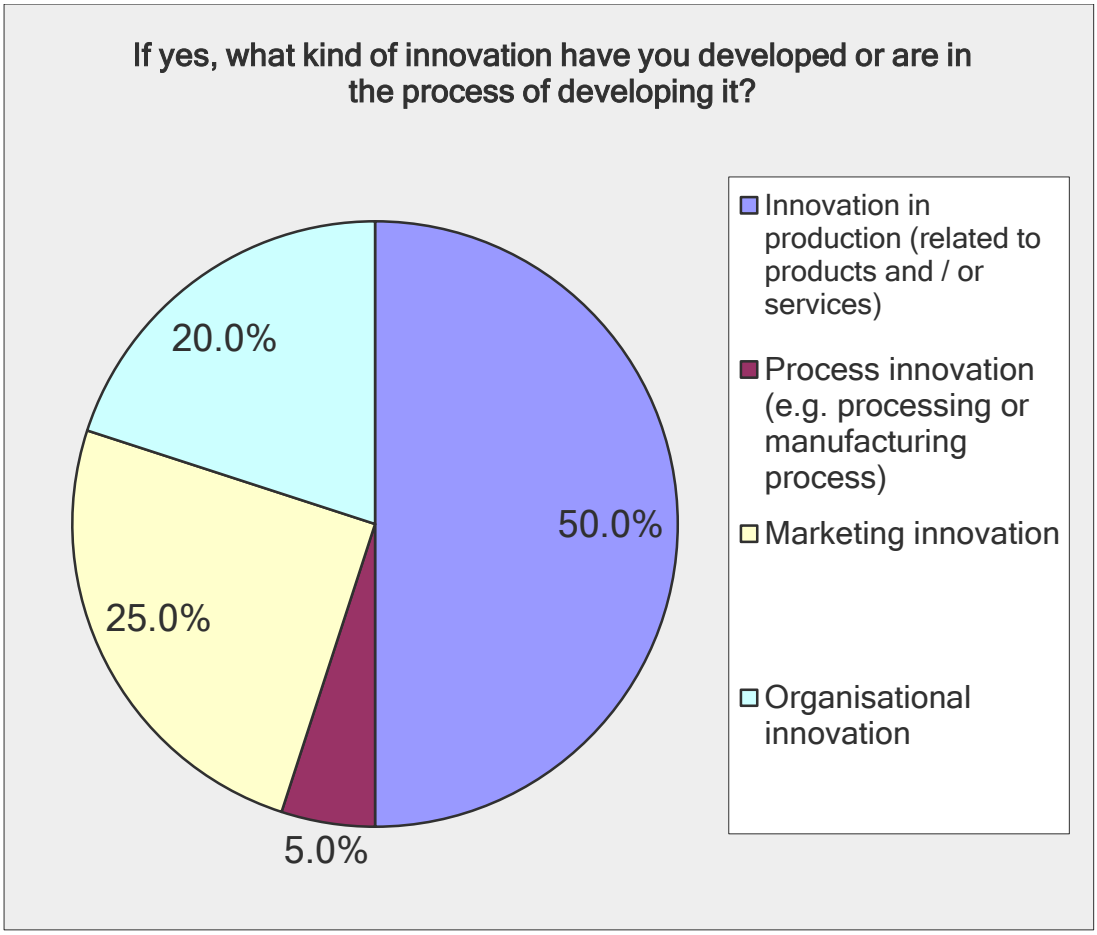
10. Innovativeness of the company, n = 30/34



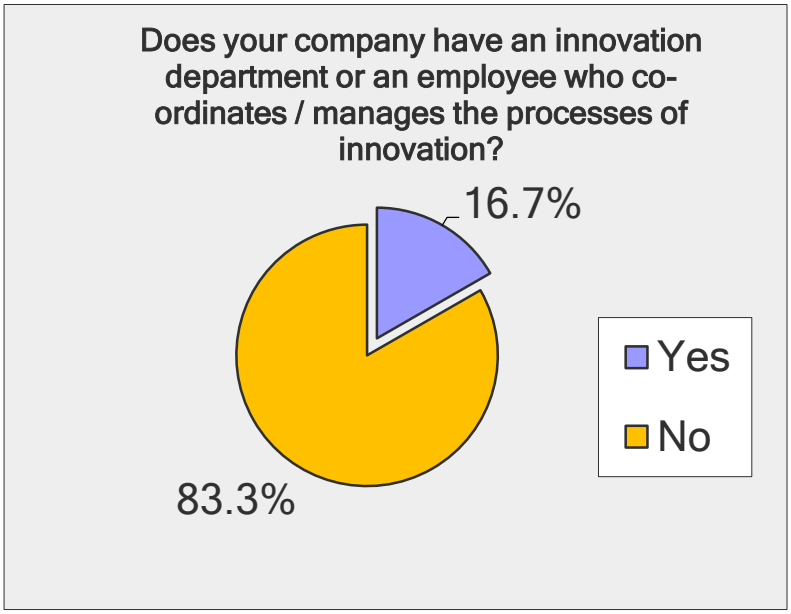
Slightly less than two-thirds of the respondents (63.3%) answered that they consider their company as innovative, while 36.7% of the respondents believe that their company is not innovative.

11. Type of innovation, n = 20/34

In companies which stated that are innovative, 55% of innovations refer to production (related to products and services) and manufacturing processes, and 45% are non-technological innovations, of which 25% are marketing and 20% are organizational innovations.

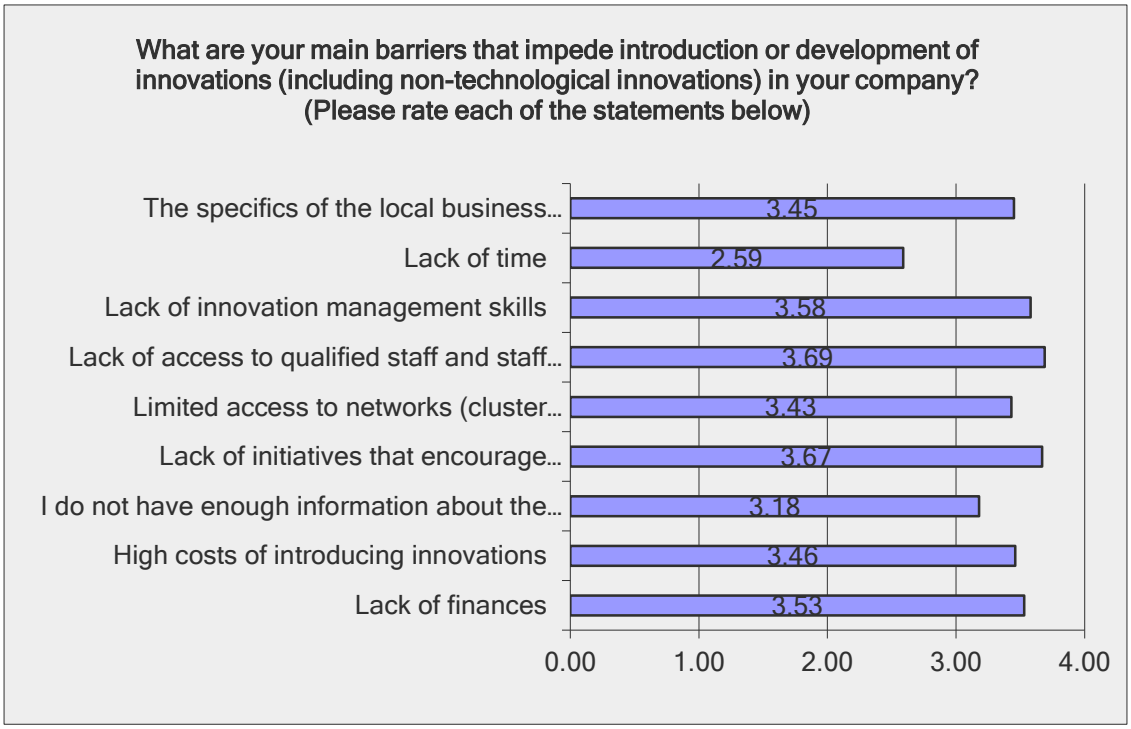


12. Department/ employee responsible for innovations, n = 30/34



Only 16.7% of the companies that participated in the survey have their own innovation department or employee who coordinates / manages the processes of innovation.

13. Main barriers to introducing / developing innovations, n = 30/34



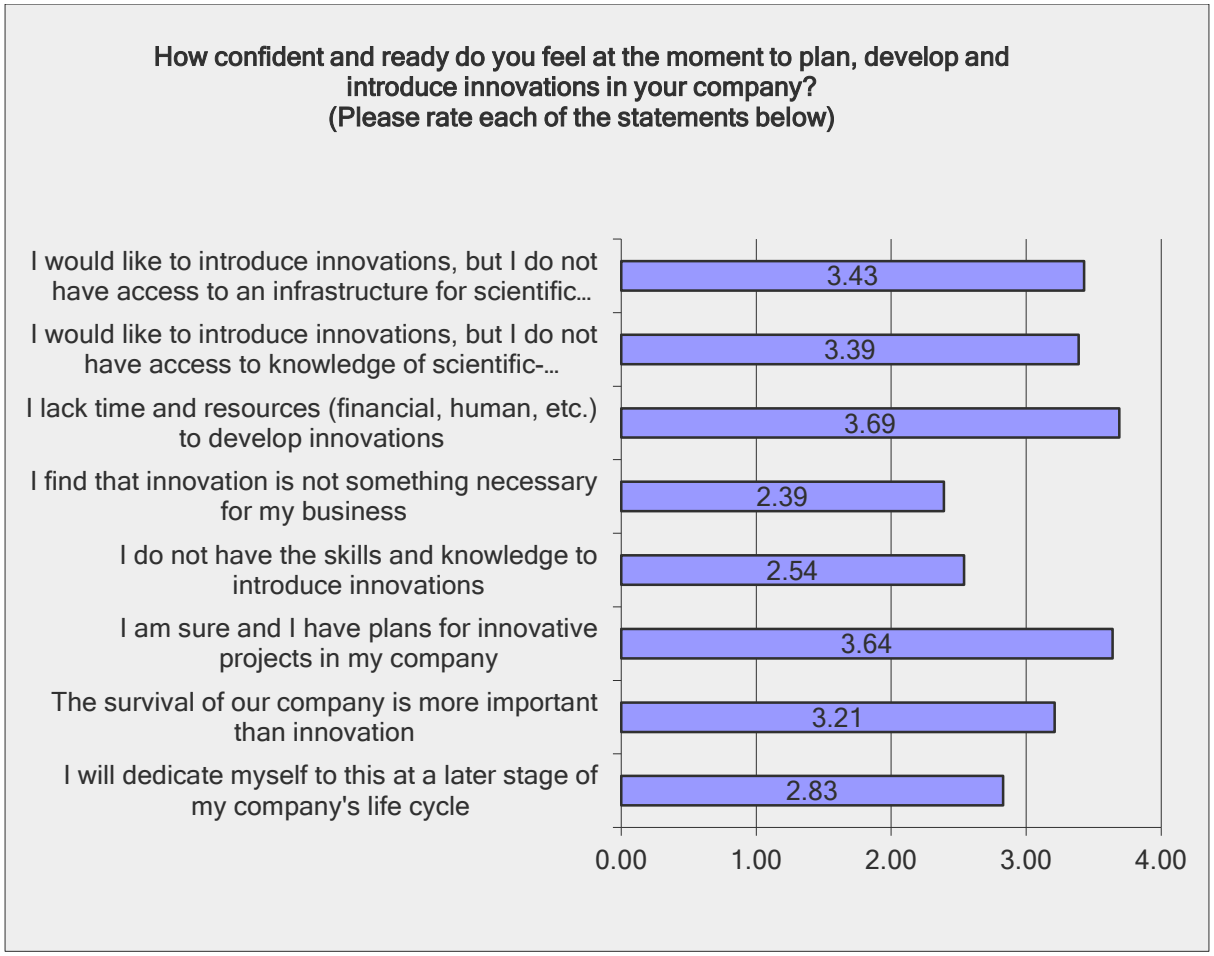
The five major barriers to introducing or developing innovations (including non-technological innovations) in companies are:

- Lack of access to qualified staff and staff with creative skills (3.69)
- Lack of initiatives that encourage cooperation / networking between different stakeholders participating in the innovation process (3.67)
- Lack of innovation management skills (3.58)
- Lack of finances (3.53) and
- The high cost of introducing innovations (3.46).

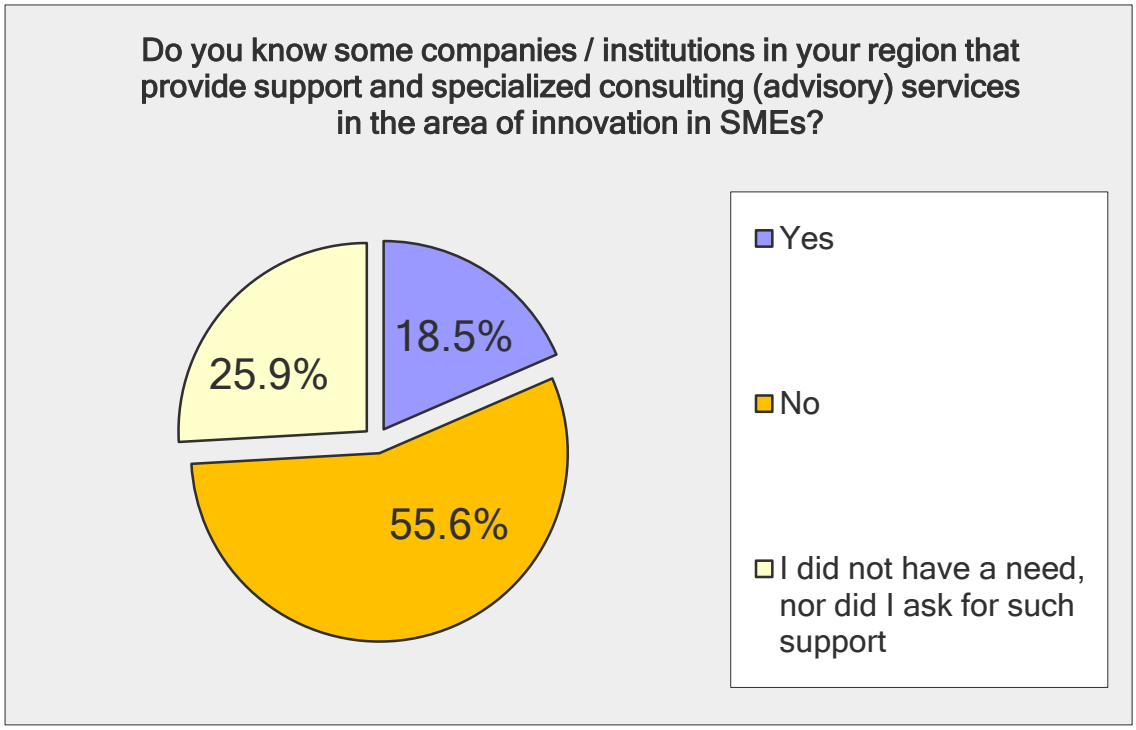
14. Confidence/ readiness for planning / development / introduction / development of innovations, n = 30/34

Regarding the confidence/ readiness of the company for planning / development / introduction of innovations, the following answers have the highest marks on the part of the respondents:

- I lack time and resources (financial, human, etc.) to develop innovation (3.69)
- I am sure and have plans for innovative projects in my company (3.64)
- I would like to introduce innovations, but I do not have access to infrastructure for scientific research (for example laboratories) with a score of 3.43.


How confident and ready do you feel at the moment to plan, develop and introduce innovations in your company?
(Please rate each of the statements below)
I would like to introduce innovations, but I do not have access to an infrastructure for scientific...
I would like to introduce innovations, but I do not have access to knowledge of scientific-...
I lack time and resources (financial, human, etc.) to develop innovations
I find that innovation is not something necessary for my business
I do not have the skills and knowledge to introduce innovations
I am sure and I have plans for innovative projects in my company
The survival of our company is more important than innovation
I will dedicate myself to this at a later stage of my company's life cycle
3.43
3.39
3.69
2.39
2.54
3.64
3.21
2.83
0.00
1.00
2.00
3.00
4.00

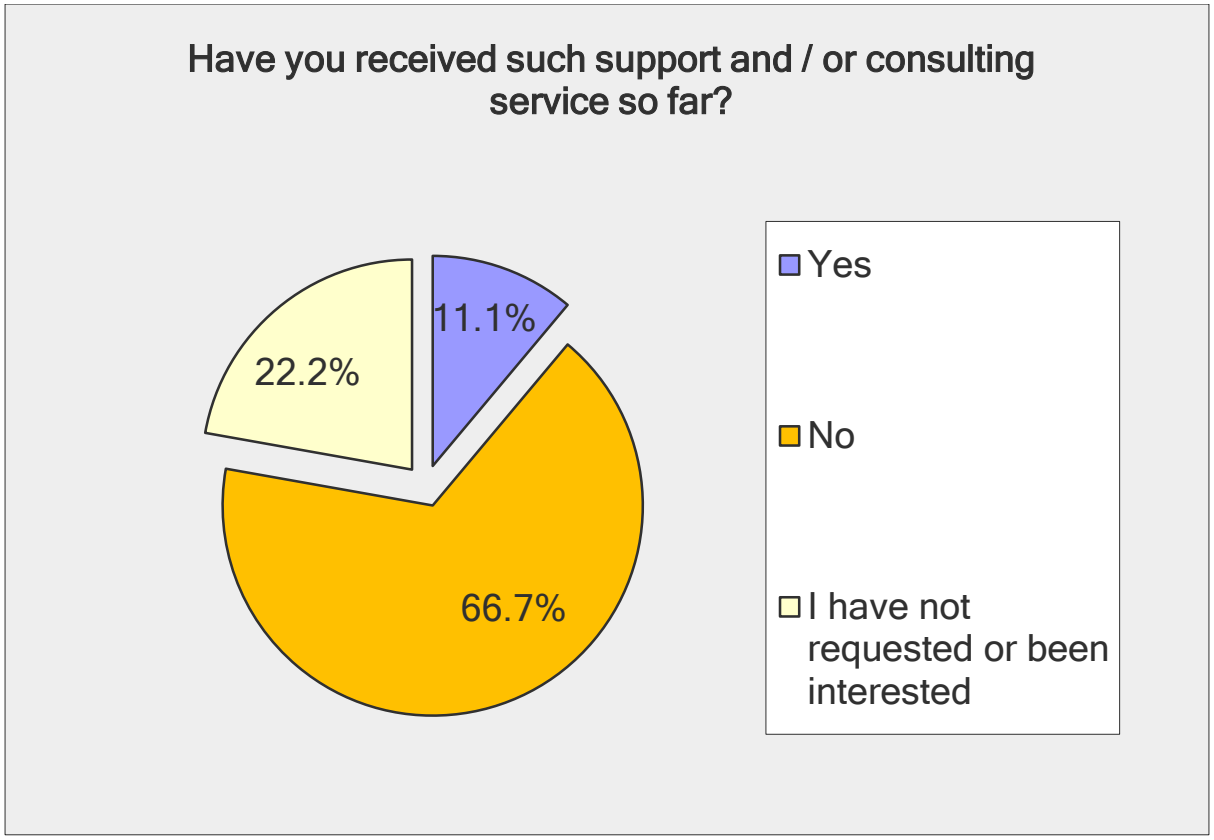
15. Knowledge of institutions that support innovations in SMEs, n = 27/34



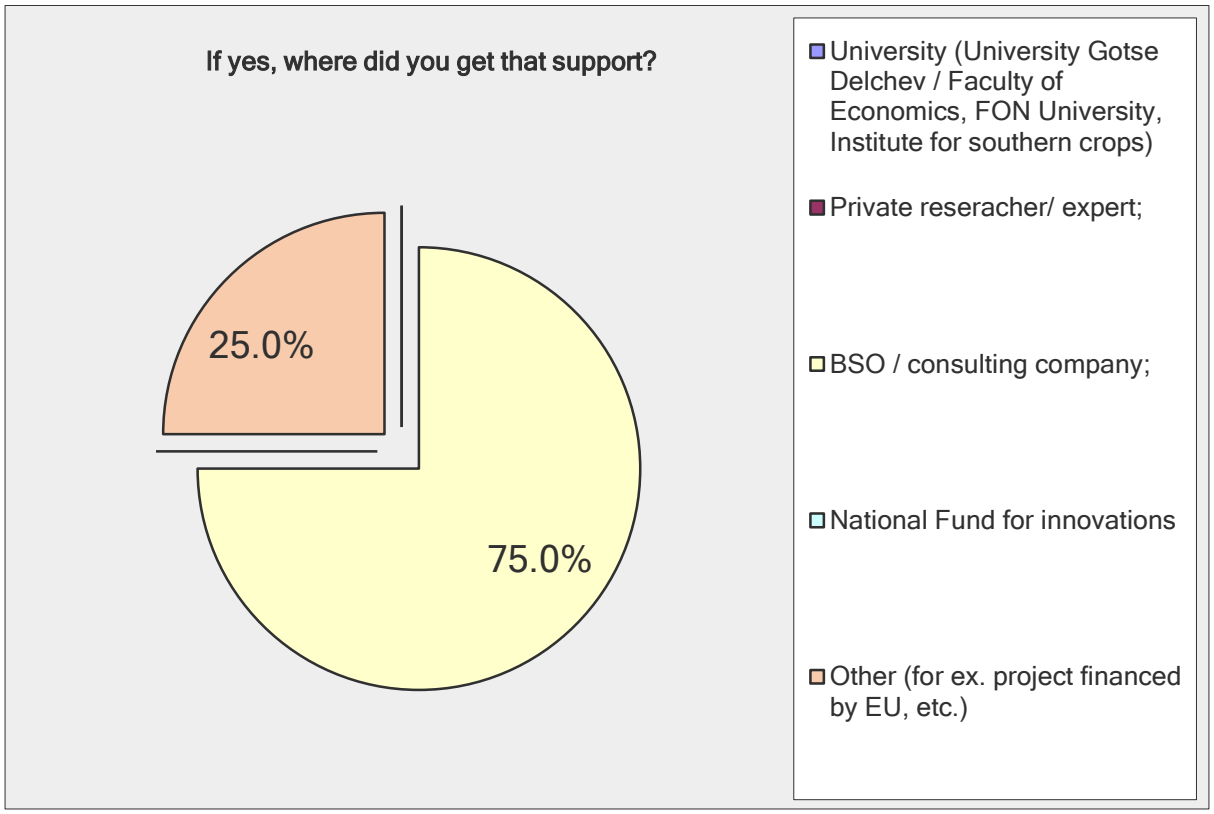
About 55.6% of the respondents do not know the companies / institutions in the South-east planning region that provide support and specialized consulting (advisory) services to SMEs in the field of innovation, while almost 26% did not even need such support. Only 18.5% of the respondents confirmed that they have such knowledge, which is quite small number and indicates the need to promote enterprises / institutions offering such services in the South-east region.

16. Previously received support and / or consulting services, n = 27/34

The results are similar when it comes to previously received support and / or consulting services in the field of innovation. Approximately 2/3 of the respondents have not yet received support and / or consulting services in the field of innovation, and an additional 22.2% have not yet asked for or were not interested in this type of service.

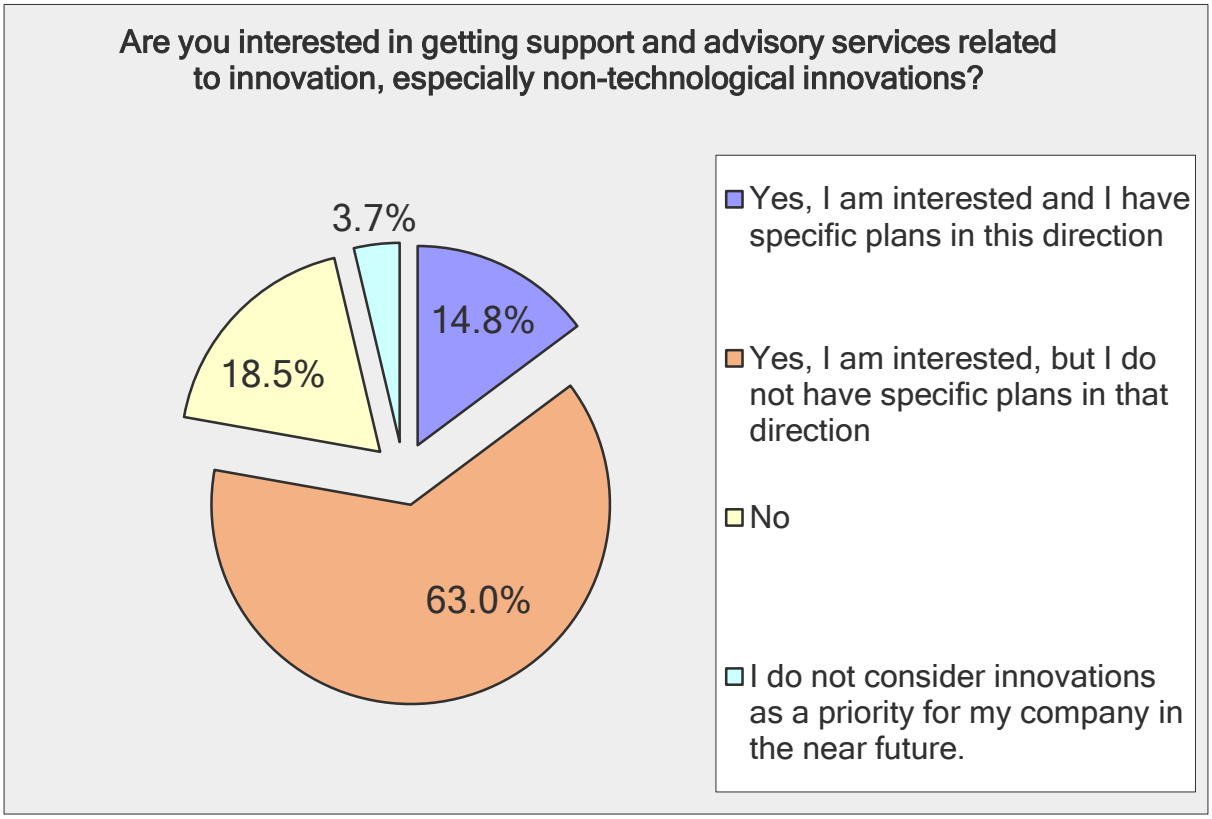


17. Support / service provider, n = 4/34



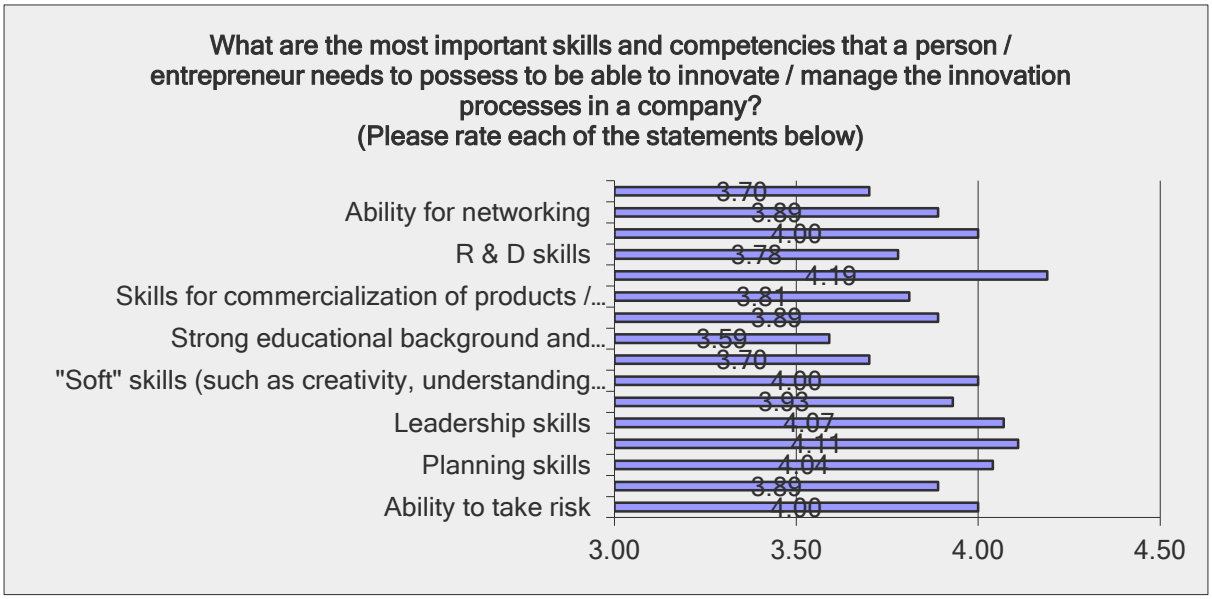
From those enterprises that have received such a service in the previous period, in total 4, 3 of them received support from BSOs and consulting companies, and 1 from other organizations (an EU funded project).

18. Interest in getting support, n = 27/34



Most of the companies are interested in obtaining support and advisory services related to innovation, especially non-technological innovations (77.8% in total), but most of them (63%) do not have specific plans in that direction, and only 14.8% have specific plans.

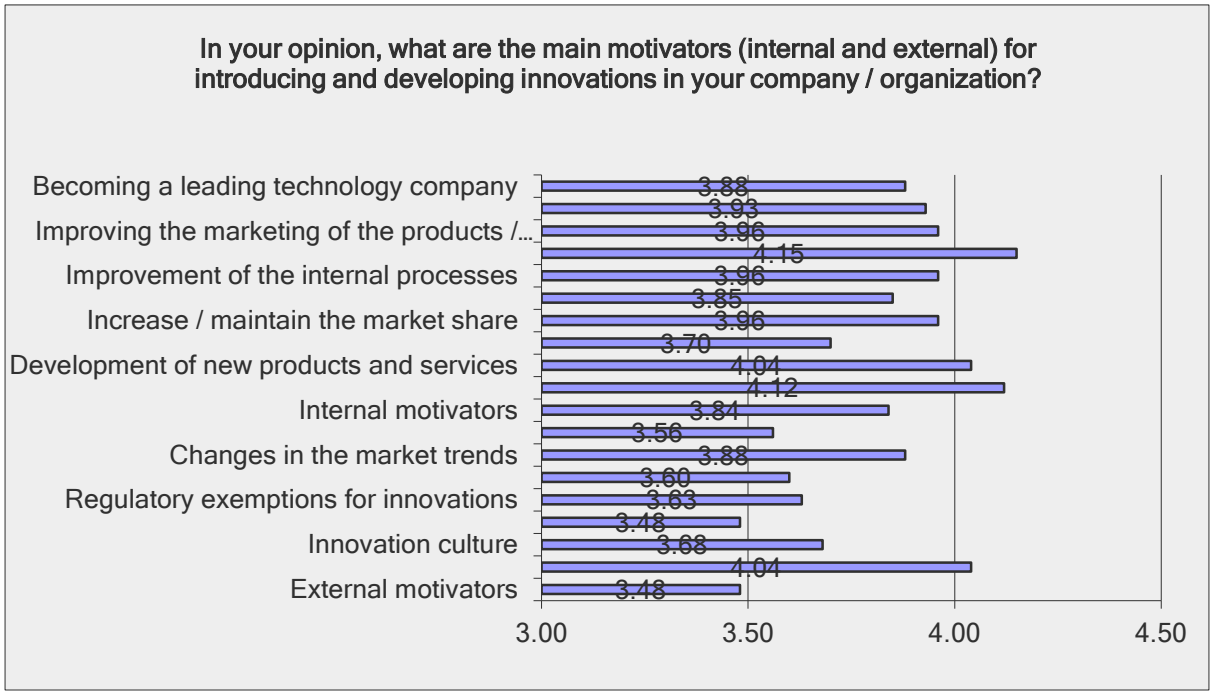
19. The most important skills and competences, n = 27/34



According the respondents, the most important skills and competences one person / entrepreneur needs to possess in order to develop innovations and / or to manage the innovation processes in a company are:

- Market knowledge (4.19)
- Organizational Skills (4.11)
- Leadership skills (4.07)
- Planning skills (4.04) and
- Ability to take risk; "Soft" skills (such as creativity, understanding and conflict resolution, orientation towards change, ability to recognize opportunities, etc.); and Ability for Teamwork (all with a score of 4.00).

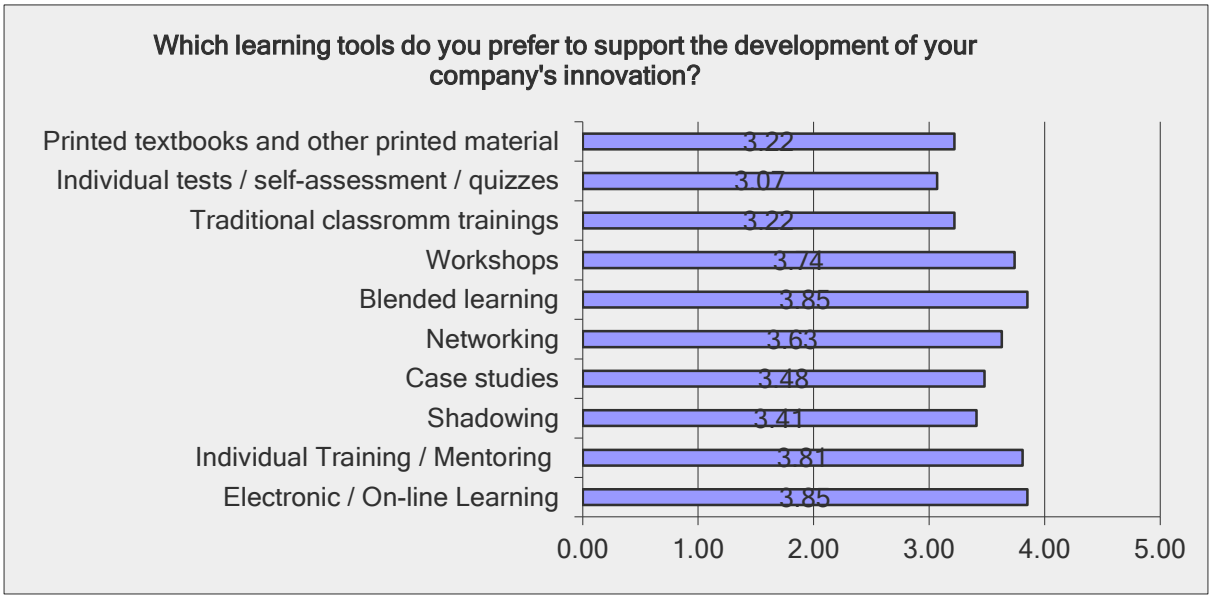
20. Main motivators (internal and external) for introducing innovations, n = 27/34



The respondents consider that the main motivators (internal and external) for introducing and developing innovations in their company / organization are:

- Improving the quality of the product / service (4.15)
- Improvement of existing products and services (4.12)
- Development of new products and services and Demand and consumer needs (both with 4.04).

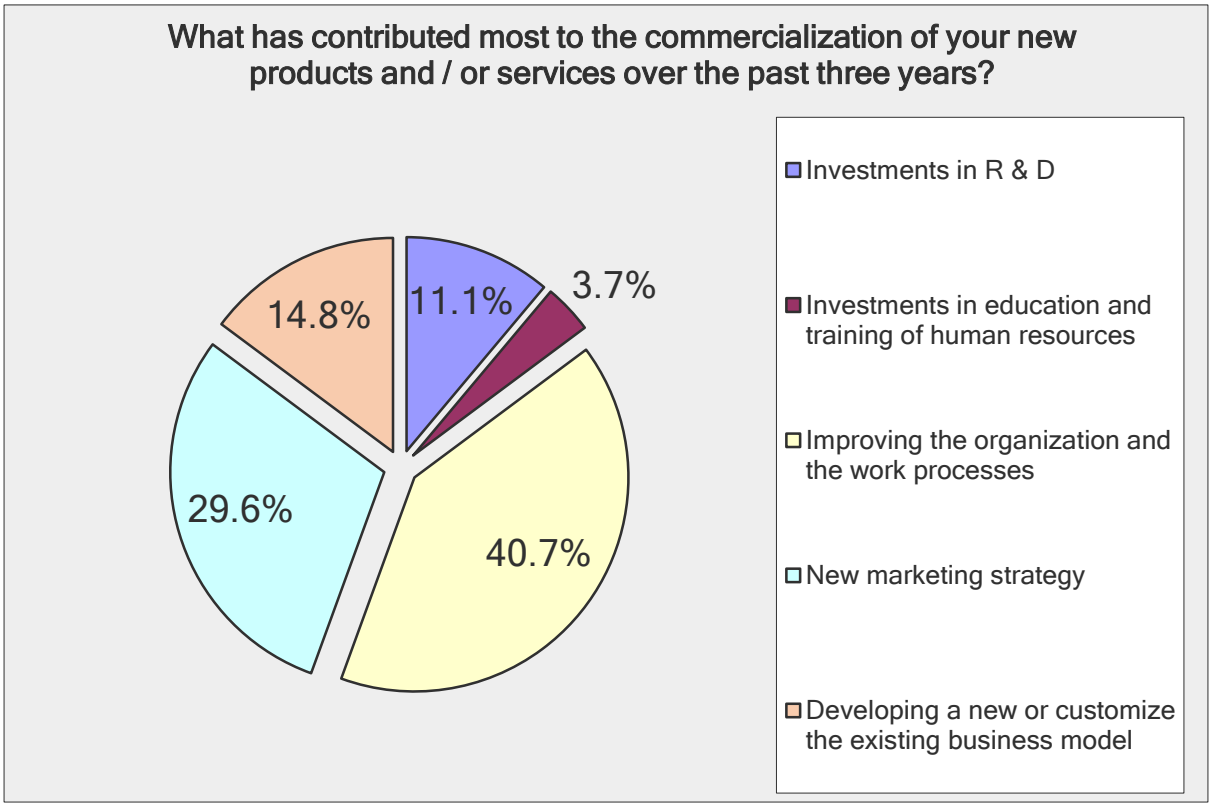
21. Learning tools, n = 27/34



Participants in the survey pointed out that the most appropriate learning tools to support the development of innovations in their companies are:

- Electronic / On-line Learning and Blended learning (both with 3.85)
- Individual Training / Mentoring (3,81) and
- Workshops (3.74).

22. The largest contribution to the commercialization of products and services, n = 27/34

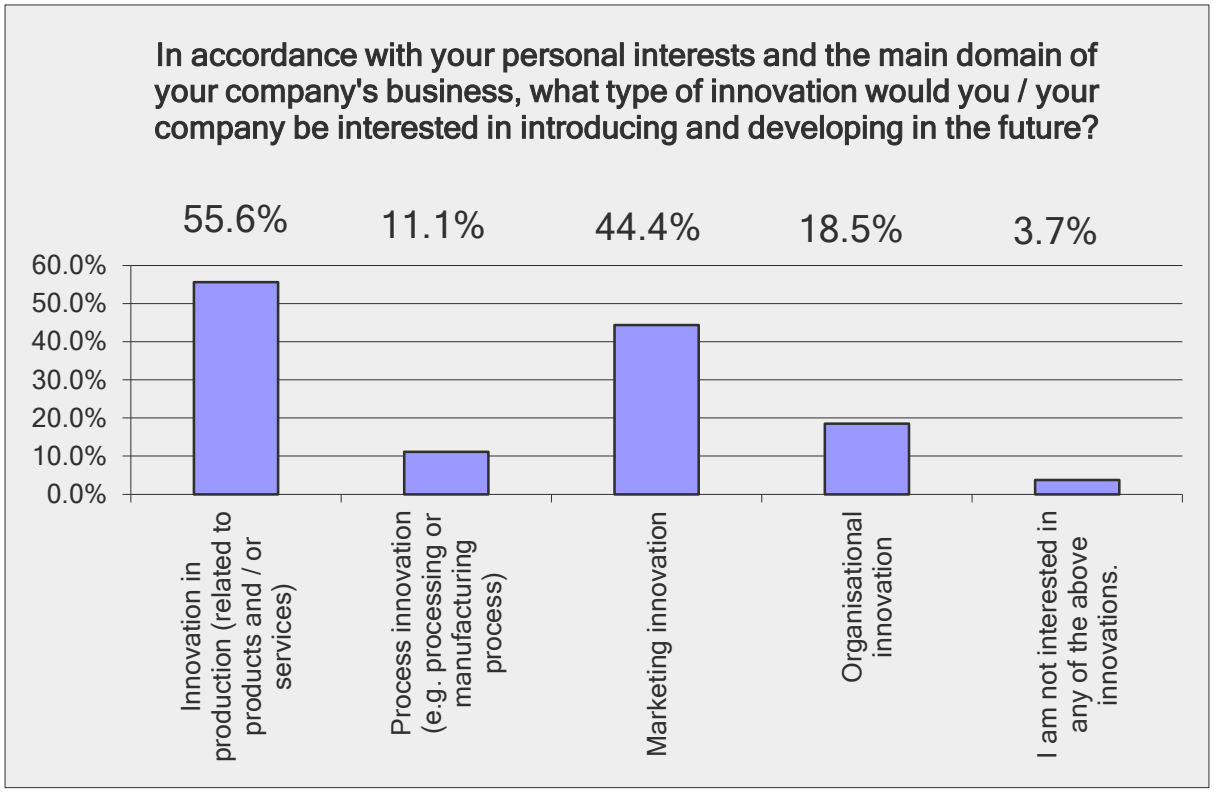


According the respondents the largest contribution to the commercialization of their new products and / or services over the past three years have:

- Improving the organization and work processes (40.7%) and
- New marketing strategy (29.6%).

This information confirms the appropriateness of the project's orientation towards non-technological innovations (marketing and organizational innovations).

23. Interest for a particular type of innovation, n = 27/34



Regarding the interest in introducing and developing a certain type of innovation in the future, more than half of the respondents (55.6%) stated that they are the most interested in introducing innovations in production (related to products and / or services), followed by non-technological innovation, and in particular marketing innovations with 44.4% and organizational innovations with 18.5%. It is obvious that some respondents are interested in introducing more types of innovations.

4.2. Qualitative survey with interviews

4.2.1. Introduction

In the period May - June 2017, in total five in-depth interviews were conducted by the research team. Most of the interviews were conducted by Skype or by e-mail following a preliminary agreement between the interviewer and the pre-selected expert/manager and taking into account the limited availability of some of the interviewees. Three participants in the interviews were pre-selected professionals and long-term experts in the field of local and regional economic development (LRED), support to business/ small and medium sized enterprises (SMEs) and education on innovation with various expertise and experience. Two participants in the interview were Managers of local SMEs. The interview followed two slightly different questionnaires for the a.m. two groups of respondents: (1) Business advisors/ Policy makers/ Stakeholders and (2) Managers/ Owners of local SMEs. Both questionnaires in general contained the same/ similar questions, but in part the questions were specific to the target group. The specific questions to the first target group were related to policies, measures, networks, financial instruments and incentives, while the specific questions for the second target group were related to understanding and introduction of (non)technological innovations. The same questionnaires were utilized by the research team in both countries throughout the research

process. In order to facilitate better understanding, the questionnaires were translated to country languages.

The aim of these interviews was to go deeper into issues concerning the current innovation environment in the part of the cross-border region in Macedonia – South-east planning region, as well as the particular needs and deficiencies that both the local environment, external and internal factors are exerting on the process of introducing and developing innovations by local SMEs.

The introductory part of the interviews aimed to either gain more information on the professional background and experience of experts in providing consulting/ training services to entrepreneurs/ SMEs in the field of innovation or present brief profile of company managed by the respondent and main barriers for their development. The professional profile of interviewees included experts in LRED, business support and university lecturer in innovations and 2 managers of companies related to the food sector (machines and supplies for food processing companies and store for healthy food).

4.2.2. Current innovation environment in the cross-border region

4.2.2.1. Socio – economic features of the region: business development, population trends, education, innovation, etc.

Experts from BSOs, academia and local and regional authorities provided answers to this question.

Ten municipalities comprise the South-east planning region. According the data for 2014, 8.4% of the total population in the country live in the region. The region has a total area of 2.835 km2, or 10.9% of the total area of the country, with a population density of 63.2 inhabitants/km^2. The average age of the population is identical to the national average of 38 years.

The South-east region had the second highest employment rate of 52.9% compared to other regions in 2014. With an unemployment rate of 20.8%, the region is far below the national average of 28%.

In 2013, the South-east region participated with 9.2% in the country GDP. When compared with the average GDP per capita of the Republic of Macedonia (index = 100), the South-east region has an index of 109.6 and it is a third region after Skopje region (143.5) and Vardar region with 110.6. The regional GDP per capita is 4334 EUR.

The region has the potential for development of SMEs and there are sufficient educational institutions with appropriate curricula in the field of business. From the other side some experts stated that entrepreneurs lack sufficient capacities and finances to manage the business. A large number of SMEs tend to grow and develop by introducing both technological and non-technological innovations.

The main factors that hinder the development of SMEs in the region are external factors such as price changes, economic environment and shortage of labour force with appropriate qualifications and skills.

4.2.2.2. Interest of local SMEs to receive advice / consulting / support related to innovation

This question was answered by all interviewees. In general, there is an agreement that interest of local SMEs exists. However, some experts believe that there is no sufficient interest of local SMEs and that they are not ready to spent sufficient time on capacity development. The expert from the BSO, confirmed that they have had several cases where SMEs themselves asked for training on certain topics or advice how to cope with certain challenges that they encounter in their day-to-day operations. These requests sometimes have an innovative character, but in some cases these requests are more related to problems that require coordination between institutions or advisory from particular institutions or experts in a given field. Managers of SMEs are primarily interested in receiving information about all organizations and funds that could support SMEs in any way. They

have expressed major interest for financial support, advice and information on opportunities for funding from different funds.

4.2.2.3. Main challenges when working with/ consulting / training SMEs from the region in the field of innovation?

This question was answered only by the experts from BSOs, academia and local and regional authorities.

The main challenges according the experts are: the insufficient interest of SMEs to participate in trainings, and the lack of time to participate in activities that are not directly related to their daily work. It is sometimes difficult to convince SMEs that any new information and new knowledge/ skills are an opportunity to make progress with the operations and increase profits, which is their main goal. Additional challenges mentioned where to understand the real needs of SMEs for consulting and to choose the right topics for advisory depending on those needs.

4.2.2.4. General perception of SMEs in South-east planning on innovation and awareness of entrepreneurs on the benefits of introduction of innovations in their companies

This question was answered by all participants in the interviews. There is an agreement about the understanding of the term innovation as any novelty in the work that will facilitate or improve the way a company operates. However, there is a slight discrepancy in the perception of experts vis-à-vis perception of the SME managers about the awareness of entrepreneurs on the benefits of introduction of innovations in their companies.

From one side, experts believe that entrepreneurs are not sufficiently educated about the innovations, and that they do not have real understanding why innovations are needed and what are the potential benefits. They have perception that entrepreneurs do not think sufficiently to introduce innovations which in the modern economy is a must for survival and business development. From the other side, SME mangers confirm that they are aware of the innovations and the benefits they bring. SME managers state that every company should be innovative in something in order to succeed. They state that non-technological innovations have been part of their daily work in the company since long time bringing positive results.

4.2.2.5. Current situation with development of innovations in the companies

This question was answered only by the interviewed Managers of the local SMEs.

The interviewed Managers acknowledged the fact that they introduce both technological and non-technological innovations in their companies. They are also able to quickly come up with examples from their work. For ex. the company that is producing machinery and supplies for food processing has introduced new types of foils for food vacuuming (technological innovation). They have also embarked on non-technological innovations, and in particular in marketing, by complementing the promotion not only through advertisements and fairs, but also by organizing various in-house events where all interested customers visit their company.

The other company that sells healthy food has lately introduced new product range of juices according original prescription (technological innovation). They have developed a non-technological innovations by promoting their store not only as a place to buy, but also as a place where all customers of healthy food can meet, have interesting conversations, get new friends, share and exchange tips on nutrition and recipes.

4.2.3. Main factors that support/hinder innovation

Both, experts and SME Managers have answered the questions in this chapter.

4.2.3.1. Main incentives (internal and external) that may foster the introduction and development of innovation in local SMEs

All interviewees shared a common opinion that the main incentives that may foster development and introduction of innovations in local SMEs are related to business environment and are of pure business nature.

Main factors that encourage development and introduction of innovations in local SMEs are:

- Increasing profits,
- Utilizing available funds,
- Improving the production process,
- Increasing production capacity,
- Enriching the offer of products/ services,
- Keeping existing customers,
- Acquiring new customers,
- Expanding the business, etc.

So in order to survive on the market, the SMEs must innovate and all the time they need to introduce new sales techniques, communication channels, and etc.

4.2.3.2. Main factors (internal and external) that hinder the introduction and development of innovation in local SMEs

All interviewees agreed that the two main factors that hinder development and introduction of innovations in the local SMEs are: (1) insufficient finances and (2) lack of time and appropriate staff in the SMEs dedicated to managing innovation process.

Other negative factors that were mentioned by the experts are:

- No interest to monitor new trends,
- An obsolete (traditional) way of managing the company,
- Inexistent cooperation between SMEs and educational institutions,
- Lack of experience in managing innovation processes,
- Negative culture towards change, etc.

4.2.3.3. Actions needed at local / regional / national level in order to foster the development of innovations (including non-technological ones – organizational and marketing) in local businesses

The interviewed experts and SME managers pointed out the need for more promotional campaigns, trainings, advisory events, and etc., related to the topic. Other proposals were related to: better financial support, improved cooperation with educational institutions, opportunities for cooperation with companies from other countries, etc.

One specific proposal came from one of the managers highlighting the need for more SME support centres which would provide support and advice, and not only on legislation and accounting matters, but would also help SMEs follow the new trends in the world and introduce innovations.

It is also envisaged to establish a Steering Committee for implementation of the regional Innovation strategy will be composed of representatives from the main stakeholders: Centre for Development of the South-East Planning Region, regional Business Centre, LED offices in the local self-government units, universities, secondary vocational schools, CSOs and the business sector. The SC will also serve as a dialogue and coordination platform. By implementing the strategy, innovation as a concept will be brought closer the SMEs, but also to educational institutions, BSOs and CSOs.

In the frame of preparation of the regional Innovation strategy, the representatives of the surveyed SMEs provided suggestions for introducing certain institutional and regional measures that can stimulate regional innovation capacity as well as stimulate companies to invest in R&D and innovation:

- Development of innovation infrastructure,
- Education and provision of information to the SMEs in the region about the benefits of innovation, as well as about the laws and by-laws related to innovation
- Development of regional and local innovation fund for better access to finance.

4.2.4. Policies, measures, networks, financial instruments and incentives

4.2.4.1. Existing measures and support structures for innovation promotion (Regulations and plans; Public support (e.g. EU funding, national funding, other public funding, etc.); Public / private/ civil society organisations that support the introduction and development of innovations in local SMEs, etc.)

This question was answered only by the experts from BSOs, academia and local and regional authorities.

Experts pointed out that the main strategy at national level is the Innovation strategy of the Republic of Macedonia 2012 – 2020. Center for development of the South-East planning region is owner of the regional Innovation strategy 2016 – 2020.

The main objective of the regional Innovation strategy is to increase regional innovation by using limited funds at local, national and EU level; by optimizing research and development (R&D) capacities (both in the education and business sector), the existing business potential and the capacities of the companies for adoption and use of modern technologies. All efforts should be supported by the local and regional administration.

At the national level, Fund for innovations and technological development (FITD) was established to support the development and introduction of innovations in the SMEs.

Experts mentioned several public and civil society organisations (CSOs) that support the introduction and development of innovations in local SMEs.

Business Centre for support and consulting services for SMEs in the South-East planning region is established within the Centre for development of the South-East planning region. As a public organization it aims to help and support SMEs in their faster and dynamic development. The Business Centre supports the development and the introduction of innovations in local SMEs. The Business Centre contributes to strengthening the capacities of companies in the region by identifying current needs, lobbying, provision of information, capacity development measures and networking, and thus contributes in creating a climate for the development of sustainable and profitable businesses.

The Business Centre promotes often open public calls financed by the national FITD as well as EU and other international funds that support innovation: HORIZON 2020, COSME, etc.

Another BSO in the South-east region is the Regional Chamber in Strumica which provides services for its members from the municipalities of Strumica, Radovish, Vasilevo, Bosilovo, Novo Selo, and Konce.

Foundation for Development of SMEs - Regional Center Strumica is part of the network of five regional business information and advisory centers for SMEs that were established in 1999 with financial and technical assistance of the EU.

Experts underlined that there is a very low utilization of the EU funds that support development and introduction of innovations in SMEs due to lack of information and insufficient skills to prepare project proposals. In addition, there are few CSOs that support innovation in SMEs.

4.2.4.2. Suitability of measures and structures for support of the SMEs (effectiveness, tailoring and accessibility; Efficiency of linkages (e.g. between businesses; between SMEs and academia and R&D institutions, etc.))

Only experts from BSOs, academia and local and regional authorities responded to this question. The interviewed experts are at opinion that better cooperation is needed between the BSOs and the SMEs in order to have a fully functional system for development of innovative products and services. One of the challenges is the interest and involvement of the SMEs. There is also a need to strengthen the links and cooperation between the SMEs themselves and between R&D centres and SMEs, in order to establish knowledge-based economy. In this regard, relations between the business sector and educational institutions, especially higher education institutions should be established.
Efficiency will increase when the cooperation will progress from information exchange, provision of advice and experiences towards creation of conditions for development and implementation of joint projects, harmonization of the rules and conditions for supporting R&D, setting standards/ legislation related to the development of the innovation capacity and competitiveness of the regions, and afterwards towards creation of clusters and other innovative cooperation networks, development of mobility schemes between academia and industry, and etc.

The a.m. measures and structures are very important for development of the business environment in the South-east region. Measures should be adapted to the specific needs and in line with the capacity of the local SMEs.

4.2.5. Support and training needs

All questions in this chapter were answered by all participants in the interviews, both experts and SME Managers.

4.2.5.1. Knowledge of existing trainings / courses / support programmes in the South-east region for introduction and development of innovations in SMEs; Popularity among local SMEs and their effectiveness

All interviewees confirmed that information events and trainings for development and introduction of innovations were provided in the South-east region, while representatives of the SMEs have participated on some of them. Namely, the Centre for development of the South-east planning region, together with the Business Center in the framework of different projects, has offered support and

trainings to improve the skills and knowledge of local SMEs for development and introduction of innovations. According the experience so far, trainings of this type are very popular, however experts pointed out that there is insufficient participation by the business sector due to time and human resources constraints. Trainings and workshops provided, does not only offer capacity building through familiarization with important issues, but also facilitate direct contact and cooperation of SMEs with representatives of organizations at national level (e.g. FITD). Some of the experts warned that support programmes could be effective to a certain level, but cannot be the sole basis for the introduction of innovations.

4.2.5.2. The most preferable learning tool that will help local SMEs in further developing and broadening their skills and competences on innovation

According the experience obtained so far, the easiest and most affordable tool are the trainings or workshops, which primarily aim either at strengthening the knowledge and skills on a certain topic or providing information. But taking into account the a.m. problem with the presence of the representatives of the local SMEs, other way of delivering trainings through on-line platforms should be considered.

Experts mentioned some successful examples of trainings conducted by the Business Centre within the Centre for development of the South-east planning region such as the Camp for Young Innovators and Entrepreneurs -Innovation Bootcamp, where young entrepreneurs from the region were encouraged and supported to realize their business ideas.

In the framework of another CBC project a training programme entitled as "Management of SMEs" was implemented. The training programme consisted of a theoretical through classroom trainings and practical part through an on-line platform where the participants carried out the tasks given by the trainers. As a value added, the participants had the opportunity to visit selected companies, to review the products and services as well as to discuss and exchange experiences with the management teams.

Some experts emphasized the importance of strategic management of innovations, while SMEs would appreciate very much peer-to-peer exchange of experience and best practices through direct meetings with other companies.

4.2.5.3. The most important skills and competences that SME employee/ entrepreneur should poses in order to develop innovations/ manage innovation processes

There was a little agreement among the interviewees about the most important skills and competences that an employee/ an entrepreneur should poses in order to develop innovations/ manage innovation processes within particular SME. The respondents provided wide variety of skills and competences instead. Taking into account that innovations are essentially changes within a SME, the ability to adapt to changes was highlighted as an important skill.

The most important skills and competencies are:

- Good organization and willingness to improve organizational culture,
- Awareness of the current economic environment on regional and local level,
- Desire for research,
- Curiosity,
- Quick decision making,
- Communication,
- Cooperation with the competition and structures that support SMEs,
- Enthusiasm for the introduction of new measures and services,

- Knowledge of innovations at least at the local level,
- Peer-to-peer exchange with other companies,
- Ability and willingness to take risks,
- Creativity, etc.

4.2.6. Non-technological innovations

4.2.6.1. The most popular type of innovations in the SMEs of the South-east planning region

This question was answered only by the experts from BSOs, academia and local and regional authorities.

According the experts the first notion of the term "innovation" is on technological innovations which seems to be the most popular innovations in the South-east region. When it comes to non-technological innovations the most popular are innovations in the field of marketing, which was confirmed also by the representatives of the local SMEs who mentioned that the companies in the region often use new methods of promotion. However, through provision of relevant information, appropriate training and advice, companies become aware that non-technological innovations are equally important and improve their day-to-day operational performance and marketing.

Again, SMEs from the region hardly decide to introduce also technological innovations because either they are not yet well acquainted with available sources of funding or they lack trust in them.

4.2.6.2. Potential benefit for local SMEs from developing & introducing non-technological innovations

This question was also solely posed to the experts from the first target group of BSOs, academia and policy makers.

Naturally, the experts underline that the local SMEs will benefit only if they make efforts to introduce non-technological innovations. Innovations, when introduced, are beneficial to both customers/ consumers and the company's management team. On the one hand, they support the process of competitiveness of the enterprise itself and strengthen its services/ products, while on the other hand they optimize the internal work processes. With the introduction of innovations, with the improvement of the quality of the company's products/ services, the quality of the work of the employees is also improved.

The remaining questions of this chapter were answered only by the interviewed managers from the local SMEs.

4.2.6.3. Confidence and preparedness of SMEs about planning, developing and introducing (non-technological) innovations

Interviewed SME managers stated with great level of confidence that they are ready to develop and introduce incremental non-technological innovations that do not require substantial funds. This is in line with the statement of the experts that many companies from the region tend to grow and develop, introducing new innovative elements in their operations that are not only about technological innovations, but also innovations that relate to the organisation, administration, communication with employees and/or clients.

4.2.6.4. Description of already introduced non-technological innovations in local SMEs

When asked to describe already introduced non-technological innovations in their companies, the interviewed managers were immediately able to provide brief description. Both non-technological

innovation refers to marketing understood as 4Ps: Product, Price, Placement (Distribution) and Promotion. The non-technological innovation in the first company refers to the promotion/ sales. At the very beginning, sales on the domestic market were done only by the sales persons in direct face-to-face contact with the clients.
Two years ago they started with another way of promoting products and expanding the market. They organise "an open door week" event as well as several culinary events where customers can test the machines and supplies on their own.
The second company introduced non-technological innovation related to product/ promotion. The store for healthy food is positioned/ promoted as a place where everyone can come and share a recipe or give advice. This way they offer value added to the products they sell, make new customers, maintain relationships with existing customers and are able to respond quickly and in quality manner to their needs.

4.2.6.5. Challenges/ needs of local SMEs with regards to Work organization and internal processes and Marketing (understood as 4Ps: Product, Price, Placement (Distribution) and Promotion)

Interviewed managers of the local SMEs underlined that innovation in marketing is a key tool for their success. For the first company, the results of the sale are dependent on the motivation and the engagement of the employees. This means that they often need to apply new methods of promotion. They need a new ways of selling in order to win new customers.
The other company also relates their ability to expand with the improvements in the marketing of their products.
Both managers believe they are on a good track when it comes to the organisation issues, probably due to their direct responsibility.

4.2.6.6. Opportunities for introduction of non-technological innovations in local SMEs with regards to mentioned needs/ challenges

Managers of the local SMEs that participated in the interview only briefly mentioned the opportunities for introduction of non-technological innovations which are related to:

- New methods of organizing the work as well as the services of the firm.
- Constantly extend their portfolio by offering new products and useful recipes.

4.2.6.7. Interest of local SMEs in receiving support and consultancy regarding innovations and especially non-technological ones

Interviewed mangers just briefly confirmed their interest in receiving support and consultancy regarding innovations and especially non-technological ones, underlining that receiving advice/ consultancy is always welcomed for all employees. They did not reflect on the (un)availability for participation at trainings and workshops, as a problem mentioned by the interviewed experts.

4.2.6.8. The biggest contribution for commercialization of new products and/or services in local SMEs over the past three years

According interviewed managers of local SMEs, the biggest contribution for commercialization of new products and/or services over the past three years was due to:

- Bigger emphasis on marketing,
- Good organization, and
- Offer of a larger range of offer / products.

4.2.6.9. Examples of non-technological innovations in the local business environment (e.g. in suppliers/ clients, competitors, etc.)

SME managers observe that recently, companies in the South-east region are often using new promotion methods

5. Annexes

5.1. Questionnaire for quantitative on-line survey of SMEs in the South-east planning region (in Macedonian language)

Прашалник за анкетирање преку интернет

Активност 3 - Истражување и анализа на потребите на моменталното опкружување за развивање и воведување на иновации во МСП од целниот прекуграничниот регион

Здружение Центар за развој и промоција Промо Идеа - Струмица

Струмица, Македонија

05.04.2017

Вовед

Почитувани учесници во истражувањето,

Иновациите се клучен двигател на економскиот раст. Тие вклучуваат широк спектар на активности кои им помагаат на претпријатијата да станат попродуктивни и поконкурентни.

Сепак, претпријатијата честопати се плашат од зборот „иновација“, па така ги стават иновациите во групата на „Премногу комплицирано“, „Нешто што не е за нас“ или „Ние сме премали за воведување иновации“. Меѓутоа, честопати малите претпријатија не се свесни за фактот дека иновацијата не се однесува само за технологии, сложени истражувања и развој и инженерство. Многу често мали локални претпријатија воведуваат нешто ново, без да бидат свесни за тоа, кое потоа го користат. Сепак, иновацијата има и технолошки и нетехнолошки аспекти. Нетехнолошките иновации како што се иновации во маркетингот и организациски иновации се прилично лесни за воведување во претпријатијата преку давање на лесно разбирливи совети, насоки и добри примери за начинот на примена кај други претпријатија.

Во тој поглед, ова истражување има за цел да го проучи нивото на свеста и знаењето на локалните бизниси од областа на нетехнолошки иновации. Исто така, со ова истражување ќе се идентификуваат главните фактори што се од корист или што го попречуваат развојот на нетехнолошките иновации на малите и средни претпријатија (МСП) од целниот прекуграничен регион (составен од Областа Благоевград во Бугарија и Југоисточниот плански регион во Македонија) и нивните специфични потреби за обука и поддршка во поглед на развивање и воведување на иновации (на пример методи на учење, алатки и содржина, итн.).

Ова истражување се спроведува во рамки на проектот „Подобрување на конкурентноста на малите и средни претпријатија од прекуграничниот регион преку зајакнување и унапредување на нетехнолошките иновации (Инофостер)", кој се кофинансира од страна на Европската Унија во рамки на ИНТЕРРЕГ - ИПА Програмата за прекугранична соработка Бугарија - Македонија.

Ова истражување содржи 20 прашања со повеќе можни одговори и за да го одговорите нема да ви се потребни повеќе од 10 минути. Сите Ваши одговори ќе бидат третирани како доверливи, а Вашите личните податоци нема да се публикуваат во јавноста или да се користат за друга намена освен за целите на ова истражување.

За повеќе информации, посетете ја нашата веб страница: www.innofoster.eu и следете нè на нашата Фејсбук страна: Facebook/projectinnofoster .

Ви благодариме!

Проектен тим на Инофостер

ДЕЛ 1: ЛИЧНИ ПОДАТОЦИ

(Ве молиме наведете повеќе информации за себе / претпријатието / бизнисот што го поседувате / претпријатието каде работите во моментот)

1.1. Пол

- Машки
- Женски

1.2. Која е Вашата позиција во фирмата што ја поседувате или во која работите?
(Можни се повеќе одговори)

- Сопственик
- Управител
- Вработен
- Друго (Ве молиме наведете):_____

1.3. Возраст?

- Под 25 години;
- 25 – 34 години;
- 35 – 44 години;
- 45 – 54 години;
- 55 – 64 години;
- 65 + години;

1.4. Во која општина е лоцирано Вашето претпријатие работи во моментот?

- Бугарија (паѓачко мени со сите општини од регионот на Благоевград):
  - Банско
  - Белица
  - Благоевград
  - Грмен
  - Гоце Делчев
  - Хаџидимово
  - Кресна
  - Петрич
  - Разлог
  - Сандански
  - Сатовча
  - Симитли
  - Струмјани
  - Јакоруда
- Македонија:

- Богданци
- Босилово
- Валандово
- Василево
- Гевгелија
- Дојран
- Конче
- Ново Село
- Радовиш
- Струмица

1.5. Во кој индустриски сектор работи Вашиот бизнис / претпријатие?
(Ве молиме, одберете од листата подолу)

A - Земјоделство, шумарство и рибарство
B – Рударство и вадење на камен
C – Преработувачка индустрија
D - Снабдување со електрична енергија, гас, пареа и климатизација
E - Снабдување со вода; отстранување на отпадни води; управување со отпад и дејности за санација на околината
F - Градежништво
G - Трговија на големо и трговија на мало; поправка на моторни возила и мотоцикли
H – Транспорт и складирање
I – Објекти за сместување и сервисни дејности со храна
J – Информации и комуникации
K - Финансиски дејности и дејности на осигурување
L – Дејности во врска со недвижен имот
M – Стручни, научни и технички активности
N – Административни и помошни услужни дејности
O - Јавна управа и одбрана; задолжителна социјална заштита
P - Образование
Q - Дејности на здравствена и социјална работа
R - Уметност, забава и рекреација
S – Други услужни дејности
T - Дејности на домаќинствата како работодавачи; неиздиференцирани стоки и услуги - производни дејности на домаќинствата за сопствена употреба
U - Дејности на екстратериторијални организации и тела

1.6 Број на вработени

- 0-9
- 10-49
- 50-249

- Над 250 вработени

1.7 Кое ниво на образование доминира кај мнозинството вработени во Вашето претпријатие?

- Високо образование;
- Средно образование (пр. гимназија, средно техничко училиште, итн.);
- Основно образование;
- Без образование.

ДЕЛ 2: РАЗБИРАЊЕ НА ИНОВАЦИИТЕ

2.1 Дали сте запознати со поимот „иновација“?

- Воопшто не сум запознат/а
- Не сум запознат/а
- Не можам да проценам
- Запознат/а сум
- Многу добро сум запознат/а

2.2 Како ја разбирате иновацијата во поглед на развојот на Вашето претпријатие?

- Не сум заинтересиран/а за иновации.
- Заинтересиран/а сум за иновации само во посебен случај.
- Иновациите се во сржта на стратегијата на нашето претпријатие.

2.3. Дали го сметате Вашето претпријатие/ претпријатието во кое работите за иновативно?

- Да
- Не

2.4 Ако одговорот е Да, каков вид на иновација имате развиено или сте во процес на нејзино развивање?

- Иновација во производството (поврзана со производите и/или услугите)
- Процесна иновација (пр. Преработувачки или Производствен процес)
- Маркетинг иновација
- Организациска иновација

Ве молиме дадете краток опис на иновацијата што ја имате развиено или е во фаза на нејзино развивање: _____

2.5 Дали Вашето претпријатие има свое одделение за иновации или вработен кој што ги координира/ управува процесите на иновации?

- Да
- Не

2.6 Кои се според Вас главните пречки кои го попречуваат воведувањето или развојот на иновациите (вклучувајќи ги и нетехнолошките иновации) во Вашето претпријатие? (Ве молиме оценете го секој од исказите подолу)

	1 Воопшто не се согласу-вам	**2 Не се согласу-вам**	**3 Немам мислење**	**4 Се согласу-вам**	**5 Целосно се согласу-вам**
Финансиски недостатоци					
Високите трошоци за воведување иновации					
Немам доволно информации за постоечката поддршка за воведување иновации во МСП					
Недостиг на иницијативи кои ја поттикнуваат соработката/ вмрежувањето помеѓу различни заинтересирани страни кои учествуваат во иновацискиот процес					
Ограничен пристап до мрежи (кластерски иницијативи, деловни мрежи)					
Недостиг на пристап до квалификуван кадар и кадар со креативни вештини					
Недостиг на вештини за управување со иновации					
Недостиг на време					
Спецификите на локалната деловно опкружување					
Друго, ве моламе наведете					

2.7 Колку сигурни и подготвени се чувствувате во моментот за да планирате, развиете и воведете иновации во Вашето претпријатие?
(Ве молиме оценете го секој од исказите подолу)

	1 Воопшто не се согласу-вам	**2 Не се согласу-вам**	**3 Немам мислење**	**4 Се согласу-вам**	**5 Целосно се согласу-вам**
Ќе се посветам на тоа во некоја подоцнежна фаза од животниот циклус на моето претпријатие					
Опстанокот на нашето претпријатие е поважен од иновацијата					
Сигурен сум и имам планови за иновативни проекти во моето претпријатие					
Немам знаење и вештини да воведам иновации					
Сметам дека иновацијата не е нешто неопходно за мојот бизнис					
Ми недостига време и ресурси (финансиски, човечки, итн.) за да развијам иновации					
Би сакал/а да воведам иновации, но немам пристап до знаење од научно-истражувачки дејности (на пример, методологија, технологија)?					
Би сакал/а да воведам иновации, но немам пристап до инфраструктура за научно-истражувачки					

дејности (на пример, лабаратории)?					
Друго, Ве молам наведете:					

ДЕЛ 3: ПОТРЕБИ ЗА ПОДДРШКА И ОБУКА ВО ОБЛАСТА НА ИНОВАЦИИТЕ

3.1 Дали познавате некои претпријатија/ институции во вашиот регион кои даваат поддршка и специјализирани консултантски (советодавни) услуги во сферата на иновациите во МСП?

- Да
- Не
- Не сум имал/а потреба, ниту сум барал/а таква поддршка.

3.2 Дали сте добиле таква поддршка и/ или консултантска услуга досега?

- Да
- Не
- Не сум барал/а или бил/а заинтересиран

3.3 Ако одговорот е Да, од каде ја добивте таа поддршка?

- Универзитет (Универзитет Гоце Делчев / Економски факултет, Универзитет ФОН, Институт за јужни земјоделски култури)
- Приватен истражувач / експерт;
- Организации за поддршка на бизнисите / консултантски компании;
- Национален Фонд за иновации и технолошки развој
- Други (на пр. Проект финансиран од ЕУ, итн.)

3.4 Дали сте заинтересирани за добивање на поддршка и советодавни услуги во врска со иновации, особено нетехнолошки иновации?

- Да, заинтересиран/а сум и имам конкретни планови во таа насока
- Да, заинтересиран/а сум, но немам конкретни планови во таа насока
- Не
- Не ги сметам иновациите како приоритет на моето претпријатие во блиска иднина.

3.5 Според Вас, кои се најважните вештини и компетенции што едно лице / претприемач треба да ги поседува за да може да развива иновации / да управува со иновациските процеси во едно претпријатие?

(Ве молиме оценете го секој од исказите подолу)

	1 Воопшто не се согласу-вам	**2 Не се согласу-вам**	**3 Немам мислење**	**4 Се согласу-вам**	**5 Целосно се согласу-вам**
Способност за превземање на ризик					
Определување на силните и слаби страни на бизнисот					
Вештини за планирање					
Организациски вештини					
Лидерски вештини					
Вештини за управување со проекти					
„Меки“ вештини (како што се креативност, разбирање и решавање на конфликти, ориентација кон промени, способност за распознавање можности, итн)					
Технички вештини (како што се правни, даночни и финансиски вештини)					
Силна образовна основа и технолошка експертиза					
Вештини за развивање на производ / услуга					
Вештини за комерцијализација на производи / услуги					
Познавање на пазарот					
Вештини за истражување и развој					
Способност за тимска работа					
Способност за вмрежување					
Познавање на правата на сопственост, патенти и трговски марки					

Друго (Ве молиме наведете)					

3.6 Според Вашето мислење кои се главните мотиватори (внатрешни и надворешни) за воведување и развој на иновации во вашата компанија / организација?
(Ве молиме оценете го секој од исказите подолу)

	1 Воопшто не се согласу-вам	**2 Не се согласу-вам**	**3 Немам мислење**	**4 Се согласу-вам**	**5 Целосно се согласу-вам**
Надворешни мотиватори					
Побарувачката и потребите на потрошувачите					
Иновациска култура					
Јавно финансирање					
Регулаторни олеснувања за иновации					
Иновации развиени од страна на конкурентите					
Промени во пазарните трендови					
Признание во општество					
Внатрешни мотиватори					
Подобрување на постојните производи и услуги					
Развој на нови производи и услуги					
Диверзификација на ризиците на компанијата					
Зголемување / одржување на пазарниот удел					
Намалување на оперативните / трошоци за производство					
Подобрување на внатрешните процеси					
Подобрување на квалитетот на производот / услугата					
Подобрување на маркетингот на производите/услугите на претпријатието					

Да станете водечко претпријатие на пазарот					
Да станете водечко претпријатие во однос на технологија					
Друго (Ве молиме наведете)					

3.7 Кои алатки за учење ги претпочитате за поддршка на развојот на иновациите во Вашето претпријатие?

(Ве молиме оценете го секој од исказите подолу)

	1 Воопшто не се согласу-вам	**2 Не се согласу-вам**	**3 Немам мислење**	**4 Се согласу-вам**	**5 Целосно се согласу-вам**
Електронско / Учење преку интернет					
Индивидуално Обучување / Менторство					
Поддршка од „сенка“					
Студии на случај					
Вмрежување					
Комбинирано учење					
Работилници					
Традиционални обуки во училница					
Индивидуални тестови / самооценување / квизови					
Печатени учебници и друг печатен материјал					
Друго (Ве молиме наведете)					

3.8 Спред Вас што најмногу придонесе за комерцијализација на Вашите нови производи и / или услуги во текот на изминатите три години?

- Инвестиции во истражување и развој;
- Инвестиции во образованието и обука на човечките ресурси.
- Подобрување на организацијата и процесот на работа;

- Нова маркетинг стратегија;
- Развој на нов или прилагодување на постојниот бизнис модел;
- Друго (Ве молиме наведете): ……

3.9 Согласно Вашите лични интереси и главниот домен на дејноста на Вашата компанија, за кој тип на иновации Вие / Вашето претпријатие би биле заинтересирани да се воведат и да се развиваат во иднина?

(Ве молиме оценете го секој од исказите подолу)

- Иновација во производството (поврзана со производите и/или услугите)
- Процесна иновација (пр. Преработувачки или Производствен процес)
- Маркетинг иновација
- Организациска иновација
- Не сум заинтересиран/а за никој од горенаведените иновации.

ДЕЛ 4: ПОНАТАМОШНА СОРАБОТКА

Дали сте заинтересирани за понатамошна соработка со проектот „ИНОФОСТЕР“? Дали би сакале да добивате дополнителни информации за разни обуки/ настани кои ќе бидат организирани во рамките на проектот и/ или материјали за учење/ содржини кои ќе бидат развиени (на пример, резултатите на ова истражувањето, итн.)?

- Да
- Не

Доколку одговорот е Да, Ве молиме оставете валидна е-маил адреса:

_____

Ви благодариме за учеството во нашата анкета!
Повеќе информации на: www.innofoster.eu
Лајкнете ја нашата Facebook страница: Facebook/projectinnofoster
Ова истражување е подготвено со помош на Европската Унија преку ИНТЕРРЕГ - ИПА Програмата за прекугранична соработка Бугарија - Македонија,
CCI бр. 2014TC16I5CB006
За содржината на истражувањето единствена одговорност сноси Здружението Промо Идеа - Струмица и на ниеден начин не го одразува мислењето на Европската Унија или Органот за управување на програмата.

5.2. Questionnaires for qualitative survey through interviews

5.2.1. Questionnaires for qualitative survey through interviews with Business Advisors/ Policy makers/ R & D Institutions

КВАЛИТАТИВНИ НАСОКИ ЗА СПРОВЕДУВАЊЕ НА ИНТЕРВЈУА СО ДЕЛОВНИ СОВЕТНИЦИ / КРЕАТОРИ НА ПОЛИТИКИ / ИНСТИТУЦИИ ЗА ИСТРАЖУВАЊЕ И РАЗВОЈ

Активност 3 - Истражување и анализа на потребите на сегашната иновативна средина во целниот прекуграничниот регион

Innofoster

Improving competitiveness of SMEs of the CB region by fostering and promotion of non-technological innovations

Здружение Центар за развој и промоција Промо Идеа - Струмица

Струмица, Македонија

05.04.2017

Вовед

Квалитативните интервјуа што треба да се спроведат во рамките на Активноста 3 (А.3) се дел од процесот на примарно истражување. Квалитативното интервју има за цел да добие длабок увид во темите кои се разгледуваат. Со други зборови, се обидува да го разбере мислењето на испитаниците и нивната перцепција врз основа на нивното искуство. Во овој случај, интервјуата и отворените дискусии имаат за цел да добијат подетални, суптилни и прилично квалитетни повратни информации за односот на членовите на целната група (т.е. менаџерите на МСП, деловните консултанти, креаторите на политики, институциите за истражување и развој и академските институции) и другите заинтересирани страни во сегашната иновациска околина во прекуграничниот регион на Бугарија и Македонија, како и конкретните потреби и недостатоци кои и локалната средина и надворешните и внатрешните фактори ги имаат при процесот на воведување и развој на иновации од страна на локалните мали и средни претпријатија (МСП).

Со цел да ги постигне своите цели, квалитативната фаза на истражување на А.3 ќе вклучи серија отворени дискусии во форма на интервјуа (или лице-во-лице или преку интернет), кои ќе бидат организирани од страна на секој координатор за истражување во двете земји.

Методологија

Интервјуата или отворените дискусии со членовите на целните групи се корисна алатка за добивање на дополнителни податоци во истражувањето и за да се утврдат областите кои имаат потреба од понатамошно испитување, како што се меките вештини. Учесниците обично отвараат повеќе прашања и предмети надвор од подготвениот прашалник.

Теми и прашања на интервју

Интервјуто треба да ги опфати следните теми кои се од суштинско значење за потребите на истражувањето:

A. Потешкотии и искуства на испитаниците
B. Специфичните карактеристики на локалното деловно опкружување, вклучувајќи го и нивото на иновативен развој на локалните бизниси, нивното ниво на перцепција, знаење и став кон терминот "иновација", како и специфичниот начин на размислување на локалната бизнис заедница. Сето ова треба да се презентира од аспект на интервјуираното лице (менаџери на мали и средни претпријатија, сопственици, итн.);

C. Кои се главните фактори кои го поддржуваат / го попречуваат процесот на иновации во бизнисите.
D. Посебните потреби за поддршка и обука што ги бараат малите и средните претпријатија од регионот, со цел да ги подобрат своите вештини и знаења во

областа на воведување и развој на иновации. Посебните знаења / вештини / ставови потребни за локалните МСП со цел да се воведат и развијат иновации во нивните компании.

E. Улогата на нетехнолошки иновации за поддршка на развојот на бизнисот.
F. Заклучни прашања

Во секој случај, горенаведените теми би можеле да се прилагодат или да се модифицираат врз основа на желбата на испитаникот и степенот на знаење и практично искуство во оваа тема. Во врска со ова, темите и времетраењето на интервјуто треба да се остават на поединечната проценка на интервјуерот.

Процес на интервју

Започнување на интервјуто

Интервјуто вклучува 18 отворени прашања и треба да потрае околу **20 до 30 минути за да се заврши** лице-в-лице или преку Skype. Интервјуто треба да започне со кратко претставување на целите на проектот на испитаниците.

Исто така, многу е важно да се побара дозвола од испитаниците за снимање на интервјуто (доколку е применливо), а исто така и да се уверат во анонимноста и доверливоста на податоците што ги даваат. Сите податоци собрани за време на интервјуто ќе бидат само за единствените цели на проектот.

На почетокот на интервјуто, со цел да се создаде врска и да се направи испитаници да се чувствуваат удобно, интервјуерот треба да ја искористи можноста да разговара за нивната позадина, т.е. нивната работа и работно искуство.

За време на интервјуто

За време на интервјуто, можете да го следите моделот од 80% -20% (нека интервјуираните зборуваат 80% од времето додека вие зборувате 20% кога е потребно за да ги разјасните точките или да побарате од испитаникот да елаборира повеќе за одредено прашање).

Заклучување на интервјуто

За да го заклучите интервјуто, овозможете им на испитаниците извесно време за било какви коментари, идеи, поенти кои можеби ќе сакаат да ги додадат или елаборираат за прашања што претходно биле дискутирани, прашувајќи ги "Дали има нешто друго што би сакале да го додадете?".

Интервјуата треба да се изведуваат или лице-во-лице,или писмено (преку електронска пошта) или преку алатки за интернет комуникација (како Skype, GoToMeeting, итн.) со времетраење од околу **20-30 минути** во зависност од поставените прашања и желбата на испитаникот .

Ќе се одржат најмалку **5 интервјуа со членовите на целна група** (менаџери за МСП, деловни консултанти, креатори на политики, институции за истражување и развој и членови на академски институции) во секоја земја. Вкупно треба да се спроведат најмалку 10 отворени дискусии / интервјуа во рамките на **квалитативната фаза на истражување на Активност 3.** Со цел да се обезбеди балансиран примерок од профилот на испитаниците, се обезбедува следната дистрибуција на примери:

• Менаџери за МСП - 2 интервјуа;

• Деловни советници, креатори на политики, институции за истражување и развој и членови на академски институции - 3 интервјуа;

Прашања

Интервјуата се дизајнирани во полуструктуриран формат (т.е. отворени прашања групирани според специфични теми во одреден ред), така што ги покриваат различните аспекти на развојот на иновациите во малите бизниси кои се релевантни за целите на проектот.

Во принцип, треба да се следи следното интервју / отворена дискусија:

- **Воведен дел**
  - Претставување себе си или тимот што учествува на дискусијата.
  - Претставување на проектот „ИННОФОСТЕР“ и неговите цели и предвидените резултати.
  - Дефинирање и објаснување на целите на интервјуата и воспоставување на основните правила.
- **Темелен дел** – овој дел се базира на темите и деталната структура на интервјуто што е дадена подолу.
- **Заклучен дел** - сумирање на клучните прашања што се покренати и клучните точки и објаснување кои активности ќе се преземат како резултат на нивните повратни информации и како ќе се соопштат.
- Покана за учество во активностите на проектот "ИнноФостер", споделување на проектни врски и контакти.
- Заблагодарување на учесниците за нивното време и придонес.

Забелешка: Вкупното време на интервјуто треба да биде помеѓу 20 - 30 минути во зависност од желбата на испитаникот.

Содржина на интервјуто

Почитуван(а) учесник(чка) во интервјуто,

Ова интервју се спроведува во рамките на проектот „Подобрување на конкурентноста на малите и средните претпријатија (МСП) во прекуграничниот регион преку поттикнување и промовирање на нетехнолошки иновации“ со акроним „ИННОФОСТЕР“. Проектот се спроведува од страна на Здружението „Бизнис Информативен и Консалтинг Центар“ – Сандански во партнерство со Здружението за развој и промоција „Промо идеја“ - Струмица во рамките на Првиот повик за проектни предлози од ИНТЕРРЕГ - ИПА Програмата за прекугранична соработка Бугарија - Македонија (Број на ЦГИ: 2014TC16I5CB006).
Главната цел на проектот е да ги подобри знаењата и капацитетите на МСП за развој и усвојување на нетехнолошки иновации.

Иновацијата е клучен двигател на економскиот раст. Тоа вклучува широк спектар на активности кои им помагаат на претпријатијата да станат попродуктивни и конкурентни. Економијата на прекуграничниот регион на Бугарија и Македонија е специјализирана во сектори и активности кои бараат релативно ниски квалификации и технологии и кои извезуваат главно производи со ниска додадена вредност. Поголемиот дел од постоечките МСП имаат ниско ниво на технолошки развој и ограничен потенцијал за применети истражувања. МСП немаат знаење и немаат искуство со воведување на иновации, што предизвикува потенцијално губење на пазарите. МСП исто така немаат финансии за едукација на своите експерти за да воведат иновации.

Во таа смисла, главната цел на ова интервју е да обезбеди подетална анализа на специфичните потреби на МСП поврзани со поддршка и обука за иновации. Покрај тоа, врз основа на Вашето знаење и практично искуство во поддршката и работењето со МСП, би сакале да дознаеме повеќе за сегашното иновациско опкружување во целниот прекуграничен регион (кој се состои од округот Благоевград во Бугарија и Југоисточниот плански регион во Македонија).

Интервјуто има вкупно 18 отворени прашања и за кое се потребни не повеќе од 20 - 30 минути. Испитаникот се уверува дека неговите лични податоци или доставените информации нема да бидат објавени или да се користат за други намени, освен за истражувачки цели.
Доколку имате дополнителни прашања во врска со интервјуто или проектот како целина, Ве молиме да не контактирате преку е-пошта: contact@promoidea.org.mk и / или тел: 034/ 612 697.
Ви благодариме!
Проектниот тим на InnoFoster

Профил на испитаниците - Деловни советници / Креатори на политики / Институции за истражување и развој

ПРОФИЛ НА ИСПИТАНИЦИТЕ	
Име:	**Име:**
Институција/ Организација/ Претпријатие:	**е-Пошта:**
Локација:	**Локација:**
Возраст:	**Возраст:**
Ниво на образование:	
Позиција:	
Дали имате искуство во иновации / бизнис поддршка / креирање политики?	
Да ☐ Не ☐	
Други важни аспекти кои би сакале да ги истакнете:	

КОНТРОЛНИ ПОДАТОЦИ (Да бидат пополнети од страна на лицето кое го спроведува интервјуто)

ПОДАТОЦИ ЗА ИНТЕРВЈУ

ДАТУМ:

МЕСТО:

ЧАС:

МЕТОД (на пр. преку интернет, Skype, лице-во-лице, преку е-пошта, итн.):

Преку интернет ☐ Skype ☐ лице-во-лице ☐ е-пошта ☐

Интерес на интервјуираното лице за главната тема и активности на проектот:

ДА ☐ НЕ ☐

ДЕЛ А: ИСТОРИЈАТ И ИСКУСТВО

(Професионален историјат на деловниот консултант / советник / креатор на политики / истражувач кој дава поддршка за развој и воведување на иновации во МСП од целната прекугранична област)

Прашање / Тема за дискусија	Резимирајте ги одговорите подолу ...
1. Дали имате посебен историјат и претходно искуство во давањето на консултантски (советодавни) услуги / услуги за обука на претпријемачи / МСП во областа на иновациите? Ако одговорот е ДА, наведете подетални информации за конкретните услуги за советување / обуки кои сте ги понудиле во областа на иновациите?	

Б. СПЕЦИФИЧНИ КАРАКТЕРИСТИКИ НА ЛОКАЛНОТО ДЕЛОВНО ОПКРУЖУВАЊЕ

(Општи коментари за локалното деловно опкружување и ставот на локалните МСП спрема иновациите)

1. Ве молиме дадете некои општи коментари и размислувања за социо-економските карактеристики на регионот: развој на бизнисот, тенденции кај населението, образование, иновации, итн.	
2. Според вас, дали МСП во Република Македонија/ ЈИ плански регион се заинтересирани да добијат советување/ поддршка поврзана со развивање и воведување на иновации?	
3. Кои се главните предизвици при советување и спроведување на обуки на МСП од регионот во областа на иновациите?	
4. Која е општата перцепција на МСП од ЈИ плански регион во однос на иновациите? До кој степен би рекле дека претпријемачите се свесни за придобивките од развојот и	

воведувањето на иновации во нивните претпријатија?	

В. ГЛАВНИ ФАКТОРИ ШТО ГО ПОДДРЖУВААТ/ СПРЕЧУВААТ РАЗВОЈОТ И ВОВЕДУВАЊЕТО НА ИННОВАЦИИ.

(Главни фактори што го поддржуваат/ спречуваат иновацискиот процес во МСП на локално и регионално ниво)

1. Кои се според Вас главните мотивирачки фактори, внатрешни и надворешни, што го поттикнуваат воведувањето и развојот на иновации во МСП на локално и регионално ниво?	
2. Кои се според Вас главните фактори, внатрешни и надворешни, што го спречуваат воведувањето и развојот на иновации во МСП на локално и регионално ниво?	
3. Што треба да се направи на локално/ регионално/ национално ниво за да се поттикне развојот на иновации (вклучително и нетехнолошки – организациски и маркетиншки) во локалните МСП?	

Г. ПОЛИТИКИ, МЕРКИ, МРЕЖИ, ФИНАНСИСКИ ИНСТРУМЕНТИ И СТИМУЛАЦИИ

(Постоењето на специфични политики, мерки, мрежи, финансиски инструменти и стимулации што го поддржуваат воведувањето, промоцијата и развојот на иновации во МСП од ЈИ плански регион)

1. Кои се постојни мерки и структури за поддршка за развој и воведување на иновации? • Законска рамка и планови; • Поддршка преку јавни средства (на пр. Фондови на ЕУ, централен буџет, др. Извори на јавно финансирање, итн.), • Јавни/ Приватни/ граѓански организации што го поддржуваат развојот и воведувањето	

на иновации во локалните МСП.	
2. Дали сметате дека погоре споменатите мерки и структури се ефективни (со нив ќе се постигне целта), скроени по мерка (согласно потребите) и достапни за МСП од ЈИ плански регион? Која е ефикасноста на постојните врски помеѓу самите МСП, помеѓу МСП од една страна и образовните институции и институциите за истражување и развој од друга страна, итн.?	

Д. ПОТРЕБИ ЗА ПОДДРШКА И ОБУКИ

(Потреби на МСП од ЈИ плански регион за специфична поддршка и обука за да ги подобрат нивните вештини и знаења за развој и воведување на иновации. Посебни знаења/ вештини/ пристап што им се потребни на МСП од ЈИ плански регион за да развијат и воведат иновации)

1. Дали сте запознаети со постојните обуки/ курсеви/ програми за поддршка во ЈИ плански регион за развој и воведување на иновации во МСП? Доколку сте запознаети, дали сметате дека таквите обуки/ програми за поддршка се популарни помеѓу МСП во ЈИ плански регион? Дали тие се ефективни во постигнување на целите? На кој начин?	
2. Ако се разгледуваат иновациите во МСП од ЈИ плански регион, која би била најприфатливата алатка за учење која ќе ви помогне во понатамошниот развој и проширување на Вашите вештини и компетенции на темата?	
3. Врз основа на Вашето искуство кои се најважните вештини и компетенции кои вработените во	

МСП/ претпријемачите треба да ги поседуваат за да можат да развиваат иновации/ да го менаџираат иновацискиот процес?	

Ѓ. НЕТЕХНОЛОШКИ ИНОВАЦИИ

(Улогата на нетехнолошките иновации (на пр. организациски, маркетиншки, итн.) во поддршка на развојот на бизнисите. Нивото на свесност на МСП во ЈИ плански регион за таков тип на иновации; Ставот на МСП спрема темата, итн.)

Кои тип на иновации, според Вашето искуство, се најпопуларни помеѓу МСП од ЈИ плански регион?	
Како според Вас МСП од ЈИ плански регион би можеле да имаат корист од развивање и воведување на нетехнолошки иновации?	

ЗАВРШНИ ПРАШАЊА И ОТВОРЕНА ДИКСУСИЈА

1. Во случај на интервју лице-во-лице или отворена дискусија преку Skype, Ве молиме завршете го интервјуто со следниве изјави како резиме:
   - Резимирајте ги клучните прашања што беа поставени и клучните поенти што беа направени од страна на соговорникот и објаснете какви активности ќе бидат превземени како резултат на нивните информации и како истите ќе бидат искомуницирани,
   - Дозволете му на соговорникот да додаде нешто или да се осврне на самото интервју,
   - Поканете го соговорникот да учествува во активностите на проектот „ИННОФОСТЕР“ и споделете ги линковите и контактите за проектот.
   - Заблагодарете и/му се на соговорничката/ соговорникот за нејзиното/ неговото време и придонес.

Ви Благодариме за одвоеното време и учеството во интервјуто!

Проектен тим на ИННОФОСТЕР

5.2.2. Questionnaires for qualitative survey through interviews with Managers of SMEs in the South-east planning region

КВАЛИТАТИВНИ НАСОКИ ЗА СПРОВЕДУАВЊЕ НА ИНТЕРВЈУА СО МЕНАЏЕРИ НА МСП

Активност 3 - Истражување и анализа на потребите на сегашната иновативна средина во целниот прекуграничниот регион

Innofoster

Improving competitiveness of SMEs of the CB region by fostering and promotion of non-technological innovations

Здружение Центар за развој и промоција Промо Идеа - Струмица

Струмица, Македонија

05.04.2017

Вовед

Квалитативните интервјуа што треба да се спроведат во рамките на Активноста 3 (А.3) се дел од процесот на примарно истражување. Квалитативното интервју има за цел да добие длабок увид во темите кои се разгледуваат. Со други зборови, се обидува да го разбере мислењето на испитаниците и нивната перцепција врз основа на нивното искуство. Во овој случај, интервјуата и отворените дискусии имаат за цел да добијат подетални, суптилни и прилично квалитетни повратни информации за односот на членовите на целната група (т.е. менаџерите на МСП, деловните консултанти, креаторите на политики, институциите за истражување и развој и академските институции) и другите заинтересирани страни во сегашната иновациска околина во прекуграничниот регион на Бугарија и Македонија, како и конкретните потреби и недостатоци кои и локалната средина и надворешните и внатрешните фактори ги имаат при процесот на воведување и развој на иновации од страна на локалните мали и средни претпријатија (МСП).

Со цел да ги постигне своите цели, квалитативната фаза на истражување на А.3 ќе вклучи серија отворени дискусии во форма на интервјуа (или лице-во-лице или преку интернет), кои ќе бидат организирани од страна на секој координатор за истражување во двете земји .

Методологија

Интервјуата или отворените дискусии со членовите на целните групи се корисна алатка за добивање на дополнителни податоци во истражувањето и за да се утврдат областите кои имаат потреба од понатамошно испитување, како што се меките вештини. Учесниците обично отвараат повеќе прашања и предмети надвор од подготвениот прашалник.

Теми и прашања на интервју

Интервјуто треба да ги опфати следните теми кои се од суштинско значење за потребите на истражувањето:

G. Потешкотии и искуства на испитаниците
H. Специфичните карактеристики на локалното деловно опкружување, вклучувајќи го и нивото на иновативен развој на локалните бизниси, нивното ниво на перцепција, знаење и став кон терминот "иновација", како и специфичниот начин на размислување на локалната бизнис заедница. Сето ова треба да се презентира од аспект на интервјуираното лице (менаџери на мали и средни претпријатија, сопственици, итн.);

I. Кои се главните фактори кои го поддржуваат / го попречуваат процесот на иновации во бизнисите.
J. Посебните потреби за поддршка и обука што ги бараат малите и средните претпријатија од регионот, со цел да ги подобрат своите вештини и знаења во

област на воведување и развој на иновации. Посебните знаења / вештини / ставови потребни за локалните МСП со цел да се воведат и развијат иновации во нивните компании.

K. Улогата на нетехнолошки иновации за поддршка на развојот на бизнисот.
L. Заклучни прашања

Во секој случај, горенаведените теми би можеле да се прилагодат или да се модифицираат врз основа на желбата на испитаникот и степенот на знаење и практично искуство во оваа тема. Во врска со ова, темите и времетраењето на интервјуто треба да се остават на поединечната проценка на интервјуерот.

Процес на интервју

Започнување на интервјуто

Интервјуто вклучува 18 отворени прашања и треба да потрае околу **20 до 30 минути за да се заврши** лице-в-лице или преку Skype. Интервјуто треба да започне со кратко претставување на целите на проектот на испитаниците.

Исто така, многу е важно да се побара дозвола од испитаниците за снимање на интервјуто (доколку е применливо), а исто така и да се уверат во анонимноста и доверливоста на податоците што ги даваат. Сите податоци собрани за време на интервјуто ќе бидат само за единствените цели на проектот.

На почетокот на интервјуто, со цел да се создаде врска и да се направи испитаници да се чувствуваат удобно, интервјуерот треба да ја искористи можноста да разговара за нивната позадина, т.е. нивната работа и работно искуство.

За време на интервјуто

За време на интервјуто, можете да го следите моделот од 80% -20% (нека интервјуираните зборуваат 80% од времето додека вие зборувате 20% кога е потребно за да ги разјасните точките или да побарате од испитаникот да елаборира повеќе за одредено прашање).

Заклучување на интервјуто

За да го заклучите интервјуто, овозможете им на испитаниците извесно време за било какви коментари, идеи, поенти кои можеби ќе сакаат да ги додадат или елаборираат за прашања што претходно биле дискутирани, прашувајќи ги "Дали има нешто друго што би сакале да го додадете?".

Интервјуата треба да се изведуваат или лице-во-лице,или писмено (преку електронска пошта) или преку алатки за интернет комуникација (како Skype, GoToMeeting, итн.) со времетраење од околу **20-30 минути** во зависност од поставените прашања и желбата на испитаникот .

Ќе се одржат најмалку **5 интервјуа со членовите на целна група** (менаџери за МСП, деловни консултанти, креатори на политики, институции за истражување и развој и членови на академски институции) во секоја земја. Вкупно треба да се спроведат најмалку 10 отворени дискусии / интервјуа во рамките на **квалитативната фаза на истражување на Активност 3.** Со цел да се обезбеди балансиран примерок од профилот на испитаниците, се обезбедува следната дистрибуција на примери:

• Менаџери за МСП - 2 интервјуа;

• Деловни советници, креатори на политики, институции за истражување и развој и членови на академски институции - 3 интервјуа;

Прашања

Интервјуата се дизајнирани во полуструктуриран формат (т.е. отворени прашања групирани според специфични теми во одреден ред), така што ги покриваат различните аспекти на развојот на иновациите во малите бизниси кои се релевантни за целите на проектот.

Во принцип, треба да се следи следното интервју / отворена дискусија:

- **Воведен дел**
  - Претставување себе си или тимот што учествува на дискусијата.
  - Претставување на проектот „ИННОФОСТЕР“ и неговите цели и предвидените резултати.
  - Дефинирање и објаснување на целите на интервјуата и воспоставување на основните правила.
- **Темелен дел** – овој дел се базира на темите и деталната структура на интервјуто што е дадена подолу.
- **Заклучен дел** - сумирање на клучните прашања што се покренати и клучните точки и објаснување кои активности ќе се преземат како резултат на нивните повратни информации и како ќе се соопштат.
- Покана за учество во активностите на проектот "ИнноФостер", споделување на проектни врски и контакти.
- Заблагодарување на учесниците за нивното време и придонес.

Забелешка: Вкупното време на интервјуто треба да биде помеѓу 20 - 30 минути во зависност од желбата на испитаникот.

Содржина на интервјуто

Почитуван(а) учесник(чка) во интервјуто,

Ова интервју се спроведува во рамките на проектот „Подобрување на конкурентноста на малите и средните претпријатија (МСП) во прекуграничниот регион преку поттикнување и промовирање на нетехнолошки иновации“ со акроним „ИННОФОСТЕР“. Проектот се спроведува од страна на Здружението „Бизнис Информативен и Консалтинг Центар“ – Сандански во партнерство со Здружението за развој и промоција „Промо идеја“ - Струмица во рамките на Првиот повик за проектни предлози од ИНТЕРРЕГ - ИПА Програмата за прекугранична соработка Бугарија - Македонија (Број на ЦГИ: 2014TC16I5CB006).
Главната цел на проектот е да ги подобри знаењата и капацитетите на МСП за развој и усвојување на нетехнолошки иновации.

Иновацијата е клучен двигател на економскиот раст. Тоа вклучува широк спектар на активности кои им помагаат на претпријатијата да станат попродуктивни и конкурентни. Економијата на прекуграничниот регион на Бугарија и Македонија е специјализирана во сектори и активности кои бараат релативно ниски квалификации и технологии и кои извезуваат главно производи со ниска додадена вредност. Поголемиот дел од постоечките МСП имаат ниско ниво на технолошки развој и ограничен потенцијал за применети истражувања. МСП немаат знаење и немаат искуство со воведување на иновации, што предизвикува потенцијално губење на пазарите. МСП исто така немаат финансии за едукација на своите експерти за да воведат иновации.

Во таа смисла, главната цел на ова интервју е да обезбеди подетална анализа на специфичните потреби на МСП поврзани со поддршка и обука за иновации. Покрај тоа, врз основа на Вашето знаење и практично искуство во поддршката и работењето со МСП, би сакале да дознаеме повеќе за сегашното иновациско опкружување во целниот прекуграничен регион (кој се состои од округот Благоевград во Бугарија и Југоисточниот плански регион во Македонија).

Интервјуто има вкупно 18 отворени прашања и за кое се потребни не повеќе од 20 - 30 минути. Испитаникот се уверува дека неговите лични податоци или доставените информации нема да бидат објавени или да се користат за други намени, освен за истражувачки цели.

Доколку имате дополнителни прашања во врска со интервјуто или проектот како целина, Ве молиме да не контактирате преку е-пошта: contact@promoidea.org.mk и / или тел: 034/ 612 697.

Ви благодариме!
Проектниот тим на InnoFoster

Профил на испитаниците - Менаџери на МСП

ПРОФИЛ НА ИСПИТАНИЦИТЕ	
Име:	**Презиме:**
Институција/Организација/Претпријатие:	**Е-пошта (по избор):**
Локација:	**Држава:**
Возраст:	**Пол:**
Ниво на образование:	
Позиција:	
Дали имате искуство со иновации / поддршка за бизнисите / креирање политики?	
Да ☐ Не ☐	
Други важни аспекти кои би сакале да ги истакнете:	

КОНТРОЛНИ ПОДАТОЦИ (Да бидат пополнети од страна на лицето кое го спроведува интервјуто)

ПОДАТОЦИ ЗА ИНТЕРВЈУ

ДАТУМ:

МЕСТО:

ЧАС:

МЕТОД (на пр. Преку интернет, Skype, лице-во-лице, преку е-пошта, итн.):

Преку интернет ☐ Skype ☐ Лице-во-Лице ☐ е-пошта ☐

Интерес на соговорникот за главната тема и активности на проектот:

ДА ☐ НЕ ☐

ДЕЛ А: ИСТОРИЈАТ

Историјат на претставникот на претпријатието и искуство во управувањето со иновации)

Прашање / Тема за дискусија	Резимирајте ги одговорите подолу ...
1. Ве молиме дадете краток профил на претпријатието кое го поседувате / управувате. Кои се главните фактори / бариери кои го попречуваат развојот на вашето претпријатие?	

Б. СПЕЦИФИЧНИТЕ КАРАКТЕРИСТИКИ НА ЛОКАЛНОТО ДЕЛОВНО ОПКРУЖУВАЊЕ

(Општи коментари за локалното деловно опкружување и ставот на претпријатијата од ЈИ плански регион спрема иновациите)

1. Дали според вас МСП во Република Македонија/ Ји плански регион се заинтересирани да бидат советување и поддршка за развој и воведување на иновации?	
2. Која е вашата перцепција за иновациите? До кој степен сте свесни за придобивките од развивање и воведување на иновации во Вашето претпријатие?	
3. Каков вид на иновации сте развиле или во моментов се во процес на развој во Вашето претпријатие?	

В. ГЛАВНИ ФАКТОРИ КОИ ЈА ПОДДРЖУВААТ / ПОПРЕЧУВААТ ИНОВАЦИЈА.

(Главни фактори кои го поддржуваат / попречуваат процесот на иновации во локалните претпријатија и на локално / регионално ниво)

1. Кои се според Вас главните мотиви (внатрешни и надворешни) кои го потпомагаат развојот и воведувањето на иновациите во Вашето претпријатие?	
2. Кои се според Вас главните фактори (внатрешни и надворешни) што го попречуваат	

развојот и воведувањето на иновациите во Вашето претпријатие?	
3. Што треба да се направи на локално / регионално / национално ниво со цел да се поттикне развојот на иновациите (вклучувајќи ги не-технолошките - организациските и маркетиншки иновации) во МСП од ЈИ плански регион?	

Г. ПОТРЕБИ ЗА ПОДДРШКА И ОБУКА

(Потреби на МСП од ЈИ плански регион за специфична поддршка и обука за да ги подобрат нивните вештини и знаења за развој и воведување на иновации. Посебни знаења/ вештини/ пристап што им се потребни на МСП од ЈИ плански регион за да развијат и воведат иновации)

1. Дали сте запознаети со постојните обуки/ курсеви/ програми за поддршка за развој и воведување на иновации во МСП од ЈИ плански регион?		
2. Кога размислуваме за иновациите во локалните МСП, која ќе биде најприфатливата алатка за учење која ќе ви помогне во понатамошниот развој и проширување на вашите вештини и компетенции на темата?		
3. Врз основа на Вашето искуство кои се најважните вештини и компетенции кои Вие како менаџер/ претприемач треба да ги поседувате за да можете да развивате иновации/ да го менаџирате иновацискиот процес?		

Д. НЕТЕХНОЛОШКИ ИННОВАЦИИ

(Улогата на нетехнолошките иновации (на пр. организациски, маркетиншки, итн.) во поддршка на развојот на бизнисите. Нивото на свесност на МСП во ЈИ плански регион за таков тип на иновации; Ставот на МСП спрема темата, итн.)

1. Колку сте сигурни и подготвени во моментов за	

планирање, развој и воведување на (нетехнолошки) иновации во Вашето претпријатие?	
2. Дали до сега имате воведено било какви нетехнолошки иновации во Вашето претпријатие? Ако одговорот е Да, накратко опишете ги:	
3. Кои се предизвиците / потребите на Вашето претпријатие во врска со: А) Организација на работата и внатрешни процеси Б) Маркетингот (сфатен како Производ, Цена, Дистрибуција) и Промоција)	
4. Дали гледате било каква можност да се воведат иновации во однос на претходно споменатите потреби/ предизвици (се однесува на прашањето 3)? Ако одговорот е Да, кои се тие можности?	
5. Дали сте заинтересирани да добиете поддршка и советување во врска со иновациите, посебно нетехнолошките?	
6. Што според Вас најмногу придонело за комерцијализација на Вашите нови производи и / или услуги во текот на изминатите три години?	
7. Дали можете да посочите некој пример на нетехнолошки иновации во Вашето деловно опкружување (на пример, кај Вашите добавувачи/ клиенти, Вашите конкуренти, итн.)?	

ЗАВРШНИ ПРАШАЊА И ОТВОРЕНА ДИКСУСИЈА

1. Во случај на интервју лице-во-лице или отворена дискусија преку Skype, Ве молиме завршете го интервјуто со следниве изјави како резиме:

- Резимирајте ги клучните прашања што беа поставени и клучните поенти што беа направени од страна на соговорникот и објаснете какви активности ќе бидат превземени како резултат на нивните информации и како истите ќе бидат искомуницирани,
- Дозволете му на соговорникот да додаде нешто или да се осврне на самото интервју,
- Поканете го соговорникот да учествува во активностите на проектот „ИННОФОСТЕР“ и споделете ги линковите и контактите за проектот.
- Заблагодарете и/му се на соговорничката/ соговорникот за нејзиното/ неговото време и придонес.

Ви Благодариме за одвоеното време и учеството во интервјуто!

Проектен тим на ИННОФОСТЕР