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# Framework Document

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## Appendix List of Good Practices in the Regions

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## Appendix: List of Good Practices in the Regions

### Macro-level innovation environments

#### 1. East Sweden Business Region (ESBR)

Region: Östergötland, Sweden

Website: <http://www.eastsweden.com>

##### Short Description:

The ESBR is a collaboration, established in 2011 by the East Sweden Regional Council in which all of Östergötland's actors within the area of growth come together to create attractive, competitive industries with high growth potential. It involves the county's 13 municipalities, Region Östergötland, Linköping University, the region's science parks, Nyföretagarcentrum, Almi Företagspartner and industry through the Chamber of Commerce, Företagarna and Industrikompetens. Clusters such as Hälsans nya verktyg, Vreta Kluster and Cleantech Östergötland participate, as do a number of other actors. The Swedish Agency for Economic and Regional Growth supports the ESBR.

In its strategy, the ESBR focuses on regional strengths from which all industries and branches can benefit. ESBR has been responsible for drafting the RIS<sup>3</sup> in the region (ESBR 2015). It has a budget for funding initiatives in the targeted areas (such as simulation and visualization of complex data), but also spends money on more general societal challenges, e.g. health care. Each ESBR partner designates a responsible contact person in each field of action to ensure accurate and efficient communication. For each targeted area, regular meetings take place to keep processes going. These meetings are organized and chaired by a target area manager, who is selected from among the ESBR platform. The overall coordination rests with the RIS<sup>3</sup> management team in the Region Östergötland.

#### 2. Umbria High Tech District (DTU)

Region: Umbria, Italy

Website: <http://www.regione.umbria.it/giunta-regionale>

##### Short Description

In 2006, The Umbria Region High Tech District (DTU) was created by an agreement between the Umbria Region, MEF (Ministry of Economic and Finance) and MIUR (Ministry of Education and Research), with a total budget of 50 million Euros. It is aiming at supporting the innovation capacity of the regional production fabric in the sectors metallurgical specialty materials, micro- and nano-technologies, advanced mechanics and mechatronics. The aim of the DTU is to increase the experience of collaboration between companies and the world of research



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(both public and private) in the transfer of excellence and linkage with similar national and European experiences.

In 2010, as a result of the Call for Proposals for the establishment of Innovation Poles on the resources of Axis I and Axis III of the POR FESR 2007-2013, four Innovation Poles were established in Umbria Region:

- INNOVATION POLE FOR ENERGY EFFICIENCY AND RENEWABLE SOURCES - consisting of 58 members (SMEs). It is supported by the University of Perugia and the Research Centers (INFN), which provide scientific and technological support. The specific purpose is: to develop the associated companies through product and process innovation in the fields of energy and energy efficiency, such as photovoltaic, biomass, mini-hydro, wind, and sustainable architecture.
- GENOMIC AND BIOLOGY INNOVATION POLE - founding members are 3 small companies (Dia.Metra, Analysis, Farthan), 2 medium-sized enterprises ( Angelantoni Life Sciences and Molini Spigadoro), 5 spin-off universities (NPP, Vis4, ICT4Life, Rapid Biotech and MtM), 2 research centers (Functional Genomics Center of the University of Perugia and ISRIM). The aim of the Pole is to develop an infrastructure to support business growth by developing actions geared to gaining adequate market space, to accredit the Innovation Pole as one of the reference players for innovation in genetics, genomics and biology
- ADVANCED AND MECCATRONIC MECHANICAL POLE - it consists of 105 members operating in four main sectors: automotive, aerospace, advanced mechanics and social technologies. The purpose: To stimulate and direct business idea ideas, promoting collaboration between them, feasibility plans and technology transfer projects.
- SPECIAL MATERIALS AND MICRO-NANO TECHNOLOGIES POLE - it is composed of 39 members today and the purpose is to strengthen the competitiveness of companies operating in industrial sectors that characterize the area such as chemistry, metallurgy, steel and building. The pole can help to diversify business opportunities, strengthen the ability to penetrate and consolidate the presence of local entrepreneurship in highly qualified, international markets with high added value, stimulate the diffusion of R & I culture, strengthen collaboration with the university of the territory, enhance R & D activities by increasing the level of exploitation of results and enhancing qualified skills.



**3. Six Platforms for the Innovation, Valorisation and Optimization of Environmental Technologies [6 Plateformes d'Innovation, de Valorisation et d'Optimisation Technologique Environnementales] (ARD PIVOTS)**

**Region:** Centre-Val de Loire, France

**Website:** <http://www.poledream.org/pivots-6-plateformes-d-innovation-de-valorisation-et-d-optimisation-technologique-environnementales-en-region-centre-val-de-loire>

**Short Description**

In 2016 a set of six innovation platforms has been created, combining public and private stakeholders in the region. The aim is to improve the monitoring and understanding of the state of the environment, and to develop and validate new technologies for the remediation of degraded environments. The platforms focus on supporting innovation and solutions for economic growth in sustainable development by reinforcing academic and industrial collaborations.

Led by experts from universities and research centres, the six platforms are focusing on issues of water pollution (DECAP), the sustainable use of water resources (O-ZNS), environmental engineering, soil preservation and energy efficiency (PERMECA), carbon emissions (PESA), air pollution (PRAT) and environmental measurement technology (PRIME).

The platforms are closely linked to the regional research programme "Ambition Research and Development 2020" (ARD). The ARD Lavoisier, for example, is a research partnership for the storage and transport of clean and renewable energies (hydrogen, wind turbine and photovoltaic). In its laboratory in Monts, the platform works for solution to speed up the process of design, development and industrialization of materials and systems turned to new energies. The ARD Biomédicaments, as a second example, is a scientific project consortium covering a wide range of biopharmaceuticals developments, including target selection, bio-manufacturing, bio-conjugation, animal models, pharmacokinetics, imaging, immunogenicity and clinical research, while also incorporating the social dimensions of bio-medicine.

**4. Regional Cooperative of Westerkwartier**

**Region:** Northern Netherlands, the Netherlands

**Website:** <http://www.gebiedscooperatie.info>

**Short Description**

The area of Westerkwartier in the Groningen region has a high density of very small SMEs, which cannot survive global competition, unless reorganising themselves in an effective and cooperative way. The cooperative, established in late 2013, seeks to support and encourage entrepreneurs in taking risks, when innovating their businesses and building a new regional value chain. Its members are about 450 rural entrepreneurs, organised in diverse regional rural entrepreneurs' associations, regional schools and universities of applied sciences, and public bodies in the fields of health, well-being, food and landscape.



As a multi-stakeholder alliance, the cooperative is a social enterprise with a focus on the entire region instead of just one single sector or industry. It develops and stimulates economic activities with a benefit for the region and the people who are living and working there. Cooperation between the various members and stakeholders is key, rather than competitiveness. The cooperative has successfully been able to find solutions to some regional problems. By joining forces, the Regional Co-operative demonstrates in practice how entrepreneurs, public authorities, knowledge institutions and practitioners from a range of organisations can collectively learn, innovate and cooperate. They are cooperating in projects within a working programme consisting of five inter-related issues: landscape, agriculture & food; energy, water & bio-based economy; public space, health & social well-being; youth & start-ups; next generation cooperative alliances.

#### Meso-level innovation environments

##### 5. RIS<sup>3</sup> Thematic Working Groups

**Region:** Extremadura, Spain

**Website:** <http://www.ris3extremadura.es/>

##### Short Description

One of the main challenges identified with regard to EDP during the implementation of Extremadura RIS3 is how to keep a close relation with relevant stakeholders and motivate them to be involved in such processes in a sustainable way. On this note, one of the weaknesses of the regional innovation system arises: the need to strengthen the coordination and cooperation between regional agents, specially in the strategic specialization areas.

Taking this into account, 5 working groups have been created in 2014 as part of the RIS3 governance model, as an instrument of promotion, participation and empowerment of the key players of the region in each area of specialization (one for each priority/specialization: food and agriculture, clean energy, tourism, Health sector, ICT). Beyond keeping transparency in RIS3 monitoring and evaluation, the meetings of these working groups will contribute to keep regular contact with key players, encourage interaction between regional agents, identify cooperation opportunities and generate new projects, meet intellectual challenges or raise business challenges in the specialization areas and discover hidden trends or innovations, as well as potential new investments.

Participants have been selected by the General Secretariat of Science, Technology and Innovation in order to represent the quadruple helix of the Extremadura system of science, technology and innovation, considering the contribution of value they can make to it in terms of knowledge and technology, entrepreneurial leadership, innovative dynamism or responsibility in the RIS3 implementation.



## 6. ICT Polska Centralna Klaster

**Region:** Lodzkie Region, Poland

**Website:** <http://www.ictcluster.pl/>

### Short Description

The ICT cluster convenes 24 partner organizations, including local enterprises, branches of international companies in the area, universities and research institutes as well as public authorities. The partners are working in different sectors but share a common interest in technological innovation for ICT applications to their specific field. Their collaboration is organized around some permanent taskforces, namely on education, on the promotion of partners, and on research projects.

The cluster aims at strengthening the supply of a skilled ICT workforce in the region (e.g., by cooperation between ICT firms and universities with regard to academic curricula, internships and PhD projects), sharing knowledge for innovation, becoming active in international projects, and promoting the interests of the different partners in the cluster.

## 7. Innovation Cluster Drachten (ICD)

**Region:** Northern Netherlands, the Netherlands

**Website:** <https://www.icdrachten.nl/>

### Short Description

The Innovation Cluster Drachten, a regional alliance of high-tech companies is aiming at boosting innovation, manufacturing and competition power. It has been established in the 1990s. ICD represents the highest concentration of R&D activities in the northern part of the Netherlands. In 2017, 18 companies have been part of the cluster. There is actually a waiting list for new entrants to the group. Trust is seen as an important factor, therefore ICD avoids to attract competitors and all members have to vote positively before a new company can enter the cluster.

The ICD network conducts R&D projects in various working groups. Although not every partner is involved in each project, decisions on starting new projects are taken by consensus. The mission statement of ICD lists six main objectives:

- (a) Human capital: to attract and commit top talent on all levels: 'captivate' and 'bind',
- (b) Promotion of the region: as innovative and attractive,
- (c) Knowledge sharing: networking as part of their way of life,
- (d) Starters support: to assist regional "technostarters",



- (e) Innovation: prepare and execute complex pre-competitive R&D,
- (f) Facility sharing: open the doors of testing and production facilities to other ICD companies.

#### 8. Vitartis

**Region:** Castilla y León, Spain

**Website:** <http://www.vitartis.es>

##### Short Description

In Castilla y León, the cluster Vitartis represents the food industry sector, one of the most important economic pillars in the region. It comprises many stakeholders from the fields of business, science and technology. In 2017, 51 agro-food SMEs, 20 large size companies, six universities, four technology centres and two public research centres have been members in the Vitartis cluster. The cluster aims at higher competitiveness, the stronger representation of sectoral interests and a more vibrant emphasis on R & D activities in the region.

Vitartis maintains permanent working groups on internationalization, innovation, financing and vocational training. The consortium deliberately employs EDP instruments – such as online surveys, regular cluster meetings, workshops, one-to-one business appointments, etc. - in the selection of issues of strategic interest (e.g., projects on 4.0 industry technologies for the food sector) and specific training programmes (e.g., workshops on food companies' management).

#### 9. Smart Electricity Cluster (S2e2)

**Region:** Centre-Val de Loire (and other French regions), France

**Website:** <http://www.s2e2.fr/>

##### Short Description

As an example for an inter-regional cluster, the S2e2 is a large network for smart electricity technologies in western France. It is based in the Centre-Val de Loire, Limousin and Pays de la Loire regions. Since 2005, the network contributes to the emergence of novel technological solutions, new products and services in the domains of energy efficiency and renewable energies. As a competitive cluster for managing electric and thermal energies it aims for innovation by stimulating collaboration between companies and laboratories in the form of R&D projects, whose spin-offs are growth drivers for these companies on the market.

In 2015, the S2E2 has convened more than 160 members, among them over a hundred companies, most of which have been SMEs, nine universities and colleges, research and training institutions as well as public bodies. The network supports collaborative R&D projects, contributes to the development of training courses in the cluster's domains, and promotes the sharing of technological skills for the dynamic development of the regions. The S2e2 has



certified more than 300 joint R & D projects and financed more than 100 such projects in the first ten years of its existence.

#### 10. MAHREG Automotive Cluster

**Region:** Saxony-Anhalt, Germany

**Website:** <http://www.invest-in-saxony-anhalt.com/automotive>

##### Short Description

In the MAHREG automotive network, founded in 1999 as a network of excellence for the industry, service providers, equipment suppliers, research institutes and universities cooperate. The number of members has grown from seven at the beginning to around 70. The network is in regular contact with another hundred partners and takes care of the close interconnection between industry and science.

More than 200 supply industry companies are concentrated in the area, specialists who supply all major original equipment manufacturers, such as VW, Daimler, BMW, Opel, and Porsche. A piece of Sachsen-Anhalt is in every German-built car. Accordingly, mobility and logistics has been identified as one of the five lead markets in the regional innovation strategy. With technical innovations in drive technology, aluminium and polymer-based lightweight components and in the field of e-mobility, Sachsen-Anhalt has established itself as a centre of competence for the automotive supply industry. Existing clusters, such as MAHREG Automotive and ELISA (Electromobility, light and intelligent – an initiative for Sachsen-Anhalt) cooperate with university and non-university research facilities to develop sustainable developments to production stage. An efficient centre for industry-related research and development has been created with the Institute for Competence in Auto Mobility (IKAM) at the University of Magdeburg.

#### Micro-level innovation environments

#### 11. Water Campus, Leeuwarden

**Region:** Northern Netherlands, the Netherlands

**Website:** <http://watercampus.nl/>

##### Short Description

As a technology hub, the innovation campus it is the meeting point of the Dutch water technology sector and has the ambition to play a sector uniting role for the rest of Europe as well. Water Campus encourages cooperation between (inter)national and regional businesses, universities and research centres, educational institutes and governments within the water technology sector, in order to create synergy for world class innovation, education and





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entrepreneurship. It offers a unique infrastructure for scientific research, product development and project demonstration.

The Water Campus Leeuwarden is formed by three managing entities: the research and technology institute Wetsus, the centre for applied research CEW and the public-private partnership body Water Alliance. The Water Campus focuses on innovative and sustainable water technology that can be used worldwide. It brings together a complete chain of innovation for water technology, from first idea, research & development, specialised laboratories, a water application centre, various demo sites, launching customers to international applications with commercial companies. Indeed from knowledge to business. It is driven by the idea that technological development and innovation is needed to develop new markets and thus create new business opportunities for the water technology industry.

## 12. Dairy Campus

**Region:** Northern Netherlands, the Netherlands

**Website:** <https://www.dairycampus.nl/>

### Short Description

The Dutch dairy chain, fuelled by more than 18,000 dairy farmers, is currently facing a huge challenge: it must realise sustainable development, while simultaneously enhancing and expanding its position in an increasingly global market. If this challenge is to be mastered, it is essential that all parties in the milk and dairy chains join forces and cooperate. Although Dairy Campus focuses on the entire dairy chain “from grass to glass”, most activities deal with the milk production side of the dairy chain. At Dairy Campus, innovative projects and activities are carried out in order to generate new information and knowledge to drive innovation in the dairy chain. In this way science and practice go hand in hand.

Close cooperation with entrepreneurs and the business sector is key. The demand from the whole dairy industry including farmers, suppliers and processors is central to Dairy Campus to develop new knowledge that can be applied to innovative products and processes. Moreover this knowledge is applied in education and training of present and future professionals. At the campus research facilities, different projects are being carried out, for example, on efficient cattle feeding, raising young-stock, grazing systems and water flows on a dairy farm (the latter in cooperation with the Water Campus Leeuwarden).

Dairy Campus is part of Wageningen University & Research, but moreover is also linked with organisations such as the Van Hall Larenstein university of applied science, the vocational education centre Nordwin College, the Dairy Training Centre, national farmers organisation LTO Nederland, dairy coop Friesland Campina, RUG Campus Fryslân, the city of Leeuwarden and the province of Fryslân. Dairy Campus is part of the national Agrifood cluster and has connections with other Dutch clusters, like Food Valley Wageningen, Water Campus Leeuwarden and the Sino Dutch Dairy Development Centre in Beijing - China.



### 13. Healthy Ageing Campus Netherlands

**Region:** Northern Netherlands, the Netherlands

**Website:** <https://www.hannn.eu/over-hannn/>

#### Short Description

The Healthy Ageing Campus Netherlands is the organisational umbrella that brings together all the facilities, enterprises, and researchers in and connected to the University Medical Centre Groningen (UMCG) in the healthy ageing research areas of food & (e)health, biomedical technology and pharma. In 2006, the UMCG developed its strategic and societal focus on Healthy Ageing. The UMCG describes Healthy Ageing as the lifelong process that starts before conception, with parents passing on their genes to the next generation, and with them the risks and opportunities for a healthy life course, and the occurrence of illness during life. Lifestyle, food patterns and environmental factors all influence the development of health and disease. Research outcomes need to be translated into adequate and/or improved prevention and treatment methods. This in turn leads to new medical products, diagnostic technologies, and for example for the development of new nutritional products – another aspect in which this research is of vital importance.

The multidisciplinary research into Ageing that is based in Groningen fosters a joint research challenge for the UMCG, the University of Groningen, the Hanze University of Applied Sciences, and various regional, national and international partners. New insights derive from a cross-fertilisation that extends fundamental biological and (pre)clinical research through applied research into societal effects affecting disease and health. To support these processes, the Healthy Ageing Campus facilitates insight into the available innovation chains. Based on identified needs within such chains, companies may acquire knowledge and become connected to the knowledge production partners. Besides research facilities at the UMCG and the University of Groningen, such as incubator buildings and company laboratories, the Healthy Ageing Campus provides in an R & D Hotel, a flexible supply of laboratory and office space, which is available for researchers and entrepreneurs on project basis.

### 14. Magdeburg Science Port

**Region:** Saxony-Anhalt, Germany

**Website:** <http://www.wissenschaftshafen.de/Home?La=2>

#### Short Description

In Saxony-Anhalt, the Magdeburg Science Port, located at the Elbe river, has been established in 2007 as a center of innovation and technology transfer. Close to the Magdeburg university and research institutions, such as the Fraunhofer Institute for Factory Operation and Automation and the Max Planck Institute for the Dynamics of Complex Technical Systems, university spin-offs and new business start-ups are working together in the Science Port. As innovative firms in fields like process engineering and information technology they are playing



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a major role in knowledge transfer from research to practice. Among the key aims of the project is the encouragement of communication among the firms based in the area to generate synergy.

One of the tenants in the park is the Virtual Development and Training Center (VDTC), which provides high-tech labs ideally suited for interdisciplinary work between scientists, industrial users and innovative service providers. Focusing strongly on practical applications, interactive visual simulations are jointly developed for virtual product and process development. Besides virtual functional tests, VDTC's research also addresses virtual training. Other users of the science port include the Institute for Automation and Communication (ifac), an affiliate of the Otto von Guericke University Magdeburg, specializing in technology development in the field of industrial communication, traffic, process industry and environmental technology, and the Zephram "ideas factory", consulting business in innovation activities.

#### 15. Research Campus STIMULATE, Magdeburg

**Region:** Saxony-Anhalt, Germany

**Website:** <https://www.forschungscampus-stimulate.de/en/start/index.html>

##### Short Description

The Magdeburg research campus STIMULATE is a project within the initiative "Forschungscampus – Public-Private Partnership to Foster Innovation" funded by the Federal Ministry of Education and Research (BMBF) since 2012. The focus of STIMULATE are technologies for image guided minimally invasive methods in medicine. The main goal is to develop new patient-friendly, high-quality and specifically required diagnostic and therapeutic procedures for socially highly relevant disease patterns. Within the research campus, physicians define their specific needs. On this basis, medical engineering specialists research and develop innovative technologies and solutions. In turn, these are tested by the physicians and integrated into patient treatment. The aim is to improve medical treatments as well as to help contain of exploding health care costs. In particular, age-related common diseases in the areas of oncology, neurology and vascular diseases are considered. In the long term, the project aims to become the "German Centre for Image-guided Medicine".

The focus on application-oriented basic research improves the transfer and translation of ideas and innovations. This specialisation is a particular strength of STIMULATE, as demographic trends and rising incidences, especially of age-related diseases, require a "personalized medicine" with new diagnostic and therapeutic methods. In addition to the activities in research and development, STIMULATE is active in university-level education as well as professional training of physicians and medical technicians. Structurally, the project is a public-private partnership between the Otto-von-Guericke-University Magdeburg, Siemens Healthcare GmbH and the STIMULATE Association, a series of leading regional and international SMEs. Within the lead market of health and medicine, the regional innovation strategy describes the STIMULATE research campus at the Magdeburg University as a beacon



in the research and development of imaging minimal-invasive diagnosis and treatment methods.



#### 16. Life Tech City, Tirgu Mures

**Region:** Centru, Romania

**Website:** <https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/support-measure/lifetech-city-pole-competitiveness-medicine-life-sciences-and-medical-informatics>

##### Short Description

Established in 2012 at the initiative of the Tirgu Mures municipalities, the Life Tech City has become the first pole of competitiveness in the field of medicine, life sciences and informatics in Romania. Tirgu Mures has a strong tradition in medical and pharmaceutical research and hosts some of the most relevant medical centres in the country. This provides potential for transforming the area into an important international centre for training, practice, research and excellence in bio-informatics, bio-technology, clinical engineering, medical robots and related fields.

Among the current 26 members of Life Tech City are companies, public authorities, universities, hospitals and non-governmental health foundations in the area. Life Tech City aims at supporting and financing R & D projects at the intersection of medicine and the ICT sector. As a technology transfer entity, Life Tech City facilitates cooperation within and beyond its network. Among the current activities of its members are projects for the diagnosis and therapy of children's cardiac problems and the training of medical staff in emergency medicine.

#### 17. Visual Sweden

**Region:** Östergötland, Sweden

**Website:** <http://www.visualsweden.se/>

##### Short Description

Visual Sweden is a part of the region's strategy for smart specialisation, where visualisation and simulation is among the prioritised areas. The initiative aims at stimulating innovation and regional growth with focus on visualisation, image analysis and simulation. Central actors are the Region Östergötland, the Linköping and Norrköping municipalities, Linköping University, research institutions, such as SMHI (Swedish Meteorological and Hydrological Institute), NFC (National Forensic Centre) and FOI (Swedish Defence Research Agency) as well as some 50 small, medium, and large companies.

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Health care, industry and urban and rural planning are seen as key areas in which Visual Sweden can facilitate innovative activities. Visualization has become a powerful tool in the health care sector. Innovations from East Sweden have revolutionized the way we interact with medical images all over the world. Visualization aids enhanced understanding of the human body, and is a fantastic asset for medical professionals who are active in the areas of education, research, diagnostics and rehabilitation. Industry and the business sector can incorporate visualization technologies into their operations with the aim of developing their products, business systems and processes, which will contribute to their attractiveness on the market.

Today, visualization is successfully used in product development and construction, and through images and films paves the way for improved and more efficient marketing and communication. Designing and building infrastructure is a challenge on many levels. There is now a successful ultra modern visualization tool already in use in the urban planning process in the form of a platform that offers and supports dialogue. However, the biggest and most ambitious regional infrastructure challenge is yet to come: construction of the high-speed railway service – Ostlänken. This is one project where visualization will be an integral part of the planning solutions.

#### 18. Bio<sup>3</sup> Institute, Tours

**Region:** Centre-Val de Loire, France

**Website:** <http://www.groupe-imt.com/bio-cube-institute>

##### Short Description

The Bio<sup>3</sup> Institute in Tours, opened in 2016, is dedicated to research and training for the pharmaceutical, cosmetic and biotechnology industries. The mission is to bridge the applied sciences of bio-technologies with their focus on health and well-being and the industrial production in the field. As a new technological facility, it provides several pilot laboratories and training spaces. The institute offers workshops for future professionals, employees and temporary workers, and supports skills management and processes development for companies.

The institute is run by the Groupe IMT, a French expert training institute for the pharmaceutical, cosmetic and biotechnology industries. IMT constructs in-house tailor-made training programs to accompany industrial project and organizes inter-company sessions or workshops in collaboration with local business partners. At the Bio<sup>3</sup> institute, there is close collaboration between the IMT and the Université François-Rabelais in Tours. Bio<sup>3</sup> is also supported by the regional research programme “Ambition Research and Development 2020” (ARD).



**19. Intelligence des Patrimoines (IHE-PAT)**

**Region:** Centre-Val de Loire, France

**Website:** <https://www.intelligencedespatrimoires.fr>

**Short Description**

The initiative aims at the preservation and future development of the natural and cultural heritage in the region. In stipulating interdisciplinary research and facilitating knowledge transfer, the IHE-PAT has helped to reduce the high segmentation of the field and contributed to a better understanding of the interplay between heritage, tourism, environment and regional innovation. On the basis of public-private partnership programmes between public authorities, universities and research institutions, and the worlds of culture, trade and business, new value chains can be developed for an optimal use of resources. The synergy effects between heritage preservation and the creation of jobs and wealth are driving the efforts

Interdisciplinary Projects on a broad range of issues, from the Celtic and Roman legacies to Renaissance arts and modern history, from wine production to bio-diverse ecosystems, from monuments to parks and gardens, from gastronomy to wellness tourism, to name a few, are coordinated by the partners of the initiative. Among them are academic institutions such as the regional universities and national research centres, business partners, regional innovation agencies and public authorities. IHE-PAT is also supported by regional research programme "Ambition Research and Development 2020" (ARD).

**20. Business Innovation Centres, Lodz**

**Region:** Lodzkie Region, Poland

**Website:** <http://cib.lodzkie.pl/>

**Short Description**

The Business Innovation Centres (CIB) aim to support and engage entrepreneurs in the region on the local, national and international level. Established in 2016 by an agreement between the regional government and several business and trade associations, the CIB will operate on a series of innovation centres in the region. In each of these offices, business advisors will act as guides and consultants on projects, programs and calls. Among their tasks is to advise on possibilities for obtaining funding or engaging in cooperation.

As a significant opportunity for the development of entrepreneurship in the region, companies and SMEs will be able to establish business partnerships and build linkages to research institutions and universities. The CIB programme is part of a broader initiative in regional innovation policy ("Lodzkie 4 Business") that supports start-up enterprises and is looking for national cooperation, such as the Regional Forum of Smart Specialization, and international associations. There are also attempts to strengthen the sense of regional identity and active





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participation by inviting citizens to choose from among proposed projects for social innovation. The participatory budget of Lodzkie region will be funding those projects that have received most public support.

