



JRC CONFERENCE AND WORKSHOP REPORTS

Workshop on the role of Science and Technology Parks and Incubators in Innovation Ecosystems

Promoting Technology Transfer and Innovation

Focus on the Danube and Adriatic-Ionian Macro Regions and the Western Balkan countries

23-24 May 2017

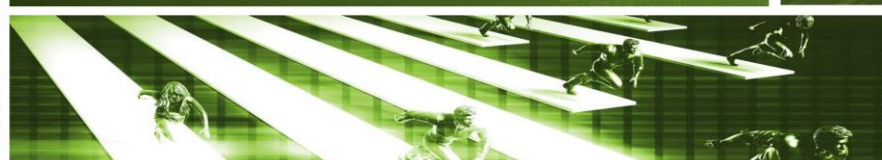
Thessaloniki, Greece

Miroslav Dzhunev, Dr Julia Djarova and

Philippe Deléarde, *EU4Tech Team*

Željka BABIĆ, *Joint Research Centre*

2017



This publication is a Conference and Workshop report by the Joint Research Centre (JRC), the European Commission's science and knowledge service. It aims to provide evidence-based scientific support to the European policymaking process. The scientific output expressed does not imply a policy position of the European Commission. Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use that might be made of this publication.

JRC Science Hub

<https://ec.europa.eu/jrc>

JRC108285

EUR 28780 EN

PDF ISBN 978-92-79-73499-1 ISSN 1831-9424 doi: 10.2760/449384

Luxembourg: Publications Office of the European Union, 2017

© European Union, 2017

Reuse is authorised provided the source is acknowledged. The reuse policy of European Commission documents is regulated by Decision 2011/833/EU (OJ L 330, 14.12.2011, p. 39). For any use or reproduction of photos or other material that is not under the EU copyright, permission must be sought directly from the copyright holders.

How to cite this report: Babic, Z., Dzhuneyev, M., Djarova, J. and Deléarde, P., Workshop on the role of Science and Technology Parks and Incubators in Innovation Ecosystems: Promoting Technology Transfer and Innovation. Focus on the Danube and Adriatic-Ionian Macro Regions and the Western Balkan countries, EUR 28780 EN, Publications Office of the European Union, Luxembourg, 2017, ISBN 978-92-79-73499-1, doi 10.2760/449384, JRC108285

All images © European Union 2017, except 1. © Julien Eichinger - Fotolia, 2. © Sergey Nivens - Fotolia, 3. © envfx – Fotolia, 4. © Dreaming Andy - Fotolia, 5. © Maksim Pasko - Fotolia, 6. © kentoh - Fotolia

Table of contents

Table of contents	1
Introduction	2
Acknowledgements.....	3
1. Policy initiatives supporting the development of STPs and Incubators	5
2. Innovation zones, centres of excellence: the ingredients of successful innovation zones 7	
3. STPs, Incubators and the new breed of companies	10
4. Business models for running sustainable STPs	12
5. Best Practices in Incubation.....	14
6. Taking innovations to market	16
7. IP Implications.....	17
8. Product Market Fit	18
9. Fundraising and growing early stage businesses.....	20
10. Conclusions	22
Annex I – Results of the online questionnaire	23
Annex II – Agenda	28

Introduction

The workshop was co-organised by the European Commission's Joint Research Centre (JRC) and the Region of Central Macedonia, Hellenic Republic, in association with the International Association of Science and Technology Parks and Areas of Innovation (IASP), The Thessaloniki Technology Park, i4G Incubator and AREA Science Park.

The objectives of the workshop were to create space for exchange of know-how among practitioners from the region on successful practices in the development and management of science parks and incubators and to explore and understand the role that these can play in creating value and developing innovation ecosystems.

The workshop was aimed at exploring the different models for Science and Technology Parks (STPs) and incubator development and financing as well as management. During the event the roles of various stakeholders, both private and public (industry, academia, government and investment community, etc.) in generating a virtuous circle that can accelerate local economic development and increase regional competitiveness were considered. Additionally, the event focused on stimulating discussion on identifying best practices that can help tackle issues and bottlenecks that are specific to the Danube and Adriatic-Ionian macro-regions, and the Western Balkan countries.

The overall conclusions of the workshop are expected to assist in streamlining the technology commercialisation and technology transfer systems in all countries concerned including member states, candidate and neighbourhood countries.

The two days were attended by about 180 participants (including 50 speakers) from the European Commission (JRC, Directorate-General Internal Market, Industry, Entrepreneurship and SMEs, and Directorate-General for Regional and Urban Policy), the Hellenic government (General Secretariat of Research and Technology), European Investment Fund (EIF), World Bank, United Nations Industrial Development Organization (UNIDO), IASP, EBN Business Innovation Network, STPs and innovation centres, venture capital funds, public authorities, industries and academia.

The first day of the event was devoted to presentations and discussions on different policy initiatives supporting the development of STPs, best practices, success factors and successful business models for structuring and managing STPs and innovation zones as well as sharing knowledge and experience on mechanisms for successful incubation of early stage companies. The second day focused on presentations regarding the opportunities and challenges of commercialising innovation, including management of Intellectual Property and its significance for technology transfer, approaches and methodologies for market assessment and opportunities for funding of early stage start-ups.

This work is backed by a Directorate-General for Neighbourhood and Enlargement Negotiations /JRC project EU4Tech Western Balkans¹ carried out by EY led consortium and senior consultants.

The workshop was supported by the Enlargement and Integration Action (E&IA) of the JRC.

¹ Technology transfer capacity building in the Western Balkans, EuropeAid/137885/DH/SER/Multi

Acknowledgements

This report is developed by the teams of JRC, EU4Tech Western Balkans and i4G Incubator.

The Workshop on the role of Science and Technology Parks and Incubators in Innovation Ecosystems had a significant organisational support and was hosted by the Thessaloniki Technology Park.

We would like to thank very warmly **all participants and speakers** of the workshop and the experts who contributed to drafting this report.

In conclusion, we hope that this report will be perceived by all those who participated as a fruitful rendition of the work performed together.

Thessaloniki Technology Park Management & Development Corporation S.A (TTP) was established in 1994 in response to the growing need for an efficient and dynamic organization that would promote innovation, competitiveness and entrepreneurship of the Greek enterprises.

TTP's main stakeholder is Centre for Research and Technology Hellas (CERTH), one of the biggest Greek research organizations. Among TTP's co-founders are also the Association of Industries in Northern Greece, the Greek International Business Association as well as other leading Greek industries and leading consulting companies. TTP promotes and enhances the activities of the Thessaloniki Technology Park in close cooperation with the Association of Industries of Northern Greece, Universities and research centres.

TTP actively participates in a number of regional and interregional initiatives enhancing innovative entrepreneurship.

Thessaloniki Technology Park is an official member of International Association of Science Parks (IASP) and a founding member of the Greek Association of Science & Technology Parks

Joint Research Centre

The Joint Research Centre (JRC) is the European Commission's science and knowledge service which employs scientists to carry out research in order to provide independent scientific advice and support to EU policy.

As the European Commission's science and knowledge service, the Joint Research Centre's mission is to support EU policies with independent evidence throughout the whole policy cycle. Its work has a direct impact on the lives of citizens by contributing with its research outcomes to a healthy and safe environment, secure energy supplies, sustainable mobility and consumer health and safety.

The JRC draws on over 50 years of scientific experience and continually builds its expertise. Located across five different countries, the JRC hosts specialist laboratories and unique research facilities and is home to thousands of scientists working to support EU policy.

While most of our scientific work serves the policy Directorates-General of the European Commission, we address key societal challenges while stimulating innovation and developing new methods, tools and standards. We share know-how with the Member States, the scientific community and international partners. The JRC collaborates with over a thousand organisations worldwide whose scientists have access to many JRC facilities through various collaboration agreements. The JRC

is a key player in supporting successful investment in knowledge and innovation foreseen by the Horizon 2020 Work Programme, the EU's programme for research and innovation.

The JRC is supporting EU cohesion policies – such as macro-regional and regional development, pre-accession and enlargement – with a set of instruments and competences including a smart specialisation platform, research and innovation, monitoring and training on intellectual property and technology transfer.

The JRC Directorate Competences aspires to put on centre stage and under the same roof a set of practical competences and experiences that have been developed and matured within the JRC.

Two JRC units have contributed to the organisation of the workshop:

- Intellectual Property and Technology Transfer Unit which is in possession of operational and technical expertise in the domains of Technology and Knowledge Transfer and whose flagship activities and tools (training, capacity building, studies) are highly relevant to the harmonisation and development of research and innovation in the Western Balkans, and
- Interinstitutional, International Relations and Outreach Unit which supported the workshop in the framework of the JRC's Enlargement and Integration Action. This Unit is coordinating, among other, all JRC activities in support of macro-regional strategies.

1. Policy initiatives supporting the development of STPs and Incubators

This session was moderated by Miroslav Vesković, Coordinator of the JRC scientific support to macro-regional strategies. Contribution to this topic came mainly from the following speakers:

- ▶ Antonios Gyapakis, General Secretariat for Research and Technology, Greece
- ▶ Anna Sobczak, Clusters and Emerging Industries, Directorate-General Internal Market, Industry, Entrepreneurship and SMEs, European Commission
- ▶ Simeon Shenev, Directorate-General for Regional and Urban Policy, European Commission
- ▶ Aleš Gnamuš, Senior Expert, Growth and Innovation, Territorial Development Unit, Joint Research Centre, European Commission
- ▶ Lucian Brujan, Program Director and Senior Scientific Officer International Affairs, German National Academy of Sciences Leopoldina – Western Balkans Process/Berlin Process

This session focused on outlining several ongoing policy initiatives that directly support the development of innovation and knowledge-based ecosystems in the regions concerned as well as the potential role of STPs and Incubators, and ways in which they can benefit from the support available at EU, regional and national level.

Representatives of different European Commission's Directorate-Generals (DG REGIO, DG GROW and DG JRC) emphasized the significance of EU support and its crucial role for the establishment and development of STPs. The increased availability of funding made available under the European Regional Development Fund (ERDF) during the 2014-2020 period was pointed out, as EUR 65 billion are to be invested in innovation, R&D, ICT, SMEs and the low carbon economy. The investments under the ERDF should be guided by Regional Innovation Strategies for Smart Specialisation. These are expected to set clear priorities for building competitive advantages, through the development and matching of R&I's own strengths to business needs in addressing emerging opportunities and market developments. S3 strategies are developed, following the Entrepreneurial Discovery Process (EDP), which

involves a collaborative leadership involving all relevant regional stakeholders including public administration, research and education world, civil society and business. STPs and Incubators are key stakeholders in EDP and can play crucial role in the process through:

- ▶ Creating an environment, in which all relevant stakeholders can interact;
- ▶ Provide the necessary ecosystem for the development of pilot innovation activities;
- ▶ Contribute with an external and outward-looking insight.

Another part of the process is the strong EU support for clusters as accelerators for innovation and industrial transformation. EU cluster policy recognises its role as boosters of interregional collaboration and investments, and ensures the availability of several support tools that facilitate cross-sectoral collaboration and innovation, such as:

- ▶ Innovation and technical assistance voucher schemes;
- ▶ Knowledge transfer and technological integration support;
- ▶ IP innovation management support;
- ▶ Mentoring, coaching, training and mobility activities;
- ▶ Incubation and acceleration activities.

Special focus was put on the Western Balkans by Lucian Brujan who emphasised the need for smart growth in the Western Balkans. This could be achieved by bringing decision-makers from politics, science and economy together to rethink the public-private partnership (PPP) paradigm (and combined with this the financial support for education-science-economy joint ventures). He sent a strong message of endorsement of the macro-regional approach and the need to work together. Furthermore, he outlined the main challenges in the region including:

- ▶ The high number of strategic documents on the Balkans and lack of clarity on the development priorities;
- ▶ The low degree of absorption and effective investment of available funds as well as the need to bring together political and non-political actors to identify the reasons for this phenomenon;
- ▶ The emigration or brain drain and the need to shift from the competition type of thinking to a more synergetic approach.

Available policy instrument on national level were presented by a representative of the General Secretariat for Research and Technology (GSRT) of Greece. The process of development of the National Research and Innovation Strategy for Smart Specialisation was described, as well as the leading role of the GSRT in the process. The strategy envisages support for investments in eight thematic sectors: agro food, energy, environment and sustainable development, transport and logistics, construction materials, life sciences & health, ICT, cultural & creative Industries. Activities within the thematic sectors will be supported through:

- ▶ New funding programs: development of competence centres, development of innovative business clusters, investment in start-ups and knowledge intensive companies, support for RDI activities within SMEs and enterprises cooperating with research organisations;
- ▶ International cooperation initiatives: bilateral cooperation calls for RTDI (Germany, Israel, and Russia) and funding for ERANet calls;
- ▶ Generation of new knowledge by performing different types of research;
- ▶ Training and dissemination of knowledge towards target groups of involved actors in a tailor-made way.

At the end of the session, a discussion was initiated by the audience regarding the necessary steps to be taken on sub-national, national, regional level in the Western Balkans (WB) Region. The importance of active involvement of the WB in the S3 platform was strongly emphasised along with the need to align policy priorities with industry priorities and develop strong partnerships involving all relevant stakeholders. Additionally, the speakers focused on how important for a region is to take ownership and develop strategies that complement each other.

2. Innovation zones, centres of excellence: the ingredients of successful innovation zones

The session was moderated by Pantelis Angelidis, Chairman of the Alexander Innovation Zone of Thessaloniki. Contribution to this topic came mainly from the following speakers:

- ▶ Sergio Paoletti, President, AREA Science Park, Trieste, Italy
- ▶ Christophe Yvetot, Head, Liaison Office to the European Union, United Nations Industrial Development Organization
- ▶ Anwar Aridi, Innovation Specialist, World Bank
- ▶ Luis Sanz, Director General, International Association of Science Parks and Areas of Innovation
- ▶ Magdalini Ioannidis, Promotion & International Relations, Louvain-la-Neuve Science Park, Belgium
- ▶ Branko Dunjić, Director of Cleaner Production centre of Serbia and UNIDO Coordinator for Sound Chemicals Management

The aim of the session was to provide space for discussion and knowledge-sharing on the elements necessary for the creation of successful innovation zones from the perspective of both practitioners and funders.

Luis Sanz presented a general overview of the history and evolution of STPs, their main strategic ingredients as well as current trends in the development of STPs. Emphasis was put on the importance of STPs and their active role as a powerful tool for economic development and for the consolidation of the knowledge economy at regional and city level.

In general, STPs can be deemed successful in the mission mentioned above, and the reasons for their success are based on:

- ▶ Their ability to respond to new needs of new kinds of companies in new market conditions.

- ▶ STPs have proven to have extraordinary capacity of evolution and adaptation to the ongoing changes.

The presentation also focused on the new global knowledge economy that creates new market conditions and, furthermore, causes changes in some fundamentals of the classic industrial economy. The basic principle of an industrial economy - that raw materials are consumed in an unsustainable way (the more is used, the less remains) - does not apply to the knowledge economy, where the main raw material is knowledge, and the more knowledge is used, the more knowledge is created. Having said that, the main needs of companies and enterprises operating within the knowledge economy include:

- ▶ Flow of knowledge: Access to the sources of knowledge and technology through communication channels between companies and universities.
- ▶ Access to talent: knowledge based companies require access to the new "knowledge workers", that is, highly skilled and trained people. On top of being able to find and attract talent, companies need to retain said talent.
- ▶ Access to the global community: Regardless of having strong local roots, companies increasingly need to strengthen their internationalisation.

In this context, the success of the STP concept comes from realising that a new type of location and environment would help satisfying the needs mentioned above.

According to IASP, STP is defined as an organisation managed by specialised professionals, whose main aim is to increase the wealth of its community by promoting a culture of innovation and competitiveness of its associated businesses and knowledge-based institutions. To achieve these goals, STPs need to stimulate and manage the flow of knowledge and technology amongst universities, R&D institutions, companies and markets, to facilitate the creation of innovation-

based companies through incubation and spin-off processes and to provide other value-added services together with high quality space and facilities. In other words, STPs are special areas where the three elements of the triple helix scheme (Government, Academia and Business) are put together and articulated cleverly. Furthermore, STPs are also projects which very easily allow the incorporation of the extra element, constituting the quadruple helix, namely civil society.

The key success factors for STPs are:

- ▶ The right ownership and governance architecture: having all the right actors on-board with a clear division of labour, competences and responsibilities;
- ▶ Professional, full time and permanent management of the project;
- ▶ The right strategy and model adapted to the region/city where the STP will be operating, which implies having a clear understanding of the following strategic axes: (i) location (ii) position of the STP in the technology pathway (iii) target companies (iv) technological/sectorial specialisation (v) target markets (the right balance between the local, national and international visions) (vi) networking strategy (vii) management and organisation;
- ▶ Sustainable business model for the STPs;
- ▶ Securing visibility and proactive position in international networks;
- ▶ Sound communication strategy vis-a-vis its civil society.

When discussing the evolution of STPs, the emergence of Areas of Innovation (Aols) should be mentioned. These Areas of Innovation are projects that have much in common with STPs, and yet present significant differences. Aols are defined as places designed to attract entrepreneurial-minded people, skilled talent, knowledge-intensive businesses and investments. They do so by developing and combining a set of infrastructural, institutional, scientific, technological, educational and social assets, together with value adding services, thus enhancing sustainable economic development and prosperity with and for the community. Aols can be regarded as an advanced evolution of the STP concept, trying to satisfy not only the needs of companies and universities to

collaborate, but also of cities, which, for this purpose, could be considered as the civil society or, if you prefer, the fourth element of the quadruple helix. The Aol concept will enable many existing STPs to reinforce their relevance by becoming a crucial leader in the development of a new type of cities or the renovation of derelict urban areas.

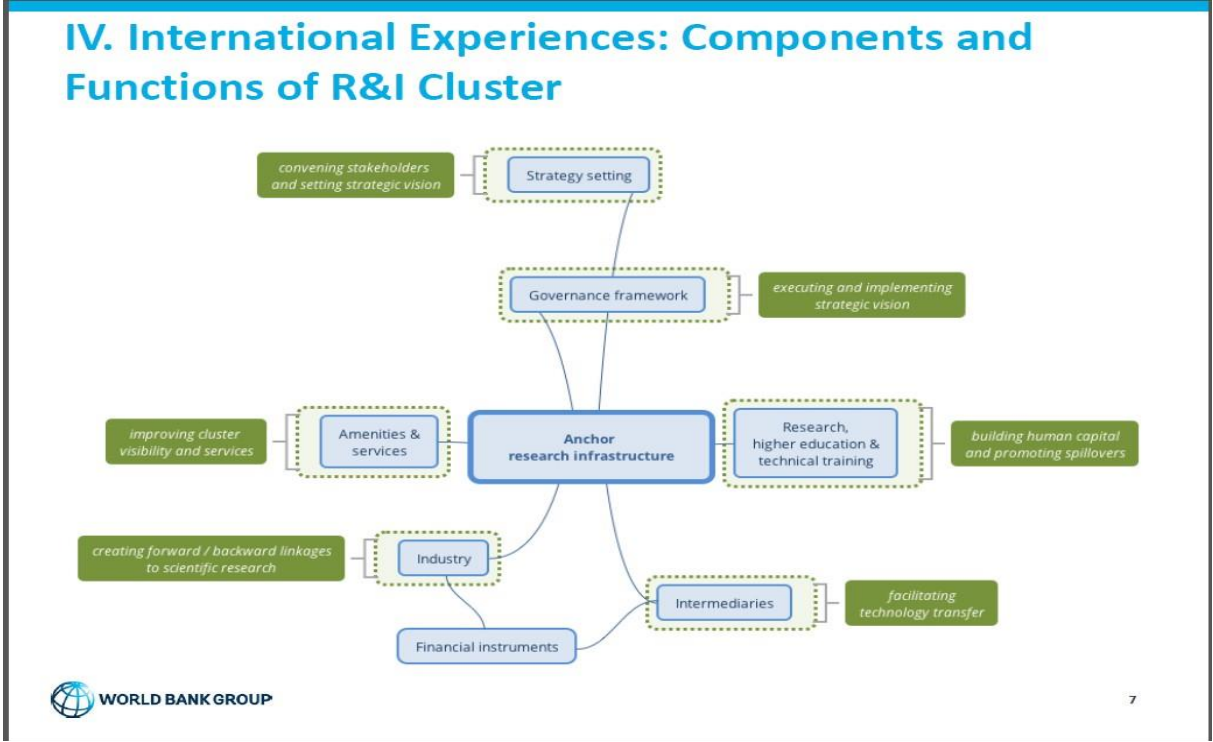
UNIDO representative Christophe Yvetot focused on presenting the concept of Eco-Industrial Parks (EIPs). A report containing the results of a recent UNIDO study focused on assessing 35 eco-industrial parks around the world and identifying the potential benefits as well as drivers and barriers for success of eco-industrial parks. Eco-Industrial Parks are defined as: "industrial parks in which companies cooperate with each other and with the local community, in order to try to reduce waste and pollution, efficiently share resources and help to achieve sustainable development, with the intention to augment economic gains and improving environmental quality". EIPs are regarded as hubs for innovation, taking into consideration the new sustainable development goals adopted by all countries in the UN (2030 Agenda for Sustainable Development). EIPs foster innovation through cooperation, reduction of waste and pollution and sharing of resources and services by companies.

During the study conducted by UNIDO, several economic, environmental and social benefits of Eco-Industrial Parks were identified, along with barriers that might hinder the development of such parks, such as lack of experience, respectively lack of regulation and effective enforcement. Specific recommendations were made that all STPs in the Danube and Adriatic-Ionian Macro Regions and the Western Balkans should strive to become Eco-Industrial Parks. Additionally, mapping of eco-industrial parks is necessary to identify priorities and share knowledge. This process can be supported by the UNIDO Network of Resource Efficient and Cleaner Production that already has a strong presence and successful initiatives in the Western Balkans.

Further on during the session international experience in setting up innovation zones was presented as the cases of AREA Science Park (the largest and oldest STP in Italy), Louvain-La-Neuve Science Park and ELI-NP Laser Valley were introduced. The main ingredients and

considerations for success in setting up, managing and developing an innovation zone that were highlighted by the speakers included the necessity of carefully choosing the location, providing the right ecosystem and ensuring substantial and

sustained investments in human capital and infrastructure as well as the crucial role of political support and the need for strategic and coordinated vision for research, industry and urban development.



World Bank: Components and functions of R&I Cluster

3. STPs, Incubators and the new breed of companies

The session was moderated by Alessandro Fazio, representative of DG JRC. Contribution to this topic came mainly from the following speakers:

- ▶ David Tee, Head of Membership Services, EBN Innovation Network
- ▶ Philippe Deléarde, INNO Group
- ▶ Peer Ambrée, Science and Technology Park Berlin Adlershof/Federal German association of innovation, technology and business incubation centres
- ▶ Jürgen Raizner, Steinbeis Transfer Centre
- ▶ Juan Antonio Bertolin, ESPAITEC Science and Technology Park of Universitat Jaume I of Castellon, Spain

This session brought together a variety of experts to discuss how STPs can adapt to accommodate changes in the economy and the emergence of new types of companies, in particular micro-multinationals who may require a new nature of support and services to help them grow and expand.

The session started with an introduction of the concept of micro multi-nationals. A new breed of companies – the micro-multinationals – is challenging old ways of doing business. For decades, the biggest firms operated internationally, while smaller firms tended to be domestic. Today, nimble mid-sized firms are taking on new markets earlier in their business cycle. This audacious expansion is changing the face of global commerce, challenging bigger and more established players and the established paradigms of doing business. In fact, the explosion of innovation at the end of the last century led to a drastic change of the traditional way of doing business. The mass adoption of email, smart phones and latterly cloud technology has revolutionised the business landscape. This has led to the rise of the ‘micro-multinational’ - mid-sized firms taking on new markets and competitors by capitalising on their ability to move quickly. These

companies are commonly referred to as GIANTS, which stands for Global mind-set – they think across borders and have the confidence to innovate; Intermediate – typically they’re a mid-sized company; Agile – expanding internationally early in their business lifecycle; Niche – offering new ideas or just one element of a good or service; Tech Savvy – using new technology to foster their network and brand.

EBN, a network of 160+ quality-certified EU|BICs (business and innovation centres, incubators, accelerators and other support organizations) and 100 Associate Members that support the development and growth of innovative entrepreneurs, start-ups and SMEs was presented. EBN provides a unique ‘quality & benchmarking system’ for innovation-based incubators & accelerators, an open international networking platform for intermediaries, start-ups, SMEs and entrepreneurs delivering smart take-off and soft landing services; and an efficient EU-funded collaborative projects lab.

Philippe Deléarde introduced the INNO Group, a strategic management consulting company serving research institutions, businesses, policy institutions and development agencies in Europe and abroad. The INNO Group is focused in helping their clients to create optimal framework conditions for innovation and provides hands-on support to generate large returns on investments in research and innovation. Deléarde explored the operational models of several incubator and accelerators in France and presented the following conclusions: Incubators and accelerators are not independent structures. They must be adapted to a relevant organisation in order to create synergies (incubators) and attract financing (accelerator). The creation of incubators and accelerators in STPs is a way to bring together actors from the same domain while developing new activities. Incubators create synergies between projects in a same field.

Accelerators draw the eyes of investors on the science park and the region more largely. Incubators and accelerators create growth and attract young professionals, as well as students. They are also a way to keep students in the area; Incubators and accelerators are essential forms of innovation and modernity: they can contribute to renovate the image of an aging science park, or a science park solely focused on research and little on business exploitation.

Peer Ambrée introduced the Science and Technology Park of Berlin Adlershof. The Adlershof Technology Park belongs to the 15 biggest science parks worldwide, and is the most important science, business and media site in Berlin-Brandenburg. It is comprised of ten non-university research institutes, six institutes of the Humboldt University and almost 1,000 businesses and organisations, spread across 4.2 square kilometres. Ambrée introduced several acceleration and incubation programs ran at the park. He reflected on the challenge the park is facing in trying to remain attractive to especially young companies that prefer to operate in the entrepreneurial centre of gravity of Berlin city centre. Clearly, a Science Park of the scale of Adlershof cannot compete for accessibility and should appreciate that more mature companies in need of proper facilities should be the target focus rather than trying to attract very young start-up businesses.

Jürgen Raizner introduced the Steinbeis Foundation, an institute headquartered in Stuttgart, Germany, dedicated to the transfer of academic findings and knowledge into the field of business. Established in its current form in 1971, the foundation encompasses the Steinbeis-Hochschule Berlin, hundreds of Steinbeis Transfer Centres and Transfer Institutes which operate as stand-alone profit centres. Many are based at German universities of dual education and applied sciences under the directorship of professors who also use the Steinbeis network to attract funding

from industry into academic research and study. The Steinbeis foundation has exported their model of commercially sustainable contract research and technology transfer to the Danube region and the Western Balkans where they have set up a variety of Steinbeis transfer centres associated with major academic institutions in the region.

Juan Antonio Bertolin introduced the concept of an STP as a hub connecting a variety of stakeholders active in different activities to a core set of services and infrastructure, much like an airport. He then went on to elaborate on the nature of micro-multinational enterprises. These can be formed by networks of freelancers operating as a single entity or as a network of individuals, geographically scattered but working for the same organisation. In today's economy, the nature of work is changing and that society is moving from the traditional aggregation around conventional companies employing individuals to a project based approach of individuals coming together for shorter periods to work on specific projects. All these changes, the sharing economy, the rise of millennials and the change in traditional forms of productive aggregation mean that STPs need to redefine their service offering and make it more innovative and flexible to accommodate rapid changes in the economy and society.

A lively discussion ensued following the presentations, focused on the capacity of existing science parks to cater for modern entrepreneurial companies that are extremely mobile and that operate from non-fixed premises in dense urban environments. The panellists acknowledge that for traditional science parks it is difficult to attract young companies and entrepreneurs, especially in certain sectors but that it is also important to consider that as companies mature they develop greater needs for dedicated physical production facilities and laboratories and that STPs will still have an important and meaningful role to play in this respect

4. Business models for running sustainable STPs

The session was moderated by Alberto Mina, Director of Institutional Relations at AREXPO, Milan. Contribution to this topic came mainly from the following speakers:

- ▶ Julia Djarova, Team Leader, EU4TECH Project (Technology Transfer capacity building in the Western Balkans)
- ▶ Georgia Aifadopoulou, CEO Thessaloniki Technology Park
- ▶ Gordana Danilović Grković, Director, Science and Technology Park of Belgrade
- ▶ Iztok Lesjak, General Manager, Technology Park Ljubljana
- ▶ Martin Krch, Lakeside Science & Technology Park, Klagenfurt am Wörthersee, Austria

The session brought together science park practitioners who shared their experience in managing and supporting science parks in the light of choosing suitable governance and funding structure as well as business models.

Several experiences in Balkan states demonstrate that a key success factor for STPs is the integration between different dimensions: public services, the capacity to communicate and to attract private companies, and the consistency of public policies.

As a significant example, the first STP in Serbia was presented - the Belgrade Science and Technology Park that presents outstanding results in terms of attraction of companies and start-ups only after two years of activity. This success has been determined on the one hand by a long path of preparation, focused on the analysis of local necessities and the definition of a strong partnership with the local university. On the other hand, cooperation with the institutions and partnership with other developed parks determined the successful start-up of the park. Six fields of activities were identified and more than fifty companies are now operating in the Park.

The Slovenian STP of Ljubljana is a good case of integration and dynamism. Since its beginning in 1995, it was aimed to keep talents at home, offering them a real possibility of work and

development. On the other hand, cooperation between institutions was a key factor of success. Today 288 companies are working in the park and more than 1500 professionals are employed, determining an innovation environment for both the region and the country.

The case of Lakeside STP in Austria has illustrated the fundamental role that the cooperation between school and business experience can obtain to produce innovation. An 'educational lab' regularly hosts activities for students and professors, where the sensitivity for innovation of the first challenges the attitude of the latter. Moreover, according to a clear method of cooperation, a vital context of innovation was set up, in a fabulous natural environment well combined with high quality designed buildings, in order to increase the attractiveness of the park and the wellbeing for workers and hosts. Today, more than 60 companies are working in Lakeside, in different fields of specialisation, with high level of innovation.

The active involvement of educational institutions in the innovation process is an experience that is not so common in STPs context: nevertheless, it can represent a very stimulating element for areas of innovation, particularly because it can determine a significant social impact and a good method to breed talents.

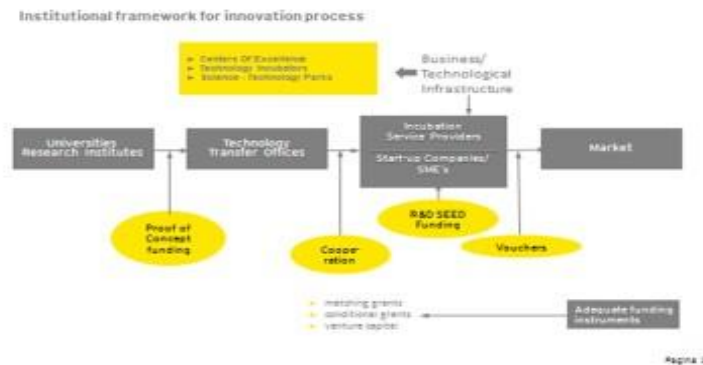
All the cases presented in the work session pointed out the importance of the territorial integration, the necessity of accountable institutions, and the strategic value of the capacity of integrating in an innovative way education and business processes.

During the session, the EU4Tech Project for the Western Balkan was presented. The project is based on education, capacity building and increase of personal skills in order to promote effective cooperation between universities, public institutions and private innovative companies as necessary premises of starting up new STPs. Based on the first six months of the project's implementation, several key findings were communicated related to the technology transfer environment in the Western Balkans including the lack of innovation strategies that set priorities and

the lack of sufficient instruments that support the implementation of such strategies. Additional weaknesses include the low number of technology transfer organisations, the lack of appropriate regulation and research commercialisation

activities. The key issue to be further investigated is the lack of mechanisms supporting the transfer of technology from public research organisations and its further commercialisation.

Institutional framework for innovation process



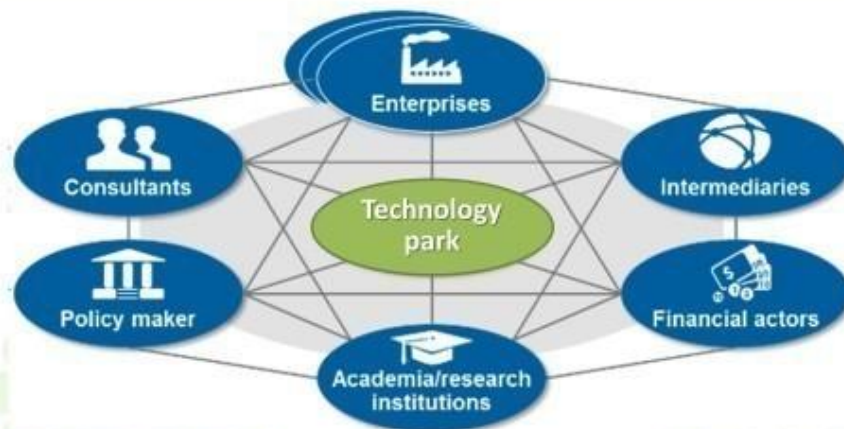
Page 5

This project is funded by the European Union and implemented by EY / Inno / TIL Ltd / MTD consortium



EU4Tech: Institutional Framework for Innovation Process

STP and innovation ecosystem stakeholders



STP stimulates and manages the flow of knowledge and technology between stakeholders

STP Ljubljana Stakeholders in the ecosystem

5. Best Practices in Incubation

The session was moderated by Elena Andonova, Representative of DG JRC. Contribution to this topic came mainly from the following speakers:

- ▶ Claire Cockerton, CEO Plexal, UK
- ▶ Theologos Prokopiou, CEO, i4G Business Incubator, Thessaloniki
- ▶ Fabrizio Rovatti, Managing Director of Innovation Factory at AREA Science Park
- ▶ Mustafa Güden, Chairman, Technopark Izmir
- ▶ Broos Bakens, High Tech XL, Eindhoven, Netherlands

The session provided room for practitioners to share insight on different mechanisms for successful incubation of early stage companies as well as present best practices in various incubation models.

The session started with a pre-recorded short presentation of Plexal, a British company managing two incubators in London – Level 39 (a fin-tech incubator in the financial district) and a new one situated at the Queen Elisabeth Olympic Hall, focused on digital, fashion and sports sectors. The CEO of Plexal briefly described the incubators and the respective ecosystems around them, stressing on how important it is for the incubator to co-create the entire business environment, a concept she coined as 'blending'. Activities include bringing universities campuses and students to the site, providing professional services but also leisure related facilities (affordable housing, sports facilities, even cultural events etc.).

Fabrizio Rovatti presented the incubator (Innovation Factory), its business model and operational strategy and stressed the importance of supporting the ecosystem across the value chain – product, market and teams are the most important success factors. Additionally, Rovatti emphasised the process, stressing the importance of gaining a clear understanding of an idea and its potential to become a sustainable business, which is achieved through strong initial selection and

further work on reducing the entrepreneurial risk and increasing the value of selected ideas.

Theologos Prokopiou, CEO of the Technology Incubator i4G - and one of the event hosts - spoke about a project in Turkey. The conclusions of his talk included the notion that persistence, effort and testing different models are all very important elements for success. He suggested practitioners to learn from success and failure because clearly there have been examples from the region from which lessons can be drawn. For example, the Turkish Government has invested massively in the creation of incubators, some of which have failed, while others succeeded and the reasons for the difference in performance should be investigated.

Mustafa Güden introduced Techno Park Izmir, located at Izmir Institute of Technology campus area, which opened in 2010. In his presentation, he addressed the importance for incubators to provide a one-stop-shop style service to students and faculty as well as to the local community in terms of start-up creation and development support. Project selection in his view is crucial. He also touched on some key success factors - not only in terms of number of companies and projects that are incubated but also the number of patent applications.

Broos Bakens, co-founder of the High Tech XL accelerator program that works also for EY and has a strong focus on start-ups, scale-ups and innovation. Broos described his story. Over 5 years ago he co-founded the EY Innovation initiative to support starting companies leveraging on EY's high quality services and he is a co-founder of the independent High Tech XL accelerator program for high tech hardware start-ups that face specific challenges including difficult supply chains and higher funding requirements. In his presentation, he gave an overview of their accelerator program, presented some key performing indicators (KPIs) and stressed on the importance of corporates engagements with the start-ups projects and companies.

INNOVATION FACTORY – how we operate



AREA BUSINESS CREATION

Model of operation of AREA SP Innovation Lab

6. Taking innovations to market

The session was moderated by Paris Kokorotsikos, i4G Incubator. Contribution to this topic came mainly from the following speakers:

- ▶ Dimitrios Katsikas, D-Cube, Greece
- ▶ Nikolaos Chalkias, OxSonic Ltd., UK
- ▶ Evangelos Vasiliadis, Agrostis SA, Greece
- ▶ Mirjana Opačić, Faculty of Mechanical Engineering, University of Belgrade
- ▶ Stergios Logothetidis, Laboratory for Thin Films – Nanobiomaterials – Nanosystems & Nanometrology (LTFN), Aristotle University of Thessaloniki

This Session consisted of five presentations of entrepreneurs and spin-out managers who shared their views on the opportunities and challenges of starting up companies and evaluated methodologies for taking ideas to market. The speakers who delegated different technological sectors demonstrated their own experience and strategy in bringing their innovative idea to market by highlighting the steps and procedures that followed.

The challenge that was posed referred on how a typical idea/concept becomes real business. Innovators can develop new strategies for playing in today's networked world, by understanding how social, commercial, and physical ecosystems behave. There was consensus among the panellists that the most logical methodology would be to prove your innovative concept in the market and then proceed with funding for further business development.

The panel started with a presentation by Dimitrios Katsikas of D-Cube, Greek ICT spin-off company of the Centre for Research and Technology Hellas, operating in the Thessaloniki Technology Park. The company is active since 2016 with active contracts in Spain, Switzerland, UK and Greece. The company is actively involved in H2020 research project as either coordinator or technical and scientific manager. Additionally, the presentation highlighted the main support that STPs can provide to companies, including: support on multi-level research and business matching; access to services and mentoring; access to other regional and non-regional ecosystems and access to financing tools.

Nikolaos Chalkis presented the case of OxSonic, a medical spin-off of Oxford University that started in January 2014. In his presentation, Chalkis stressed on the fact that even though there are several useful evaluation methods in the literature for entrepreneurs to make informed decision (e.g. industry standards, rating-ranking methods), the ultimate test for an idea is the presence of an investor.

Further on during the session, Mirjana Opačić presented the experience of the Innovation Centre at the University of Belgrade in supporting entrepreneurial ideas spinning off from the University of Belgrade – companies developing a new method for early detection of skin cancer and other skin conditions. The key factors and lessons that were shared included: obtaining patent protection before moving towards investors and the importance of the education of the technology transfer team. In addition, investors' conferences were suggested as a good starting point.

7. IP Implications

During this session, Elena Andonova, JRC representative held a practical session and a "crash course" on Intellectual Property rights and the significance of IP protection.

Andonova started with a presentation of the concepts of Intellectual Property (IP) and Intellectual Property Rights (IPR) and the protection and commercial benefit they provide for the inventor. Additionally, an overview of the technology transfer process was presented including different tools for technology transfer

such as IPR assignment, licensing, the spinning –off of new companies, joint ventures, etc.

Further on the presentation focused on highlighting different types of IPR, their scope, period of validity as well as the specific rights they ensure for the holder. Andonova also emphasised on the importance of IPR management, including the main advantages and disadvantages of patenting an invention as well as different patent application procedures and the entire patenting process.

8. Product Market Fit

The session was moderated by Paris Kokorotsikos, i4G Incubator. Contribution to this topic came mainly from the following speakers:

- ▶ Barbara Diehl, Innovation Academy, University College of Dublin
- ▶ Dimitris Konstantinidis, CHORUS, the Clean Energy Cluster, Thessaloniki, Greece
- ▶ Tim Vorley, University of Sheffield
- ▶ Aida Boukhris, Fraunhofer Institute for Central and Eastern Europe

In this session, the discussion and presentations underscored the importance of finding and assessing the right market when a company is at its early stage and how to link the product and/or business idea to the potential market. The panellists were experienced practitioners and stated that accelerators, incubators and science parks must encourage start-ups and scale-ups to consider business model innovation for the successful operation of a business. The panel agreed that start-ups must inspire new ways to create value for the customers, and growth for the business.

Much emphasis was placed on the importance of creating a product that resonates with the target market. At last the panellists defined that Product Market Fit can be challenging for some start-ups, as it takes time and requires a deep understanding of the target market.

The panel started with a presentation of Barbara Diehl, representing the Innovation Academy, a teaching and training unit within UCD. In her presentation, Diehl focused on the entrepreneurial mind-set and the three main criteria defining it:

- ▶ Creating value: commercial, social and personal;
- ▶ Engaging others: Being able to work in a team and take other with you on a journey;
- ▶ Learning form intentional iteration: learning form failure.

Further on she presented the results of a survey from the Confederation of British Industry on the main reasons for failure of start-ups. The top

reasons for failure include: the lack of market need, the lack of funding, team composition, competition, pricing and cost issues, lack of a business model, poor marketing and ignoring customers. Diehl presented the lean canvas model as a permutation of the business canvas model (how to create a business model) that can be used as a suitable option for investigation an early stage idea and its market fit. The "Lean Canvas" components were outlined that include the identification of the problem to be solved, definition of the need and the potential users that have the need, identification of customer's problems, identification of the value proposition, the unfair advantage of the idea, the specific customer segments, cost structure and main revenue streams and key metrics for measuring progress.

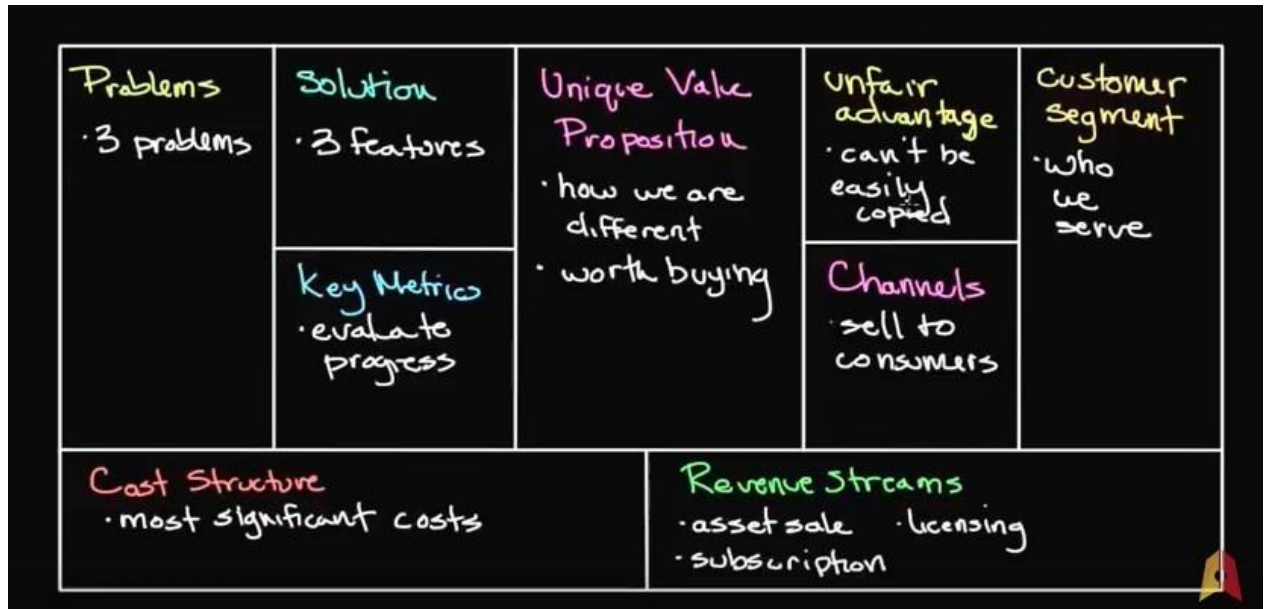
Later during the panel, Tim Vorley, a professor at the Sheffield University, currently working for the UK innovation Agency (Innovate UK) further elaborated on the business model concept as a useful tool for arranging and articulating ideas and getting people to understand what are they doing, how are they going to do it and why, but he also focused on the challenge of getting innovators to think differently and going beyond the traditional understanding of an innovation as a product, process or services, but more as a way of creating value.

The case of CHORUS was presented to the audience – a clean energy cluster brought up within the framework of the national cluster policy funded by the General Secretariat for Research and Technology of Greece. The cluster operates in Northern Greece and is active in the fields of clean energy, clean process and resource efficiency. Within the presentation, the services that the cluster provides to its members were presented including: networking, promotion and communication, business development and education and training.

Aida Boukhris presented the project JOSEPHS for an Open Innovation Laboratory in the centre of Nuremberg, cooperation between the Fraunhofer Centre for Applied Research on Supply Chain Services (SCS) and Friedrich-Alexander University

Erlangen-Nürnberg. Boukhris stressed that the success of this project relies on "co-creation", where companies co-design with their users and customers. This follows a new vision which is expressed in the architectural design of the space. It includes i) Manufacturing Islands, where

companies can rent a space during 3 months to evaluate assumptions about their products or services, ii) Think Tank area, where experts and customers can share ideas and exchange on most recent innovation and technology topics, iii) a Coffee shop and Book & Gift shop.



The Business Model Canvas

9. Fundraising and growing early stage businesses

The session was moderated by Jose Romano, Country Representative of the European Investment Fund in Greece. Contribution to this topic came mainly from the following speakers:

- ▶ Dragan Šoljan, European Investment Bank, Enterprise and Development Innovation Facility (EDIF)
- ▶ Siagas Sotiris, Vice President i4G
- ▶ Yordan Zarev, NEVEQ Capital Partners, Bulgaria
- ▶ Robert Bush, Superfounders
- ▶ Julián Vinué, Wayra Accelerator Barcelona
- ▶ Mercè Tell, Avet Ventures, Barcelona

The panel was aimed at providing information on existing funding schemes for technology transfer, relevant technical assistance and the perspective of venture capital and early stage investment funds when raising cash for early stage companies.

Within the first part of the panel the speakers focused on the importance of creating the right ecosystem.

An overview of the history of developing the ecosystems in Thessaloniki and Barcelona was presented, outlining the main problems and factors for success. Additionally, after a lively discussion, the key factors in building the right ecosystem were synthesised:

- ▶ Important contribution and combination of business schools with engineering faculties in cities as foundations for strong innovation ecosystems;
- ▶ There is no need to replicate exactly the success of one top innovation hub, but rather to focus on the strengths of a location and be complementary or/and even supply the top innovation hubs (for example Thessaloniki does not need to become a Barcelona, but can supply pipeline to Barcelona by focusing on specific verticals);
- ▶ Public institutions and initiatives are key to create innovation hubs. An example of ACCIO in Barcelona was highlighted;

- ▶ A hostile environment becomes a secondary factor when a private investor is willing to invest. The leading factor is the chance of profit;
- ▶ It takes time to have all stakeholders of the ecosystem in place and thriving, in Barcelona it took at least 17 years.

The second part of the session was focused on the “secret sauce” when investing in start-ups. The speakers presented their experience in screening, selecting and funding start-up business and shared their views on the recipe for success. Further on they elaborated on the potential needs and barriers that might hinder the successful development of an early stage start-up. The main conclusions from the discussion:

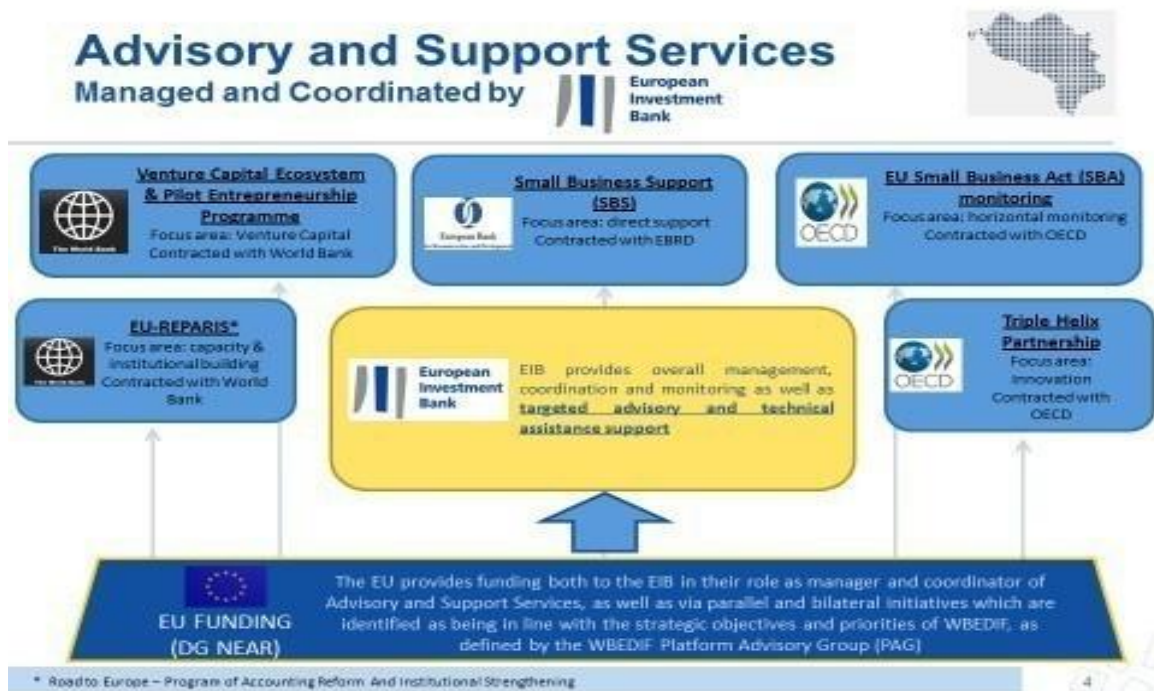
- ▶ Alignment of interests is key – anti-dilution clauses very early on and no clarity on “divorce” clauses for the team from early on are alert signals;
- ▶ The use of standard templates across the country/region was emphasised as something positive which was adopted early-on in the US allowing venture capitals (VCs) to focus on value added;
- ▶ The team is one of the most important ingredients of success – investors look for resilient and self-sacrificing teams;
- ▶ However, the passion is not all; numbers matter too. The entrepreneurs must show in fact that it is difficult for the competitors to challenge the product/service;
- ▶ Additionally, when deciding on an investment investors look for simplicity, exit strategy, technology, and competitive advantage;
- ▶ Another feature is the lack of maturity within the entrepreneurs. The ‘freshers’ do not have good sense what is fair and what is not. This factor reflects negatively on their funding proposals;
- ▶ Besides, it should be born in mind that the Balkans remains small market. This environment may transform the companies in “doing little bit of all”

enterprises, meaning that they could become non-investable start-ups;

- ▶ Scaling up a product was regarded as important. Validating the product, even if the market is small, was considered important as well – particularly relevant for Western Balkan small economies;
- ▶ When it comes to investing in the Balkans, investors look for products that can be marketed outside a country or region where they are produced;

- ▶ Overall, it was considered that the quick pace in technological advances are opportunities for VCs.

To conclude, the speakers discussed the process of supporting a start-up growth in the present business environment. They concentrated the discussion on important elements for building positive ecosystem for developing early stage business and on the leading features attracting the investors' finances. All these were presented in detail through dynamic discussion and vivid examples from the practice.



Western Balkans Enterprise Development Fund

10. Conclusions

The Workshop on the role of Science and Technology Parks and Incubators in Innovation Ecosystems was a well-attended meeting with a wide variety of participants and presenters. Both number of participants and their levels of interaction with each other and the speakers indicated how engaged and relevant they find the present topic.

Herewith we present some of our specific observation:

1. Introduction of holistic approach in policy development and development of Smart Specialisation Strategies is a key precondition that will help STPs in the region benefit from the range of support instruments available on regional and EU level.
2. The link between Smart Specialisation Strategy (S3) and development of STP is essential as the ecosystem should be structured to implement the S3 and STP is part of the structures of the innovation ecosystem as competence centres, RTD organisations, innovative business clusters, business start-ups to exploit research results and innovation ideas.
3. For STPs to remain relevant and retain their active role in developing innovation ecosystems they must be flexible and adapt to globalisation, new challenges in the market and the changing needs of companies.
4. STPs in the Danube and Adriatic-Ionian Macro Regions and the Western Balkans should strive to become Eco-Industrial Parks.
5. STPs are recognised as important for the city development: not only as a science provider but also for its impact on environment, mobility, sustainability, etc.
6. STPs should develop capacity to cater for modern entrepreneurial companies that are extremely mobile and that operate from non –fixed premises in dense urban environments.
7. Key success factor for STPs is integration between different dimensions: public services, the capacity to communicate and to attract private companies, and the consistency of public policies.
8. Special emphasis should be put on the development of innovation strategies, setting priorities and ensuring the availability of instruments supporting the implementation of these strategies in the Western Balkans.
9. Incubators and accelerators are linked to STP. The development of start-ups is key for STP and also for innovation policy. For instance, employment trends and start-up creation trends coincide.
10. Improvement of regulatory framework is a crucial precondition for the development of technology transfer organisation and implementation of research commercialisation activities.
11. The efforts should be aimed at ensuring the availability of mechanisms that transfer technology from public research organisation and support its further commercialisation.
12. An initiative was promoted by the co-organisers of Thessaloniki Technology Park for the establishment of a regional network of STP professionals in South East Europe.

Annex I – Results of the online questionnaire

Number of respondents: 28

Questions:

Q1: From which country do you come from?

Q2: How did you learn about the workshop?

Q3: Overall, how would you rate the workshop?

Q4: What is your opinion on the general organisation and the quality of the facilities of the workshop?

Q5: What do you think of the overall quality of the speakers?

Q6: How helpful and applicable to your job was the content presented at the workshop?

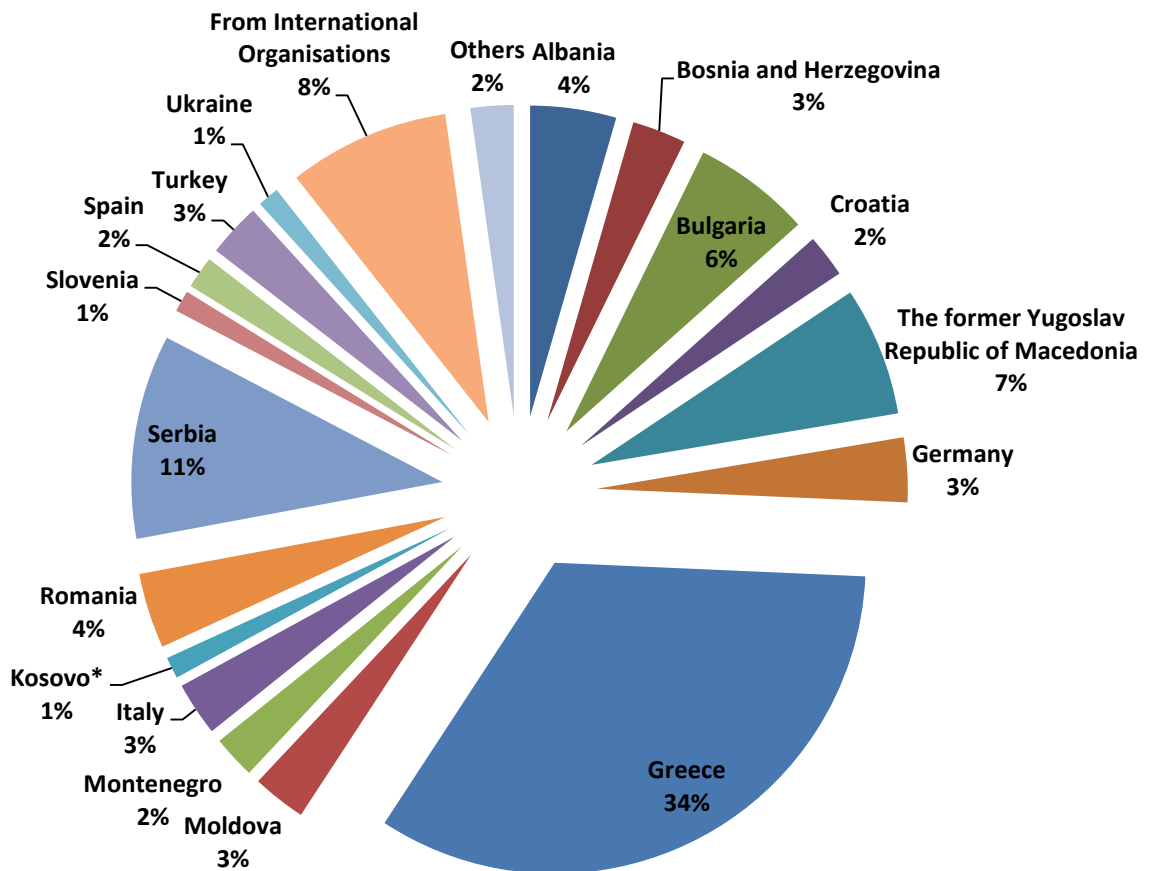
Q7: How valuable were the networking opportunities at the event?

Q8: If you are directly involved in Science and Technology Parks (STPs) and Incubators, what support would you like to have if available?

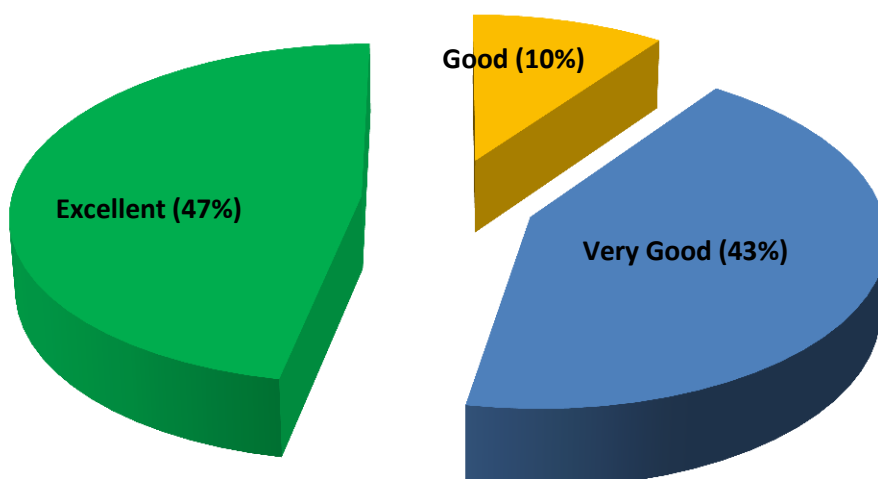
Q9: What was the most valuable practice/information shared at the workshop?

Q10: Please share your suggestions, comments, ideas for the future.

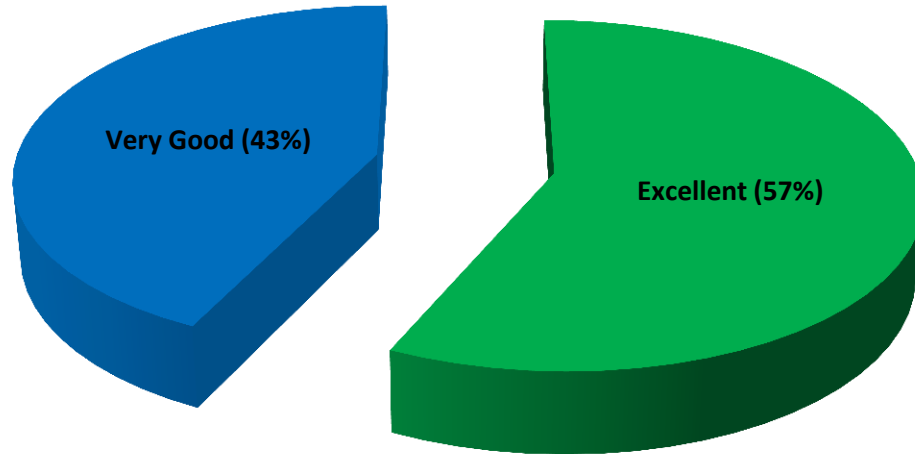
Participants, incl. speakers by country (total 190 people)



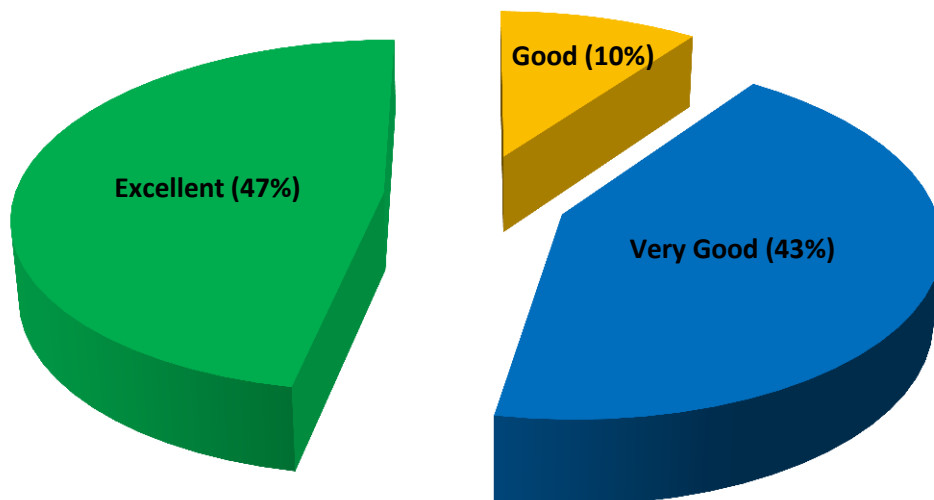
Overall, how would you rate the workshop?



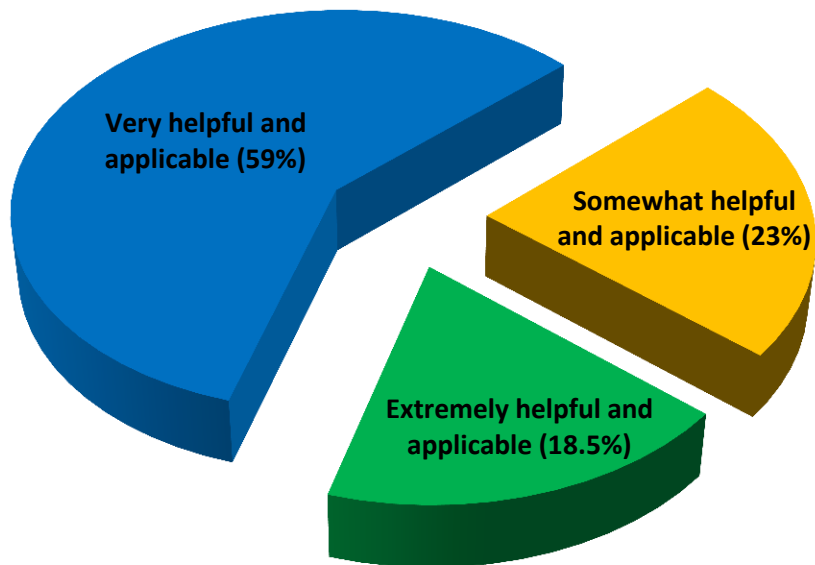
What is your opinion on the general organisation and the quality of the facilities of the workshop?



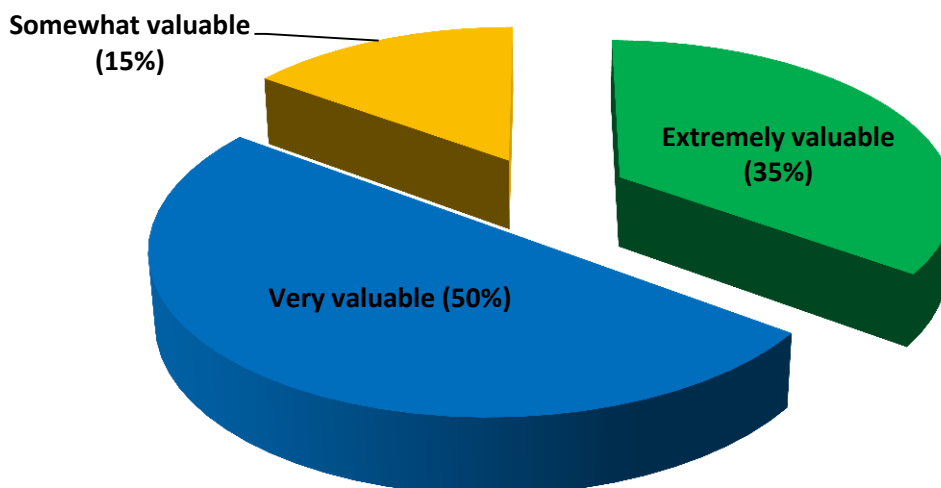
What do you think of the overall quality of the speakers?



How helpful and applicable to your job was the content presented at the workshop?



How valuable were the networking opportunities at the event?



If you are directly involved in Science and Technology Parks (STPs) and Incubators, what support would you like to have if available? (some citations)

Proven mentor database with information of successful start-up founders from EU that would like to give back and work on and offline with entrepreneurs from the Western Balkans.

Benchmarking. Development of a structured network.

Networking opportunities with other tech parks & incubators. Discuss opportunities for joint research projects. Exchange of experience and know-how.

Good experiences on how to help innovative SMEs.

Consultancy and expertise.

Assistance and possibilities to apply for financing.

More access to finance people/programs and finance opportunities in the region, more partnership with large European incubators.

Need for more financing/ funds from donors, IPA funds, etc.

Networking and collaboration of STPs in South Europe.

Support in the matter how to take innovation to market.

What was the most valuable practice/information shared at the workshop? (some citations)

The know-how for IP rights, the information how innovation happens at world renowned universities and how we can use that know-how.

All information was extremely valuable.

Information about how different actors (researchers, IP, STPs, incubators, investors) of the technology transfer process are implicate in this process and their view on all this process.

The information about specific initiatives and practices of other tech parks.

Networking and information.

Very good and useful information on what is happening in innovation in the area and not only.

Getting broader information on different experiences in establishing STPs, their role and support to stakeholders, success stories, and re-considering and finding the most appropriate model for one environment.

Exchange of good practices for the development and management of STPs and incubators in the Danube

and Adriatic - Ionian Macro Regions and their partly supporting in creation smart specialisation strategies.

To see how STP practices and models are customised based on the specific features of regional innovation ecosystems. How creativity, innovation and determination on behalf of Government and management teams are crucial factors for the success of the STPs themselves.

The shared experience about the development and the functioning of existing technology parks.

The setting up of STPs and the cooperation.

Future planning and developments under Berlin process agenda.

Insights into practical, everyday work of the STPs; debate about challenges of technology transfer.

Networking with financial organisations.

How investors make their decisions.

Business models for running sustainable STPs - the best practices.

Please share your suggestions, comments, ideas for the future. (some citations)

Too many presentations and panels, no room for discussions.

It will be good if presenters know in advance what the other speakers plan to share. People were sharing very similar principles repeating each other. It would be good to have opportunities for

networking in advance, In general the workshop was very useful and I would like to thank you!

Both workshops in Belgrade and Thessaloniki were extremely useful in broadening our knowledge and skills. More practical cases, possible problems and failures, communicating right partners etc.



Workshop on the role of Science/Technology Parks and Incubators in Innovation Ecosystems

Promoting Technology Transfer and Innovation

Focus on the Danube and Adriatic-Ionian Macro Regions and the Western Balkan countries

23-24 May 2017, Thessaloniki, Greece

Noesis, Thessaloniki Science Center and Technology Museum

Programme



© European Union, 2017



Joint
Research
Centre

Tuesday 23 May 2017

Science and Technology Parks and Incubators

10:30 – 11:45 *Opening addresses*

Moderator: Georgia Aifadopoulou

CEO Thessaloniki Technology Park

Giancarlo Caratti

Head of IPR and Technology Transfer Unit, Directorate-General Joint Research Centre (JRC), European Commission

Konstantinos Gioutikas

Vice Governor for Development and Environment, Region of Central Macedonia

Sotiris Pavleas

Special Associate of Secretary General for Research and Technology, Greece

Athanasios Konstandopoulos

Chairman, Centre for Research and Technology Hellas

Nikos Efthymiadis

Chairman, Thessaloniki Technology Park

Luis Sanz

Director General, International Association of Science Parks and Areas of Innovation (IASP)

Paris Kokorotsikos

Member, International Association of Science Parks and Areas of Innovation (IASP)

11:45 – 12:45

Introductory discussion – Policy supporting the development of STPs and Incubators

This session aims at presenting several ongoing policy initiatives that directly support the development of innovation and knowledge based ecosystems in the regions concerned

Moderator: Miroslav Vesковиć

Coordinator of the JRC scientific support to macro-regional strategies, Directorate-General Joint Research Centre (JRC), European Commission

Antonios Gypakis

General Secretariat for Research and Technology, Greece

Anna Sobczak

Directorate-General Internal Market, Industry, Entrepreneurship and SMEs, European Commission

Simeon Shenev

Directorate-General for Regional and Urban Policy, European Commission

Ales Gnamus

Smart Specialisation for the Balkan / Danube region, Directorate-General Joint Research Centre (JRC), European Commission

Lucian Brujan

Western Balkans Process / Berlin Process, German National Academy of Sciences Leopoldina

12:45 – 14:15

Innovation zones, centres of excellence: the ingredients of successful innovation zones

This will be a panel open to inquiries and questions from the audience, aiming to stipulate the elements necessary for the creation of successful innovation zones from the perspective of both practitioners and funders. There will be an opportunity for specific examples to be provided

Moderator: Pantelis Angelidis

Chairman, Alexander Innovation Zone of Thessaloniki

Sergio Paoletti

President, AREA Science Park

Christophe Yvetot

Head, Liaison Office to the European Union, United Nations Industrial Development Organization (UNIDO)

Anwar Aridi

World Bank Group

Luis Sanz

Director General, International Association of Science Parks and Areas of Innovation (IASP)

Magdalini Ioannidis

Louvain-la-Neuve Science Park

Julia Djarova

EU4TECH Project (Technology Transfer capacity building in the Western Balkans)

Branko Dunjic

Director of the Cleaner Production Centre of Serbia and UNIDO Coordinator for Sound Chemicals Management

14:15 – 15:00 *Lunch*

15:00 - 16:15

Science / Technology Parks, Incubators and the new breed of companies

The goal of this session, in a panel format is to give opportunity to thought leaders in the space of science parks and incubators to share views on the current and future trends in creating and growing new companies focusing on how these new companies could look like

Moderator: Alessandro Fazio

Directorate-General Joint Research Centre (JRC), European Commission

David Tee

Head of Membership Services, EBN Innovation Network

Philippe Deléarde

INNO Group, How to implement Incubators / Accelerators in Science Parks

Peer Ambrée

Science and Technology Park Berlin Adlershof / Federal German association of innovation, technology and business incubation centres

Jürgen Raizner

Steinbeis Transfer Center

Juan Antonio Bertolin

ESPAITEC STP, Micro-multinationals in STPs

16:15 – 16:40 Coffee break

16:40 – 17:40

Business models for running sustainable STPs

The aim of this panel session is to have science parks practitioners share their experience in managing or supporting science parks in light of choosing suitable governance and funding structures as well as business models

Moderator: Alberto Mina

Director of Institutional Relations, AREXPO, Milan

Georgia Aifadopoulou

CEO Thessaloniki Technology Park

Gordana Danilović Grković

Director, Science and Technology Park of Belgrade

Iztok Lesjak

General Manager, Technology Park Ljubljana

Martin Krch

Lakeside Science & Technology Park

17:40 - 19:00

Best practices in Incubation

This is a session that aims to gather insight from practitioners on what are the mechanisms for successful incubation of early stage companies. The speakers come from private, public and mixed entities thus allowing the audience to learn about best practices in various incubation models. The format entails a Q&A based panel.

Moderator: Elena Andonova

Directorate-General Joint Research Centre (JRC), European Commission

Claire Cockerton

CEO Plexal, UK (recorded message)

Theologos Prokopiou

CEO i4G Business Incubator

Fabrizio Rovatti

Incubator, AREA Science Park

Prof. Mustafa Güden

Chairman, Technopark Izmir (Science Park based incubators)

Broos Bakens

HighTechXL

19:00 – 19:15

Closing of Day 1

Wednesday 24 May 2017

Regional Ecosystems and Actors: Local Challenges

09:00 – 10:45

Taking innovations to market (Evaluation Methodologies and Processes)

This panel consists of entrepreneurs and spin-out managers who will share their views on the opportunities and challenges of starting up companies and will also focus on the evaluation methodologies and processes when taking ideas to market

Moderator: Paris Kokorotsikos, i4G

Thessaloniki STP, i4G Incubator & Balkans

Dimitrios Katsikas

D-Cube - Greece

Nikolaos Chalkias

OxSonics Ltd, UK

Evangelos Vasiliadis

Agrostis SA, Greece

Mirjana Opačić

Innovation Center, University of Belgrade

Stergios Logothetidis

Laboratory for Thin Films - Nanobiomaterials - Nanosystems & Nanometrology (LTFN), Aristotle University of Thessaloniki

Discussion on lessons learned and needs for support

10:45 – 11:30

IP Implications (Protectability and Defensibility)

A practical session providing a crash course on the Intellectual Property (IP) rights and the significance of IP protection for technology transfer

Elena Andonova

Directorate-General Joint Research Centre (JRC), European Commission

11:30 – 11:45 Coffee break

11:45 – 13:45

Product Market Fit

This panel consists of experienced practitioners who will give insights into finding and assessing the right market when running an early stage company and linking the product to the suspected market

Moderator: Paris Kokorotsikos, i4G

Barbara Diehl

Innovation Academy UCD, Business Model Canvass

Dimitris Konstantinidis

CHORUS, the Clean Energy Cluster

Tim Vorley

University of Sheffield

Deniz Tuncalp

Chief Marketing Officer, ITU ARI Teknokent, Istanbul

Stavros Moissidis

Co-founder, Turnand Peripherals

Aida Boukhris

Friedrich-Alexander-University, Erlangen-Nuremberg

13:45 – 14:45 Lunch and family photo

14:45 - 16:15

Fundraising and Growing early stage business (how to select the strategic partners, investors and team)

In this interactive panel session there will be opportunities to hear about existing funding schemes for technology transfer, relevant technical assistance and the perspectives of venture capital and early stage investment funds when raising cash for early stage companies

Moderator: Jose Romano

European Investment Fund (EIF), Country Representative, Greece

Dragan Soljan

European Investment Bank (EIB), Enterprise and Development Innovation Facility (EDIF)

Siagas Sotiris

Vice President i4G

Yordan Zarev

NEVEQ Capital Partners, Bulgaria

Robert Bush

Superfounders

Julián Vinué

Wayra Accelerator Barcelona

Mercè Tell

Avet Ventures

16:15 – 16:45

Second day conclusions will be supported by the outcomes of online interactive survey
Proposals for Structural Cooperation of Science Parks and Incubators of SEE

JRC Mission

As the science and knowledge service of the European Commission, the Joint Research Centre's mission is to support EU policies with independent evidence throughout the whole policy cycle.



EU Science Hub
ec.europa.eu/jrc



@EU_ScienceHub



EU Science Hub - Joint Research Centre



Joint Research Centre



EU Science Hub



Publications Office

doi: 10.2760/449384

ISBN 978-92-79-73499-1