D8.3 FITMAN SMEs Innovation Preparation First

WP8 Preparation of Use Cases Expansion (Phase III)

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VERSION HISTORY

VERSION	DATE	NOTES AND COMMENTS
0.0	**02/07/2013**	**TEMPLATE AND GENERAL STRUCTURE-CONTRIBUTIONS OF THE PARTNERS MODIFIED**
0.1	06/08/2013	Introduction, Chapters 3.1 and 3.2.1, 3.2.2 (Innovalia)
0.2	29/08/2013	Change of the word "Phases" to "Stages", Change of 1.1 Title, Merge of chapter 1.3 and 1.4
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0.6	20/09/2013	Executive summary, chapters 3.2.1, 3.2.2, 3.2.3, 3.2.5, 4.1, 4.2.1, 4.2.3.1, 4.2.3.2, 4.2.3.3 (Polimi and PTIN), Conclusions, Annexes, References: finalised
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0.8	24/09/2013	Fixed tables in the Annexes, updated 4.2.1, 4.2.2 and 4.2.3.3
0.9	**30/09/2013**	**Version ready for peer review**
1.0	03/10/2013	Peer review comments addressed

DELIVERABLE PEER REVIEW SUMMARY

ID	Comments	Addressed (✔) Answered (A)
1	An overall well-structured, comprehensible and readable document	✔
2	Minor changes in text regarding to formats and language.	✔
3	Well identified and exposed external sources	✔
4	The conclusions should avoid repeat and/or copy complete text from other sections of the document.	✔

ID	Comments	Addressed (✔) Answered (A)
1	The deliverable is overall well-written and aligned to its purpose and the DoW objectives.	✔
2	A significant set of methodologies is presented in a thorough manner in order to facilitate a win-win interaction between FITMAN and FI-PPP Phase III. However, updates are recommended in the Executive	(A)

	Summary, Introduction and Conclusions in order to give the overall picture depicting the relations, the timing and continuity between all methodologies.	
3	Minor changes are very occasionally required in text to enhance the formatting (in cases of differences in the references and bullets style) and readability (in the case of the tables in Annex).	✔
4	The exact partners' contributions are not obviously identified in the Version History.	✔

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EXECUTIVE SUMMARY

The European Commission is running the Future Internet Public-Private Partnership Programme (FI-PPP), which aims at increasing the effectiveness of business processes and infrastructures supporting applications in different sectors. FI-PPP is implemented through three phases:

- **Phase I**, aiming at establishing the technology foundation (FI-WARE), define the "use case scenarios" in different industry sectors, make an inventory of available (public) infrastructures through capacity building (INFINITY) and programme support (CONCORD).
- **Phase II** will contribute to develop use case pilots and platforms (i.e. FITMAN) and setting up infrastructures.
- **Phase III** will focus on the expansion of the use cases by developing applications and services and the expansion of the technology foundation (FI-WARE).

Phase III will be implemented through two main actions:

1) The European Commission has launched a call for proposals (Call 3) and consortia are invited to participate.
2) The (up to) 20 winning Call 3 consortia will host Open Calls for the distribution of grants to SMEs and web entrepreneurs.

The present document is developed within the contextual framework of FI-PPP and provides methodologies which will generate an added value for the Phase III participants as well as the FITMAN project itself. The methodologies are mainly addressed to consortia bidding for FI-PPP Phase III Call 3 as well as SMEs and web entrepreneurs participating in the Open Calls to be issued under Call 3. Facilitating the SME engagement in Phase III, the FITMAN project will benefit from the participation of new users who will potentially build on and expand the FITMAN platform.

Two main sets of methodologies are provided:

- Create technology awareness in EU innovation and entrepreneurship networks, exploiting their capillarity and scale. This document presents the methodology to be followed by FI-PPP Call 3 proposals and winning consortia for creating technology awareness in EU innovation and entrepreneurship networks.
- Support SME service and application development and produce an environment for continuous application development with business impact that can serve the innovation practices of SMEs in Phase III. The second part of the methodologies provided in this document aims at supporting SMEs and web entrepreneurs in the service and application development and will also assist the Call 3 winning consortia to issue Open Calls.

In addition to these two main sets of methodologies, the document provides methodologies for identifying best practices and lessons learned for SME engagement in the context of ICT and Manufacturing, useful for Phase III participants as well as the FITMAN project in order to maximise the benefits from the engagement of new users.

As FITMAN findings reveal, the general business objectives behind FI technology adoption seek to improve the way that business operate by improving the communications, reducing production costs and time to enter the market, the usefulness of information and the production capacity. The methodologies provided in this document are within the same conceptual framework.

1 INTRODUCTION

1.1 Introduction to the deliverable

The FI-PPP programme is implemented via three phases:

- **Phase I**: establishing the technology foundation, defining "use case scenarios" in different industry sectors, making an inventory of available (public) infrastructures via capacity building, and programme support;
- **Phase II**: developing use case pilots and platforms and setting up infrastructures;
- **Phase III**: expansion of the use cases by developing applications and services and expansion of the technology foundation[1].

FITMAN is selected under Phase II and is one of the 5 Use Case Trials projects, with 11 industry-led use case trials belonging to several manufacturing sectors. Together with the other Phase II projects, FITMAN will expand its Use Case trials in Phase III.

More specifically for Phase III, the main aims are the following:

- To provide and run a stable infrastructure for the large scale trials, expand the core platform, the use case specific functionalities and their demand-driven instantiations;
- To involve through Open Calls SMEs and Web entrepreneurs as developers of services and applications, building on, and extending, the large scale trials and the core platform functionalities[2].

To achieve the above mentioned goals, the European Commission has recently launched Call 3 which is structured in the following two steps:

- First step, the European Commission launched on 28 June 2013 a call for proposals. Main target group is consortia consisting of "intermediaries", meaning organisations connected to SMEs, Web entrepreneurs, start-ups etc. Up to 20 consortia/projects will be selected.
- Second step, Open Calls to be launched by the projects selected from Call 3 (as described in the first step). More specifically, the selected projects will publish Open Calls for the distribution of grants to SMEs and Web entrepreneurs which will be invited to submit proposals to one (or more) of these Open Calls[3].

The foreseen timeline for the execution of the two steps has as follows: the deadline for Call 3 is 10 December 2013. Afterwards, the EC will evaluate the proposals and select 20 projects to be started at around May 2014. Subsequently, they will publish Open Calls, expected to be launched 3-4 months after the beginning of the project.

The present document - *D8.3 FITMAN SMEs Innovation preparation First* - is developed within the context of FI-PPP Phase III and aims to develop methodologies that will facilitate Phase III proposers (M6) and projects (M15) to issue Open Calls. More precisely, the methodologies to be developed will have as a goal to:

- Create technology awareness in EU innovation and entrepreneurship networks, exploiting their capillarity and scale.

[1] http://ec.europa.eu/digital-agenda/en/future-internet-public-private-partnership

[2] http://cordis.europa.eu/fp7/ict/netinnovation/call3_en.html

[3] Ibid

- Support SME service and application development and produce an environment for continuous application development with business impact that can serve the innovation practices of SMEs in Phase III.

1.2 Document Scope

The present document is developed under Task 8.3 *FITMAN SMEs Innovation Preparation* and aims at generating methodologies that will facilitate the SME engagement in Phase III. Overall, its main stakeholders are:

- Consortia bidding for Phase III Call 3, mainly consisting of intermediaries for SMEs such as innovation/entrepreneurship networks, clusters, venture capitals, incubators, accelerators, regional authorities, etc.
- SMEs and individual web entrepreneurs.
- FITMAN project itself, benefiting from the SME engagement

The document starts off providing a set of methodologies for identifying best practices and lessons learned in SME engagement looking at both external organisations as well as knowledge gained through FITMAN partners participating in Phase II.

Second, the document provides a methodology for the creation of technology awareness in EU innovation and entrepreneurship networks. The methodology to be developed will aim at reaching a big number of innovation and entrepreneurship networks, innovation clusters, SME associations, venture capitals and other relevant organisations, acting as "intermediaries". The methodological approach will facilitate an active dialogue with these networks and associations in order to create technology awareness.

With regard to the overall scope of the awareness activities, we develop a methodology which takes into account the following issues:

- **Capillarity:** the proposed methodology is able to address a large scale of communities with a limited amount of resources;
- **Agility:** the methodology facilitates mechanisms for adaption to the needs of the communities being addressed to maximise adoption and impact;
- **Diversity:** the methodology is able to support the needs of ICT infrastructure providers, SME related organisations, local and regional development agencies;
- **Neutrality:** the methodology offers equal opportunities to all agents involved, irrespective of cultural, sector, social and enterprise contexts;
- **Openness and Transparency:** the methodology secures the transparency and open access to the knowledge and activities supported;
- **Value:** the methodology facilitates the means to ensure and monitor the value co-creation for all entities during the entire life-cycle of the methodology.

Third, methodologies are provided to support the service and application development in Phase III of FI-PPP. Among the methodologies included are the lean start-up principles and the Minimum Viable Product (MVP) as well as methodology for local service hypothesis, local FITMAN ICT infrastructure and data gathering and feedback.

Last, a methodology is provided for establishing dialogue and disseminating findings of Phase III projects which are relevant to FITMAN. Figure 1 below illustrates the links among the methodologies provided in this document and the specific stakeholders that each is addressed to.

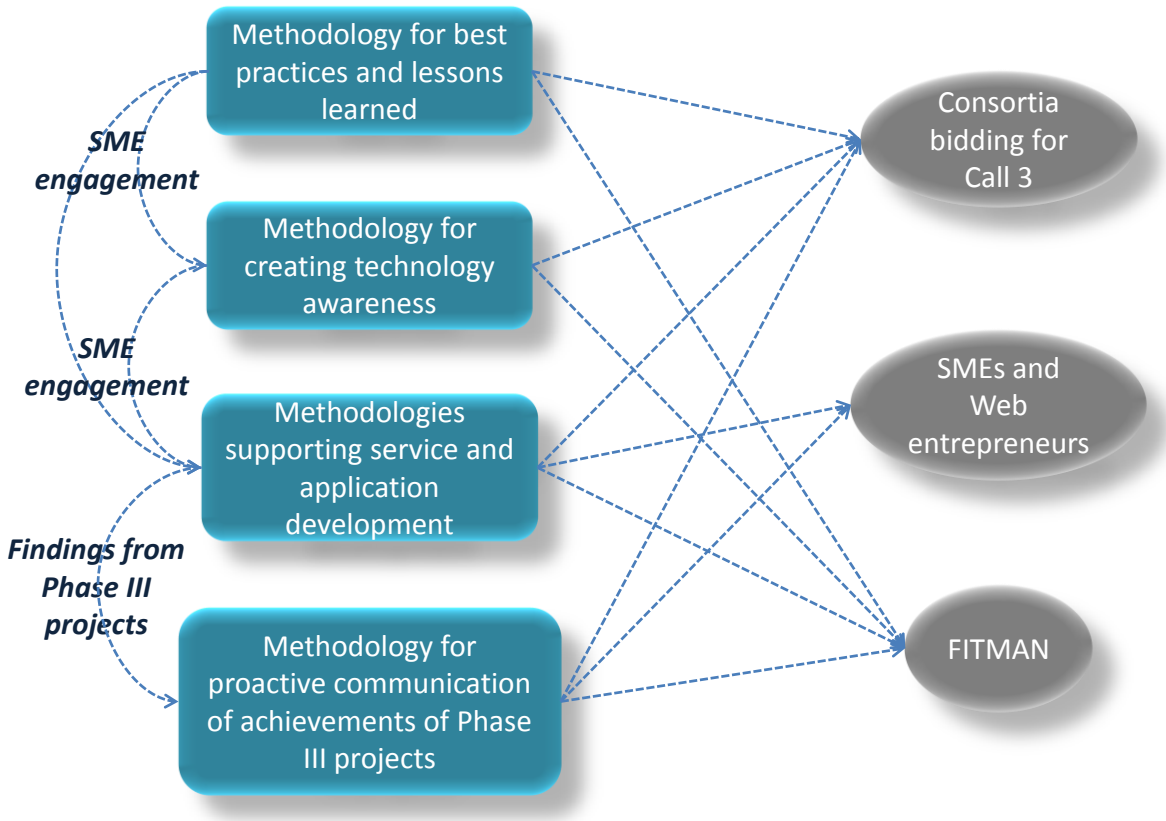

Figure 1: Links among methodologies and the stakeholders they are addressed to

D8.3 is structured in 6 chapters providing the methodologies, and additionally the annexes including detailed information on specific topics.

Chapter 1 provides an introduction to the document. It starts with a general description of FI-PPP and the main objectives of the deliverable also providing a description of the links with other WP and deliverables.

Chapter 2 provides methodologies for identifying best practices and lessons learned on engaging SMEs looking at external organisations as well as the FITMAN partners.

Chapter 3 develops the methodology for creating technology awareness to become available to FI-PPP Call 3 proposers. The methodology consists of five stages and aims at exploiting the capillarity and scale of all the networks to be identified.

Chapter 4 provides the methodologies for supporting the development of services and applications from SMEs and web entrepreneurs. It consists of three stages, starting with the development of lean start-up principles and the Minimum Viable Product (MVP) principle and ending with the provision of methodologies for SME application and service development based on FITMAN platform.

Chapter 5 provides a methodology for proactive communication of achievements and innovations generated by SMEs in Phase III.

Chapter 6 collects and presents the main conclusions of the document.

At the end of the document, we provide a number of annexes including a list of already identified networks and an initial ranking.

1.3 Connection with other WPs and Deliverables

This section presents the connection of Task 8.3 with other WPs and deliverables. More specifically:

- **WP1**, **WP2** and **WP3** are sources of useful information for the technology awareness activities.
- Results from **WP4, WP5** and **WP6** will serve as input for D 8.4 at a later stage of the project.
- **WP7** will be a valuable source of information with regard to best practices and lessons learned for SMEs involved in Phase II which will further enable us to provide support for SME service and application development through the relevant methodologies that are going to be developed.
- **D 8.5** including FITMAN partners experiences from their participation in Phase II.
- **WP9 and D 9.1** where the exploitable results of also WP8 are presented
- **WP11** for the continuous communication of the achievements generated by SMEs in Phase III.

Figure 2 below illustrates the connections between D 8.3 and other WPs and deliverables.

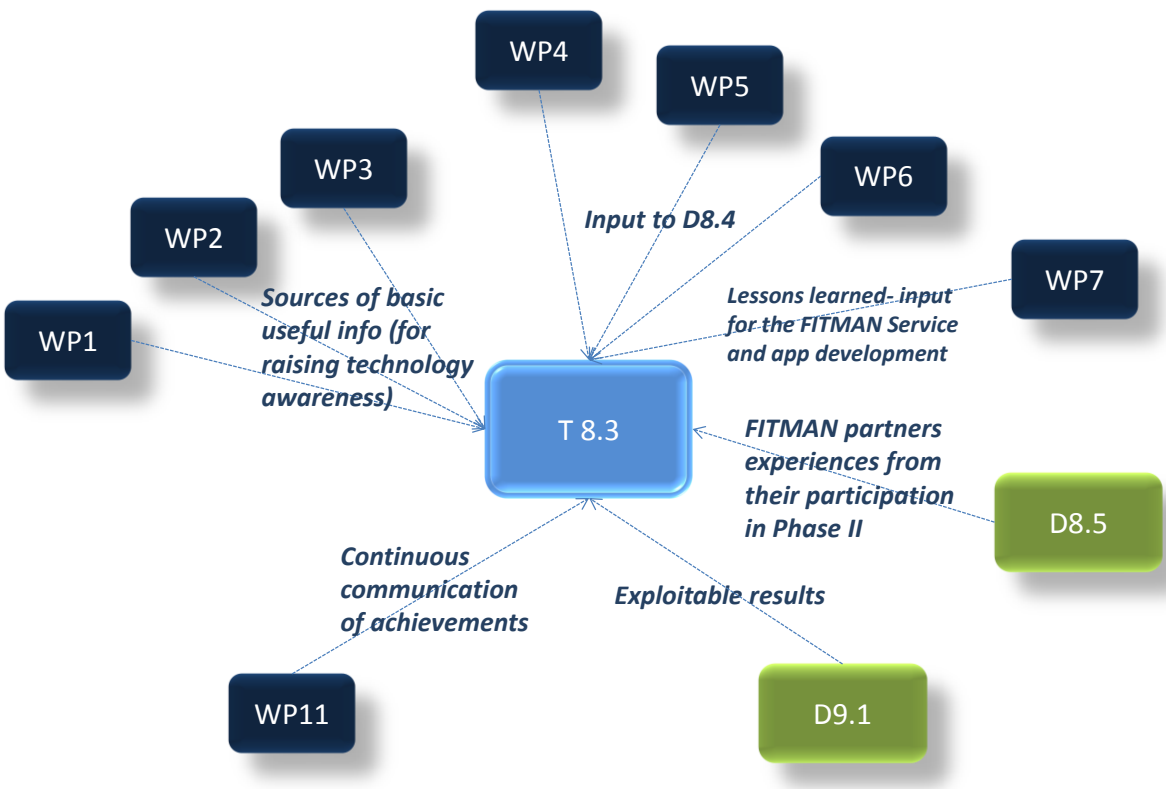

Figure 2: Connection with other WPs and Deliverables

2 METHODOLOGIES FOR IDENTIFYING BEST PRACTICES AND LESSONS LEARNED

This section concerns best practices for SME engagement in the context of ICT and Manufacturing, and the motivation and methodology for extracting lessons learned from FITMAN regarding engagement with the FI-PPP.

This section falls into three parts, with each subsequent part more closely focused on the FITMAN context than the last one. Firstly, Section 2.1 provides an overview regarding the identification of best practices in general and for FITMAN specifically. Section 2.2 provides early examples of best practices from other Future Internet initiatives. Finally, Section 2.3 describes a method for extracting lessons from FITMAN at month six of the project.

2.1 Understanding and identifying best practices

Best practices are ubiquitous across many domains, including but not limited to manufacturing, software engineering, medicine, public policy and environmental management. It is not unusual that a given domain will encapsulate multiple different practices that are considered as 'best' depending on the context. For example, ease of access to services can have a positive impact on SME engagement with those services, yet the way in which ease of access is ensured can vary hugely, ranging from adherence with accessibility guidelines, to consultations with an expert or to interviews with SME representatives. There is no single best way to ensure usability of services because the context of those services, their users and their usage varies so much.

Accepted best practices may exist at the level of a single company (e.g. an informally-documented, tried and tested approach used by an SME for tracking contacts), a network (e.g. standards and approaches for maintaining good communications between network members) or an industry (e.g. the use of Unified Modeling Language UML to describe architectures in software engineering). The U.S. Department of Health and Human Services has published definitions that show how what they describe as a 'promising' practice (a practice that is useful within one organisation) can become an industry-wide best practice, accounting for the practice's effectiveness and scalability (HHS/ACF/OCS, 2008):

> *Promising Practice: A program, activity or strategy that has worked within one organization and shows promise during its early stages for becoming a best practice with long term sustainable impact. A promising practice must have some objective basis for claiming effectiveness and must have the potential for replication among other organizations.*
>
> *Field Tested Best Practice: A program, activity or strategy that has been shown to work effectively and produce successful outcomes and is supported to some degree by subjective and objective data sources.*
>
> *Research Validated Best Practice: A program, activity or strategy that has the highest degree of proven effectiveness supported by objective and comprehensive research and evaluation.*

It can be seen that best practices are common across many domains, and that there often exist multiple alternative best practices for a given domain. Successful best practices local to a single organisation are likely to be taken up on a larger scale, as long as they are both effective and scalable.

The identification of best practices relies on the systematic review and assessment of available practices. Bardach (Bardach, 2011) describes a six-step approach to identify and adopt best practices in the context of public policy:

1. Develop realistic expectations, remaining aware of the impacts of the methods used and the possibility of internal validity issues. Causal relations should be examined with great care, accounting for the possibility of variables that might impact the results.
2. Analyse smart practices: seek out practices that achieve good results with relatively little investment.
3. Observe practices: when adopting a practice, ensure its key aspects are fully understood, but couple this with flexibility for implementing it in the new context.
4. Describe generic vulnerabilities: identify weaknesses of the practice.
5. But will it work here?: A best practice adopted from elsewhere will only work if its new context is comparable with its original context. This is especially in the case when a practice is adopted across multiple sites.
6. Back to the eightfold path: this refers to returning to another methodology, in which the practice being assessed is weighed against the alternative possibilities.

Although Bardach's process is situated in the context of public policy, it offers insight into how best practices can be analysed for and adopted by FITMAN. It can be refined to offer an appropriate way to review and assess best practices for SME engagement in the FITMAN context, as follows:

The process for reviewing and assessing best practices for SME engagement takes as input the relevant subset of the networks and relevant organisations identified by the methodology for creating technology awareness (Chapter 3), filtering the list to those with a final ranking of 85 or over. The steps of the process are:

1. Review the public information provided by identified networks and organisations to extract their approaches to SME engagement
2. Review the approaches to SME engagement
3. Use the approaches to SME engagement within FITMAN

To review the public information of the organisations in order to understand their approaches to SME engagement, their websites are examined. These websites typically have pages with titles such as 'about us' or 'what we do' that provide the information in question: for example, the EFFRA website provides evidence that **demonstrators and models** are a driving force for them in grounding collaborations between manufacturing and ICT[4]. Items to be recorded are: the organisation, organisation URL, URL of organisation page referring to best practice, date of access, text of relevance, and best practice referred to by the text.

To review the approaches to SME engagement, synonymous practices are identified and consideration is given to the consistency with which practices are used across organisations. A practice is considered stronger if its use is commonplace across the organisations considered.

Finally, the approaches to SME engagement are used by FITMAN. The improved understanding of practices for SME engagement will inform the way in which D8.6 is compiled and released, and may also inform the lessons learned analysis to be conducted by WP7.

A second iteration of this work will be incorporated in D8.4 (to include the methodology) and D8.6 (to include the results). In that iteration, interviews will be held with selected organisations. These interviews will yield further insights into the motivations that inform organisations' best practices, as well as the strengths and weaknesses of the practices.

[4] See http://www.effra.eu/index.php?option=com_content&view=article&id=56&Itemid=202 (accessed 26 September 2013)

We may consider our method in light of Bardach's approach for identification and adoption of smart practices (Bardach, 2011). The first two steps (review of organisations' information to extract approaches, review of approaches) correspond to Bardach's instruction to analyse and observe smart practices. The future work of interviewing a subset of the organisations for deeper insights will corroborate our original observations of the practices and help identify their weaknesses. Bardach's recommendation to compare the original and new usage contexts of a practice and to weigh a practice's efficacy against alternatives will occur when the outputs of this work are used to inform FITMAN efforts.

2.2 Lessons from previous Future Internet initiatives

Although the converged Future Internet is still a relatively recent concept, whose technology is still largely confined to the research arena, there have already been some attempts to engage SMEs in realising its potential. Representatives from some of these initiatives joined a meeting initiated by the FI-PPP project INFINITY[5], and co-located with the Future Internet Assembly in Dublin in May 2013 (The INFINITY consortium, 2013).

The FI-PPP project FI-WARE[6] presented a vision for SME engagement based on an Open Innovation Laboratory, which would allow SMEs to access Future Internet platform technology developed in the project. The idea was to provide SMEs with free access to Generic Enablers hosted at a moderately powerful data centre, allowing them to test the technology without any up-front investment. FI-WARE places great emphasis on making the facility easy to use. It was expected that SMEs would not engage unless the service was no harder to use than existing but less sophisticated services from Amazon or Microsoft. The Open Innovation Laboratory was launched as FI-LAB[7] at the Open Campus Party in London in September 2013, and it is too early to determine whether this approach will be successful.

A larger scale facility providing access to FI-WARE's Future Internet platform is under development by XIFI[8], but this will not be available to SMEs outside the FI-PPP until next year.

The FIRE project AmpliFIRE[9] presented a vision for sustainably accessible experimental facilities based on test beds developed by other FIRE projects in FP7. Unlike the FI-PPP, FIRE test beds do not use a common platform, and place less emphasis on ease of use. This is understandable, as FIRE projects aim to support further-from-market experimentation with novel technology. This does not, however, imply less focus on SMEs many of whom are in the vanguard of technology development as well as innovation. FIRE is seeking to simplify access to its facilities by combining them into a federation, providing a 'one stop shop' to find and access a test bed suited to a particular experimental purpose.

AmpliFIRE has identified four modalities for engaging with the FIRE test bed federation:

- resource-sharing collaboration: following the pattern of academic e-Science, in which communities share facilities to address well-defined, shared and long-term goals;
- social innovation ecosystem: communities coalesce and combine resources from different facilities dynamically in pursuit of potentially short-lived goals;

[5] http://www.fi-infinity.eu/

[6] http://www.fi-ware.eu/

[7] https://account.lab.fi-ware.eu/

[8] https://www.fi-xifi.eu/

[9] http://www.ict-fire.eu/home/amplifire-project.html

- test bed-as-a-service: individual stakeholders use single facilities (which may compete for the privilege) to address specific, typically short-term goals;
- industrial cooperative: multiple stakeholders cooperate to achieve a longer-term goals, with each using test beds to tackle specific sub-problems when required.

All these could potentially be of interest to SME users, but the last two should appeal the most as they do not require any commitment of test bed resources (other than usage-based charges) from the test bed users. Again, it is too early to determine whether SMEs will find these offers attractive.

The FUSION platform[10] is a portal for matching SMEs with test bed facilities. FUSION does this by supporting end user queries to discover test beds, and by brokering connections between the users and the test beds of interest. By mid-2013 the portal contained data on around 100 facilities. These are not specifically Future Internet facilities, but they included the FIRE test beds involved in the FIRE federation described by AMPLIFIRE. FUSION is still in progress, but at this stage was able to identify two areas that must be addressed for effective SME engagement:

- security: SMEs are often very concerned that the ideas they want to test may leak, destroying their first mover advantage over larger, better financed competitors;
- support: facilities should be well documented, ideally including a methodology for use, and respond reasonably promptly to queries;

SMEs who had engaged with test beds also cited access to expertise and contact with other users as key benefits. The test bed itself may not be the most important part of any offer.

Finally, the Digital Accelerator for Innovation and Research (DAIR)[11] is a Canadian project funded under the CANARIE digital infrastructure initiative. DAIR operated a pilot service offering cloud services to SMEs, aiming to support high-tech developments by reducing the need for investment in computing facilities. DAIR did not support commercial operation of SME services, but focused on technology development, testing and limited customer trials. Each SME could use the free DAIR service for up to 1 year before switching to a commercial cloud service provider.

DAIR's main finding is that it is very difficult to engage SMEs to use technology as a service, even when there is no charge. Constant outreach activities are needed through SME incubators, government agencies and industrial networks. The cost of attracting users was often equal or greater than the equivalent retail value of the cloud services they eventually consumed. However, a typical SME had to spend at least 5 times this to fund the effort needed on their side to make use of the facility. This ratio provides a strong indication as to why the technical service itself may not be the most important factor in attracting SMEs. The service became about 2.5 times more attractive when coupled more tightly to SME incubator schemes helping them find finance, business acumen and market intelligence alongside the DAIR technology services.

Clearly, SME engagement is an area of activity for various FI initiatives. Although many of their activities are still in progress and so these activities cannot be viewed as definitive best practices, there are still lessons to be learned: FI-WARE has deemed ease of access to be an essential requirement for SMEs engagement with services; FUSION has identified the importance of security and support for SME engagement; DAIR uncovered the issue of the high cost to SMEs of funding effort to use facilities; AmpliFIRE's four modalities of

[10] http://www.sme4fire.eu/

[11] http://www.canarie.ca/en/dair-program/about

engagement can serve as a template for future test beds wishing to promote engagement. As observed, many of these initiatives are still making progress in this area, meaning a later return to this topic is likely to yield further insights.

2.3 Lessons from FITMAN: methodology for partner interviews

FITMAN is currently finalising its platforms and trial sites, and its Phase II trials are yet to begin. However, even at this stage, it is possible to derive some lessons for SME engagement from the experiences of FITMAN Phase II trial participants. These lessons are mostly relevant to the process by which the trial partners (including SMEs) became involved in an FI-PPP project. They can inform FITMAN's support of Phase III bidders in two ways: firstly, informing Phase III bidders of potential stumbling blocks to be aware of, and secondly, providing supporting information to help overcome some of the specific problems encountered by FITMAN partners in the Phase III bidding process.

A methodology has been defined to capture these lessons, which is summarised in Figure 3. At the time of writing, interviews with FITMAN trial partners have been conducted, and the anonymisation and analysis of responses are in progress. Results will be published in the Phase III information package (D8.5) in October, in advance of the December Phase III deadline.

Figure 3: Methodology for eliciting lessons learned

1. Identify the participants who may have information of relevance
2. Construct a suitable questionnaire
3. Conduct semi-structured interviews with the participants
4. Conduct a thematic analysis of their responses
5. Enumerate the lessons learned and how they may best be used.

These steps are described in more detail below.

1. Identify participants

For step one, the participants of interest are FITMAN trial participants. FITMAN has 11 trials, with each trial composed of two partners (one manufacturer and one ICT partner). This gives a list of 22 organisations to contact. For each organisation, one person should be approached, ideally the person who was most involved in representing that organisation during the stage of the FITMAN bid and contract negotiation.

2. Construct a questionnaire

Table 1 shows the following questions to be posed to participants.

Question	Posed to	Desired insight
How did you hear about the Phase II call?	All interviewees.	Visibility of call.
Was it immediately obvious to you that this was relevant to your interests?	All interviewees.	Clarity of call.
How was it relevant to your interests?	All interviewees.	Motivation for involvement in FITMAN.
When you wrote your bid in response to the Phase II call, did you find any of the	All	Accessibility of call.

sections particularly easy or difficult to generate? Why?	interviewees.	
Did you have any particular problems a) when you responded to the call? b) during the contract negotiation period? c) during the project start-up period?	All interviewees.	Information on start-up issues.
How and why did you bring your manufacturer partner into FITMAN?	ICT interviewees.	Motivation of ICT partner for involving manufacturer partner.
Had you worked with your manufacturer partner previously? If so, has FITMAN changed your working relationship with your manufacturer partner?	ICT interviewees.	Impact of FITMAN on relationship between ICT and manufacturer partners.
Have you worked with your ICT partner previously? If so, has FITMAN changed your working relationship with your ICT partner?	Manufacturer interviewees.	Impact of FITMAN on relationship between ICT and manufacturer partners.
Do you have any other comments about your experiences responding to the Phase II call?	All interviewees.	General information.

Table 1: The 'lessons learned' questionnaire.

3. Conduct semi-structured interviews

The ideal way to conduct the interviews is face-to-face, in a context such as a General Assembly. If this is not possible, however, phone interviews or (failing this) email interviews are alternative approaches.

A written description of the work is used to ensure consistency across multiple interviews:

> *The purpose of this interview is to gather data to support D8.5, which will include a chapter about best practices and lessons learned in FITMAN. We want to learn about the experience of being involved in the proposal, negotiation and start-up stages of a project in the FI PPP.*
>
> *We will circulate a draft of the chapter before publishing it, so that you can let us know if you think we've misrepresented your views, in which case we'll make changes to the text. If anything you tell us is confidential, let us know and we will exclude it from the deliverable.*

As part of the procedure, interviewers should record interviewee contact details, in order to send them a copy of the draft of the resultant material for approval.

4. Conduct a thematic analysis of responses

The responses will be subject to systematically analysis, seeking:

- responses which recurred across multiple participants
- responses made where the interviewee conveyed strong feelings
- unexpected responses

Responses of note will then be examined for lessons learned. For example, if many respondents reported difficulty in understanding the nature of GEs and SEs, this would yield lessons learned about the need for greater clarity of those particular aspects of the FI PPP.

5. Enumerate the lessons learned

The lessons learned will then be written into a report, with anonymised data to support the observations. This report will be circulated among the interviewees before publication, to ensure no one feels their contributions have been inappropriately shared or mis-represented. The report will be published in October 2013 as part of the D8.5 Package of information for Phase III bidders.

3 METHODOLOGY FOR CREATING TECHNOLOGY AWARENESS

3.1 Overall methodological approach

In this section the overall methodological approach for creating technology awareness is presented. The main stakeholders of the methodology are consortia bidding for Phase III Call 3 as well as the FITMAN project itself. Through the technology awareness activities, the FITMAN platform will be disseminated and its main components will become known to relevant organisations that will build upon and expand them. Thus the technology awareness activities will facilitate the engagement of new users and the further deployment of the platform.

Figure 4 below illustrates the overall methodological approach.

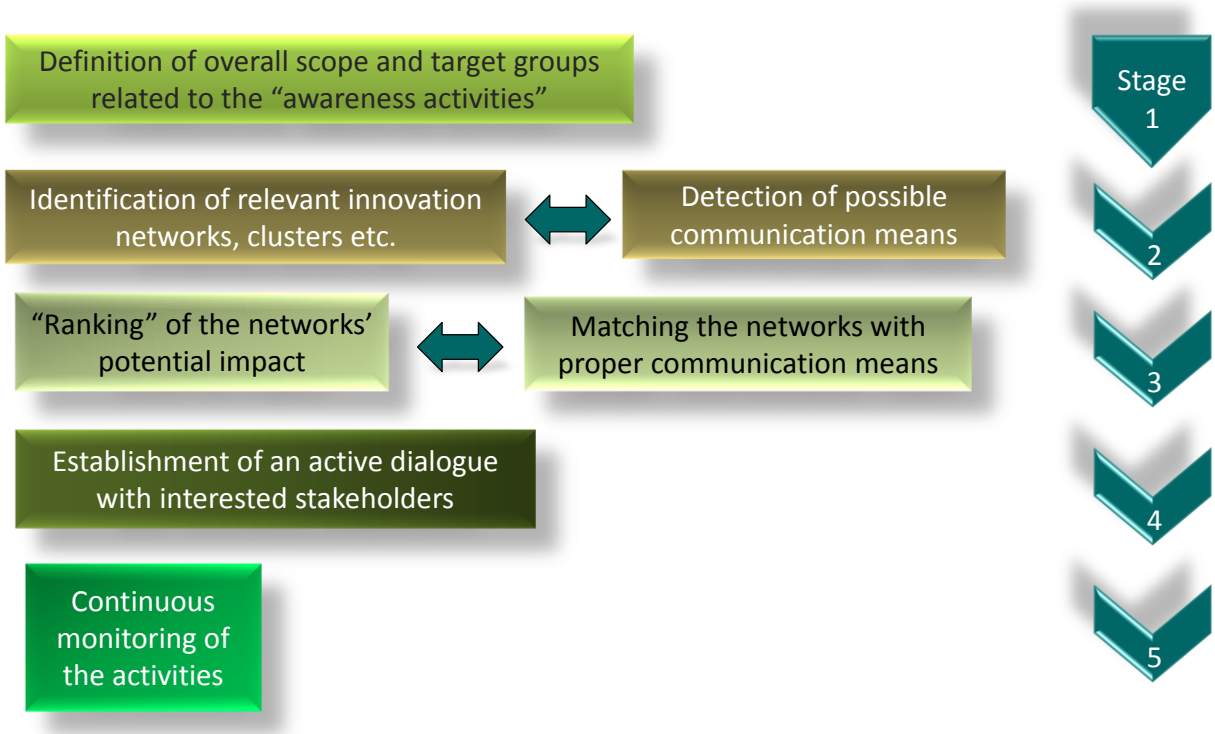

Figure 4: Overall methodological approach for creating technology awareness

The methodology provided foresees the creation of technology awareness through five main stages:

- In the **first** stage, the overall scope related to the "technology awareness activities" is defined as well as the target groups to be reached. This will enable the establishment of objectives on the number of SMEs/web entrepreneurs/sectors to be reached, the geographical scope, the timeframe, the expected outcomes, as well as the target groups.
- In the **second** stage, the identification of all the innovation and entrepreneurship networks and other relevant organisations to be reached is performed. By the term "innovation and entrepreneurship networks" we refer to already existing networks as "formal ecosystems", meaning that they already operate as an organisation/group with several members coming from both the private and/or public sector. With the term "other relevant organisations" we refer to SME associations, innovation clusters, venture capitals, incubators/accelerators, regional and local entrepreneurship and

innovation multipliers etc., who act as intermediates to SMEs and web entrepreneurs.[12] While carrying out this initial mapping of the SME networks, possible communication means are also detected and reported in order to further exploit the SME networks.

- In the **third** stage, a ranking system is developed and implemented in order to measure the possible impact of the identified SME networks. As the potential number of the SME networks that are going to be identified is expected to be high, a "ranking system" should be established. This ranking system will facilitate the classification of the networks according to the likelihood of reaching and creating technology awareness to a big number of SMEs and web entrepreneurs. In addition, in order to maximize the impact among the target groups, appropriate communication means should be matched to SME networks.
- Under the **fourth** stage, the methodology to create an active dialogue with the interested stakeholders should be established. This methodology needs to consider the differences between the relevant actors in order to better understand their needs and concerns and facilitate the flow of all the relevant information.
- In the **fifth** stage and once the active dialogue with all the interested stakeholders is well established, a continuous monitoring of the activities should be set up. All the activities initiated with the SME networks should be monitored and followed up in order to ensure that they stay in line with the objectives.

In the following chapters we present in detail the description of these five stages for the development of the methodology for the creation of technology awareness.

3.2 Methodological framework

As already explained, we have foreseen that the methodology for creating technology awareness will be developed through five stages. Below we present in detail the actions to be carried out under each stage.

3.2.1 Stage 1: Definition of the overall scope and target groups related to the awareness activities.

The starting point is the definition of the overall scope of the technology awareness activities and the characteristics of the target groups to be reached.

3.2.1.1 Definition of the overall scope

With regard to the overall scope, objectives will have to be set. The objectives to be set may be both qualitative and quantitative. Regardless the type of the objectives, they should all be clear and measureable, whenever possible. Setting up clear and measurable objectives, will later on also enable the creation of indicators which will facilitate the monitoring of the technology awareness activities. Thus, the following will have to be defined with regard to the objectives and scope of the technology awareness activities:

Definition of number of SMEs/web entrepreneurs/sectors to be addressed:

This will be both a quantitative and qualitative objective referring to the desired number of SMEs/web entrepreneurs (quantity) to reach as well as the kind of different sectors (quality) to which the technology awareness activities should be addressed. Indicators related to the number of SMEs etc. will also enable the monitoring activities under Stage 5 and further facilitate the following up on the implementation progress.

[12] For facilitation reasons, we will be referring to the innovation and entrepreneurship networks and the other relevant networks as "SME networks".

Definition of the geographical scope

The **geographical scope** of the technology awareness activities should be defined. The geographical scope defines whether the activities will be carried out at a European, national, regional or local level. We foresee that the technology awareness activities should be addressed to communities with a larger and smaller geographical scope. Specifically, the activities should be addressed to communities with:

- **European scope**: already existing "ecosystems" whose actions are addressed to agents coming from the wide European area. Such "ecosystems" might refer to European innovation and entrepreneurship networks, SME related networks etc.
- **National scope**: already existing "ecosystems" and communities whose actions have a national character, meaning that they are mainly addressed to agents having a national working cycle. Examples of such ecosystems and communities might be national development agencies or national SME associations.
- **Regional scope**: already existing communities whose actions aim at promoting and enhancing regional activities. For example, regional development agencies fall in this category.
- **Local scope**: already existing communities whose actions aim at promoting, supporting and enhancing activities at a local level. Examples of such communities might be incubators/accelerators at a local level.

The objectives to be set up with regard to the geographical scope should be clearly outlining the level of the technology awareness activities (national, local etc.) and specifying the reasons for choosing to focus on one level compared to another one. For example, if a cluster chooses to focus the technology awareness activities on a national level, it will have to set up objectives on the number of the difference geographical regions to reach, specifying the reasons. This will also facilitate the creation of indicators for the subsequent monitoring of the technology awareness activities under Stage 5.

Definition of timeframes

Before carrying out the technology awareness activities, a clear and precise timeframe should be defined. The timeframe will systematize the implementation of the plan and the time indicators will facilitate the monitoring activities under Stage 5.

Definition of expected outcomes

The clusters bidding under FI-PPP Call III will need to have a clear understanding of the outcomes they should expect to reach through the technology awareness activities. Therefore, the definition of the expected outcomes will enable not only the better planning of the technology awareness activities but also the continuous monitoring of them.

3.2.1.2 Definition of target groups

The target groups which will be involved in the creation of technology awareness have to be clearly identified and analysed. The objective is to determine a list of best target profiles according to different criteria. The communication will be adapted to the specific needs of the target groups.

The following criteria will be matched in order to determine the profiles of target groups:

Criteria A: type of group

Criteria B: type of activity

Criteria C: interest in the topic, i.e. the FITMAN project results

A. Categories of group

The following groups have been identified as potential audience for the FITMAN communication:

- SMEs including start-ups and web entrepreneurships in ICT for Manufacturing
- Intermediaries for SMEs, including venture capitalists, regional authorities, incubators, and SME associations.

For example: The European Business & Innovation Centre Network which is the leading non-governmental pan-European network bringing together 200+ Business & Innovation Centres (BICs), and similar organisations such as incubators, innovation and entrepreneurship centres across the enlarged Europe.

- Innovation/Entrepreneurship networks and Clusters.

For example: The Enterprise Europe Network which includes chambers of commerce and industry, technology centres, research institutes and development agencies. It brings together close to 600 business support organisations from more than 50 countries, and helps small companies seize the unparalleled business opportunities in the EU Single Market.

- IT companies specialized in software and applications, platforms, ICT infrastructures for manufacturing companies (in particular managers and CEO in charge of innovation)
- Public institutions and Regional development Agencies

For example: ERRIN (European Regions Research and Innovation Network) which facilitates knowledge exchange, joint action and project partnerships with the aim to strengthen its member region's research and innovation capacities and enhance their success in EU programmes.

B. Type of activities

The second criteria to take into account are the type of activity performed by the aforementioned groups.

- Non-profit activity: mainly Association in the domain of the development of IT and also Manufacturing
- Public body: organisation created by the national government or regional government to develop innovation
- IT Consultancy: in the domain of manufacturing
- IT Services, tools, infrastructure development: in the domain of manufacturing
- Manufacturing industry

The manufacturing industry can include: Food, Beverages Repair of machinery, Consumer goods, Motor vehicles, Paper, Chemical, Capital goods, Computer, electronic & optical, Electrical equipment, Rubber & plastic, Machinery, Refined petroleum, Leather & footwear, Civil engineering, Printing, Tobacco, Metal products, Basic metals , Wood & wood products, Energy industries, Construction, Petroleum and gas, Furniture, Textiles, Coal, Clothing, Pharmaceuticals (list extracted from the EC Competitiveness Report 2013)

Among these industries, FITMAN set up use cases trials in: Wood & wood products (GEOLOC), Motor vehicles (Augusta Westland, Volkswagen, TRW), Rubber & plastic (Application Plastique du Rhones) , Electrical equipment (COMPLUS), Furniture (AIDIMA), Civil engineering (Consulgal), Consumer goods (Whirlpool), Clothing (Piacenza), Manufacturing/service ecosystem (TANet).

It is relevant to target all types of industry because the FITMAN results will be adaptable to any kind of manufacturing industry, not only those represented in the consortium.

C. Interest in FITMAN results

This third criteria aims to understand in what the target group is interested and what kind of information it will seek.

- To develop or to support the developers of applications using FI in manufacturing business activity,
- To collect and share information related to manufacturing business activities,
- To get information in order to propose a project in FI-PPP Phase III using FITMAN outcomes.

Given all these criteria, the most interesting profiles of target groups in FITMAN are:

Profile 1: SMEs and Web entrepreneurship; ICT infrastructure providers for manufacturing, Software and application developers in ICT for manufacturing which want to support the development or develop applications using FI in manufacturing business activity.

Profile 2: Intermediaries for SMEs, including venture capitalists, regional authorities, incubators, and SME associations, Innovation/Entrepreneurship networks and Clusters, Public institutions and Regional development Agencies which want to collect and share information in manufacturing sector activities among their partners/clients.

Profile 3: any type of organisations working in IT Consultancy, IT Services and solutions, Manufacturing industry, which want to search information to apply for a project in FI PPP Phase III by using FITMAN outcomes.

The identification of these target groups will facilitate the matching of the identified networks with the appropriate communication means (stage 3) and the definition of the communication plan (stage 4).

3.2.2 Stage 2: Identification of SME networks and detection of possible communication means

Having defined the overall scope and the target groups to be reached under Stage 1, in Stage 2 the identification of the SME networks and the detection of the possible communication means is proceeded. The identification refers to the initial mapping of the SME networks and the possible communication means that can be used.

First step to the network identification will be to conduct desk research. The desk research includes mainly Internet based research and consulting relevant experts. In order to systematise the identification, a database is created where specific information for each of the identified SME networks is inserted.

A preliminary list of possible SME networks that have been already identified is provided in Annex I. This list is not exhaustive and further SME networks should be identified in the course of Phase III. The identified SME networks are grouped under the following seven categories: Ecosystems; Business Angels-Venture Capitals; Technology Parks; Clusters; Incubators-Accelerators; National associations/Federations; Regional Development agencies.

For each category of SME network, we present the following information:

- **Name of the organisation**: the name of the organisation is provided. In cases where the SME network is mostly known by its acronym, this is also provided together with the full name.
- **Geographical Scope**: the geographical scope of the activities that each identified organisation covers is provided. The geographical scope might be global, European, national, regional and local.
- **Link**: a link to the organisation's website is provided in the database.

- **Contact details/contact persons**: the contact details and/or possible contact persons are provided. The contact details refer to emails and telephone numbers found in the organisation's website.
- **Main relevant characteristics**: the main relevant characteristics are identified, which refer to the main reasons for approaching each organisation and might serve as a preliminary assessment of the organisation's possible impact.
- **Communication means:** this refers to a preliminary mapping of the possible communication means available by the organisation. The following communication means are initially detected:
  - News webpage
  - Newsletters
  - Events
  - Social media accounts

  During the initial mapping, when an organisation was providing e.g. a news webpage and/or social media account, the respective column was checked.

With regard to the organisations under the category "ecosystems", further explanation is provided regarding their type of organisation, for example, cluster, SME association etc. The "ecosystems" mainly refer to European networks with a wide geographical scope. In addition, for the categories: Business Angels-Venture Capitals; Technology Parks; Clusters; Incubators-Accelerators; National associations/Federations; Regional Development agencies; the country of origin is provided. In particular, for the Regional Development agencies, the name of the region they belong to is also provided.

The list with the already identified SME networks will be publicly available in order for the winning consortia under FI-PPP Call 3 to have access to it, make use it and further develop it.

3.2.3 Stage 3: Ranking of the networks' potential impact and matching the networks with communication means

3.2.3.1 General about ranking

A ranking is a relationship between a set of items such that, for any two items, the first is either 'ranked higher than', 'ranked lower than' or 'ranked equal to' the second. In mathematics, this is known as a weak order or total preorder of objects. It is not necessarily a total order of objects because two different objects can have the same ranking. The rankings themselves are totally ordered. For example, materials are totally preordered by hardness, while degrees of hardness are totally ordered.

By reducing detailed measures to a sequence of ordinal numbers, rankings make it possible to evaluate complex information according to certain criteria. Thus, for example, an Internet search engine may rank the pages it finds according to an estimation of their relevance, making it possible for the user quickly to select the pages they are likely to want to see.

Common ranking strategies are, e.g., standard competition ranking, dense ranking and ordinal ranking.

In this context we don't use any specific ranking strategy. We have developed our own ranking method to fit FITMAN needs in WP8 and be further implemented by winning consortia under FI-PPP Phase III. We have first defined a set of criteria and given weights to each criterion. Based on the set of criteria, we have given points to each organization on our list. This way we have been able to rank them to help us to define appropriate communication means.

3.2.3.2 Ranking in FITMAN WP8 context

In FITMAN WP8 we have ranked the networks and other organizations with a set of criteria. The criteria are:

A. Size / Number of company or association members
B. Type of organization
C. Business area
D. Involvement in research and innovation activities
E. Geographic scope

For each of these criteria **points** on scale 0-5 are given.

In addition to these, the organization is given one point for each communication means that it has in use. Also up to 5 points are discounted if the web pages are not partly or at all available in English.

F. Number of communication means, one point for each means
G. Web pages not in English, up to 5 points discounted.

We have given **weights** for each criterion so that the importance of each criterion can be taken into account. The criteria, the maximum and minimum points for each criterion as well as weights are described in the table below.

A) Size				**Points:**
Weight:	*5*			
	No. of company members for clusters etc.	No. of association members	No.of companies for incubators&accelerators	
	< 50	< 3	< 10	0
	50-99	3-5	10-49	1
	100-499	6-10	50-99	2
	500-999	11-20	100-199	3
	1000-4999	21-30	200-499	4
	> 5000	>30	>500	5
B) Type of organization (SME association, Business Angel, Cluster etc.)				
Weight:	*4*			
	SME association / park			5
	Innovation/Entrepreneurship network			5
	Innovation/Entrepreneurship Cluster			5
	ICT infrastructure provider			5
	Public sector			5
	Trade associations			4
	Regional development Agency			3
	Venture capital / Business Angel			2
	Associations and federations to promote the growth of enterprises			3
	Accelerator			3
	Incubator			3
	Sectorial Ecosystem			2
	Start-ups association			1
C) Business area compatibility (IT, manufacturing industry etc.)				
Weight:	*3*			
	IT provider			5
	Manufacturing industry			5
	Various areas			3-4
	Trade			2
	Other services (than IT)			1
D) Involvement in research activities and innovation				
Weight:	*3*			
	An important issue (mentioned clearly on web pages)			5
	Involved at some degree			3
	Not mentioned / not a part of the association			0
E) Geographic scope				
Weight:	*3*			
	European or global			5
	National			3
	Regional			1
F) Communication means				
Weight:	*1*			
	One point for each means, i.e. scale 0-4			
	Max.points			4
G) Web page language				
Weight:	*1*			
	If the web page is not available in English, up to 5 points are discounted			-5

Table 2: Ranking criteria, weights and values

The total sum of the ranking is calculated with the following formula:

$$\sum = 5*valueA + 4*valueB + 3*valueC + 3*valueD + 3*valueE + valueF - valueG.$$

The rationale for each criterion is presented in the following table.

Criterion	Weight	Rationale
A) Size	5	To reach a wide target group. The size has been ranked by how many member companies or member associations the organization has.
B) Type of organization	4	To reach organizations and their members which have a high probability to have an interest for research.
C) Business area	3	We want to reach the most relevant target groups, e.g. IT and manufacturing, and have rated the business area that the organization is in.
D) Involvement in research and innovation	3	An important feature of the organization from our point of view is whether it is involved and / or has stated in its mission the involvement in research.
E) Geographic scope	3	This criterion tells us how wide the geographic area of the possible target group is. We have categorized it in three groups: 1) regional, 2) national and 3) European or global.
F) Communication means	1	This describes how the organization can reach its members and other target audience.
G) Web page language	1	Some of the web pages are only in native language. We have discounted up to 5 points if the pages are not partly or at all available in English. This might mean that the international activities might not be an important issue for the organization.

Table 3: Rationale for the criteria

The information has been searched using the web pages of each organization. In the cases where the information has not been easily found, an estimated value has been given and it has been marked with red.

An example of a ranking table is presented below. Each organization is given points, which are multiplied using the formula mentioned above. The total points for each organization are presented with “traffic lights”, i.e. green, yellow and red. When looking for the organisations with a high likelihood of creating technology awareness and have a great impact among the desired target groups, the colours -green or yellow- will facilitate the process.

The ranking results of all organizations are presented in Annex II. All together 250 organizations have been ranked.

	Criterion and its weight (from 1 to 5)														
	A Size	Comments or value	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments or value	C Business area compatibility (IT, manufacturing industry etc.)	Comments or value	D Involvement in research activities and innovation	Comments or value	E Geographic scope (European/global - national - regional)	Comments or value	F Variety of communication means, 1 point for each means	Comments or value	G Web page not available in English or not available at all	Comments or value	Total
Name	*5*		*4*		*3*		*3*		*3*		*1*		*1*		Green: ≥ 70 Yellow 55-69 Red < 55 points
Organization x	3		5		5	ICT	5		5		1				81
Organization y	2		5		5	Manuf.	1		3		0				57
Organization z	1		5		5		3		1		3		-5		50
…															

Table 4: The ranking table with rating examples

3.2.3.3 Matching of the identified networks with the appropriate communication means

The existing communication means

The key factor of success will be determined by the selection of the most suitable communication means according to the characteristics of user profiles mentioned in chapter 3.2.1 and the ranking previously described.

In the brochure provided by the EC "Communicating EU Research & Innovation – A guide for project participants"[13], the most commonly used communication means are:

Examples of interpersonal communication	Examples of mass media communication
• Dialogues, face-to-face conversation	• Newspaper and magazines
• Group discussions	• Press releases
• Conferences	• Newsletters
• Brokerage events	• Manual
• School visits	• Brochures, booklets, flyers
• Tours	• Letters
• Round tables	• Radio
• Exhibitions	• Television
• Meetings	• Video
• Workshops	• Posters
• Open days	• Stickers
• Demonstrations and prototypes	• Banners
• Telephone calls	• Billboards
• E-mails information service (question and	• Website

[13] Document produced by DG Research and Innovation in 2012, available at - http://www.eurosfaire.prd.fr/7pc/doc/1351256978_coomunicating_research_120925_web_en.pdf

answer)	
• Internet debate	• Blogs
• Policy brief	• Social Media
Smaller audience, lower costs more effort (more effect?!)	Potentially large audience
Interactive, good for acquiring input	Uses the credibility of the mass media
Flexible (easy to change tone, strategy and content)	

Table 5: List of usual communication means

The communication means will be selected according to the objective of the communication and the profiles of target audiences.

The table below depicts some communication means used for action of dissemination:

Dissemination Means	Description
Newsletter	The newsletter will be used to give general information, announce the recent news, focus attention on the latest developments to the partners, conferences and events.
Website	Web site will be used as a key tool to raise the image of the project and to put plenty of information for different audiences. It is also a mean to receive inquiries, contact email through a contact form.
Press release	Press releases will be used as formal announcement of big events, news of the project, to the EU Policy press and to the specialist press.
Flyer/ brochure	Paper version of a flyer is a simple mean to leave information to any interested persons, in a short view. Electronic version of the flyer can also be used in digital communication.
Workshop/ Information meeting	Workshops / Info Day will consist of interactive events held to achieve a specific objective. They will be used also to get feedback from users on a demo or to get feedback from experts and trigger discussions.
Demonstrations	Demonstrations will allow showing what the project has developed and get feedback. They will be organized as early as possible in the project (year 2 and 3) and especially for stakeholders to keep them informed.
Social media	On-line communities such as LinkedIn, Twitter, SlideShare, etc. will be useful for discussing new developments, problems, issues, etc. They are an opportunity to be proactive and reactive, make announcements, and develop a profile for the project.
Newspaper, Journal	This mass media is less used since the increase of electronic format media. However, the use of such media can be relevant for reaching specific targets or for specific announcements.

Table 6: Description of some communication means

Matching of communication means with the targeted profiles

The first profile mainly includes organisations which will use FI services for their own business, to develop application or to support their customers to implement FI solutions. They might not be directly involved in FI-PPP but they might want to use the outcomes of FI-PPP projects. In order to reach them, the two main actions are to raise awareness about latest trends on ongoing and future projects and to promote the FITMAN outcomes.

PROFILE 1: *SMEs and Web entrepreneurship; ICT infrastructure providers for Manufacturing, Software and application developers in ICT for Manufacturing which want to support the development or develop applications using FI in manufacturing business activity.*				
	Objective			
Communication means	**Create awareness**	Engage	Inform	**Promote**
Newsletters	**X**		X	
Website	**X**	X	X	**X**
Press releases	**X**			
Flyers / brochures	**X**		X	
Social media	**X**	X	X	**X**
Demonstrations	**X**		X	**X**
Workshops		X		**X**

Table 7: Communications means recommended for reaching Profile 1

The second profile aims to collect and share information through its own network. It will need to receive clear information and to quickly understand the benefits for its network/partners/clients.

PROFILE 2: *Intermediaries for SMEs, including venture capitalists, regional authorities, incubators, and SME associations, Innovation/Entrepreneurship networks and Clusters, Public institutions and Regional development Agencies which want to collect and share information in manufacturing sector activities among their network/partners/clients.*				
	Objective			
Communication means	**Create awareness**	Engage	**Inform**	Promote
Newsletters	X		**X**	
Website	X	X	**X**	X
Social media	X	X	**X**	X
Newspapers, journals			**X**	
Press release			**X**	
Meeting, Information Day	X	X	**X**	X

Table 8: Communications means recommended for reaching Profile 2

The third profile will look for specific information for understanding and collecting information about the FI PPP Phase 3. It will be keen on receiving information on concrete results, guidance notes, face-to-face meetings allowing discussion on their specific needs.

PROFILE 3: *any type of organisations working in IT Consultancy, IT Services and solutions, Manufacturing industry, which want to get information to apply for a project in FI PPP Phase III by using FITMAN outcomes.*				
	Objective			
Communication means	**Create awareness**	**Engage**	Inform	Promote
Website	X	**X**	X	X
Social Media	X	**X**	X	X
Meeting, Information Day		**X**	X	
Flyer, brochure		**X**	X	
Workshops		**X**		
Demonstrations		**X**		

Table 9: Communications means recommended for reaching Profile 3

The recommended communication means listed are not exhaustive and have to be adapted to the communication plan established in Stage 4 "Establishment of an active dialogue with the target groups".

3.2.4 Stage 4: Establishment of an active dialogue with the interested stakeholders

This section provides a methodological approach for the establishment of an active dialogue with the interested stakeholders.

As already displayed in the previous stages, the stakeholders are the identified and ranked SME networks and relevant organisations that will be used to disseminate information and raise awareness on FITMAN and FI-PPP activities.

The key success of an active dialogue with the targeted groups is based on a good mix between:

The quality/relevancy of the information provided

Do I respond to my target's expectation? This implies to have defined beforehand the key messages to deliver. By analysing the interest of the audience in Stage 1 (identification of the target audience), the message can be adapted to interest. Of course, the quality and clarity of the content is crucial.

The audience must not have the feeling of wasting its time. The communication must be based on a relationship of trust with respect to the principle: "If you give me your attention, you won't regret it".

The dialogue will be active if the action of communication implies a commitment from the audience, around discussion, exchange of information, for example. Any inquiries, questions must be answered in a minimum time.

The choice of the right communication means

Is it adapted to my target and to the objective? As presented in the previous chapter, there are plenty of communication means. The constraints of the different types of audience will orient

the format of the communication. For example, an audience of professionals often don't have time and budget to travel and attend many events. They will give priority to digital communication, demonstration by video, and workshops focused on their questions.

The feasibility of the action of communication (schedule, budget, resources, etc.) will also be of paramount importance.

The schedule of the communication plan

Are my actions of communication well planned? People are overloaded by the quantity of information, received by mail, email, discussion at work, news websites, etc. The challenge is to find the good balance between "too much" and "not enough" information.

The communication plan must be scheduled with respect to the project timeframe and according to the delay needed to achieve the action and to maximize the chance of success.

3.2.5 Stage 5: Continuous monitoring of the activities

Mechanisms for continuous monitoring should be integrated in the plan for the technology awareness activities. Monitoring aims at verifying that activities are planned efficiently and that the indicators evolve in the desired direction. The monitoring mechanisms are needed in order to follow the implementation of the technology awareness activities. Monitoring activities will be facilitated by the establishment of measurable objectives under Stage 1. Setting up the objectives in an early stage enables the better and efficient monitoring of the planned activities.

The monitoring mechanisms will be following the implementation of the technology awareness activities and will enable their further evolvement and adjustment in possible changes of the framework conditions. Thus, the monitoring will facilitate the continuous adjustment of the technology awareness activities.

The establishment of indicators will facilitate the monitoring. Three types of indicators should be set:

- Indicators attached to the overall objectives of the plan for the technology awareness activities
- Indicators attached to the different components of the activities
- Indicators measuring the progress of the actions undertaken in order to reach the expected outcomes.

The monitoring is carried out by the actors responsible for the implementation of the technology awareness activities.

The monitoring process is not standardised and may be tailored to the different clusters, regions, sectors etc. that will be implementing it. However, the main objective of any monitoring activities to be established should be to follow the implementation progress and to effectively measure it.

The continuous monitoring will also enable the immediate implementation of corrective actions whenever the outcomes of the technology awareness activities are not the expected ones.

The monitoring of the implementation progress can be also carried out by setting quantitative performance milestones. These milestones will be linked to the indicators as set under Stage 1.

The progress will be regularly monitored against the objectives set, which will periodically be reviewed.

4 SUPPORT FOR SME SERVICE AND APPLICATION DEVELOPMENT

4.1 Overall methodological approach

In this chapter we provide the methodologies that will facilitate the support of service and application development from SMEs participating in FI-PPP Phase III. As FITMAN findings reveal, the general business objectives behind FI technology adoption seek to improve the way that business operate by improving the communications, reducing production costs and time to enter the market, the usefulness of information and the production capacity. The methodologies provided in this section are within the same conceptual framework and methodologies are developed in three stages.

In the first stage, the definition of lean start-up principles and Minimum Viable Product (MVP) concept is developed. It firstly provides an overall description of the lean start-up principles and the MVP and secondly provides the methodology on how SMEs and web entrepreneurs can make use of this methodology which will support the development of services and applications. The methodology will enable them to develop their idea, test it with some customers, get feedback from them and finally develop their product, having used a limited amount of resources and without depending on external funding. In addition, by making use of this methodology the SMEs and web entrepreneurs will have a better chance of success without requiring outside funding.

In the second stage, a methodology of co-creation is developed including the way it can support the service and application development from SMEs and web entrepreneurs. Software requirements and high level business needs will have to be developed in the context of FITMAN as candidate Phase III end-users will aim to develop new services or applications based on the enablers and frameworks provided by FITMAN. The two following co-creation definitions are provided:

- The first refers to the collaboration among different stakeholders in order to define and analyse a clear and complete set of software requirements for a new, jointly-developed product.
- The second refers to a group of stakeholders who wish to address their business needs by building on top of a similar case already developed, by getting the existing set of requirements and in cooperation with the original creators they fine-tune it in order to cover their particular needs.

The application of this methodology will generate added-value for both the SMEs and the winning consortia running the Open Calls.

In the third stage, the methodologies on how SMEs will practically develop a service/application are provided. Three sets of methodologies are provided:

The first methodology refers to local service hypothesis and trial to support the development of service and application from SMEs and web entrepreneurs. This methodology is twofold:

- The FITMAN approach based on the FI-WARE Platform, using FI-WARE Generic Enablers
- Exploitation of other “external” different solutions such as: Business incubators; Infrastructure and network providers; Internet Service Providers; Ad-hoc agreements with Universities; Creation of start-ups; Technology platforms.

The second methodology concerns a local FITMAN ICT infrastructure deployment to support the development of services and applications from SMEs and web entrepreneurs and consists of three main steps:

- Design of the infrastructure to support FITMAN instantiation

- Identification of the FI-WARE components to instantiate in the Private Cloud
- Deployment on the Private Cloud

The third methodology, also linked to the previous two ones, refers to data gathering and feedback in order to collect and understand the experiences of SMEs during FITMAN service and application development to be used as:

- Feedback within FITMAN
- Input to the last methodology on proactive communication of achievements and innovations generated by SMEs in Phase III

4.2 Methodological framework

4.2.1 Stage 1: Definition of lean start-up principles and Minimum Viable Product (MVP) concept

Lean Manufacturing was successfully applied in the 1980s in the Japanese Automotive industry. Lean manufacturing has its roots in "Just In Time" (JIT) that originated at Toyota. It described how material should be processed and moved in order to arrive "Just in Time" for the next operation.

The main idea in **Lean Manufacturing** is to maximize customer value while minimizing waste. Lean means creating right value for customers with fewer resources. The objective is to provide more value to the customer through a value creation process that eliminates waste in all stages. The goal is a process that needs less human effort, less space, less capital, and less time to make products and services with less costs and fewer defects, in relation to traditional way of manufacturing.

The **Lean Start-up** principles are based on Lean Manufacturing. Lean Start-up is a method for developing businesses and products first proposed in 2011 by Eric Ries (Ries 2011). Ries claims that start-ups can shorten their product development cycles by adopting a combination of business hypothesis driven experimentation and iterative product releases. Rise states that if start-ups invest their time into iteratively building products or services to meet the needs of early customers, they can reduce the market risks and reduce the need for large amounts of initial project funding and expensive product launches and failures[14].

Lean Start-up principles tries to eliminate wasteful activities and increase value produced during the product development phase, so that start-ups can have a better chance of success without requiring large amounts of funding, needed to develop "perfect" products. Lean Start-up principles involve customer feedback during product development to ensure that the developers do not invest time designing features or services that consumers do not want. Service and application development SME companies cannot afford to have their entire investment depend upon the success of a single product launch. According to Ries the company should release a **minimum viable product** that is not yet finalized. The company can then make use of customer feedback to help modify and improve the product to fit the needs of its customers.

Similar to the principles of lean management, Ries' lean startup philosophy seeks to eliminate wasteful practices and increase value producing practices during the product development phase so that SMEs can have a better chance of success without requiring large amounts of outside funding, elaborate business plans, or the perfect product[15].

[14] Wikipedia http://en.wikipedia.org/wiki/Lean_Startup#cite_note-16. Accessed 2013-08-22.

[15] Ibid

A Minimum Viable Product (MVP) is thus the "version of a new product or service which allows a team to collect the maximum amount of validated learning about customers with the least effort". The goal of a MVP is to test business ideas and to help entrepreneurs begin the learning process as quickly as possible. A MVP has just the features that allow the product or service to be deployed, and no more. The product is typically offered to a subset of possible customers, which are possibly forgiving for shortcomings and more likely to give feedback.

An MVP is not a minimal product, it is a process directed toward making and selling a product to customers. The process is iterative, containing idea generation, prototyping, presentation, data collection, analysis and learning. The process is ongoing until the product or service is fit for a larger market (or until its development is stopped and not released on the market). The MVP is intended to ensure that the market wants the product or service before large time and monetary investment are made.

Lean Start-up and MVP are well suited also for most kinds of software development. A MVP may be an entire product or a sub-set of product (such as an Enabler in the FI-PPP terminology). A MVP is a development technique in which a new software component or website is developed with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after considering feedback from the product's initial users. A MVP is the most pared down version of a product that can still be released. An MVP has three key characteristics:[16]

- It has enough value that people are willing to use it or buy it initially
- It demonstrates enough future benefit to retain early adopters
- It provides a feedback loop to guide future development

The aforementioned methodology is considered as appropriate and useful to be applied to the clusters organizing the Open Calls under FI-PPP Call 3 or the SMEs and web entrepreneurs bidding for these Open Calls. In the following paragraphs, a step by step method to be followed from the SaaS start-ups, like the FI-PPP Phase III ones, and the overall FI-PPP ecosystem is described.

Lean Start-up and MVP in FI-PPP Phase III service and application development.

Lean Start-up has become a trend and now more and more start-up initiatives try to be lean in order to grow a business with maximum acceleration. FI-PPP Phase III service and application development, based on the aforementioned methodology, shall attempt to be lean with the vision in mind and a step-by-step approach in practice where continuous iterations of MVP building will give feedback and create, while simultaneously expand, the customer base. The Lean Start-up process learn-build-measure (Figure 5) goes hand in hand with data utilization and evaluation so as to build faster and more effective product solutions.

Based on the approach of Croll A. & Yoskovitz B (2013), suggestions and guidelines are provided in the following paragraphs in order for the FI-PPP Phase III service and application development to practically apply the Lean Start-up Methodology by using acquired data effectively.

[16] Techopedia http://www.techopedia.com Accessed 2013-08-22.

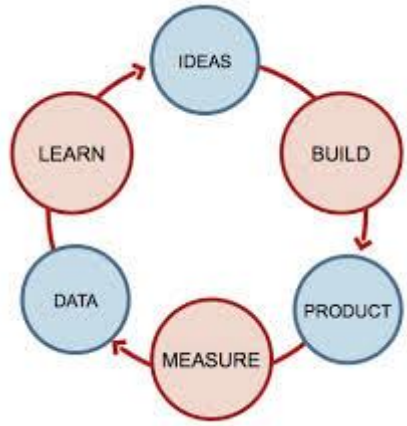

Figure 5: Lean Start-up Process

Problem Validation – Solution Validation – MVP building (Empathy Stage)

When capturing an idea, entrepreneurs shall move forward from their personal and team assessment to the public's and customers' opinion about that idea or even extract a new idea based on what people think. The main point is to validate whether their idea is worth building and this is validated if this idea really solves a problem for which people are willing to pay. Entrepreneurs shall interview a considerable number of potential customers, pick their minds up and score their answers in order to conclude to the essential features that need to be incorporated in the MVP. Interviews results shall give qualitative and rich feedback concerning the solutions viability. The interviews procedure and answers must give the green light to proceed in product building when the problem is existent (or if it is a new and not, until now, identified problem, it is possible to make people aware of it and they are willing on talking about it and paying for this new solution) and painful enough, a considerable number of people considers it essential or even worth solving and that the already existing solutions, which are the main competitors, lack in aspects that will be covered by the new idea.

Tapping the social media data power is also a way to extract crowd knowledge and assess the buzz around the idea and the solving problem. Facebook, Twitter, LinkedIn and many other social networks provide rich sources of raw data which, with a targeted process and good interpretation of results, can lead entrepreneurs to useful insights on what people think and how they deal with the problem and the current solutions while also helping them search for new ideas or aspects of their idea based on the crowd intelligence. Surveys and other traditional means can also be applied more easily than ever with the power of new technology solutions (see Google Forms, for example) and provide feedback data from a wider base of respondents than the interviews.

Before building the MVP, entrepreneurs must have taken into consideration all the customers' feedback, interpret and analyse the raw data effectively without biased conclusions and shall let those data drive them into the essential features incorporation. The MVP must on one hand integrate all the essential features with the minimum if possible incorporation of unnecessary features. The start-up must be flexible and prepared to kill those features when iterating the whole lean process or even pivot (i.e. change their vision and idea not just features).

Stakeholders and timing in relation to FI-PPP Phase III programme:

SMEs and Web Entrepreneurs who bid for the Open Calls of the FI-PPP Call III shall have performed the part of this step that concerns the idea capturing and first validation in an inner circle of first potential customers before opting for the Open Calls and the bidding procedure. While the Open Calls are open, they shall continue validating their idea externally, but they

may also communicate their idea to the wide audience of the FI-PPP community and validate this idea based on the targeted feedback they receive. When the Open Calls close and the final start-ups have been chosen then they shall be able to interpret and enrich all this knowledge acquired and proceed to the first MVP building.

MVP iteration, sticky engine (Stickiness Stage)

After acquiring and interpreting the customers' feedback, SMEs and start-ups shall build the first MVP and test it against its stickiness. The main concept here is that, after MVP iterations and engagement measurements, start-ups conclude to the right product/ features/ functionality that keep users around before moving to the virality stage. At this stage, entrepreneurs should focus on measuring retention and engagement by tracking metrics such as daily/ weekly use, return rate, churn rate, usage patterns etc. Start-ups shall focus not only on the number of users stuck, but on the identity of them and on the behavioural usage pattern they represent. By measuring the aforementioned metrics, start-ups conclude after the MVP iterations into building a core set of features that really cover the customers' needs and is becoming a part of their life. If the product tested is used not for what the entrepreneurs were preparing it, it is time for the start-up to switch to that new use case or market. MVP is not the final product but the process/ tool to result in it. The goal of stickiness stage is to result in a customer base (even if it is a small one) that is really engaged and uses the product periodically for the reason it is developed for, and not yet to become viral and grow the user base, which is to be performed only after the engagement numbers are satisfying and the churn rate is relatively low.

Stakeholders and timing in relation to FI-PPP Phase III programme:

After the Open Calls procedure is completed, the chosen SMEs and Web entrepreneurs shall be able to proceed in the first MVP development and release an actual functional product. Then, fast prototyping and learning will lead to knowledge rich iterations and drive start-ups to make informed decisions on how to proceed and which features to keep before launching. During this stage, the FI-WARE GEs and the Phase II projects' SEs will be available to these start-ups. When exiting the stickiness stage, the SMEs and start-ups will have used the FI-PPP enablers, the Phase II Projects SEs and XIFI infrastructures and on top of those services they shall have built new SEs, services and software products. Those solutions have to be tested in terms of utility and engagement before proceeding to the virality stage (in accordance with a V&V method like the one proposed by FITMAN). The FI-PPP community and projects must provide start-ups with useful data during the MVP iterations and help them evolve in terms of letting them identify the useful features and dispose the not engaging ones.

Organic growth, viral engine (Virality Stage)

It is important that a start-up does not move too fast from stickiness to virality because there is a risk that virality will be at the expense of engagement. The important thing is to bring in new users who engage themselves and become active keeping the churn rate low. Virality means expanding the user base and is achieved mainly in three ways: inherently where virality is *"built into the product and happens as a function of use"*, artificially where virality "*is forced and often built into a reward system"* and finally there is the word of mouth virality, that "*is the conversations generated by satisfied users, independent of the product or service"*. These three ways shall be assessed and treated differently.

Metrics that entrepreneurs shall focus on at this stage are the viral coefficient "*the number of new customers that each existing customer is able to successfully convert*" or the cycle time "*time needed to use the site and invite others*". Leading indicators of future growth, which are metrics that can be measured early in a user's lifecycle that predict (and control) what the future will be are key metrics which entrepreneurs should try to find and track. In order to

assess the readiness to proceed to the revenue stage, start-ups shall track the aforementioned metrics and evaluate whether they are suggesting that the users and features fuel growth organically and artificially at a satisfying level or not.

Stakeholders and timing in relation to FI-PPP Phase III programme:

At this stage, the FI-PPP community can help the start-up only via dissemination means. The start-ups will be in the pre- launch stage and they can tap the power of being developed under the FI-PPP community. The virality stage performance lies almost completely on the SMEs' and Web entrepreneurs' actions and how well their idea and the business model they have decided to follow can become viral. The dissemination part can be performed during the Phase III duration, but the virality stage is a superset of the potential dissemination span and despite the fact that it starts during the FI-PPP Phase III (after the Open Calls and after the development process), it continues after the Phase III ends.

Monetization, price engine (Revenue Stage)

The goal in the Revenue stage is to turn the focus from proving the idea is right to proving you can make money in a scalable, consistent, self-sustaining way. To proceed in the next stage of Scale, entrepreneurs must be sure that they found a sustainable, scalable business model with the right margins in a healthy ecosystem. Metrics to be measured to assess the aforementioned condition are the money a customer brings in minus the cost of acquiring that customer, the ratio of money in to money out, as well as the maximum amount of money that can be put in, more revenue per customer, more customers, more efficiency, greater frequency, and so on. In case the revenue metrics are not satisfying, pivot may be the solution instead of starting from scratch. If the Revenue metrics dictate that the start-up is within targets and there are enough revenues coming in to fuel the user and customer acquisition efforts, then the start-up is ready to move on to the Scale Stage.

Stakeholders and timing in relation to FI-PPP Phase III programme:

This stage starts after the FI-PPP Phase III is ended. Thus, the SMEs and start-ups as FI-PPP members can exploit and still have access to the FI-PPP-offered enablers and infrastructures, but now they must make their decisions on their own on how to proceed and which path to follow. They must be consistent though to the rights and duties FI-PPP provides and imposes to them and not violate the contract terms they have signed to enter the FI-PPP programme.

Inorganic growth, beyond Lean (Scale Stage)

At that stage, entrepreneurs must be ready to state that they can achieve a successful exit for the right terms. Knowing the product and the market, the metrics are now compensation, API traffic, channel relationships, competitors and in general metrics focused on the health of the ecosystem and the ability to enter new markets. Understanding if the scaling tactic is efficiency of differentiation is crucial to decide if reducing costs or increasing margins respectively is the right choice. While growing, the start-up will need to have more than one metric at a time. Setting up a hierarchy of metrics that keeps the strategy, the tactics, and the implementation aligned with a consistent set of goals. A business never exits that stage practically. This stage lies beyond the lean start-up methodology since now the start-up becomes more like a "big company" day by day.

Stakeholders and timing in relation to FI-PPP Phase III programme:

This stage also starts after the FI-PPP Phase III is ended and is treated in the same way as the Revenue Stage.

One Metric That Matters

Croll and Yoskovitz (2013) suggest that start-ups must be focused on one metric per stage (with Scale Stage excepted) and phase, the One Metric that Matters. They should track other metrics as well, but in order not to be confused and misguided they should pick one crucial metric to track and adjust their activities and make their decisions based on that metric's KPI improvement. For SaaS start-ups, like the FI-PPP Phase III ones, the recommended metrics are the following:

- Attention: How effectively the business attracts visitors.
- Enrolment: How many visitors become free or trial users, if you're relying on one of these corresponding models to market the application / service.
- Stickiness: How much the customers use the product.
- Conversion: How many of the users become paying customers, and how many of those switch to a higher-paying tier.
- Revenue per customer: How much money a customer brings in within a given time period.
- Customer acquisition cost: How much it costs to get a paying user.
- Virality: How likely customers are to invite others and spread the word, and how long it takes them to do so.
- Upselling: What makes customers increase their spending, and how often that happens.
- Uptime and reliability: How many complaints, problem escalations, or outages the company has.
- Churn: How many users and customers leave in a given time period.
- Lifetime value: How much customers are worth from cradle to grave.

4.2.2 Stage 2: Definition of co-creation concept applied in FITMAN

Requirements analysis, applicable to both software and general systems engineering, encompasses "*those tasks that go into determining the needs or conditions to meet for a new or altered product, taking account of the possibly conflicting requirements of the various stakeholders, analysing, documenting, validating and managing software or system requirements*" (Kotonya & Sommerville, 1998).
Identifying requirements is one of the most critical steps when building or redesigning a product, service or process. It has been reported (Carroll, 2013) that the three main ways to avoid quality and delivery problems in worldwide industry are:

- Clear business objectives
- Clear statement of requirements
- Regular checking and updating of requirement specifications

Many types of requirements exist, including customer, architectural, structural, behavioural, functional, non-functional, performance etc. In the context of FITMAN, the focus is on software requirements and high-level business needs, as the candidate FI-PPP Phase III end-users will aim to develop new services or applications through the enablers and frameworks provided by FITMAN.

There is a great deal of material in the literature concerning the identification of software requirements. One of the main references is the "Guide to the Business Analysis Body of Knowledge (BABoK Guide)" (IIBA, 2009). Based on BABoK, ten requirements gathering techniques are found: brainstorming; document analysis; focus group; interface analysis; interview; observation; prototyping; requirements workshop; reverse engineering; and survey. Many other techniques exist, including lean requirements definition (Olson, 2008), which are in line with the principles and ideas expressed in Stage 1, Section 4.2.1.

Although some of the requirements analysis techniques introduce co-creation aspects (e.g. brainstorming amongst different stakeholders, focus groups, requirements workshop, survey), none of these techniques can be considered as a full, integrated methodology for co-creation of software requirements amongst SMEs and web entrepreneurs for Phase III of the FI-PPP.

In the context of requirements analysis for building on top of FITMAN for FI-PPP Phase III, two different interpretations of co-creation are adopted:

- Two or more stakeholders (either SMEs or web entrepreneurs) identify the same business need and desire the same product. In this case, co-creation can be seen as collaboration between them in order to define and analyse a clear and complete set of software requirements. This could happen either by jointly defining all necessary requirements or by asking all stakeholders to individually contribute requirements and then try to formulate the final (clear, complete, and non-overlapping) set.
- One or more stakeholders wish to address their business needs by building on top of a similar case already developed (or under development) utilising FITMAN. In this case, the stakeholders get the existing set of requirements and, in cooperation with the original creators, enrich or fine-tune it in order to cover their particular needs.

The methodology proposed in this section accounts for both of these definitions.

Figure 6 visualises the co-creation methodology for requirements identification and integration with the FITMAN offering. A detailed description of each step follows.

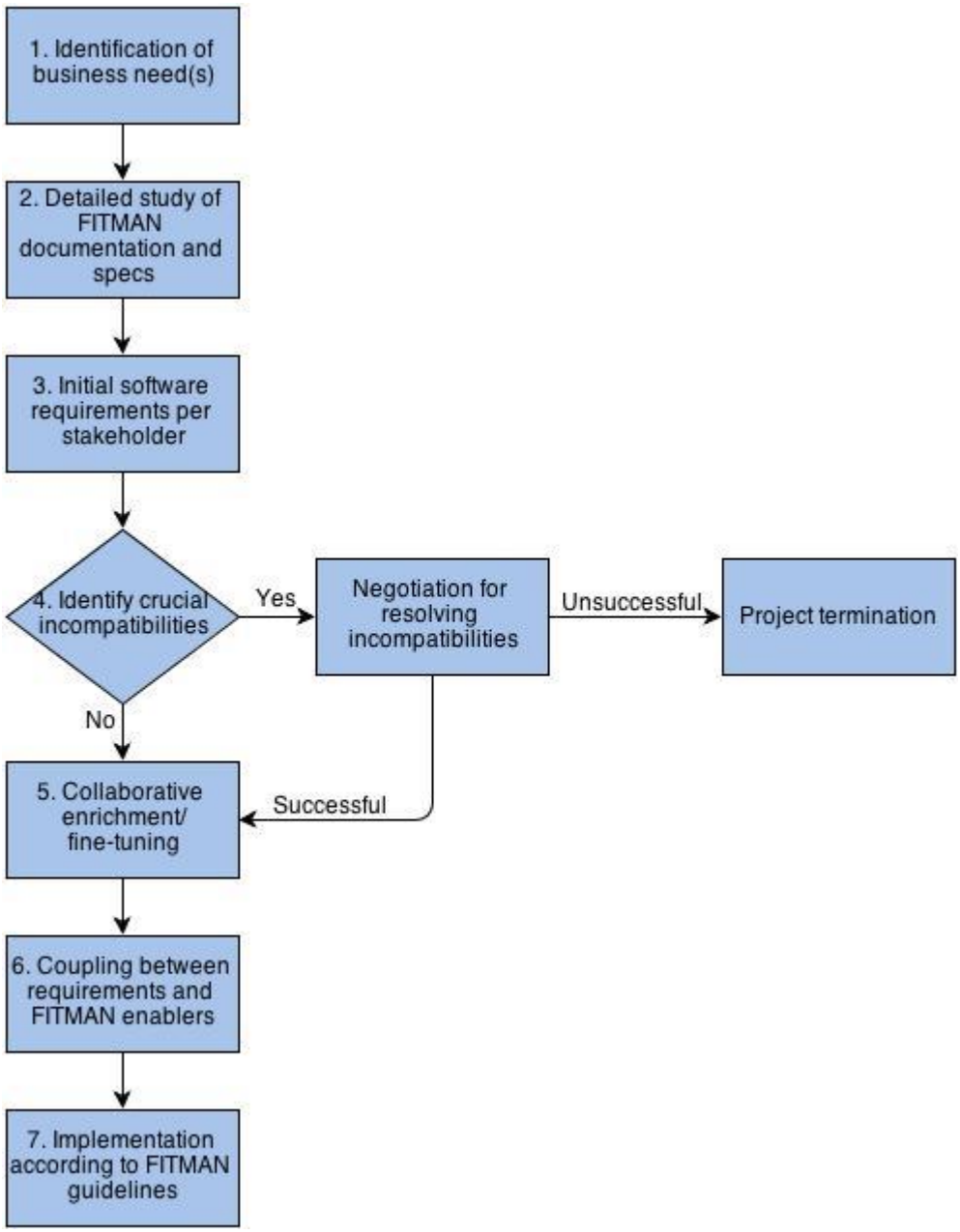

Figure 6: Co-creation methodology for requirements identification and integration with the FITMAN offering

The proposed methodology is as follows:

1. Identification of existing business needs
   It can be taken as given that SMEs and web entrepreneurs who intend to bid in Phase III of the FI-PPP will arrive with concrete, pre-formulated business needs. The purpose of this first step is to identify and document business needs in a way that will put later balance between the business needs and the FI-PPP Phase III call, and provide argumentation about why other stakeholders (SMEs, web entrepreneurs) would have the same or complementary business needs.
   This is an internal procedure that does not involve FITMAN materials. An *internal focus group* is the appropriate approach.

2. Detailed study of FITMAN documentation and specifications
   The second step is the detailed study of the FITMAN documentation and specification. It is highly important that every interested stakeholder gets a detailed

and complete image of the FITMAN offering (i.e. FI-WARE GEs as used by FITMAN and FITMAN Specific Enablers), as well as of the overall FI-PPP offerings. Through this procedure, the stakeholders will evaluate whether the offering is compatible with their business and IT needs, and make an assessment of whether they need to develop new components or fine-tune existing materials. If there are difficulties understanding part of the FITMAN documentation or specifications, stakeholders approach the FITMAN Phase III Package team for support.
An *internal recurrent workshop* and *document analysis* is recommended for the efficient and effective study of FITMAN documentation and specifications. Workshop frequency and number of iterations is to be decided based on the ease of understanding of the FITMAN offering; it cannot be described a priori.

3. Identification and reporting of initial software requirements per stakeholder on a common or collaborative infrastructure
   As noted at the beginning of this Section, complete and concrete software specifications are one of the most crucial factors in the success of software (and also business) products. In the context of the proposed methodology, two different phases of software requirements identification take place.
   In this initial stage, stakeholders come up with an initial list of high level specifications, to facilitate the early identification of critical incompatibilities (see Step 4).
   To identify and report the list of the most important high level requirements, a targeted *requirements workshop* is recommended. Various tools may facilitate collaboration among multiple stakeholders, including open collaboration and innovation platforms such as Yammer[17] and Jive[18] or online deliberation and feedback tools such as Uservoice[19].

4. Comparison of the previously reported requirements to identify and resolve any crucial incompatibilities
   This step takes as input the software specifications derived in Step 3. Two different approaches exist, based on the different definitions of co-creation provided at the beginning of this section:
   a) If stakeholders have the same goals but different requirements lists: The high level specifications are compared through *observation*. If no incompatibilities are found, then proceed to Step 5. If critical incompatibilities are identified, a round of stakeholder negotiation takes place to investigate if there is a chance of altering the high level requirements, using the same collaboration environments as in Step 3, possibly accompanied by online teleconferencing. If negotiations succeed, Step 3 is repeated. In the unfortunate case of a permanent incompatibility, the project terminates.
   b) If stakeholders wish to build on top of an existing case utilising FI-WARE GEs, FITMAN Specific Enablers or the FITMAN V&V Package Methodology and indicators: The high level specifications are compared with the specifications of the existing component through *observation*. An external expert (such as a developer from the FITMAN consortium) may be consulted to act as an objective arbiter between the stakeholders and FITMAN offering.

[17] Yammer, Retrieved July 9, 2013, from https://www.yammer.com/

[18] Jive, Retrieved July 9, 2013, from http://www.jivesoftware.com/

[19] Uservoice, Retrieved July 9, 2013, from https://www.uservoice.com/

If no incompatibilities are recognised, stakeholders proceed to Step 5. If critical incompatibilities are identified, stakeholders must seek to redefine the high level specifications (through the same collaboration environments as in Step 3, possibly accompanied by online teleconferencing), in order to achieve compatibility with the existing ones. If this is possible, Step 3 is repeated. In the unfortunate case of a permanent incompatibility, the project terminates.

5. Collaborative enrichment and fine-tuning of requirements
   After ensuring that no major incompatibilities exist amongst the stakeholders' requirements, the next step is a collaborative enrichment, specialisation and fine-tuning of requirements. Extensive collaboration among the stakeholders is necessary to achieve a complete and concrete set of requirements.
   Physical collaboration is an effective approach. *Requirements workshops* and targeted *focus groups* are recommended. The use of *enterprise collaboration environments* such as Yammer and Jive, or online deliberation and feedback tools (like Uservoice) could act as a catalyst to achieve the desired result. Last but not least, the use of *prototyping* tools (e.g. proto.io (proto)) enables stakeholders to see non-predicted potential solutions and get an even better feel of what they require.

6. Coupling between requirements and FITMAN enablers
   Once the complete set of requirements for the envisioned product, service or application are available, stakeholders must couple the derived requirements with the FITMAN enablers of interest. This exercise aims to identify functionalities that exist in the requirements and are not supported by FITMAN enablers. Possible actions after this coupling include the development of new enablers or other software components (in the unfortunate case where enablers do not offer the required functionality), the parameterisation of existing enablers (to tailor them to the specific project), or no action (if the existing enablers meet the required functionalities).
   Online collaboration tools (e.g. Yammer, Uservoice or even LinkedIn (LinkedIn, 2013)) could support the collaborative processing of this step, while *workshops* and *reverse engineering* are conventional ways to approach this step.

7. Implementation according to FITMAN guidelines
   The last step of the proposed methodology deals with the actual implementation of the envisioned service or application. Once the requirements are complete and the need for additional software components or parameterisation of enablers is recognised, implementation takes place.
   Implementation will use FITMAN infrastructures and follow the methodology that was studied in Step 2 of the methodology. Verification and validation of the service or application under development is recommended to follow FITMAN's V&V methodology.

In conclusion, the proposed methodology offers a way for FI-PPP Phase III bidders who wish to utilise the FITMAN offering to specify complete, concrete requirements, accounting for the notion of co-creation. The methodology advances the state of the art in requirements definition by allowing multiple stakeholders to combine forces and knowledge, using physical or web-based collaboration means, or indeed a combination of the two.
One risk in this process is the possibility of identifying conflicting requirements among stakeholders. This methodology helps stakeholders resolve such issues with its structured approach and the promotion of appropriate tools and techniques to manage negotiation.
The co-creation notion helps stakeholders to derive a complete and concrete set of requirements, mitigating against obstacles arising from incomplete or inaccurate

requirements. A beneficial side-effect of the methodology is that the stakeholders are engaged in a dynamic collaborative process from the very early stages of the project, building solid foundations for efficient and effective future collaboration.

4.2.3 Stage 3: How SME Service/App will be developed

In this paragraph, three set of methodologies are provided: methodology for local service hypothesis and trial to support the development of SME Service/Applications; methodology for local FITMAN ICT infrastructure deployment to support the development of SME Service/Applications; and methodology for data gathering and feedback.

4.2.3.1 Methodology for local service hypothesis and trial to support the development of SME Service/Applications

The understanding of how to support the development of Services and Applications is nowadays a very important challenge for European SMEs. In order to reach this objective, several existing opportunities can be exploited.
Basically, there are two main alternatives, i.e. the FITMAN approach with the FI-WARE Platform or the exploitation of other "external" to FI-PPP stakeholders.
The FITMAN approach is based on the FI-WARE Platform, building upon different elements (i.e. the Generic Enablers) that allow the development of Future Internet Applications in various sectors, such as automotive, white goods and aeronautics just to make some examples. The FI-WARE Platform is nothing but the base of the more generic Future Internet PPP Program launched by the European Commission. It is formed by several different international projects concerning the most advanced themes on the Internet applications. The purpose of the Future Internet PPP Program, beyond the creation and support of innovative projects, it is widely speaking about the creation and development of a real sustainable ecosystem aiming at helping European enterprises to realize their brilliant innovative ideas. On the other hand, it also helps interested sponsors to meet and support innovative enterprises.
This open innovation ecosystem it is practically supported by means of the Campuseros platform and the FI-LAB, a virtual environment available for free experimentation with the technology. It is possible to create our proper FI-LAB account by going on the FI-LAB portal[20]. The FI-LAB portal is able to provide, on one hand, different applications in order to self-service the virtual infrastructure to support the experiments of the enterprise, and on the other hand a wide library of the abovementioned Generic Enablers, which are offered both "as a Service" through Service End Points or as elements that can be instantiated by means of the proper tools available in the FI-LAB's Cloud. Finally, it is also possible to gain information about all the Generic Enablers through the specific FI-WARE Catalogue[21].
Besides the exploitation of the FI-WARE opportunities, some alternatives to FI-PPP stakeholders can be taken into account. The alternatives could be in general the following:

- **Business Incubators:** This kind of structures is able to support highly innovative start-ups in the process of "cross-fertilization" among each other. A Business Incubator can provide to a SME willing to develop a Service or Application the possibility to share experiences and knowledge and to allow the dialogue among different enterprises. A Business Incubator can be interesting because of the offer of workshops, seminars and ad-hoc laboratories on the specific themes of innovation and Internet applications. It allows the creation for SMEs of a wide network of relations

[20] The FI-LAB account can be created at https://account.lab.fi-ware.eu/

[21] Available at http://catalogue.fi-ware.eu/.

both with other enterprises and academic and research institutions and offers concrete support in the development of the business ideas through legal, administrative and ICT specific services. An interesting example of this kind of structure is POLIHUB, the official Business Incubator of the Politecnico di Milano[22]. Around FITMAN project pilots there are several partners that are able to extend the demonstrators capabilities and transfer the knowledge easily, both at local level and using the local language to incubate ideas and collaboration opportunities. Two examples at local level are: "Barcelona activa" and the Industrial Ring initiative "Anella industrial"[23] to promote the collaboration and enterprise connection in Catalonia region.

- **Infrastructure and network providers (i.e. Telco):** Telco operators are entering the cloud market, by offering virtualized infrastructure (i.e. Infrastructure as a Service) and virtualized networks (i.e. Software Defined Networks) to their clients. One of the key characteristic of these services is its demanded orientation. It is focused on the user's demands and uses elastic and virtualization techniques to guarantee the contracted Quality of the Service. Customers have access to a control dashboard where different configurations are permitted in order to demand the required infrastructure. SMEs may contract the required infrastructure to guarantee that their needs in terms of performance, platforms and storage are meet. Moreover the network virtualization provides excellent opportunity for SMEs to grow their networks only when it is really needed (i.e. on demand). The services offered by this player are infrastructure-based, most of the time, lacking, the platforms and services an SME will need to instantiate the innovative services and applications. They also lack to provide some other useful and necessary helps (e.g. sharing of knowledge, network of relationships, seminars and workshops) to the SMEs which want to develop innovative IT Services and Applications.
- **Internet Service Providers:** Traditionally, ISP can provide to SMEs specific Internet services (raw technological support by means of predefined specific infrastructures) that can enable or improve the Service or Applications that these enterprises want to develop. Typically, ISPs supports are represented by cloud applications, dedicated servers, Internet access and e-commerce services. Today ISPs are also providing more than just the mentioned traditional services. The word-wide effort from different ISPs (and Telcos) and standardisation organisations is changing the focus of the offered services and opening their ecosystem to the community, in particular to the developer's community. Examples of such changes can be seen in PT SAPO[24], Bluevia[25] and by GSMA with the OpenAPI specification[26], just to mention some of the initiatives and commercial products. SMEs may build their services on top of the services made available by these players. More than just the services and APIs the mentioned projects are also providing documentation, contests[27], labs and playground environments in order for the developers to develop and test their applications and services. This openness philosophy may create the assets needed by the SMEs to add value to their products.

[22] See http://www.polihub.it/

[23] See http://www.anellaindustrial.cat/en

[24] https://store.services.sapo.pt/en - the largest Portuguese ISP also available in Brazil and Portuguese speaking African Countries

[25] http://www.bluevia.com – a Telefonica and Telenor initiative

[26] http://www.gsma.com/oneapi/

[27] https://codebits.eu/

- **Ad-hoc agreements with Universities:** An alternative solution is represented by ad-hoc agreements between SMEs and Universities. SMEs can in fact speak directly with academic institutions, proposing their innovative services ideas and then collaborating thanks to the exploitation of the specific high-tech competencies of the Universities. This kind of agreements can subsequently lead to the development of real start-ups aiming at bringing on the market advanced ICT Services and Applications. We have to notice that this alternative can be considered as "independent", but that can easily flow into a more "complex" Business Incubator solution.
- **Creation of start-ups:** Joint venture among SMEs with Web entrepreneurs / Business Angels, should allow the creation of start-up companies able to focus their activities on development and selling of Applications or to provide services to shareholders or to non-captive Market. A clear separation among the original SMEs and the new entities should ensure a more focalized activity and independent business objectives.
- **Technology platforms:** the European technology platforms are led by industry companies and establish a framework for private companies, specially SMEs and public partnerships to drive innovation and projects development around a technology or in an industrial sector**.** The ETPs aims to facilitate the knowledge transfer and increase the competitiveness of an industrial sector were their partners belong. Some examples are ARTEMIS and NESSI.

4.2.3.2 Methodology for local FITMAN ICT infrastructure deployment to support the development of SME Service/Applications

It is now useful to understand how the FITMAN ICT infrastructure can support the development of SMEs Service/Applications.
As already explained in the previous paragraph, the creation and development of an open innovation ecosystem for European enterprises is the wider aim of the Future Internet PPP Program of which FITMAN project is part. The practical support of this open innovation ecosystem is mainly represented by the FI-LAB, the virtual environment suitable for free experimentation with the technology. By creating its own FI-LAB account by accessing the FI-LAB portal[28], it is possible for a SME to exploit the specific ICT infrastructure. In particular, three different sections have to be analysed:

- **Cloud:** This functionality enable SMEs to manage all their Cloud resources (e.g. images, instances, blueprints and software).
- **Store:** This functionality allows creating and monetizing service offerings in FI-LAB.
- **Mashup:** This functionality allows leveraging the long tail of the Internet of Services.

The FI-LAB portal is also able to provide the complete list of the FI-WARE Generic Enablers, offered "as a Service" through Service End Points or as elements instantiable by means of the specific tools available on the same FI-LAB's Cloud.
Another important support infrastructure is then represented by the XIFI Integrating Project, which aims at supporting advanced experiments on the FI-PPP Platform. XIFI establishes a marketplace for Future Internet Services addressing large trial deployments involving users. The essence is the creation of an aggregation of test infrastructures and the coordination with several other pilots such as FIRE, EIT ICT Labs and Living Labs. XIFI is able to support advanced large-scale deployment of FI-PPP trials across several different environments and sector use cases. XIFI main activities are:

[28] https://account.lab.fi-ware.eu/users/sign_in

- Integrate infrastructure components with functional components interoperable with the GEs of the FI-WARE Platform;
- Offer access to its services by means of the proper infrastructure sites;
- Support the infrastructure sites that exist in the early trial projects to adapt and upgrade their services and functionality;
- Develop procedures to ensure that each site joining the XIFI federation can provide the required services and support the early trials and Phase III of the programme.

All these elements could be used by the interested SMEs in order to create and develop innovative Services and Applications. Service providers are able to provide different types of infrastructures as a service where to deploy FITMAN Platform[29].
In the light of this, it is now possible to establish a three-step methodology in order for local FITMAN ICT infrastructure deployment to support the development of SME Services and Applications:

1. Design of the infrastructure to support FITMAN instantiation, i.e. design of all the necessary IT frameworks to prepare the subsequent steps of the process (e.g. the specific SME Private Cloud);
2. Identification of the FI-WARE components to instantiate in the Private Cloud, i.e. identification of the GEs/SEs/TSCs to develop and assemble in the specific SME Private Cloud in accordance with the terms and conditions of the FI-PPP;
3. Deployment on the Private Cloud, i.e. exploitation of the components identified in the specific SME Private Cloud.

Furthermore, another alternative could be represented by the deployment on private premises of a cloud-based infrastructure with the creation of a virtual machine environment and the related cloud service for totally owner cloud infrastructure.

4.2.3.3 Methodology for data gathering and feedback

The goal of the data gathering and feedback methodology is to collect and understand the experiences of SMEs during FITMAN service and application development. The resulting information can then be used in two ways:

1) As feedback within FITMAN
2) As input to the proactive communication of achievements and innovations generated by SMEs in FI-PPP Phase III. (see Chapter 5).

Figure 7 shows the basic methodology, while the rest of this subsection documents the methodology in more detail.

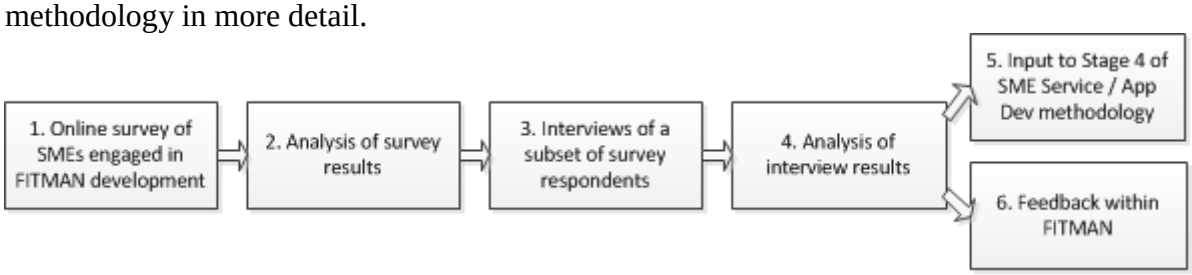

Figure 7: The methodology for data gathering and feedback

[29] e.g. Aruba Cloud http://kb.cloud.it/home.aspx or Nuvola Italiana http://www.nuvolaitaliana.it/

1. **Online survey of SMEs engaged in FITMAN development**

SMEs who are engaged in FITMAN development will be contacted and asked to respond to a survey, available on the web or via email. The goal of the survey is to elicit SME experiences of conducting service and application development within FITMAN, including:
Availability of information:

- How obvious was it that relevant information existed?
- Was it clear that the information was available for download?
- How clear was the method for accessing the information (i.e. were documents and specs clearly available for download? Were license terms clear?)

Quality of information, once it had been accessed:

- How clear and understandable was the information?
- How well maintained and up-to-date was the information?
- Did the information support their engagement in service and application development?
- In what ways was the information particularly helpful or unhelpful?
- Was any information missing?

Quality of support from FITMAN:

- How responsive were FITMAN partners in the case of queries?

Usability of FITMAN systems:

- Once SMEs were equipped with access information and specifications, how easy was it to develop services and apps to interoperate with FITMAN?

Some of the survey questions will be open and others will be closed. For example, "Was it clear that the information was available for download?" will yield a closed "yes or no" response, while "How clear was the method for accessing the information?" will yield an open, qualitative response. At the same time, questions of particular importance can be presented with a Likert scale to supplement qualitative responses with quantitative data: for example, "On a scale from 1 (wholly unclear) to 5 (wholly clear), how clear was the content of the documents?" would gain quantitative information. Following that question with "In what way?" would elicit complementary qualitative information.

The intent is to survey as many of the SMEs who engage with the FITMAN materials as possible: since the SMEs will register to access the FITMAN materials, a contact email address will exist for each one. This can be used to send a link to the online survey to the SMEs.

Proposed survey questions follow, with comments in square brackets showing the form of the question:

1. Regarding your service and application development in the context of FITMAN, was it obvious that relevant information existed? [yes/no]
2. Was it clear that documents and specifications were available for download? [yes/no]
3. How clear was the mechanism for downloading the information you used? [open text]
4. Were the license terms of that information clear? [yes/no]
5. One a scale from 1 (wholly unclear) to 5 (wholly clear), how clear was the content of the documents? In what way? [Likert scale and open text]
6. One a scale from 1 (wholly unclear) to 5 (wholly clear), how clear was the content of the specifications? In what way? [Likert scale and open text]
7. Was the information up-to-date when you accessed it? [yes/no]
8. Was any information missing? What information was this? [yes/no and open text]

9. One a scale from 1 (not at all) to 5 (extremely well), how well did the information support your engagement in service and application development? [Likert scale]
10. In what ways the information was particularly helpful or unhelpful? [open text]
11. Did you make queries to FITMAN about the information? If so, was the response you received a) timely and b) helpful? [yes/no]
12. Once you had the information and specifications in question, on a scale of 1 (very difficult) to 5 (very easy), how easy it was to develop services and apps to interoperate with FITMAN? Why is this? [Likert scale and open text]

2. Analysis of survey results

The survey results will be subject to qualitative and quantitative analysis. Unless a large number of SMEs respond to the survey, it is unlikely that quantitative analysis will provide statistically significant results. Likert scale results will be subject to a one-tailed t-test with a P value of 0.05 to check this. The mean and variance of responses are used in t-tests, and these numbers may be of interest in themselves.

Qualitative content analysis will be guided by the approaches of Gibbs (2004), Strauss (2004) and Weiss (1995). The procedure for qualitative data analysis is as follows:

1. Conduct topic coding on the data using a tool such as NVivo[30] to elicit key words, concepts and categories
2. Conduct a subsequent coding to place the identified 'nodes' (coded key words, concepts and categories) in common categories. For example, in the case of responses concerning the clarity of information, categorise nodes which are about: document length; complexity of language; document structure
3. Scrutinise the categorised results for:
    a. Overall themes
    b. Interesting or unexpected comments
    c. Comments demonstrating strong feelings (positive or negative)
4. Examine the comments of interest and expressing strong feelings
5. Examine NVivo nodes and (where relevant) numeric data for any further evidence for or against the results, for example, checking the variance of rankings in response to a question whose qualitative component yielded apparently divisive results. In that case, a high variance would corroborate the qualitative analysis, while a low variance would suggest a discrepancy to be checked.

3. Interviews with a subset of the SMEs

Based on the analysis of the survey results, interviews will be conducted with a subset of the SME respondents. The goal of the interviews is twofold. Firstly, it is much easier to delve deep with interviews, understanding aspects identified in Stage 2, such as themes, depth of feeling, and unexpected responses. Secondly, interviews will help resolve any unexpected or unexplained results from the surveys, e.g. conflicting reports from different respondents. The precise questions will therefore be defined based on the output from Stage 2.

Interviews will be conducted either in person or via a telephone or Skype call. They will be subject to audio recording. The interviews will be semi-structured, granting a coherent structure across all interviews while at the same time allowing the interviewer(s) to ask appropriate follow-up questions of participants. The precise number of interviews to be conducted depends heavily on how many responses to the survey are gathered, and how

[30] http://en.wikipedia.org/wiki/NVivo

surprising or inconclusive these responses are: the number will therefore be determined after the analysis of the survey responses.

The interview procedure, consent forms and participant information sheets will go through an ethics review in advance of the procedure being conducted. The audio data will be anonymised and not distributed to anyone except those who are involved in the analysis.

One risk in conducting one-to-one interviews is that of confirmation bias, wherein the interviewee gives overly positive responses due to either the interviewee wanting to 'please' or 'help' the interviewer, or to the interviewer asking questions in such a way as to encourage such a positive response. To mitigate this risk, several steps will be taken:

- The interviewer must adopt a highly professional approach when interacting with interviewees, being polite and friendly, but maintaining a distance to reinforce that the interview is about gathering professional opinions, not receiving positive feedback or praise.
- The interviewer will ask follow-up questions about negative as well as positive comments during interviews: for example, asking why a document was difficult to understand as well as why the interviewee described some other aspect as excellent.

Finally, it is worth noting that the interviews will take place with professional individuals in SMEs, who are unlikely to be intimidated by the interview process (i.e. capable of providing negative feedback and being less likely to be over-awed by the interviewer).

4. Analysis of interview results

The interview results will be subject to the same qualitative coding procedure described in Part 2 of this methodology.

5. Input to the proactive communication of achievements and innovations generated by SMEs in FI-PPP Phase III.

The outputs from Part 2 and Part 4 of this methodology will serve as input to the proactive communication of achievements and innovations generated by SMEs in FI-PPP Phase III.

6. Feedback within FITMAN

Finally, the output from Part 2 and Part 4 of this methodology will provide internal feedback within FITMAN to help improve the way in which FITMAN provides information and support to SMEs engaged in service and application development. For example, problems identified in the survey or interviews can be fed back to the relevant FITMAN partners as points to discuss and resolve.

5 METHODOLOGY FOR PROACTIVE COMMUNICATION OF ACHIEVEMENTS AND INNOVATIONS GENERATED BY SMES IN PHASE III

5.1 Scope

The purpose of the methodological approach described in this section is to proactively communicate the achievements and innovations generated in the context of the FI-PPP Phase III. The FITMAN consortium aims to provide proactive support to SMEs and web entrepreneurs who are building services/applications which are relevant to the project concept in the manufacturing domain and/or are building their services/applications utilizing (a subset of) the FITMAN results (e.g. FITMAN Specific Enablers, FITMAN Trial Specific Components, etc.).

In this way, the relevant Phase III SMEs and/or web entrepreneurs will have at their disposal the communication channels already established by FITMAN; the audience already generated by the FITMAN dissemination methodology and plan will be directly informed for (relevant) new achievements and innovations.

On behalf of FITMAN, such a support is envisaged for the time that the project will be ongoing and overlapping (from a time point of view) with Phase III of the FI-PPP.

It has to be noted that in the context of this chapter an initial, high-level, description of the methodology is provided; the methodology is expected to be further elaborated in the context of Deliverable D8.4 (FITMAN SMEs Innovation preparation Final), issued in M15, when a more complete and concrete picture of the candidate FI-PPP Phase III projects will be available.

5.2 Overall methodological approach

The methodological approach that will be followed consists of 5 distinct, yet highly interdependent, steps, as depicted in the following figure.

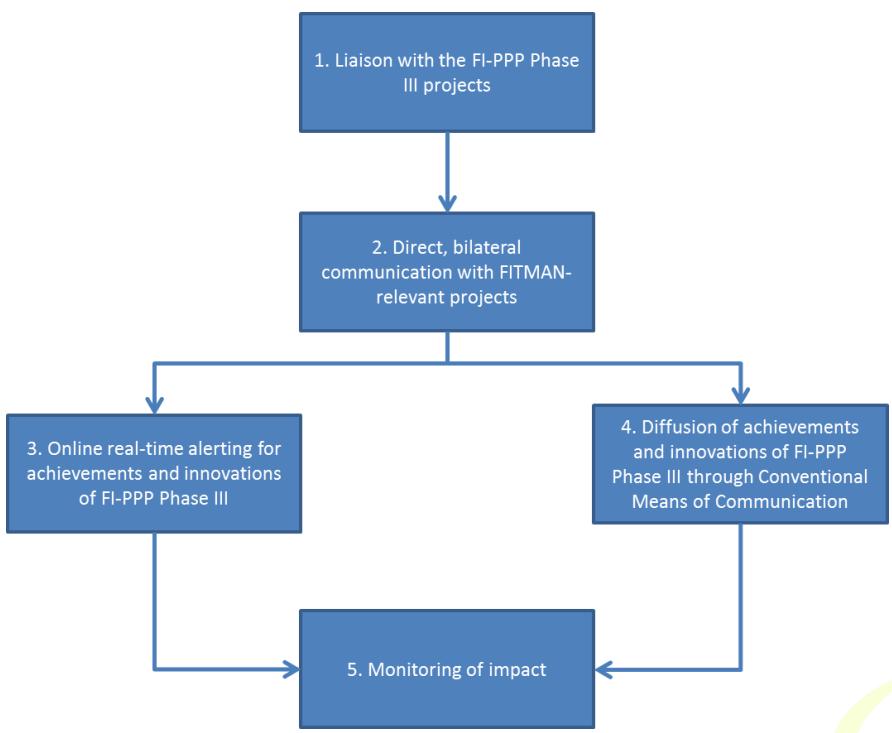

Figure 8: Overall methodological approach for proactive communication of achievements

In essence, SMEs and web entrepreneurs are expected to be the main stakeholders of the FI-PPP Phase III and will thus constitute the main actors of the methodology for proactive communication of achievements and innovations developed in the context of this section. Additionally, the FI-PPP programme beneficiaries (as the main actor in all three phases) will constitute another main stakeholder of the methodology. The manufacturing community in general will constitute the third stakeholder, as the services and/or applications developed in FI-PPP Phase III that are of specific interest are those targeting towards or deriving from manufacturing concepts/needs. Last but not least, the general public who is interested to stay up-to-date with state-of-the-art applications and services developed in the context of the FI-PPP Phase III constitutes the final stakeholder.

In more detail, the methodology for proactive communication of achievements and innovations bears the following steps:

Step 1: Liaison with the FI-PPP Phase III projects

FITMAN will establish liaisons with all active FI-PPP Phase III projects and carefully follow their activities in order to identify (see step 2 of the methodology) the ones who have relevant scope to FITMAN. Practically, this step is the only step that will be active as soon as the FI-PPP Phase III projects start (on FITMAN M12) and prior to the elaborated version of the methodology (on FITMAN M15).

Step 2: Direct, bilateral communication with FITMAN-relevant projects

Upon familiarizing with the scope and initial results of all active FI-PPP Phase III projects, FITMAN will identify those of relevant scope and those utilizing (part of) the FITMAN results. FITMAN will communicate with all relevant projects, in order to achieve active collaboration and seamless exchange of all necessary information.

Step 3: Online real-time alerting for achievements and innovations of FI-PPP Phase III

Taping on the power of real-time information diffusion, online means shall be utilized, indicatively (but not exhaustively) including:

- FITMAN Website - All Phase III initiatives, which are considered as relevant to FITMAN (either relevant to the project's scope, or utilising part of the project's results) in Step 2, shall be promoted via the FITMAN website (e.g. news section, or even a dedicated FI-PPP Phase III section).
- Social Media – FITMAN will proactively communicate achievements and innovations through its social media accounts in a way that is aligned with the nature of each case as some social channels might be considered as more appropriate than others. LinkedIn shall be utilized for engaging the FITMAN group followers into discussions on a specific service/application developed, while Twitter is appropriate for a mass and real-time dissemination of the results or, a relevant blog, etc.

It has to be noted that electronic means of communication are appropriate both for communicating concrete achievements and innovations and initial/premature results and initiatives.

Step 4: Diffusion of achievements and innovations of FI-PPP Phase III through Conventional Means of Communication

FITMAN aims towards utilizing differentiated conventional means in order to communicate to FI-PPP and other relevant stakeholders' achievements and innovations generated in the context of Phase III of the FI-PPP. These would indicatively (but not exhaustively) include:

- Communication via physical events - FITMAN will invite SMEs and/or web entrepreneurs to present their achievements and innovations in industrial events and

events of general interest that the FITMAN consortium aims at participating. Such a case could act as a catalyst in order to aid exploitation of the newly developed service/application. If physical participation of the stakeholder is not possible and upon their agreement, FITMAN may present the main information on the service/application and provide contact details for any interested participant. In the case of major achievements/innovations of high manufacturing impact and/or added value to the project, FITMAN will even consider a dedicated event, in order to exchange views on the aforementioned findings.

- Communication via the FITMAN Dissemination Material - FITMAN may include any achievements/innovations relevant to its scope in its dissemination material, e.g. in the form of "testimonials from users building over the FITMAN offering". Same to the previous paragraph, in the case of major achievements/innovations of high manufacturing impact and/or added value to the project, FITMAN will even consider producing dedicated dissemination material, presenting the aforementioned findings.

In contrast with electronic means, conventional means of communication are more appropriate for communicating concrete achievements and innovations, rather than initial/premature results and initiatives.

The following figure provides a visualized perspective of the two aforementioned steps:

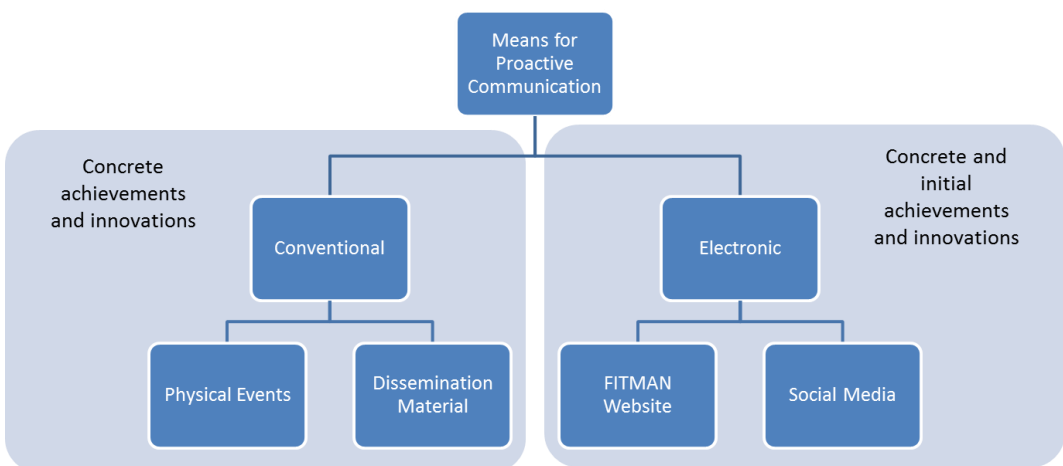

Figure 9: Online and conventional diffusion of FI-PPP Phase III aachievements

Step 5: Monitoring of Impact

The last step of the proposed methodology is the monitoring of impact of all communication activities. Since they are communicated via the official FITMAN communication/dissemination channels, the achievements and innovations will be considered as FITMAN generated content; meaning that their reach and impact will be monitored following the existing FITMAN dissemination strategy. The findings as well as potential feedback will, of course, be forwarded to the appropriate SMEs and/or web entrepreneurs with whom a direct communication channel shall be established.

6 CONCLUSIONS

In this chapter we summarise the methodologies developed in this document and reflect upon the initial objectives set. Looking at the objectives, this document aimed at the development of methodologies which will:

- Create **technology awareness** in EU innovation and entrepreneurship networks, exploiting their capillarity and scale.
- Support **SME service and application development** and produce an environment for continuous application development with business impact that can serve the innovation practices of SMEs in Phase III.

At the beginning of the document methodologies are provided for identifying **best practices and lessons learned**. They consist of three parts: the first part explaining the method on identifying best practices; the second part describes the approach to extracting best practices for SME engagement from EU and non-EU research, innovation and technology organisations; and the third part provides the methodology for extracting lessons from FITMAN at month six of the project.

In order to meet the first objective, the document provided a methodology as presented in Chapter 3. The methodology consists of five main stages: in the first stage, the methodology proposes the definition of the overall scope of the technology awareness activities as well as the target groups that the activities will be addressed to. In the second stage, the methodology proposes the identification of relevant SME networks that could be used in order to exploit their capillarity and scale and the detection of possible communications means.

In the third stage, the methodology proposes to carry out a ranking of the identified networks in order to prioritise them and first contact the ones having a higher likelihood of creating bigger impact among SMEs and web entrepreneurs to participate in the Open Calls. In the fourth stage, the establishment of an active dialogue with all the interested stakeholders is proposed, and in stage five, the continuous monitoring of the raising awareness activities.

In order to meet the second objective, the document provided methodologies as presented in Chapters 4 and 5, addressed to FI-PPP Call 3 winning consortia for hosting Open Calls, SMEs and web entrepreneurs participating in the Open Calls, as well as FITMAN project itself. The first methodology provided under chapter 4 refers to the way that SMEs and web entrepreneurs can make use of the **lean start-up principles** and **Minimum Value Product** (MVP) concept in order to develop services and applications based on FITMAN platform. This methodology will enable the SMEs and web entrepreneurs to develop their idea without requiring outside funding.

The second methodology provided under the same chapter, refers to the **co-creation concept** and how this can be applied in the context of FITMAN. By following this methodology, the Phase III end users will be able to develop software requirements and high-level business needs utilising FITMAN.

The third set of methodologies refers to the way that actually SMEs and web entrepreneurs will develop the services and applications. More specifically, the first methodology refers to local service hypothesis and trial to support the development of service and application from SMEs and web entrepreneurs. This methodology is twofold: (1) the FITMAN approach based on the FI-WARE Platform, and (2) exploitation of other “external” alternatives.

Subsequently, a three step methodology is provided in order for local FITMAN ICT infrastructure deployment to support the development of services and applications from SMEs and web entrepreneurs:

- Design of the infrastructure to support FITMAN instantiation

- Identification of the FI-WARE components to instantiate in the Private Cloud
- Deployment on the Private Cloud

Linked to the two previous methodologies, a methodology is provided for data gathering and feedback for collecting and understanding the experiences of SMEs during FITMAN service and application development.

Last but not least, the document provided a methodology on the **proactive communication for achievements and innovation** generated by SMEs in Phase III. This methodology will establish a dialogue and disseminate findings of Phase III projects.

The methodologies provided in this document are interlinked, generating value and benefits for all the stakeholders they are addressed to:

- The methodology for identifying the best practices and lessons learned on SME engagement will provide a valuable input to consortia bidding for Call 3 as well as FITMAN, in order to learn from the best practices already implemented and subsequently create technology awareness activities as well as support the service and application development.
- The methodology on creating technology awareness will enable FITMAN and Call 3 bidders to create technology awareness on FITMAN results and thus facilitate the engagement of new users who will develop new services and applications.
- The set of methodologies for supporting the development of services and applications will enable the Call 3 consortia to define the contextual framework for the projects to be developed from the SMEs and web entrepreneurs bidding for the Open Calls. In addition, they will benefit FITMAN through the engagement of new users that will build on and expand the FITMAN platform.
- Achievements and innovations developed by Phase III projects will be disseminated by following the methodology on the proactive communication of the projects' achievements. This will generate a value for both the projects and FITMAN, as the results will become further visible, possibly bringing up new opportunities to be explored.

Reflecting upon the objectives, the methodologies provided in this document will generate a win-win situation for Call 3 consortia, SMEs and web entrepreneurs, and FITMAN, facilitating the engagement of new users and revealing a series of new opportunities and benefits.

Next step will be to put those methodologies into force and collect and analyse the results they will generate. As these methodologies are developed at an early stage of the project (M6), the final reporting on their progress will be provided in D8.4.

7 ANNEXES

7.1 Annex I: Tables with identified organisations

	Ecosystems						Communication means			
	Name	**Category (network, cluster etc.)**	**Geographical scope**	**Links**	**Contact details/Contact person(s)**	**Main relevant characteristics**	**News webpage**	**Newslette**	**Events**	**Connection with**
1	**FInES cluster**	Cluster	European	http://www.fines-cluster.eu/fines/jm/	Fenareti Lampathaki	A community of +750 stakeholders; strong ICT focus	x	x	x	x
3	**INTEROP-VLab**	Research Organisation	Global	http://interop-vlab.eu/interop-vlab-network	Guy Doumeingts / Cathy Lieu	INTEROP-VLab is a virtual, i.e. distributed and coordinated research organization, which is capable of aggregating existing and future research laboratories in close connection with industry, to achieve a number of goals that each single participant organization could not reach. •A network of 9 regional poles, bringing together leading academics, research centers, industrial stakeholders, SMEs, from 9 European countries and from China; • An access route to 300 top specialists in the domain of Enterprise Interoperability (EI)	x	x	x	
4	**ERRIN-European Regions Research and Innovation Network**	Network	European	http://www.errin.eu/	Richard Tuffs-Director-director@errin.eu	More than 90 European Regions are part of ERRIN; ICT working group; Connection to the FUSION project (http://www.sme4fire.eu/)-Connecting SMEs to Future Internet	x	x	x	x
5	**Enterprise Europe Network**	Network	European	http://een.ec.europa.eu/		EEN helps small business to make the most of the European marketplace-SME oriented; 600 member organisations; ICT Industry & Services Sector Group which assists companies in relevant EU legislation and funding		x	x	x
6	**European Business & Innovation Centre Network (EBN)**	Network	European	http://www.ebn.be/	ICT BIC Network @ EBN: Robert Sanders (rsa@ebn.be) or Siobhan McQuaid (smq@ebn.be)	Numerous services are provided to the members of the network-more than 150 BICs-alerting them for upcoming projects that might be of specific interest for them; SME oriented; Incubators/accelerators related; Thematic/Sectorial Network: ICT BIC Network; One of its objectives is to look at funding opportunities in the ICT	x		x	
7	**European Association of Craft, Small and Mediun Sized Enterprises (UEAPME)**	Employers' organisation	European	http://www.ueap	+32 2 230 75 99	European SME umbrella organisation with around 80 member organisations from 34 countries consisting of national cross-sectorial SME federations, European branch federations and other associate members, which support the SME family; two relevant working groups: SME Finance Working Group and R&D and Innovation Working Group; Horizontal policies for SMEs' access to finance				
8	**European Factories of the Future Research**	Industry-led Association	European	http://www.effra.eu/	Zeljko Pazin: zeljko.pazin@effra.eu; Tel: +32 27068233	Factories of the Future main focus; SMEs oriented; a diverse community of members that includes small, medium and large industrial enterprises and research organisations		x		
9	**ICT Finance Marketplace**	Platform	European	http://www.ict-finance-marketplace.co	N/A	Platform that brings together ICT SMEs and venture capitals investors; ICT and SME oriented	x			
10	**European Association of Automotive Suppliers (CLEPA)**	Association	European	http://www.clepa.eu/about-us/	Mr Stefan Deix, RTD Director; Phone: +32 2 740 28 42	The official voice for the automotive supplier industry consisting of 104 of the world's most prominent suppliers for car parts, systems and modules and 25 National trade associations and European sector associations; working groups in R&D&I		x		

	Ecosystems						Communication means			
	Name	Category (network, cluster etc.)	Geographical scope	Links	Contact details/Contact person(s)	Main relevant characteristics	News webpage	Newslette	Events	Connection with
11	European Apparel and Textile Confederation (EURATEX)	Confederation	European	http://www.euratex.eu/index.php?id=51	phone 1 : +32-2-285.48.83 phone 2 : +32-2-285.48.81; e-mail : info(at)euratex.eu	EURATEX is recognised by the Commission as the voice of the "European Technology Platform for the future of textile and clothing". In that sense we are certified and recognised as one of the key bodies to consult (DG Research); providing the members with advice in EU funding for research and innovation	x			
12	EUROFER-the European Steel Association	Association	European	http://www.euro	Tél.: +32 2 738 79 20	Representing steel manufacturers at a European level	x	x		
13	European Trade Association for Business Angels, Seed funds, and other early stage	Business Angel Association	European	http://www.eban.org/	Luis Galveias Director of Secretariat luis.galveias@eban.org; T. (+32) 2 626 20 62	Representing the interests of business angels, business angels networks (BANs) and federation of networks, seed funds and other entities;	x	x	x	x
14	Europe Unlimited	Venture Capital Organisation	European	www.e-unlimited	Tel: +32 (0)2 644 65 80; info@e-unlimited.com	Helping SMEs in raising funds; Connecting research with business; Working with EU and regional institutions			x	
15	StartUp Bootcamp	Accelerator	European	http://www.start	Marc Wesselink marc@startupbootcamp.org; Tom Parsons tom@startupbootcamp.org	Accelerating Start-ups-offices all around Europe	x			
16	European Private Equity and Venture Capital Association (EVCA)	Association	European	http://evca.eu/	Emma Thorpe Head of Communications Direct: +32 2 290 02 30 Mobile: +32 479	Representing 650 member firms and 500 affiliate members, including early-stage venture capital, large private equity firms etc. SME oriented; open dialogue with EU	x			x
17	World Alliance for Innovation (WAINOVA)	Network	Global	http://www.wain	Tel: (+34) 95 20 28303 Email: wainova@wainova.org; Luis Sanz WAINOVA Coordinator	Network of 28 of the major Science/Technology/Research Park and Business Incubator associations throughout the world; Promoting innovation, technology tranfer and the establishment of technology	x			
18	ACEA-European Automobile Manufacturer's	Association	European	http://www.acea.be/	Phone +32 2 732 55 50 Email info@acea.be	Representing the interests of the fifteen European car, truck and bus manufacturers at EU level	x			
19	International Association of Science Parks	Association	Global	http://www.iasp.	Luis Sanz - Director General sanz@iasp.ws; Tel.+34 95 202 83	Worldwide network of science parks and areas of innovation	x	x		x
20	International Network for SMES (INSME)	Network	Global	http://www.insm	Ms Christin Pfeiffer Tel.: +39 06 68806803 Email:	Innovation and technology transfer to SMEs; create links between policy makers and intermediaries	x	x		x

	Ecosystems						Communication means			
	Name	Category (network, cluster etc.)	Geographical scope	Links	Contact details/Contact person(s)	Main relevant characteristics	News webpage	Newslette	Events	Connection with
21	Institute for Small Business and Entrepreneurship (ISBE)	Network	European	http://www.isbe.org.uk/AboutUs	Lorraine Reese Head of Business and Events T: +44 (0)20 7554 9940 Email: lorraine@isbe.org.uk	A network for people and organisations involved in small business and entrepreneurship research, policy, education, support and advice	x			x
22	European Alliance for Innovation (EAI)	Network	European	http://eai.eu/abo	Phone: +39 0461 408400 /1662 domenico.navarra@eai.eu	Community of ICT innovators; relevant community ICT for development; working group on research and technology tranfer				x
23	Orgalime-European Engineering Industries Association	Association	European	http://www.orga	Tel: +32 2 706 82 35 E-mail. secretariat@orgalime.org	Engineering industry oriented; EU oriented	x			
24	EUREKA	Network	Global-European	http://www.eurekanetwork.org/	tel. +32 2 777 0950 info@eurekanetwork.org	Platform for R&D-performing entrepreneurs in Europe and beyond; Offering support to SMEs, large industry, universities and research institutes	x			
25	European Research Cluster on the Internet of Things	Cluster	European	http://www.internet-of-things-research.eu/index.html	Cluster Coordinator: Dr. Ovidiu Vermesan E-Mail: Ovidiu Vermesan	Bringing together EU-funded projects with the aim of defining a common vision and the IoT technology and development research challenges at the European level in the view of global development	x	x		
26	Business Europe	Network	European	http://www.busi	Tel: +32 (0)2 237 65 11	BUSINESSEUROPE plays a crucial role in Europe as the main horizontal business organisation at EU level; 41 Members in 35 countries; Entrepreneurship & SME Committee		x		
27	Eurada-The European Association of Development Agencies	Association	European	http://www.eura	Tel. : 32 2 218 43 13 E-mail : info@eurada.org	Membership of 130 regional development agencies from across the EU; Focus on Innovation and Regional development	x			
28	European Small Business Alliance	Network	European	http://www.esba	Tel: +32 2 274 25 04; secretariat@esba-europe.org	SME oriented; Representing almost one million small businesses and covering 35 European countries	x			
29	European Network of Living Labs	Network	European	http://www.oper	Ana Garcia-T: +32 2 629 16 13 E: info@enoll.org	Networking activities, conencting partners, disseminating info to members about EU funds and opportunities	x	x		x
30	NESSI	Platform	European	http://www.ness	Alexandra.Rosen@nessi-europe.eu	NESSI is a European Technology Platform active in Information and Communication Technologies for contributing to the research and innovation space of Software and Service. NESSI stands for the Networked European Software and Service Initiative. It provides a platform for the community from industry and academia.	x			

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
1	**Austrian Capital Venture and Private Equity Association**	Austria	National	http://www.avco.at/AVCO.aspx	Tel: +43 1 526 38 05, email: office@avco.at	The National Association of Austria's Private Equity and Venture Capital industry covering more than 80% of the private Austrian Private Equity	x			
2	**Be Angels**	Belgium	National	http://www.beangels.eu/	Joseph de Gheldere CEO; email: jdg@beangels.be; T: +32 10 48 50 22	Network of active investors in the Walloon Region and in the Brussels Region	x			
3	**BAN Vlaanderen vzw**	Belgium	Regional	http://www.banvlaanderen.be/Home/1731/BanVlaanderen	Rik Michel T: +32 474 / 07 11 97; email:	Business Angels network in Flanders	x			
4	**Belgian Venture Capital & Private Equity Association**	Belgium	National	http://www.bva.be/fb111wrrc623fav1szu47.aspx	email: info@bva.be; Tel: Phone : +32 (0)3 297 10 21	Professional association representing the community of venture capital and private equity active in Belgium	x			
5	**Bulgarian Business Angel Network**	Bulgaria	National	http://bban.eu/	tel +359 2 986 99 65 +359 2 937 61 93 e-mail office@bban.eu	Linking entrepreneurs with investors and assisting VC funding of start-ups, pre-seed and seed seeking projects and	x			
6	**CYBAN-Cyprus Business Angels Network**	Cyprus	National	http://www.cyban.com.cy/		Angel Investment Network in Cyprus. Connecting innovating fast growth companies to equity finance through our membership of experienced angel investors	x			
7	**Angel Executives**	Cyprus	National	http://www.angelexecutives.com/Default.aspx	info@angelexecutives.com	Investment network and business funding portal based in Cyprus. Aiming to create a dynamic network, sharing ideas, promoting and accelerating entrepreneurialism and early-stage investment	x			
8	**Danish Venture Capital and Private Equity Association**	Denmark	National	http://www.dvca.dk/#1	Tel: +45 7225 5558 E-mail: dvca@dvca.dk	Aiming to strengthen its members' business, networks and skills through a variety of activities and committees focusing on specific areas.	x			x
9	**EstBAN Estonian Business Angel Network**	Estonia	National	http://www.estban.ee/	signe@estban.ee	Estonian Business Angels Network is an umbrella organization for business angels and business angel groups seeking investment opportunities in Estonia and its neighbouring regions	x			x
10	**Estonian Venture Capital Association**	Estonia	National	http://www.estvca.ee/	Email: info@estvca.ee T: +372 616 1100	The goal is to create and project an image of the private equity industry, venture capital, and institutionalized business angels' investments in Estonia, and to manage the public relations of the industry	x			x

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
11	**Finnvera Venture Capital**	Finland	National	http://www.finnvera.fi/eng	firstname.lastname@finnvera.fi; +358 29 460 2582	Finnvera is a specialised financing company owned by the State of Finland. It provides its clients with loans, guarantees, venture capital investments and export credit guarantees. Finnvera is the official Export Credit Agency (ECA) of Finland.	x			
12	**FiBAN-Finnish Business Angels Network**	Finland	National	https://www.fiban.org/	info@fiban.org; +358 50 4913001	FiBAN is a Finnish, non-profit network of private investors that aims to inspire and increase the amount and quality of private investments made in early-stage companies.	x			
13	**Finnish Venture Capital Association**	Finland	National	http://www.fvca.fi/en	Krista Rantasaari Secretary General +358 40 535 0744; email: krista.rantasaari@fvca.fi	Members of the association are entities acting in the Finnish private equity and venture capital market	x			
14	**Sophia Business Angels**	France	National	http://www.sophiabusinessangels.com/en	04.93.00.60.25; info@sophiabusinessangels.com	50 highly qualified members from 18 different countries, from North and South America to Northern Europe. The club members invest in early stage projects, i.e. local, national or international start-ups, thus providing a good return on investment.	N/A	N/A	N/A	N/A
15	**Business Angels Nord de France**	France	Regional	http://www.i-prives.eu/	France: Isabelle LEPRETRE c.messias@nordpasdecalais.cci.fr; +33 (0)3.20.63.79.99 Belgium: Alix HOUSIAUX: +32 (0)2-397 02 37; email: ah@anim-bizangel.com	Its role is to mediate between entrepreneurs seeking funding and Business Angels in the Region.	N/A	N/A	N/A	N/A
16	**Paris Business Angels**	France	Regional	http://parisbusinessangels.com/	contact@parisbusinessangels.com	Bringing together more than 150 members "Business Angels" in the Paris region. Its mission is to contribute to the development of innovative young companies with high growth potential	x			
17	**France Angels**	France	National	http://www.franceangels.org/		Promoting investment by Business Angels in France; Representing Business Angels in French and European public institutions;	x			
18	**Business Angel Club Berlin-Brandenburg e.V**	Germany	Regional	http://www.bacb.de/		Providing support for launching all kinds of products and services	x			
19	**BANSON**	Germany	National	http://www.banson.net/	lueneburg@banson.net; +49 4131 2082 21	N/A	N/A	N/A	N/A	N/A
20	**Business Angels network Germany**	Germany	National	http://www.business-angels.de/	0201 / 89415-60; email: band@business-angels.de	N/A	N/A	N/A	N/A	N/A

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
21	Earlybird Venture Capital	Germany	National	http://www.earlybird.com/	Thom Rasche: rasche@earlybird.com Tel: 49-30-4672470-0	Investing in European companies with global ambition				x
22	Attica Ventures	Greece	National	http://www.attica-ventures.com/	Tel: +30.2103637663	Managing venture capital funds	x			
23	Hellenic Venture Capital Association	Greece	National	http://en.hvca.gr/	email: info@hvca.gr	Aiming at promoting and developing the activities of venture capital funds, examining issues of common interest concerning its members as well as protecting their business interests.	x			
24	Euroventures	Hungary	National	http://www.euroventures.hu/?lang=en	email: office@euroventures.hu Tel: +36 1 309 7900	investing in private companies in exciting industries, with the goal of helping management teams build their businesses into great regional companies	N/A	N/A	N/A	N/A
25	Hungarian Private Equity and Venture Capital Association	Hungary	National	http://www.hvca.hu/	email: hvca@hvca.hu	Investing in private companies in exciting industries, with the goal of helping management teams build their businesses into great regional companies.				x
26	HBAN – Halo Business Angel Network	Ireland	National	http://www.hban.org/	Michael Culligan (National Director) Tel: +353 (1) 669 8525; email: michael@hban.org	an all-island umbrella group for business angel investing across the island of Ireland	x			x
27	HALO Business Angel Partnership (Dublin Business Innova	Ireland	National	http://www.businessangels.ie/	email: info@businessangels.ie; Tel: (01) 410 0818/9	New national business angel network in the Republic of Ireland bringing together the private equity activities of Enterprise Ireland, InterTradeIreland and the Irish Business and Innovation Centres.	N/A	N/A	N/A	N/A
28	Irish Capital Venture Association	Ireland	National	http://www.ivca.ie/	Regina Breheny Director General Phone: 00 353 (0) 1 276 46 47 Mobile: 00 353 (0) 87 051 77 54; email: reginabreheny@ivca.ie	Representing venture capital in Ireland	x			
29	FILAS	Italy	Regional	www.filas.it	06 328851 email: info@filas.it	Guiding the economy of Lazio and promote development and innovation, especially through the adoption of new technologies; EU focus	x			
30	IntesaSanpaolo Eurodesk S.p.r.l.	Italy	Regional	www.intesasanpaoloeurodesk.com	intesasanpaoloeurodesk@intesasanpaolo.com	EU focus	x			x

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
31	**Italian Business Angel Network (IBAN)**	Italy	National	http://www.iban.it/	Tel. +39 02. 30 51 60 48/49	Italian business angels network	x			
32	**LVCA-Latvian private equity and venture capital association**	Latvia	National	http://www.lvca.lv/en	Edgars Pīgoznis-Chairman of the Board LinkedIn T.: +371 29477979 edgars.pigoznis@glc-baltic.eu	Promoting the development of venture capital sector in Latvia	x			
33	**Business Angel Fund I**	Lithouania	National	http://www.mesinvest.lt/index.php/business-angels-fund-i/82	E-mail info@mesinvest.lt; +370 5 249 7077	Aims at developing and fostering the role of entrepreneurship within the EU	x			
34	**Lithunanian Venture Capital Association**	Lithouania	National	http://www.vca.lt/EN	Tel.: +370 5 254 6713 E-mail: sarunas.siugzda@litcapital.lt	SME oriented; Representation and promotion of the VC business to institutional investors	x			
35	**Luxembourg Business Angel Network**	Luxembourg	National	http://www.lban.lu/	e-mail: lban@cc.lu	Promoting angel investing and supporting early stage investments in Luxembourg. LBAN strives to create an ecosystem that helps support the industry by bringing together private investors, early-stage funds and promising entrepreneurial ventures	N/A	N/A	N/A	N/A
36	**Lewiatan Business Angels**	Poland	National	http://www.lba.pl/en	dr Jacek Adamski + 48 22 55 99 967 jadamski@lba.pl	The largest and most active Business Angels network in Poland	x			
37	**Gildia Aniołów Biznesu**	Poland	National	www.aniolybiznesu.org	email: kontakt@aniolybiznesu.org Tel: +48 42 664 37 96	Finding innovative ideas for business or companies in early stages of development and match them with their business angels.	x			x
38	**Polish Investment Fund**	Poland	National	http://www.pif.pl/en/	e-mail: Office@pif.pl Tel: +48 22 244 20 51	investment company created to invest in Central Europe in environmental, service and technology oriented projects.	x			
39	**Polish Private Equity Association**	Poland	National	http://www.psik.org.pl/	T +48 22 458 84 30 M +48 730 995 990 E psik@psik.org.pl	Gathering private equity/venture capital investors active in Poland	x			
40	**FNABA – Federação Nacional de Associações de Business Angels**	Portugal	National	http://www.fnaba.org/	Francisco Banha Tel: (+351) 21 441 64 60 email: info@fnaba.org	Portugese business angels community	N/A	N/A	N/A	N/A
41	**APBA – Association of Portuguese Business Angels**	Portugal	National	http://www.apba.pt/	T: +351 96 916 03 25	Association of Portuguese Business Angels	x			
42	**Slovak Venture Capital and Private Equity association**	Slovakia	National	http://www.slovca.sk/	Tel: (421-2) 544 143 56 slovca@slovca.sk	Increasing awareness of the public to the availability of venture capital to the entrepreneurs, as well as to other institutions, and economic, political and regulatory bodies in Slovakia	x			

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
43	**AEBAN – Asociación Española de Bussines Angels Network**	Spain	National	http://www.aeban.es/	info@aeban.es	Spanish association of business angels	x			x
44	**ESBAN – Red Española de Business Angels**	Spain	National	http://www.esban.com/		Private Foundation for the Promotion of BA networks in Spain	N/A	N/A	N/A	N/A
45	**BANC**	Spain	Regional	http://www.bancat.com/	Tel. 902 930 518 email: info@bancat.com	Business Angels Network Catalunya	N/A	N/A	N/A	N/A
46	**Crecer+ Business A**	Spain	Regional	http://www.orkestra.deusto.es/bacrecermas/en/	Email: info@bacrecermas.es Tel.: +34 943 297 327	Contributing towards the development of an entrepreneurial ecosystem that will make the Basque Country an attractive place for entrepreneurs with innovative projects	x			x
47	**INNOBAN, Innovación y Conocimiento para el Desarrollo Sostenible, SL**	Spain	National	http://www.businessangelsinnoban.es/		Its mission is to facilitate the meeting between entrepreneurs seeking funding and business angels looking for investment opportunities to foster sustainable growth and employment.	x			x
48	**IESE Red de Inversores Privados y Family Offices**	Spain	National	http://www.iese.edu/es/empresas-instituciones/apoyo-nuevas-empresas/business-angels/	(+34) 93 253 42 00	The link between more than 130 entrepreneurs and investors to explore and implement their synergies to contribute to the creation of new businesses.				x
49	**CONNECT Skane**	Sweden	Regional	http://www.connectskane.se/	Eva Ohlstenius, Tel: 046-222 12 09 Email: eo@connectskane.se	Bringing together innovators and entrepreneurs with the financial, legal, technical, marketing and managerial resources needed to create growth in Skåne				x
50	**CONNECT Väst**	Sweden	Regional	http://www.connectvast.se/	Sofia Hjelmberg T: 031-380 67 06 email: sh@connectvast.se	Supportin startups and SMEs in West Sweden				x
51	**BID Network Foundation**	Netherlands	National	http://www.bidnetwork.org/	E: info@bidnetwork.org T: +31 (0) 20 7555 000	Providing professional services to entrepreneurs, coaches, investors, business angels and SME service providers.				x
52	**UKBAA**	UK	National	http://www.ukbusinessangelsassociation.org.uk/	020 7628 7222 • info@ukbusinessangelsassociation.org.uk	The national trade association representing angel and early stage investment in the UK.	x			x
53	**The FSE Group**	Uk	National	http://www.thefsegroup.com/	01276 608510 email fundingenquiries@thefsegroup.com	Investing in ambitious small and medium-sized enterprises (SMEs)	x			x
54	**London Business Angels**	UK	National	http://www.lbangels.co.uk/	Email: enquiries@lbangels.co.uk Tel: +44 (0)20 7321 5672	Connecting high growth small and medium sized enterprises with investment through our network of experienced and discerning business angel investors.	x			x
55	**Balkan Unlimited**	Balkans	Transnational	http://balkanunlimited.org/	Tel:+389 23224711 +389 23224784 info@balkanunlimited.org	Supporing innovation and entrepreneurship in the Balkans; Promoting economical and cultural connections in the Balkans	x			x

	Technology Parks						Communication means			
	Name	**Country**	**Geographical scope**	**Link**	**Contact details/contact person(s)**	**Main relevant characteristics**	**News webpage**	**News letter**	**Events**	**Connection with social media**
1	**Science Parks of Wallonia**	Belgium	Regional	http://www.spow.be/	info@spow.be; +32 71 91 98 72	Promote their "know-how" in the hosting of high-tech companies;	x			
2	**Italian Association of Science and Technology Parks (APSTI)**	Italy	National	http://www.apsti.it/	Alessandro Giari info@apsti.it;	The national network of scientific and technological parks	x			
3	**The French Network for Innovation (RETIS)**	France	National	http://www.retis-innovation.fr/	Pascal Hurel contact@retis-innovation.fr T:+33 (0)6 35 57 19 63	Strengthening the existing ties between higher education and research institutes, science and technology parks (known in France as "technopoles"), incubators and European Business and Innovation Centres.	x			x
4	**Finnish Science Park Association (TEKEL)**	Finland	National	http://www.tekel.fi/	Jaakko Helenius Jaakko.helenius@tekel.fi Tel. +358 46 712 1330	A nationwide co-operation network of Finnish science parks and technology centres, containing 29 members in Finland's university cities.	x			x
5	**Trento RISE**	Italy	Regional	http://www.trentorise.eu/	Tel: +39 0461 314031	Connecting several of the major actors in ICT research, education and business in the Trento region	x			x
6	**Galileo**	Italy	National	http://www.galileopark.it/en.html	tel +39 049 8061111 galileo@galileopark.it	Sustaining the competitive skills of enterprises through the implementation of activities and services to support the innovation.	x			
7	**Kilometro Rosso**	Italy	National	http://www.kilometrorosso.com/index.php?option=com_content&view=category&layout=blog&id=42&Itemid=1&lang=en	Tel: +39 035 591 100	Attracting laboratories and R&D centres, hi-tech companies and providers of advanced services Creating new, knowledge-intensive business and research spin-offs Managing the provision of technological, logistical and real estate services Promoting links with national and international universities and science/technology/finance institutions through public and private partnerships	x			
8	**UPTEC - Science and Technology Park of University of Porto**	Portugal	Regional	http://uptec.up.pt/en	Clara Gonçalves-Phone: +351 220 301 500 Email: geral@uptec.up.pt	A space of the mutual leverage of skills between academia and business, which seeks to take advantage of this real proximity to act as a provider of interconnection between these two media.	x			x
9	**Parkurbis**	Portugal	Regional	http://www.parkurbis.pt/index.php	Tel: [+ 351] 275 957 000	Promoting and supporting R&D activities; contributing to regional development	x			x
10	**Portuguese Association of Science and Technology Parks**	Portugal	National	http://www.tecparques.pt/	Américo Thomati tecparques@tecparques.pt T: +351229436073	Portuguese Association of Science and Technology Parks		x		x

	Technology Parks						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	News letter	Events	Connection with social media
11	Andalusian Technology Network (RETA)	Spain	Regional	http://www.reta.es/	Lourdes Cruz Ochotorena lcruz@reta.es	Aiming to promote innovation and technological development through technological spaces of Andalusia.				x
12	Basque Country Network of Technology Parks (RPTE)	Spain	Regional	http://www.parquestecnologicosvascos.es/?lang=en	rpte@rpte.net	Promoting cooperation between businesses and between them and Universities and Technology Centres. Backing for the creation of new, technology-based businesses, via the start up of business nurseries and incubators.				x
13	The Network of Scientific and Technological Parks of Catalonia (XPCAT)	Spain	Regional	http://www.xpcat.net/	T: 93 582 45 45 Josep Miquel Pique xpcat@ptv.es	Holding big spaces of production, transfer, diffusion and use of knowledge. It also works as the point of contact for the research and the innovative community		x		
14	FUNDECYT – PARQUE CIENTIFICO Y TECNOLOGICO DE EXTREMADURA	Spain	Regional	http://www.pctextremadura.com/	Victor PIRIZ MAYA: Tel. +34 924 01 46 00 victor.piriz@fundecyt-pctex.es Brussels office Francisco DÍAZ Tel. +32 2 736 59 50 francisco.diaz@fundecyt-pctex.es	Working to develop a public research excellence, actively engaging increase opportunities to contribute to the transformation of society as an agent protagonist in the new economy knowledge, contributing to business development in Extremadura	N/A	N/A	N/A	N/A
15	Spanish Association of Science and Technology Parks (APTE)	Spain	National	http://www.apte.org/es/	Felipe Romera Lubias fromera@pta.es T: +34 951 23 13 06	APTE members are science and technology parks that are located in 17 different autonomous communities. The companies and institutions located in those parks are the best the reference of the Spanish system of	x			x
16	AINIA - Centro Tecnológico	Spain	National	http://english.ainia.es/web/english	e-mail: info@ainia.es; Tel: +34 96 136 60 90	Ading value to companies by leading innovation and technological development in a responsible and committed way".				x
17	Parcbit Tecnological innovative park	Spain	Regional	http://www.parcbit.es/wparcbitfront/	Tel: 971 784 730 general@parcbit.es	Techological Innovation park Balear	x	x		x
18	ITI - Instituto Tecnológico de Informática	Spain	National	http://www.iti.es/en/about-us/index.html	e-mail: iti@iti.es; Tel: +34 96 387 70 69	The Institute of Computer Technology is a specialized technological centre of Research, Development and Innovation in Information and Communication Technologies.	x			
19	United Kingdom Science Park Association (UKSPA)	UK	National	http://www.ukspa.org.uk/	Paul Wright paul.wright@ukspa.org.uk Tel: +44 (0) 1799 532050	UK Science park	x			
20	Nothern Island Science Park	UK	Regional	http://www.nisp.co.uk/	Tel: +44 (0)28 9073 7800 Email: info@nisp.co.uk	Northern Ireland Science Park offers agile office space facilities available to rent by knowledge based enterprises, large and small.				x

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
1	Cluster Information Technologies Tyrol	Austria	Regional	http://www.standort-tirol.at/page.cfm?vpath=index	Tel.: +43.512.576262 Mail: office@standort-tirol.at	Austrian cluster on information technology	x			
2	INFOPOLE Cluster TIC	Belgium	Regional	http://clusters.wallonie.be/infopole-en/	Tél. : +32(0)81 72 51 63 e-mail : infopole@infopole.be	The network that brings together and unites professionals in Information and Communication Technologies to promote business and innovation through partnership.	x			
3	V-ICT-OR	Belgium	Regional	http://www.v-ict-or.be/	Raf Buyle-info@v-ict-or.be		x			x
4	ICT Cluster	Bulgaria	National	http://www.ictalent.org/	Phone (+359 2) 489 97 44 E-mail office@ictcluster.bg; Anna Naydenova Project	A cluster initiative supporting emergence and development of clusters in the filed of ICT in				x
5	ICT CLUSTER-VARNA	Bulgaria	Regional	http://www.ict-cluster-varna.eu/	phone/fax: +359 52 302 496 e-mail: d.raykova@ict-cluster-varna.eu	union of 11 companies representing the ICT business from the region of Varna and several companies from ICT-supporting industries , that strives to develop itself as a regional economy's competitiveness driver and a know-how transfer center.	N/A	N/A	N/A	N/A
6	The Association of Croatian ICT Clusters	Croatia	National	http://www.cro-ict.net/Home.aspx	info@cro-ict.net +385 98 259 305 +385 98 674 883	Our partners are regional development agencies, business incubators and technological parks.	N/A	N/A	N/A	N/A
7	National Cluster Association	Czech Republic	National	http://www.nca.cz/en	PaedDr. Pavla Bruskova - President Tel.: +420 552 308 348 Mob: +420 731 505 929 e-mail: bruskova@nca.cz, info@nca.cz	Creating a competent long-term platform for the development of cluster initiatives in the Czech Republic and an active interface for international links; innovation oriented	x			x
8	Copenhagen Finance IT Region	Denmark	Regional	http://www.cfir.dk/en-GB/Pages/default.aspx	Tel: +45 3370 1117 cfir@cfir.dk-Anette Broløs +45 3370 1103	Promoting Copenhagen as a finance IT centre and to support growth and innovation in the intersection between finance and it	x			
9	BrainsBusiness - ICT North Denmark	Denmark	Regional	http://www.brainsbusiness.dk/	Lars Horsholt Jensen Cluster Manager +45 99311569	Establishing and supporting professional networks for the North Denmark ICT industry	x			
10	Estonian ICT Cluster	Estonia	National	http://www.itl.ee/	Doris Põld cluster manager +3726177146; doris.pold@itl.ee	Uniting the Estonian information technology and telecommunications companies, to develop their cooperation in Estonia towards information society, to represent and protect the interests of member companies and to express their intent.				x

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
11	ICT Electronics and Metal Industry Cluster	Finland	National	http://www.kainuunetu.fi/	Marko Kanninainen: marko.kanniainen@kainuunetu.fi	Supporing all the sectors of the economic life in Kainuu and to assist our regions key sector companies to develop their know-how in business operation, competitiveness, growth and cooperation as well to improve key clusters and their condition of activities.	N/A	N/A	N/A	N/A
12	Kajaani Data Center Cluster	Finland	Regional	http://kajaanidccluster.org/	Kati Haverinen kati.haverinen@kainuunetu.fi 358445514536	An ICT sector center of expertise in Kainuu, Finland;	x			x
13	PEBA	France	Regional	http://france-it.fr/peba.html	Cyril Guilhamet: cyril@peba-pyrenees.com	Building regional, national and even international links around ICT	x			
14	NUMELINK	France	Regional	http://www.numelink.com/	Salem Nait-Idir snaitidir@numelink.com 0477793930	Representing a key sector of the economy of the Loire Valley and backs actions aiming at accelerating its growth	x			
15	EURIPIDES	France	National	http://www.euripides-eureka.eu/	Remy Renaudin: remy.renaudin@euripides-eureka.eu; Tel : +33 1 45 05 70 49	The EURIPIDES² is a EUREKA cluster supporting cooperative industrial R&D from design to process and manufacturing in the crucial domain of smart electronic systems integration in aerospace, automotive, energy, health care, transport, and in all new domains like smart cities, mobility and security.	x			
16	SYSTEMATIC Paris Region	France	Regional	http://www.systematic-paris-region.org/fr	Thierry LOUVET t.louvet@systematic-paris-region.org +33 6 72 20 57 69	Bringing together more than 650 key players in the Paris Region area. Each of them working in the field of software-dominant systems with a strong societal dimension.	x			x
17	Baden-Württemberg: Connected e.V. - bwcon	Germany	Regional	http://www.bwcon.de/	Bernd Hertl hertl@bwcon.de +4971190715503	Dedicated to promoting Baden-Württemberg as a key location for innovation and technology; connecting more than 600 businesses and research institutions	N/A	N/A	N/A	N/A
18	Virtual Dimension Center Fellbach w.V.	Germany	National	http://www.vdc-fellbach.de/	Christoph Runde christoph.runde@vdc-fellbach.de +49 (0)711 58 53 09 11	Leading network for Virtual Engineering and Virtual Reality.				x
19	Beyern Innovativ	Germany	Regional	http://bayern-innovativ.de/?Edition=en	Tel. +49 911-206 71-0 E-Mail: info@bayern-innovativ.de	Bavaria's Corporation for Innovation and Knowledge Transfer	N/A	N/A	N/A	N/A
20	INNOSKART ICT Cluster	Hungary	National	http://innoskart.eu/hu/	Zsuzsanna Pintér mobil: +36 (20) 988-5351 e-mail: pinter.zsuzsa@kdrik.hu	A focus on the support of ICT SMEs' high added value, export-oriented and innovative networking activities	x			

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
21	**PANAC-Pannon automotive cluster**	Hungary	National	http://www.autocluster.hu/content_2-en.html	Zoltan Kabacs- Cluster manager: kabacs.zoltan@autocluster.hu	Innovative network cooperation of the enterprises and organisations holding stake in the automotive industry	x			
22	**Fondazione Distretto Green and Hi-Tech of Monza Brianza**	Italy	Regional	http://www.distrettohtmb.it/Home/tabid/38/language/en-US/Default.aspx	MARTA ABINTI m.abinti@distrettohtmb.it +39 039 6396301	Activities: ICT in the areas of R&D, implementation and manufacturing of products ranging from micro-electronic devices, systems and services dedicated to telecommunications and information management.	N/A	N/A	N/A	N/A
23	**Torino Wireless Foundation**	Italy	Regional	http://www.torinowireless.it/	Marco Ramella Votta: marco.ramella@torinowireless.it	Bringing the Piedmontese ICT companies along the way of innovation and competitiveness, promoting models of collaboration, knowledge transferring and cluster projects, and establish the ICT District as an international hub of technology and innovation	x	x		x
24	**Latvian IT Cluster**	Latvia	National	http://www.itbaltic.com/en/home/	Lilita Sparane lilita.sparane@itbaltic.com +37167089815	Latvian IT Cluster's member companies specialize in software development, IT consultations, hardware architecture, networking & data transmission solutions, etc.	x			x
25	**Infobalt**	Lithuania	National	http://www.infobalt.lt/en/about	Edmundas Žvirblis +370 5 262 2623, +370 686 554 22 zvirblis@infobalt.lt	Promoting the use of Information and Communication Technologies' to benefit of society, businesses and public sector; among its activities: facilitating growth of international activities and exports				x
26	**Luxembourg ICT Cluster**	Luxembourg	National	http://www.ictcluster.lu/	Lena Martensson: lena.martensson@luxinnovation.lu Phone: +352 43 62 63 - 1	Bringing together various actors in the field of ICT in Luxembourg with the goal of fostering new and sustainable business opportunities through collaborative research, development and innovation projects.	x			
27	**SynergIT Klaster Informatyczny**	Poland	National	http://klaster.siecinnowacji.org/en	Paweł Kołodziejski: p.kolodziejski@eureka-tp.pl tel: 512 012 865	Supporting entrepreneurship and innovativeness in the field of IT technologies and creation of conditions for effective commercialization research and development findings	x			
28	**Wielkopolska ICT Cluster**	Poland	National	http://wklaster.pl/en/	Adam Olszewski: adol@man.poznan.pl tel. (61) 662 75 27	The leading ICT cluster in Poland	x			
29	**ICT Eastern Cluster**	Poland	Regional	http://www.ecict.eu/News/NotLoggedHeadNews	Joanna Kaminska: joanna.kaminska@ideopolis.eu tel: 509 488 420	Being business point of contact for the 7th Framework Programme	N/A	N/A	N/A	N/A
30	**Mazovia Cluster ICT**	Poland	Regional	http://multicluster.pl/members/mazovia-cluster-ict/172	Katarzyna Radzio kradzio@ipi.wiedza.org.pl +48512196378	Establishing and developing cooperation between sector of computer science enterprises, telecommunication, telecommunication and electronic media R&D units, universities and business institutions and local authorities in the area of Warsaw and outside metropolitan areas.				x

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
31	Inovaria	Portugal	Regional	http://www.inova-ria.pt/	Antonio Teixeira: ateixeira@inova-ria.pt tel. +351 234 384 218	Business qualification, internationalization, relationships with associates and relationship with the environment.				x
32	ICT Oltenia Cluster	Romania	Regional	http://clustero.eu/en/ict-regional-competitiveness-pole-oltenia-cluster	Mircea Badea. mircea.badea@ipacv.ro	Services for SMEs, business cooperation, promotion through participation in national/international fairs and exhibitions, business internationalization, development of a competitiveness pole and expertise.	N/A	N/A	N/A	N/A
33	Regional ICT Cluster - West Region Romania	Romania	Regional	http://www.regiuneavest.ro/en/home/	Cistelecan Cristin cristi.cistelecan@adrvest.ro +40 746 156520	promoting and supporting the regional ICT enterprises in becoming global market players, with their own products, under a strong regional brand.	N/A	N/A	N/A	N/A
34	ICT Technology Network	Slovenia	National	http://www.ict-slovenia.net/	Tomaz Vidonja: tomaz.vidonja@ict-slovenia.net	Establishing connections between companies and research institutions				x
35	Acs automotive cluster - GIZ ACS	Slovenia	Regional	http://www.acs-giz.si/	tel.: +386 (0)1 236 17 35 236 17 36 email: info@acs-giz.si	Providing support for its members to integrate into the global automotive industry and to improve the range of their products and services.	x			
36	IDIA	Spain	Regional	http://www.idia.es/web/idia/inicio;jsessionid=49F2C0852CD6718D4F30714D29F504FF	Antonio Novo antonio.novo@idia.es +34650410080	Innovation in processes, products, organization and markets				x
37	Clúster Insignia Empresarial	Spain	Regional	http://www.insigniaempresarial.com/	Emma Gonzalez egonzalez@insigniaempresarial.com +34 922 670 258	Creating synergies between the Information and Communications Technology companies and all members of the cluster.	N/A	N/A	N/A	N/A
38	Cluster TIC de Barcelona Digital	Spain	Regional	http://www.bdigital.org/en/Pages/Home.aspx	Gemma Batlle clustertic@bdigital.org +34 93 553 45 40	A meeting place and networking for start-ups, small and medium companies and other entities for the use of boosting the competitiveness of Catalan ICT sector, promoting a new corporate culture based on collaboration and open innovation.				x
39	AERTIC	Spain	Regional	http://aertic.es/	F. Javier Ridruejo javier.innovacion@fer.es +34 941271271	Enterpreneurship; Internationalisation				x
40	Cluster 55°	Sweden	Regional	http://cluster55.org/	Micael Gustafsson micael.gustafsson@oresund.org +46736993601	Regional and international network; helping expanding business				x

	Incubators-Accelerators						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
1	**Innovation Service Network**	Austria	European	http://www.innovation.at/?lang=en	Reinhard Willfort email: reinhard.willfort@innovation.at Tel: +43316919229-0	Accompaning companies during the development of new products and services and help them to establish strategies and procedures for a successful market	x			
2	**iMinds**	Belgium	National	http://www.iminds.be/en	T +32 9 331 48 00 info@iminds.be	Offering companies and organizations active support in research and development.				x
3	**Node 5**	Czech Republic	National	http://node5.cz/	Tel: +420 776 862 250 email: info@node5.cz	A co-working workspace that combines the best of a business incubator and startup accelerator – mainly for early stage technology startups, programmers and graphic/UX designers.				x
4	**Startup Yard**	Czech Republic	National	http://startupyard.cz/	info@startupyard.cz	Seed accelerator for technology startups				x
5	**Tallinna ettevotlusinkubaatord**	Estonia	National	http://inkubaator.tallinn.ee/eng/	Phone 604 0620 info@inkubaator.ee	Incubation; Startup services; business development services				x
6	**FranceDigitale**	France	National	http://www.francedigitale.org/	Willy Braun – willy@francedigitale.org	An association of more than 100 digital professionals: Entrepreneurs, investors and startups.				x
7	**Paris Incubateurs**	France	Regional	http://www.parisincubateurs.com/	email: info@parisincubateurs.com	150 beneficiaries; innovation oriented	x	x		x
8	**FoundersLink**	Germany	National	http://www.founderslink.com/	email: info@founderslink.com.	Identifying opportunities, creating business plans				x
9	**Hack Fwd**	Germany	National	http://hackfwd.com/	Lars Hinrichs - Executive: lars@hackfwd.com	Innovation oriented	x			x
10	**iCatapult**	Hungary	National	http://www.icatapult.co/	Tel:+36 20 358 1183 email: 12b@icatapult.co	Accelerator and business development company focusing on taking European technologies to the global market				x

	Incubators-Accelerators						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
11	Roma Startup	Italy	Regional	http://www.romastartup.it/english/	romastartup@romastartup.it	Association of local ecosystem of startup enablers and accelerators.	N/A	N/A	N/A	N/A
12	H-Farm	Italy	National	http://www.h-farmventures.com/en/about-us	Tel. +39.0422.789611	Accelerating the development of Internet startups via a combination of seed investment and incubation services.	x			x
13	Startup Highway	Lithuania	National	http://startuphighway.com/en	team@startuphighway.com	European start-up accelerator	x			x
14	Gammarebels - Accelerator	Netherlands	National	http://www.hardgamma.com/gammarebels/	tel: +48 22 423 70 60 info@hardgamma.com	Startup accelerator program for technology entrepreneurs	x	x		x
15	Beta-i	Portugal	National	http://beta-i.pt/	geral@beta-i.pt Tel: 926 667 633	Accelerating startups; innovation oriented				x
16	Startup Lisboa	Portugal	National	http://startuplisboa.com/	Email: geral@startuplisboa.com	Incubator	x			x
17	MadanParque	Portugal	Regional	http://www.madanparque.pt/	Email info@madanparque.pt Tel: [351]210438600; José Damião: jose.damiao@madanparque.pt	Incubator, Coaching, Seed capital, Technologic park				x
18	STING-Stockholm innovation & growth	Sweden	Regional	http://www.stockholminnovation.com/EN/11/start	Tel: +46 (0)8-20 28 40	Accelerator; ICT oriented	x			x
19	SISP Swedish Incubators & Science Parks	Sweden	National	http://www.sisp.se/?language=en	Magnus Lundin magnus.lundin@sisp.se Tel: +46 709-703807	A non-profit association with national coverage, its members including over 5000 companies with more than 72 000 employees. Focus is growth in knowledge-based companies.				x
20	Tech Hub	Uk	National	http://www.techhub.com/	hello@techhub.com Tel: +44 (0) 20 7256 6551	Creating spaces around the world for tech entrepreneurs to meet,				x

	National Associations-Federations					Communication means			
	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
1	**Österreichischer Gewerbeverein**	Austria	http://www.gewerbeverein.at/de/home	Telefon +43 1 5873633 E-Mail s.blahut@gewerbeverein.at	Austrian Association of SMEs				x
2	**BULGARIAN ASSOCIATION OF REGIONAL DEVELOPMENT AGENCIES AND BUSINESS CENTRES - BARDA**	Bulgaria	http://www.isede-net.com/content/partners/barda-bulgarian-association-regional-development-agencies-and-business-centres	Milena MIHAYLOVA Tel./Fax +359 2 980 97 03 office@barda.bg	Development of the regional economies and the SME sector	x			x
3	**CEED-Center for entrepreneurship and executive development**	Bulgaria	http://www.en.ceed-bulgaria.org/web/default.aspx	Nikolay Yarmov, Executive Director E-mail: nyarmov@ceed-bulgaria.org Tel: (+359) 2 819 43 17	Supporting entrepreneurs by providing know-how and networks they need to accelerate the growth of their businesses	x			
4	**Bulgarian small and Medium Enterprises Promotion Agency**	Bulgaria	http://www.sme.government.bg/en/	Phone: +359 2 940 7940 e-mail: office@sme.government.bg	Providing to Bulgarian SMEs information and consulting services, organizing training courses and implementing promotion activities in supporting the increase of SMEs' competitiveness and strengthening their international positions	x			
5	**Business Innovation Center of Croatia**	Croatia	http://www.bicro.hr/en/	E-mail: ured-bicro@bicro.hr Tel: 01 2352 - 601	Supporting innovation and technology-based businesses in Croatia				x
6	**Cyprus Information Technology Enterprises**	Cyprus	http://www.citea.net/icustomers/citea/iweb/iweb.nsf/WebContentDocsByID/ID-203B1DD595B5AF76C2256B2800367D3A?OpenDocument	Tel: +357 2 665102, mkallis@oeb.org.cy	High growth/innovative SME's	x			
7	**Czech Centre for Science and Society**	Czech Republic	http://www.ccss.cz/en/?menuID=12&action=article&presenter=Article	Taker Zebra- email: ccss@ccss.cz Tel +420 605 033 596	An association of high tech SMEs, the public administration and research organizations. It is focused on International activities in the field of international research projects and utilization of modern technologies; SME oriented	x			x
8	**Czech ICT Alliance**	Czech Republic	http://ceeoa.org/members/czech-ict-alliance/	Michal Zálešák Email: info(at)czechict.cz Phone: +420608112333	Raising the profile of Czech ICT companies abroad; promoting Czech ICT companies to foreign customers	N/A	N/A	N/A	N/A
9	**Association of Small and Medium-sized Enterprises and Crafts**	Czech Republic	http://www.amsp.cz/index.php?lchan=1&lred=1	Eva Svobodová, e-mail: svobodova@amsp.cz; Tel: +420 222 246 404, +420 733 722 512	Bringing together small and medium-sized enterprises and craftspeople and their organisations from around the whole country	x			
10	**Danish Federation of SME's**	Denmark	http://dfsme.dk/frontpage.aspx	tel. +45 33 93 20 00 hvr@hvr.dk	Supporting SMEs. Aiming at improving the business conditions of Danish small and medium-sized enterprises.	N/A	N/A	N/A	N/A

	National Associations-Federations					Communication means			
	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
11	EVEA - Estonian Association of SME's	Estonia	http://www.evea.ee/?set_lang_id=2	Tel: +372 6410 916 · E-mail: evea@evea.ee	Continuously monitoring the development and problems of the SME sector in Estonia	N/A	N/A	N/A	N/A
12	FICom-Finnish Federation for Communications and Teleinformatics	Finland	http://www.ficom.fi/inbrief/index.html	Reijo Svento: reijo.svento@ficom.fi tel: + 358 9 6812 1010	Promoting the development of information and communications technology				x
13	Tekes – the Finnish Funding Agency for Technology and Innovation	Finland	http://www.tekes.fi/en/community/Home/351/Home/473/	Tel. +358-29 50 55000 info@tekes.fi	Tekes is the most important publicly funded expert organisation for financing research, development and innovation in Finland. We boost wide-ranging innovation activities in research communities, industry and service sectors.	x	x		
14	Comité Richelieu, French Association of Innovative SMEs	France	http://www.comite-richelieu.org/	email: contact@comite-richelieu.org +33 1 83 62 85 01	Innovation oriented; Promotng and supporting R&D; SMEs internationalisation	x			
15	AFIC-Association Francaise des investisseurs pour la croissance	France	http://www.afic.asso.fr/Website/site/fra_accueil.htm	Tél. : 01 47 20 99 09 info@afic.asso.fr	French Association of Investors for growth	x			
16	CONSEIL NATIONAL DES ECONOMIES REGIONALES	France	http://www.cner-france.com/	Antoine ANGEARD Tel. +33 1 42 22 35 29 a.angeard@cner-france.com	Federation of development agencies and economic expansion committees	x	x		x
17	Bundesverband mittelständische Wirtschaft (BVMW)	Germany	http://www.bvmw.de/	Barbara Bonrath-Kaster - Head of Foreign Trade: bara.bonrath-kaster@bvmw.de; Tel: +49 30 533206-22	The German Association for Small and Medium-sized Businesses				x
18	German Association of Innovation, Technology and Business Incubation Centres (ADT)	Germany	http://www.adt-online.de/homepage.html	Andrea Glaser glaser@adt-online.de	Supporting its member centres in fulfilling their task of initiating and overseeing innovative technology-oriented start-ups.	N/A	N/A	N/A	N/A
19	SEPE-Federation of Hellenic Information Technology & Communications Enterprises	Greece	http://www.sepe.gr/en/AboutSEPE	T +30210 924 9540-1 info@sepe.gr	Promoting Information and Communications Technologies (ICT) in Greece and to enlarge ICT Industry's market.	x			x
20	ICT Association of Hungary-IVSZ	Hungary	http://ivsz.hu/en	Tel.: (1) 266-6346 E-mail: iroda@ivsz.hu	A major organization in the field of Hungarian information technology in recent years				x
21	Irish SME Association-ISME	Ireland	http://isme.ie/	Phone : (01) 662 2755 E-mail: isme@isme.ie	Irish SME association	x			x
22	ICT Ireland	Ireland	http://www.ictireland.ie/Sectors/ICT/ICT.nsf/vPages/Home?OpenDocument	Paul Sweetman Email: Paul.Sweetman@ibec.ie	The leading representative body for the technology sector in Ireland	x			

	National Associations-Federations					Communication means			
	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
23	**Latvian Information and Communications Technology Association - LIKTA**	Latvia	http://www.likta.lv/EN/Pages/home.aspx	Janis Bergs: +371 67116211 email: janis.bergs@fms.lv	Regrouping over 85 important ICTE product and service providers and educational institutions, as well as about 130 individual professional members of the ICTE industry sector in Latvia, namely in computer hardware and software, electronics, and telecommunications infrastructure and service providers.	N/A	N/A	N/A	N/A
24	**Lithuanian Business**	Lithuania	http://www.lvk.lt/en	Email: info@lvk.lt	Representing the largest service, trade, and high–tech companies	x			x
25	**ICTLuxembourg**	Luxembourg	http://ictluxembourg.lu/	Romain Lanners board@ictluxembourg.lu	It supports and fosters ICT related projects and initiatives throughout the country for a strong national positioning and a more effective international reach.	x			x
26	**Luxinnovation- National Agency for the Promotion of Innovation and Research of Luxembourg**	Luxembourg	http://www.luxinnovation.lu/	Phone: (+352) 43 62 63 - 1	Promoting R&D and innovation in Luxembourg; informing and supporting innovative start-ups, companies and public research organisations and help them at any phase of their projects	x			
27	**Maltaenterprise**	Malta	http://www.maltaenterprise.com/en	Tel: +356 2542 0000 E-mail: info@maltaenterprise.com	Rresponsible for the growth and development of Maltese enterprises both locally and beyond our shores.	x			x
28	**Nederland ICT**	Netherlands	http://www.nederlandict.nl/?id=9682	info@nederlandict.nl	Applying its expertise and knowledge for the purpose of providing the highest possible quality service and opportunities to its members in the ICT sector, and help them make the right decisions in delivering commercial solutions and achieving growth and profitability.	x			x
29	**Polish Agency for Enterprise Development**	Poland	http://www.parp.gov.pl/index/main/	Phone: (22) 432 80 80, 432 71 25 President Bożena Lublinska –Kasprzak: dariusz_wogtaszek@parp@gov.pl	Promotion of SMEs - government agency that has been providing support to entrepreneurs in the implementation of competitive and innovative projects	x			
30	**IAPMEI - Portuguese Agency for SME**	Portugal	http://www.iapmei.pt/	T. 213 836 000 email: info@iapmei.pt	SME and innovation oriented	x			
31	**ADI – Portuguese Innovation Agency**	Portugal	http://www.adi.pt/	Tel.: +351 214232100; email: degraucientifico@adi.pt	Promoting innovation and technological development with a view to facilitating closer ties between research activities and the	x			
32	**APSDI – Assoc. para a Promoção e**	Portugal	http://www.apsi.pt/	Tel: 253510319 EMail: apsi@apsi.pt	Assoc. for the Promotion and Development of the Information Society	x			
33	**National Agency for Development of SME**	Slovakia	http://www.nadsme.sk/en	tel.: +421 2 502 44 500 fax: +421 2 502 44 501 e-mail: agency@nadsme.sk	Supporting development and growth of small and medium-sized enterprises (SMEs) in the Slovak Republic				x
34	**ICT Technology Network**	Slovenia	http://www.ict-slovenia.net/eng/index.php	info@ict-slovenia.net	Connecting companies and research institutions; internationalisation; promoting SMEs				x

	National Associations-Federations					Communication means			
	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
35	Slovenian Business&Research Association	Slovenia	http://www.sbra.be/en/about-us	Phone: + 32 2 645 19 10 E-mail: info@sbra.be; prof. dr Boris Cizelj President of the Board T +32 2 645 19 10 boris.cizelj@sbra.be	Connecting business, research and local communities in Slovenia with the EU institutions and other public and private bodies at EU level; promoting the participation of the members in EU initiatives and programmes	x			
36	CEPYME-Confederación Española de la Pequeña y Mediana Empresa	Spain	http://www.cepyme.es/es/portada/	Teléfono: 91 411 61 61 contacto@cepyme.es	Promoting interests of SMEs; informing SMEs about possible opportunities	x			
37	CDTI-Centro para el desarrollo tecnologico industrial	Spain	http://www.cdti.es/index.asp?idioma=2	Phone: (34) 91 581 55 00	Fostering Spanish participation in international technological cooperation programmes; internationalisation of technology; Research and development projects	x			
38	ASOCIACION ESPANOLA DE AGENCIAS DE DESARROLLO REGIONAL	Spain	http://www.foroadr.es/	Francisco J. MARTINEZ RUIZ Tel. +34 968 36 68 43 francisco.martinez@info.carm.es	Spanish Association of regional development agencies	x			
39	AIDIMA - Instituto Tecnológico del Mueble, Madera, Embalaje y Afines	Spain	http://www.aidima.es/	e-mail: aidima@aidima.es; Tel: +34 96 136 60 70	The Technology Institute on Furniture, Wood, Packaging and related industries	N/A	N/A	N/A	N/A
40	Tillväxtverket	Sweden	http://www.tillvaxtverket.se/	08-681 91 00 email: tillvaxtverket@tillvaxtverket.se	Strengthening regional development and facilitating enterprise and entrepreneurship throughout Sweden				x

	National Associations-Federations					Communication means			
	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
41	**The Finnish Information Processing Association, FIPA, (Tietotekniikan liitto ry)**	Finland	http://www.ttlry.fi/	Lars Sonckin kaari 12 FIN-02600 Espoo, Finland, Tel: +358 (0)20 741 9898 tietotekniikanliitto@ttlry.fi	FIPA is an independent association of Finnish ICT professionals and companies that provide ICT products and services or use them. FIPA has currently 15 000 professionals and about 500 companies and organizations as members. FIPA's main objective is to develop the professional skills of its members by means of networking, member activities, seminars, training, certification programs, mentoring program, publishing and research.	x	x	x	x
42	**ISOC Finland - The Finnish Internet Association**	Finland	http://www.siy.fi/english	president@isoc.fi secretary@isoc.fi	The Finnish Internet Association was founded in 1994. The mission is to increase awareness of the Internet and its uses	x	x	x	x
43	**The Finnish Society for Computer Science**	Finland	http://www.tkts.fi/finnish-society-computer-science	c/o Päivi Majaranta School of Information Sciences FIN-33014 University of Tampere sihteeri@)tkts.fi	The Finnish Society for Computer Science is a forum for promoting computer science research, applications and the publication of research results. The society arranges discussions and courses for its members, carries out research, as well as broadcasting and co-operates with other societies in the field, both nationally and internationally. The society has c. 400 members, comprising researchers, teachers and students.	x	x	x	x
44	**The Federation of Finnish Technology Industries**	Finland	http://www.teknologiateollisuus.fi/en/	Eteläranta 10, P.O. BOX 10, FI-00131 HELSINKI, Tel. +358 9 192 31, Elers Nora, Director Communications elers.nora@techind.fi	The mission of the Federation of Finnish Technology Industries is to ensure that the Finnish technology industry has the preconditions for success in the global marketplace. The memeber organistions eploy 290 000 directly in the sector, total	x	x	x	x
45	**FIMECC, Finnish Metals and Engineering Competence Cluster**	Finland	http://www.fimecc.com/	FIMECC Oy, Åkerlundinkatu 11 A, 33100 Tampere, Finland Dr. Harri Kulmala, CEO harri.kulmala@fimecc.com	FIMECC creates new international research networks, new top science, new application-driven research contents and new business benefits. The research activities are based on ambitious target-orientation, openness, dynamics, trust, and true internationality.	x	x	x	x
46	**TIVIT**	Finland	http://www.tivit.fi	Vaisalantie 4, 02130 Espoo info@tivit.fi, Reijo Paajanen, Chief Executive Officer reijo.paajanen@tivit.fi	TIVIT is a non-profit Finnish limited company. The bedrock of all of TIVIT's activities is the capital that the 46 organisations, or partners, which own TIVIT	x	x	x	x
47	**Suomen Yrittäjät, The Federation of Finnish Enterprises**	Finland	http://www.yrittajat.fi/en-GB/	Suomen Yrittäjät, Mannerheimintie 76 A, PL 999, 00101 HELSINKI, phone +3589 229 221 toimisto@yrittajat.fi	The Federation of Finnish Enterprises has the largest membership of all business-related federations in Finland. Today our membership consists of more than 116,000 enterprises of all sizes, from all corners of the country, and encompasses the entire business spectrum.	x	x	x	x

	Regional development Agencies						Communication means			
	Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
1	ecoplus. Niederösterreichs Wirtschaftsagentur GmbH	Austria	Lower Austria	http://www.ecoplus.at/	Simone HAGENAUER Tel.: +43 2742 9000 s.hagenauer@ecoplus.at-Brussels office: Sandra STEINHAUER Tel. +32 2 549 06 64 Sandra.Steinhauer@noel.gv.at	We advise and accompany in all matters regarding business settlement and expansion, regional support and internationalization, intercompany cooperation and sector-specific networks.	x			
2	OBERÖSTERREICHISCHE TECHNOLOGIE-UND MARKETING	Austria	Upper Austria	http://www.landesholding.com/betrieb-1576393.html	Tel. +43 732 79810-5006 Email: anke.merkl@tmg.at	one-stop-shop' for operation settlements in Upper Austria.	N/A	N/A	N/A	N/A
3	AGENCE DE STIMULATION TECHNOLOGIQUE (AST)	Belgium	Wallon	http://ast.wallonie.be/	Anke MERKL; Tel. +32 4 220 51 00 are@as-e.be	Regional agency for technological support	N/A	N/A	N/A	N/A
4	CETIC - Centre of Excellence in Information and	Belgium	Wallon	http://www.cetic.be/?lang=en	Simon ALEXANDRE; Tel. +32 71 490 700 simon.alexandre@cetic.be	The Belgian ICT applied research centre dedicated to support industry	N/A	N/A	N/A	N/A
5	IWT-Flemish Institute for the Promotion of Innovation by Science	Belgium	Flanders	http://www.iwt.be/english/welcome	Tel.: + 32 (0)2 432 42 00 email: info@iwt.be	Acting as the national contact point for European funding programmes; supporting startups;	N/A	N/A	N/A	N/A
6	BUSINESS SUPPORT CENTRE FOR SMALL AND MEDIUM ENTERPRISES RUSE	Bulgaria	Ruse	http://www.bsc.rousse.bg/index.php	Iliana DRAGANOVA: Tel. +359 82 82 14 69 iy@bsc.rousse.bg	To support by all available means the business in the city, especially the small and medium scale businesses from Rousse and the region, and to stimulate their development, as well as to co-ordinate, incorporate and complement the activity of all those organization and structures, assisting to the small and medium scale business, and to establish contacts on local level,	x			
7	SOUTH MORAVIAN INNOVATION CENTRE	Czech Republic	South Moravian	http://www.jic.cz/home	David UHLÍŘ: Tel.+420 511 205 330 uhlir@jic.cz	Aiming to promote enterprise skills development and commercialisation of research in South Moravian Region.	N/A	N/A	N/A	N/A
8	ARITT CENTRE	France	Region Centre	http://www.arittcentre.fr/index.php?var_mode=calcul	Frédéric PINNA Tel. +33 2 38 88 86 06 frederic.pinna@arittcentre.fr	Supporting regional enterprises	x			x
9	AGENCE REGIONALE DE DEVELOPPEMENT PARIS-ILE DE FRANCE	France	Paris-Ile de France	http://www.paris-region.com/index.jsp?LANGUE=1	Marc KNOLL Tel. +33 1 58 18 69 16 mknoll@paris-region.com	Economic development agency				x
10	BRETAGNE DÉVELOPPEMENT INNOVATION	France	Bretagne	http://www.bdi.fr/	Sylvie HUGUET Tel. +33 2 99 67 71 10 shuguet@bretagne-innovation.fr	Regional development and innovation agency, encourages Breton economic stakeholders to work together and plays a role in the leadership and coordination of regional economic development and innovation strategy.		x		x

	Regional development Agencies						Communication means			
	Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
11	MEDITERRANEE TECHNOLOGIES	France	Marseille	http://www.mediterranee-technologies.com/	Philippe PEREZ Tel. +33 4 91 14 05 60 perez@mediterranee-technologies.com- Brussels office: Victor ROULET Tel. +32 2 741 87 58 roulet@mediterranee-technologies.com	Promoting, encouraging and supporting innovation	N/A	N/A	N/A	N/A
12	NEXA - AGENCE DE DEVELOPPEMENT, D'INVESTISSEMENT ET D'INNOVATION	France	Paris	http://www.nexa.re/	Daisy GILLES Tel. +262 262 20 21 21 daisy.gilles@nexa.re	Regional agency of development, investments and innovation	x			x
13	NORD FRANCE INNOVATION DEVELOPPEMENT (NFID)	France	North France	http://www.jinnove.com/Qui-sommes-nous/NFID-ses-missions	Jean-Marie PRUVOT Tel. +33 3 20 17 72 25 jmpruvot@nfid.fr	Innovation and development agency; SME oriented	x			x
14	JOENSUU REGIONAL DEVELOPMENT COMPANY JOSEK Ltd.	Finland	Joensuu Region	http://www.josek.fi/eng/	Pekka NUUTINEN Tel. +358 1400 679 554 pekka.nuutinen@josek.fi	JOSEK serves all companies in the Joensuu region, from start-ups to established enterprises developing their operations.				x
15	JYVÄSKYLÄ REGIONAL DEVELOPMENT COMPANY JYKES Ltd	Finland	Jyväskylä Region	http://www.jykes.fi/en/	Eeva-Liisa KOIVUMÄKI Tel. +358 20 771 5610 eeva-liisa.koivumaki@jykes.fi	Advisory and development services for SME's in all stages of their company life-cycle.				x
16	TURKU REGION DEVELOPMENT CENTRE	Finland	Turku Region	http://www.turunseutu.fi/public/default.aspx?culture=en-US&contentlan=2&nodeid=8932	Niko KYYNÄRÄINEN Tel. +358 2 2627 773 niko.kyynarainen@turku.fi; Brussels office: Tel. +32 2 280 36 08 european.office@turku.fi	Business development and service organisation.	x			
17	ASTER - AGENZIA PER LO SVILUPPO TECNOLOGICO DELL'EMILIA ROMAGNA	Italy	Emilia Romagna	http://www.aster.it/tiki-index.php	Valeria BANDINI Tel. +39 051 639 80 99 valeria.bandini@aster.it	Technological development agency				x
18	Trentino Sviluppo	Italy	Trento	http://www.trentinosviluppo.com/	Tel: +39 0464 443111 email: trentinosviluppo@arubapec.it	Fostering the sustainable development of the Trentino system by taking action and providing services aimed at supporting the growth of business skills and the capacity for innovation.	x			x
19	FONDAZIONE TORINO WIRELESS	Italy	Torino	http://www.torinowireless.it/	Chiara Ferroni- T: +39 011 1950 1401 E-mail: info@torinowireless.it	Coordinating and developing the Piedmont Technology District, an example of regional and national policy for innovation, by promoting and supporting the growth and competitiveness of the ICT companies, research institutes and entities that make part of the District	x			
20	Veneto Innovazione	Italy	Veneto	http://www.venetoinnovazione.it/?q=en	Tel.: (+39) 041 8685301 E-Mail: info@venetoinnovazione.it	Promoting and developing applied research and innovation inside the regional production system, particularly focused on SMEs meaning to pursue high technological standards, environmental improvement and human resource qualification.	x			x

	Regional development Agencies						Communication means			
	Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
21	WESTERN DEVELOPMENT COMMISSION	Ireland	Western Region	http://www.wdc.ie/	Gillian BUCKLEY Tel. +353 9498-61 441 gillianbuckley@wdc.ie	Regional development agency	x			
22	Amsterdamse Innnovatie Motor-Amsterdam Innovation Motor	Netherlands	Amsterdam	http://www.aimsterdam.nl/english	Ger Baron-T: 020 524 11 20 E: info[@]aimsterdam.nl	Stimulating and supporting sustainable collaboration, innovation and growth in the region, and strengthen international competitiveness.				x
23	NV INDUSTRIEBANK LIOF	Netherlands	Maastricht	http://www.liof.com/	Antoine PLATEN Tel. +31 43 325 46 25 platen@liof.nl	Focus areas • Foreign Inward Investments • Development & Innovation • Venture Capital • Business Parks				x
24	INOVA-RIA – Associação Empresas para uma de Rede de Inovação em Aveiro	Portugal	Aveiro	http://www.inova-ria.pt/inovaria/apresentacao.asp?lg=2	Phone: +351 234 384 218 Dr. António Manuel Sampaio Teixeira E-mail: inova-ria@inova-ria.pt	Promoting synergies and economies of scale in several areas like: innovation, R&D and collaborative development, professional training, marketing and promotion, commercialization and internationalization.	x			x
25	ADRAL - AGÊNCIA DE DESENVOLVIMENTO REGIONAL DO ALENTEJO S.A.	Portugal	Alentejo	http://www.adral.pt/	Luis CAVACO Tel. +351 266 769 150 geral@adral.pt	Regional development Agency	N/A	N/A	N/A	N/A
26	AGENCJA ROZWOJU REGIONALNEGO SA W BIELSKU BIAŁEJ	Poland	BIELSKO BIAŁA	http://nowa.arrsa.pl/	Stanisław GINDA Tel/Fax +48 33 812 26 75 sginda@arrsa.pl	Regional development Agency	N/A	N/A	N/A	N/A
27	MAŁOPOLSKA AGENCY FOR REGIONAL DEVELOPMENT S.A.	Poland	KRAKÓW	http://www.en.marr.pl/	Krzysztof KRZYSZTOFIAK Tel. +48 12 617 66 01 biuro@marr.pl	Regional development Agency				x
28	AGENTIA PENTRU DEZVOLTARE REGIONALA NORD-EST	Romania	North-East	http://www.adrnordest.ro/	Gabriela MACOVEIU Tel/Fax. +40 233 218 071 adrnordest@adrnordest.ro Brussels Office Tel/Fax. +32 2 201 16 88 ovidiu.savu.bxl@gmail.com	RDA develops strategies, attracts resources, identifies and implements financing programmes and offers services for stimulating sustainable economic development, partnerships and entrepreneurial spirit.	x			
29	REGIONAL DEVELOPMENT AGENCY OF THE PREŠOV SELF-GOVERNING REGION	Slovakia	PREŠOV	http://www.neebor.eu/index.php?page=233	Matúš GOČ Tel. 421 51 746 53 84 goc@arrpsk.sk	NEEBOR serves as a platform for open dialogue and coordination of joint actions and initiatives in order to promote the exchange of good practices and enhance cooperation and synergy in the regions.	x			x
30	AGENCIA DE INNOVACIÓN Y INVERSIÓN DE CASTILLA Y LEÓN	Spain	Castilla y Leon	http://www.empresas.jcyl.es/	Miguel Angel GARRIDO: Tel. +34 983 32 41 99 garmoymi@jcyl.es-Brussels office: Isabel CASTAÑO Tel. +32 2 509 87 35 isabel.castano@reper.maec.es delegacion.cyl@reper.maec.es	Innovation and investment Agency	x			

	Regional development Agencies						Communication means			
	Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
31	AGENCIA DE INNOVACIÓN Y DESARROLLO DE ANDALUCIA	Spain	Andalucia	http://www.agenciaidea.es/	Carmen SILERO ILLANES: Tel. +34 95 503 08 38 csillero@agenciaidea.es Brussels office: Tel. +32 2 209 03 30 delegacion.bruselas@junta-andalucia.org	Innovation and development agency				x
32	INSTITUTO TECNOLÓGICO DE CANARIAS S.A.	Spain	Canarias	http://www.itccanarias.org/web/	Javier PARDILLA FARIÑA Tel. +34 928 452 027 asesoria@itccanarias.org	Technological agency				x
33	MADRID EMPRENDE – Agencia de Desarrollo Económico	Spain	Madrid	http://www.madridemprende.com/index.php?q=	Pedro GONZÁLEZ TORROBA Tel. +34 91 480 18 15 gonzaleztp@madrid.es	Economic development Agency				x
34	SOCIEDAD PARA LA TRANSFORMACIÓN COMPETITIVA (SPRI)	Spain	Basque Country	http://www.spri.es/aNS/web/es/index.jsp	Juan D. OLABARRI Tel. +34 94 403 70 00 tolabarri@spri.es	The business development agency of the Basque Government; supporting and encouraging Basque companies	x			
35	Barcelona Activa S.A.	Spain	Barcelona	http://www.barcelonactiva.cat/barcelonactiva/en/index.jsp	Tel: 93 401 97 77 901 55 11 55 e-mail: barcelonactiva@barcelonactiva.cat	For 25 years, Barcelona Activa has promoted the economic growth of Barcelona and its influence area, fostering businesses, entrepreneurship and employment, while promoting the city internationally and its strategic sectors, while maintaining proximity to the districts and citizens.	x			x
36	Madrid Network	Spain	Madrid	http://www.madridnetwork.org/home.aspx	Jaime del Castillo infyde@infyde.net +34 91 399 75 79	A network comprising more than 750 partners, including large and small companies, research centers, universities and technology centers.	x			x
37	Acc1o	Spain	Catalunia	http://www.acc10.cat/ACC1O/cat/	Giulia DIAMANTE: Tel. +34 93 567 49 28 gdiamante@gencat.cat-Brussels office: Ana COELHO Tel. +32 (0) 2 230 97 46 acoelho@copca.com	Making Catalan enterprise more competitive throughout the world. Driving innovation, internationalisation and attract inward investment.	x			
38	SCOTTISH ENTERPRISE	UK	Scotland	http://www.scottish-enterprise.com/	Clive REEVES Tel. +44 141 248 27 00 clive.reeves@scotent.co.uk Brussels Office Sarah ENGLISH Tel. +32 2 282 83 14 sarah.english@scotent.co.uk	Supporting Scottish companies to compete; Helping to build globally competitive sectors	x			
39	South West European Partnership	UK	South West	http://www.europeanpartnership.org/	David Fletcher ph: +44 (0)75 5794 0983 Email: david@europeanpartnership.org	We work actively on behalf of our partners to make European Union policy and affairs relevant to their day-to-day work, to help them to understand and interpret European policy, and to guide them through the labyrinth of funds and programmes available.	x			x

7.2 Annex II: Tables with ranked organisations

	Ranking of Ecosystems															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing	Comments	D Involvement in research activities and	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow 55-69 Red < 55 points
1	**FInES cluster**	3	750+ shareholde	5		5	ICT	5		5	Euro pean	4				84
3	**INTEROP-VLab**	2	9 poles as members	5		5		5		5	Glob al	3				78
4	**ERRIN-European Regions Research and Innovation Network**	5	90 regions which have their	5		5	ICT	5		5	Euro pean	4				94
5	**Enterprise Europe Network**	5	600 business support organizatio ns	5	SMEs	5	also ICT	3		5	Euro pean	3				87
6	**European Business & Innovation Centre Network (EBN)**	5	An umbrella organizatio n for over 200 BICs (Business	5	SMEs	3	Variou s	3		5	Euro pean	2				80
7	**European Association of Craft, Small and Mediun Sized Enterprises (UEAPME)**	5	represents 12 million enterprise s	5	SMEs	3	Variou s	3		5	Euro pean					78
8	**European Factories of the Future Research Association (EFFRA)**	2	60 industry, 60 research	5		5	Indust ry	5		5	Euro pean	1				76
9	**ICT Finance Marketplace**	2	Not found on the pages	3	Platform for venture capitals	5	ICT	3		5	Euro pean	1				62
10	**European Association of Automotive Suppliers (CLEPA)**	4	108 companies and 28 association s	5		5	Autom otive	2		5	Euro pean	1				77
11	**European Apparel and Textile Confederation (EURATEX)**	5	Represents 186 000 companies directly or indirectly	5		5	Textile & clothin g indust ry	3		5	Europ	1				85
12	**EUROFER-the European Steel Association**	2	65 members (100% of steel production in Europe)	5		5	Steel	1		5	Europ	2				65

	Ranking of Ecosystems																
		Criterion and its weight (from 1 to 5)															
	Name	A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing	Comments	D Involvement in research activities and	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow 55-69 Red < 55 points
13	**European Trade Association for Business Angels, Seed funds, and other early stage market players**	2	140 members	3	Venture capital roof organization	3	Various	1		5	Europ	4				53
14	**Europe Unlimited**	0	20 partners	5		5	Technology	5		5	European	1				66
15	**StartUp Bootcamp**	1	Not mentioned	3	Accelerator	3	Various	1		5	European	1				45
16	**European Private Equity and Venture Capital Association (EVCA)**	1	Not mentioned	2	Venture capital	3	Various	3		5	European	2				48
17	**World Alliance for Innovation (WAINOVA)**	4	28 association members	4		5	Technology	3		5	Global	1				76
18	**ACEA-European Automobile Manufacturer's Association**	2	15 members but bjig ones (all	5		5	Automotive	3		5	European	1				70
19	**International Association of Science Parks (IASP)**	5	350 (?)	5	Network of science parks	5	Technology	5		5	Worldwide	3				93
20	**International Network for SMES (INSME)**	5	46 organization and ministry members, 48 associations	5	Network of SMEs	5		5		5	Global	3				93
21	**Institute for Small Business and Entrepreneurship (ISBE)**	2	Over 500 but part of them persons	5		5		5		3	UK (?)	2				71
22	**European Alliance for Innovation (EAI)**	2	Ca. 200	5		5	ICT	5		5	European	1				76
23	**Orgalime-European Engineering Industries Association**	5		5		5		1		5	European	1				79
24	**EUREKA**	5		5		5		5		5	European	1				91
25	**European Research Cluster on the Internet of Things**	3	Not mentioned	5		5	IoT	5		5	European	2				82
26	**Business Europe**	5	41 member federations	5		3	Various	1		5	European	1				73

	Ranking of Ecosystems																
		Criterion and its weight (from 1 to 5)															
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing	Comments	D Involvement in research activities and	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow 55-69 Red < 55 points
27	**Eurada-The European Association of Development Agencies**	5	130 regional devel.agencies	5		3	Various	1		5	European	1				73
28	**European Small Business Alliance**	5	1 million members	5		3	Various	0	Not mentioned	5	European	1				70
29	**European Network of Living Labs**	2	300 living labs	5		3	Various	3		5	European	3				66
30	**NESSI**	3	440 member organizations + 800 individuals	5		5	ICT	5		5	European	1				81

	Ranking of Business Angels and Venture Capitals															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	Austrian Capital Venture and Private Equity Association	1	60 companies	4	Association of VCs	3	Various	1		3	Austria	1				43
2	Be Angels	0	?	4	Network of invest	3	?	1	?	1	Walloon & Brussels	1		-5	Pages not in English	27
3	BAN Vlaanderen vzw	0	?	4	Network of invest	3	?	1	?	1	Regional	1		-5	Pages not in English	27
4	Belgian Venture Capital & Private	4	38 investment funds	4	Venture associ	3	Various	0		3	National	1				55
5	Bulgarian Business Angel Network	1	Not mentioned	4	Business angel netwo	3	Various? Not menti	1	Not mentioned	3	National	1				43
6	CYBAN-Cyprus Business Angels Network	1	20 compenies	4	Business angel	3	Various	1		3	National	1				43
7	Angel Executives	1	Not mentioned	2	A match maker	3	Various	1	Not mentioned	3	National	1				35
8	Danish Venture Capital and Private Equity Association	2	Over 200 members	4	VC association	3	Various	1	Not mentione	3	National	2				49
9	EstBAN Estonian Business Angel Network	2	Not mentioned	4	BA Umbrella	3	Various	1	Not mentioned	3	National	2				49
10	Estonian Venture Capital Association	4	15 members + 23 associate members	4	VC association	3	Various	3		3	National	2				65

	Ranking of Business Angels and Venture Capitals															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	Finnvera Venture Capital	5	30 000 customers	3	State owned financing company	3	Various	2		3	National	1				62
12	FiBAN-Finnish Business Angels Network	3	300 angel members	4	Network of investors	3	Various	4		3	National	1				62
13	Finnish Venture Capital Association	1	50 full & 43 associate members	4	Venture capital association	5	Industry	3		3	National	1				55
14	Sophia Business Angels	1	50 members	4	BA association	5	Hi-tech	1		3	National	1				49
15	Business Angels Nord de France	0	?	4	BA association	3	?	1	?	1	Regional	1		-5	Pages only in French	27
16	Paris Business Angels	2	150 members	4	BA association	3	?	1	?	1	Regional	1		-5	Pages only in French	37
17	France Angels	1	?	4	BA association	3	?	1	?	3	National	1		-5	No English pages	38
18	Business Angel Club Berlin-Brandenburg e.V	0	?	4	BA association?	3	?	1	?	1	Regional	1		-5	Only in German	27
19	BANSON	0	?	4	BA network	3	?	1	?	3	National	1		-5	Only in German	33
20	Business Angels network Germany	1	?	4	BA network	3	?	1	?	3	National	1		-5	Only in German	38
21	Earlybird Venture Capital	1	Yearly ca. 10 companies	2	VC	3	Various	1		5	European	1				41
22	Attica Ventures	0	2 companies yearly	2	VC	3	Various	1		3	National	1				30
23	Hellenic Venture Capital Association	0	18 companies	4	VC network	3	Various	1		3	National	1				38
24	Euroventures	0	A couple of companies yearly	2	VC	3	Various	1		3	National	1				30
25	Hungarian Private Equity and Venture Capital Association	1	70 companies	4	Venture capital association	3	Various	1		3	National	1				43

	Ranking of Business Angels and Venture Capitals															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
27	HALO Business Angel Partnership (Dublin Business Innova	1		4	BA Network	3		1		3	National	1				43
28	Irish Capital Venture Association	0	ca. 30 members	4	VA network	3		1		3	National	1				38
29	FILAS	1		3		5	New technologies	5		1	Regional	1				51
30	IntesaSanpaolo Eurodesk S.p.r.l.	1		3		5	Technology	5	EU focus	3	National	2				58
31	Italian Business Angel Network (IBAN)	1	20 company members, 150 person members	4	BA network	3	Various	1		3	National	1		-3	only guidelines in English	40
32	LVCA-Latvian private equity and venture capital association	1	32 member companies, but the most important in Latvia	4	VC network	3	Various	1		3	National	1				43
33	Business Angel Fund I	1		2	BA	5		1		3	National	1				41
34	Lithunanian Venture Capital Association	0	13 members	4	VC network	3	Various	4		3	National	1				47
35	Luxembourg Business Angel Network	1	5 partners, part of them associations	4	BA network	4	Mostly industry	1		3	National	1				46
36	Lewiatan Business Angels	2	Largest in Poland, but size not mentioned	4	BA network	3	Various	1		3	National	1		-2	Web pages only partly in English	46
37	Gildia Aniołów Biznesu	1		3	BA matchmaker	3	Various	1		3	National	2				40
38	Polish Investment Fund	1	17 companies in the portfolio	2	Investmend fund	3	Various	1		3	National	1				35

	Ranking of Business Angels and Venture Capitals															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
39	Polish Private Equity Association	1	45 full and 44 associate members	4	VC association	3	Various	1		3	National	1				43
40	FNABA – Federação Nacional de Associações de Business Angels	0	9 members + 3 to be	4	BA association	3	Various	1		3	National	1		-1	Only a slideset in English	37
41	APBA – Association of Portuguese Business Angels	1	?	4	BA association	3	?	1		3	National	1		-5	Only portugese	38
42	Slovak Venture Capital and Private Equity association	0	5 members + 4 assoc memb	4	VC association	3	Various	1		3	National	1				38
43	AEBAN – Asociación Española de Bussines Angels Network	0	25 members	4	BA association	3	Various	1		3	National	2		-5	Pages only in Spanish	34
44	ESBAN – Red Española de Business Angels	1	?	4	Foundation of BA networks	3	?	1		3	National	1		-5	Pages only in Spanish	38
45	BANC	0	?	4	BA network	3	?	1		1	Regional	1		-5	Only Spanish and Catalan	27

	Ranking of Business Angels and Venture Capitals															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
46	Crecer+ Business Angels	0	?	3	BA club	3	?	1		1	Regional	2				29
47	INNOBAN, Innovación y Conocimiento para el Desarrollo Sostenible, SL	1	?	4	BA network	3	?	1		3	National	2		-5	Pages only in Spanish	39
48	IESE Red de Inversores Privados y Family Offices	2	130 members	4	BA network	3	Various	1		3	National	1				48
49	CONNECT Skane	1	80 company and 400 individ members	4	Support network	3	Various	1		1	Regional	1		-5	Only Swedish	32
50	CONNECT Väst	0	?	4	Support network	3	Various	1		1	Regional	1		-5	Only Swedish	27
51	BID Network Foundation	1	?	4	Support network	3	Various	1		3	National	1				43
52	UKBAA	2	?	4	BA association	3	Various	1		3	National	2				49
53	The FSE Group	1	40 partners	3	Funding group	3	Various	3	Cooperation with universities	3	National	2				46
54	London Business Angels	1	15 companies funded yearly	4	BA network	5	Technology	1		3	National	2				50
55	Balkan Unlimited	1	?	4	Innovation support	3	Various	1		4	Balkan area	2				47

	Ranking of Technology parks															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	*5*		*4*		*3*		*3*		*3*		*1*		*1*		Green: ≥ 70 Yellow
1	**Science Parks of Wallonia**	3	>500	5	Park	5	High tech	5		2		1				72
2	**Italian Association of Science and Technology Parks (APSTI)**	5	30 parks	5	Park	5		3		2		1				76
3	**The French Network for Innovation (RETIS)**	5		5	Park	5		3		2		2				77
4	**Finnish Science Park Association (TEKEL)**	2		5	Park	5		3		2		2				62
5	**Trento RISE**	2	The web page not availabl e	2	Park	2		2		1		1		-5	The web page not availa ble	29
6	**Galileo**	2		5	Park	5	Also tradition al industrie s	3		2		1				61
7	**Kilometro Rosso**	3	Not clearly told on the web pages	5	Park	5		5	Resear ch is part of the missio n	2		1				72
8	**UPTEC - Science and Technology Park of University of Porto**	2	Little over 100	5	Park	5	Advance d tech compani es	5	The main essenc e of the associa tion is acade mic-busine ss cooper ation	1		2				65
9	**Parkurbis**	0	40 compa ny membe rs	5	Park	5	Hi tech	5		1		2		-5	Pages only in Portu gese	50
10	**Portuguese Association of Science and Technology Parks**	0	Not mentio ned on web pages	5	Park	5		3	Cooper ation with univers ities	3		2		-5	Pages only in Portu gese	50

	Ranking of Technology parks														
		Criterion and its weight (from 1 to 5)													
		A Size	Comments	B Type of organization (SME association, Business	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	*5*		*4*		*3*		*3*		*3*		*1*		*1*		Green: ≥ 70 Yellow
11	**Andalusian Technology Network (RETA)**	1	14 company members but 53 associations	5	Park	5	For technology companies	0	Not mentioned	1		1		-5	Pages only in Spanish	39
12	**Basque Country Network of Technology Parks (RPTE)**	1		5	A network of 4 Tech parks	5		5	Part of the objectives	1		1				59
13	**The Network of Scientific and Technological Parks of Catalonia (XPCAT)**	2		5	A network of Tech parks	5		5	Part of the objectives	1		1		-5	English version of pages didn't work	59
14	**FUNDECYT – PARQUE CIENTIFICO Y TECNOLOGICO DE EXTREMADURA**	1		5		5		5		1		2				60
15	**Spanish Association of Science and Technology Parks (APTE)**	2	72 member parks	5	A network of parks	5	Knowledge based service sector companies	5		3		2				71
16	**AINIA - Centro Tecnológico**	3	>900 companies	5		5	Food sector	3	R&D concerns mainly manufacturing	3		1				69
17	**Parcbit Tecnological innovative park**	2	120 member companies	5		5	Various	0	Not mentioned	1		3				51
18	**ITI - Instituto Tecnológico de Informática**	3	Not mentioned, but seems to have a wide scope	5		5	IT	5	No1 mission	3		1				75
19	**United Kingdom Science Park Association (UKSPA)**	4	Not mentioned but a lot of member associations	5	A body for science parks	5		3		3		1				74
20	**Nothern Island Science Park**	2	200 tenants	5	Seems to only offer	5	Mostly HI tech and	0	Not mentioned	1		1				49

	Ranking of Clusters															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global -	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	Cluster Information Technologies	1	Not found on web	5		5		5		1	Tirol area	1		-5	Web pages only in	54
2	INFOPOLE Cluster TIC	2	170 members	5		5		5		1	Wallonia	1				64
3	V-ICT-OR	1	Web pages only in local language so the rating is just a guess.	5		5		5		1		2		-5	Web pages only in local language	55
4	ICT Cluster	3		5		5		3		3		1				69
5	ICT CLUSTER-VARNA	0	14 company members	5		5		5		1	Varna region	1				54
6	The Association of Croatian ICT Clusters	2	National associati on of regional clusters	5		5		3		3	Kroatia	1				64
7	National Cluster Association	3	A national platform	5		5		5	Aims to support EU research	3	Czech republic	2				76
8	Copenhagen Finance IT Region	3	A cluster covering 900 compani es	5		3	Finance and IT	5		1	Copenha gen area (?)	1				63
9	BrainsBusiness - ICT North Denmark	2	120 company members	5	An ICT cluster	5	ICT	5	Strong collabora tion with Aalborg universit y	1	Northern Denmark	1				64
10	Estonian ICT Cluster	1	90 members	5		5	IT & telecom municati ons	3		3	Estonia	1				59

	Ranking of Clusters															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global -	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	ICT Electronics and Metal Industry Cluster	1		5		3	Various fields of insdustry and services	3		1	Regional	1				47
12	Kajaani Data Center Cluster	0	20 company members + a 4 educatio n and reseach org.	5	A cluster	5	ICT	5		1	Regional	2				55
13	PEBA	2	140 members	5	A cluster	5	IT cluster	5		3		1		-5	Web pages only in local language	65
14	NUMELINK	2	145 company (?) members	5		5	ITC	0	Not mentione d	1	Loire Valley	1				49
15	EURIPIDES	4	>20 members , e.g. research institutes	5	An EUREKA cluster	5	Electroni c industry	5	The main point	5		1				86
16	SYSTEMATIC Paris Region	3	520 members	5		5	Systems & ICT	5		1	Paris region	2				70
17	Baden-Württemberg: Connected e.V. - bwcon	3	600	5		4	ICT + health care, innovativ e business es	3	Research not mentione d	1		1		-3	Only the main page in English	57
18	Virtual Dimension Center Fellbach w.V.	2	> 100 members & partners	5		4	Virtual engineeri ng & reality	3		3		1				61
19	Beyern Innovativ	5	Network of 40 000 compani es	5		5	Various industrie s	3		2	National & regional	1				76
20	INNOSKART ICT Cluster	0	25 members	5	SME cluster	5	ICT	3		1	Regional	1				48
21	PANAC- Pannon automotive cluster	1	90 members	5		5	Automoti ve	3	Research not mentione d	1	Regional	1				53

	Ranking of Clusters															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global -	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
22	Fondazione Distretto Green and Hi-Tech of Monza Brianza	0	14 partners	5		5	Green & HI tech	5		1	Monza-Brianza	1				54
23	Torino Wireless Foundation	1	Not mentioned	5		5	ICT	5		1	Piemonte	3				61
24	Latvian IT Cluster	0	35 members	5		5	ICT	3		3	Latvia	2				55
25	Infobalt	2	130 members	5		5	Use of ICT	3		3	Lithuenia	1				64
26	Luxembourg ICT Cluster	1	55 members	5	Cluster	5	ICT	5		3	Luxembu rg	1				65
27	SynergIT Klaster Informatyczny	0	30 members	5	Cluster	5	IT	5		1	Regional	1				54
28	Wielkopolska ICT Cluster	1	50+ members	5	Cluster	5	ICT	6	An extra point for being rewarded for ICT R&D	3	Poland	1				68
29	ICT Eastern Cluster	2	101	5	Cluster	5	ICT	5		1	Eastern Poland	1				64
30	Mazovia Cluster ICT	3	12 clusters	5	Cluster	5	ICT etc.	5		1	Warsaw area	1				69

	Ranking of Clusters															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global -	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
31	Inovaria	1	67 companies	5		5	ICT	5		1	Aveiro region Portugal	1				59
32	ICT Oltenia Cluster	0	22 members	5	SME cluster	5	ICT	3		1	Regional	1				48
33	Regional ICT Cluster - West Region Romania	0	35 members	5	ICT cluster	5	ICT	3		1	Regional	1				48
34	ICT Technology Network	0	40 members	5		5	ICT	5		3	Slovenia	1				60
35	Acs automotive cluster - GIZ ACS	1	57	5		5	Automotive	5		5	Slovenia	1				71
36	IDIA	0	42 members	5		5	Especially ICT	5		1	Aragon	1				54
37	Clúster Insignia Empresarial	0	21 members	5		5	ICT	5		1	Canary islands	1				54
38	Cluster TIC de Barcelona Digital	2	100+ members	5		5	ICT	5		1	Catalonia	1				64
39	AERTIC	1	51 members	5		5	ICT	3		1	Rioja, Spain	1		-5		48
40	Cluster 55°	2	110 members	5		5	ICT	3		1	Öresund	1				58

	Ranking of Incubators															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	*5*		*4*		*3*		*3*		*3*		*1*		*1*		Green: ≥ 70 Yellow 55-69
1	**Innovation Service Network**	2	Not mentioned	3	Incubator	5	Various industries	5		3		1				62
2	**iMinds**	2	Not mentioned	4	An independent research institute / incubator & accelerator	5	ICT	5		1		1				60
3	**Node 5**	1	14 members	3	Incubator /accelerator	3	Various service, trade and industry	5		1	Prague	1				45
4	**Startup Yard**	1	Ca 10 yearly	3	Accelerator	5	ICT	3	Innovation only, not research	2	Prague /Poland	1				48
5	**Tallina ettevotlusinkubaatord**	1	40 companies	3	Incubator	3	Various	1	No research	2	Tallin/ Estonia	1				36
6	**FranceDigitale**	3	100+ members (?)	3	Accelerator?	3	Various	0	Research not mentioned	3		1		-5	Pages only in French	41
7	**Paris Incubateurs**	3	150	3	Incubator	3	Various	3		1	Paris	3		-5	Pages only in French	46
8	**FoundersLink**	0	?	2	Venture creation	3	Various	3		3		1				36
9	**Hack Fwd**	1	17 current or former companies	2	Pre-seed investment company	3	Various	3		3		2				42
10	**iCatapult**	0	Info not available	3	Accelerator	5	Technology	3		5	European	1				52

	Ranking of Incubators															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	*5*		*4*		*3*		*3*		*3*		*1*		*1*		Green: ≥ 70 Yellow 55-69
11	**Roma Startup**	2	24 memebers, partly associations	3	Accelerator	5	Technology	3		1	Rome	1		-2	Pages mostly in Italian	48
12	**H-Farm**	1	47 members	3	Incubator	5	Internet starups	3		5	Global	2				58
13	**Startup Highway**	1	17 partners	3	Accelerator	3	Various	3		5	European, mostly Baltia	2				52
14	**Gammarebels - Accelerator**	1	10 startups yearly in Poland	3	Accelerator	5	Technology	3		3	Poland	3				53
15	**Beta-i**	0	<10 startups yearly	3	Accelerator	5	Technology	3		3	Portugal	1		-5	Pages only in Portugese	41
16	**Startup Lisboa**	3	62 companies, 40 partners + investors	3	Incubator	3	Various	3		1	Lisbon	2				50
17	**MadanParque**	1	39	3	Incubator	3	Various	3		3	Portugal (?)	1		-5	Pages only in Portugese	40
18	**STING-Stockholm innovation & growth**	1	10-15 companies yearly	3	Accelerator	5	Tehcnology / ICT oriented	3		3	Sweden	2				52
19	**SISP Swedish Incubators & Science Parks**	5	68 associations	3	Incubator &accelerator park	5	IT etc	5	Includes also academia	3	Sweden	1				77
20	**Tech Hub**	1	?	3	A hub	5	Technology	3		5	European	1				57

	Ranking of National Associations and Federations															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels, Clusters	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	Österreichischer Gewerbeverein (Austrian Association of SMEs)	1	?	5	?	2	?	2	?	2	?	1		-5	Pages only in German	39
2	BULGARIAN ASSOCIATION OF REGIONAL DEVELOPMENT AGENCIES AND BUSINESS CENTRES - BARDA	1	?	5	?	2	?	2	?	2	?	2		-5	The net page didn't work	40
3	CEED-Center for entrepreneurship and executive development	1	An estimate	5		3	Various	1		3	Bulgaria	1				47
4	Bulgarian small and Medium Enterprises Promotion Agency	2	An estimate	5	A governm ent owned institutio	3	Various	1		3	Bulgaria	1				52
5	Business Innovation Center of Croatia	2	An estimate	5	governm ental organizat ion	5	Technolo gy	5	Fostering R&D activities	3	Kroatia	1				70
6	Cyprus Information Technology Enterprises Association	1	About 50 members	5		5	IT	5	An importan t part	3	Cyprus	1		-1	English partly missing	64
7	Czech Centre for Science and Society	0	10 members	5	Organiza tion to support research for SMEs	5	High tech	5	The most importan t activity	4	Czech but operates internati onally	2				64
8	Czech ICT Alliance	2	150	5	An alliance to promote business	5	IT	1	Not among the key issues	3	Czech	1				58
9	Association of Small and Medium-sized Enterprises and Crafts	5	Represen ts 250 000 entities	5	Member of UEAPME	5	Mainly manufact uring SMEs	3		3	Czech	1				79
10	Danish Federation of SME's	5	Represen ts 20 000 SMEs	5	The most importan t SME rep.orga nization in Denmark	5	Mainly manufact uring SMEs	1		3	Denmark	1				73

	Ranking of National Associations and Federations															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels, Clusters	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	EVEA - Estonian Association of SME's	4	1000 members	5	Member of UEAPME	5	Various	1		3	Estonia	1				68
12	FICom-Finnish Federation for Communications and Teleinformatics	0	28 members	5		5	ICT	3		3	Finland	1				54
13	Tekes – the Finnish Funding Agency for Technology and Innovation	5		5	The most important funding body for R&D research in Finland	5	Technology	5		3	Finland	4				88
14	Comité Richelieu, French Association of Innovative SMEs	1	?	5	?	3	?	5		3	France	1		-5	Pages only in French	54
15	AFIC-Association Francaise des investisseurs pour la croissance	1	?	3	Accelerator?	3	?	1	?	3	France	1		-5	Pages only in French	34
16	CONSEIL NATIONAL DES ECONOMIES REGIONALES	1	?	3	?	3	?	1	?	3	France	3		-5	Pages only in French	36
17	Bundesverband mittelständische Wirtschaft (BVMW)	6	3,3 million enterprises!	5	An important SME association	5	Various	1		3	Germany	1		-2	Only the main page in English	76
18	German Association of Innovation, Technology and Business Incubation Centres (ADT)	1	?	3	?	3	?	3	?	3	Germany ?	1		-5	Pages only in German	40
19	SEPE-Federation of Hellenic Information Technology & Communications Enterprises	2	200+ enterprise members	5		5	IT	3		3	Greece	2				65
20	ICT Association of Hungary-IVSZ	2	350 company members	5		5	IT	4		3	Hungary	1				67

	Ranking of National Associations and Federations															
		Criterion and its weight (from 1 to 5)														
		A Size	Comments	B Type of organization (SME association, Business Angels, Clusters	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
21	**Irish SME Association-ISME**	5	8750 members	5		5	Various SMEs	1		3	Ireland	2				74
22	**ICT Ireland**	4	Not mentioned	5		5	ICT	1		3	Ireland	1				68
23	**Latvian Information and Communications Technology Association - LIKTA**	1	85 members	5		5	ICT	3		3	Latvia	1				59
24	**Lithuanian Business Confederation**	1	80 members	5		5	High tech	1		3	Lithuania	2				54
25	**ICTLuxembourg**	1	5 associations	5		5	ICT	1		3	Luxembourg	2				54
26	**Luxinnovation-National Agency for the Promotion of Innovation and Research of Luxembourg**	4	No members but a nationwide coverage	5		5		5		3	Luxembourg	1				80
27	**Maltaenterprise**	2		4		3	Various	3		3	Malta	2				55
28	**Nederland ICT**	3	550 members	4	Trade association	5	ICT	1		3	Netherlands	2		-1	Pages only partly in English	59
29	**Polish Agency for Enterprise Development**	3	Not mentioned	5	Governmental agency for SMEs	3	Various	2		3	Poland	1				60
30	**IAPMEI - Portuguese Agency for SME and Innovation**	1	?	5	?	3	?	1	?	3	Portugal ?	1		-5	No English websites	42
31	**ADI – Portuguese Innovation Agency**	2	158 partners	5	a state-owned agency	5	Technology	5	The main mission	3	Portugal	1				70
32	**APSDI – Assoc. para a Promoção e Desenvolvimento Sociedade da**	0	Not mentioned	5		5	IT	3		3	Portugal	1		-5	No English websites	49

	Ranking of National Associations and Federations																
		Criterion and its weight (from 1 to 5)															
		A Size	Comments	B Type of organization (SME association, Business Angels, Clusters	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
33	National Agency for Development of SME	3	Not mentioned	5	SMEs	3	Various	2		3	Slovak	1				60
34	ICT Technology Network	2	?	5	?	5	ICT	5		3	Slovenia	1		-3	Web page doesn't	67
35	Slovenian Business&Research Association	2	27 members, mainly institutions	5		3	Various	5	Integrating business & research	3	Slovenia	1				64
36	CEPYME-Confederación Española de la Pequeña y Mediana Empresa	3	Not easily understood in Spanish	5	SMEs	3	Various	3	?	3	Spain?	1		-5	Only Spanish	58
37	CDTI-Centro para el desarrollo tecnologico industrial	4	?	5		5	Technology	5		3	Spain , but aim is on intern. projects	1				80
38	ASOCIACION ESPANOLA DE AGENCIAS DE DESARROLLO REGIONAL	2	?	5		3	Various	1	Not easily understood in Spanish	3	Spain	1		-5	Only Spanish	47
39	AIDIMA - Instituto Tecnológico del Mueble, Madera, Embalaje y Afines	2	?	5		5	Technology	5		3	Spain	1				70
40	Tillväxtverket	5	?	5		3	Various	3		3	Sweden	1				73
41	The Finnish Information Processing Association, FIPA, (Tietotekniikan liitto ry)	4	28 member associations (500 company members)	5	IT association	5	IT	5		3	Finland	4				83
42	ISOC Finland - The Finnish Internet Association	1	Not mentioned	5	Internet association	5	Internet	1		3	Finland	4		-1	Only partly in English	55
43	The Finnish Society for Computer Science	1	400 members but mostly individuals	4		5	Computer science	5	The main mission	3	Finland	4		-1	Only partly in English	63
44	The Federation of Finnish Technology Industries	5		5		5	Technology	3		3		4				82
45	FIMECC, Finnish Metals and Engineering Competence Cluster	2	33 shareholders + 4 partner associations	5		5	Manufacturing	5	The main mission	3	Finland	4				73
46	TIVIT	2	46 shareholders	5		5	IT	5		3	Finland	4				73
47	Suomen Yrittäjät, The Federation of Finnish Enterprises	5	116 000 company members	5		3	Various	1		3	Finland	4				70

	Ranking of Regional Development Agencies																	
			Criterion and its weight (from 1 to 5)															
			A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	Country	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	ecoplus. Niederösterreichs Wirtschaftsagentur GmbH	Austria	3	17 business parks	3	Reg.development agency	3	Various?	3		1	Lower Austria	1				49
2	OBERÖSTERREICHISCHE TECHNOLOGIE-UND MARKETING GESELLSCHAFT	Austria	4	21 tech centers?	3	Reg.development agency	3	Various?	3		1		1		-5	Only German	49
3	AGENCE DE STIMULATION TECHNOLOGIQUE (AST)	Belgium	2	8 parks?	3	Reg.development	5	Technology?	3		1		1		-5	Only French	45
4	CETIC - Centre of Excellence in Information and Communication Technologies	Belgium	3	? Around 400 projects	5	IT research centre	5	IT	5		1		1				69
5	IWT-Flemish Institute for the Promotion of Innovation by Science and Technology	Belgium	1	?	5	Government agency	5	Technology	5		1		1				59
6	BUSINESS SUPPORT CENTRE FOR SMALL AND MEDIUM ENTERPRISES RUSE	Bulgaria	0	?	3	Bus.support center for SMEs	3	Various?	1	Not mentioned	1		1				28
7	SOUTH MORAVIAN INNOVATION CENTRE	Czech Republic	1	?	5	Innovation centre	3	Various?	5		1		1				53
8	ARITT CENTRE	France	3		3	Reg.development agency	3	Various?	4		1		2		-5	Only French	48
9	AGENCE REGIONALE DE DEVELOPPEMENT PARIS-ILE DE FRANCE	France	2	?	3	Economic devel agency	3	Various?	3		1		1				44
10	BRETAGNE DÉVELOPPEMENT INNOVATION	France	2	?	3	Reg.development agency	5	Incl.tech and IT	4		1		2				54

	Ranking of Regional Development Agencies																	
			Criterion and its weight (from 1 to 5)															
			A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	Country	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	MEDITERRANEE TECHNOLOGIES	France	1	?	5	Innovation centre?	5	Technology?	3		1		1		-5	Only French	48
12	NEXA - AGENCE DE DEVELOPPEMENT, D'INVESTISSEMENT ET D'INNOVATION	France	1	?	3	Reg.development agency	3	Various?	3		1		2		-5	Only French	35
13	NORD FRANCE INNOVATION DEVELOPPEMENT (NFID)	France	2	?	3	Innov&develop agency	5	Tech	5		1		2				57
14	JOENSUU REGIONAL DEVELOPMENT COMPANY JOSEK Ltd.	Finland	0		3	Reg.development agency	4	Mostly tech?	3		1		1				37
15	JYVÄSKYLÄ REGIONAL DEVELOPMENT COMPANY JYKES Ltd	Finland	1		3	Reg.development agency	3	Various	3		1		1				39
16	TURKU REGION DEVELOPMENT CENTRE	Finland	1		3	Reg.development agency	3	Various	3		1		1				39
17	ASTER - AGENZIA PER LO SVILUPPO TECNOLOGICO DELL'EMILIA ROMAGNA	Italy	2	9 innov centers	3	Tech devel agency	5	Technology	5		1		1				56
18	Trentino Sviluppo	Italy	2		3	Reg.development agency	3	Various	5		1		2				51
19	FONDAZIONE TORINO WIRELESS	Italy	2		4	Tech/ICT devel agency	5	ICT	5		1		1				60
20	Veneto Innovazione	Italy	2		4	HI-Tech devel agency	5	Hi tech	5		1		2				61
21	WESTERN DEVELOPMENT COMMISSION	Ireland	1		3	Reg.development agency	3	Various	3		1		1				39

	Ranking of Regional Development Agencies																	
			Criterion and its weight (from 1 to 5)															
			A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	Country	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
22	Amsterdamse Innnovatie Motor- Amsterdam Innovation Motor	Netherlands	1		2	Economic board	3	Various	3		1		1				35
23	NV INDUSTRIEBANK LIOF	Netherlands	2	?	3	Development and investment company	3	Various	1		1		1				38
24	INOVA-RIA – Associação Empresas para uma de Rede de Inovação em Aveiro	Portugal	1		3		5	Telecommunications	5		1		2				52
25	ADRAL - AGÊNCIA DE DESENVOLVIMENTO REGIONAL DO ALENTEJO S.A.	Portugal	1	?	3	Reg.development agency	3	Various?	3	?	1		1		-5	Only portugese	34
26	AGENCJA ROZWOJU REGIONALNEGO SA W BIELSKU BIAŁEJ	Poland	0	?	3	Reg.development agency	3	Various?	1	?	1		1		-5	Only in Polish	23
27	MAŁOPOLSKA AGENCY FOR REGIONAL DEVELOPMENT S.A.	Poland	1	?	3	Reg.development agency	3	Various	3		1		1				39
28	AGENTIA PENTRU DEZVOLTARE REGIONALA NORD-EST	Romania									1		1			The web page doesn't work	4
29	REGIONAL DEVELOPMENT AGENCY OF THE PREŠOV SELF-GOVERNING REGION	Slovakia	1	12 agencies and universities	4	A platform for joint initiatives	3	Various			4	Accross the borders in Eastern Europe	2		1	Pages in 9 languages!	45
30	AGENCIA DE INNOVACIÓN Y INVERSIÓN DE CASTILLA Y LEÓN	Spain	1	?	3	Innovation agency	3	Various	3		1		1		-5	Only Spanish	34

	Ranking of Regional Development Agencies																
			Criterion and its weight (from 1 to 5)														
			A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	Name	Country	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
31	AGENCIA DE INNOVACIÓN Y DESARROLLO DE ANDALUCIA	Spain	1	?	3	Reg.development agency	3	Various	3		1		1		-5	Only Spanish	34
32	INSTITUTO TECNOLÓGICO DE CANARIAS S.A.	Spain	1	?	3	Tech agency	5	Technology	5		1		1				51
33	MADRID EMPRENDE – Agencia de Desarrollo Económico	Spain	2	Not mentioned	3	Development agency	3	Various	1		1		1				38
34	SOCIEDAD PARA LA TRANSFORMACIÓN COMPETITIVA (SPRI)	Spain	1	4 associations	3	Business development agency	3	Various	2		1		1				36
35	Barcelona Activa S.A.	Spain	2	400 collaboration agreements	3	Economic policies development	3	Various	3		1		2				45
36	Madrid Network	Spain	3	750 partners	5	A network for innovation	5	Technology and infrastructure	5		1		2				70
37	Acc1o	Spain	1	34 business promotion centres	3	Organization to promote catalan business	3	Various	3		1		1				39
38	SCOTTISH ENTERPRISE	UK	1	Not mentioned	3	Organization to promote Scottish business	3	Various	1		1		1				33
39	South West European Partnership	UK	1	Not mentioned	3	Organization to promote South-West England business	3	Various	1		1		2				34

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