

**ERDF Innovative Actions 2000-2006**

**Final Report**

**Regional Programme of Innovative Actions in**

**Name of the region (Member State)**

**Provincie Utrecht (Netherlands)**

**Name of the Programme**

**“Utrecht Innoveert”**

**Duration of the Programme (eligibility)**

**01/01/2003 to 31/12/2005**

**Analysed and approved by the Steering Committee on**

**18/10/2006**

## **1. Executive summary**

From January 1<sup>st</sup>, 2003 until December 31<sup>st</sup>, 2005, the programme “Utrecht Innoveert” was organised. It consisted of 17 projects, all aiming to help enterprises to innovate and to stimulate collaboration between knowledge institutes and enterprises. The programme was executed under the responsibility of the province of Utrecht, in close collaboration with the regional partners (knowledge institutes, chambers of commerce, municipality of Utrecht, etc.). All these partners were united in the foundation “Unite”.

Actions aimed at stimulating network formation had the highest response. Different types of networks were created: general networks, networks focused on a specific theme or line of business, and “mini” networks aiming to directly solve a specific problem related to innovation. Other types of projects are: websites for knowledge transfer, coaching for high tec starters, a television series aiming to increase innovation awareness among entrepreneurs, etc.

The most innovative aspect, apart from the projects themselves, was the possibility for the regional partners to actually start tangible projects. The IA programma provide the financial basis, resulting in increased collaboration. This collaboration continues to increase since the Taskforce Innovation was formed in the region Utrecht. Joined in this Taskforce, the regional partners will continue to cooperate in innovation projects, some of wich started as IA projects. The experience of the IA programme is thus of enormous value for the future actions of the Taskforce.

## **2. Implementation**

### **2.1 At the programme and thematic level**

The programme was implemented as a grant programme. Organisations in the region were invited to produce and deliver project plans, including a financial scheme, for projects meeting the targets as stated in the original programme. The invitation was done via a brochure (see annex F), newsletters, presentations at conferences, and via oral communication.

Project plans were assessed by the steering committee. Positively evaluated projects were granted. All 17 granted projects have been carried out in the period 1/1/2004 – 31/12/2005.

The programme was implemented as described in the original programme. However, the segmentation of the expenditures between two action lines was changed: some expenditures were shifted from action line 2.2 (Innovation in the IT sector) towards action line 1.2 (Networks for innovation). The reason was that the request for grants in line 1.2 was larger than expected, whereas the request for grants in line 2.2 was smaller than expected. The changes in segmentation were approved by the European Commission in a letter from January 18<sup>th</sup>, 2006 (letter nr. 2002NL160PP005).

The Innovative Actions programme was a direct result of the Regional Innovation and Technology Transfer Strategy (RITTS), carried out between 1999 and 2002. For the near future, a regional Taskforce Innovation was established. In this Taskforce, all regional partners (province, major cities, Chambers of Commerce, knowledge institutions, enterprises and their representing organisations) collaborate to further increase the innovative strength of the region.

The relationship with other European programs in the region, such as Interreg, Leader+, etc.) was ensured by the frequent direct contacts with other program managers. These contacts were coordinated by the department of European Affairs of the province Utrecht. In May 2006, all different European Programs in the region (including Innovative Actions) were presented together in one conference.

The most impressive innovative aspect, beside the innovations in the individual projects, is the intensive collaboration between regional partners. At the start of the programme, the regional partners were able to start executing “real” projects and hence were in control of their own success in innovation. With the start of the Taskforce Innovation in 2005, the successful executing role of the regional partners was continued with even more effort.

## **2.2 Monitoring and evaluation**

The granted projects were monitored via progress reports, including financial state, every four months. At the end of each project, a final report was delivered. The financial account of each project was authorised by an independent chartered accountant. Standard formats for the progress reports (both content and financial) were produced in order to get unambiguous progress reports.

Paying of the grants was done in 3 tranches of 30%, proportional to the realisation of project expenditures. Paying of the last 10% was performed based on the approved final report. All final financial reports of the projects were authorized by external accountants.

For the total programme, annual progress reports were produced. These annual reports were sent to the European Commission. The final financial report was authorized by an external accountant.

The monitoring of the total programme and the individual projects showed that there were no significant changes in comparison to the original plan (apart from the changed segmentation in expenditures between the action lines as described in § 2.1).

## **2.3 Strategy**

The strategy of the regional programme was very successful because the objectives of the programme were met to a large extent (see below). Several successful projects will be continued or even expanded. Furthermore, the newly formed Taskforce Innovation will further elaborate on good practices, particularly with respect to network formation.

## **2.4 Objectives**

The original objectives of the programme are as follows:

1. *Increase in knowledge transfer between knowledge institutions and business;*  
In many projects, direct contacts between knowledge institutions and enterprises have been established. Furthermore, a web application has been created which facilitates enterprises to find students from the institutions for (temporary) jobs. In this way, knowledge is transferred directly to the enterprises and students are facilitated to start their "working life".
2. *Increase in the proportion of the turnover of 'products new to the market' in the total turnover of the province;*  
It was difficult to measure this quantity for the province. However, it is unlikely that this target was met on a short term basis since most projects were aimed to facilitate enterprises to innovate. Projects were not directly aimed to invent and / or market new products. However, the capability to innovate for enterprises was increased, and on a longer term this will definitely result in an increase in new product / market combinations.
3. *Increase in the number of innovative SME's;*  
The number of innovative SME's was increased both by stimulating SME's to innovate, and by stimulating researchers to start innovative businesses (action line 1.4).
4. *Increase in the number of enterprises specialising in innovation and technology which originate from university centres or large enterprises (spin-offs);*  
In the project "Impuls\$", 18 enterprises have been supported during their start-up. The support varied from coaching on entrepreneurial skills, intellectual property management, to assistance in funding matters. These activities will be continued in the next few years.
5. *Increase in networks between enterprises (creation of new networks);*  
Many new networks have been created:
  - a network for IT companies was developed and transformed to a formal association;
  - networks for embedded systems, multimedia, open source software, etc.
  - mini networks, each consisting of an entrepreneur, an experienced manager from a large company, and a "knowledge carrier" from a knowledge institution. These mini networks worked on a solution of a specific problem for the entrepreneur (always related to innovation).

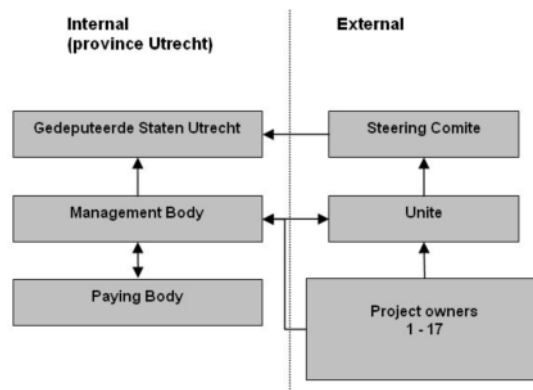
## 6. Increase in employment in high-tech sectors.

The effect of the programme on the overall employment rates are hard to specify. Fact is that in the years 2002 – 2004, the employment in high tech sectors was decreasing. The projects were carried out in 2004 and 2005. In 2005, the employment in high tech sectors started increasing again.

## 2.5 Partnership

The programme was executed under responsibility of the province Utrecht. Different departments of the regional authority acted as management body and paying body.

During the first two years (approval of the requests for grants), the operational execution was performed by the institution “Unite”, which was a cooperation of the province Utrecht, the municipality of Utrecht, Chambers of Commerce, University of Utrecht, Hogeschool Utrecht<sup>1</sup>, and the governmental organisation Syntens. Tasks of Unite were: promotion of the programme, (co)development of new projects, pre-assessment of grant requests. The final assessments were performed by the steering committee. By executing the programme, the cooperation between regional partners was increased. The organisation is visualized in the scheme below.



The authorities responsible for objective 2 (Municipality of Utrecht and Chamber of Commerce) were included in the partnership (steering committee). In this way, the relation with objective 2 initiatives and relevant projects in the programme was ensured.

In 2005 the regional partners formed the “Taskforce Innovation Regio Utrecht” (TFI). The TFI is responsible for execution of projects related to innovation and economic development. Simultaneously, Unite was dissolved. By that time, no further requests for grants could be approved. As of January 2005, monitoring of the 17 existing projects was performed by the management body (province Utrecht).

<sup>1</sup> Hogeschool Utrecht is a University of Applied Sciences. Graduates are fully qualified to practise their profession without further study, licensing or registration with a professional association. In addition, their diploma qualifies them for admission to several types of further study.

## **2.6 Publicity**

At the start of the program, a flyer was made in order to attend potential project operators (see annex F). During the first two years, an e-mail newsletter was disseminated among existing and potentially new project operators, as well as other organisations in the region.

At the end of the program, the brochure “Innovative Actions in Utrecht Province” (see annex G) was made (both in Dutch and English language). The brochure contains a summary of each of the 17 projects, together with contact details of project managers, executing organisations and relevant websites.

Knowledge transfer between Utrecht and other regions (in the Netherlands and the EU) was performed via different conferences and symposia:

- IRC-IRE Conference “Knowledge Transfer from University to Industries”, Mallorca (Spain), April 2003
- Annual Symposium of the Dutch innovating regions, Utrecht (Netherlands), May 2004 (presentation)
- Open Days of the European Regions, Brussels (Belgium), September 2004 (presentation)
- European Innovation Workshop, Edinburgh (UK), September 2005
- Symposium on European Programmes in Utrecht, Utrecht (Netherlands), May 2006 (poster presentation)

## **2.7 Financial execution and control**

All control-actions are designed to execute the activities and projects according to the applicable European, national and local regulations. Therefore a number of control measures were taken in the different phases of the programme (see overview below).

<b>Projectphase</b>	<b>Control measure</b>	<b>Preventive actions</b>	<b>Correcting measures</b>
Project-development	Information and education about the applicable (legal) framework	Provide information about the applicable (legal) framework	Project counselling
Project request	Checklist		Solve findings, ask for additional information, conditions in the subsidy decision

Project request	Checklist		Advice of Steering Committee, conditions in the subsidy decision, reject the request
Execution	Assessing the four monthly report		Progress consultation, adjustment of execution
Closure	Assess final project statements and audit certificates.	Accountant protocol for Audit certificates	Solve findings in audit certificates, adjusted final project declaration. Adjusted grant.

During the development of the programme a few checklists were made. Those checklists were used to assess the project proposals. During the next phase, the beneficiaries received their subsidy-decision with a set of enclosures. These enclosures contained an overview of the conditions (eligible costs), a format for reporting, instructions for the project administration and a accountant protocol. During the execution of the projects, the beneficiaries reported every four months by using the mandatory format. All final declarations of the projects were evaluated by a chartered accountant. An audit certificate for the whole programme was provided by the chartered accountant of the Province of Utrecht.

## **2.8 Individual actions**

### **Action 1.1: Signposting**

A virtual knowledge office was set up by Unite. This web application is a tool for knowledge institutions, companies and other parties in order to disseminate knowledge in a direct way. Examples of functionalities are: question & answer fora on different topics related to innovation, agenda of meetings related to innovation (and related other projects in the IA programme), and contact details of relevant persons at institutions and companies. Traffic on the site was measured: more than 6000 unique hits. More than 400 people users are registered.

In order to close the gap between students and companies, a "Matchmaker" website was constructed by the Hogeschool Utrecht. Via this website, students can find temporary jobs and start functions related to their field of education. For companies, it is an easy way to contact (future) potential employees. The website was build primarily for the Hogeschool Utrecht, but at the moment, several other educational

institutions are linked as well. The website was launched in September 2005. One year later, more than 34.000 students and ca. 1.200 companies are registered.

#### Action 1.2: Networks

Several new networks have been formed. The response to this action was high. For that reason, budget of action 2.2 was transferred to this action (already approved by the European Commission). The networks can be divided into three main types:

- A *general network* for businesses and institutions was formed (KIRU: Knowledge and Innovation circle Utrecht Region). This network organised several large meetings. However, because of the wide target group, focus on topics relevant for all partners is difficult. For that reason, the network was not continued. Participants are more interested in specialised networks, related to their specific topics. However, the large network was an important step in creating a regional “common sense” on innovation, and as such it was very successful.
- *Specialised networks* related to a specific topic turned out to be very successful. Participants of these networks have a specified target, and are therefore highly motivated. Examples of topics for networks are:
  - ✓ Processing of aluminium for new products
  - ✓ Innovation for SME’s using information technology
  - ✓ Multimedia
- “*Mini*” networks are networks formed of one small entrepreneur with a specific question or problem, one experienced manager of a larger company, and one expert of a knowledge institution. Together, these people work on innovative solutions (primarily for the entrepreneur). The response to this type of networks is lower than the response to the specialised networks, but those that do participate are very interested and results are directly applicable.

#### 1.3 Awareness of innovation

In order to increase the awareness, a television program (BV Utrecht) was broadcasted on regional television. This programme, primarily for entrepreneurs, handled different items such as an innovation prize (innovation of the year), viewer contest (which innovative product originates from Utrecht region), and portraits of innovative entrepreneurs in the region. Each of the 21 episodes was viewed by ca. 190.000 people. A side effect was the free publicity for entrepreneurs: many entrepreneurs experienced a large response after an appearance in ‘BV Utrecht’, resulting in new business and dissemination of innovative products.

Another project aimed to stimulate the export of services. Service industries in Utrecht show lower export rates compared to other types of business. To increase awareness, a regional export prize was handed out on a yearly basis, and expert meetings were organized. The final result of the project was a toolbox for enterprises, which was highly appreciated.



#### 1.4 Spin offs

Two projects were implemented in order to provide management training and coaching for young entrepreneurs in the Life Science industries. This resulted in the formation of 18 new Life Science companies. Furthermore, the basis was formed for the setup of a Science Park in Utrecht. Knowledge institutions, municipality and province are now working together to continue the efforts and to form a new “Center for Entrepreneurship Innovation”. This Center will be the heart of the newly formed Science Park, helping entrepreneurs, as well as students and researchers, to find a good location, research facilities, and other types of assistance.

#### 2.1 Making optimum use of existing ICT knowledge

The main projects of this action focussed on knowledge transfer from IT companies to manufacturers of electronic devices (embedded systems) and on the use of Open Source software. The projects not only resulted in many contacts between IT companies and IT users, but also in tangible innovations.

#### 2.2 Innovation within the ICT sector

The response to this action line was lower than expected. For this reason, part of the budget was transferred to action line 1.2. The most important result of this action is the “Digikring”: an association of IT companies which, together, deliver complete solutions to their clients instead of partial solutions. This is an innovative way of service providing. SME’s are now able to provide full solutions by collaboration, whereas in “traditional” situations SME’s offered only a small piece of a solution. It makes SME IT companies more competitive in comparison to the very large “all solutions in one office” companies.

### **3. Identification and dissemination of practices**

Allmost all projects can be used in other regions. In order to disseminate best practices, projects were presented on different symposia (see “Communication”). Furthermore, the brochure “Innovative Actions in Utrecht Province”, with descriptions and contact details of all projects, were disseminated among other regions. These types of dissemination will continue in the near future.

The success of the IA Programme is highly dependent on the possibility for regional players to start projects that fit into the programme. In Utrecht, the programme was developed in close collaboration with other regional partners. We recommend other regions also to collaborate with the regional partners, not only in the execution but also in the development of the programme.

Many project owners had little experience with European Programs and the administrative demands connected to these programs. In future programs, we would spend more effort in administrative support of project executers.

#### **4. Future of the actions/programme**

In 2005, the Taskforce Innovation (TFI) started as described in § 2.5. This Taskforce will continue working on an innovative and competitive region in Utrecht. It will use the good practices of the IA programme. Several projects now performed by the TFI originate from the IA programme.

#### **5. Case studies**

See annex 1.

## **Annexes**

### **1. Compulsory**

- A. Annex 1 - Case studies (minimum 3)
- B. Annex 2 - List of projects
- C. Annex 3 – Analysis of the realisations against the programme
- D. Annex 4 - Copy of the financial table as sent with the final declaration of expenditure
- E. Annex 5 - List of addresses of representative web-sites  
-> see brochure "*Innovative Actions in Utrecht Province*" (ann. G)

### **2. Other available documents**

- F. Flyer serving as invitation for the programme
- G. Brochure "*Innovative Actions in Utrecht Province*" with project descriptions (also available in Dutch)

**ERDF Regional Programmes of Innovative Actions (PRAI) – Case study**

**PRAI title:** Innovative Actions Utrecht

**Region:** Utrecht

**Project title:**

Matchmaker

**Duration:** Dec 15, 2003 – Dec 31, 2005

**Funding:** total cost: € 359.823 of which € 179.912 ERDF contribution

**Action title:**

1.1 Signposting

**I. PROJECT DESCRIPTION**

**Project's objectives**

To help students finding temporary employment, start jobs and / or practical work corresponding to their own direction and level of education.

To help SME's finding new, highly educated workforce.

To help closing the gap between knowledge institutions and companies.

**Description/type of activity:**

Building a web based application where students can search for jobs or practical work, and show their c.v . Companies can offer jobs and search in the c.v.'s of the students. All requests are conducted by professional employees in order to make suitable matches in relation to the field and level of education of the student.

**Beneficiaries:**

SME's, students, Hogeschool Utrecht .

**II. POLITICAL AND STRATEGIC CONTEXT**

**Strategic context:**

One of the main targets of the regional innovation policy is closing the gap between research- and educational organisations and enterprises. Educational institutions have difficulties finding high quality practical work for their students. This project helps closing the gap.

**Innovation:**

The technology for the Matchmaker website was customly developed. Other innovative aspects are the close collaboration between the School for Higher Education and SME's during the development fase of the project, and the cooperation with other educational institutes in the exploitation of the project.

**Political support:**

The project was presented during a conference on projects supported by European funding, which was organised by the province of Utrecht. Apart from the European funding, regional authorities cofunded the project as well.

### III. IMPLEMENTATION

**Programming:**

The Hogeschool Utrecht first recognised the need for this project. Later, other educational institutes joined the project as well. The project fits into action line 1.1 (Signposting) because it helps students finding their way during the first steps on the labour market. For SME's, the project serves as a signpost as well because they can find suitable knowledge.

**Management structure quality and effectiveness:**

The management structure for this project was of great importance for the final results.

**Partnership:**

The Hogeschool Utrecht initiated this project. Development and implementation was performed by "Interval Student", a specialised temp agency connected to the Hogeschool Utrecht. Technical design was performed by Evident Interactive, a specialised IT company.

**Marketing:**

The project was presented on several conferences, and was announced to students and companies via flyers and verbal communication during classes. The launch of the website was combined with the start of the national "academic year" (september 2005). The communication was very succesfull: almost 1200 companies and more than 34.000 students are registered.

**Obstacles in terms of design or implementation:**

The design and development phase took more time than expected. The total project duration was therefore extended. This had no consequences for the final result of the project. The timing of the launch of the website was outstanding.

**Transferability:**

The project has already been implemented on a wider scale in the region: several different educational institutes are connected to Matchmaker. To disseminate the project to other regions, no specific obstacles are foreseen.

### IV. EFFECTIVENESS

**Efficacy**

The expected results have been achieved. The number of connected institutes and registered users (both companies and students) exceeds the expectations.

**Relevance**

The project contributes to the targets of the programme, especially with respect to the connection of educational institutes and enterprises.

**Impact:**

Many students have found suitable jobs and / or practice work, and many SME's found their way to knowledge and (future) qualified employees as a result of the project.

**Sustainability:**

The project will be continued after the European funding.

## V. CONCLUSIONS

### **Lessons learnt:**

*The project can definitely be of interest to other parties and regions.*

### **Good practices:**

*Keys to success: close cooperation between participants in the project, implementation in the organisation of educational institutes (teachers etc.).*

### **Community added value:**

*The project would not have taken place without the European support.*

### **Contact details:**

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### **Date of this information:**

*August 2006*

## ERDF Regional Programmes of Innovative Actions (PRAI) – Case study

**PRAI title:** Innovative Actions Utrecht

**Region:** Utrecht

**Project title:**

Aluinno

**Duration:** Jan 1, 2004 – Dec 31, 2005

**Funding:** total cost: € 311.650 of which € 155.825 ERDF contribution

**Action title:**

1.2 Networks for innovation

### VI. PROJECT DESCRIPTION

**Project's objectives**

Formation of small clusters of enterprises and students aiming to develop new, aluminium based products.

**Description/type of activity:**

Organisation of small clusters in which enterprises collaborate with students and researchers to invent new aluminium products. The clusters were supported by symposia on different aspects of aluminium processing, e.g. surface treatment, compounding techniques, etc.

**Beneficiaries:**

Aluminium Centrum (knowledge center for aluminium techniques), Syntens, Hogeschool Utrecht, Poelman Partners, STEM Techniek en Marketing.

### VII. POLITICAL AND STRATEGIC CONTEXT

**Strategic context:**

Innovation in the manufacturing industries is particularly important for regions in Western Europe. Competitiveness in comparison to low cost countries is only guaranteed if the added value of labour is high enough.

**Innovation:**

The project resulted in several direct innovations. Examples are: low weight wheelchair for home application, hydraulic cylinders for soil research, etc. In addition, collaboration between knowledge institutes and manufacturing enterprises was stimulated.

**Political support:**

The project was cofunded by the regional partnership.

### VIII. IMPLEMENTATION

**Programming:**

Successful aluminium processing enterprises often have a "hands on" state of mind. This enables them to rapidly satisfy (quantitative) demands of their clients, but also

prevents them from innovating by collaboration with knowledge institutions. This project decreased the threshold for companies. The support of the Aluminium Centrum, well known among the aluminium industries, was essential in order to get full support from the target group.

**Management structure quality and effectiveness:**

The management structure for this project was of great importance for the excellent results.

**Partnership:**

Key players in the partnership were Aluminium Centrum (contacts with aluminium processing enterprises), Syntens (experience in organisational aspects of innovation) and Hogeschool Utrecht (technical knowledge).

**Marketing:**

The project was presented on several conferences and in courses of the Hogeschool Utrecht. Communication was also performed via the website of Aluminium Centrum, and via a digital newsletter. At the office of Aluminium Centrum, a permanent exhibition based on the project results is organised.

**Obstacles in terms of design or implementation:**

No significant obstacles were observed. This is mainly due to the good preparation and the effort of all project partners.

**Transferability:**

The project can easily be transferred to other regions, and / or to other lines of business. Key factor for success is the presence of different partners with the right experience and contacts.

## IX. EFFECTIVENESS

**Efficacy**

The expected results have been achieved.

**Relevance**

The project contributes to the targets of the programme with respect to the connection of educational institutes and enterprises, but also by stimulating direct innovations..

**Impact:**

Many students have found suitable jobs and / or practice work, and many SME's found their way to knowledge and (future) qualified employees as a result of the project.

**Sustainability:**

The project as such will not be continued, but the contacts, working methods and types of activities will be used and implemented in other projects by the partners.

## X. CONCLUSIONS

**Lessons learnt:**

The project can definitely be of interest to other parties and regions.



**Good practices:**

*Keys to success: combination of partners with the right contacts and supplementary experience; close cooperation between participants in the project.*

**Community added value:**

*The project would not have taken place without the European support.*

**Contact details:**

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website: www.aluminiumcentrum.nl*

**Date of this information:**

*August 2006*

## ERDF Regional Programmes of Innovative Actions (PRAI) – Case study

**PRAI title:** Innovative Actions Utrecht

**Region:** Utrecht

**Project title:**

BV Utrecht

**Duration:** Dec 15, 2003 – Dec 31, 2005

**Funding:** total cost: € 189.459 of which € 94.730 ERDF contribution

**Action title:**

1.3 Innovation Awareness

### XI. PROJECT DESCRIPTION

**Project's objectives**

Increasing innovation awareness via a television programme on regional TV.

**Description/type of activity:**

A total number of 21 issues of the television programme "BV Utrecht" (translated: Utrecht Ltd.) were produced and broadcasted on regional television. Items in each issue were: innovation of the week (3 nominations each week), "the smartest person of Utrecht" (examples of small, practical innovations by entrepreneurs or employees) and the contest "which innovative product was invented / manufactured in Utrecht?". At the end of the series, the "innovation of the year" was selected from all winners of the "innovation of the week".

**Beneficiaries:**

Beeldland BV (production company), RTV Utrecht (regional television)

### XII. POLITICAL AND STRATEGIC CONTEXT

**Strategic context:**

Increasing of innovation awareness was the central target of action line 1.3. Besides, BV Utrecht also served as a platform for communication on the IA programme in general, and other projects within the IA programme.

**Innovation:**

The project was mainly aimed to increase the innovation awareness among entrepreneurs, and to provide a communication platform for other IA projects.

Innovative aspects within the project were:

- interactivity with viewers: voting for "innovation of the week" was performed via a website and via SMS. SMS voting was new for the regional broadcasting organisation
- collaboration between regional television and other regional partners.

**Political support:**

Apart from the European funding, regional authorities cofunded the project as well.

### **XIII. IMPLEMENTATION**

**Programming:**

*The project fits into action line 1.3 (awareness).*

**Management structure quality and effectiveness:**

*The management structure for this project was outstanding.*

**Partnership:**

*The TV programme "BV Utrecht" was produced by Beeldland BV and broadcasted by RTV Utrecht. The regional partners, including province, chamber of commerce, etc. had a financial and advisory role.*

**Marketing:**

*The project was presented on "open days of the European Regions" in 2005. The project also served as communication platform for other projects.*

**Obstacles in terms of design or implementation:**

*No significant obstacles were observed.*

**Transferability:**

*The project can easily be transferred to other regions.*

### **XIV. EFFECTIVENESS**

**Efficacy**

*All 21 issues of the series were produced and broadcasted, according to the plan. Based on general audience ratings, an estimated number of ca. 190.000 people viewed one or more issues of the series. In addition, many entrepreneurs that showed up in the series experienced positive response, often resulting in new business.*

**Relevance**

*The project contributes to the targets of the programme with respect to the increase of innovation awareness.*

**Impact:**

*For many people, the amount of innovations showed by different entrepreneurs was a real eye-opener. It stimulated other entrepreneurs to start thinking about innovation not as a difficult long term issue, but as an essential part of every day work.*

**Sustainability:**

*Elements of this project can be used in other TV series.*

### **XV. CONCLUSIONS**

**Lessons learnt:**

*The project can definitely be of interest to other regions.*

**Good practices:**

*Presenting innovation issues in an accessible way is very important when creating support for innovation policy. This project provide an important contribution.*

**Community added value:**

*European financial support was necessary in organising this project.*

**Contact details:**

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**Date of this information:**

*August 2006*

**Implementation of actions**

*This part is split by action (as indicated in the latest version of the programme).*

*The column “**Foreseen implementation**” should indicate what was expected from the action (as indicated in the latest version of the programme). The column “**Actual Implementation**” should indicate what was done by the programme (as indicated in the various sources of information). The column “**Differences identified**” should describe the differences between the foreseen and the actual implementation.*

<b>Action n° 1.1: Signposting</b>			<i>Budget: € 674.000</i>	<i>Actual: € 537.388</i>
<b>Foreseen implementation</b>	<b>Actual implementation</b>	<b>Differences identified</b>		
Setting up a virtual knowledge office	As foreseen	None		
Setting up a coordination point for arranging work experience	As foreseen	None		
Appointing account managers/contact people in knowledge institutions	Implemented in the project “Matchmaker” (ccordination point for arranging work experience) and as part of the project “Impuls\$” (see action 1.4).	None, however partially implemented via action line 1.4		
Using tools such as scans and analytical methods to improve the signposting	Not implemented	Little reponse was given to this implementation. Priority was given to activities that lead to tangible results rather than scans and analytical methods.		

<b>Action n° 1.2: Networks</b>		<i>Budget: € 1.468.000</i>	<i>Actual: € 1.269.541</i>
<b>Foreseen implementation</b>	<b>Actual implementation</b>	<b>Differences identified</b>	
development of a multi-sectoral cooperative of enterprises and organisations for professional training and education	As foreseen	The network of highly innovative enterprises and the cooperative for professional training and education were combined	
setting up of a regional network of highly innovative enterprises	As foreseen		
setting up of innovation circles and self-help circles in the business sector	As foreseen	None	
Joining a European knowledge network in addition to the SCONE which is already running	As foreseen (Utrecht joined the IRE network)	None	
Individual coaching in young, promising highly innovative enterprises	As foreseen	None	

<b>Action n° 1.3: Innovation awareness</b>		<i>Budget: € 324.000</i>	<i>Actual: € 290.810</i>
<b>Foreseen implementation</b>	<b>Actual implementation</b>	<b>Differences identified</b>	
Prizes for innovation	As foreseen in projects “BV Utrecht” and “Export Dienstensector” (action 1.4)	Partially implemented via action 1.4	
The generation of publicity about suitable examples of innovation	As foreseen	None	
Information meetings	Not implemented. However, many information meetings were organised as part of other projects in other actions.	Implemented via other actions (particularly 1.2).	
TV series produced for broadcasting locally	As foreseen	None	
Coordination between internal and external communication	As foreseen	None; coordination will be continued via de newly formed Taskforce Innovation.	

<b>Action n° 1.4: Spin offs</b>			<i>Budget: € 674.000</i>	<i>Actual: 385.228</i>
<b>Foreseen implementation</b>	<b>Actual implementation</b>	<b>Differences identified</b>		
drawing up plans for a Science Park	As foreseen; however not financed via the IA programme	Activity was funded via other projects.		
stimulating entrepreneurship by the University of Utrecht and the Universities of Professional Education	As foreseen	None		
providing organisation and management training for spin-off companies	As foreseen	None		
setting up a network aimed at assisting spin-offs	As foreseen	None		

<b>Action n° 2.1: Application of ICT</b>			<i>Budget: € 324.000</i>	<i>Actual: € 272.453</i>
<b>Foreseen implementation</b>	<b>Actual implementation</b>	<b>Differences identified</b>		
A virtual knowledge office	As foreseen (see action 1.1)	None		
Organising of ICT information meetings	Beyond expectation	Response was much higher than expected. This activity was implemented on a wider scale than was expected		
Developing of applications of E-learning for the SME sector	Not implemented	Lack of response to this activity		
Converting the large amount of knowledge in the area of data-processing	Not implemented	Lack of response to this activity		
Opening up of legal knowledge and information by means of an electronic network aimed at lawyers and other providers of legal services	Not implemented	Lack of response to this activity		

**Action n° 2.2:***Budget: € 216.000**Actual: € 185.778*

<b>Foreseen implementation</b>	<b>Actual implementation</b>	<b>Differences identified</b>
Setting up of incubator facilities for new ICT companies and stimulating of ICT spin-offs	Implemented via action line 1.4	None
Improving training in the area of ICT	Not implemented	Lack of response to this activity
Setting up of digicircles	As foreseen	None
Extending and modernising the concept by which large ICT companies and service providers support ICT companies that are starting up	Not implemented	Lack of response to this activity
Forming a sounding board for starters in the area of ICT	As foreseen	None
Setting up of networks between knowledge institutions and ICT companies for the development of new ICT applications	As foreseen	None



**LIST OF PROJECTS – Innovative Actions Utrecht**

<b>Name of the project</b> <b>(1)</b>	<b>Name of the beneficiary</b> <b>(2)</b>	<b>Brief description of the project (2-3 lines)</b> <b>(3)</b>	<b>Total eligible expenditure</b> <b>(4)</b>	<b>ERDF contribution</b> <b>-(5)</b>
Virtueel kennisloket	Stichting Unite	The "Virtueel Kennisloket" (virtual knowledge office) links demand and supply of knowledge in Utrecht. It offers Q&A for a, thematic for a and direct links to knowledge institutes	€ 177.565	€ 88.783
Matchmaker	Hogeschool Utrecht / Interval Services	Building a web based application where students can search for jobs or practical work, and show their c.v . Companies can offer jobs and search in the c.v.'s of the students. All requests are conducted by professional employees in order to make suitable matches in relation to the field and level of education of the student.	€ 359.823	€ 179.912
Aluinno	Aluminium Centrum	Organisation of small clusters in which enterprises collaborate with students and researchers to invent new aluminium products. The clusters were supported by symposia on different aspects of aluminium processing, e.g. surface treatment, compounding techniques, etc.	€ 311.650	€ 155.825
Opstart KIRU	Stichting KIRU	Formation of a large network of innovative enterprises, knowledge institutions and policy makers.	€ 123.507	€ 61.754
MKB Servicepoint	ECW	Setting up shared facilities for small entrepreneurs working at home in the western part of Utrecht city (D2-area).	€ 139.470	€ 69.735
Multimedia Cluster	Syntens	Network of enterprises and institutes active in the field of multimedia.	€ 19.991	€ 9.996
InnovIT	Hogeschool Utrecht	Building of small knowledge groups (8 – 10 persons) on fields related to IT applications	€ 190.659	€ 95.330

<b>Name of the project</b> <b>(1)</b>	<b>Name of the beneficiary</b> <b>(2)</b>	<b>Brief description of the project (2-3 lines)</b> <b>(3)</b>	<b>Total eligible expenditure</b> <b>(4)</b>	<b>ERDF contribution</b> <b>-(5)</b>
I-Nexus	Mediaplaza	Series of thematic sessions for SME's, providing knowledge on the possibilities of IT solutions for specific lines of business.	€ 328.600	€ 164.300
Research Online	Mediportaal	IT application facilitating researchers to fastly and easily share research data (and other kinds of knowledge).	€ 155.664	€ 77.832
BV Utrecht	Beeldland BV	Series of television programmes aiming to stimulate innovation awareness.	€ 189.459	€ 94.730
Export Dienstensector	KvK Gooi- en Eemland	SME's in the field of service industries are assisted in exporting their services and knowledge. Project includes a contest and "export toolset"	€ 101.351	€ 50.027
Impuls\$	Universiteit Utrecht Holding	Coaching and management support for spin-off companies from University.	€ 230.707	€ 115.354
Biostars	Agile Innoventures	Coaching and management support for foreign knowledge intensive enterprises that start a busienss in Utrecht.	€ 154.521	€ 77.261
Slimme producten	Syntens	Knowledge network in the field of embedded systems ("smart products").	€ 83.271	€ 41.636
BOSCU	Syntens	Knowledge transfer on possible applications of Open Source software.	€ 189.182	€ 94.591
Innovatie ICT	Syntens	Organising "mini networks" of an entrepreneur, an experienced manager of a larger (IT) company, and a researcher, aiming to solve a specific problem related to innovation.	€ 93.563	€ 46.782
Digikringen	Syntens	Cooperative of IT companies focussing on collaboration, joint marketing, and finding new product-market combinations.	€ 92.215	€ 46.108