BRIDGES project: state of play & involvement of the Managing Authorities

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Team Yellow: How to use R&D and synergies

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Brief reminder

- **Objective:** To improve the effectiveness of RIS3 implementation by bridging mismatches between RIS3 productive & RDI bases, of lagging / less advanced regions through cooperation with advanced ones.
- **Aim:** To construct regional advantage; three themes: improved innovation infrastructures linked to RIS3 facilitators (theme 1); research-to-business investments in RIS3 bio-based industries (theme 2); funding tools and networks (theme 3).
- **Partners:** Nine organisations.
  - **Regional partners**: Kainuun Etu Oy (FI, LP), Regional Council of Kainuu (FI), Lubelskie Voivodship (PL), Helsinki – Uusimaa Regional Council (FI), Regional Development Agency of Western Macedonia (GR), Socca Valley Development Centre (SI), Pannon Business Network Association (HU).
  - **Advisory partners**: European Business and Innovation Centre of Burgos (ES), Centre for Research and Technology /Thessaly (GR).

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Structure of presentation

- **Two parts:**
  - **Part 1 BRIDGES project state of play**
  - **Part 2 BRIDGES project involvement of the Managing Authorities**

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Part 1 BRIDGES project state of play

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Brief reminder

- **Full name:** Bridging competence infrastructure gaps and speeding up growth and jobs delivery in regions
- **Index:** PGI00040
- **Specific objective:** 1.1. Improving innovation infrastructure policies
- **Approval:** 10.2.2016
- **Phase 1** : 10.2.2016 – 31.3.2019
- **Phase 2** : 1.4.2019 – 31.3.2021
- **Budget**
  - **Total project budget:** 1 978 468,00 €
  - **ERDF:** 1 681 697,80 €

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Project process

Project aims
Good practice themes
Good practice contribution and analysis

Policy review
Innovation maps
Regional potential

Action plan focus (feasibiltiy studies) & good practice transfer
Internal peer review

Action plan formulation and endorsement

Action plan implementation

2016 - 2017 → **2017 - 2018** → **2018 - 2021** →

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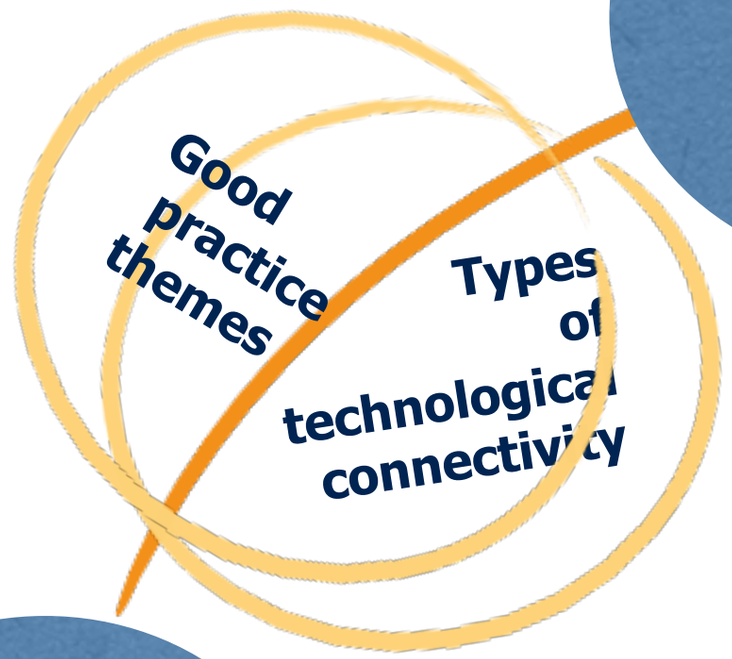
Reaching investments through the action plans



good practices —> **project knowledge base**

innovation maps +2nd readings —> **regional potential**

investments —> action plans (investments ToR)

2016 - 2017	2017 - 2018	2018 - 2021

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GPs & Innovation maps

Table 1 Planned correspondence between good practice themes and technological connectivities

Type of technological connectivity	Goog practice themes		
	GP theme 1 Industry led centres of competence	GP theme 2 Research to business partnerships	GP theme 3 Multi level synergies
Type 1 Programme based	x		
Type 2 Access to research services,		x	
Type 3 KET applications		x	
Type 4 Technology Readiness Level (TRL) improvement		x	
Type 5 Innovation management chain		x	x
Type 6 Constant renewal services		x	x
Type 7 Commercialisation of research, cross border			x
Type 8 Direct research to business cooperations.			x

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Outputs to-date

- **Good practices (GP)**
  - **3 GP themes** Industry-led centres of competence as RIS3 innovation infrastructures (GP theme 1), Research-to-business innovation partnerships (GP theme 2) and Multilevel synergies (GP theme 3) including combination of funds and interregional innovation partnerships and joint initiatives.
  - **31 GP contributions**
    - Nine GPs contribute to GP theme 1 Industry-led centres of competence, with various examples of innovation infrastructures and centres of competence (CC); fifteen GPs contribute to GP theme 2 Research-to-business innovation partnerships, and seven GPs contribute to GP theme 3 Multi-level synergies.
    - Often, the thematic contributions are relevant for more than one themes, i.e. there are overlaps.
  - **Alignment of GPs with the innovation maps** Contribution of GPs to seven types of technological connectivity, i.e. Type 1 Programme based, Type 2 Access to research services, Type 3 KET applications, Type 4 Technology Readiness Level (TRL) improvement, Type 5 Innovation management chain, Type 6 Constant renewal services, Type 7 Commercialisation of research, cross border, Type 8 Direct research to business cooperations.

Outputs to-date

- **Good practices (GP), some insights**
- **STRENGTHS**
  - Centres of competence have gone beyond physical infrastructure requirements; they are understood as excellence x competence centres.
  - Access to research services widely valued
- **WEAKNESSES**
  - Regional innovation chain generally not a priority
  - Targeted services (TRL, KET) generally not addressed
  - Promotion of innovation through interregional tools is a problem
    - 3 (out of 31) GPs deal with promotion of innovation through interregional schemes
      - 2 of them come from ETC projects:
        - CENTROPE, transnational innovation voucher, Interreg Central Europe, PP7 HU
        - Access of SMEs to large research infrastructures (Science Link & Baltic TRAM), also opened up article 70; PP1 FI
    - 1 is national innovation funding, bilateral (or more) TEKES / Germany (ZIM).

Outputs to-date

- **Good practices (GP)**

Technological connectivity types	GPs	GPs promoting interregional innovation partner-ships	GPs created in an ETC project	GP themes and overlaps
Type 1 Programme based (such as a centre of competence programme)	12	1		GP theme 1; 9 GPs, 11 overlaps with GP theme 2
Type 2 Access to research services	26	2	2	GP theme 2, 15 GPs, 11 overlaps with GP theme 1 and 4 overlaps with GP theme 3
Type 3 KET applications	1			
Type 4 TRL improvement / certification	3			
Type 5 Innovation manage-ment chain	15			
Type 6 Constant renewal services	4			
Type 7 Commercialisation of research, cross border	11	1		GP theme 3, 7 GPs, 10 overlaps with GP theme 2
Type 8 Direct research to business cooperations	4			

Outputs to-date

- **Innovation maps**: assessment of regional innovation systems in terms of technological connectivity & related resources
  - 5 innovation maps; 1 capitalisation report
  - Each report maps the regional knowledge, research & methodological resources in respect to RIS3 industries and identifies businesses with highest innovation performance.
  - Some insights
    - RIS3 has been designed but in general not (yet) fully activated
    - The most challenging of all, appears to be the initiation of effective & coherent triple helix exchanges, in five out of 6 regions, and especially exchanges dealing with knowledge transfer and technological connectivity.
    - Technological connectivity, i.e. the localised (or regionalised) triple helix, is not always sufficiently evolved to fully benefit regions. Innovation system aspects (such as critical mass and connectivity towards critical mass) not really priorities, maybe the thinking is more cohesion-conditioned still even if the objectives are more on innovation
    - Need for practical tools towards industrial modernisation. Models (good practices) of research/university-to-business/industry connectivity applied for industrial specialisation and modernisation need to be adopted

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Outputs to-date

- **Innovation maps**
  - Types of recommended activities (a first step towards the action plan): research-to-business (benefits individual businesses), research-to-industry (industrial modernisation), research-to-regional innovation system (benefits the regional innovation conditions)
  -

BRIDGES innovation maps	Research-to business	Research-to-industry	Research to regional innovation system
Types of actions	1) Joint product development; 2) commercialisation of research; 3) Interregional value chains	1)Comprehensive modernisation programmes (strategic documents); 2) Ad hoc research services to businesses; 3) Programme and projects for KET applications; 4) Introduce systematic 'upstreaming' and 'downstreaming', Annex I CPR 2014-2020; 5) improve TRL, 6) Standardisation, 7) IPR-based branding, ...	1) Centres of competence (programme level); 2) project linking centres of competence research to businesses; 3) Innovation management chain;
Funding	1) H2020, EUREKA umbrella..; 2) ZIM (cross border, BRIDGES GP) national innovation funds and/or Article 70	Article 70 (e.g. eligibility of interregional research into local projects; innovation vouchers (BRIDGES GPs) with interregional eligibility)	Article 70 (e.g. eligibility of interregional research into local projects; innovation vouchers with interregional eligibility)

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Involvement of the MAs

Action plan = RESEARACH TO BUSINESS INVESTMENTS = WHAT (industry) * HOW (good practices/ technological connectivity) * WHO (regional/interregional actors);

MA INVOLVEMENT CONCEPT: WHAT+HOW+WHO eligible in the ROPs

Policy review + Innovation maps: RIS3 industries * RIS3 associated technological connectivity types of the regional innovation system * 2nd reading (external, science-based assessment of the regional potential) = regional innovation potential

Good practice (GP) themes: GP collection (GPs contribute to the same technological types of connectivity used in the innovation maps)

Industry + research-to-business investment theme + GPs that best support the investment theme —> **MA ok** —> Action plan focus —> Feasibility study —> **Projects for the action plan** —> **MA ok** —> Action plan formulation and endorsement —> **MA endorsement** —> ESIF calls **(MA)** —> Selection of projects **MA**

Monitoring of implement ation **MA**

Action plan implem entatio n

2016 - 2017 | **2017 - 2018** | **2018 - 2021**

Outputs to-date

- **Progress towards the action plans (16.10.2017):**
  - **1 +3 +1 +1+2 +1 +1 = 10 action plans**
  - **7 involve ESIF funding & MA endorsement**
  - **More details → Part 2**

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Part 2 BRIDGES project, involvement of MAs

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Questions

- **Present yourself and the policy instrument/practice briefly**
- **Provide a success story (if any) or project example**
- **Mention lessons learned and/or recommendations in dealing with MAs for facilitating adoption in the current programming period or anything else that you deem necessary/ interesting with possible policy instrument focus**
- **Key issues to be shared with the other participants**

R&D synergies & action plans

- **1) What is the basic approach towards R&D synergies?**
- **—> Well prepared multi actor partnerships leading to research-to-business investments:**
  - 1.1) **Industry selection**: From the innovation maps, the industries in focus: CONCRETE naming of industries in each region.
  - 1.2) **State of the art research themes identification, relevant** to the selected industries: CONCRETE naming of research themes, research results usually coming from the research-advanced region.
  - 1.3) **Optimal research applications respecting the selected industries absorptiveness** and project-based recommendations:
    - 1.3.1) A feasibility study (FS) is organised. It covers content (excellence), methodological (business / product applications) and recommended projects (types of project, types of multi actor partnerships, and funding levels).
    - 1.3.2) All recommended projects (types of projects) are based on multi actor (=business, research, sometimes intermediaries, as if in some H2020 innovation project) partnerships, ideally mixture of regional, national, interregional actors. **This is the main knowledge transfer & development approach** (R&D synergy).
- **2) What are the MAs/IBs endorsing?** They endorse
  - 2.1) Types of investment projects & funding (listed in the FS) [Type 1 impact], **and/or**
  - 2.2) Open call criteria for setting up the investment projects & their funding [Type 2 impact] **or**
  - 2.3) In one case, they are endorsing a new programme including funding [Type 3 impact].
- **3) Ten feasibility plans** (16.10.2017)**.**

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Action plans, R&D synergies overview

PP action plan	R&D synergies					
	Organisational adjustment	Centrre of competence		Digitalisation programme	Commercialisation of research	Value chain internationalisation
		Research theme	Applications to businesses			
PP1	innovation certification	new function regular exchanges with R&D units (project generation ideas)	new function to support SMEs (individual SMEs)	new function to support SMEs (industry + individual SMEs)	connecting to research units (individual SMEs)	new function to support SMEs (project generation)
PP2		Berry centre	entrepreneurship programme			berry-concept for the S3 platform
		Lignine valorisation	Lignine investments			
				Wooden construction component industry		Possibly, DG Regio interregional innovation call
PP3				Photonics applications to hop and apple production		
PP4	Research-to-business services				improving the dissemination of Finnish research to new niches.	improving the dissemination of Finnish research to new niches.
PP5				smart farming wine & dairy industries		
					plant based proteins	
PP6		Endemic species	Sustainable fishfamrs & fishing			
PP7				Additive manufacturing in the furniture industry		Possibly, DG Regio interregional innovation call

Involvement of MAs, state of play

PP action plan	MA / IB involvement in the action plan		
	Approval	Funding	Stakeholder
PP1	x (PP2)		x (PP2)
PP2	x	x	
	x	x	
	x	x	
PP3	x	x	x
PP4	x	x	
PP5	x	x	x
	x	x	x
PP6	x	x	x
PP7			

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Involving the MAs, some insights

- **STRATEGIC SIDE**
  - **1) Main issues:** i)Win - win concept between more and less advanced regions; why & how should / could MA:s join forces; ii) win-win situations between research & industries / individual businesses; iii) win-win facilitation by intermediate bodies.
  - **2) Main finding:** in the raw materials sector fact: innovation advanced regions have the research; less innovation advanced regions have the production; **—> know the industry + know the related research**.
  - **3) How to define the win-win cooperation concept?** Some options: i) commercialisation of research; ii) joint ventures; iii) related variety; iv) joint actions (complementarity).
  - **4) Untold worries:** will the weak regions lose the research dynamism? will the strong regions lose the research secrets? Weak regions can focus their research resources while at the same time generating income through cooperation; strong regions can generate income and insights from the re-use of their research in non-home contexts; also IPR is a mainstream approach.
  - **5) How do we pay? importance of interregional innovation funding ("on demand" rather than "competitive").**
    What did we do? 2 regions, very carefully, opened up the eligibility criteria. With other region, we are making a joint interregional EoI. The issue remains. Future: quantifiable decision making tool.
- **OPERATIONAL SIDE**
  - **5) Small print:** from context to partner; we first reviewed the research infrastructure strategy (which clearly states the need for Finnish research to be commercialised through internationalisation) and then we contacted the partner.
  - **6) Project orientation**: **the whole project towards investments:** i) learning from experience (previous Interreg C strand programmes): especially for regions that face growth pressures: learning is good, earning is better, earning*learning is best. ii) with the exception of organisational adjustment (PP1, PP4), GP transfer is part of investment facilitation schemes
- **TACTICAL SIDE**
  - **7) Personal relations matter**
  - **8) Involve early even if not easy**
  - **9) Optimise rather than maximise; negotiate frequently; "common ground" is the most important.**

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Action plan/PP1 (1)

- **In Finland, the extensive regional reform, is working towards re-defining also the regional development structures including business intermediaries.**

- **The focus is on innovation services & networked development.**

- **In this new development framework, Kainuun Etu is investing especially in 1) implementation of RIS3, 2) interregional innovation value chains, 3) networked development and 4) industrial modernisation.**

Action plan/PP1 (2)

- **Kainuun Etu focuses on organisational improvement.** The overall focus is on innovation services for businesses combined with networked development model and systematised cooperation with universities and research centres. The purpose is to strengthen the role of KE as a front desk to all innovation services.
- **1) Partnership and knowledge transfer process:** The organigramme of the organisation will be adjusted according to a feasibility study (KEFS) addressing: i) innovation certification (i.e. that KE is certified innovation agency); ii) systematised connectivity with research centres; iii) preparing businesses for technological readiness level (TRL) assessment and improvement [this is the process for getting businesses into the SME Instrument]; iv) internationationalisation through value chain participation; v) internationalisation through cross border commercialisation of research and technology transfer; vi) preparing businesses for industry 4.0 adoption.
- **2) Policy instrument:** the decisions of the Kainuu Etu board of directors, owners (municipalities of Kainuu) and the institutional regional stakeholder (PP2), as well as exchanges with representatives of the business and knowledge / research communities in Kainuu.
- **3) Partnership:** multi actor, national, international.
- **4) Involvement of the MA:** PP2 the RCK is IB and the institutional regional stakeholder PP1, as PP1 and PP2 are cooperating very closely, and PP1 is member of the policy planning teams and implements the regional strategies.
- **5) Good practice transfer: CEEI Burgos** (for the innovation certification of the innovation intermediary); GPs submitted under GP theme 2 supporting points i-throughout-vi above, and especially the GP Steinbeis network (from the UpgradeSME project).
- **6) KEFS** is currently being planned.

Action plan/PP2(1)

- **Example from Kainuu, BRIDGES project, cooperating PP2 & PP1 (Regional Council of Kainuu & Kainuun Etu): lignine applications case**

- **1)** Lignine side flow producing medium-large business active in energy recovery from forest resources, expresses interest in valorising this side flow.
- **2)** Side -flows valorisation is a priority in Kainuu, confirmed by the updated regional development plan and updated RIS3. Forest industry is at the heart of Kainuu economy, i.e. strong background and knowledge. Regional stakeholder group meeting decides to look deeper into the lignite opportunities.
- **3) Literature review**: Lignine demand prices (€/kg) for different applications vary dramatically from 0,3€ to 3000€.
- **4) Partnership and knowledge transfer process**: Direct award through 2-step process (requests for expression of interest), award; for experts is organised to valorise locally produced lignine; it requests the elaboration of a lignine feasibility study (LFS) researching optimal investment approaches for Kainuu forest-industry produced lignine. **Funding of the LFS**: BRIDGES project, external experts cost towards the elaboration of the action plans.
- **5) Policy instrument**: **Kainuu structural funds 2014-2020 (Type 1 policy impact); possible national innovation funding depending on the findings of the LFS;** if innovations involved, will be using the TEKES tool "new product ideas from research to business" (TEKES).
- **6) Partnership: multi actor, national**
- **7) Involvement of the MA**: PP2, the Regional Council of Kainuu is ESIF Intermediate Body. In the BRIDGES project, PP2 is strongly involved in the identification of investments and coordinates the regional stakeholder group.
- **8) Good practice transfer:** thematic focus adopted by COEBBE (NL) and The Bioeconomy Science Center /BioSC (DE) starting the development value chain from societal challenges as a way to guide the research and product development approaches.
- **9) LFS** in process.

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Action plan/PP2(2)

- **Example from Kainuu, BRIDGES project, cooperating PP2 & PP1 (Regional Council of Kainuu & Kainuun Etu): Berry industry centre of competence & value chain internationalisation**
  - **1)** Berry industry is one of the region's industries with important growth & competitiveness actual and projected results. There economic base of the berry industry in Kainuu is restricted, there is need to increase the economic base.
  - **2) Literature review & setting of priorities:** Berry cluster master plan, Ph D thesis University of Helsinki (HU), berry industry research, meetings with HU researchers (medical and food research), meeting with University of Oulu -OU researchers (food and cosmetics research); desk research of international berry value chain trends and markets; preliminary online sessions with possible berry - team including research (LUKE).
  - **4) Partnership and knowledge transfer process**: Direct award through 2-step process (request for expression of interest EoI), EoI requests the elaboration of a feasibility study for the berry industry centre of competence (**BCFS**) bringing together state of the art research, product development provisions, internationalisation and expansion of the relevant productive base ensuring the impact of the effort and its economic sustainability in the long run. Internationalisation is part of the Kainuu berry cluster priorities. **Funding of the BCFS**: BRIDGES project, external experts cost towards the elaboration of the action plans.
  - **5) Policy instrument**: **Kainuu structural funds 2014-2020 (Type 2 policy impact);** also regional, national, transnational and interregional funding depending on the findings of the BCFS -i.e. if innovation investments are identified.
  - **6) Partnership: multi actor, national & international**
  - **7) Involvement of the MA**: PP2, the Regional Council of Kainuu is ESIF Intermediate Body. In the BRIDGES project, PP2 is strongly involved in the identification of investments and coordinates the regional stakeholder group. According to the revised Kainuu action plan, internationalisation through value chain participation is a priority. The internationalisation in the case of the BCFS is included in the provision that one part of the BCFS will deal with a berry-value chain partnership for the S3 platform. There have been discussions with BRIDGES berry -relevant partners (PP3 Lubelskie raw materials, PP4 Uusimaa/research, PP8 ES raw materials and processing, PP9 GR expertise) as well as with regions outside BRIDGES, e.g. Lapland FI and Scotland UK.
  - **8) Good practice transfer:** thematic focus adopted by COEBBE (NL) and The Bioeconomy Science Center /BioSC (DE) starting the development value chain from societal challenges & industrial excellence as a way to guide the research and product development approaches; use of ZIM for interregional commercialisation.
  - **9) BCFS** terms of reference **(ToR)** currently being prepared.

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Action plan/PP2(3)

- **Example from Kainuu, BRIDGES project, cooperating PP2 & PP1 (Regional Council of Kainuu & Kainuun Etu): supporting the expansion of the wooden construction industry in Kantola (Kantola Industrial Estate and Woodpolis)ainuu through Industry 4.0 solutions.**
- **1) A feasibility study is planned for the digitalisation of the Kantola cluster.** The purpose is to provide tools to the cluster to expand from a localise cluster into an industry. In the process to increase experts and participations in upscale value chains. Kantola Estate have (2015) net sales of approximately € 100 million, 12 companies and 240 jobs. In Kantola area started in December 2014 Kuhmo Oy CrossLam Ltd., CLT-factory. In 2016 started Kantola element-Sampo Oy, which employs 50 workers in the processing and equipped and CLT-plates. By the year 2020 industrial turnover in Kantola is likely to double (objective: EUR 170-200 million) which brings 50 to 70 new jobs. Kuhmo Wood ltd. saw mill is also operating in Kantola industrial estate.
- **2) Literature review & setting of priorities:** Kantola master plan, numerous meetings with the Kantola regional stakeholder sub-group representatives. Confirmation of the digitalisation priority.
- **3) Partnership and knowledge transfer process**: Direct award through 2-step process (request for expression of interest EoI for the Kantola feasibility study -KFS), EoI requests the elaboration of a feasibility study for the Industry 4.0 application (and associated options) to the Kantola cluster. Internationalisation is part of the Kainuu berry cluster priorities. **Funding of the KFS**: BRIDGES project, external experts cost towards the elaboration of the action plans.
- **4) Policy instrument**: **Kainuu structural funds 2014-2020 (Type 2 policy impact);** also regional, national, transnational and interregional funding depending on the findings of the BCFS -i.e. if innovation investments are identified.
- **5) Partnership:** multi actor, national & ideally, also international (we have started working on the DG Regio call on interregional innovation partnerships, in cooperation with PP7 PBN).
- **6) Involvement of the MA**: PP2, the Regional Council of Kainuu is ESIF Intermediate Body. In the BRIDGES project, PP2 is strongly involved in the identification of investments and coordinates the regional stakeholder group. According to the revised Kainuu action plan, internationalisation through value chain participation is a priority.
- **7) Good practice transfer:** thematic focus adopted by COEBBE (NL) and The Bioeconomy Science Center /BioSC (DE) starting the development value chain from societal challenges & industrial excellence as a way to guide the research and product development approaches.
- **8) KFS** terms of reference **(ToR)** currently being prepared.

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Action plan/PP3

- **Example from Kainuu, BRIDGES project, PP3 Lubelskie Voivodship: promoting photonics applications to the agrifood sector, namely to hop and apple production.**
- **1) A feasibility study is planned for photonics applications in the rural production (hop and apples) (PFS).** The purpose is to provide a rationalised & quantified approach for funding photonics tools to the two production lines.
- **2) Background of the partner:** Kantola master plan, numerous meetings with the Kantola regional stakeholder sub-group representatives. Confirmation of the digitalisation priority.
- **3) Partnership and knowledge transfer process**: Open call for expert; cooperation with PP9 (and PP1). **Funding of the PFS**: BRIDGES project, external experts cost towards the elaboration of the action plans.
- **4) Policy instrument**: **Lubelskie ROP 2014-2020 (Type 2 policy impact).**
- **5) Partnership:** multi actor, regional and national.
- **6) Involvement of the MA**: PP3 (Marshall's Office) have involved the MA in the photonics process from the start, part of the regional stakeholders.
- **7) Good practice transfer:** OPIRIS (PP9) and AUTODIAGNOSTIC TOOL (PP9)
- **8) PFS** terms of reference **(ToR)** currently being prepared.

Action plan/PP4

- **PP4 focuses on organisational improvement.** The overall focus is on development of research-to-business services in order to improve the dissemination of Finnish research. The BRIDGES research-to-business model will be the starting point and based on the results of the feasibility study, the service provider and the type of the services will be decided.
- **1) Policy instrument:** Smart specialisation in the Helsinki-Uusimaa Region – Research and Innovation Strategy for Regional Development 2014-2020, part of the Sustainable growth and jobs 2014-2020 – Finland´s structural funds programme, Sub-programme for Helsinki-Uusimaa
- **3) Partnership:** multi actor, national, international.
- **4) Involvement of the MA:** PP4, the Regional Council of Helsinki-Uusimaa is ESIF Intermediate Body and the project is in continuous dialogue with the MA
- **5) Good practice transfer:** Combination of CEEI Burgos, Competence Centres and HIS
- **6) Feasibility study** is currently put out to tender

Action plan/PP5 (1)

- **Example from Western Macedonia BRIDGES project PP5 (ANKO): Smart farming applications in the wine and dairy industries**
- **1)** Through the innovation maps, considerations of the potential of the two industries and of forthcoming market trends.
- **2)** Wine and dairy industries are very strong players in Western Macedonia.
- **3)** Focus: In the wine and dairy industries smart farming technologies will be applied for tracking the environmental and freshness of the agricultural products through the transportation, storage and processing phase. In a next step, once the products (i.e wine or cheese) are in the processing facility, additional sensors can be used for tracking the efficiency of the production and packing equipment and also any maintenance or repair needs. Optical sensors using photonics technology can use to monitor the quality status of the products continuously (i.e continuous monitoring of wine quality, colour, aroma, antioxidant activity etc). Options for big data applications.
- **4) Policy instrument – ROP Western Macedonia 2014-2020 (Type 1 policy impact)**
- **5) Funding – ROP Western Macedonia 2014-2020**
- **6) Partnership: multi actor, national**
- **7) Partnership and knowledge transfer process**: Open call for external expert to formulate the concrete projects through the feasibility study; close cooperation with PP9 CERTH (research centre with expertise on agrifood).
- **8) Involvement of the MA**: Long term cooperation with the MA; opening up innovation issues since the beginning of the 2nd semester; continuous exchanges on new issues; businesses involved & supporting; multi actor partnership benefitting all concerned.
- **9)** Good practice transfer: OPIRIS (PP9) and AUTODIAGNOSTIC TOOL (PP9)
- **10)** Feasibillty study in process.

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Action plan/PP5 (2)

- **Example from Western Macedonia BRIDGES project PP5 (ANKO): Plant-based protein product development; interregional innovation partnerships**
- **1)** Through the innovation maps, considerations of the potential of the relevant industries and of forthcoming market trends; close cooperation between PP4 UL and PP5 ANKO
- **2)** Based on innovation performing relevant businesses identified through the innovation map
- **3)** Focus: plant-based proteins product development and knowledge transfer.
- **4) Policy instrument – ROP Western Macedonia 2014-2020 (Type 2 policy impact)**
- **5) Funding – ROP Western Macedonia 2014-2020**
- **6) Partnership: multi actor, interregional**
- **7) Partnership and knowledge transfer process**: Multi actor, interregional project proposal submission to the MA of Western Macedonia.
- **8) Involvement of the MA**: PP5 long term cooperation with the MA; opening up of innovation issues since the beginning of the 2nd semester; continuous exchanges on new issues; businesses involved & supporting; multi actor partnership benefitting all concerned.
- **9)** Good practice transfer: ZIM (cross border commercialisation of research, the concept)
- **10)** Pre-publication of the call for projects http://www.pepdym.gr/index.php?option=com_content&view=article&id=864:-1-12-1b-a-&catid=34:2010-12-09-17-29-20&Itemid=1
- **11)** Building the case for submitting joint offer in process.

Action plan/PP6

- **Example from Slovenia BRIDGES project PP6 (Soca Valley Development Centre) in collaborating with PP4 Uudenmaan Liitto: aquaculture centre of excellence and competence with business applications planned from the start**
- **1)** Through the innovation maps and bilateral discussions, aquaculture is prioritised
- **2)** PP6 have a 20 year background and commitment to sustainable aquaculture
- **3)** Focus: Repopulation and preservation of endemic fish species by connecting research to business and establishing of sustainable financial mechanism that enables systematic conservation by commercialisation of fish products (innovative business model upgrading current good practice).
- **4) Policy instrument– LAG (local action group Soča valley) strategy (Type 3 policy impact).**
- **5) Funding – CLLD mechanism (community led local development)as part of the OP combining**
  - - ERDF (European regional development fund)
  - EAFRD (European agricultural fund for rural development)
  - - EMFF (European maritime and fisheries fund)
- **6) Partnership: interregional**
- **7) Partnership and knowledge transfer process**: existing research for such species is screened in Finland, LUKE offers such knowledge including business applications; site visit of Slovenia stakeholders in Finland, meeting with LUKE experts and installations
- **8) Involvement of the MA**: Bottom up, concrete offer, businesses involved & supporting; involvement of national experts and the national university; investment of the partner in site visit in Finland/ investment of the Finnish operators and PP4 in time and preparation; multi actor partnership benefitting all concerned.
- **9)** Good practice transfer: Kantola GP (centre of competence with business application and macro regional including international research cooperation):
- **10)** Feasibility study in process.

Action plan/PP7

- **Example from Hungary BRIDGES project PP7 (Pannon Business Network): Additive manufacturing – 3D – applications to the wood and furniture industry in Western Transdanubia**

- **1)** Through the innovation map findings and bilateral discussions the wood and furnitury industry is a strategic economic sector.
- **2)** Findings: handcraft tradition, hardwood coverage, specialized university, resources are underutilized, low level of added value.
- **3)** Focus: Renewal of the wood industry; remove the sector into a knowledge intensive sector instead of a labor intensive one. Repositioning by 4 focal points: eco-friendly, smart, knowledge intensive, quality of life assisting.
- **4)** Strong collaborative Wood and Furniture Industry Platform – November 2016 (university, industry, chamber, ministry).
- **5) Policy instrument – EDIOP (Economic Development and Innovation Operational Programme)**
- **6) Funding –** ERDF (European regional development fund)
- **7) Partnership: Multi actor partnership** – involving businesses, intermediaries, universities, R&D institutions on regional, national, interregional level.
- **8) Partnership and knowledge transfer process:** Multi actor, interregional project proposal submission – transnational character included. Competence Center – focus areas elaborated (R2).
- **9) Involvement of the MA**: Bottom up supporting; involvement of national experts and the national university; multi actor partnership concentrating common interests; joint lobby for policy change; identification of future grants.
- **10)** Good practice transfer: Kantola GP
- **11)** Feasibility study in progress concentrating on 3D design and manufacturing applications in wood and furniture industry.

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BRIDGES project: state of play & involvement of the Managing Authorities

19th October 2017,

Team Yellow: How to use R&D and synergies

Ninetta Chaniotou

Kainuun Etu Oy

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