

**InnoBridge –
Bridging the innovation gap
through converting R&D results into
commercial success
in a more effective and efficient way**

Action Plan by

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Content

1. Policy context.....	4
1.1 Aim of the Action Plan	4
1.2 SWOT Analysis of Policy Instrument tackled	4
2. Action 1: Implementation of an effective monitoring and evaluation system.....	12
2.1 The Background	12
2.2 Action	12
2.3 Players involved	13
2.4 Monitoring Cycle.....	14
2.5 Timeframe.....	14
2.6 Costs.....	14
2.7 Funding sources	14
3. Action 2: The Digital Innovation Hub IDEA 4.0: Creation of an Innovation Services/Broker System in the form of a Digital Innovation Hub/Business Accelerator	15
3.1 The Background	15
3.2 Action	17
3.2.1 Summary	17
3.2.2 Objectives.....	17
3.2.3 Mission	17
3.2.4 The IDEA 4.0 Accelerator	19
3.3 Territorial Scope.....	23
3.4 Players involved	24
3.5 Monitoring	24
3.6 Timeframe.....	24
3.7 Costs.....	25





3.8 Funding sources 25

4. Signature 25

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1. Policy context

1.1 Aim of the Action Plan

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

Alentejo 2020 – Regional Operational Programme of Alentejo, Investment Priority 1.2. Promoting business investment in R&D, the development of links and synergies among businesses, research and development centres and the higher education sector

1.2 SWOT Analysis of Policy Instrument tackled

The addressed policy instrument is the **Alentejo 2020 – Regional Operational Programme of Alentejo, Investment Priority 1.2**. Promoting business investment in R&D, the development of links and synergies among businesses, research and development centres and the higher education sector.

One measure is addressed: Tipologia de Investimento “Investigação e Desenvolvimento Tecnológico” (Type of Investment “Research and Technological Development”)

This measure, as a part of the Investment Priority “Promoting business investment in R&D, the development of links and synergies among businesses, research and development centres and the higher education sector”, has the following specific objectives:

- a) Increase the intensity of R&D in companies and their economic valorisation;
- b) Increase R&D projects and cooperation activities of companies with the other entities of the R&D system;
- c) Develop new products and services, especially in activities with bigger technological and knowledge intensity;
- d) Reinforce the actions of economic valorisation of the projects of R&D with success, and;
- e) Increase Regional and National participation in international R&D programmes and initiatives.

In order to achieve the proposed objectives, several typologies of projects were created, to which companies could submit their individual or joint projects (jointly with other entities of the National Research and Innovation System).

Among the typologies of projects, there are the support services “Vale I&D” (R&D Voucher) and the “Projetos I&D empresas” (R&D Incentive System – Individual Projects).

The R&D Voucher aims at the acquisition of consulting services in research and technological development activities, as well as technology transfer services that are important for companies with few resources and that wish to acquire some external knowledge relevant to the differentiation of the company.

The R&D Incentive System – Individual Projects are projects oriented to industrial research and experimental development activities, which on the one hand imply the creation of new products, processes, or systems and, on the other hand, lead to the introduction of significant improvements in products, processes or systems. They are product/service and process innovations.

The incentive rate for this typology of investment is largely non-refundable, with a base incentive rate of 25%, which can reach a maximum of 80%, making this type of investment one of the most attractive and demanding of the Portugal 2020 Programme.

Besides the R&D Voucher and the R&D Incentive System – Individual Projects, it should be noted that in the Investment Priority 1.2 there are other relevant typology of projects: R&D projects – companies; Demonstration Projects; Mobilizing Programs; Nuclei of R&D; Protection of intellectual and industrial property and R&D Internationalization.

Support service 1 - Vale I&D “Investigação e Desenvolvimento Tecnológico” (R&D Voucher)

Objectives

The R&D Voucher is intended for projects for the acquisition of services in activities of research and technological development and technology transfer.

Research and technological development consultancy services and technology transfer services are considered eligible, provided that they fulfil the following conditions:

- Be exclusively attributable to the establishment of the beneficiary where the project is to be developed;
- Result from acquisitions under market conditions to third parties not related to the acquirer;
- Result from acquisitions to entities accredited to provide the kind of service.

Type of operations and type of application

Individual projects aimed at supporting the acquisition of consultancy services in Research and Technological Development activities as well as technology transfer services in the priority areas of the research and innovation strategy for smart specialization (RIS3).

Rules and limits on eligibility of expenses

The R&D Voucher projects must meet the following criteria:

- a) Fitting into the priority areas of research and innovation strategy for smart specialization;
- b) Having earlier date of application to the date of contract with the service provider;
- c) Demonstrate that the funding sources are guaranteed;
- d) Have a maximum duration of execution of twelve months;
- e) Not corresponding to an ongoing project with the accredited entity;
- f) Identify clearly, objectively and practically the problem to be solved and demonstrate that the services to be procured in the selected area will contribute to its effective resolution;
- g) Demonstrate the incremental and non-recurring nature of the contracted activity;
- h) Correspond to an acquisition of the services to a registered entity as accredited entities, and evidence that in the scope of the acquisition of the service was made the consultation of at least two entities accredited in the selected area, as long as they exist.

Form and limits of the support

The support to be granted within the scope of this support service is in the form of a non-reimbursable incentive, being its limitation defined in each call, but never exceeding the limit of 15.000,00 € per project.

Eligible expenditure financing rates

The incentives to be granted under this Support service are calculated by applying to the expenses considered eligible, a maximum rate of 75%.

The projects included in all economic activities are eligible, with the exception of activities of:

- a) Financial and insurance;
- b) Defense;
- c) Lotteries and other betting games.

Note: Each call may be more restrictive in relation to the excluded sectors.

Beneficiaries

The beneficiaries of this support service are SMEs of any nature and in any legal form that meet the criteria for access and eligibility.



Support service 2 – SI I&D Empresas (R&D Incentive System – Individual Projects)

Objectives

This support service aims to

- increase the intensity of R&D in companies and their economic value;
- Increase projects and activities in cooperation of companies with the other entities of the R&D system;
- Develop new products and services, especially in activities of greater technological and knowledge intensity;
- Reinforce the economic valorisation actions of R&D projects successfully;
- And increase national participation in international R&D programs and initiatives.

Type of operations and type of application

R&D projects promoted by companies, comprising industrial research and experimental development activities, leading to the creation of new products, processes or systems or to the introduction of significant improvements in existing products, processes or systems;

Eligible costs

For this support service, the following expenses are considered eligible:

- Expenses with technical personnel of the beneficiary dedicated to R&D activities;
- Acquisition of patents from external sources or licensed by them;
- Raw materials, consumables and components necessary for the construction of pilot or experimental facilities and / or demonstration and for the construction of prototypes;
- Acquisition of services to third parties;
- Acquisition of scientific and technical instruments and equipment;
- Acquisition of specific software for the project;
- Expenses with the promotion and dissemination of the results of product or process innovation projects;
- Travel and accommodation abroad directly attributable to the project;
- Expenses with the certification process of the research, development and innovation management system;

- Expenses with the intervention of the technical-scientific auditor;
- FLC Costs;
- Contributions in kind, under conditions to be defined;
- Indirect costs

Incentive

Maximum base rate of 25% plus mark-ups. In the typology of R&D, there is not really a maximum limit for co-funding, because the calculation is based on the type of expenditure and not on the type project - for example: industrial research or experimental development. (Article 71st of the RECI – Specific Regulation on Competitiveness and Internationalization)

Refund conditions

For the reimbursable part: Half-year instalments, 7 years with 3 years grace period (without interest)

This support service is intended to support projects involving industrial research and experimental development, leading to the creation of new products, processes or systems or the introduction of significant improvements in demanding products, processes or systems.

The projects included in all economic activities are eligible, with the exception of activities of:

- a) Financial and insurance;
- b) Defense;
- c) Lotteries and other betting games.

Note: Each call may be more restrictive in relation to the excluded sectors.

Beneficiaries

The beneficiaries of this support service are SME's of any nature and in any legal form that meet the criteria for access and eligibility.

Budget

There is no specific budget for the measure. Instead, there is indicative budget for the Investment Priority, which in this case is 7,090 Million €

SWOT Analysis

<p>STRENGTHS</p> <p>S1 Promoting regional business cooperation around emerging clusters in the region</p> <p>S2 Capacity for research and transfer of results in economic activities, such as agri-food industries, aeronautics, among others;</p> <p>S3 Regional Technology Transfer System</p>	<p>WEAKNESSES</p> <p>W1 Poor adaptability of the measure to the regional context of Alentejo</p> <p>W2 Barriers that still exist in the process of technology transfer, knowledge and innovation</p> <p>W3 Bureaucratic effort</p>
<p>OPPORTUNITIES</p> <p>O1 Information and Communication Technologies</p>	<p>THREATS</p> <p>T1 High costs in access to innovation and technological development;</p> <p>T2 Reduced number of SMEs developing R&D activities – no critical mass for the measure;</p> <p>T3 Incipient technological innovation of the productive base, with low value incorporation and weak marketing strategies;</p> <p>T4 Re-establishing of innovation coaches</p> <p>T5 Missing long-term orientation of the measure over the timeframe of the ROP period</p>

Additional explanations for

STRENGTHS

S1 – The measure promotes the establishment of several relationships between companies around a certain geographic concentration, involving several sector actors (customers, suppliers, competitors), promoting innovation and competitiveness of the cluster.

S3 – SRTT and its main components aim at transferring knowledge and innovation and for applied research, involving Higher Education Institutions, research structures and companies, as entrepreneurs and the capacity of the region, in terms of R&D;

WEAKNESSES

W1 – Due to the still scarce capacity of absorption of the research produced by the business fabric, and the weak regional scientific and technological potential and the cooperation/articulation between the R&D Units and between these R&D and the companies.



W2 – Barriers that still exist in the processes of transfer of technology, knowledge and innovation, which require the dynamization of actions that encourage the dissemination and diffusion of new knowledge and technologies

OPPORTUNITIES

O1 – Use of the ICTs and establishment of new forms of cooperation between the different actors, with the aim of internationalizing and diversifying of markets

THREATS

T2 – In Alentejo, only a small number of SMEs carry out R&D activities, with R&D spending on the GDP, on the private sector, represented only 0,2% in 2011, far from the national level (0,84%)

T3 – The low level of business investment in R&D, coupled with the still fragile and disjointed processes of technology transfer between the R&D System and the business fabric and the lack of consistent strategies of business cooperation and internationalization, highlights the difficulties of regional companies Especially for SMEs, in access to new knowledge and innovation, thereby affecting their ability to create added value and competitiveness in the regional, national and international context.

2. Action 1: Implementation of an effective monitoring and evaluation system

2.1 The Background

Following the 3rd Interregional Learning Workshop, where the Alentejo Policy Instrument was reviewed, a relevant weakness identified was the Portugal 2020 OP weak monitoring system.

The Portugal 2020 should have a monitoring system that would analyse whether the implementation of its Programmes is being carried out as planned, and in an efficient way, which would allow the identification of critical points and deviations that affect the expected results, allowing for timely management corrections. This monitoring system nowadays is still not implemented.

2.2 Action

Concept of monitoring

Monitoring activity that occurs after the implementation of measures.

Activity tracking and scheduling information, followed by its analysis in a systematic way, and communication with the periodic and organized presentation of information, followed by its analysis to identify constraints and the introduction of improvements plan.

Objectives

- Provide information on the pace of implementation compared to planned objectives and targets;
- Contribute to regular information to improve the planning process and the effectiveness and efficiency of interventions;
- Empowering the MA to identify strengths and alerting to weaknesses, current and potential ones, in order to allow timely adjustments and corrections to the implementation system;
- Increase levels of accountability in terms of linking resource utilization/delivering results.
- All digital

Methodology

Steps

1. Establishment of the starting point;
2. Measurement of the relationship between vision and planning objectives to the indicators;



3. Establishment of a limited number of indicators (simple or compound) that allow a clear perception of progress;
4. Use of standardized units whenever possible to allow comparisons;
5. Clear definition and availability to users of the methods and data used;
6. Participation of decision makers and other interested parties in order to link the policies and actions defined to the results;
7. Identification of information that allows retroactive support to decision-making and collective learning;
8. Clear assignment of responsibilities and provision of continuous support in the decision-making process

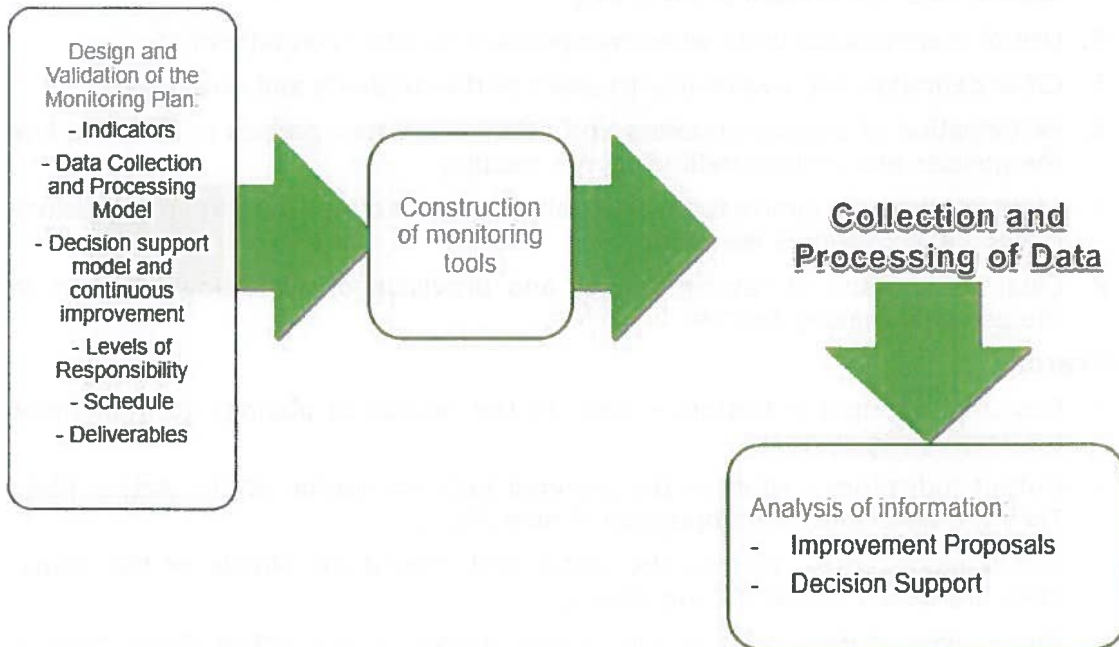
Indicators

- Resource or input indicators - refer to the resources planned to implement the monitoring system
- Output indicators - refer to the planned implementation of the Action Plan. They are associated with operational objectives;
- Result indicators - refer to the direct and immediate effects of the plans. They are linked to specific objectives;
- Impact indicators - refer to the consequences of the Action Plans beyond direct and immediate effects. They are associated with the overall objectives outlined for the Region (Regional OP, thematic goals, etc.)

2.3 Players involved

- Alentejo 2020 Managing Authority – responsible for defining the indicators to be monitored, and implement the corrective measures as a result of the interpretation of the monitoring results
- Alentejo Economic and Regional Development Agencies (service provider)

2.4 Monitoring Cycle



2.5 Timeframe

Action implementation - Till the end of the 2014 – 2020 framework (After March 2019)

2.6 Costs

- Estimated costs for the action:
 - Costs for technical conception of the system;
 - Personnel costs for the follow up (1 or 2 HR)

2.7 Funding sources

Alentejo 2020 – Regional Operational Programme of Alentejo - Investment Priority 1.2 – “Promoting business Investment in R&D, the development of links and synergies among businesses, research and development centres and the higher education sector”

Influenced amount of Structural Funds: the improved monitoring and evaluation system will have an indirect influence on the whole budget of the

addressed policy instrument Alentejo 2020 – Regional Operational Programme of Alentejo, Investment Priority 1.2.

3. Action 2: The Digital Innovation Hub IDEA 4.0: Creation of an Innovation Services/Broker System in the form of a Digital Innovation Hub/Business Accelerator

3.1 The Background

According to the Regional Innovation Scoreboard (RIS) 2017 as regional extension of the “Innovation Union Scoreboard”, European Union, the Alentejo region is considered as being a region of Moderate Innovation regarding the performed innovation implementation level. Compared with the neighbouring Spanish region of Extremadura, Alentejo is even a step ahead. However, the classification of “Weak Absorber” reveals a main barrier of commercialisation of R&D commercialisation in Alentejo and shows that Alentejo has urgently to invest in the qualification of staff and the acquisition of qualified staff in companies to sustain the absorption and commercialisation of new technology in the regional businesses in a sustainable and long-term way.

This problem is becoming dramatically in the distribution of national R&D funds among the Portuguese regions in the period of 15 years (1995-2009): while Alentejo was only able to absorb the tiny share of 1,7 % of those funds, Lisbon and Tejo Valley won the major portion of 55% of the Portuguese R&D country funds – more than 32 times (!) as much as Alentejo, while the population of Lisbon and Tejo Valley is only approx. 6,4 times higher than the population of Alentejo. And of course this low share of public funds is a considerable barrier for Alentejo’s SME to foster the commercialisation of R&D results. But it is not sufficient to increase the qualified staff capacities in Alentejo’s SMEs in terms of R&D+I. It is also required to develop further the related public support in the Alentejo region to be in a better position to serve the R&D+I needs of regional SMEs – in particular to overcome existing serious barriers in the process of technology transfer and innovation with weak cooperation of Alentejo’s SMEs with universities and research centres, as identified in the Peer Review for the Alentejo region.

The consequence is a reduced number of regional SMEs innovating driven by own R&D activities or commercialising public R&D results. This again is hampering incipient technological innovation at the productive base and regional value chains leading again to a even poor absorption capability of national R&D funds when means closing the circle and trapping into a downward spiral.

Serious gaps in the access of entrepreneurial initiatives or product development were identified by the Regional Stakeholder Group of InnoBridge in the following ways:

- Innovation policies;
- Innovation activities applied to the development of products;

- Prototyping of new products and continuous quality improvement processes

The picture thus obtained allows us to conclude that Alentejo is a Region with a consolidated activity of public R&D but still with some difficulties in the capture and retention of talents and skilled labour.

An integrated intervention between the agents of the Alentejo innovation ecosystem is required in order to

- improve the process technology transfer system with stronger collaboration of regional start-ups/SMEs with universities and research centres
- increase the qualified staff capacities in Alentejo's start-ups/SMEs in terms of R&D+I
- increase the usage of national R&D+I schemes by regional start-ups/SMEs
- especially when combined with the promotion of R & D & I performance in RIS3 fields.

Also, during the first phase of the InnoBridge Project, ADRAL participated in a Staff Exchange in Tampere, Finland, and had the opportunity to see on first hand and on a more detailed perspective, the innovation phenomenon in this region.

Tampere is a city/region that houses not only large companies, but also a high number of new innovative start-ups. But the most relevant fact is the active role of the city and the regional Council in creating and developing innovation environment, and the so-called open innovation platforms. Of particular interest is also the innovative cross-sectoral approach of the R&D public policies and the focus on the community and not just on the enterprises.

It is difficult to import good practices or to make changes on policies instruments, when there is that different scale between both regions (Tampere and Alentejo). But for sure one can be inspired for the support services that were presented to us during these days, with main focus on:

- Open Innovation Platforms (also one of the Good Practices from Tampere Region identified on the scope of the InnoBridge Project) – The implementation of entrepreneurial spirit is not only necessary for the private business but also in public administration, Higher Education Institutes and Research and Technology Organisations in order to be able to run a successful policy in open innovation and to become a valuable collaboration partner for private businesses. Therefore, measures that foster the creation of such platforms involving these institutions, should be created;
- The creation of a legitimate business/innovation agency (Business Tampere) by a public Entity, such as a Municipality or a Regional Government. In Portugal, such entities exist, but they are of private nature, and most of them don't have the required sustainability to meet their ends. On the other hand, having a Municipality or a Regional Government as Managing Entity, gives guarantees that the business/innovation agency is oriented towards the municipal/regional strategy.



3.2 Action

3.2.1 Summary

The Digital Innovation Hub - IDEA 4.0 – results from the above described situation with a view to contributing to the establishment of a robust and capable regional innovation ecosystem to generate significant increases in competitiveness in the business fabric. This action is considered as implementation of a long term strategic instrument in the regional ecosystem, under the leadership of ADRAL, the Regional Development Agency of Alentejo.

This action will establish a digital innovation center under the IDEA 4.0 brand, with integration of ADRAL's technical support services, entrepreneurship spaces and foster permanent integration with key partners, at the level of HEI, Municipalities and services of the public administration, but also to anchor companies, leaders in their areas, that can contribute with challenges and projects for the acceleration and concretization of projects that generate value for the territory.

3.2.2 Objectives

- Contribute to improving Alentejo's competitiveness, innovation and value creation at local and regional level;
- Accelerate technology-based projects in the field of Critical Technologies, Energy and Intelligent Mobility;
- Strengthen the focus on the priority area of the project, "Critical Technologies, Energy and Intelligent Mobility"
- Foster the development of projects in areas that consume technologies, energy and logistics

This action aims to contribute to the improvement of Alentejo's competitiveness, innovation and value creation at a local, regional and internationalization level. This will be achieved by supporting initiatives of qualified entrepreneurship and business innovation that can contribute positively to a more dense and resilient ecosystem in technology-based companies that start their processes in the region, that last in time and that generate added value upstream and downstream, with clusterization effect. The priorities of the action are to accelerate technology-based projects in the Critical Technologies, Energy and Intelligent Mobility domain, in response to stimuli of the (5) RIS3 domains generated in the complementary incubator system, market stimuli by anchor companies and internationalization capacity in European supply chains and projects (through EURADA). The high technological intensity will be a priority, in strict alignment with market needs and anchor companies as sponsors and a clear requirement of internationalization potential.

3.2.3 Mission

The project Accelerator of Companies in Critical Technologies, Energy and Intelligent Mobility – Digital Innovation Hub IDEA 4.0 aims to expand initiatives to

support technology-based entrepreneurship in the Alentejo region, implementing infrastructure, mechanisms and acceleration processes with a mission to promote an office interface and learning spaces incubation, public organisms, investors, R & D units, anonymous companies, financing and industry clusters. Based on a network of local and regional partnerships, they contribute to the capture and fixation of technology-based projects that can generate value and integrate into value chains in key development areas such as ICT, Aerospace, Logistics, Mobility, others, in the areas of expertise of RIS3 Alentejo.

The Business Accelerator for Critical Technologies, Energy and Intelligent Mobility aims to establish itself as a Digital Innovation Hub (DIH) aligned with the European Union's Digital Single Market strategy to digitize the local/regional entrepreneurial and business ecosystem, helping to create a more favourable framework for the digital revolution in industry and services. The Digital Innovation Hubs are integrated interfaces to support business initiatives to become more competitive in their products and services through the intensive use of information technologies at all stages of development. Based on proximity infrastructures, it is intended to provide access to the latest knowledge, expert advice, prototypes, mentoring, experimental laboratories and live validation laboratories in real context, as well as integration into strategic partnerships and supply chains. The model to be implemented is based on a strategy of close proximity to the territory of Alentejo. This will be done in partnership with the municipal support network for economic development (GADE) and municipal incubation areas managed by ADRAL, and in the establishment of multidisciplinary national partnerships (including RTOs, universities and polytechnics, industry, business associations, clusters and chambers of commerce, municipal nests and incubators / accelerators, and key organizations of the Administration such as Municipalities, CCDR Alentejo, Social Security, IEFPP, technical and vocational schools), as well as partnerships at European level which allow access to new markets and support points for the export of goods and services that generate value. DIH's focus their strategy on the prioritization of the sectors defined in the RIS3, fostering the ADRAL proposal a strategic alignment with RIS3 Alentejo.

Within the scope of this action, existing infrastructures will be expanded vertically and horizontally. Vertical by expanding the incubation level to an acceleration focused on high intensity digital processes and aligned with the market industry. Horizontal in space, expanding capacity in Évora and Sines to host projects in a highly demanding business environment, with strong partnerships, with a strategic alignment with the main domain of the project, Critical Technologies, Energy and Intelligent Mobility.

The expansion and consolidation of the proposed infrastructures allows the support to the development of means available for the development of technology-based initiatives, inserted in a strong and demanding business context, meaning a qualitative increase and demanding environment, in the selection and development of the projects.



The action, which aims at expanding activities to support entrepreneurship and regional development in Alentejo, is based on the development of the Digital Innovation HUB concept of technological acceleration, integrated into the network of entrepreneurship spaces, aligned with existing R & D priorities in the ecosystems of HEIs and in the induction of innovative projects by anchor companies present in the territory. Through the reinforcement of resources in the cities of Évora and Sines, we intend to strengthen the focus on the priority area of the project, "Critical Technologies, Energy and Intelligent Mobility" (TCEM), as well as to promote the development of projects aligned with RIS 3 in consumer areas technologies, energy and logistics that can be applied to the local, or external business ecosystems. The focus on the core TCEM domain should be understood as an innovation factory that stimulates technological innovation and responds to market needs in the design and implementation of innovative concepts, prototypes, products and services for the remaining domains of the RIS3.

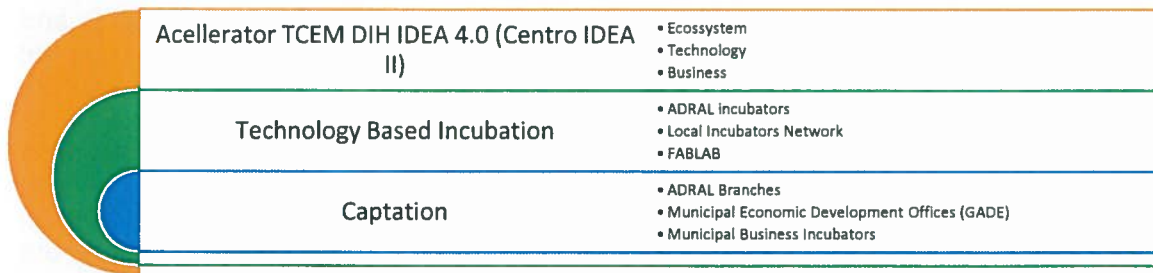
3.2.4 The IDEA 4.0 Accelerator

The action aims to unify a physical and virtual technological innovation center, ADRAL's technical support services, and foster permanent integration with key partners at HEIs, Municipalities and services of the AP, as well as anchor companies, leaders in their areas, who can contribute with challenges and projects for the acceleration and implementation of projects that generate value for the territory.

Clear and evident are the gaps in the growth processes of startup projects in the territory, whose birth rate is very interesting and transformative, but their resilience, durability, and insufficient visibility or quality to leave a star mark in the territory that carries the name from the respective local ecosystem to national and international knowledge. During the last few years some local initiatives have received national recognition of quality and support, but for this visibility they have been rescued for more dynamic and dynamic means, typically with the great national metropolises. The reason for this local inability to set projects with more visibility stems from the attractiveness of multiple factors, namely proximity to clients and investors, simplicity of private financing versus structural funds, technical support and mentoring, and the need to integrate into product and innovation chains and clusters.

The DIGITAL Innovation HUB (IDEA 4.0) mission is to expand existing infrastructures to bridge the gap between public results and their economic exploitation, to foster new ideas and innovative projects, but also to implement a new systematic approach that unifies support to technology-based entrepreneurs through innovative processes that are able to respond effectively through the various stages of business development. The rise of technology-based companies is based on an innovative services strategy (DIH - Digital Innovation Hub) and the realization of a high capillarity network in the capture and dissemination of ideas and projects, in the municipal spaces and respective GADE, within HEI, in ADRAL incubators and its partners, throughout the Alentejo territory.





By increasing the capacity of existing support spaces for entrepreneurship and implementing the TCEM DIH Accelerator, with physical spaces in Évora (Évoratech expansion) and Sines (aicep Global Parques Business Center), supported by new concepts of the Digital Innovation Hub, it will be possible to strengthen the resident capacity to foster the birth of new technology-based companies, in line with market needs (challenge), using the best and most advanced technologies, in conjunction with the regional R & D network and the vocational education network of the region (technology), inserted in market contexts that allow them to enter into chains of opportunity (business).

The implementation of structured flows of evaluation of innovation and projects allows to improve the processes of support to initiatives, giving them better conditions of success:

The three layers (TIER) presented in the previous diagram define procedural flows that allow a better follow-up from the initial moment until the materialization and market entry of innovative and technology based products.

At the **TIER1**, at ADRAL sites and partnerships where activities are developed to support entrepreneurship and economic development at the municipal level, it will be possible to identify related needs and capture entrepreneurial initiatives that may be framed in the typology of technology-based Startups or needs that can be addressed by entrepreneurs incubated in the TCEM Hubs of TIER2. This network builds on the installed capacity and partnerships established with a broader scope at the level of the 5 domains of RIS3 by identifying technology-based needs that may constitute multisectoral challenges for Startups in the TCEM domain or which may constitute new opportunities.

TIER2 integrates two hubs, Évora and Sines, as physical HUBs for the installation of acceleration initiatives of high technological intensity, which produce multiplier effects for the region, in the field of critical energy technologies and intelligent mobility specialization. The integration of Sines as an expansion of technology-based incubation is based on the already existing ADRAL incubation initiatives in the region (ex: Évoratech, but also on ADRAL's network of incubators partners - CAESC, CAME Montemor-o-Novo, CAME Redondo, CAME Marvão, Startup Alentejo in Vendas Novas, and future initiatives Startup Alcácer, etc. -, in the Moove incubator network and also in the scientific capacity of Higher Education Institutions (HEI) and R&D laboratories integrated in the SRTT).



TIER3 harmonizes DIH IDEA4.0 services and intends to systematize and integrate a digital innovation hub model the way it supports entrepreneurial initiatives, such as integration with network and R&D capabilities, Public Administration services, Anchor Companies and others, Investors, Industrial Associations, other Startups and also internationalization networks, clusters and opportunity markets.

The proposed structure of initiatives is based on a strategy to expand ADRAL spaces and services in support of the development of qualified technology-based entrepreneurship, which leverages the concentration of two concentric poles of activity to promote critical mass, energy and intelligent mobility of projects to contribute decisively in the increase of companies in the territory.

With a wide scope in all areas of the RIS3, it is intended to focus innovation and technological development on products and services that allow differentiating the objectives of the accelerator from the activities already developed at the level of local and regional incubation.

Aiming at expanding existing infrastructures, ÉvoraTech and Centro Negócios Sines (HUBs of TCEM), it is intended to focus the activity on new areas of priority for the Alentejo, such as information and cybersecurity technologies, social economy and health technologies, technologies for mobility and logistics, technologies for energy, technologies for strategic sectors (Aerospace Cluster, Cluster Mineral Resources and Energy, Cluster TICE).

The proposed spaces allow integrated development of incubation, acceleration and support to innovation and business development in the most important territorial area for the priority RIS3 (TCEM) without losing integration with the territory as an entrepreneurial ecosystem of local philosophy and network. With these new investments will be possible to expand capacity assuring a total of technological base spaces for incubation and acceleration exceeding 30 (spaces) and project development potential of 60 in total in full occupation.

3.2.4.1 Digital Innovation Hub IDEA 4.0

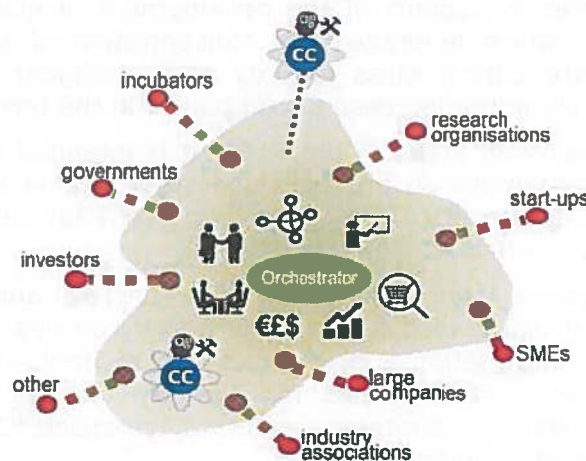
The governance and dynamization model of commercialisation of R&D results & innovation in the proposed ecosystem is based on the concept of digital Innovation Hub, with the objective of consolidating support services for entrepreneurs and companies.

The Digital Innovation Hubs integrate a multi-tier service portfolio that responds to the needs of entrepreneurs, Startups and Enterprises in the development of innovation in products and services, in order to become more competitive through the intensive incorporation of digital technologies.

They are based on technology infrastructures (competence centers) and provide knowledge, experience, interfaces and mentoring to support the entrepreneurs their clients in the design, prototype and experimentation of digital innovations. In addition to business support and innovation services, financial support services will also be available to implement innovation through the entire value chain. Since

proximity is a relevant factor for innovation as well as time to market, monitoring DIH acts as a point of contact and entry into the regional innovation system.

This DIH IDEA 4.0 acts as a multi-partner orchestrator for cooperation, including laboratories, universities, industry, associations, chambers of commerce, local governments and interface bodies, but also the incubation and acceleration ecosystem. This initiative aims to support European industry and SMEs to respond to digital opportunities.



At European level, the DIH network has witnessed a growing expansion of this concept. A good example of this is the DIH activities already existing in one of the InnoBridge partner regions – Tampere. It is therefore relevant to implement this concept in the Alentejo.

The IDEA 4.0 DIH aims to be the point of integrated orchestration of control and monitoring processes in the various stages of incubation and acceleration of the projects in development, allowing or supporting the access to the various interlocutors at local, regional, national and international level.

Description of services to support entrepreneurs in Business, Technology, Ecosystem, with activities and tasks structured in support of projects:



	Service	Activities
Ecosystem	Community building	Scouting, brokerage, awareness creation, dissemination, ecosystem building
	Strategy development	Market intelligence, market assessments, roadmapping
	Ecosystem learning	Workshops, seminars to share knowledge and experience
	Lobbying	Representing interests during meetings & conferences, organizing (country) visits
Technology	Strategic RDI	Joint, pre-competitive R&D, co-funded research (programmatic)
	Contract research	Specific R&D, technology concept development, proof of concept, public procurement RDI
	Technical support on scale-up	Concept validation, prototyping, small series production
	Provision of technology infrastructure	Renting equipment, low rate commercial production, offering platform technology infrastructure
	Testing and validation	Certification, product demonstration, product qualification
Business	Incubator/accelerator support	Voice of customer, market assessment, business development, consortia building, offering location
	Access to finance	Financial engineering, connection to funding sources, investment plans
	Skills and education	Courses, workshops, offering technological infrastructure for educational purposes
	Project development	Identification of opportunities, creating consortia, development of proposals

3.2.4.2 Hub Évora

The Évora HUB is based on the physical expansion of the already existing incubator to the level of project accelerator. The space will be designed to provide a real interface and the communication of the market with the acceleration projects that are derived from startups in hatcheries or new Startups that receive market challenges.

3.2.4.3 Hub Sines

The Sines HUB represents a horizontal expansion of the incubation activity carried out in the ADRAL incubator ecosystem, extending the existing activity to sectors with high weight in the region's GDP and with a special business relevance at the national level. The logistics and energy cluster sector is such a key element in the development and entrepreneurship ecosystem due to the evident concentration at the enterprise level and the latent opportunities with high technological intensity that can be observed in the installed cluster. The capacity associated with logistics is an opportunity for the development of initiatives to accelerate projects that can be captured in the regional incubation centers and that can be accelerated in this place together with the companies and organizations installed.

3.3 Territorial Scope

The geographical area for the implementation of the Accelerator Idea 4.0 corresponds to the territory of intervention of ADRAL, and it should be considered that the action is located mostly in Évora, where the building for which the investment application is submitted.

Two branches, Évora and Sines, are considered as physical HUBs for the installation of acceleration initiatives of high technological intensity, which will produce



multiplier effects for the region, in the field of critical energy technologies and intelligent mobility specialization.

The integration of Sines as an expansion of technology-based incubation is based on the ADRAL initiatives, already developed in the region with special focus on Évoratech, but also on ADRAL's network of incubators partners (eg CAESC, CAME Montemor-o-Novo, CAME Redondo , CAME Marvão, Startup Alentejo in Vendas Novas, and future initiatives Startup Alcácer, etc.), in the Moove incubator network and also in the scientific capacity of Higher Education Institutions (IES) and R & D laboratories integrated in the SRTT.

3.4 Players involved

- Alentejo 2020 Managing Authority
- ADRAL – Alentejo Regional Development Agency (service provider)
 - Based on the experience developed during the activities of management of spaces of dynamism of the entrepreneurship and innovation, at regional, national and international level, ADRAL acquired a vast and solid knowledge on the implementation and development of entrepreneurship initiatives and acceleration of companies and ideas.
- SME's and entrepreneurs in Alentejo
 - The Idea 4.0 Accelerator is targeted at entrepreneurs, inventors, top-level graduate students, Startups and SMEs integrated into the regional incubation ecosystem where TCEMI is responsive to market challenges and needs identified in the 5 domains of EREI Alentejo or that are a sequence of projects developed in Technological Incubators of the Alentejo Region.

3.5 Monitoring

The main indicator for this action, will be the number of SME's that will successfully leave "acceleration" phase (and that came previously from start-up phase, whether is from ÉvoraTech or not) and are able to be sustainable outside incubation environments. We consider that this will fulfil self-defined performance indicator – 14 SME's benefiting from the instrument that introduce new products in the market until 2020.

3.6 Timeframe

As proposed by the call in which this action fits, the implementation of the action should last 24 months. Predictably between April 2019 and March 2021

- October 2018 - concept elaborated
- November 2018 - proposal based on concept submitted to call ALT20-51-2018-34 - Technology-Based Incubation Centers
- April 2019 – expected validation and approval of proposal

- May 2019 - starting with implementation of The Digital Innovation Hub IDEA 4.0 under approved project proposal

3.7 Costs

1 022 000,00 €

3.8 Funding sources

Since the earlier stakeholder meetings within InnoBridge, ADRAL discussed with the Managing Authority alternative actions that could improve the ROP, and more specifically, the Investment Priority 1.2 – “Promoting business Investment in R&D, the development of links and synergies among businesses, research and development centres and the higher education sector”. In particular one action was considered as useful: the establishment of an Innovation Broker System.. But it was not possible to allocate the respective budget for this approach within the Alentejo 2020 – Regional Operational Programme of Alentejo, Investment Priority 1.2, as the Managing Authority pointed out. . The solution that we came up with, is to partially implement the “Establishment of an Innovation Broker System”, by submitting an application in the form of a Digital Innovation Hub/Business Accelerator as alternative funding source, which will likely be approved in the 2nd quarter of 2019, in the beginning of phase 2 of InnoBridge.

In this case, the funding source will be the national Policy Instrument “Promoting entrepreneurship, in particular by facilitating the support for the economic exploitation of new ideas and creation of new enterprises, including through business incubators.”

The funding is split up as follows:

ERDF – 765.000,00 € (85%)

Private Funding – 135.000,00 € (15%)

Non-eligible – 122 000,00 €

4. Signature (to be signed by ADRAL’s President, with a letter of endorsement signed by the MA)

Date:

4/7/19

Signature:



Stamp of the organisation (if available):

