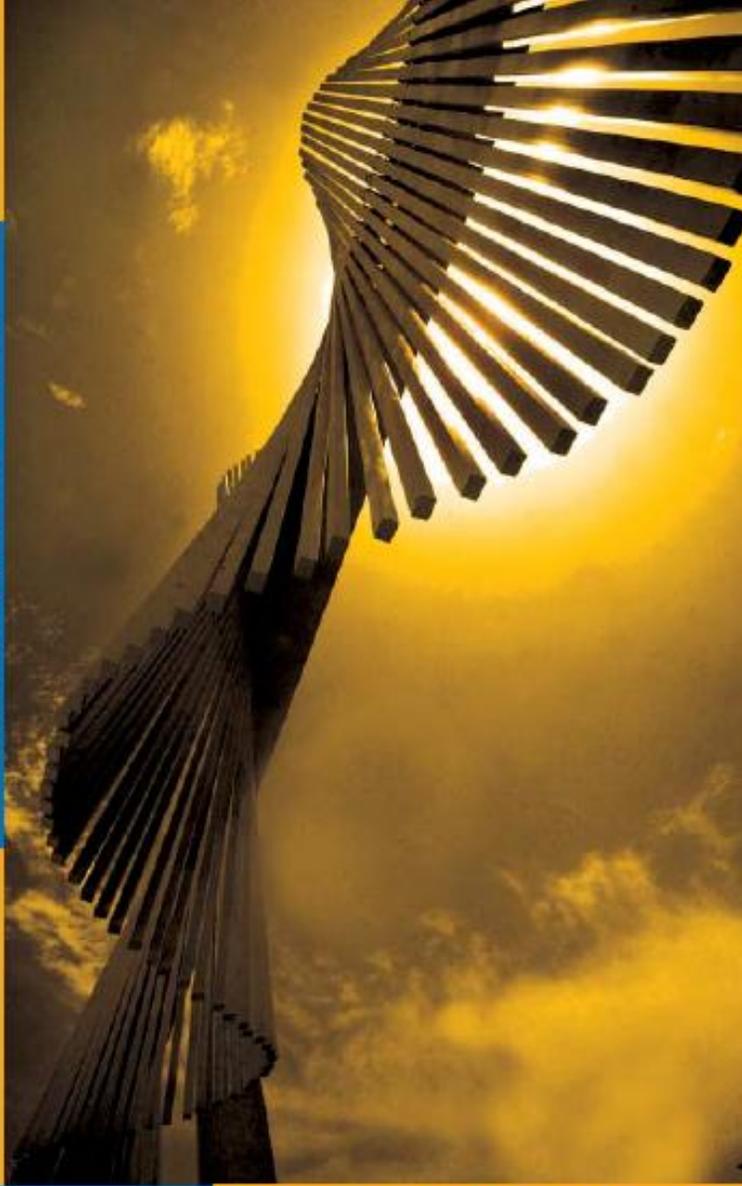


Showcasing Innovative Greece



Edited by Christos Bezirozogou

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Foreword

The first experimental activities to support innovation in relation to regional and social policy, effectively pioneering the development of the knowledge-based economy at regional level, were launched by the Commission in 1993-94. Today, nearly one in three regional authorities across the EU-15 have formulated a Regional Innovation Strategy or a Regional Innovation Society Initiative, aimed at developing effective innovation systems and spreading Information & Communication Technologies related know-how at regional level.

A new system for European Regional Development Fund regional programmes of innovative actions was introduced in 2001 to underpin the Community priorities to increase regional competitiveness, technology and innovation by applying new forms of IT and promoting sustainable development.

For first time, in 2002 the Region of Peloponnesus was actively involved into initiatives preparing the ground and paving the way for the promotion of innovation with the development of a Regional Innovation Strategy (RIPE programme). The strategic approach has been based on a widespread public debate that facilitates and promotes consensus and encourages a shared strategic view of the Region's economy through the development of long term plans by businesses. The scheme has been fully endorsed and agreed upon by the relevant support agencies. In particular, the project has provided an impulse for the region to tackle the issue of innovation. In the case of the Information Society, for less information society mature prefectures of the region For prefectures with a lower level of awareness and maturity regarding the Information Society and what it entails, the RIPE programme promotion has proved crucial.

According to the results of the Regional Innovation Strategy, there are no important centres for the transfer of technology in the region of Peloponnesus. The system of transfer of technology is characterized by the relative new infrastructure. The transfer technology depends, to a considerable extent on national program financing The influx of technology, development of new methods in production and introduction of new products through collaborative efforts targeting growth, are limited.

Within this framework, the Region of Peloponnesus Regional Programme of Innovative Actions NetForce 2006 comes to fill a dearth of previous innovation initiatives, and to enhance company networks, clusters and academia-business links leading to the adoption of methods and technologies useful in new product development.

The strategy focuses on:

1. The enhancement and capitalization of RIPE 2002-2003 results
2. The reinforcement of co-operation networks/clusters between local business and research centres & universities, financial institutions or specialist consultants, etc. for the development of new products / services and

3. The strengthening of Technology Transfer in SMEs and the flow of information between stakeholders building relationships

These specific strategic objectives will develop the measures that fund innovation through the new Regional Operational Programme 2007-2013.

The expected impact of the proposed strategy will be:

- Effects on the modernisation and diversification of the regional economy, creation of long-term quality jobs, enhanced performance.
- Implementation of innovative actions foresees the gradual transformation of the main sectors of Peloponnesus, modernizing their traditional focus on conventional products to new products which open up new markets at a global level.
- Development of an innovation mentality particularly among young people, reinforcing the genesis of ideas in the regional educational organisations with support for the creation of a favourable environment for innovation among young scientist and technicians (return of young scientists in their respective regions).
- Expected sustainability of the action upon completion of the regional innovative actions.
- On-going regional activities to encourage and strategically direct innovation and information activities
- The development of regional innovation and technology transfer strategies will lead to greater cooperation, transparency and a strengthening of the expertise available within the region.
- The innovative actions (ITT regional support centre, networking/clustering business and organisations) will lead to a change in the regional authorities as concerns how innovation is perceived in the region.

Let us work in a partnership with the most dynamic economic actors to embed innovation as a priority in our policy-making.

The debate about cohesion and the future of regional innovation policy after 2006 must begin now.

Angela AVOURI
General Secretary - Region of Peloponnisos

Innovation at the heart of business

When placed at the heart of business, research and innovation become motors generating wealth and growth. It has been widely observed that the innovation performance of enterprises is reinforced when they form clusters and networks.

Networking within clusters and across complementary clusters is a key factor for their successful development. Training and research centres, financial institutions, innovation and intellectual property consultants, local and regional development agencies and other support organisations are the key players in maximising a firm's creative business potential.

The construction of broad regional partnerships – with public authorities taking political responsibility, but with technical leadership provided by the most dynamic local entrepreneurs, companies and research institutes – has created "extraordinary possibilities".

The programme NetForce 2006 will focus on the reinforcement of co-operation networks or clusters between firms or groups of firms for the development of new innovative products & services and will encourage the establishment of innovative enterprises with links to educational institutions and research centres. The NetForce 2006 programme reinforces the creation, dissemination and integration of knowledge within the basic entrepreneurial sectors of the region as a principal source of innovation and a regional competitive advantage.

The pilot actions of the project will be facilitated with the transfer of technology (ITT Centre) between the firms encouraging them to introduce innovation to market particularly through the business network infrastructures (Innovation Relay Centres). Such structures fill a market gap by providing for a regional gateway to European co-operation and combining grass-roots knowledge with Europe-wide expertise and contacts.

Few firms systematically take stock of their intellectual capital, the value created through research and other knowledge resources. The Chamber of Arcadia will help and support companies to further promote development and use of the intellectual capital at their disposal.

Dimitrios PAVLIS
President – Chamber of Arcadia

Although of the 178, 903 words in the English language
a total of 51 807 are words of Greek origin, such as:

Aesthetic

Barometer

Cacophony

Decathlon

Ethnography

Forbivorous

Galaxy

Helicoid

Ideology

J

...

Labyrinth

Macroeconomics

Neuron

Oceanographer

Paradigm

Q

Rhinoceros

Sarcophagus

Tachograph

Utopia

V

W

Xenophobia

Yoctogram

Zoarchaeology

The Greeks kept one word for themselves:

Καινοτομία [kenotomia=innovation].

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Editorial

Most regions radically differ from their respective countries. National and global trends are not felt the same way in all regions. While some regions lead, some others lag behind these trends, i.e. some regions maintain low unemployment rates despite a global downturn. As a result, the disparities between regions are far greater than the differences between countries. The ability of regional economies to withstand competition and to manage change is related to their capacity to innovate.

Allow us to quote the words of Commissioner Viviane Reding, responsible for Information Society and Media: "Ancient Greek civilisation is a source of continuous inspiration and its values are timeless and global. Athena, goddess of wisdom, invented the bridle so that horses could be used in the service of mankind. Today, we have innovation to help us harness knowledge for growth and development. Europeans, and in particular Greeks, are known for their inventiveness and creativity. Europeans, need to exploit more intensively this innovative spirit!"

The Regional Programmes of Innovative Actions are seen as a knowledge laboratory that provides regional actors with the opportunity to try innovative actions that are often deferred. It is particularly important for the least-developed regions, like the majority of Greece's 13 regions, to be offered a chance to experiment in fields outside the norm of their structural funds programmes in addition to developing greater cooperation and networking with other more developed regions.

The Regional Programmes of Innovative Actions were the EU's and probably the world's first ever capacity building exercise for regions. The regions were given the chance to develop a holistic regional innovation strategy, to directly manage their allocated budget and engage for the first ever time in direct contact with the EU. Furthermore, regions were encouraged to better learn and comprehend the value of sustainable growth in the knowledge economy era.

It is equally important to note that the year of the publication of this book – 2006 – has been proclaimed by the Chinese government as the first year of fifteen year struggle for the metamorphosis of China into an innovation-oriented economy. The Chinese President reaffirmed the wish of his government to embark to a new path of innovation with Chinese characteristics.

The fourth publication of the Greek Regional Programmes of Innovative Actions, entitled Showcasing Innovative Greece, presents both first and second generation programmes with particular emphasis to their categorisation according to different typologies. The Greek Regional Programmes of Innovative Actions have become an innovative energy boost for Greek regional economies. Their accumulated experience could serve as a beacon and example for other remote regions with less favourable circumstances.

Christos BEZIRTZOGLU

Chapter I

*All growth is a leap in the dark,
a spontaneous, unpremeditated act
without benefit of experience.*

Henry Miller

Introduction

1. The European Regional Experiment
2. The European Regional Development Fund pilot schemes
3. Regional Programmes of Innovative Actions
4. The 1st generation of Greek Regional Programmes of Innovative Actions
5. The 2nd generation of Greek Regional Programmes of Innovative Actions
6. Impact and added-value of Greek PRAs
7. Networking of Greek regions
8. A glimpse into the future: The Innovation Poles and Innovation Zone initiatives
9. Other EU funding regimes promoting innovation
10. Population Innovation Readiness

Introduction

Regions are key players in the global economy: they are the first to be affected by economic changes and they represent the right "critical mass". To compete in today's global economy, and to keep or, even better, to attract the best people and the best companies, each region needs to capitalise on its knowledge base and to develop its capacity to innovate. Innovation should not be seen in a restrictive sense but should underpin all aspects of regional planning and policy development. Whether it be in the design of new products in companies or in the introduction of new working methods and processes among regional partners, a region's success will depend on the distribution of knowledge and a genuine partnership amongst individuals, enterprises, research institutions, associations, and regional administrations.

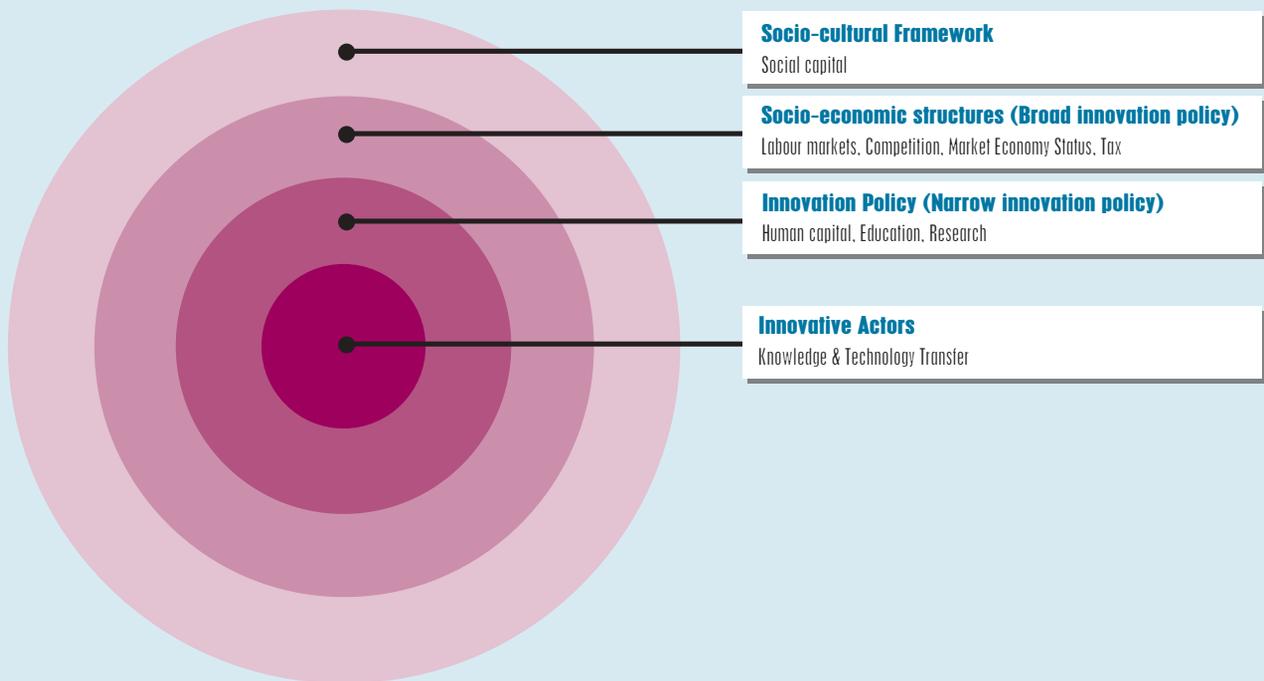
1. The European Regional Experiment

EU Regional Policy adds to a region's economic attractiveness and acts as a catalyst for overall development. Currently it is widely acknowledged that acting at the EU level creates added value for the following reasons:

- **Leverage effect**
EU funding is added to national sources. It helps develop Private Public Partnerships (PPP). It helps maintain investment and growth even during periods of economic austerity.
- **Return on investment effect**
EU investments in less prosperous regions generate a substantial return for better-off Member States and regions through contracts and the export of equipment, tools and expertise.
- **Multi-annual programming effect**
Seven years programming makes it possible to plan regional development over the longer term. This would not be possible in a purely national context.
- **Governance effect**
Implementation of EU regional policy leaves room for initiative, boosts civil society and gender equality whilst developing control and evaluation systems. It is based on partnership of EU/Member States/regions/economic and social partners/NGOs with well-defined responsibilities and promotes the sharing of experience.
- **Effect on other EU policies**
European regional policy makes a significant contribution to implementing the other policies of the Union: employment, rural development, trans-European networks, research and the knowledge-based society. Furthermore, it has been a major force for implementing public procurement rules in Member States, as well as for respecting the environmental impact directive or publishing national lists of Natura2000 sites (protection of natural habitats).

Knowledge is the core element of innovation activity. Innovation is mainly the result of complex and interactive processes, through which regions tap the knowledge available both inside the region as well as outside in other regions and institutions. Regions with programmes co-funded by the Structural Funds should aim at using their competitive advantages – regional excellence – optimally by facilitating a climate that promotes the creation, dissemination and adoption of knowledge.

The innovation milieu of the regional programmes of innovative actions is an amalgam of socio-cultural and socio-economic structures in the specific regional techno-economic environment as pictured in the following onion-like diagram.



2. The European Regional Development Fund pilot schemes

Since the reform of the structural funds in 1988 the European Regional Development Fund (ERDF), in addition to its main tasks (supporting productive investment, construction and modernisation of infrastructure and exploiting the internal potential of the regions), has participated in financing 'studies or pilot schemes related to regional development at Community level' (Regulation 2052/88, Article 3).

In the initial period (1989-1993) these pilot schemes, later called innovative measures, covered subjects such as regional planning (Europa 2000), cross-border cooperation, cooperation networks between towns and regions (PACTE, RECITE and ECOS-OUVERTURE) and problems of urban areas. The two Community initiatives INTERREG (as of 1991) and URBAN (as of 1994), financed from the ERDF, are essentially based on this kind of pilot project. Despite their low budgets (1% of the ERDF between 1989 and 1999) the innovative measures proved to be a successful field for experimentation outside the regional programmes. Following their success it was decided that the new generation of innovative measures, called Regional Programme of Innovative Actions, would continue for the period 2000 to 2006.

During the first programming period of 1994-1999 DG Regional Policy Article 10 projects had distinct goals in specific areas, such as technological innovation (RTT, RTP, RIS, RIS+) and information society (IRISI, RISI 1, RISI 2, RISI+).

In the second programming period of 2000-2006, the Regional Programmes of Innovative Actions (PRAI) aimed at the integration of the previous experiments (under the themes of technology innovation & regional information society) in addition to the introduction of the emerging theme of sustainable development, to create a novel wider approach to regional development.

From the above we can distinguish the two generations of thinking: The mono-theme project approach and the multi-theme holistic programme approach. The 2000-2006 ERDF innovative actions have been the pioneers in adopting the new programme-based approach to innovation in regions opting for the funding of such projects.

3. Regional Programmes of Innovative Actions

The Regional Programmes of Innovative Actions (PRAI) co-financed by the ERDF have been specifically formulated to give regions the opportunity to experiment by boosting regional capacity to develop a knowledge-based economy and by developing pro-active policies which can profit from the latest technologies in a sustainable way which protects and enhances its own special regional characteristics.

The definition of innovation for the PRAIs was the successful production, assimilation and exploitation of novelty in the economic and social sphere. The innovation milieu that these programmes are trying to establish is an amalgam of socio-cultural and socio-economic structures in a specific techno-economic environment.

The PRAIs elicited a very positive response from the regions and as of November 2005, 144 of the 156 eligible regions were participating. These included all regions of Austria, Belgium, Finland, Greece, Italy, Ireland, Netherlands, Portugal, Spain, Sweden, United Kingdom as well as Denmark and Luxembourg.

The total value of ERDF co-funding approved by November 2005 was roughly 370 million Euros. When the contribution from the public and private sectors in the regions is added, this rises to a total volume of around 680 million Euros. On average, the ERDF has contributed 52% of the total budget of the programmes, the public sector (regional and national) 34% and the private sector 14%.

| Year | Programmes submitted | Programmes approved | Total ERDF intervention | Total amount for approved programmes | Total amount from private sector |
|------|----------------------|---------------------|-------------------------|--------------------------------------|----------------------------------|
| 2001 | 103 | 81 | 206.000.000 € | 393.000.000 € | 59.000.000 € |
| 2002 | 51 | 45 | 109.000.000 € | 204.000.000 € | 25.000.000 € |
| 2003 | 16 | 10 | 31.000.000 € | 65.000.000 € | 7.000.000 € |
| 2004 | 16 | 9 | 23.000.000 € | 41.000.000 € | 6.000.000 € |
| 2005 | 48 | 29 | 55.000.000 € | 112.000.000 € | 19.000.000 € |

In line with the Lisbon and Gothenburg objectives, regions have been invited to focus on one or more of the following three strategic themes for regional development:

- Regional economies based on knowledge and technological innovation (including issues such as university-SMEs relationship, firms clustering, advanced services to firms, incubators, etc.)
- e-Europe Regio: the information society at the service of regional development (including issues such as e-business, e-government, e-learning etc.)
- Sustainable development and regional identity (including issues such as environment, ecological tourism, cultural heritage, enhancing the export potential of traditional micro-companies, etc.)

The synergy between the three strategic themes has been well exploited by most regions that have opted to include a number of actions covering at least two of the three eligible themes or opted for all three themes.

In addition to the regional programmes of innovative actions, three networks, one per strategic theme, were launched to foster co-operation between regions and to share experiences and good practices.

- ERIK (European Regions Knowledge-based Innovation Network)¹ and its successor ERIK+ for technological innovation led by Toscana (Italy) and Emilia-Romagna (Italy);
- IANIS (Innovative Actions Network for the Information Society)² and its successor IANIS+ for Information society at the service of regional development led by Sachsen (Germany);
- A Pan-European Network for Sustainable development³ led by Wales (U.K.).

¹ For more information: www.eriknetwork.net

² For more information: www.ianis.net

³ For more information: www.sustainable-euroregions.net

A major added-value of the PRAIs was the novel approach of establishing, for the very first time, a working partnership between the European Commission and the regions, which helped build regional administrative capacity and brought Europe closer to citizens.

In summary the key notions of the Regional Programmes of Innovative Actions are:

- Placing emphasis on exploitation of research
- Exploring regional distinctiveness
- Creating opportunities for linking sectors according to their strengths
- Planning complementary regional and national innovation policies
- Promoting devolution of the governance system toward regions

4. The 1st generation of Greek Regional Programmes of Innovative Actions

The total estimated budget for Greek programmes is 45,93 million Euros, representing 14% of the total PRAI budget (EU-15 countries, 2001-2003 = 663,62 M €).

The total estimated ERDF contribution is 31 million Euros, representing 68% of total Greek PRAI budget, higher than the European average of 52%. This is due to the fact that all thirteen regions are Objective 1 areas.

The estimated private funding is 6,4 million Euros, representing 14,04% of the total Greek PRAI budget. This percentage is slightly above the EU-15 average (13,93%).

The private contribution exists in all thirteen regions. The highest rate is found in the three island regions of Voreio Aigaio (20%), Ionia Nisia and Notio Aigaio (19%). It is less than 5% in Anatoliki Makedonia & Thraki, Ipeiros and Sterea Ellada.

The average number of actions per programme is 6. The regions of Dytiki Ellada and Anatoliki Makedonia & Thraki have the lowest number of actions (3), while the regions with the most actions are Kriti (11) and Kentriki Makedonia (10).

All thirteen regions participate in the works of the Greek National Innovation network while some of them are also members of the three Innovative Actions networks.

5. The 2nd generation of Greek Regional Programmes of Innovative Actions

The total estimated budget for the 2nd generation Greek PRAIs is 5,68 million Euros. The total estimated ERDF contribution is 3,45 million Euros, representing 61% of total 2nd generation Greek PRAI budget.

The estimated private funding is 1,2 million Euros, representing 21,32% of the total 2nd generation Greek PRAI budget. It is interesting to note a 7% increase in the total private contribution vis-à-vis the 1st generation PRAIs. Increased private participation is concrete proof that PRAIs have contributed successfully to changing innovation acceptance culture in the regions.

| Total Region | Total amount approved | ERDF intervention | Total amount from private sector |
|---------------|-----------------------|-------------------|----------------------------------|
| Peloponnisos | 2.450.000 € | 1.389.600 € | 559.875 € |
| Voreio Aigaio | 3.225.000 € | 2.060.000 € | 650.000 € |

Both 2nd generation Greek PRAIs are a continuation and a step forward from the 1st generation programmes implemented in the regions of Voreio Aigaio and Peloponnisos. Specifically, the Voreio Aigaio programme, "BIOBUS" - "Biodiversity resources for innovative business development", aims at utilizing regional biodi-

versity resources in order to create new, innovative pilot business developments. The Peloponnesus programme, "NetForce 2006", aims to reinforce regional innovation, implementing a series of cross-sectoral innovative actions in Peloponnese. The NetForce 2006 programme focuses on the development business networking and clusters for the promotion of new products and encourages the establishment of innovative enterprises with links to educational institutions and research centres.

6. Impact and Added-value of Greek PRAIs

The Greek PRAIs represent a small amount of the bigger structural and cohesion funds package to Greece, which for the 2000-2006 programming period is estimated to be around 3% of the GDP and 8% of the total investment budget.

It is estimated that some of the cumulative GDP growth could be attributed to EU finds, including the PRAIs. In addition to economic growth, PRAIs have allowed the regional governments to establish regional policy priorities taking into account the wider Member State and EU strategic priorities. These include such high added value areas as information society, R&D, business support services, environmental awareness, human and social capital development.

Finally the development of a regional innovation culture, the establishment of new partnerships as well as the spillover benefits for the Greek public administration resulting from the introduction of modern management and auditing methods.

7. Networking of Greek Regions

The regional innovation networks are complementary activities designed to enhance the exchange of information, experience, know-how and expertise between the participating regions – especially with a view to improving and increasing the use of Structural Fund investments for regional economic and social development.

| | | |
|---|--------|---|
|  | 2004-5 | Ionian Islands, Crete, Thessaly, Sterea Ellada |
|  | 2006-7 | Ionian Islands, Crete, Western Macedonia, Sterea Ellada, Peloponnisos |
|  | 2004-5 | Central Macedonia (Municipality of Stavroupolis) |
|  | 2006-7 | Central Macedonia (Municipality of Stavroupolis), Peloponnisos |
|  | 2004-5 | Crete, Epiros, Central Macedonia (Municipality of Stavroupolis) |

The Greek regions, members of Innovative Actions networks, are:

The Greek regional innovation networks, notably the Hellenic RITTS/RIS network and the National Innovation Network⁴ (Rinonet, Innogreece), were active since the introduction of the regional innovation strategies back in 1998 and have subsequently evolved to include all regions and regional experts.

7.1 Participation in the Conference of Peripheral Maritime Regions of Europe



The Conference of Peripheral Maritime Regions⁵ (CPMR) brings together 154 regions from 26 countries representing more than 170 million people.

Being located along Europe's shoreline brings both advantages and specific difficulties. The CPMR is working to promote more balanced development across the whole

⁴ For more information: www.rinonet.org or www.innogreece.eu

⁵ For more information: www.cpmr.org/index.php

of Europe (territorial cohesion), and increased regional competitiveness through its action on policies which have a significant territorial impact: Transport, R&D, employment and training, competitiveness (balanced competitiveness). Parallely, it is striving to strengthen the participation of the regions in the design and delivery of EU policies (governance).

More broadly, it is working to enhance Europe's maritime dimension (maritime issues) and to promote sustainable development, paying particular attention to energy policies on the one hand, and agricultural and rural policies on the other hand (sustainable development). In the context of globalisation, the CPMR is helping to position the peripheral maritime regions with regard to their neighbouring areas and on the international stage (external cooperation and neighbourhood policy).

The Geographical Commissions aim to ensure that work is as decentralised and as close to the reality of each sea basin as possible. There are six such sea basins in all: Atlantic Arc, Balkan and Black Sea, Islands, Intermediterranean, Baltic Sea and North Sea.

All 13 Greek regions are members of CPMR as well as participants in the Intermediterranean⁶, Balkan & Black Sea⁷ and Islands⁸ geographical commissions.

7.2 Participation to the Innovating Regions in Europe network



The network of Innovating Regions in Europe⁹ (IRE) is a joint platform for collaboration and exchange of experiences in the development of regional innovation policies and schemes.

The network aims to enable regions to access new tools and schemes for innovation promotion and to create an inter-regional learning process. It also seeks to put innovation at the top of the regional policy agenda. It is open to all European regions that can demonstrate good practice in the promotion of innovation.

The Greek members of the IRE network are Kentriki Makedonia, Kriti, Dytiki Makedonia & Thraki, Ipeiros, Voreio Aigaio, Sterea Ellada, Thessalia and Dytiki Makedonia, a total of 8 out of the 13 regions.

8. Other EU regimes that promote innovation

Aside from the EDRF, other major sources of funding for innovation are the Member States through the regional state-aid regimes and the European Investment Bank in cooperation with the European Investment Fund mainly through the Innovation 2010 Initiative.

8.1 Redeploying State aid in an innovation-friendly way

Innovation generally thrives best in open and competitive markets and market failures may hamper the delivery of optimal levels of innovation. State aid among other policy tools can tackle market failures and change the incentives of market participants, thus facilitating innovation.

While existing rules already provide wide possibilities for Member States to support research and innovation through State aid, the Commission proposed the modification of the Community Framework for State Aid for R&D. The aim of this modification was to better reflect the Community's priorities such as promoting cross-border research co-operation, public-private research partnerships, dissemination of research results and major research projects of common European interest. In addition, the Commission proposed the review of the rules for State aid and risk capital.

Finally, the Commission will also encourage eco-innovation and improvements in productivity through eco-efficiency in line with the Environmental Technology Action Plan. This will also involve the revision of the Community guidelines for State aid on environment.

The proposed Regional Aid Guidelines¹⁰ will apply from 2007 to 2013, corresponding to the next programming period for EU structural funds. The guidelines set down the rules for allowing state aid for the pro-

⁶ For more information: <http://intermed.regione.abruzzo.it/gr/DEFAULT.ASP>

⁷ For more information: www.balkansblacksea.org/index.php

⁸ For more information: www.islandscommission.org/en/index.php?act=

⁹ For more information: www.innovating-regions.org

¹⁰ For more information: http://ec.europa.eu/competition/state_aid/regional/

motion of development of poorer regions. It covers aid such as direct investment grants and tax reductions for companies. Furthermore, the guidelines specify rules for the selection of regions which are eligible for regional aid, and define the maximum permitted aid levels.

| Classification | Region | % of EU-25 per capita GDP | Population covered |
|----------------------------------|----------------------------------|---------------------------|--------------------|
| Article 87(3)(a) ¹¹ | Dytiki Ellada | 57,40 | |
| | Anatoliki Makedonia & Thraki | 59,30 | |
| | Ipeiros | 62,90 | |
| | Thessalia | 65,53 | 36,6% |
| | lonia Nisia | 72,27 | |
| | Kriti | 73,71 | |
| | Peloponnisos | 74,29 | |
| | Voreio Aigaio | 56,30 | |
| | Statistical effect ¹² | Kentriki Makedonia | 75,89 |
| Dytiki Makedonia | | 76,77 | 55,5% |
| Attiki | | 78,98 | |
| Article 87(3)(c) ¹³ | | | 7,9% |
| Total population coverage | | | 100% |

Under the new Regional Aid Guidelines, Greece in its entirety will continue to be eligible for regional aid. However, as some regions have become wealthier (economic development regions), they will have lower aid intensities (decrease from 40%-50% to 10% or 15%), but will nonetheless continue to benefit from transitional phasing in provisions.

The statistically effected regions (representing 55,5% of Greece's population), will have lower aid intensities, down from 50%-40% to 30%, but will retain their status and thus be granted operating aid under Article 87(3)(a) until January 1, 2011. The relative wealth of these regions will be reviewed in 2010. A lower aid rate of 20% may apply after that date.

8.2 Innovation 2010 Initiative

The Innovation 2010 Initiative¹⁴ (i2i) was launched by the European Investment Bank Group (EIB) in response to the Lisbon agenda and is based on an integrated approach focusing on the links between knowledge creation and the market. It covers all phases of the process, from education to Research-Development-Innovation and the transformation of innovation into investment, generating productivity gains and enhancing the European economy productivity.

The EIB's overall objective for i2i is to mobilise up to € 50 billion over the current decade. By November 2005, loans advanced under i2i had reached € 32 billion. In addition, the Bank's subsidiary, the European Investment Fund (EIF), has provided € 3 billion for venture capital investments from 2000 to Nov 2005.

¹¹ Regions most in need compared to the overall EU-25 average. Specifically, these are regions with less than 75% average EU 25 GDP per capita.

¹² Regions which have a GDP per capita of more than 75% of the EU-25 average but less than 75% of the EU-15 average.

¹³ Relatively less disadvantaged regions, but still lagging behind in terms of regional development.

¹⁴ For more information: www.eib.eu.int/site/index.asp?designation=i2i

9. Population Innovation Readiness

Following a Special Eurobarometer survey¹⁵, covering the 25 Member States plus Bulgaria, Romania, Turkey and Croatia, a majority of 57% of EU citizens feel attracted towards innovative products or services. The report concludes that the "European market seems to be quite diverse when it comes to national citizens' preferences for opting for innovative products and services.

The typology analysis reveals four groups which can be distinguished in terms of their attitudes towards innovation: the 'anti-innovation' group makes up 16% of interviewees in the EU, the 'reluctant' group comprises 33% of the sample, the 'attracted' group corresponds to 39% and finally the 'enthusiasts' represent 11% of respondents.

Slovakia, Malta, Slovenia, Luxembourg as well as Turkey and Romania boast among the highest proportion of 'enthusiasts' corresponding to close to one in five citizens.

The highest proportions of 'anti-innovation' respondents are in Southern Europe and notably in Greece (22%), Cyprus (21%), Portugal (20%) and Bulgaria (20%)."

A majority of EU citizens associates innovation more with the creation of new products or services (52%) over the improvement of existing ones (39%).

10. A glimpse into the future: The Innovation Poles and Innovation Zone initiatives

A new measure has been introduced in the Operational Programme for Competitiveness, to favour the development of "innovation poles" in Greece. The detailed specifications of the scheme through which the interested regional actors will apply for funding were prepared by the Managing Authority of the Programme and the General Secretariat for Research and Technology, assisted by an external consultant.

The competent authorities expect approximately five poles to be established in the country with the support of the Programme for developmental projects. Among other activities, these shall include the establishment of networks and public infrastructures and acquisition of equipment. The state aid regimes for research and development, regional development and creation of spin-off companies and technology parks will be used to justify the action. An amount of 10 million euro for the years 2005-2008 will be made available from the public side for the scheme, which will leverage further private financing.

In the frame of concretisation of the Regional Poles of Innovation the following categories of Activities will be funded:

- Development of enterprise research and technology related activities to forge a link between research and industry and to promote innovation;
- Support of innovative activities in regional of small to medium-sized enterprises (SME), principally through assistance in the transfer of know-how and technology;
- Support the extension of technological and research infrastructures in sectors of regional interest;
- Training and education in regions related to the selected technological priorities of the particular region. Education and training on issues of research, technology and innovation to cover regional needs;
- Horizontal activities of Regional Poles of Innovation such as:
 - Creation of a Regional Poles of Innovation identity and support for the internationalisation of the institutions of the Region;
 - Development of a growth strategy, foresight and evaluation of the Regional Pole of Innovation, including the creation of a development plan.

¹⁵ For more information: ftp://ftp.cordis.lu/pub/innovation/docs/innovation_readiness_final_2005.pdf

The eligible Activities are materialised via Tasks. Each Task corresponds to an Implementation Instrument. The six Implementation Instruments are:

- Research & technological development consortia in priority areas for the Region;
- Development and networking of service provider Organisations on technology transfer and innovation;
- Strengthening the infrastructures of public research and technological organisations;
- Activities in preparation of assistance to research units in connection with the standardisation and commercial exploitation of research results;
- Regional Technological Platforms;
- Education - Training.

Funding at the level of 30 million euros has been earmarked for the creation of an "innovation zone" in the Thessaloniki area. This major project involves the Ministry of Macedonia-Thrace and the Regional General Secretariat of Central Macedonia. Thessaloniki has recently attracted several incubating activities, in an area near the airport. These include the Centre for Research and Technology (known as the "Technology Park") and its incubator which has been operating for the last ten years. The newest of these has been funded by the ELEFTHO scheme: i4G/Euroconsultants, Thermi SA, Technopolis SA. Of these four, the first is a public initiative, while the other three are generated and managed by private actors. Technopolis SA is an initiative of the Association of the Information Technology Firms of Northern Greece and aims to go far beyond the establishment of an incubator. Its aims to give to all ICT firms of Thessaloniki highly serviced infrastructures. The Association of the Information and Communication Firms of Greece has also introduced a similar initiative in southern Greece, near Athens.

Chapter II

Instead of pouring knowledge into people's heads, we need to help them grind a new set of eyeglasses so that we can see the world in a new way.

J S Brown

Clustering Greek Regional projects

1. Examining regional economic activity by industry
2. The European Innovation Scoreboard approach
3. An approach according to the Trade Globalisation Regional Innovation Index
4. An overview according to sectoral specialisation in regions
5. The OECD innovation survey guidelines

Clustering Greek Regional projects

Clusters represent a different way of dividing the regional economy. Cluster policy is a 'mature' policy area in some countries, and one that is emerging in others. Denmark was among the pacesetters in developing cluster policies with its Industrial Network Co-operation Programme. Other successful examples of clusters are the Italian Industrial Districts, the French Systèmes Productifs Locaux, the British Business Networks and the Finnish Centres of Excellence. A good cluster is like a "sponge" - it can absorb and retain knowledge, skills and activity. The question for regions and governments is how they can cultivate such "sponges".

The following table displays some EU countries according to their cluster policy type.

| | |
|--|---|
| National policy | France, Luxembourg, Latvia, Lithuania, Slovenia |
| Regional policies | Belgium (Wallonia, Flanders and Brussels regions), Spain |
| National frameworks for regional policies | Austria, Germany, Hungary, Italy, Sweden, UK |
| Scarce policy attempts | Czech Republic, Estonia, Denmark, Greece , Ireland, Netherlands, Poland, Portugal, Slovak Republic |

The characteristic of the Greek economy (a small-medium size economy) revealed that only a small number of industries and clusters are present. To build up clusters, in a pragmatic way, we have to begin with small groups of obviously related industries and subsequently discover further correlation patterns.

1. Examining regional economic activity by industry

The regional economic activity by industry can be broken down as follows:

- **In-region oriented** (Local) - Local industries provide goods and services almost exclusively for the area in which they are located.
- **Out-region oriented** (Traded) - Traded industries sell products and services across regions and frequently to other countries. They are located in a particular region not because of the available natural regional resources or regional selling potential but due to broader location-based competitive advantages.

According to their stage of development, all Greek clusters are classified as embryonic.

Based on their depth, diversity and range of industries that could be found present within an identified cluster, they are characterized as shallow.

Based on an assessment of their significance, Greek clusters could be classified as being of national importance but as having limited potential for achieving international significance in a couple of sectors (i.e. tourism).

There are also a number of "unique" clusters, mainly linked to industries that have developed around regional natural resources (i.e. electricity, coal mining).

It should be noted that a study entitled "The Future of Greek Industry", commissioned in 1997 by the Ministry of Development, demonstrated the existence of networking in industries (i.e. furniture, solar energy panels, wine, food, marble, tourism, fur, software) that could be upgraded to potential clusters.

2. The European Innovation Scoreboard approach

The "European Innovation Scoreboard" (EIS) is the main statistical tool of the "European Trend Chart on Innovation". As called for by the Lisbon Council in March 2000, it was developed by the European Commission. Since 2001, it constitutes an annual reference point for innovation policy makers and analysts across the world.

The EIS brings together a set of commented indicators under four categories:

- Human resources
- Creation of new knowledge
- Transmission and application of knowledge
- Innovation finance, output and markets

It allows for the relative strengths and weaknesses in the innovation performances of EU Member States to be assessed. Furthermore, it provides for a limited number of indicators for which comparable statistical data is available in order to facilitate performance comparison and contrast between the European Union, the United States and Japan.

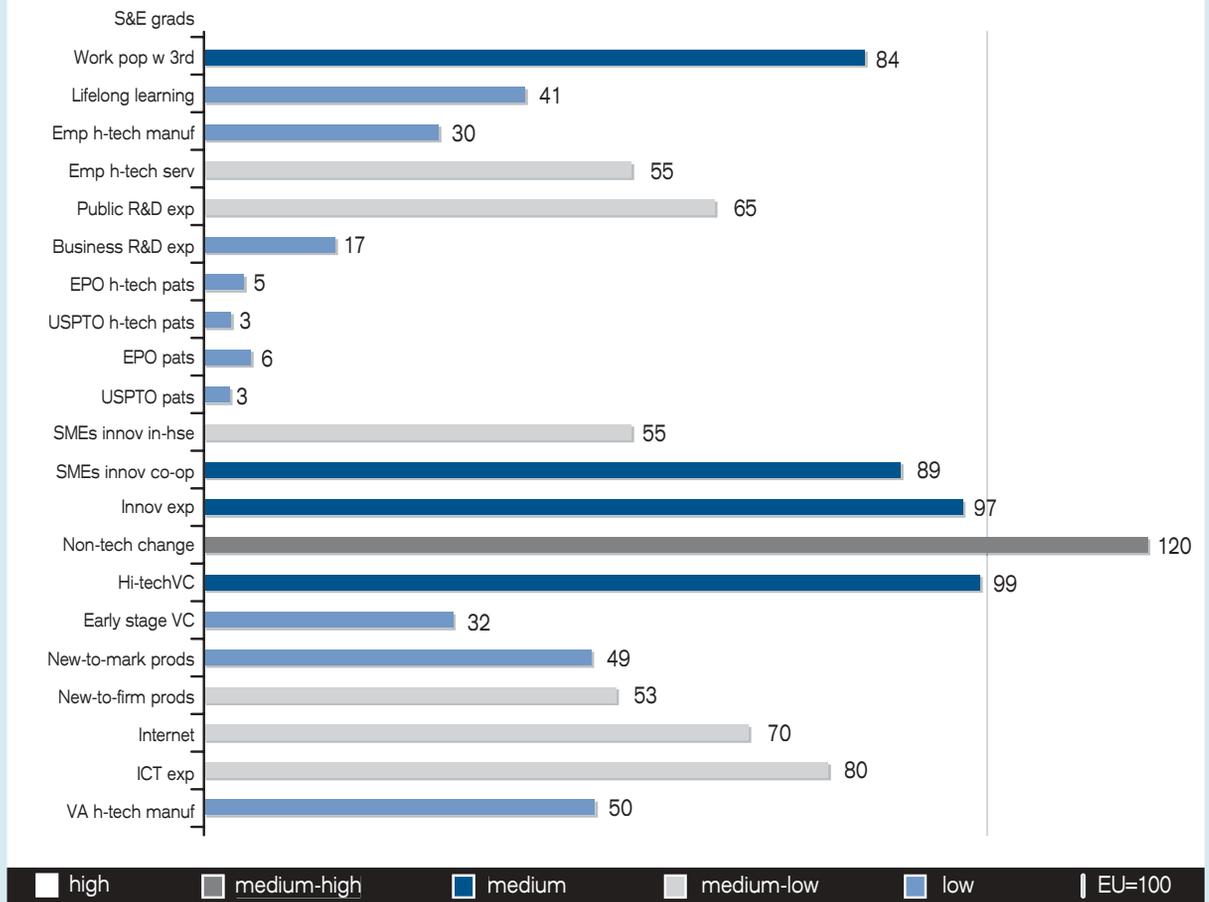
According to the fifth edition of the EIS the overall innovation performance classification of the European countries can be grouped in four clusters:

| | |
|----------------------------|--|
| Leading countries | Switzerland, Finland, Sweden, Denmark, Germany |
| Average performance | France, Luxembourg, Ireland, UK, Netherlands, Belgium, Austria, Norway, Italy, Iceland |
| Catching up | Slovenia, Hungary, Portugal, Czech Republic, Lithuania, Latvia, Greece, Cyprus, Malta |
| Losing ground | Estonia, Spain, Bulgaria, Poland, Slovakia, Romania, Turkey |

In particular, the thirteen Greek regions are part of a team of 56 regions characterized by (1) lower employment level in hi-tech, (2) lower business R&D expenditure, (3) almost null patent records and (4) lower educational level.

| | Cluster 6 | Cluster 5 | Cluster 4 | Cluster 3 | High-tech cluster 1 | High-tech cluster 2 | Total Number of regions |
|----------------|-----------|-----------|-----------|-----------|---------------------|---------------------|-------------------------|
| Regions | 56 | 65 | 28 | 16 | 3 | 3 | 1711 |
| Austria | 1 | 8 | | | | | 9 |
| Belgium | | 2 | 1 | | | | 3 |
| Germany | | 28 | | 10 | | 2 | 40 |
| Greece | 13 | | | | | | 13 |
| Spain | 12 | 3 | 2 | | | | 171 |
| Finland | | 1 | 3 | 1 | 1 | | 6 |
| France | 9 | 11 | | 2 | | | 221 |
| Ireland | | 2 | | | | | 2 |
| Italy | 14 | 6 | | | | | 20 |
| Netherlands | | 4 | 6 | 1 | | 1 | 12 |
| Portugal | 7 | | | | | | 7 |
| Sweden | | | 4 | 2 | 2 | | 8 |
| United Kingdom | | | 12 | | | | 12 |

Innovation performance relative to EU25 - Greece



3. An approach according to the Trade Globalisation Regional Innovation Index

World-wide competition to attract researchers and innovation investment is growing. In addition to attractive regional locations in the US and Japan, new competitors have emerged in China, India and Brazil. For the EU regions to remain competitive and for the EU to sustain its societal model, far-reaching reforms are needed. Besides, the scale of competition is such that no region can succeed in isolation. Trans-regional synergies should be fully exploited as this is the only way to boost research and innovation performance and to turn it effectively into more growth and jobs in the EU.

To this extent, it would be interesting to define a new Trade Globalisation Regional Innovation Index representing the trade globalisation focus of PRAI actions in two parameters: Actions focused on trade in goods or trade in services.

Subsequently all actions are categorised according to their (potential) influence and (probable) synergies with trade globalisation forces in the areas of goods and services as either outward-looking or as inward-looking actions.

4. A view according to sectoral specialisation in regions

A different way of looking at the regions was developed in a study entitled "Regional Disparities" compiled by a Regional Development Institute team.

Regarding the sectoral specialisation of regions, it was determined on the basis of elements of employment of Research of Workforce 1998, with the use of Factors of Attendance¹⁶ (QL).

Specialisation exists when $QL_r > 1$, that is to say when the region participates in the employment in the specific sector with a percentage larger than that which it participates in the total employment of country.

From the following table we can deduct that:

- With the exception of Attica and South Aegean, most regions specialise in agriculture and livestock-farming sectors.
- A large number of Regions display specialisation in the construction sector.
- In the transformation sector there is specialisation in two groups of regions: First in the regions of Attica and Continental Greece and second in the Central and Western Macedonia regions.
- The Restaurant and Hotel sector is the specialization of the Island regions. A lower level of specialisation is displayed in the Epirus and Peloponnesus regions.
- In the dynamic tertiary sectors involving for example financial brokers, real estate management and extraterritorial organizations and bodies, high specialisation is present mainly in Attica.

Factors of Attendance (QL) 1998

| QL | Agriculture Livestock Hunting Forestry | Fishing | Mines, Quarries | Manufacturing, Industry | Supplying of Electricity | Construction | Wholesale Retail | Hotels, Restaurants | Transport, Storage, Communication | Finance and Credit Institutions | Real Estate Management | Public Administration | Education | Health, Social Care | Other services | Domestic services | Extraterritorial Institutions and Organizations |
|------------------------------------|---|---------|--------------------|----------------------------|--------------------------------|--------------|---------------------|------------------------|---|---------------------------------------|------------------------------|--------------------------|-----------|---------------------------|-------------------|----------------------|--|
| Anatoliki Makedonia & Thraki | ● | • | ● | | | | | | | | | | | | | | |
| Kentriki Makedonia | • | • | • | • | | | • | | | | • | | • | | | | |
| Dytiki Makedonia | • | | ● | • | ● | • | | | | | | | • | | | | |
| Ipeiros | • | | • | | • | • | | • | | | | • | • | • | | | |
| Thessalia | • | | | | | | | | | | | | • | | | | |
| Ionia Nisia | • | ● | | | | • | | ● | | | | | | | | • | |
| Dytiki Ellada | ● | | | | | • | | | | | | | | | | | |
| Sterea Ellada | • | ● | ● | • | • | • | | | | | | | | | | | |
| Attiki | | | | • | • | | | | • | • | • | • | • | • | • | • | • |
| Peloponnisos | ● | • | | | ● | | | • | | | | | | | | | |
| Voreio Aigaio | | ● | | | • | • | • | • | • | | | • | • | | • | | |
| Notio Aigaio | | • | ● | | ● | • | • | ● | • | | | | | | • | | |
| Kriti | • | • | | | | | | • | | | | | | | | | • |

Sectorial specialisation of Greek regions, circa 1998

- $1,25 > QL > 1$: Specialisation
- $2 > QL > 1,25$: High Specialisation
- $QL > 2$: Very High Specialisation

¹⁶ $QL_r = \frac{A_{ir}}{A_{in}} / \frac{A_r}{A_n}$, whereas A: employment, i: sector, r: region and n: country

5. The OECD innovation survey guidelines

The Oslo Manual is the foremost international source of guidelines for the collection and use of data on innovation activities in industry. It's third edition has been updated, in cooperation between Organisation for Economic Co-operation and Development (OECD) and the European Commission (Eurostat), to take into account the recent developments in understanding the innovation process and its economic impact as well as the experience gained from the Community Innovation Surveys (CIS).

The Manual's definitions and concepts have been adapted in our case to reflect the four types of regional innovation, notably product, process, marketing and organisational.

Product innovation is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics.

Product innovations can utilise new knowledge or technologies, or can be based on new uses or combinations of existing knowledge or technologies.

Process innovation is the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.

Process innovations can be intended to decrease unit costs of production or delivery, to increase quality, or to produce or deliver new or significantly improved products.

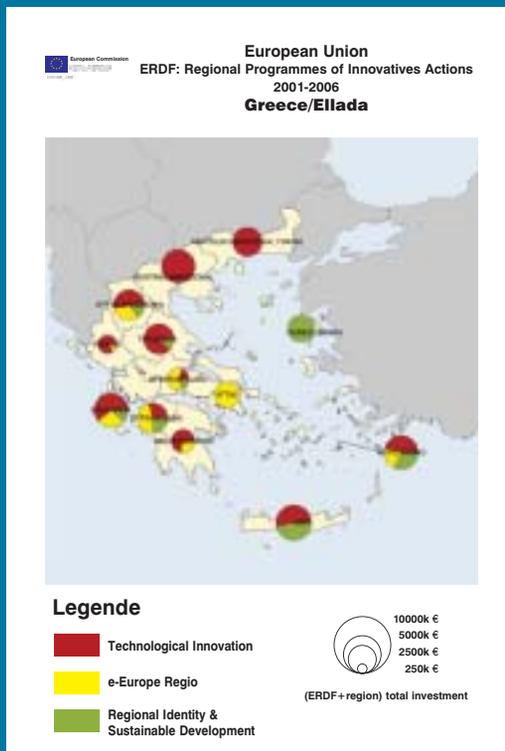
Marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.

Marketing innovations are aimed at better addressing customer needs, opening up new markets, or newly positioning a product on the market, with the objective of increasing the sales.

Organisational innovation is the implementation of a new organisational method in business practices, work organisation or external relations.

Organisational innovations can be intended to increase performance by reducing administrative costs or transaction costs, improving workplace satisfaction (and thus labour productivity), gaining access to non-tradable assets (such as non-codified external knowledge) or reducing costs of supplies.

Chapter III



Schematisation of the Greek Regional Programmes of Innovative Actions

1. PRAI proposals per region
2. A history of Greek regional innovation projects
3. Categorisation of PRAI Actions by strategic sub-theme and region
4. Involvement of regional actors in PRAIs
5. Greek PRAI regions entries for the European Awards of Regional Innovation

Schematisation of the Greek Regional Programmes of Innovative Actions

1. PRAI proposals per region

Following the publication of the COM (2001) 60-005 Communication from the Commission to the Member States, all Greek regions managed to present a Regional Programme of Innovative Actions during the first three years.

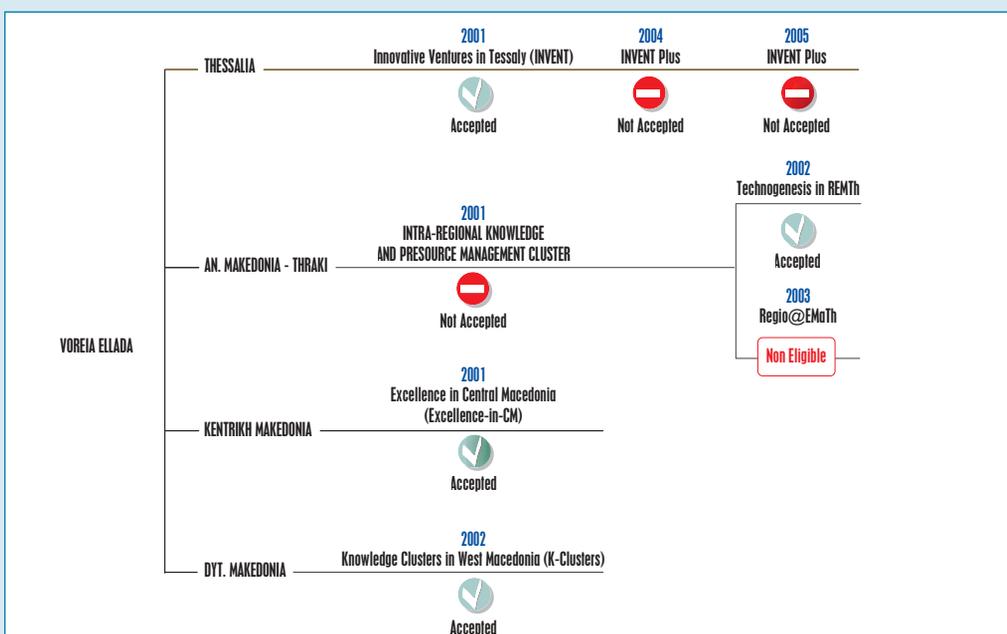
| Year | No of EU-15 regions submitting a PRAI | | No of Greek regions submitting a PRAI | | No of EU-15 regions obtaining a PRAI | | No of Greek regions obtaining a PRAI | |
|------|---------------------------------------|-----|---------------------------------------|-----|--------------------------------------|-----|--------------------------------------|-----|
| | 1st | 2nd | 1st | 2nd | 1st | 2nd | 1st | 2nd |
| 2001 | 103 | | 11 | | 81 | | 6 | |
| 2002 | 51 | | 6 | | 45 | | 6 | |
| 2003 | 16 | | 1 | | 10 | | 1 | |
| 2004 | 16 | 10 | - | 4 | 9 | 6 | - | 0 |
| 2005 | 48 | 43 | - | 5 | 28 | 23 | - | 2 |
| | | | | | 173 | 29 | 13 | 2 |

The year 2004 was the first time that regions, that had successfully finished their first PRAI, could apply for a second proposal. As of March 2005, 29 second generation PRAIs from 10 EU-15 Member States (7 from Spain, 5 from Germany & Italy, 3 from Finland, 2 from Greece, Austria & Sweden and 1 from Ireland, Portugal & the Netherlands) have been funded by the Commission.

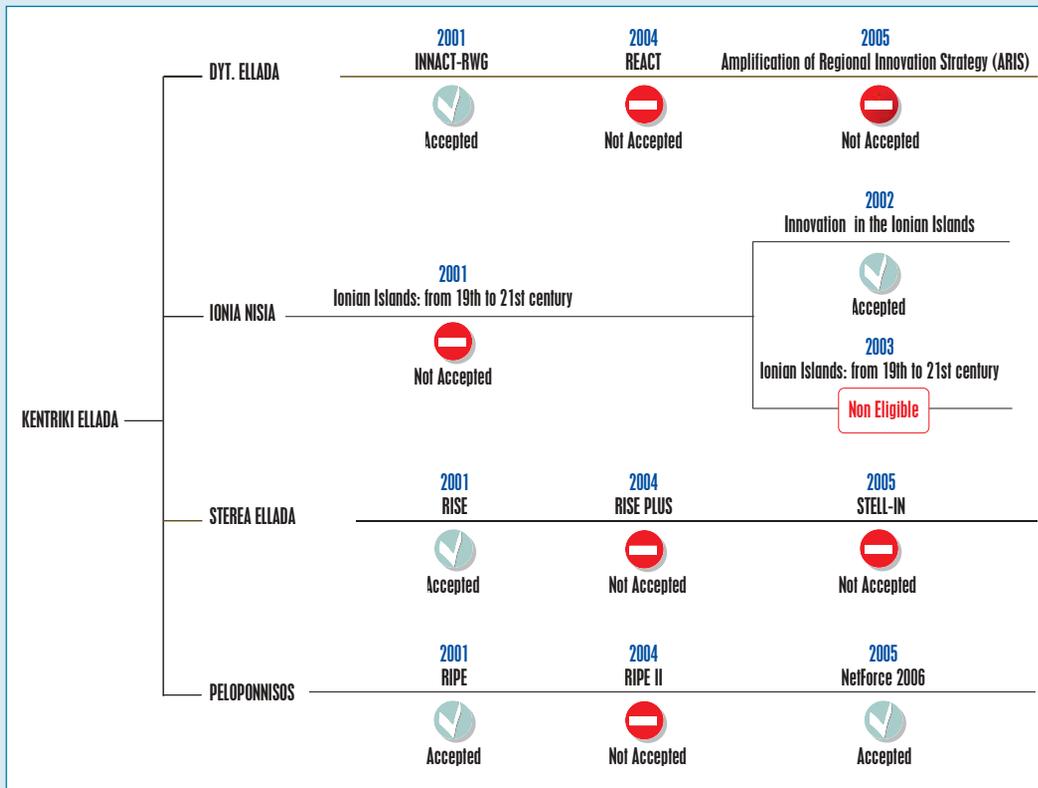
Four Greek regions finished their first PRAI on time and subsequently presented, albeit unsuccessfully, proposals for a second PRAI during the 2004 period. Five out of the six eligible Greek regions presented proposals for a second programme in the last possible period (2005) and two of them have been selected to implement a second PRAI.

A representation of the Greek regions efforts, codified according to the four NUTS level 1 areas, is shown in the following three diagrams.

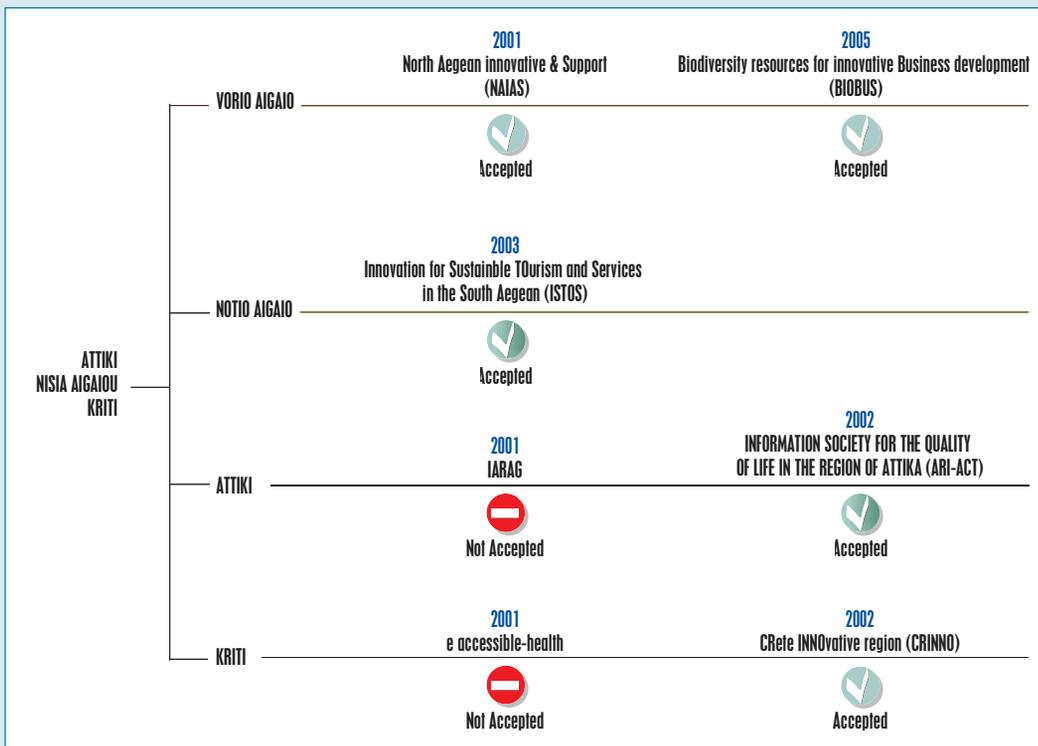
GR1 - Voreia Ellada



GR2 - Kentriki Ellada



GR3 - Attiki & GR4 - Nisia Aigaiou, Kriti



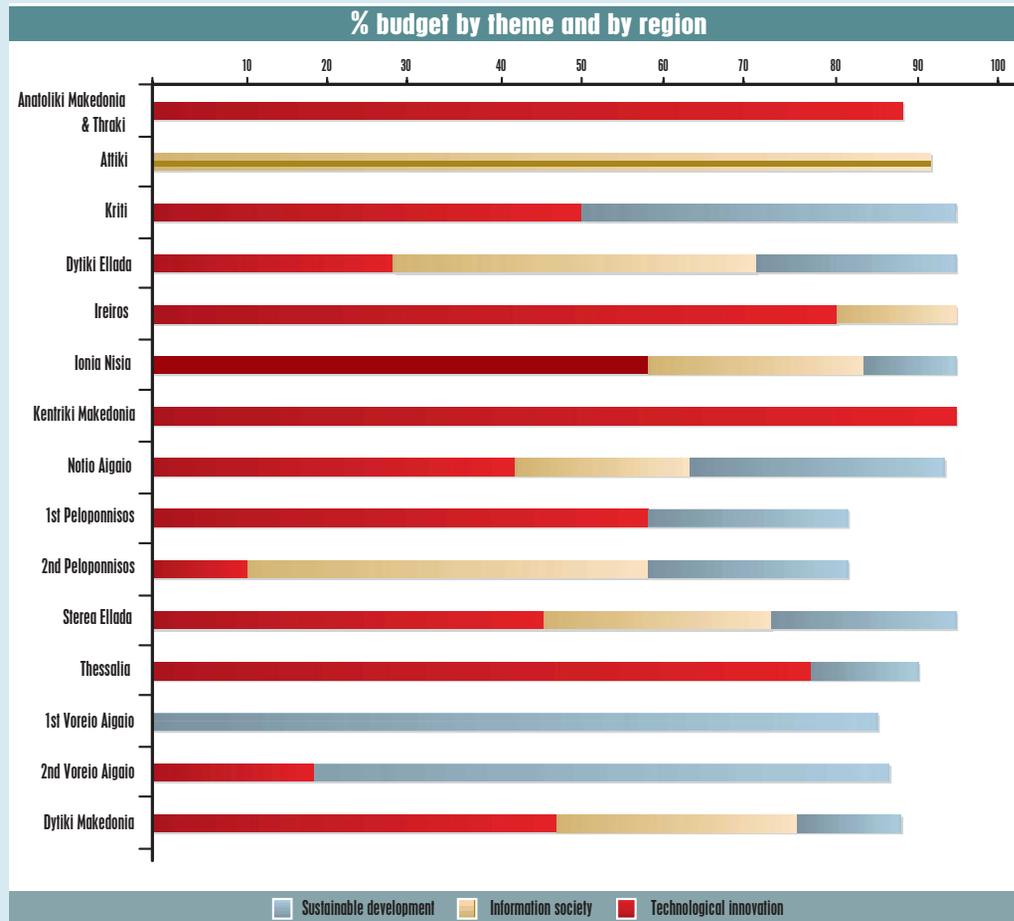
2. History of the Greek regional innovation projects

As displayed in the table below, some of the Greek regions were pioneers in the early nineties when they started working with "innovative action projects".

| NUTS | Region | DG REGIO: Art. 10 | | | | | | | | DG ENTR |
|--------------|----------------------|-------------------|----------|-----------|-----------|----------|-----------|-----------|----------|-----------|
| | | RTT | RTP | RIS | RIS+ | IRISI | RISI 1 | RISI 2 | RISI+ | RITTS |
| GR12 | Kentriki Makedonia | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| GR14 | Thessalia | | | ✓ | ✓ | | | | | ✓ |
| GR24 | Sterea Ellada | | | ✓ | ✓ | | | | | |
| GR41 | Voreio Aigaio | | | | | | | | | ✓ |
| GR23 | Dytiki Ellada | | | | | | | ✓ | | |
| GR25 | Peloponissos | | | | | | | | | |
| GR43 | Kriti | ✓ | | | | | | ✓ | | ✓ |
| GR11 | An. Mak/nia & Thraki | | | | | | | | | ✓ |
| GR3 | Attiki | | | | | | | | | |
| GR13 | Dytiki Makedonia | | | ✓ | ✓ | | | | | |
| GR22 | Ionia Nisia | | | | | | | | | |
| GR21 | Ipeiros | | | ✓ | | | ✓ | ✓ | | |
| GR42 | Notio Aigaio | | | | | | | | | |
| EL | 13 | 2 | 1 | 4 | 4 | 1 | 1 | 4 | 0 | 4 |
| ES | 19 | 8 | 1 | 7 | 6 | 1 | 2 | 5 | 0 | 8 |
| A | 9 | 0 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 0 |
| BE | 2 | 0 | 0 | 1 | 0 | 0 | 1 | 3 | 0 | 1 |
| DE | 13 | 1 | 0 | 2 | 2 | 1 | 2 | 2 | 0 | 5 |
| DK | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| FI | 4 | 0 | 0 | 1 | 1 | 0 | 1 | 3 | 0 | 3 |
| FR | 17 | 1 | 0 | 1 | 0 | 1 | 3 | 4 | 0 | 5 |
| IRL | 2 | 1 | 1 | 0 | 0 | 0 | 1 | 3 | 0 | 2 |
| IT | 21 | 3 | 0 | 5 | 3 | 1 | 0 | 2 | 0 | 4 |
| LUX | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| NL | 10 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 0 | 3 |
| PT | 7 | 6 | 0 | 2 | 1 | 0 | 0 | 2 | 0 | 1 |
| SE | 8 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 3 |
| UK | 12 | 3 | 0 | 2 | 0 | 1 | 3 | 4 | 0 | 6 |
| Total | 139 | 26 | 2 | 25 | 14 | 6 | 18 | 38 | 0 | 47 |

3. Categorisation of PRAI actions by strategic sub-theme and region

Technological innovation is by far the first theme selected by the Greek regions (52,1% of budget¹⁷). It is followed by the regional information society theme with 20,4%, considerably lower than the EU average of 38%. Sustainable development and regional identity comes in third place with 19,8%. This figure demonstrates a higher level of interest when compared to the European average (13% at EU level).



3.1 Analysis for 2nd generation PRAIs

The analysis of the 2nd generation PRAI applications vis-à-vis the 1st generation shows that the programmes accepted had advanced their regional innovation strategic thinking by adopting a holistic innovation approach with better coverage between the three strategic themes and focusing on fewer but larger scale (budget-wise) actions. This analysis also reflects the majority of the other EU-15 2nd generation PRAIs.

The average number of actions per programme is 4 as opposed to 6 during the 1st generation programmes.

¹⁷ Data as of November 2004.

4. Involvement of regional actors in PRAIs

| | Local government (i.e. municipalities) | | Professional organisations (i.e. chamber of commerce, environmental authorities) | | Civil Society (i.e. citizens associations) | | Local educational institutions ¹⁸ | | Private (% of total funding) | |
|------------------------------|--|-----|--|-----|--|-----|--|-----|------------------------------|-----|
| | ✓ | | ✓ | | ✓ | | ✓ | | ✓ | |
| Anatoliki Makedonia & Thraki | ✓ | | ✓ | | | | ✓ | | 5% | |
| Kentriki Makedonia | | | ✓ | | ✓ | | ✓ | | 17% | |
| Dytiki Makedonia | ✓ | | ✓ | | ✓ | | ✓ | | 19% | |
| Thessalia | ✓ | | ✓ | | ✓ | | ✓ | | 17% | |
| Ipeiros | ✓ | | ✓ | | | | ✓ | | 4% | |
| Ionia Nisia | ✓ | | ✓ | | ✓ | | ✓ | | 19% | |
| Dytiki Ellada | ✓ | | ✓ | | ✓ | | ✓ | | 17% | |
| Sterea Ellada | ✓ | | ✓ | | ✓ | | ✓ | | 3% | |
| Peloponnisos 1st/ 2nd | ✓ | ✓ | ✓ | ✓ | | | ✓ | ✓ | 7% | 23% |
| Attiki | ✓ | | ✓ | | ✓ | | ✓ | | 10% | |
| Voreio Aigaio 1st/ 2nd | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | 20% | 20% |
| Notio Aigaio | ✓ | | ✓ | | ✓ | | ✓ | | 19% | |
| Kriti | ✓ | | ✓ | | ✓ | | ✓ | | 9% | |
| | 12/13 | 1/2 | 12/13 | 2/2 | 9/13 | 1/2 | 13/13 | 2/2 | 13/13 | 2/2 |

The analysis of the applications showed that 7 out of the 13 regions there has participation of the private sector above the European average of 14%. Nevertheless in certain regions the private sector participation was in the form of intangibles (i.e. infrastructure rent fees) and thus it was not included in the standard financial sheet. The private sector contributions exceeded the national public in 4 cases and match it in 2 cases.

There was participation of the private sector in all 13 Greek PRAIs. The Greek private contribution was 6,4M€ out of a total investment of 46M€, thus resulting in an average rate of 14% (of total funding) equal to that of Luxembourg and Europe.

Two regions are implementing a second generation programme with basically the same characteristics vis-à-vis stakeholders. However it is worth noting that the region of Peloponissos has managed to secure a private contribution which is three times higher that of the first generation PRAI.

5. Greek PRAI regions entries in the European Awards of Regional Innovation

During 2004, the Commission organised a competition¹⁹ to identify the best, most innovative projects. It invited the regional authorities to recommend projects which were judged by a panel of high-level experts, presided over by Mr. Antonio Guterres (U.N. High Commissioner for Refugees and ex-prime minister of Portugal).

The awards were bestowed at a ceremony during the 54th plenary session of the Committee of the Regions, held in Brussels in April 2004. The nine regions awarded (three per theme) were Eastern Styria (Austria), Limousin (France), Saarland, Sachsen-Anhalt, Schleswig-Holstein (Germany), Overijssel (The Netherlands), Centro (Portugal), Extremadura (Spain) and Östra-Mellansverige (Sweden).

71 eligible entries were received from all EU-15 countries. 4 out of 13 Greek PRAI regions participated in that competition. Their respective entries were:

¹⁸ Includes all types of institutions of higher education (Universities & Polytechnics [AEI], Technological Educational Institutes [TEI])

¹⁹ For more information: http://ec.europa.eu/regional_policy/innovation/concours_en.htm

Kentriki Makedonia in the Technological innovation theme with the project entitled Digital Research Centre for Cooperative Innovation

www.vrc.gr

The Digital Research Center for Cooperative Innovation is a new infrastructure in the Region of Central Macedonia, which supports the cooperation between academic research units and business through the exploitation of the outcome (products or services) resulting from research projects that have been carried out by the Aristotle University of Thessaloniki and other research and technology agencies of the region of Central Macedonia.

The planning of the Digital Research Centre emerged from extended market research regarding the demand of technologies in business covering the following sectors: agricultural, insurance, industry, energy, consulting, constructions, transportations, informatics, telecommunications, banking, tourism, and health. This market research unveiled a lack of a relevant R&D department in the majority of companies and an overall absence of collaboration between academic research units and the private sector. Areas in which there are increasing demands for technological solutions also emerged through this study.

The Centre consists of four components:

1. On-line R&D database
2. On-line innovation support
3. Communication between academia and business
4. Pilot applications

The above components show that the Digital Research Center for Cooperative Innovation has both digital and physical dimensions, which stimulate and enhance cooperation between research units and companies or public organisations thus allowing for knowledge and expertise possessed and developed by universities to flow directly into business and society.

Thessalia in the Technological innovation theme with a project entitled Learning Networks and Innovation Management

www.innovate.gr/dc/

<http://center.innovate.gr/index.php?Lang=En>

The action aimed to retool the innovation capacity of the region with the appropriate inter-regional thematic networking for best practice transfer, a regional documentation and measurement system for innovation with dissemination capabilities, and a toolbox for on-line innovation and new product development.

The action is composed of three interrelated components:

- Component 1. Learning networks
- Component 2. Regional documentation centre
- Component 3. Digital innovation centre

Stereia Ellada in the Sustainable Development theme with the project entitled Virtual Reality application referring to the Mycenaean vaulted tomb of Orchomenos ("Minyas' Treasury")

<http://mimermak.static.otenet.gr/rise/html/drasis4.html>

The project involves the installation of a Virtual Reality application near the archaeological site of Orchomenos, in the prefecture of Voiotia. The application refers to the so-called "Minyas' Treasury", a monumental prehistoric tomb of the Mycenaean era (built around 1250 BC). Today, the site is fenced and can be visited, but has not been especially developed and promoted as a tourist destination.

The Virtual Reality application developed aimed to promote the Minyas' Treasury as an attraction for cultural tourism. It was installed in the Cultural Centre of Orchomenos and included the installation of a surround video projection accompanied by introductory interpretive texts. The aim of the video projection will be not only to provide interpretation and information about the monument but also to attract the interest of many different categories of visitors (adults, children, tourist groups, school groups etc.).

The main objectives of the project is to provide specialized services in the cultural tourism sector, to upgrade tourism products and services, to promote and utilize the region's historical and archaeological sites not known to the broader public and, more particularly, to connect new technologies with cultural heritage.

Dytiki Ellada in the e-Europe Regio theme with the project entitled Implementation of an advanced technological system for treatment of medical – emergency situations (pre-hospital trauma support services)

www.ptapde.gr/projects/innact/ERGO_3.1.pdf

The scope of the project is related to the development and deployment of an integrated system for providing fast and reliable pre-trauma care/treatment to patients in the Region of Western Greece.

The principal components of this project are:

- a) an Emergency-Vehicle (EV) fleet GPS-based management system encompassing a cellular (GPRS) module for transmitting the EV's-location to a dispatch centre
- b) an innovative cellular-based (GSM) telemedicine system for transferring key medical data from patients in ambulances to trauma-centres in hospitals
- c) a decentralized traffic management system for EV traffic pre-emption
- d) an innovative GIS-based system for pinpointing the optimum routes for the EVs to the accident's location and back to the hospital
- e) an on-going lecture program offering up-to-date training to EMS-personnel.

Chapter IV

*Where the willingness is great,
the difficulties cannot be great.
Niccolo Machiavelli*

Analysis of the Greek PRAIs

1. The role of the EU
2. The role of the regional human and social capital
3. The role of the Greek Regional Innovation actors
4. The role of time constraints
5. The role of the national legal framework
6. The role of the managing bodies
7. Selecting the innovative actions of each strategic theme

Analysis of the Greek PRAIs

In Greece, the Regional Programmes of Innovative Actions are deemed to be more successful than the mainstream Structural Funds programmes (i.e. ERDF) for the following reasons:

1. The role of the EU

- EU is closer to the final beneficiaries (elimination of an extra bureaucracy level – MS)
- EU negotiation with regions is deemed to be more transparent (the rules of the game are established in advance and are the same for all regions – higher legitimacy of the European Commission and its officials vis-à-vis regional and/or national governments and administrators)
- EU rules do not tend to change over time or following an administration change as is often the case with regional & national governments
- It is the first time that the regions could negotiate with the EU on an equal partners basis
- Local and national political influences are not entering into the negotiation picture, since the applications are judged on the grounds of quality

2. The role of the regional human and social capital

- The regions that have established local universities, which are directly involved, have greater knowledge at their disposal regarding proposal submission procedures (in particular due to their experience in research programmes)
- Regions with established regional innovation strategies better comprehend the concepts behind a regional strategic plan
- People/ministries/regions traditionally do not tend to communicate with one another
- Opening minds versus opening roads is perceived to be more important for the younger (IT) generation than the older generations, whose primary concern was forging connections to the capital and the administration
- Younger generation search for opportunities to stay in their motherland and not to immigrate to the big cities
- Local educational institutions have create linkages between the students and the local society either personal or business

3. The role of Greek Regional Innovation actors

- There are only a couple of regional development institutes (i.e. URENIO, RDI), a mere handful of private companies (i.e. Logotech) and a limited group of individual innovation experts which can be considered "Greek innovation promoters." These actors support the majority of proposals
- The official Greek institution responsible for innovation is the General Secretariat for Research and Technology (Ministry for Development)

4. Time constraints

- Results have to be produced in a two (maximum three) year period. This timetable is, of course, considerably shorter than that of the seven to eight year multi-annual regional development programmes

5. The role of the national legal framework

- There is no mainstreaming framework between innovative actions and CSF programmes
- Individuals from largescale (traditional mainstream) programmes tend not to listen to the mild and innovative ideas of a small group of "innovation promoters"
- The simplified procedures of the PRAIs leads to reduced bureaucracy
- Hands-off management empowers local societies, though not always with the desired outcome
- The limited number of potential actions (with a maximum of three strategic themes) renders PRAIs more easily comprehensible to the non-specialist (i.e. businessmen) in comparison to the larger, much more complex mainstream programmes

6. The role of the Managing bodies

- The use of less traditional managing bodies (i.e. chambers of commerce, regional development funds) was widely practiced, because the CSF managing bodies did not want the additional complication of managing another "small" programme or did not have the knowledge required to handle the milder aspects of such innovative programmes
- The majority of extensions were taken from regions which had chosen a "heavier" administrative structure (i.e. managing body of the ROP) as a managing body

7. Selecting the innovative actions of each strategic theme

- Technological Innovation
 - Certain technological innovation actions (i.e. IMTs) are closer to what universities could actually produce
- Information Society
 - Information Society actions tend to be straight forward IT projects (i.e. e-learning, telecottages) in order to substitute the deficiencies if the IS OP
 - Information Society actions tends to concentrates on widely populated areas (urban conurbations) or on more sparsely populated areas (mountainous regions and island areas)
- Regional Identity and Sustainable Development
 - Regional Identity and Sustainable Development actions are less wide-spread throughout the country as, until very recently, environmental awareness was not high on the agenda
 - Regional Identity actions tends to concentrates on areas where locally developed industries (notably tourism) are in need of branding

Chapter V

The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.

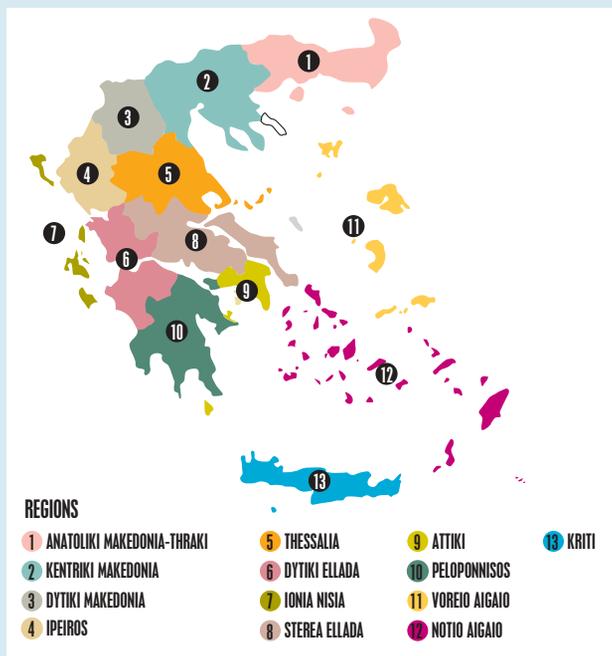
Michelangelo

The Greek PRAIs collection of Innovative Actions

1. The future
2. The present

The Greek PRAIs collection of Innovative Actions

1. The future



The challenge now facing the regions is to capitalise on the emerging experiences in order to stimulate regional innovation on a wider scale. It is also expected that lessons learned and successful actions will be incorporated into future Structural Funds programmes and, to the extent possible, integrated into current Objective 1 programmes.

Innovation has become a priority for the future generation of post-2006 Structural Funds. Numerous features of innovative actions programmes have been incorporated into future objectives for regional competitiveness and employment for the period 2007-2013²⁰. This will help regions view innovation as a crucial factor for regional development and provide them with the basis to become active participants in a knowledge-based society.

All thirteen NUTS level 2 Greek regions have been classified as Objective 1 for the 2000-2006 programming period.

However, for the post-2006 period (2007-2013) and following the latest (April 2005) eligibility simulations from the Commission (EU-25 = 100), changes are expected for several regions.

| Region classification | Region NUTS level 2 | GDP/head index |
|-----------------------------------|------------------------------|----------------|
| CONVERGENCE (BELOW 75% THRESHOLD) | Anatoliki Makedonia & Thraki | 57,40 |
| | Thessalia | 62,90 |
| | Ipeiros | 59,29 |
| | Ionia Nisia | 65,53 |
| | Dytiki Ellada | 56,30 |
| | Peloponnisos | 73,71 |
| | Voreio Aigaio | 74,30 |
| | Kriti | 72,27 |
| PHASING-OUT (STATISTICAL EFFECT) | Kentriki Makedonia | 75,89 |
| | Dytiki Makedonia | 76,77 |
| | Attiki | 78,98 |
| PHASING-IN | Sterea Ellada | 105,32 |
| | Notio Aigaio | 87,74 |
| COMPETITIVENESS AND EMPLOYMENT | - | - |

²⁰ For more information: http://ec.europa.eu/regional_policy/debate/forum_en.htm

2. The present

Websites of all regional programmes of innovative actions adopted by the Commission are accessible via the following link:

http://ec.europa.eu/regional_policy/innovation/pdf/library/links.pdf

A detailed list of present Greek regional programmes of innovative actions, grouped by region/programme, appears below.



| EAST MACEDONIA & THRACE | |
|-------------------------|--|
| TECHNOGENESIS IN REMTH | |
| REGIONAL INTELLIGENCE | www.technogenegis.gr |
| EXERCISE | www.technogenegis.gr |
| TECHNOGENESIS PARADIGM | www.technogenegis.gr |



| CENTRAL MACEDONIA | |
|---|---|
| EXCELLENCE-IN-CM | |
| TECHNOLOGY FORESIGHT IN CENTRAL MACEDONIA | http://foresight.rc.auth.gr |
| ENCOURAGEMENT OF CLUSTERING AND CO-OPERATION OF SME'S IN AREAS OF TECHNOLOGY TRANSFER, INNOVATION, QUALITY CONTROL, MARKETING AND PROMOTION OF PRODUCTS | www.e-kepa.gr |
| ECOLOGICAL FOOD CLUSTER: NEW PRODUCTS DEVELOPMENT AND DIFFUSION TO FARMERS AND FOOD ENTERPRISES OF THE ORGANIC FARMING PRINCIPLE | http://biofood.sbbe.gr |
| HIGH TECHNOLOGY BASED ENTERPRISES (HTBE) CLUSTERS: SUPPORT FOR START – UP INNOVATIVE BUSINESS ACTIONS WITH HIGH INTENSITY IN INFORMATION SYSTEMS / COMPUTING AND TECHNOLOGY | www.sepve.org.gr www.aristeia.gr |
| TECHNOLOGY TRANSFER THROUGH TECHNOLOGY CLINICS | http://services.thestep.gr/clinics/ |
| INNOVATION AND BUSINESS EXCELLENCE PRIZE - EFQM | www.techpath.gr/gr/Clinics/index.html |
| DIGITAL RESEARCH CENTRE OF CENTRAL MACEDONIA | www.vrc.gr |
| TRAINING PERSONNEL IN INNOVATION MANAGEMENT / E-LEARNING | http://benchmarking.inatelecom.org www.makine.gr |
| E-PARTENARIAT | www.e-partenariat.net |
| OBSERVATORY OF REGIONAL INNOVATION AND ENTREPRENEURSHIP (ORIE) | www.orie.gr |

WESTERN MACEDONIA

|  | KNOWLEDGE CLUSTERS IN WESTERN MACEDONIA |
|--|--|
| MAR.IN. - DEVELOPMENT OF INNOVATION IN THE SECTOR OF MARBLE | www.pepdym.gr/keng.htm www.mar-in.gr |
| ENERGY SECTOR INNOVATION DEVELOPMENT (E.S.I.D.) - DEVELOPMENT OF INNOVATION IN THE SUB-CONTRACTING SUPPLY CHAINS OF THE PUBLIC POWER CORPORATION | www.pepdym.gr/keng.htm |
| NEW PRODUCTS BASED ON BROWN COAL ASH RESIDUE - DEVELOPMENT OF NEW PRODUCTS WITH THE USE OF THE LIGNITE - CONSUMPTION RESIDUE "TEFRA" | www.flyash.gr |
| DEVELOPMENT OF NEW PRODUCTS AND/OR METHODS OF MANUFACTURING AND/OR DEVELOPMENT PROCESS IN THE FUR AND LEATHER SECTOR | www.pepdym.gr/keng.htm |
| INNOVATION IN THE WOOD SECTOR (W.IN.) - DEVELOPMENT OF NEW PRODUCTS AND/OR MANUFACTURING PROCESS AND/OR OR METHODS IN THE WOOD SECTOR | www.angre.gr |
| DEVELOPMENT OF INNOVATION, IN TERMS OF NEW SERVICES AND ENTREPRENEURSHIP, IN THE FIELD OF RECYCLING SPECIFIC HAZARDOUS MATERIALS | www.diadyma.gr |
| E-CLUSTER KNOWLEDGE TOOLS | www.innowestmac.gr www.urenio.org/k-clusters |
| INNOVATIVE KNOWLEDGE MANAGEMENT | www.innowestmac.gr www.anko.gr/eic |

THESSALY

| | INOVATIVE VENTURES IN THESSALY |
|---|---|
| HIGH - TECH START-UPS AND SPIN-OFFS | www.innothessaly.gr |
| MECHATRONICS PROTOTYPING CENTRE (MPC) | www.innothessaly.gr |
| INNOVATIVE PRODUCTS IN TOURISM ENTREPRENEURSHIP SUPPORT CENTRE (RISC) | www.risc.gr |
| LEARNING NETWORKS AND INNOVATION MANAGEMENT | www.innovate.gr/dc/ http://center.innovate.gr/index.php?Lang=En |

EPIRUS

|  | ENTREPRENEURSHIP THROUGH INNOVATION IN EPIRUS |
|---|--|
| NEW INVESTMENT OPPORTUNITIES FOR THE CREATION OF NEW ENTERPRISES IN THE SERVICES INDUSTRY AS A RESULT OF THE NEW TRANSPORT FACILITIES AND INFRASTRUCTURES IN THE REGION | www.bicepirus.gr/enti/ |
| INNOVATIVE AND FLEXIBLE TRAINING | www.bicepirus.gr/enti/seminario |
| EFFICIENT PROMOTION OF PRIVATE FINANCING | www.bicepirus.gr/enti/ |
| E-COMMERCE AND INFORMATION MANAGEMENT | www.bicepirus.gr/enti/ www.epirus-market.gr |
| REGIONAL FORESIGHT EXERCISE | www.bicepirus.gr/enti/ |
| INNOVATION POLICY INTERFACE COMMITTEE | www.bicepirus.gr/enti/ |
| INNOVATION WEEK | www.bicepirus.gr/enti/innoweek |

IONIAN ISLANDS

|  | INNOVATION IN THE IONIAN ISLANDS |
|---|---|
| IONIAN ISLANDS - QUALITY IN TOURISM | http://hermes.westgate.gr/3i |
| INNOVATIVE START-UPS AND SPIN-OFFS IN THE TOURISM SECTOR | http://hermes.westgate.gr/3i |
| DIGITAL IONIAN ISLANDS | http://hermes.westgate.gr/3i |
| INTELLIGENT REGIONAL RISK MANAGEMENT SYSTEM | http://hermes.westgate.gr/3i |
| INNOVATIVE KNOWLEDGE MANAGEMENT | http://hermes.westgate.gr/3i |

WESTERN GREECE

|  | INNOVATIVE ACTIONS OF THE REGION OF WESTERN GREECE |
|--|--|
| PROMOTION AND IMPLEMENTATION OF INNOVATIONS FOR STRENGTHENING SMES COMPETITIVENESS THROUGH RECENT TECHNOLOGICAL ADVANCES | www.innovationpde.gr www.bicwgreece.gr/clusterobservatory/main.htm |
| SMES SUPPORT FOR EASY TRANSITION TO THE NEW DIGITAL ECONOMY | www.ike.gr/dpSearch.do?context=905 www.ike.gr/catalogToSimpleSearchForm.do?context=401 www.be24.gr/ike/index.html www.bicwgreece.gr/bicawards/main.htm |
| USE OF INNOVATIVE SERVICES IN THE HEALTH AND SAFETY SECTORS FOR THE CITIZENS | www.ptapde.gr/projects/innact/ERGO_3.1.pdf www.ptapde.gr/projects/innact/ERGO_3.2.pdf www.ptapde.gr/projects/innact/ERGO_3.3.pdf |
| SUPPORT OF ORGANIC FARMING BY ADOPTION OF INNOVATIVE TECHNOLOGIES | www.ptapde.gr/projects/innact/ERGO_4.1.B.pdf www.ptapde.gr/projects/innact/ERGO_4.2.pdf www.nagref.gr/PPIP/biodiktyo www.bionetwesthellas.gr |

CONTINENTAL GREECE

|  | REGIONAL INNOVATIVE ACTIONS IN THE REGION OF STERIA ELLADA |
|---|--|
| ESTABLISHMENT OF A NETWORK OF RESEARCH CENTRES AND ENTERPRISES FOR THE DEVELOPMENT OF ENVIRONMENTAL MANAGEMENT SYSTEMS | http://195.130.65.33:8080/rise_act1 |
| INNOVATIVE SUPPORT PLAN FOR THE SUPPORT OF THE SME FOR THE NEW ECONOMY AND THE IMPROVEMENT OF THE COMPETITIVENESS | http://e-market.heletel.gr http://e-partnership.heletel.gr |
| ESTABLISHMENT OF AN ELECTRONIC CULTURAL MULTI-USE GROUNDS IN REMOTE AND ISOLATED AREAS OF THE REGION IN EXISTING CULTURAL CENTRES AND CULTURAL INFRASTRUCTURES OF THESE AREAS | http://62.103.215.197:8080/monuments/ITEMS_list.jsp |
| IMPLEMENTATION OF NEW TECHNOLOGIES (VIRTUAL REALITY) IN CULTURAL AND HISTORIC AREAS FOR THE PROVISION OF NEW, SPECIALISED SERVICES IN THE FIELD OF CULTURAL TOURISM AND THE INCREASE OF THE FLOW OF TOURISM IN THE REGION | http://mimermak.static.otenet.gr/rise/html/drasis4.html |

PELOPONNESUS

|  | REGIONAL INNOVATION FOR PELOPONNESE |
|---|---|
| REGIONAL INNOVATION STRATEGY AND ACTION PLAN | www.infopeloponnisos.gr |
| REGIONAL ECO-TOURISM SUPPORT CENTRE | www.ecotour.gr www.ecotravel.gr |
| VIRTUAL BUSINESS INCUBATOR FACILITY | www.agapinor.gr www.infopeloponnisos.gr |
| BUSINESS COOPERATION FOR TRADITIONAL PRODUCTS DEVELOPMENT | www.infopeloponnisos.gr |
| INFORMATION SOCIETY SERVICES FOR RURAL AREAS | www.telecottage.gr www.telecottages.gr |
| REGIONAL DEVELOPMENT INFORMATION SERVICE | www.infopeloponnisos.gr |
|  | NETFORCE 2006 |
| NETWORKING-CLUSTERING LOCAL BUSINESS | www.infopeloponnisos.gr |
| REGIONAL INNOVATION & TECHNOLOGY TRANSFER SUPPORT CENTRE (ITT CENTRE) | www.infopeloponnisos.gr www.kmt.gr , www.itt.gr |
| GOVERNMENT TO BUSINESS & BUSINESS TO COOPERATION | www.infopeloponnisos.gr |
| REGIONAL "SPECIAL INTEREST" TOURISM NETWORK | www.ecotour.gr www.ecotravel.gr |

| ATTICA | |
|--|--|
|  | INFORMATION SOCIETY FOR THE QUALITY OF LIFE IN THE REGION OF ATTICA |
| REGIONAL INNOVATION STRATEGY & ACTION PLAN-E ENTREPRENEURIAL SPIN-OFFS (RIS & SPIN-OFFS) | www.ariact.gr |
| INTERMODAL TRAFFIC INFORMATION SYSTEM (E-TRAFFIC) | www.transport.ntua.gr/map/el/index.php |
| WASTE ELECTRONIC EQUIPMENT MANAGEMENT (E-WASTE) | www.ariact.gr |
| HOME TELECARE SYSTEM (E-HOME HEALTH CARE) | www.ariact.gr |
| PUBLIC INFORMATION SERVICE FOR COMMUNITY EMPOWERMENT (E-DEMOCRACY) | http://www.e-localdemocracy.gr |

| NORTH AEGEAN | |
|---|--|
|  | NORTH AEGEAN INNOVATIVE ACTIONS & SUPPORT |
| INNOVATION MANAGEMENT AUDITS FOR SMALL & MICRO COMPANIES | www.lesvos-chamber.gr www.northaegean.com www.samoscci.gr |
| INTERNATIONALIZATION AND BUSINESS PLANNING SUPPORT | www.epikentro-lesvos.net www.samoscci.gr www.echios.com |
| E-COMMERCE PORTAL FOR MICRO ENTERPRISES | www.e-lesvos.net |
| INNOVATIVE INTEGRATED PRODUCT SCHEMES FOR AN ECO-LABEL IDENTITY | www.responsibility.gr |
| INNOVATIVE PRODUCTS UTILIZING EXISTING LOCAL RESOURCES | www.aegean.gr/environment/eda/naias |
| INNOVATIVE OLIVE OIL WASTE TREATMENT PROCESSES | www.aegean.gr/environment/eda/naias |
|  | BIODIVERSITY RESOURCES FOR INNOVATIVE BUSINESS DEVELOPMENT (BIOBUS) |
| REGIONAL BUSINESS & BIODIVERSITY RESOURCE CENTERS (RBBC) | www.biobus.gr |
| BIODIVERSITY AND BUSINESS GROWTH OPPORTUNITIES | |
| CORPORATE BIODIVERSITY ACTION PLANS | |
| INVESTMENT ON BIODIVERSITY BUSINESSES AND PRODUCTS | |

SOUTH AEGEAN

|  ISTOS | INNOVATION FOR SUSTAINABLE TOURISM AND SERVICES IN THE SOUTH AEGEAN |
|---|--|
| INNOVATION SUSTAINABILITY AND LOCAL AGENDA 21 (I.S.L.A.N.D) | www.ebed.gr/istos.htm |
| REGIONAL FRAMEWORK FOR SUSTAINABLE TOURISM (R.F.S.T.) | www.istosweb.org |
| DRAWERS OF INNOVATION IN TOURISM (D.I.T) | www.ebed.gr/istos.htm |
| DIGITAL AEGEAN ISLAND (DI.AG.I) | www.ebed.gr/istos.htm |
| WIRELESS ISLAND AREA NETWORK (W.I.A.N) | www.ebed.gr/istos.htm |

CRETE

|  | CRETE INNOVATIVE REGION |
|--|--|
| OBSERVATORY OF INNOVATION AND ENTREPRENEURSHIP (OBINNE) | www.crete-region.gr |
| REGIONAL NETWORK OF TECHNOLOGY SUPPLY (RENTS) | www.technosupply.gr |
| INFORMATION AND TECHNOLOGY TRANSFER TO RURAL AREAS SMES (YPAITHROS) | www.ypaithros.gr/ |
| INNOVATIVE ENTREPRENEURSHIP REGIONAL CENTER (SPINCRETE) | www.ebeh.gr/gr/index.asp?p=10-6 |
| UNIVERSITY STUDENTS ENTREPRENEURSHIP (UNISTEP) | www.liaison.tuc.gr/News/unistep/unistep.html |
| INNOVATIVE PRODUCTION METHODS APPLIED IN TRADITIONAL HANDICRAFT SMES (HEI-NET) | http://xkl.epimlas.gr |
| BEST WATER USE INNOVATIVE PRACTICES TOWARDS A SUSTAINABLE WATER RESOURCES MANAGEMENT (BEWARE) | http://zeus.telecom.tuc.gr/beware/index.html |
| INNOVATIVE METHODOLOGIES FOR A SUSTAINABLE MANAGEMENT OF MARINE BIOLOGICAL RESOURCES (INNOMAR) | www.hcmr.gr |
| EXPERT SYSTEMS FOR MANAGING AND ASSESSING HIGH RISKS IN NATURAL LANDSCAPE, ENVIRONMENTAL AND HISTORICAL HERITAGE RESOURCES IN ISLAND OF CRETE (EMERIC) | www.ims.forth.gr/joint_projects/emeric/emeric-gr.html |
| CONSERVING CRETAN DIET (CONCRED) | www.concred.gr |
| RESCUE CRETAN MUSIC TRADITION FOR NEXT GENERATIONS (MUSIC) | www.ims.forth.gr/ims/ethnomusicology/Rethymno-lyra-gr.html |

Annexes

*You must do the things you think
you cannot do.*

Eleanor Roosevelt

Annex I:

Actions per Programme and a Socio-Economic
Portrait of each Region

Annex II:

The Greek NUTS Classification

Annex III:

Glossary of Terms and Abbreviations

Annex IV:

Resources on Regional Programmes of Innovative
Actions

Annex I: Actions per Programme and a Socio-Economic Portrait of each Region

The general websites of the Greek regional programmes of innovative actions are:

| GREEK REGIONAL PROGRAMMES OF INNOVATIVE ACTIONS | |
|---|--|
| 2nd generation | |
| Peloponnisos (Peloponnesus) | www.infopeloponnisos.gr |
| Voreio Aigaio (North Aegean) | www.biobus.gr |
| 1st generation | |
| Anatoliki Makedonia & Thraki (Eastern Macedonia & Thrace) | www.eydamth.gr/technogenesis |
| Attiki (Attica) | www.ariat.gr |
| Kriti (Crete) | www.innocrete.gr/ |
| Dytiki Ellada (Western Greece) | www.ptapde.gr/projects/innact/ |
| Dytiki Makedonia (West Macedonia) | www.pepdym.gr/dapep_kainotomes.asp |
| Ionia Nisia (Ionian Islands) | http://hermes.westgate.gr/3i |
| Ipeiros (Epirus) | www.bicepirus.gr/enti/ |
| Kentriki Makedonia (Central Macedonia) | www.urenio.org/excellence |
| Notio Aigaio (South Aegean) | www.istosweb.org |
| Peloponnisos (Peloponnesus) | www.ripenet.gr |
| Thessalia (Thessaly) | www.innovate.gr |
| Sterea Ellada (Continental Greece) | www.ipa.panteion.gr/rise |
| Voreio Aigaio (North Aegean) | www.naias.gr |

Summary information sheets of all the regional programmes of innovative actions adopted by the Commission are available in the website: http://ec.europa.eu/regional_policy/innovation/prog2001_en.htm

2nd GENERATION PRAIS



Programme Name | NETFORCE 2006

Programme Summary

NetForce 2006 is a programme which aims to reinforce local innovation in Peloponnesus implementing a series of cross-sectoral innovative actions in the region. The programme is focused on networking business or business clusters development for the promotion of new products and encourages the establishment of innovative enterprises with links to educational institutions and research centres (Innovation Technology Transfer Support Center). NetForce 2006 reinforces the creation, dissemination and integration of knowledge within the basic entrepreneurial sectors of the region as a principal source of innovation and regional competitive advantage.

The objective of the project is to strengthen cooperation and support the ability of regional organisations and enterprises in Peloponnesus, to transform towards a new economic approach encompassing the development: the Networking in local business, involving the ITT Support Regional Centre and technologies with a G2B portal.

Programme Themes

- | | |
|--|---|
| (i) regional economies based on knowledge and technological innovation | ■ |
| (ii) e-EuropeRegio: the information society at the service of regional development | ■ |
| (iii) regional identity and sustainable development | ■ |

The strategy of the NetForce 2006 programme focuses on:

1. The enhancement and capitalization of the results of RIPE 2002-2003
2. The reinforcement of co-operation networks/clusters between local business and research centres & universities, financial institutions or specialist consultants, etc. for the development of new products/services and
3. The strengthening of technology transfer in SMEs and the flow of information between stakeholders building relationships

These specific strategic objectives will develop the measures that fund innovation via the new Regional Operational Programme 2007-2013.

Programme Action | **NETFORCE 2006** | NETWORKING-CLUSTERING LOCAL BUSINESS



| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|---|--|
| Out-ward looking | In-ward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input checked="" type="checkbox"/> | |

Description

The main objective of this action is to support the creation of partnership networks between firms in the same region making it possible to share tasks and functions, build a common image, increase the opportunities to meet and exchange information, and to structure a production sector (for example in the manufacturing, tourism or agro food sectors).

The aim of this action is to assist small enterprises, organisations, associations, development agencies and public services, within the region, to build a collective widely identifiable brand, which will be closely linked to regional history, heritage and traditions and will become widely known and sellable on the European market.

To achieve a new identifiable brand the interested enterprises, organisations, etc. of the region must form a cluster or network. Through the creation of a cluster / network, firms in the same region will share tasks and functions, build a common image, and increase the opportunities to meet and exchange information, to form a new production sector.

The clusters/networks would constitute new identifiable regional products of Peloponnesus in the following forms: Peloponnesian village, Peloponnesian earth, ecotourism destination, Mountain vacations, olive roads, wine roads, monumental roads, cultural days, technology transfer week, etc.

The action will present essentially the outcomes of the work carried out by the expert group on enterprise clusters and networks. The expert group is composed of "Sales Development Consultants" assisted by the Chamber of Korinthos.

The company responsible for the success of the networking – clustering local business initiative, "Sales Development Consultants" (S.D.C. Ltd.), was founded in 2002, and its specialized services offered management, support and evaluation to a wide range of programs and projects. It has also facilitated the preparation of technical, economic feasibility studies, organizational and strategic management studies. The demonstrated business success of the company is due to the extensive experience of its founders, and active partners. S.D.C. Ltd. executives have excellent knowledge and experience in the management of National and Community programs. Regarding clustering, specialized experience and knowledge has been drawn from the Community Support Framework and its programs.

The company's strategy to meet projects is based on the principle of providing solutions according to the needs of its customers through utilization of their experiences, knowledge and skills.

The company's vision is the provision of quality services based on the commitment to satisfy the needs and demands of its customers.

The Chamber of Korinthos will assist and support local clusters and networks by providing knowledge and experience in regional issues, relevant data and studies.

The expert group SDC Ltd. with the assistance of the Chamber of Korinthos:

- Plan to carry out mapping studies on clusters, identify regions, sectors of activity, technologies that would benefit from cluster-form organisations and integrate them in their overall strategy on economic and social growth;
- Identify barriers and limiting factors to cluster development and organise regular revision of their existing policy measures;
- Raise awareness on the potential benefits of clusters among the players concerned;
- Provide a framework for exchange of information and good practice (studies, seminars, business travel, visits);
- Build the first clusters – networks in the region of Peloponnesus
- Assist those taking first steps throughout the initial phase of development in order to develop, reinforce and maintain clusters and networks in the region.

**Programme Action | NETFORCE 2006 | REGIONAL INNOVATION & TECHNOLOGY TRANSFER
SUPPORT CENTRE (ITT CENTRE)**



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Out-ward looking | | In-ward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

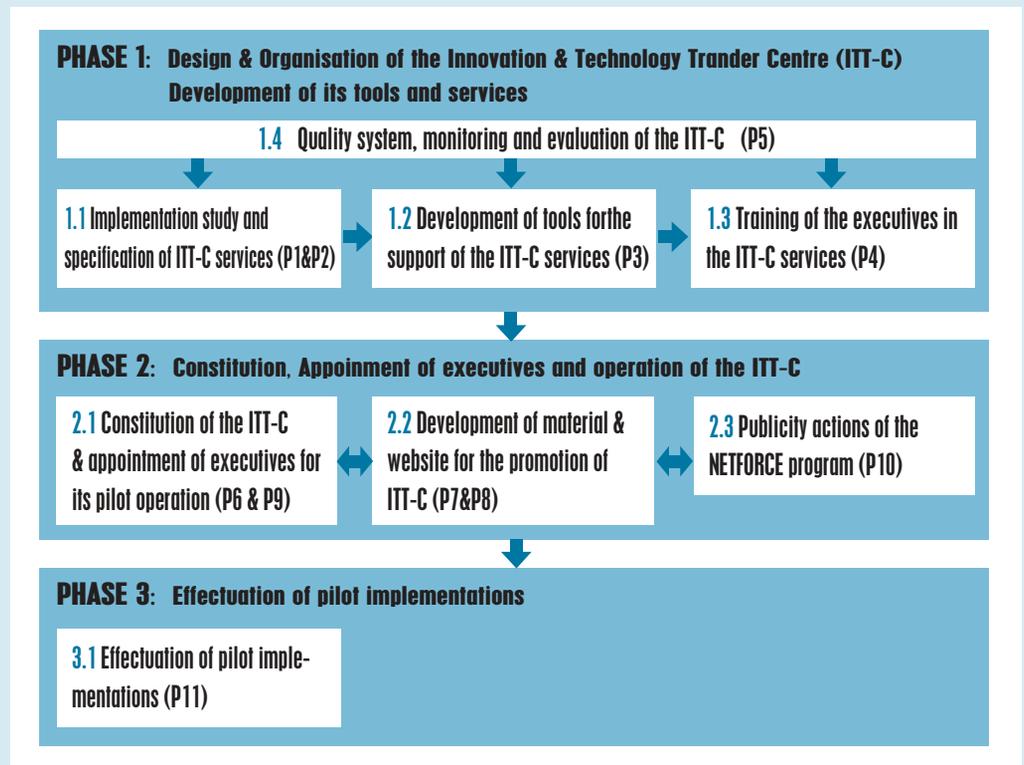
Description

The objective of this action is to enhance regional transfer technology and innovation potential through the provision of high quality business advice services & information, and by examining the establishment of a structure that can serve as a means to infuse best practices, disseminate new technologies, promote innovative ideas, analyse technological and entrepreneurial needs of SMEs, research and promote innovation financing, etc.

According to research regarding technological needs and tendencies related to innovation, examined in the frame of the Regional Innovation System of Peloponnesus, the local business environment displays a low level of technological and innovative orientation. More specifically, transfer of technology is marked by a limited level of diffusion and interaction with more technologically developed neighboring regions is limited.

There is a dire need for comprehensive services to facilitate the transfer of technology. This structure will help enterprises to increase their competitiveness, permitting them to survive in a market climate that requires technological evolved products of quality produced at a minimal cost.

The phases of the implementation are as follows:



The coordinator of the action is Prof. Nikos KOMNINOS, under the Urban and Regional Innovation Research Unit (URENIO) with the support of the Chamber of Arcadia and the Regional Secretary of Peloponnese jointly implementing this action.

The Urban and Regional Innovation research unit (URENIO) is a University Lab for the promotion of applied research and provision of scientific and technological services. URENIO is part of the Department of Urban and Regional Planning and Development in the Faculty of Engineering, Aristotle University of Thessaloniki. URENIO's research focuses on territories of innovation, which base their development on R&D, innovation, knowledge-intensive companies, technology infrastructure, and knowledge and information networks. Recent research is mainly related to intelligent cities and regions, including innovative clusters, technopoles, and science parks; regional innovation systems and strategies; digital innovation spaces and digital cities. Intelligent cities and regions are a third generation of innovation territories, after technology districts and learning regions, combining innovative clusters, learning institutions, and digital innovation services.

In particular ongoing research focuses on:

- Innovation systems and regional innovation strategies: Regions of excellence, knowledge-based urban and regional development. Management of regional systems of innovation. RIS and RITTS projects. Development and assessment of clusters, technopoles, science and technology parks. Assessment of regional innovative projects.
- Strategic intelligence: Cluster, business, and regional intelligence. Foresight. Market and technology watch. Benchmarking for companies, communities and regions. Measurement of innovation.
- Innovation development: New product development. Technology assessment. Technology transfer. Brokering and IPR. Training for innovation, Planning innovation centres and incubators.
- Virtual innovation environment and digital cities: Online innovation management tools and technologies (portals, expert tools, e-learning, roadmaps, databases). Physico-virtual clusters, science and technology parks. Digital city platforms and e-communities.

The Unit is involved in competitive R&D projects of the EU Framework Programme and the Innovative Actions of the ERDF. Applied projects were funded by national and regional authorities, business associations, and companies. URENIO provides a series of services concerning the creation of environments for innovation. The overall activity of URENIO concerns the ability of cities and regions to create environments supporting R&D, innovation, human skills, and intelligence.

Programme Action | **NETFORCE 2006** | GOVERNMENT TO BUSINESS & BUSINESS TO COOPERATION



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|--|
| Out-ward looking | In-ward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The objective of this action is two-fold: First, to accelerate familiarisation with Information Society in the region of Peloponnesus through the development of Information Society Forums and the organisation of workshops; and second, to raise awareness of the benefits of IT for businesses and strengthen SMEs competitiveness through the provision of electronic services and tools that will support them in their transition to the Digital Economy.

More specifically, the action aims include the following:

- To develop an innovative, effective mechanism – framework for implementing Information Society Forums with the participation of regional – local authorities, Chambers of Commerce and SMEs. The developed mechanism – framework will define the generic processes and procedures needed for setting up Information Society Forums;
- To implement the developed framework in the prefectures involved supporting cross-region and prefectural cooperation, transfer of know-how and technology and exchange of information;
- To develop a web-based environment that support the concepts and mechanisms of an Information Society Forum using internet application solutions that provide, among other things, connection to dynamic information resources, flexible search and collaborative facilities;
- To develop and organize workshops, which will involve integrated programs and tasks oriented to the Information Society and Project Management for Information Society projects targeted to Local / Regional Authorities;
- To develop and organize additional highly technical workshops, which will involve integrated programs and tasks oriented to the e-Business strategy and solutions targeted to the managers of SMEs, through the relative Chambers of Commerce and
- To develop and provide to local SMEs a number of electronic services and IT tools to improve their industrial competitiveness and support their growth.

In the long-term, the action will result in the development of well-trained Information Society Forums that will be able to:

- Publish proposals by the Regional Authorities about the creation and development of actions and measures supporting SMEs aiming at the SMEs import in the "new e-economy", at the adoption of electronic activities best practices, as well as at the creation of an electronic environment for them.
- Publish practical guidelines and advices towards SMEs and consumers with regard to the new e-economy and the Internet (accelerating in this way the learning process for SMEs, providing SMEs with practical knowledge and showing how knowledge can be converted into action).

Coordinator of the Action is Prof. Gregoris MENTZAS, Director of the Information Management Unit, Institute of Communication and Computer Systems (ICCS) of the National Technical University of Athens.

ICCS is a non-profit private law entity associated with the Department of Electrical and Computer Engineering, which was established in 1989 by the Ministry of Education of Greece, in order to promote research and development activity in all diverse aspects of computer and telecommunications systems and their applications. The Information Management Unit (IMU) is involved within the framework of NetForce. IMU (www.imu.iccs.gr/) operates within the ICCS as an interdisciplinary Unit engaged in research and consulting activities in the area of information technology management.

IMU research is multidisciplinary and focuses on: Knowledge management and semantic technologies; collaborative spaces and workflow management; enterprise transformation and process engineering. IMU strives to provide practical results in: e-government service provision; networked virtual organizations and enterprise application integration. Some applications of our work include: corporate KM solutions, models and systems for the electronic delivery of public services, p2p architectures for knowledge sharing, e-contracting and e-negotiation systems, and systems for supporting the management of virtual consortia.

During the 1998-2004 period IMU participated in eight (8) research projects, which were funded by the European Commission's Fifth Framework Programme for Research and Technology Development (ESPRIT and Information Society Technologies) and by the Greek General Secretariat for Research and Technology (Operational Programme on Research and Technology). IMU is a member of the European Knowledge Management Forum (EKMF: A Forum for the Exchange of European Knowledge Management Expertise) and the Ontoweb scientific community (Ontology-based information exchange for Knowledge Management and Electronic Commerce), through which it participated in the First European Summer School on Ontological Engineering and the Semantic Web (SSSW-2003).

Dr Gregoris MENTZAS is a Professor of Information Management at the School of Electrical and Computer Engineering of the National Technical University of Athens. Dr Mentzas has led or participated in more than 30 research projects in the areas of: knowledge management; e-government; business and IT strategy; re-organisation and performance improvement; and coordination and workflow systems. He has published more than 120 papers in international scientific journals and conferences. He is on the editorial boards of: "Electronic Government", "International Journal of Innovation and Learning", "International Journal of Learning and Intellectual Capital", and International Journal of Cases on Electronic Commerce and is a reviewer in 15 international journals and 7 conferences. Furthermore, he has been a member of the programme committee and session organizer in 17 conferences and guest lecturer in 12 conferences and seminars.

Programme Action | NETFORCE 2006 | REGIONAL "SPECIAL INTEREST" TOURISM NETWORK



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|-------------------------------------|------------------------|--|
| <i>Out-ward looking</i> | | <i>In-ward looking</i> | |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The objective of the proposed action is to enhance and support the development potential of the Peloponnesus region by focusing on a sector, where the region clearly may benefit from the competitive advantages provided by its rich cultural and natural heritage. The goal is to build on the region's profile as a "special interest" tourism destination. The action aims at assisting tourism enterprises in the region of Peloponnesus to create distinctive and competitive tourism products, which will enable them to attract visitors in a changing and demanding tourism market. These "special interest products" include different forms of tourism (such as rural, eco-, cultural, sports, health, wine tourism). "Special interest" tourism products are becoming increasingly popular on the European tourism market. Peloponnesus is extremely well endowed in all these respects and can become an attractive "special interest" tourism destination because of its outstanding cultural and natural resources.

To emerge as a competitive "special interest" tourism destination, the region of Peloponnesus has to position itself as such on the tourism market and to formulate a distinctive and recognizable regional tourism product. For this purpose, the following structural weaknesses have to be addressed: Hospitality and tourism related businesses in the region's predominantly rural areas (better placed to offer "special interest" tourism products) are predominantly small, family-run enterprises, lacking sufficient resources and know-how to adapt their operation to offer "special tourism" products. Furthermore, the region's variety and diversity of resources correspond to different thematic forms of tourism. Only effective linkage and interaction may provide the basis for creating functional and viable "special interest" products that will result in the region's new tourism profile.

The proposed action is designed to address precisely these weaknesses in an integrated and effective way by building on a Regional "Special Interest" Tourism Network that will embrace hospitality and tourism related businesses and provide them with guidance and cost-effective tools to adapt their operation to the region's "special interest" tourism profile and developing distinctive and qualitative tourism products. Moreover, such a network will be effective in formulating common strategies for placing new products and the region on the "special interest" tourism market. In this manner, the enterprises involved will enhance their level of competitiveness, their viability as entrepreneurial units. At the same time new employment and income opportunities will be created in a region, dominated by agricultural activity. Thus, benefits will be generated both for the tourism industry and complementary activities (e.g. manufacturing of traditional products and foods, wineries, retail shops, marketing services etc.).

The action will culminate in the creation of the Regional "Special Interest" Tourism Network of the Peloponnesus that will formulate a new distinctive tourism profile under a collective brand. Supporting activities include resource development, the preparation of a Strategic Cluster Plan & Market Entry Strategy, the establishment of an Internet-based marketing infrastructure, the linkage to national and European tourism networks, training, and last but not least, activities and tools to promote new regional products on the tourism market.

Action Coordinator is Nikos SCHMIDT, Development Consultant of SPEED S.A., who has a record of considerable experience in the fields of rural & "special interest" tourism and local & sustainable development. He has been involved in various European projects on related subjects (INTERREG, EQUAL, LIFE) and worked as a consultant for the public Rural Tourism Development Company "Agrotouristiki S.A."

| <i>NETFORCE 2006</i> | <i>Fact sheet</i> |
|-----------------------------|--|
| Managing Body: | Chamber of Arcadia |
| Person Responsible: | Mr. Dimitris PAVLIS, President |
| Address: | 25th March & 21 Panos Street, Tripoli, 22100 |
| e-mail: | ripe@arcadianet.gr |
| Programme Contact: | Mrs Anna ANDRICOPOULOU, Project Manager |
| Tel: | +30 2710 237823 or +30 210-64 23 563 |
| Fax: | +30 2710 233738 or +30 210-6453 979 |
| e-mail: | aadricop@ath.forthnet.gr |
| Action | Networking/Clustering Local Business |
| Co-ordinator: | Dimitrios KERANIS, Mechanical Engineer, Business Development Consultant - SDC |
| Website | www.infopeloponnisos.gr |
| Cost of action | 550.000 € |
| ERDF contribution | 302.500 € |
| Private sector contribution | 137.500 € |
| Public sector contribution | 110.000 € |
| Action | Regional Innovation & Technology Transfer Support Centre |
| Co-ordinator: | Prof. Nicos KOMNINOS, URENIO Research Centre, Aristotelian University of Thessalonica |
| Website | www.kmt.gr, www.itt.gr |
| Cost of action | 594.500 € |
| ERDF contribution | 326.975 € |
| Private sector contribution | 148.625 € |
| Public sector contribution | 118.900 € |
| Action | Government to Business & Business to Cooperation |
| Co-ordinator: | Prof. Gregoris MENTZAS, Director of the Information Management Unit, Institute of Communication and Computer Systems (ICCS) of the National Technical University of Athens |
| Website | www.infopeloponnisos.gr |
| Cost of action | 645.000 € |
| ERDF contribution | 354.750 € |
| Private sector contribution | 161.250 € |
| Public sector contribution | 129.000 € |
| Action | Regional "Special Interest" Tourism Network |
| Co-ordinator: | Dr. Nikos SCHMIDT, Development Business Manager - SPEED |
| Website | www.ecotravel.gr, www.ecotour.gr |
| Cost of action | 450.000 € |
| ERDF contribution | 247.500 € |
| Private sector contribution | 112.500 € |
| Public sector contribution | 90.000 € |



Programme Name | BIODIVERSITY RESOURCES FOR INNOVATIVE BUSINESS DEVELOPMENT (BIOBUS)

Programme Summary

The BIOBUS programme is dedicated to promoting, and support in The Region of North Aegean priority biodiversity issues in the businesses, and to developing biodiversity businesses and products of all types. In 1992, the world's governments reached a new agreement on biodiversity. The Convention on Biological Diversity proposed a bold set of objectives integrating the environment, into economic and social dimensions of sustainable development with respect to managing our living planet. Biodiversity is not just important to business, but indeed companies in many different sectors should integrate biodiversity priorities into their management, production, processing, and development systems as part of their innovative growth, and prosperity. The proposed model of biodiversity business development for less developed European regions is of great interest for many European regions which depend on natural local resources for innovative growth, and progress.

| <i>Programme Themes</i> | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input checked="" type="checkbox"/> |

The overall strategy of the BIOBUS programme is to "Achieve regional innovation performance based on biodiversity which will contribute in making European Union regions a world reference for biodiversity-innovation, an opportunity that can translate into raised living standards, and prosperity over the coming years".

Measures to improve the climate for enterprises to innovate are increasingly being devised and implemented at regional levels, to take account of region's specific strengths, weaknesses and ambitions. This trend brings with it the risk that regions design and implement their strategies in isolation, failing to take advantage of experience gained elsewhere and not seizing opportunities to benefit from transregional or transnational networks. This proposal's strategy considers the benefits of all European regions as a first priority, and objective.

Based on the strategy adapted, the novelty essential to biodiversity innovation will emerge in several ways:

- It may be in the form of an invention. Exploitation of inventions resulting from research conducted in university labs as an important route to innovation. Research as a biodiversity knowledge producing element will be a main contributor to innovation, generating a flow of technical ideas and continually renewing the pool of technical skills for entrepreneurs (beyond the time frame of this project).
- An enterprise may innovate by taking a biodiversity based idea from another business sector and adapting it for use in its own production processes or market. Innovation, in this strategic approach will proceed in a series of small steps – incremental innovation – as enterprises will find ways to update their products and processes using biodiversity items. Entrepreneurs will be impelled to innovate, reacting to the innovative competitors, using their creativity to outscore competition.

- It may be in the form of search for new untapped, market space. This may rely on technological biodiversity innovation, or on reconfiguring existing products and services so as to present a radical change that will be perceived by customers as offering more or better value ("value innovation"). The "reinvention" of the wristwatch as a low-cost fashion accessory is an example of this form of innovation which will be used and is not technologically demanding.
- It may be through the introduction of a new comprehensive approach to biodiversity business, such as new online retail business models, with the objective of creating a new market space, or increasing profitability in an existing market.

In this proposal, we observe the evolution of the innovation concept from the linear mode, with R&D as the starting point, to the systemic model in which innovation arises from complex interactions between entrepreneurs, individuals, organizations and their operating environment. This evolution demonstrates that innovation will extend its focus beyond the conventional links with research, high technology, and conventional know how.

Finally an additional strategy of the program is the use of the outcome, results, and the know how of the program as part of the overall package of collaborative relationships with other EU regions. This strategic approach for an innovative project entitled "biodiversity and business development" provides a significant trans-European dimension to the program, particularly given the fact that, based on partners' information, regional biodiversity and innovative development has not been significantly exploited..

Programme Action | **BIOBUS** | REGIONAL BUSINESS & BIODIVERSITY RESOURCE CENTERS (RBBC)

| <i>Action Theme</i> | <i>Innovation type</i> |
|---|---|
| (i) Technological innovation <input type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input checked="" type="checkbox"/> | (iii) Marketing <input checked="" type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|--|
| Out-ward looking | In-ward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

This action aims to set up a Business & Biodiversity Resource Center (BBRC) in the region, which will operate with three offices (sub centers), as a one-stop-shop where entrepreneurs, and other parties interested can find out about the important role that biodiversity plays in business.

People everywhere depend upon biodiversity for their livelihoods, their quality of life, and for the provision of basic services on which life depends on. Companies too depend on biodiversity. It helps to stabilize the climate and provide clean air and water, all vital for a stable operating environment. It provides raw materials, technology and business opportunities. Biodiversity, or the variety of life and natural systems, is disappearing across the globe faster than ever before. This loss of biodiversity represents a business risk.

As diversity disappears, so do the opportunities for new products, new technologies, and new business opportunities. Users, beneficiaries of biodiversity and businesses are increasingly becoming involved in its management. Companies across the world should take steps to halt and reverse the trend of the biodiversity decline. Such initiatives bring added value, innovative business opportunities, and profit to the companies.

The RBBC centers will provide information, guidelines, and initial support on biodiversity and business issues related to the above.

Programme Action | BIOBUS | BIODIVERSITY AND BUSINESS GROWTH OPPORTUNITIES

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|--|
| Out-ward looking | In-ward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

The aim of the action is the identification, elaboration, promotion and provision to the business community of specific innovative business opportunities based on biodiversity ideas, knowledge and regional resources.

The 1992 Convention on Biological Diversity (CBD) defines biodiversity as: "the variability among living organisms from all sources including, inter alia, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part. This includes diversity within species between species and of ecosystems". Since 1992, biodiversity policy makers and specialists have chosen to look at biodiversity at three levels: ecosystems, species, and genes. These levels, or components, also provide a practical way for business to look at biodiversity. These three levels can be used in explaining, and exploiting biodiversity business opportunities regionally.

Business examples using these levels are the following:

Ecosystem: Business depend on ecosystem services, notably for generative and waste assimilation capacities.

Species: Some sector of business activities such as agriculture, fisheries depend directly on natural resources for their production processes.

Genes: Food and beverage manufacturers use botanical genetic material to develop compounds to sweeten or fortify food products.

Addressing, and identifying biodiversity issues offers new opportunities for companies to improve their financial performance, to promote sustainability, to produce new products, and create new product lines or businesses. In this action plan all the key opportunities, based on international know how, knowledge, and regional potentials will be analyzed, and investigated in order to provide the regional business community with all biodiversity opportunities available locally. The issues will be expressed in a clear, spe-

cific, simple way understandable by the average local entrepreneurs. All opportunities will be transferred directly from the university's units to the entrepreneurs directly. Biodiversity, as an innovation element, is considered in two main categories: a) biodiversity as a source for new products & services and b) biodiversity as a source for new production process or method.

Programme Action | **BIOBUS** | CORPORATE BIODIVERSITY ACTION PLANS

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|--|
| Out-ward looking | In-ward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The aim of this action is to formulate biodiversity business plans to selected new, or existing companies. There are many ways in which a company can address biodiversity issues. These range from raising employee awareness of conservation issues and managing environmental impacts, to enhancing the biodiversity value on their land-holdings, and from using biological resources sustainably to producing new environmentally friendly products. In this action, selected plans will be formulated providing a general framework for action through which companies, and new business ideas can assess the business case for biodiversity, identify and build on existing practices which address biodiversity, and integrate biodiversity action throughout their business model. To address biodiversity, there are seven key steps for corporate action that companies should considered. These steps will be tested regionally on existing, and new businesses, and are the following:

1. Make the business case for biodiversity
Some of the business benefits associated with greater biodiversity engagement are expected to be "soft", relating for instance to reputation, public trust and delivery on environmental commitments. Other benefits may be more tangible, such as reduced remediation costs or increased land value because of proper environmental stewardship.
2. Identify a senior-level biodiversity champion
As with many ideas within a company, senior-level support can be critical to developing sufficient momentum to take biodiversity initiatives forward.
3. Carry out a biodiversity assessment
Having committed itself to the process, the company should assess its understanding of biodiversity and how it might develop activities to address biodiversity issues. The aim of the assessment is to identify potential risks, for instance areas in which the company has negative biodiversity impact and, thus, determine priorities for action.

4. Secure board-level endorsement
An explicit policy which sets out a company's commitment to biodiversity should help ensure a clear understanding of the company's objectives and secure support throughout the company.
5. Develop a corporate biodiversity strategy
With the necessary support secured, the next step is to develop a corporate biodiversity strategy which will define how the process moves forward. The strategy could set out the company's goals, acceptable targets and mechanisms for action, and identify the potential roles of the company's subgroups.
6. Develop a corporate biodiversity action plan
Based on the specific findings of the biodiversity assessment and the direction set out in the biodiversity strategy, the biodiversity action plan (BAP) will clearly indicate how the strategy will be implemented. It could assign responsibilities for each activity, determine where these will take place, who will be involved, how they will be financed, how progress will be measured and set a clear timetable
7. Implement the biodiversity action plan
This part will be a long process implemented by the company itself. It is the real work which the company or the new entrepreneur will have to undertake in order to materialize the proposed BAP.

Programme Action | **BIOBUS** | INVESTMENT ON BIODIVERSITY BUSINESSES AND PRODUCTS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Out-ward looking | In-ward looking <input type="checkbox"/> |
| Trade in Goods <input checked="" type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The proposed action aims at assisting selected new and existing companies of the region to develop biodiversity products, processes or companies, utilizing biodiversity knowledge and/or regional biodiversity resources. These resources may have never been used in the past (i.e. herbs, essential oils, ecotourism opportunities), or may have been used in a conventional traditional fashion without being aware of or paying attention to related environment and biodiversity issues. Businesses of the Aegean region are faced with the threat of shrinking markets, due to the presence of higher quality, less expensive, appealing, alternative products which are imported from different parts of the world. Unfortunately, the major market for the local goods still remains the regional area.

Innovation depends heavily on the ability to develop and realize new products for new and existing markets. The region's enterprises do not have the capacity to move forward with high tech, totally new, alternative products, nor do they have the know how, and the resources to penetrate new, distant markets. However, they have the opportunity, using existing raw materials and biodiversity associated issues, to produce new, or old, environmentally friendly and traditional products for a growing market niche, based

on customers who search for the ecological products, and alternative, traditional products. Such customers at the regional level are tourists who visit the islands of the region every year in search of unique local goods for different uses. There are two categories of "new", alternative products:

The old products which are appealing as biodiversity products satisfying the needs of the modern sensitive customer.

The local main resources such as oil (in Mitilini), mastich (in Chios), grapes (in Samos), clay etc. were used in the past decades, for the production of various products, which no longer exist due to alternative industrial substitutes. For example, amurca (oil residue) was used to make soap with potash and water. This soap was very effective for washing clothes, and considered precious along with rain-water for washing hair. Today it is a "new" biodiversity, natural product with high added value in the developed markets. The wineries, during the past decades, used to produce, a number of food derivatives, such as the mousse-like dessert called "moustalevria". This is a "new" ecological food dessert appealing to the niche markets today.

New products produced by utilizing biodiversity local resources and modern, processes:

In this category belong nontimber products found in the wild, or from subsequent cultivation. These include the aromatic herbs of the region, the essential oils that can be produced from specific herbs such as lavandula, oregano etc. as well as extracts which can be used as raw materials for the pharmaceutical and cosmetics industry. These resources have never been used before for the production of new products. Another promising sector with attractive financing opportunities is ecotourism, which has tremendous opportunities in the region. Ecotourism offers a broad range of opportunities for business development (i.e. service providing businesses, hotels, activities, infrastructure etc.) The projects and entrepreneurs who will be supported financially in this action will be selected from the leaders following pilot actions 1 and 2. Thus, the synergy of actions implemented will be ensured, providing added value to the overall project's success, and community approval.

Systematic research of traditional methods, and new know how will be conducted as part of pilot action 2 in order to identify the most feasible production methods which can be used for the production of the "new" products described above. It is expected that a number of 15 to 20 new biodiversity projects will be assisted to produce and to market new products, thus creating a truly local, biodiversity, innovative business approach.

| <i>BIOBUS</i> | <i>Fact sheet</i> |
|--|--|
| Managing Body: (Lesvos / Chios / Samos) | Chamber of Lesvos on behalf of all three chambers of North Aegean |
| Person Responsible: | Mr. George ORPHANOS, President |
| Address: | P. Kountourioti 71, Mitilini, GR-81100 |
| e-mail: | chamber@les.forthnet.gr |
| Programme Contact: | Mrs Marianna MITSOU |
| Tel: | +30 2251 0 46046 |
| Fax: | +30 2251 0 46056 |
| e-mail: | chamber@les.forthnet.gr |
| Action | Regional Business & Biodiversity Resource Centers (RBBC) |
| Co-ordinator: | Chambers of Lesvos, Chios, and Samos |
| Website | www.biobus.gr |
| Cost of action | 440.000 € |
| ERDF contribution | 352.000 € |
| Private sector contribution | 0 € |
| Public sector contribution | 88.000 € |
| Action | Biodiversity and business growth opportunities |
| Co-ordinator: Conservation Laboratory) | University of the Aegean (Department of Environmental Studies, Biodiversity |
| Website | |
| Cost of action | 800.000 € |
| ERDF contribution | 640.000 € |
| Private sector contribution | 0 € |
| Public sector contribution | 160.000 € |
| Action | Corporate biodiversity action plans |
| Co-ordinator: | University of the Aegean (Department of Financial and Management Engineering) |
| Website | |
| Cost of action | 188.000 € |
| ERDF contribution | 150.400 € |
| Private sector contribution | 0 € |
| Public sector contribution | 37.600 € |
| Action | Investment on biodiversity businesses and products |
| Co-ordinator: | Cooperative Bank of Lesvos-Limnos |
| Website | |
| Cost of action | 1.400.000€ |
| ERDF contribution | 600.000€ |
| Private sector contribution | 650.000 € |
| Public sector contribution | 150.000 € |

1st GENERATION PRAIS



Programme Name | TECHNOGENESIS IN REMTH

Programme Summary

This is a pilot programme for a new innovation strategy focusing on the development of regional network behaviours among different segments of the regional production system, the local technological institutions, technological service providers, researchers and innovators, and sources of finance, based on self-reliance and confidence, that create a synergetic surplus on new product developments to be consumed in the process of a long-term competitiveness and growth.

The pilot programme is structured according to the following actions and measures:

- Mobilization for the generation of ideas around likely new products, soliciting individual ideas, soliciting group ideas, refining ideas, clustering of ideas, rough evaluation, expanding of ideas, Technogenesis Gate (web based).
- Technology Clinics.
- Investment Opportunity Forum (both actual and web based), and New Ventures Funding.

Programme Themes

- | | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input type="checkbox"/> |

"Technogenesis in REMTh" verifies and enhances the recently demonstrated innovation performance of the region, aiming for continuous improvement of regional instruments for sustainable development based on knowledge and technological innovation in the long-term. The main objective is to create an intelligent network between shareholders of regional production and innovation systems, This is essentially an endeavour tailor-made to favour the creation of new ventures in the form of clusters, joint ventures, spin-offs or start-ups to exploit possibilities for the development of new products.

Programme Action | TECHNOGENESIS IN REMTH | REGIONAL INTELLIGENCE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

The main objective of the action is to identify and present the innovative new product ideas of the region through a well organized, clear and, if possible, permanent model. The following measures will be implemented under this action:

1. Mobilization for the generation of ideas

This will be achieved through awareness campaigns, training seminars and educational courses that could also enhance HR skills.

2. Soliciting individual ideas

Concrete or still immature ideas will be selected through expert supported brainstorming.

3. Soliciting group ideas

Concrete or still immature ideas will be selected through expert supported brainstorming.

4. Refining of ideas

Spotting of ideas, judgment and examination of their existing application to other areas through actual and virtual support.

5. Clustering of ideas

Grouping and/or combination of ideas in order to proceed with the most suitable partnerships through expert-supported brainstorming and web-supported networking.

6. Rough evaluation

"Think Tank"- supported evaluation for the selection of ideas in order to make a list.

7. Expanding of ideas

Includes the creation of a web site for the provision of information and guidance. Under this site management tools (including the necessary training tool) will be developed and will cover the following areas: inward looking, outward looking, and forward looking. These management tools include remedies for problems such as operations values, business process reengineering, administrative processes, and the new product development management. The most important aspect is the design and development strategy, along with the definition of the final product. Other aspects such as the systematic evaluation of the competitive capacity, market analyses, technology watch and IPR management will be also addressed. Finally, creativity capacity, which is the basis of forward looking, will be addressed as a key element for attaining effective change.

The final outcome of this action is the modelisation of the above-described process, so that it formulates an intelligent system (the Technogenesis model) that will work permanently and be transferable to other regions.

Programme Action | TECHNOGENESIS IN REMTH | EXERCISE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

The action refers to the application of methodology and demonstration Technology Clinics in the particular sector of New Product Development, which will help to increase the potential of the owners or holders of innovative ideas around new products to both anticipate and avoid technical and non-technical barriers to the deployment of their ideas. An additional aim is to minimize the likelihood of customer and/or market rejection. This effort is usually the shared responsibility of both the clinic coordinator and the technological services provider, which are typically different bodies.

A major benefit of sharing the idea of a likely new product with technological service providers and other specialists is the shift of the emphasis of their relationship from suppliers to innovation partners and, why not, shareholders. In practical terms, the action aims not only at supporting the demand side, but also at addressing supply side issues, in particular by attempting to strengthen the creative role of technology transfer professionals and increase their shareholding function.

Thanks this action the region will increase its potential of innovative technological structures (Technology Clinics) providing support to firms or individuals. Such kinds of structures are missing from the region mainly due to the business culture and practice focused on applied technology, which is quite far a way from the concept of sustainable Technogenesis. Technology Clinics support the firms or individuals to take the necessary steps before a new product idea is transferred to ready-for-production prototype status.

It is not always the best choice to make a decision to manufacture a prototype in the new product development process. If it can be avoided, you can save valuable resources and start-up costs. However, one prototype can highlight product development problems. Usually this is the decision of the new product development managers who have the experience to evaluate the prototyping necessity and minimize the risk of the new product development. This decision will be taken within the Technology Clinics where the technological services provider and the clinic co-ordinator will act, according to their expertise and after thorough evaluation. In addition, Technology Clinics provide the opportunity to acquire and secure the necessary expertise to set up production according to a well-organized schedule of engineering runs in order to achieve the production milestones and introduce the new product to the market in time.

The whole implementation process of this action will make the parties involved familiar with the hard road to be travelled from a good idea to a real product recognizing the relevant high risk. Through this process they will realize that the problem of new product development is not the perceived threat of uncertainty, part of all business functions, but an issue requiring proper management.

Programme Action | TECHNOGENESIS IN REMTH | TECHNOGENESIS PARADIGM

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

To fix out a Technogenesis Paradigm from the previous action, capital should be injected to fuel the most promising and marketable undertakings. The aim is to prevent a new product development partnership from early termination, due to the perceived threat of uncertainty and the lack of seed capital to limit this threat -the innovation non-exit objective. Diminishing the death toll at this crucial stage, the rates of new product development and of real new business creation are definitely supported. It will be implemented through the following measures:

- 1. New Ventures Funding:** Provision of a grant that will be managed in a commercial-oriented way. As a pilot implementation this grant will be given to "graduates" of action Exercise, potential new ventures (about 10 selected projects), to be used in the creation of clusters, joint ventures, spin-offs and/or start-ups.
- 2. Investment Opportunity Forum:** Stimulation the establishment of a permanent regional-based (actual as well as web-based) Investment Opportunity Forum, formulating the conditions under which the reserves of private capital that exist in the Region will be used for such innovation related investments. Its purpose is to identify potential investments and to promote them to the relevant potential investors, formal and informal. This forum will take place every six months and it will be the prelude to the Venture Capital Fora that are taking place once a year in the country. It will deal with opportunities from the Region of EMTh only, but the structure and the context will be the same.

Ideas from potential investees will be presented in the form of a business plan and interviews one-to-one with the potential investors will follow.

The Forum is intended to be permanent and as a first step, it will communicate to the region's interested parties its purposes and schedule for future activities. The Steering Committee will have to select the members of this forum.

Anatoliki Makedonia & Thraki



The Region of Eastern Macedonia and Thraki (REMTh) is the natural EU border with Turkey, the Balkans and the Black Sea countries. It comprises the following five prefectures: Kavala, Drama, Xanthi, Rodopi and Evros. It is 14.154 square kilometres in area and takes up 10,7% of Greece's total land surface. It has a population of 561.838 inhabitants (1998), constituting 5,3% of the Greece's total. The demographic composition of the region should be noted in particular as it differs greatly from that of the country's other regions with reference to the religious minorities. Muslims are estimated to number approximately 110.000 and are mainly distributed in the capital cities and mountainous zones of the prefectures of Xanthi and Rodopi.

The region is mainly agricultural and that sector employs 42,8% of the active workforce. The manufacturing sector has a high concentration of firms in clothing, textiles, food packaging, wood, paper, plastics, producing the 30% of the region's GDP and this figure is constantly increasing since 1997. 18% of the active workforce is employed in manufacturing.. A significant peculiarity of the Region is that it is the only oil-producing Mediterranean region in the EU. Offshore oil wells are located near the island of Thassos.

All in all, GDP per capita in the area is lower than the average figure for the country. Specifically, it comes to 80,5% of the country's average GDP per capita and to 56% of the EU-15 average. There is a 9,4% unemployment rate in the region, which is lower than the corresponding national figure of 10,25% (1997).

Though the region displays relatively poor overall economic performance compared to the country as a whole and the EU in terms of GDP (mostly due to the low productivity in agriculture), innovation in manufacturing has displayed encouraging developments. According to the most recent data of the National Innovation Survey for 1997-1998, REMTh is given the second place in Greece in the number of innovative firms (mainly innovating in-house and less involved in innovation in cooperation) as percentage of the manufacturing industries, which exceeds 50% compared to less than 15% in 1994-1996. The innovative products, however, account for only 13,6% of turnover of the manufacturing firms, although this figure was dramatically increased from 3,8% in 1994-1996. Apparently, this almost radical industrial change was revealed as response to the competitive challenges -threats- of 1991-1995, the so-called industrial decline period (de-industrialisation). The RITTS project (1998-2001) revealed that there are still many bottlenecks to be overcome. Addressing fundamental problems appears to be a higher priority than continuing investment in innovation, which could constitute a major leap towards greater competitiveness and growth for longer-term development.



The innovation dependency of REMTh has resulted in a dual regional production system, based on the dual segmentation theory, which assumes a core and a peripheral sector. Dominating are technically sophisticated industries (textiles, wood, marble, construction materials, paper, energy, chemicals, plastics), which are part of the core sector. They operate in stable and safe segments of markets applying modern, capital-intensive, mass-production techniques. In the peripheral sector, relatively small firms (crafts, ICT, enabling services) operate with flexible technologies, catering new but fluctuating and risky markets in order to have the extra edge and succeed. Apparently, there is a much greater focus on the core sector on fundamental problems (infrastructure, labour) and externalisation of uncertainty of innovation (protection and sharing of knowledge, access to and mobilisation of human and financing resources, access to innovative customers/markets, etc.) than on the peripheral sector. The configuration of these two sectors is weak and incapable of seizing new opportunities or addressing new threats, making the overall production system clearly vulnerable. The basic reason for this weak linkage has been the shortage of synergetic surplus of such partnership in addition to the absence of risk capital measures, to address the uncertainty of innovation and fuel the development and/or growth of smaller risky "partners".

Finally, the Region has significant Tertiary Education Institutions. The Democritus University of Thrace (DUTH) and the Technological Education Institute of Kavala (TEI) are the Higher Education and R&D Institutions. Both work in close collaboration with the local authorities and industry. Other Institutions are the National Agricultural Research Foundation, the Institute for Geology and Mineral Exploration and the Hellenic Tobacco Institute. Approximately 650 people are employed in R&D activities.

The recent catalytic changes in the political status of Europe have enhanced the region's prospects for growth. The regional border zone represents an ideal crossroads for supporting a wider communications network of people, technologies and products, given the potential that has been revealed in the last decade. EU programmes, such as "Technogenesis in REMTh", help the region to move towards a new innovation strategy focusing on the development of regional network behaviours among different segments of the regional production system, the local technological institutions, technological service providers, researchers and innovators, and sources of finance, based on self-reliance and confidence, that create a synergetic surplus, now missing, on new product developments to be consumed in the process of long-term competitiveness and growth.

Programme Name | EXCELLENCE-IN-CENTRAL MACEDONIA

Programme Summary

This is a pilot programme towards the creation of an environment accelerating introduction of businesses to the world of business intelligence, and promotion of a knowledge-based competitive regional economy.

The pilot programme is structured in the following actions and measures:

1. A regional technology foresight exercise
2. Business "digital" clusters (special attention to the service sector)
3. Technology clinics

Programme Themes

| | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input type="checkbox"/> |

4. An innovation award for the adoption of EFQM model
5. A digital research centre (dissemination actions, pilot applications, brokerage)
6. E-learning tools and training courses for the management of innovation
7. E-partenariat events
8. Creation of a specialized Observatory of Regional Innovation and Entrepreneurship
9. Innovation start-ups in ICT
10. Biological food cluster

Excellence-in-CM renews the efforts to support development of the region based on knowledge and innovation, by introducing new elements into the regional innovation strategy shaped by RTP and RIS+ initiatives. Main objective of the programme is to make the companies and technology intermediary organisations of the Region familiar with the latest, on a global scale, developments in business, technological, production, and manufacturing practices.

Programme Action | EXCELLENCE-IN-CM | TECHNOLOGY FORESIGHT IN CENTRAL MACEDONIA

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| <i>Outward looking</i> | | <i>Inward looking</i> | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The project foresees three distinct actions:

1. Elaboration of a feasibility study for the adaptation of technology foresight in Central Macedonia forecast for a ten year period.

The study will conclude on the selection of the industrial sectors, to which technology foresight will be implemented. The scope is to address technology foresight to both new sectors (photovoltaic cells, information technology, telecommunications, computer related hardware, pharmaceuticals) and traditional sectors (food-beverages, textiles-clothing, chemicals, electrical machinery). Considering that each industrial sector falls, more or less, in the fields of a specific research and scientific area, the action will involve several research laboratories and will benefit from their competence in the technological fields under consideration.

2. Implementation of technology foresight in the selected sectors of the production system of the region.

Delphi method will be used to develop the research required and produce an information base for each technology topic/industrial sector.

A sub-committee for each industrial sector will be formed, in order to:

- (a) discuss and select the technology related questions and indicators for the specific technology field
 - (b) select the experts who will be asked to answer the questionnaire concerning each technology topic, and
 - (c) use the Digital Network and report concerning the developments of research.
3. Diffusion of Technology Foresight results to the final beneficiaries, the regional firms and the research laboratories.

Programme Action | EXCELLENCE-IN-CM |

ENCOURAGEMENT OF CLUSTERING AND CO-OPERATION OF SME'S IN AREAS OF TECHNOLOGY TRANSFER, INNOVATION, QUALITY CONTROL, MARKETING AND PROMOTION OF PRODUCTS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

This action consists of the following parts:

1. Identification of four sectors of interest in the Region of Central Macedonia through conducting a detailed study for the implementation and management of the specific measures of the project and developing tools that apply horizontally to all or to individual clusters.
2. Announcement of a call for proposals to invite SMEs to participate (following evaluation) in the project.
3. Implementation of the project which consists of specific measures such as:
 - a. Development of data bases concerning the chain industries- suppliers-market, the special consultants and the university or technological centers that specialize in the sector
 - b. Analysis and development of processes incorporating innovative techniques in product development, quality testing , marketing, etc in each cluster
 - c. Initiation and/or boost of EDI methods coupled with new advanced telematic services, of networking with international or European Info Centers or other centers offering integrated consultancy in innovation and new technologies etc.
 - d. Continuous administration and monitoring of the project. Special consultancy will be offered in order to ensure the proper implementation of the project.
 - e. Systematic dissemination of the results.

Programme Action | EXCELLENCE-IN-CM |

ECOLOGICAL FOOD CLUSTER: NEW PRODUCTS DEVELOPMENT AND DIFFUSION TO FARMERS AND FOOD ENTERPRISES OF THE ORGANIC FARMING PRINCIPLE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|-------------------------------------|
| Outward looking | Inward looking |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |
| | <input checked="" type="checkbox"/> |

Description

Main scope of the action is to promote the production of new agricultural products based on and designed under the principle of organic farming. The action supports the active role of farmers, related manufacturing enterprises, authorities and consumers in matters related to organic farming.

Specific action goals are:

- To impress and evaluate the European framework that adjust the organic agriculture production, manufacture, labelling, inspection and trade to support the development of new approaches and methodologies taking into consideration the idiosyncrasies of Greek agricultural and livestock production.
- To study the comparative advantages that Greece can offer and identify sectoral perspectives
- To apply integrated agriculture principles to the production of high quality foods.
- To promote the cooperation of scientific institutions and producers, for the development of new, improved, safe and non-genetically modified, organic products
- To promote cooperation between the main actors in safety and labelling issues
- To survey consumer perceptions, related to new products and to develop communication patterns for their promotion.

Emphasis will be placed on the following:

- The development of organic livestock farming should be focus on sectors with the strongest growth potential in Greece (lamb meat and sheep and goat's milk). The target is to support the development of integrated quality system dealing from the training of the employees, fodder quality, livestock unit hygiene, product quality certification etc. This will lead to pilot programs in livestock units and the adoption of a network that will compile and evaluate information.
- The establishment of a scientific basis for the development of functional foods. This will include the elaboration of studies concerning the necessity of such programs and their characteristics

The cooperation of the research and scientific community, production actors consumers unions and public authorities to study all aspects related to the promotion of organic farming products on the market, and to achieve effective communication patterns with consumers.

Programme Action | EXCELLENCE-IN-CM |

HIGH TECHNOLOGY BASED ENTERPRISES (HTBE) CLUSTERS: SUPPORT FOR START - UP INNOVATIVE BUSINESS ACTIONS WITH HIGH INTENSITY IN INFORMATION SYSTEMS / COMPUTING AND TECHNOLOGY

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

The High Technology Based Enterprises cluster will support new firms in the computer science environment as well as the recently established spin – off activities of existing high tech firms. In particular, the following phases have been designed:

Phase 1: Organisation and operation of the HTBE cluster

The design and operation of the HTBE cluster will be orientated towards the materialisation of pilot actions and the creation of innovative firms, in the framework of the cluster's operation. The orientation of the cluster towards the formation of maturity conditions and business ideas as well as towards the modification in vigorous and robust economic entities demand a detailed design of the cluster's operational processes. The role of the cluster is:

- Promotion of business activities based on innovation
- Supply of consulting services regarding the maturity of business ideas
- Educational services relevant with the design and the starting point of business activities
- Promotion of innovative business ideas and attraction of funding resources
- Adoption of "HTBE annual innovation reward" for computing science and high technology products

Phase 2: Training of 40 businessmen in innovation management

The training will be based on the transformation of the innovative idea in business action i.e.

- Elaboration of business plan
- Determination of all the parameters for the viability of the enterprise
- Record of the best practices in European and global markets
- Marketing and sales strategies of technological products
- Methods of funding innovation (Venture Capital, Third Party Financing)
- Subjects regarding copyright

Phase 3: Selection of best innovative ideas concerning technology and funding of their operational start

- Selection of best innovative ideas concerning technology and funding of their operational start (10 best business plans)

- After the completion of the educational activities, the participants should elaborate a draft business plan which in turn should be completed with the support of the cluster. A specific board of experts of the cluster will select the 10 best plans which will be presented before panels with venture capital as a way of funding.
- The representatives of the firms that will contribute to the funding will have received ex post a completed file with the presentation of all the business plans. The beginning of the actions will be based on a funding scheme of own financing, ERDF contribution, national contribution and venture capital contribution.

Programme Action | EXCELLENCE-IN-CM | TECHNOLOGY TRANSFER THROUGH TECHNOLOGY CLINICS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

The objective of the project is the implementation of technology transfer actions to region's SMEs, through technology clinics. Over 27.000 SMEs constitute the industry network of Central Macedonia. These enterprises bear pressure on a daily basis for fund raising and support related to evaluating and applying new technologies. Through technology clinics SMEs will benefit from the knowledge and experience of bodies specialized in technology transfer. Thus, the existing infrastructure is fully exploited and major synergies among Universities, Research Centers and Technology Transfer Organizations are created.

The creation of nine (9) methodology technology clinics aiming at the dissemination and application of best practices and methodologies of management in 10 topics is proposed:

- I. Implementation of technological strategy for innovation: this clinic will help SMEs create competitive advantage based on innovation. 15 SMEs of all sectors will participate and eventually benefit from the action line.
- II. Business planning: pilot application for the implementation of business plans and the incorporation of specific technology business plans in the general operational planning - emphasis will be put in business process reengineering. 10 SMEs from the food and beverages sector will participate.
- III. Quality systems application: this technology clinic will prepare SMEs to adopt the forthcoming changes in the ISO 9000 (2000 version) which will be valid from 1-1-2003. 10 SMEs from the textile sector will participate.
- IV. Environmental management and policy: the clinic will facilitate 10 SMEs from the sectors of chemicals and plastics SMEs to adopt environmental management systems (ISO 14000 – EMAS).

- V. Marketing of products and sales policy: this clinic's objective is finding the best channels for the products promotion together with the evaluation both of the product portfolio and the target markets. 10 SMEs from the furniture sector will participate as their major problem is related to the marketing and promotion of their products.
- VI. E-commerce: this clinic will examine the ability of e-commerce implementation in 10 SMEs from the textile and shoe sector.
- VII. Supply chain management: this clinic's objective is the study of best practices for the inventory programming and the cost of their management. 5 SMEs from the food sector will participate since the inventory programming & distribution of sensitive products.
- VIII. New products development: this clinic's objective is the study of the life cycle of a product as it is a basic criterion for the development of new ones. 10 SMEs from the shoe sector will be consulted for the best exploitation of their productive capacity.
- IX. Energy saving systems: obtaining extant energy saving systems applications is the objective of this clinic. 15 SMEs of the sub-sector of dyeing and finishing houses will participate and we will try to implement the best available practices.

Programme Action | EXCELLENCE-IN-CM | INNOVATION AND BUSINESS EXCELLENCE PRIZE - EFQM

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

This action refers to the establishment of a prize for innovative activities of SMEs of the Region of Central Macedonia according to the Business Excellence Model of the EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT – EFQM. The project's implementation is based on the adaptation of the European model to processes related to technological innovation.

The project's objectives are:

- Evaluation of the SMEs ability to innovate
- Identification of SMEs specific departments for which the increase in the ability to innovate is possible
- Measuring the success and calibrating actions for further growth of the SME ability to innovate.

The implementation methodology includes:

- Three-part workgroup creation: Regional Fund for the Development of Central Macedonia, Thessaloniki Technology Park (TTP) and Research Unit URENIO (Aristotle University of Thessaloniki) will be trained in procedures on application of the EFQM model.
- Adaptation of EFQM: this phase includes 1) the adaptation of the EFQM in the direction of evaluating the Innovative Perfection and 2) the training of specialized staff from TTP and URENIO from staff already trained during phase A, as far as the methodology application in the regional SMEs and the "multiplication" of the managers capable to apply this methodology is concerned.
- Application of the methodology developed in phase A in 20 SMEs of the Region. During this phase the trained staff will 1) carry out Entrepreneurship Audits during meetings with SME executive managers, 2) present the Audit result to the SME and 3) make propose an action plan on how they can improve their ability for innovation.
- Awarding of a prize for innovation and business excellence: after the completion of the technology audits the enterprises with the best results in the direction of innovative and business excellence will be awarded.

This prize will have the same structure as the EFQM model but it will be adapted to the needs and particularities of the enterprises of the Region. The nine criteria of the EFQM model are divided in two general categories: A) Enablers and B) Results.

The enablers category includes:

- I. Leadership: the managers loyalty to innovative procedures as well as related achievements.
- II. People: the enterprise's ability to develop and maintain a mentality for innovation to its personnel will be examined.
- III. Policy and strategy: emphasis will be put on how the company incorporates the development of innovative products and procedures to its operational planning. Ways and means for technological strategic planning will be inquired.
- IV. Partnerships and Resources: the management of resources related to technology and innovation management inside the company will be examined.
- V. Processes: emphasis will be put on the ways the company can improve all the activities contributing to the company's cooperative value by the best exploitation of the dexterities of its employees.

The results category includes:

- VI. People results: issues related to the personnel's motivation as far as the opportunities for learning, encouragement and codetermination is concerned, as well as its satisfaction from the working environment, the salaries and benefits etc, will be examined.
- VII. Customer results: opinions and estimations of clients about the company's products and services as well as information related to the adoption of further criteria that could be used, as indicators of their satisfaction will be gathered.
- VIII. Society results: achievements of the company related to the extend of the society's needs and expectations satisfaction will be evaluated.
- IX. Key performance results: operational results in relation both to the predefined goals the satisfaction of all the parts involved in the company's operation will be examined.

Programme Action | EXCELLENCE-IN-CM | DIGITAL RESEARCH CENTRE OF CENTRAL MACEDONIA

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input checked="" type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The pilot action focuses on the exploitation of the outcomes resulting from research projects that have been carried out by the Aristotle University of Thessaloniki and other research and technology agencies of Central Macedonia. It is well known that the Aristotle University of Thessaloniki has performed a large number of research projects (about 1.000 projects per year), which have not been exploited efficiently, mainly due to limited access to those projects and low diffusion of outcomes. The suggested project aims for the diffusion of these outcomes and support for outcome implementation by businesses and organisations in Central Macedonia and Greece as a whole.

The project includes four distinct actions:

- Creation of a platform and a data base on the Internet, with the most important research results from 1990-2000, with an emphasis on those that lead to the development of new products, production processes and services.
- Dissemination of those outcomes within firms, production agents, public administration and regional authority agencies. For this purpose, meetings focusing in different thematic areas and technologies will be organised.
- Pilot implementation/exploitation of research results for the development of new products and services, providing problem-solving services in the fields of intellectual property rights, creation of spin-offs, fabrication of prototypes, search of partners for large scale production.
- Brokerage events which bring together technology providers and SMEs to discuss and evaluate technology possibilities for co-operation between academic R&D labs and companies.

Programme Action | EXCELLENCE-IN-CM |

TRAINING PERSONNEL IN INNOVATION MANAGEMENT / E-LEARNING

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The project will be comprised of the following services:

- Training in real production conditions at the factory.
The educational programme will be completed in three stages, the first two focusing on theory and the third on practice. The first stage will be focused on real problems in the industrial sectors and worker/labourer issues.
The second stage, aims at the formation of executives able to foresee the various human resources management and needs issues. Finally, during the third and final stage, which will constitute the practical training component, several examples will be implemented.
- Training in subjects relevant to industrial data processing, automation and quality control.
Training subjects have been chosen from the following horizontal technologies: industrial data processing and communications, automation, control and certification of quality. The programme will consist of theoretical and practical parts. Practical training to be conducted at the business location.
The programme will be focused on new trends, products and technologies that can be adopted by the industrial environment with IT implementation. Automation of production process in almost all industries will be targeted with quality improvement through the development of quality assurance systems on the forefront.
- Development of orientation services
These services will be in a position to provide information on labour demand, working prerequisites, labour relations and available vocational training programmes. In addition, they will contribute to the co-ordination of several actors that involved in the realisation of the proposed programmes and will organise workshops and seminars on employment.
- Firm executive training in benchmarking
The project concerns the materialisation of a training plan on the principles and operation of benchmarking as a tool that can be used to adopt innovative practices. Specifically, the project focuses on a comparison between the conventional education and distance learning utilizing telematics and other innovative techniques. Benchmarking will be used as a tool of comparative evaluation between the two educational techniques.
Moreover, the project will include promotion of the construction of a business network, aiming at the exchange of information and ideas in order to enhance regional firms. It will also include the development of educational material on benchmarking and the dissemination of innovation.

Programme Action | EXCELLENCE-IN-CM | E-PARTENARIAT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The action deals with methodology evolution, so that the optimal use of new technology and the comprehensive expertise of national counsellors - namely specialised bodies assigned with the organisation of Europartenariat events in every country - can lead to establishing an innovative electronic system for developing international partnerships and applying a pilot methodology focused on the organisation of Europartenariat (e-partenariat). The basic axis of this project is advanced technology, time-saving and cost-effective procedures, proven effectiveness as well as significant added value, since it also involves the integration of new services offered to enterprises. The action's objective is to strengthen internationalisation efforts of Central Macedonian enterprises, making them technology-aware and promoting electronic commerce.

- **Study** - listing all available bodies and support mechanisms for international cooperation in Europe and compiling available databanks on the same subject.
- **Methodology and technology exploration**, for merging databanks to create an integrated pan-European compatible bank accessible by both organisations and businesses. This system will be the result of combining several databanks from different countries. Each databank has been created using different technology for its inner structuring and, in most cases, are not compatible with each other. The most important differences can be traced on databanks that are maintained. For such a system to work, specialised software needs to be developed in order to achieve compatibility of different data.
- **Meetings of specialists** from selected European countries, the European Commission with the participation of technical consultants, in the framework of developing an innovative system of international partnerships and creating a strategic plan of experiments, realisations and developments both in Europe and elsewhere. Furthermore, of major value is the electronic networking of Europe's most important national counsellors for the exchange of information, expertise and methodology and, above all, for the implementation of comprehensive suggestions for international partnerships and for the experimental implementation of an electronic Europartenariat (e-partenariat).

Application Study for the potential of match making using databases and subsequently study and pilot use of teleconference technologies, to achieve the organisation of a tele-meetings for interested enterprises. As far as the teleconference issue is concerned, there are two approaches. In the first instance, the system of meetings between enterprises with the usage of the teleconference system can be realised with a simple Internet connection, a pc, a web camera and specialised, low cost software (e.g. Net meeting). The solution is relatively simple and can be effectuated at a low cost. In the second case, the cost is higher, since every meeting participant shall have to set up a special room for teleconferences, where all the necessary equipment will be installed, thus ensuring speed, fidelity and quality of the teleconference. These are imperative in order to explore new, common services on a European level for the support of new enterprises seeking to be internationalised, on the axes of added value, technology use, coordination of efforts and training.

Programme Action | EXCELLENCE-IN-CM | E-PARTENARIAT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The Observatory of Regional Innovation and Entrepreneurship (ORIE) is to be a permanent mechanism to support innovation-driven regional development policies in Central Macedonia. Its purpose is to constitute first of all a "focal point" of deliberation and coordination between the relative actors, central authorities, European Institutions and other EU regions in innovation and entrepreneurship issues. At the same time, it aspires to comprise a continuous information site, for all relevant interventions (irrespective of funding source or specific EU or national programme). Finally, it will provide a reliable mechanism for the evaluation of output, results and impacts of all policies related with regional I&E.

ORIE will act as a supportive mechanism alongside the Steering Committee of the PRAI but most of all will constitute a scientific advisor to the Entrepreneurship and Innovation Commission, a subcommittee of the Regional Council of Central Macedonia.

ORIE will be specialized in the following indicative functions:

- Create and run a portal with electronic inventories of all innovation producers or innovation transfer organizations in the region, so as to (a) have knowledge of their individual activities and (b) monitor these activities in a common framework
- Design, establish and run a MIS capable of monitoring and assessing output, the results and the impact of all co-funded Actions making up part of specialized innovation and entrepreneurship enhancement policies in the area of Central Macedonia
- Provide annual Evaluation Reports on the effectiveness, efficiency and impact on regional development and competitiveness of all Actions
- Monitor and diffuse to RTDI agencies the international evolutions and experience as regards to regional innovation and entrepreneurship policies, mechanisms or major projects
- Undertake general publicity actions in order to foster the development, diffusion and adoption of innovative practices and methods in all regional sectors of excellence
- Propose to the Regional Council of Central Macedonia all the necessary and appropriate modifications to its innovation and entrepreneurship policy.

To achieve those functions, ORIE will carry out:

- The creation of an information/data bank with qualitative/quantitative elements related to: regional schemes for adoption of new technologies and know-how transfer; evolution and effectiveness of technological and research projects and innovative activities, in what regards impact on regional development and regional competitiveness
- A comparative evaluation (using indexes, competitive comparisons and benchmarking tools) of all co-funded Actions making up part of specialized innovation and entrepreneurship enhancement policies in the area of Central Macedonia, on the basis of a survey of a most representative sample of businesses

- The drawing up of a strategic plan aimed to permanently influence the Region's development policy towards increasing adoption of innovation as the region's most needed competitive advantage
- The execution of specialized studies of regional prospects and forecasts to be commissioned by the Steering Committee and the Entrepreneurship and Innovation Commission
- The organization and management of technical assistance actions (working groups, seminars, dispatch of consultants) for the groups targeted
- A Publicity Campaign: A Regional Conference, an International Best-practices Conference, participation in Thessaloniki's International Fair
- The organization and management of policy defining networks between Northern and Central Greece regions, on the basis of the rich experience of cooperation, particularly within the framework of projects such as RTP/RIS/RISI or in the formulation of the ROPs for the 2000-2006 period.

Kentriki Makedonia



Central Macedonia, situated in the centre of Northern Greece, has an important geographical position; it shares borders with two Balkan countries and its capital, Thessaloniki, is the second economic centre in the country with a metropolitan role in the Balkan / the Black Sea area.

The population of the region is 1.710.000 (16,7% of the country's total) with a growing trend. Its labour force totals 680.000 people (17,2% of the country's total). Activity rate is 49,23%, and unemployment rises to 7,4%. The distribution of employment is as follows: agricultural sector 24,8%, industry 30,0%, services 45,2%.

The agricultural sector has a higher productivity rate than the country's average and contributes significantly to exports, but it is especially sensitive to changes over time. Industrial activity entails 23,5% of the regional GDP and is strongly specialized in certain branches (food-drinks, textile, footwear-clothing, non-metal minerals, building materials). Exporting activity is important and covers 30% of the country's total export value. The contribution of tourism in the economic development of the region is important in terms of employment, income, foreign exchange inflow. Main attraction areas are Chalkidiki and Pieria, where high quality services are offered alongside more economic solutions covering a wide spectrum of budgets.

The disadvantages, main risks and weak points of the region vis-à-vis the main sectors of economic activity are:

Transportation

The Region of Central Macedonia is crossed by the two main road arteries of Greece, part of the Trans - European Network: the Patra - Athens - Thessaloniki - Euzoni (ex-Yugoslavian border) axis and the Via Egnatia (Italy - Igoumenitsa -Thessaloniki - Alexandroupoli - Turkey). The port of Thessaloniki is the second largest in the country and it is the main trade exit/entrance to the Balkan area. Thessaloniki's airport is also the second largest in the country with important transit of both cargo and passengers. The main weakness is the lack of modern combined transport facilities.

Industry

Central Macedonia has industrial areas with sufficient infrastructure to accommodate both existing industries and new investments. There is a considerable interest in agro-business for which the plants are



located in close proximity to the sources of raw materials. Important amount of investment in high technology products and services is currently under way, although nation-wide policy deficiencies and administrative burdens have negative results in the region too; the situation will be reversed only if proper enabling measures are introduced and a friendly environment is created.

Research and Technology – Human Resources

The two Universities, two Technological Educational Institutions and Thessaloniki Technology Park, enable Central Macedonia to play an important role in RTDI programmes. The University of Thessaloniki, has the largest student body and number of academic personnel in the country and the Balkans. The University of Macedonia specialises in economics and business administration, and has the necessary infrastructure for connection with RTDI applications.

A crucial factor is the mobilization of adequate funds and the promotion of all appropriate public-private cooperation schemes; RTDI has to be freed from traditional state tutelage, in-house activities must be promoted and micro-initiatives should be encouraged in an unprecedented scale, if the Region wishes to affront inter-national and inter-regional rivalry.

Telecommunications

The main advantage is the great market potential and the privileged location of the Region. Greek Telecom's lagging situation besides being a weakness, allows for the adoption of the latest technologies without taking recourse to used in-between solutions. New telecommunication services are becoming widely known.

Culture

Central Macedonia has some of the most important archaeological sites of the country, particularly those pertaining to the Macedonian Royal and Byzantine periods. The unique Holy Mountain monastic state on Athos peninsula is located in Central Macedonia. The important cultural heritage of the region is showcased by a network of museums and modern monument sights.



Programme Name | KNOWLEDGE CLUSTERS IN WESTERN MACEDONIA

Programme Summary

The proactive policy of k-clusters is to create a public-private partnership that can play an important role in developing generation of knowledge through inter-regional collective learning and cross-sector interactive processes. SME's (private sector) carve their own path in an effort to face economic challenges. The quest for innovative activities is considered by regional authorities to play a key role in promoting competitiveness. The cluster approach will not produce "competence", especially in the small or "family run" firms of Western Macedonia, unless networking is sponsored by a collective regional interest that will act horizontally and which can:

| <i>Programme Themes</i> | |
|--|--------------------------|
| (i) regional economies based on knowledge and technological innovation | <input type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input type="checkbox"/> |

- Provide continuous flow of communication and knowledge transfer capability
 - Promote innovation and collectively attract third party financing
- K-Clusters in Western Macedonia continues the efforts initiate within RIS and RIS+ programs in the region, in order to transform the regional population into an "Innovation Society".
- K-clusters PRAI will achieve this target through the following interventions:
- transform the traditional cost-based clusters into knowledge-based and innovation-based clusters,
 - increase the competitiveness of regional SME's by globalizing through horizontal "e-pilot" projects of an increased added value,
 - preserve the regional natural heritage by fostering the development of an innovation mentality, through pilot environmental actions

Programme Action | K-CLUSTERS | MAR.IN. - DEVELOPMENT OF INNOVATION IN THE SECTOR OF MARBLE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input checked="" type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The action focuses on improving innovation capacity in the marble sector.

More specifically, this is to be achieved through:

- Development of a mechanism to ensure the monitoring of the action, the analysis of parameters regarding the development of new products in the sector, the development of know – how and the systematization of knowledge produced and transferred.
- A call for proposals for five pilot projects in SME's of the sector that will be assisted to develop new innovative marble products and/or methods or procedures to develop new marble products. These five projects can be proposed by enterprises either already operational or under establishment.
- Development of the above mentioned pilot projects in the SME's that will be selected.
- Diffusion of results to the rest of SME's operating in the marble sector.

Programme Action | K-CLUSTERS |

ENERGY SECTOR INNOVATION DEVELOPMENT (E.S.I.D.) - DEVELOPMENT OF INNOVATION IN THE SUB-CONTRACTING SUPPLY CHAINS OF THE PUBLIC POWER CORPORATION MAR.IN. - DEVELOPMENT OF INNOVATION IN THE SECTOR OF MARBLE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The action focuses on improving innovation and technology capacity of SME's operating in the wider sub-contracting chain of Public Power Corporation (P.P.C.).

More specifically, this is to be achieved through:

- Development of a mechanism to ensure the monitoring of the action, the analysis of parameters regarding the development of new products / services or the improvement of existing ones, the development of know – how and the systematization of knowledge.
- A call for proposals for five pilot projects in SME's in the sector that will be assisted to develop new products and / or services, in order to match the requirements and specifications of P.P.C. procurements. These five projects can be proposed by enterprises either already operational or under establishment.
- Development of the above mentioned pilot projects in the SME's that will be selected.
- Diffusion of results to the SME's participating in (or interested in) the P.P.C. sub-contracting chains.

Programme Action | K-CLUSTERS |

NEW PRODUCTS BASED ON BROWN COAL ASH RESIDUE - DEVELOPMENT OF NEW PRODUCTS WITH THE USE OF THE LIGNITE – CONSUMPTION RESIDUE "TEFRA"

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input checked="" type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The action focuses on expanding the use of flying ash residue into new uses, such as the development of new products, the improvement of various services, etc.

The whole action will be based on the following:

- Development of a mechanism to ensure the monitoring of the action, the analysis of parameters regarding the development of new products / services or the improvement of existing ones, the development of know – how and the systematization of knowledge.
- A call for proposals for five pilot projects in SME's in the sector that will be assisted to develop new products and/or services, with the use of brown-coal ashes. These five projects can be proposed by enterprises either already operational or under establishment.
- Development of the above mentioned pilot projects in the SME's that will be selected.
- Diffusion of results to the SME's participating in (or interested in) the P.P.C. sub-contracting chains.

Programme Action | K-CLUSTERS |

DEVELOPMENT OF NEW PRODUCTS AND/OR METHODS OF MANUFACTURING AND/OR DEVELOPMENT PROCESS IN THE FUR AND LEATHER SECTOR

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|---|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking <input checked="" type="checkbox"/> | |
| Trade in Goods | <input checked="" type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The action focuses on enhancing the use of new technologies in this traditional sector of the regional economy, namely in the fields of manufacturing, elaboration, design, e.t.c.

Based upon the knowledge and capacity concentrated within the Hellenic Fur Center, operating in Kastoria, this action will focus upon the following:

- Monitoring and evaluation of the action, improvement of the mechanism that will undertake the analysis of parameters regarding the development of new products / services or the improvement of existing ones, the development of know – how and the systematization of knowledge.
- A call for proposals for five pilot projects in SME's from the sector that will be assisted to develop new products and/or services, in the fur manufacturing and/or processing sector (secondary or tertiary sector). These five projects can be proposed by enterprises already operational or under establishment.
- Development of the above mentioned pilot projects in the SME's that will be selected.
- Diffusion of results to the SME's from the Fur sector, as well as to the public and financial sector of the Region of Western Macedonia.

Programme Action | K-CLUSTERS |

INNOVATION IN THE WOOD SECTOR (W.IN.) - DEVELOPMENT OF NEW PRODUCTS AND/OR MANUFACTURING PROCESS AND/OR METHODS IN THE WOOD SECTOR

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The action focuses on improving innovation capacity in the sector of wood, traditionally strong in the regional economy.

More specifically, this is to be achieved through:

- Development of a mechanism to ensure the monitoring of the action, the analysis of parameters regarding the development of new products in the sector, the development of know – how and the systematization of knowledge.
- A call for proposals for five pilot projects in SME's from the sector that will be assisted to develop new products and/or methods or procedures of elaboration. These five projects can be proposed by enterprises either already operational or under establishment.
- Development of the above mentioned pilot projects in the SME's that will be selected.
- Diffusion of results to the rest of SME's operating in the wood sector.

Programme Action | K-CLUSTERS |

DEVELOPMENT OF INNOVATION, IN TERMS OF NEW SERVICES AND ENTREPRENEURSHIP, IN THE FIELD OF RECYCLING SPECIFIC HAZARDOUS MATERIALS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The action focuses on improving innovation capacity in the emerging sector of recycling, namely of hazardous materials, such as vehicle residues (batteries, oils & lubricants, catalysts, tires, etc.), hospital residues, etc.

This goal is scheduled to be achieved through the following:

- Development of a mechanism to ensure the monitoring of the action, the analysis of parameters regarding the potential of new products development, the development of know – how and the systematization of knowledge.
- A study on the sources and end-users of the materials produced in the region, including their geographical location, as well as all information existing in national, European and world-wide level on the potential exploitation of these materials.
- A call for innovative ideas in the specific field. This call will have the form of a prize for the five best ideas (pilot projects), which will propose alternative methods and ways of recycling these materials.
- Diffusion of results to the SME's operating in the sector.

Programme Action | K-CLUSTERS | E-CLUSTER KNOWLEDGE TOOLS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| <i>Outward looking</i> | | <i>Inward looking</i> | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

An important issue in the implementation process of innovative actions is the existence of tools, which will support the innovation process from the generation of ideas to the launching of successful business ventures. In other words, the the existence of a complete innovation life cycle is key. The availability of regional innovation infrastructure and business support tools becomes a crucial success factor for the deployment of innovative actions in the Region of West Macedonia.

This action line provides the necessary tools and methods enhancing the regional innovation capacity and the networking interoperability. These tools will be widely available and free of access to all regional actors and SME's using Internet technologies. This collective effort will take on the form of a portal for innovation management, concentrated in supporting innovative actions.

Simply providing a set of new tools into a concentrated web-structure will not facilitate users in employing them. The tools must be applied to innovation business generated concepts such as designing effective product mixed portfolio, new product development, patent and licensing handling etc. The portal must provide a solid support to innovation management quests following a user-oriented approach.

The components of the portal for innovation management are described in the following action lines:

Virtual technopolis (VT)

Virtual technopolis will play the role of an electronic support unit to all clustering efforts. It will be based on the recently developed infrastructure of the centre for e-commerce and will expand and specialize its services to the e-clustering efforts within this project. VT will facilitate the implementation of supply chains between the e-clusters that will be developed utilising existing B2B and B2C platforms and will provide supplementary support on-line to all involved SMEs with resolving subjects such as business law and consumer protection, financial and contracting issues, technology and IT development, R&D opportunities and best practice transferring and specialised consulting in implementing e-clustering .

e-cluster innovation

This action line provides the necessary tools and methods enhancing the regional innovation capacity and networking interoperability. The action line includes the creation of an on-line roadmap for starting and monitoring clustering efforts. The roadmap will act as a guide in financial and administrative issues to the cluster management units providing all the necessary tools, methods, and innovation techniques. This action will drive knowledge transfer mechanisms in building efficient operations gathering the collective public support. Another important function of this action line is the promotion of a competitive spirit by promoting on-line business benchmarking. A number of key personnel in the regional actors will be trained to use on-line benchmarking tools and will be certified as Qualified Benchmarking Consultants (BQC). These qualified consultants will have access to on-line benchmarking tools providing comparative analysis of the business performance measures of the regional enterprises. In the pilot stage 50 benchmarking pilot cases will be developed in SMEs of Western Macedonia.

Programme Action | K-CLUSTERS | INNOVATIVE KNOWLEDGE MANAGEMENT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|--------------------------|-----------------------|-------------------------------------|
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The establishment of the network structure which formulates a new cluster must be linked with the "indispensable" regional role throughout its development cycles. The proactive policy of this action is to create the public-private partnership, which can play an important role in developing knowledge generation through inter-regional collective learning, cross-sector interactive processes. Thus, private sector (SMEs) carve their own path to face economic challenges by seeking innovative activities. Regional authorities consider the building of an innovation policy and fortified efficiency as key in promoting competitiveness. The cluster approach will not produce "competence" especially in the small or "family run" firms of Western Macedonia unless this networking is sponsored by a collective regional interest that will act horizontally and which can:

- Provide continuous flow of communication and knowledge transfer capability
- Promote innovation and collectively attract third party financing

The components of this action are divided in the following sub-actions:

Regional innovation observatory

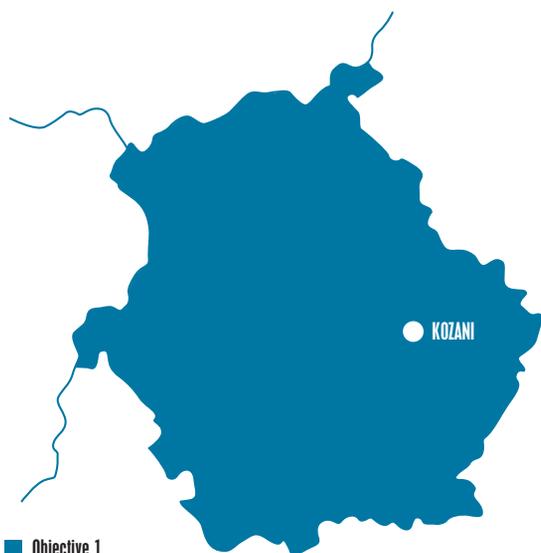
The first sub-action refers to a horizontal effort to create integrated and multidisciplinary knowledge concerning innovative actions, approaches and technologies. This dynamic process of knowledge particularly in the SMEs context with the presence of best practices must be transformed into regional innovative policy tools that will be diffused into clusters activating the networking mechanisms.

Cluster learning center

The "awakening" of innovative spirit among SMEs will be achieved through innovation campaign, working and policy making cross-sector events such as the "innovation week" and knowledge transfer events. Another important role of the center is to horizontally service e-clusters in business development issues such as business planning and marketing of innovation through specialized consulting in each business unit and the e-cluster as a whole.

Support unit for attracting third party financing

Cluster generation must produce an immediate benefit for enterprises by providing the necessary financial opportunities. Networking produces the necessary mass effect with complementary entrepreneurship in order to make visible the prosperity capacity of the clusters. The unit will oversee all the financial planning strategies of the clusters in order to minimize risks and advance the high performance themes of the clusters. This horizontal action in respect will document and highlight the financial points of the clustering effort and will centrally promote and attract direct investment through venture capital and third party financing.



GR13 - Dytiki Makedonia

The Region of Western Macedonia is situated in the North-West part of Greece, bordering with the Greek Regions of Central Macedonia (East), Thessaly (South), Epirus (West), as well as with the regions of Bitola (F.Y.R.O.M.) and Korce (Albania) to the North.

Although it covers a total surface of 9.451 km² (7,2% of country's total), it has a total population of 302.892 inhabitants (2,9% of the country's total), thus demographically it is a low-density region (32 inhabitants per km², as compared to the country's 79,7 relevant figure). This is mainly due to the mountainous nature of the region. 82% of its total surface area is mountainous and semi-mountainous. This is also reflected in the region's population distribution. The majority of the population (56%) lives in rural areas.

The region occupies the 21st place among the poorest regions in the European Union, as its G.R.P. accounts for 62% of the E.U. average (1996); yet, this figure has improved over the last decade (58% in 1986). The distribution of the Regional Product per sector, compared to the relevant employment distribution, is as follows: primary sector 13,4% (23,5%), secondary sector 47,5% (32,9%), tertiary sector 39,1% (43,6%). The total unemployment rate is quite high (14,6% in 1999), the highest among the Greek Regions, demonstrating, however, signs of improvement over the next few years.

The secondary sector is very important for the Regional economy, mainly due to mining activities, the production of electric power (70% of country's total power is produced in the Region) and the fur-leather sector. The Primary sector, although important for the Regional economy, demonstrates a rather low productivity. The main products are saffron (unique in Greece), apples (16% of country's total production) and cereal (15% of country's total production). The development of the Tertiary sector is very important over the recent years, mainly concentrating on financial and insurance agencies, but also including transport and storage facilities, with high perspectives, due to the latest developments in the Balkan region. Although tourism has never been a traditional strong point of the Region, the natural resources and the rich cultural heritage can offer the basis for the development of alternative forms (i.e. eco-tourism), with significant prospects for the regional economy.

The Egnatia Highway (Trans – European Network) that crosses the Region, along with its two vertical National Roads, connecting the region and the country with FYROM and Albania, form a network that dramatically improves the transport conditions in the region and alter its traditional "isolation" image, mainly due to its mountainous landscape. On the other hand, the railroad network is insufficient and the two airports (Kozani and Kastoria) can only serve small passenger planes. The telecommunication network has drastically improved over the last decade, providing the regional population with adequate services and modern facilities.

The Region has one operational Industrial Area (Florina) and another one under construction (Kozani). However, "soft" structures have not followed the general improvement of heavy infrastructures, a situation that has to be remedied in order to achieve an overall higher economic development of the Region. R&D services are at a rather low level, due to the lack of Universities: only 3,5% of the country's total research foundations are situated in the Region. Among them, the Technological Educational Institute plays an important role in supporting regional research and educational efforts. However, an enhanced interaction with SME's will be a crucial factor in order to improve the productivity and the added value of products and services generated in the Region of Western Macedonia.



Programme Name | INNOVATIVE VENTURES IN THESSALY

Programme Summary

INVENT demonstrates an orientation towards new product development and encourages the creation of innovative enterprises which are linked with universities and research centres. The programme provides encouragement for spin-off and start-up efforts in the high technology, tourism, metallurgical industry and agricultural ventures. The programme provides a supporting framework, Regional Innovative Entrepreneurship Support Centre, dedicated to promote innovative actions by the creation of new products in Thessaly. The PRAI reinforces the creation, dissemination and integration of knowledge within the productive fabric as a principal source of innovation and regional competitive advantage.

The INVENT programme draws-up a partnership among the regional actors that had agreed on a strategy based on their particular needs. The programme provided a strategic framework for the implementation of individual projects, the results of which will be transferred to CSF programmes.

Programme Themes

- | | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input checked="" type="checkbox"/> |

The regional strategic theme identified in accordance with theme (regional economies based on knowledge and technological innovation) is to acquire regional competitive assets on innovative product development, through cooperation between the public sector, research centers and the private sector with a view to creating efficient regional innovation systems.

The regional strategic theme identified in accordance with theme (regional identity and sustainable development) is to encourage innovative actions directed toward new product development and capitalizing on the heritage assets and the development of specific local skills. The theme is directed towards a sustainable and competitive economy which will improve the living and working environment of Thessaly's inhabitants.

Programme Action | INVENT | HIGH - TECH START-UPS AND SPIN-OFFS

| <i>Action Theme</i> | | | |
|--|-------------------------------------|-----------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The action is designed to provide support for the creation of 10 start-up innovation enterprises. Pilot actions must be launched during the initial phase of the innovation programme to demonstrate an action orientation and the need for "quick wins". This action must incorporate the issues of a preparatory maturity unit to support innovative business ideas and encourage third party financing from sources such as venture capital.

Action lines:

1. The first action line is to identify potential innovation entrepreneurs and third party financing sources. The potential entrepreneurs with innovative business ideas will be trained (40 entrepreneurs) in the process of start-up or spin –off creation of an enterprise.
2. In the second action line the innovative business ideas will be evaluated after the formulation of a business plan that will be implemented by each trainee with the support of specialised consultants. The business plans will be also presented to potential third party financing bodies.
3. In the third action line ten selected entrepreneurs from those that had submitted a business plan will be financed with the start-up capital of 30.000 Euro each. The rest of the required funds must be acquired either from entrepreneur's own contribution or from third party financing.

Programme Action | INVENT | MECHATRONICS PROTOTYPING CENTRE (MPC)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The Industrial infrastructure in the region of Thessaly requires organizational restructuring. According to a survey conducted in the region by the Office of Industrial Change involving 650 SMEs for the period 1997-2000, the majority of the SMEs (1-5 employees), cannot face the competitive global quest for innovation due to a lack of funds, know-how and specialized personnel.

The action proposes the creation of a regional organization that will utilize the Regional Innovation Support Centre (RISC) framework in order to provide prototyping services in conjunction with regional industries.

The Mechatronics prototyping centre will be supported by a network of legal, scientific, and technical institutions that are based in the region providing of rapid prototyping services, industrial design and quality control of materials.

The proposed centre will take on the form of private organization and it will occupy the necessary technically oriented qualified personnel (4-5 experts) and the necessary infrastructure (CAD/CAM/CAE/CIM/ CPP) contributing to the development of innovative products in the region.

In order to organize a feasible and efficient operation of the centre the following action lines need to be taken:

1. Creation of the Mechatronics Prototyping Centre to be realized according to the following steps:
 - Creation of network of qualified experts in the region that will support the centre.
 - Design of the organisational structure of MPC
 - Implementation of MPC infrastructure
 - Design of a 5-year business plan that will ensure the viability of the centre
2. Development of 5 new products.

Selection of 5 pilot SMEs that are interested in investing in the creation of prototyping and new product design. The pilot projects should be result oriented and should produce prototypes ready to be introduced into the production lines of the selected SMEs. Furthermore, a support mechanism to pilot project for patent and licensing will be developed.
3. Promotion of the MPC's services.

Creation of a promotion mechanism to attract more SMEs into utilizing MPC's services.

Programme Action | INVENT | INNOVATIVE PRODUCTS IN TOURISM

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

This action includes the creation of a regional quality standard specification as well as operational monitoring protocol targeted to promote tourism services in the region. The proposed quality framework will be based in the common perception and delivery for the tourism product of the region. The control and monitoring mechanism will be actively involved throughout the region of Thessaly. Certified tourism enterprises will be provided with a regional quality seal. The quality seal will be promoted from the local authorities, tourism and public organizations.

This pilot action also includes the necessary support for the creation of innovative products in sustainable tourism capitalizing the regional cultural, ecological and tourist resources and improving the local assets of the region.

1. Quality Trade Mark

- The design and implementation of regional quality standard
- Exchange of experiences in developing quality tourism services across Europe
- Implementation of an option paper for the quality that will be presented to the tourism organisation for discussion
- Finalization and setting of the quality label
- The organizational design of the auditing mechanism in regional level
- Design of promotion mechanism for the regional quality seal

2. Products in Sustainable tourism

Sustainable tourism is a vital sector in the area since the region offers undiscovered opportunities in cultural, natural, ecological tourism activities. The site of Meteora, the Pilion resort and Lake Plastira are some examples of areas with great potential for the development of innovative products in tourism.

Programme Action | INVENT | REGIONAL INNOVATIVE ENTREPRENEURSHIP SUPPORT CENTRE (RISC)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

This action aims to set up a network by mobilizing regional centres of technology transfer aimed at facilitating direct contacts between the technological council specialists and regional SMEs in order to undertake the "Thessaly Innovation policy". The role of RISC is to achieve a wider vision of the regional plan of action for the support of innovation, by opening up actor's minds to a non-technological dimension of innovation, as opposed to a system that was highly production centred. RISC has to review the innovation needs, and to build a consensus on the strategic framework supporting innovation.

The objectives of RISC are:

- To establish a globe of regional innovation policy makers
- To strengthen interregional cooperation in the fields of innovation promotion.
- RISC intends to improve the capability of regional actors to develop policies and to set up a framework to support innovation and to define policy and regulatory tools to back such regional innovation policy.
- To raise awareness about innovation within SMEs in order to understand the strategic value of innovation. Many firms are not able to understand the most basic concepts related to innovation. This inability is an obstacle in the identification of existing sources of knowledge and technology and impedes cooperation with other institutions.
- The overall objective of the project is to achieve a significant change in attitude towards innovation throughout the region.

Action Lines

1. Creation of a Regional Innovation Support Centre (RISC) to SMEs based in Larisa with satellite centers in Volos, Trikala and Karditsa. RISC will form a local one-stop-shop innovation service centre providing services to SMEs for financial, technical and management support.
2. To launch an information campaign about innovation awareness in region's SMEs and to promote the outcome of INVENT.

Programme Action | INVENT | LEARNING NETWORKS AND INNOVATION MANAGEMENT

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

This action aims to retool the innovation capacity of the region with the appropriate inter-regional thematic networking for best practice transfer, a regional documentation and measurement system for innovation with dissemination capabilities and a toolbox for on-line innovation.

Action Lines

1. Learning networks

In this action will be established thematic networks, which will offer a forum of interaction, information and evaluation of techniques and technologies with selected executives of companies. The aim of this action line is to support communication and exchange of experience and expertise between companies and Best Practice institutions. Each network will be monitored by the "network motivator" and will establish a library of excellence for innovative business practicing and policies. The networks are creating the critical knowledge mass in the region in order to form a positive motivation for the participants of the INVENT programme. The thematic learning networks are the following:

- Innovative product development in the textile and clothing sectors
- Food and Beverage products for emerging market needs
- Strategy development & entrepreneurship for the intelligent building
- Industrial design for intelligent furniture

2. Documentation Center

The creation of a dynamic process for measuring innovation at the Region of Thessaly is an important element for the monitoring of innovative actions in the area. The innovation is measuring global indicators such as employment, People (Human resources), Economic Vitality, Technology resources, Innovation, Entrepreneurship as well as local indicators that need to be examined carefully. The reporting function of the documentation centre must take under consideration the situation analysis and the characteristics of each reporting period.

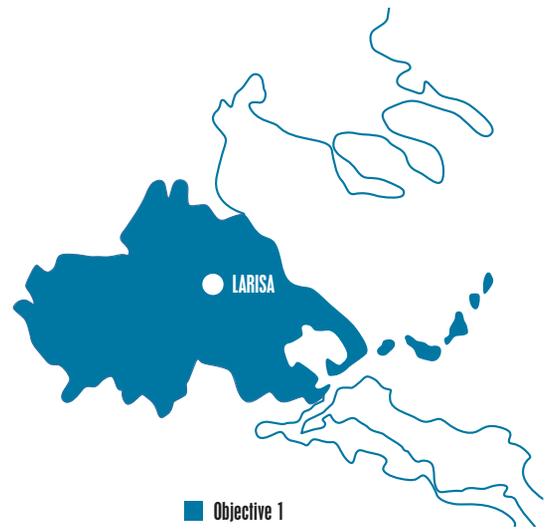
The suggested methodology for innovation measurement is consisting of the following steps:

- Select indicators and methods of data processing
- Collect data and organize them into databases
- Analyse data produce innovation reporting
- Benchmark reports with other regions
- Review and Adapt the system to the ever changing innovation environment.

Benchmarking comparisons can provide an important context for understanding how Thessaly is performing compared with the national, EU or other region averages. Tracking and monitoring innovation over time, enables to look at the performance of the regional economy and its underlying innovation policies to early detect warning signs of weakness in the innovation process and to proceed into corrective actions.

3. Digital Innovation Center

The center includes the development and use of on-line innovation tools facilitating new product development and innovation management. URENIO Research Unit will undertake this action for the adaptation and diffusion to Thessalian companies of: [1] Technology Watch, [2] Benchmarking, [3] New product/technology assessment, [4] New product development, and [5] Financing of innovation. The activities of this action line concern three issues: [a] the development of tools, [b] the adaptation of tools to the needs of Thessaly's SMEs, and [c] diffusion of tools through leaflets and workshops to Thessaly's main innovation actors.



Thessalia



The Region of Thessaly, situated in the central part of mainland Greece, covers an area of 14.036 square kilometres (10,6% of the country's overall extent) and is distributed as follows: 36% lowland, 17% semi-mountainous and 45% mountainous including forests. The population amounts to nearly 800.000 (2001) inhabitants and at an administrative level it is divided into four prefectures: the prefecture of Larissa demonstrates one of the highest agricultural incomes in the country and a considerably developed industrial activity, especially in the textile and food sector. The prefecture of Magnesia is an important development centre in Thessaly, mainly due to its tourist development of mount Pilion and the islands of N. Sporades. Moreover, it has a traditionally sound industrial area and important port infrastructure situated in the city Volos. The prefecture of Karditsa exhibits a development rate, which is below the average rate of the country, with severe economic difficulties in the mountainous areas (the only outlet is agro tourism) and a continually dropping economic development in the plains. The prefecture of Trikala is covered, to a large extent, by mountainous areas and the local economy is mainly based on the exploitation of areas such as Meteora steeped in tradition and cultural heritage.

The Region produces 6,6% of the overall country's Gross Domestic Product. Thessaly's primary sector produces about 35,5% of the regional GDP and 38% of its workforce is occupied in the primary sector. The secondary sector constitutes 22,4% of the regional GDP. 17,4% of the workforce is occupied in manufacturing (craft industry, food & beverage industry, textile & clothing, wood & furniture, metal products and other). The dynamic development of the tertiary sector, with 43,1% of the regional GDP and 43,9% of the workforce, is mainly due to remarkable tourist resources (the islands of N. Sporades, mountain Pilion, lake Plastira, Meteora, Pertouli etc). Trade and other services contribute with a lower percentage to the tertiary sector, while the contribution of the transport sector has decreased considerably. The unemployment rate has risen to 8,5%, but is at lower levels than the national 10,25% (1997) average. The educational level of the workforce is much higher than the national average. The region's overall productivity was 68% of the EU average in 1996 and 69% in 1993.

The data obtained during the implementation of the RIS and RIS+ programmes present the advantages and the development opportunities for the Region of Thessaly, favouring its development: the centuries old rich economic, social and cultural tradition, the strategic geographical position at a junction along the Patra-Athens-Thessaloniki-Alexandroupoli axis and Volos-Igoumenitsa axis beginning at the port of Volos. Other advantages include the large infrastructure projects, the positive local business attitude towards change and innovation. This is directly related to the comparatively strong economic status of the region's businesses and creation of new enterprises and jobs. Furthermore, positive points for the Region are certain horizontal actions of the manufacturing sector regarding employee training and product certification issues, the satisfying competitiveness of its products (particularly those related to the primary sector) and the possibilities for further penetration of the region's products into Balkan and Eastern European markets.

Disadvantages, the main risks and the weak points of Thessaly, slowing down its development and requiring immediate remedy are: intraregional inequalities such as the unbalanced distribution of economic activity, deindustrialization mainly in crisis sectors, the domination of rather small industrial units and the predominant position of a declining textile sector in industrial production and employment. Moreover, the weaknesses appear to be the region's heavy dependence on industrial activity related to textiles, the negative financial development of the services sector in relation to the entire country, the dependence of industrial business on foreign funds and the low profits from service business and the industrial sector.



Programme Name | ENTREPRENEURSHIP THROUGH INNOVATION IN EPIRUS

Programme Summary

The ENT.I programme aspires to develop challenging and innovative actions in support of Entrepreneurship through Innovation in the region of Epirus.

The main directions are:

- Identification and promotion of new investment opportunities resulting from regional infrastructural development for the creation of new enterprises mainly in the services industry.
- Pilot application of innovative training methods for the creation and support of innovative entrepreneurship;
- Promotion and diffusion of private capital in the region;
- Pilot promotion of e-commerce and information management to local firms;
- Implementation of a regional foresight exercise;
- Creation of an innovation policy interface committee;
- Awareness campaign.

Programme Themes

(i) regional economies based on knowledge and technological innovation

(ii) e-EuropeRegio: the information society at the service of regional development

(iii) regional identity and sustainable development

ENTI renews regional efforts to support and promote innovation and knowledge. Lessons learned and conclusions drawn from the previous RIS projects have been carefully integrated into this programme. The main objective of the programme is to promote innovative entrepreneurship through the identification of innovative opportunities and the application of innovative techniques.

Programme Action | ENTI | NEW INVESTMENT OPPORTUNITIES FOR THE CREATION OF NEW ENTERPRISES IN THE SERVICES INDUSTRY AS A RESULT OF THE NEW TRANSPORT FACILITIES AND INFRASTRUCTURES IN THE REGION

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The region of Epirus has for a long time been on the margin of economic development. This implies low level of entrepreneurial activities and investment opportunities as well as non-effective innovation culture. Technology transfer and technology investment has been at a minimum while the development of the services sector has focused on simple support companies and computer equipment. In addition, economic interaction with the neighbouring countries is non-existence as in the case of Albania or lower than expected as in the case of Italy (with the exception of the tourism industry).

The entire map is now changing and expectations for new investment and entrepreneurial opportunities are high. The new set of structural funds is expected to boost entrepreneurial activities through the creation of new infrastructures. Such infrastructures include the port of Igoumenitsa, the new "Egnatia highway" that links Epirus with Northern Greece (Macedonia and Thrace). At the same time, the new "Ionian Road" to Patras will make Epirus a gateway to Greece. Parallel to those infrastructures, the University of Epirus is expanding and the Technology Park of Epirus is initiating operations near the University. Opportunities new enterprises are thus numerous.

Actions highlight the new business opportunities mainly in the services sector stemming from these new developments. The purpose is to highlight new potential entrepreneurial activities that might be of interest to active companies, investors from outside the region, or new entrepreneurs. The action will be divided into two sub actions:

Sub-action 1: Study and analytical work on business opportunities and entrepreneurial challenges in three main areas.

- a. Entrepreneurship through new transport Networks (ENTRA)
- b. Entrepreneurship in Tourism (ENTOUR)
- c. Entrepreneurship in information and telecommunication technologies (ICT) (ENICT)

Sub-action 2: Pilot action for the support of new entrepreneurial activities

The pilot work will consist of the following activities:

- Organisation of 6 one-day workshops for the discussion of the results
- Pilot application and discussion of the proposals with entrepreneurs from Epirus and the rest of Greece.
- New business opportunities assessment.

Programme Action | ENTI | INNOVATIVE AND FLEXIBLE TRAINING

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The region of Epirus is characterised mainly by micro-enterprises involved in traditional sectors. In addition, there is a serious shortage of skilled mid level executives or newly trained personnel that could take advantage of new business opportunities. The problem is compounded by the fact that younger people leave the region for the major metropolitan centres. However, new infrastructure has been developed that shows that the intellectual capacity of the region is regaining ground. Infrastructures like the University of Epirus, the new Hospital of Ioannina, the Technology Park and a number of other new institutions provide a breath of fresh air and show signs of change. All these institutions are based close to the new transport routes.

New economic conditions and opportunities should be led by people who are aware of new challenges. In that way, innovative and flexible training schemes should be developed in order to provide knowledge regarding new developments.

The sub actions planned are the following:

Sub action 1.

To analyse and document the training needs of new entrepreneurs or entrepreneurial activities missing from the training activities (mainly for unemployed) and which are included at the ROP. Analysis work will focus mainly on the areas of transport networks, tourism and ICT.

Sub action 2.

Based on the results of the previous sub action a pilot training action will be developed. This will combine knowledge obtained and that available.

Training sessions will be developed in three main directions:

- a. Innovative entrepreneurship through new technologies (INENT)
- b. Innovative entrepreneurship through internationalisation (INEI)
- c. Innovative entrepreneurship through proven expertise (INPE)

A total of 120 businessmen (or potential businessmen) will be trained in 6 alternative training sessions (2 for each subject and in various major cities of Epirus).

The participants will be trained; first, in business opportunities created through the use of new technologies in the sectors under analysis; second, in the entrepreneurial challenges that internationalisation provides; and third, on how to apply innovative management techniques. Examples will be provided by experienced executives from successful large and small companies from Greece and abroad.

Programme Action | ENTI | EFFICIENT PROMOTION OF PRIVATE FINANCING

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

Entrepreneurial activities can never be based on public funds. Public Funds can play the role of the initiator but it is private capital that actually creates and develops the new opportunities. Private capital in Epirus does not have strong presence. With the exception of local entrepreneurs there is no direct or indirect flow of capital coming from individual entrepreneurs (Business Angels), corporate investors (mainly large companies) or Venture Capital Funds.

The reason for that is obvious: Lack of entrepreneurial opportunities and new innovative ideas in addition to the lack of awareness promotion and marketing of the local potential.

Changes expected may alter the environment. Investment opportunities and new infrastructures in technology such as the Technology Park will attempt to support the creation new innovative companies and spin off activities. It is time for potential investors to know about these developments.

Sub actions proposed are the following:

Sub action 1. Creation of a guide of innovative investment opportunities in Epirus.

Such a guide is totally absent and will be a tool for every local actor and entrepreneur. The guide will include not only information on the local economy and business opportunities but also information on real estate, rental facilities, availability of space, construction opportunities etc. A full info-guide for a potential entrepreneur. The guide will be updated every year and after the second edition will be supported through self-financing.

Sub action 2. Visiting schemes for business Angels and Corporate Investors.

The purpose of this sub action is to try to attract potential business Angels and Corporate investors to the region. The action will be based on thematically focused and well-prepared visiting schemes and will also use the results of the business plan competitions and cluster creation. Three visiting schemes are expected to take place, and the preparatory work will be supported through working groups.

Sub action 3. Organization of two matching events for Venture Capital Companies.

The matching events can be combined with Steering Committee Meetings. The technology park and the chambers of commerce will organize the events.

Programme Action | ENTI | E-COMMERCE AND INFORMATION MANAGEMENT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| <i>Outward looking</i> | | <i>Inward looking</i> | |
| Trade in Goods | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of the pilot action is to develop an e-commerce and information management facility in Epirus, assist 35-40 enterprises to introduce e-commerce into their business activity, and pave the way for introducing e-commerce among the enterprises of the region at a broader scale. The pilot action proposed here stems from the RISI strategy of the region, and complements with the action plan of the region for Information Society that will be funded through the CSF 2000-2006.

In practical terms, the pilot action will comprise the following action lines:

Sub-action 1: Design and selection of the e-commerce and information exchange patterns for the region

- Documentation of e-commerce services and sources of support available in the region (software packages, training materials, grants, etc.).
- Selection of 35-40 enterprises to participate in the programme and analysis of their needs and capacity to take-up e-commerce. For the needs analysis each enterprise will undergo a diagnostic review to be conducted on site by consultants.
- Development of the E-Commerce Portal facility and related services. A small staff team will run the Portal facility. The team will also operate as a Support Group for the participating enterprises; it will provide technical assistance, run a help-desk service, distribute information, deliver training, etc.
- Implementation of the action line to the selected enterprises and use of the national funded programme 'Get Networked' for personal web sites development for the participating firms.
- Testing and evaluation of results

Sub-action 2: Development of an awareness raising and training package for the implementation of e-commerce by participating enterprises and further diffusion.

- Companies will go first through an awareness raising and training session or sessions. Then they will be given expert technical assistance by the Support Group to develop their own e-commerce service. Once their e-commerce service is operational they will have access on an on-going basis to expert assistance through the help-desk service that the Support group will run.
- Preparation of accompanying materials. These will include: an analysis and evaluation of the pilot action, including an evaluation of outcomes at the level of the participating enterprise; a follow-up action plan for promoting e-commerce to the enterprises of the region; and a Good Practice Guide for promoting and introduction of e-commerce into small enterprises at regional level.

Programme Action | ENTI | REGIONAL FORESIGHT EXERCISE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The purpose of the Regional Technology Foresight is to go one step further from the short and medium term analysis and to provide to region of Epirus clear view of future technological opportunities that will serve as a basis for future innovative activities. The main target will be the creation of a framework of directions that will support regional authorities to design innovation policy and help enterprises in their future planning.

Foresight will not be a simple study forecasting the future but a tool that will use the creativity of people to identify threats and opportunities. The activity will be based on the work of thematic working groups in a manner that secures social participation.

The principle methodology to be developed, will be based on "scenario analysis". Finally, awareness raising and diffusion of the results will be the basis of a wider dialogue that will raise the sensitivity of citizens on innovation and technology. Work will be focused on three main sectors and two core issues.

The sectors are transport, tourism and ICT.

The issues are the following: "Ipeiros as a link and gateway to Western Europe and the role of transport and services industry" and, "The impact of EU enlargement on structural and cohesion funds that now constitute a major funding source for development in the region."

The following methodology will be implemented:

- a. Call for interest for participating in the working groups
- b. Selection of the working groups
- c. Presentation of the baseline document
- d. 1st round of discussion
- e. Diffusion of the draft of the Thematic Working Groups
- f. 2nd round of discussions
- g. Diffusion of the final report of the discussions
- h. Final report
- i. Conference organisation.

Programme Action | ENTI | INNOVATION POLICY INTERFACE COMMITTEE

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| <i>Outward looking</i> | | <i>Inward looking</i> | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

As innovation is a key factor for the development and implementation of a large part of the Structural Funds and operational programmes in Greece, there is a need to network such activities and results.

The proposed overall programme for Epirus aspires to promote innovative entrepreneurial activities in the region. This implies looking at the future prospects through the foresight initiative and new investment opportunities as well as using existing action lines supporting innovation from other programs.

As mentioned before it is important to know how many and which companies are funded for business plan development or R&D work. It is also important to know the companies that are active with international projects and the opportunities they create for the region. The same applies for organisations and other local actors.

Synergies for entrepreneurship can be created through an effective combination of policies, which is for the time-being absent. As a result, the creation of an Innovation Policy Interface Committee in addition to the Steering Committee and as an advisory tool for the region, is of primary importance.. The purpose will be to combine information and act as a filter in order to avoid duplication. The role will be of a purely advisory.

The sub actions that will support this activity will include:

Sub action 1

Operation of the Committee consisting of 5-7 members (i.e. Region of Epirus, BIC, University, 1 Development Company and 1 Chamber).

Sub action 2

Preparation of a biannual 10 page report highlighting the threats and opportunities created for innovation policy and promoting synergies.

Sub action 3

The Committee will base its work on the creation of 3-5 sub working groups that will collect information on an on-going basis. The areas of work will be mainly employment, training, technology infrastructures and investment activities.

Programme Action | ENTI | INNOVATION WEEK

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The nature of the technical assistance will include awareness activities plus final publications of reports and leaflets.

More specifically, they will include:

- Organization of specified exhibitions,
- Organization of an innovation week
- Establishment of permanent cooperation with local media, in order to promote program actions
- Organization of training seminars in specified topics

Finally, awareness activities will include the publication of reports and leaflets that will provide information on program aims, implemented actions and results.



Ipeiros



The region of Epirus is located in the northwest part of Greece. The region is a mountainous area of 10.170 sq. km. Epirus has around 350.000 inhabitants and a population density of approximately 33 persons per sq. km, compared to a national average of 76.

The distribution of the GRP by sector in millions of drachmas in 1994 was: primary sector 53.271, secondary sector 85.233, and tertiary sector 213.678. The substantial contribution of the tertiary sector is less evident in its share in employment (33.8%). The most dynamic sectors in Epirus are food and beverage, with strong networks in agriculture, wood-processing and non-metallic mineral products. The main exports are dairy and other food products, marble, and craft products. Tourism and the rich water resources also play a significant role in the regional economy.

The most competitive advantages of the region are the following:

- The geographical location of the region and the strong possibilities for growth (the new link with the Western Europe, mainly through its port in Igoumenitsa, terminus of the Egnatia highway).
- Ioannina and the other urban configuration presence in the broader area (management - trading centres - educational centres - hospital care) and their possibilities of development (Regional - International Growth Pole)
- The University of Ioannina and the Technological Educational Institution of Epirus that are the primary factors for R&D promotion and innovative activities diffusion in the regional economy.
- The rich natural and cultural environment

Apart from its advantages there also exist some important disadvantages that constitute deterrents for the development:

- The current geographical isolation from the rest of the country (mainly due to the Pindos mountain range) and the mountainous areas.
- The low development level (it has the lowest per capital GDP in the country and one of the lowest in the European Union).
- The strong inter-prefecture inequalities and the isolation of mountainous and distant regions.
- The lack of the international and interregional links.

The opportunities foreseen for the Region of Epirus may be summarized in the following:

- The region's designation as Greece's gateway to Western Europe and the north- The future use of the advantages and synergies that will be realized through major infrastructure projects.
- The rich Cultural Heritage of the region that was influenced by various civilizations (Venetian, Turkish, the Byzantine and the Ancient Greek).
- The tourism sector that is growing.
- The University of Ioannina, the Technological Educational Institution, the Hospital of Ioannina and the new Technology park which make serious efforts to promote R&D and new technology development services in the region.

The possible threats that the region may face in the near future are mainly related to the fact that many young people decided to leave the region in order to live and work in other metropolitan centres. This is due to the lack of employment opportunities. The result is a lack of experienced personnel in key positions in businesses and a lack of new entrepreneurs. Another threat is the small number of employees in the firms creating problems in networking and the creation of synergies. The new infrastructures may result in an amelioration of the situation. Institutions such as the University of Ioannina, one of the most active and fastest growing Universities in Greece, will undoubtedly have a key role to play.



Programme Name | INNOVATION IN THE IONIAN ISLANDS

Programme Summary

For years the predominant sector of financial growth for the Ionian Islands has been the tourism sector. The innovation aspect puts another view into these improvement efforts by defining the methods for collectively defining new types of services, using technology and promoting the new ideas into successful business ventures. The strategy imposed by the 3I PRAL is interconnected to the regional needs to include Ionian Islands into the new era of economy while protecting the traditional business practices and retain the strong region's identity and distinctive cultural characteristics. This strong social need drives the region into policies for inclusion of only "soft technologies" and the blending of digital services into traditional services providing information and context for the creation of innovative actions in the tourism sector.

Programme Themes

- | | |
|--|--------------------------|
| (i) regional economies based on knowledge and technological innovation | <input type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input type="checkbox"/> |

The main objectives and added-value of the 3I PRAL are:

- To blend digital services into traditional services providing information and context for the creation of innovative actions in the tourism sector, deriving mechanisms that will produce the incorporation of technological innovation promoting the information capacity of the region. The digital platform will be the regional recourse that will be used for the creation of innovative services in the tourism sector (i.e. weekend traveling roadmap, hotel selection and booking, virtual cultural routes, senior citizen off-season traveling, cultural event traveling)
- To improve the current state of business reality by improving the quality levels of all traditional services. The devotion to sustainable development endorses the competitive spirit of the tourism industry of the region, combining the development of quality standards and the development of benchmarking in large tourist operations.
- To create new services and innovative start-ups capitalizing on the local resources of tourism, culture, local agricultural products and artefacts blending them with technology features, where appropriate. New forms of tourism such as cultural, archaeological, religious, athletic must be produced accelerating the impact of this sector in the regional economies. The action deals with environment issues related to protecting rural areas from illegal construction which is often the case in tourist areas and to provide on-line feedback on water conditions in the areas that receive a "blue flag" to ascertain that water in certified swimming areas is not polluted.
- To exercise foresight in order to raise awareness within regional actors, entrepreneurs, decision makers, researchers and opinion leaders.
- To provide regional support in the innovation cycle by assisting business planning and promoting the financing of innovative ideas from third party financing.
- To provide information about regional innovative status and to transfer best practices from relevant regions.

Programme Action | 31 | IONIAN ISLANDS - QUALITY IN TOURISM

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> |

Description

This action is devoted to sustainable development enhancing the qualitative characteristics of the regional economy and endorsing the competitive spirit of the tourism industry of the region. The action combines two lines, one in developing quality standards, and one in developing benchmarking in large tourist operations.

Quality standard in tourism

This action includes the creation of a regional quality standard specification as well as operational monitoring protocol targeted to promote tourism services in the region. The proposed quality framework will be based on the common perception and delivery of the tourism product of the region. The control and monitoring mechanism will be actively involved throughout the Ionian region. For the certified tourism enterprises a regional quality seal will be provided. The quality seal will be promoted from the local authorities, tourism and public organizations.

In particular it will focus on:

- The design and implementation of regional quality standard
- Exchange of experiences in developing quality tourism services across Europe
- Implementation of an option paper for the quality that will be presented to the tourism organisation for discussion
- Finalization and setting of the quality label
- The organizational design of the auditing mechanism in regional level
- Design of a promotion mechanism for the regional quality seal
- Implementation of the quality standard to 600 tourism offering services organizations

Regional enterprise benchmarking in the tourism sector

Another important function in monitoring the quality level and the promotion of a competitive spirit is the promotion of on-line business benchmarking in the large operations dealing with the tourism sector. A number of key personnel in the regional actors will be trained to use on-line benchmarking tools and will be certified as Qualified Benchmarking Consultants (BQC). These qualified consultants will have access to on-line benchmarking tools providing comparative analysis of the business performance measures of the regional touristy enterprises. In the pilot stage 30 benchmarking pilot cases will be developed in the SMEs of the Ionian region.

Programme Action | 3I | INNOVATIVE START-UPS AND SPIN-OFFS IN THE TOURISM SECTOR

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The action is designed to provide support for the creation of 10 start-up innovation enterprises in the tourism sector. The innovation process will start from the stage of idea generation and will proceed to successful business ventures capitalizing on the rich regional resources and tourist opportunities. The innovation process must concentrate on the creation of new forms of services adding value to the regional economy. New forms of tourism such as cultural, archaeological, religious, athletic must be produced accelerating the impact of this sector in the regional economies. Special attention must be paid to ideas that increase tourism regional income to off-season periods. This action must incorporate the issues of a preparatory maturity unit to support innovative business ideas and encourage third party financing from sources such as venture capital.

The innovative business ideas will be concentrated on the following added value areas for the development of the tourism sector:

- Development of innovative services for tourism
- Development of digitized applications for culture and fine arts
- Development of innovative ideas for the promotion of local products to tourists
- Development of new services for the quality of life and improvement of environment

The first step is to identify potential innovation entrepreneurs and third party financing sources. The potential entrepreneurs with innovative business ideas will be trained in the process of start-up or spin-off creation of an enterprise.

In the second step the innovative business ideas will be evaluated after the formulation of a business plan that will be implemented by each trainee with the support of specialised consultants. The business plans will also be presented to potential third party financing bodies.

In the third step 30 selected entrepreneurs from those that had submitted a business plan will be financed with the start-up capital of 30.000 Euro each. The rest of the required funds must be reached either from entrepreneur's own contribution or from third party financing.

Programme Action | 3I | DIGITAL IONIAN ISLANDS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|-------------------------------------|-----------------------|--------------------------|
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The tourism sector is a vital financial development pole for the Ionian region. Furthermore, the Ionian Islands are well recognized as a very special region regarding the cultural background and active cultural activities. The aim of this action is to produce the drives and mechanics that will result in the incorporation of technological innovation promoting the information capacity of the region. The action includes a main portal that will proactively produce the digital background of the region. The region will be digitized in the forms of maps linked to all types of digitized information (travel, leisure, business, shopping, cultural events, what to see) that will supply users collective information about the region. The digital platform will be the regional recourse that will be used for the creation of innovative services in the tourism sector such as a weekend travelling roadmap, hotel selection and booking, virtual cultural routes, senior citizen off-season travelling, cultural event travelling planner etc.

Programme Action | 3I | INTELLIGENT REGIONAL RISK MANAGEMENT SYSTEM

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|--------------------------|-----------------------|-------------------------------------|
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The recent emergence of urban environmental planning is not limited to making a choice between a sectoral or integrated approach to dealing with various forms of environmental problems and their impact. Environmental impact assessment is the mandatory assessment of the compliance of planned activities, such as planning documents, programmes and projects, with environmental protection requirements and with the principles of sustainable development, with the aim of determining the optimal solution. This action is an interactive information and assessment system, designed to support environment reporting at a global, regional, and national scale. It integrates a large set of environmental and related socio-economic databases, a geographical information system, and a rule-based expert system for the assessment of environmental issues. Moreover it is supported by a Teleconference system covering the four main Ionian Islands (Corfu, Lefkada, Kefallonia, Zakynthos), which has proved highly useful for coordination in case of an emergency, for training etc.

The action deals with environmental issues related to protecting rural areas from illegal construction (often the case in tourist areas) and provides on-line feedback via internet on water conditions in "blue flag" areas (certified unpolluted swimming areas)

The action components are:

- A risk management system
- A rule based intelligent system
- A risk- identification (early - warning system)
- An input module
- A reporting module
- A teleconference module for coordination reasons
- A web Portal concentrating all useful (for public, research and educational reasons) information collected from the system

Programme Action | 31 | INNOVATIVE KNOWLEDGE MANAGEMENT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The policy of this action is to create public-private partnership, which can play an important role in developing knowledge generation through inter-regional collective learning and cross-sectoral interactive processes. Private sector (SMEs) in the areas of tourism and commerce, carve their own path to face economic challenges by pursuing innovative activities. Regional authorities consider innovation policy and efficiency to be key factors in the promotion of competitiveness. The following action lines are proposed:

Support unit for innovation management

The "awakening" of innovative spirit in between SMEs (in the tourism and commerce sector) will be achieved through innovation campaigns and organizing cross-sector events such as knowledge transfer events. The unit will exercise foresight and will investigate innovative opportunities in the region. Another important role of the center is to horizontally service innovative business development issues such as business planning and marketing of innovation through specialized consulting. Innovation generation must produce an immediate benefit for enterprises by providing the necessary financial opportunities. The unit will oversee all financial planning strategies of the innovative actions in order to minimize risks and advance the high performance themes of the businesses. This horizontal action will document and highlight the financial points of entrepreneurship, centrally promote and attract direct investment through venture capital and third party financing. Finally, it must be mentioned that the support unit for innovation management which will be implemented, will have strong synergy with the "Balkan Observatory for Tourism and Culture". This international observatory has been developed by the Region of Ionian Islands to assure mutual development for tourism in the cultural sector in various regions of the Balkan countries.

Ionian Nisia



The region of Ionian Islands includes several islands, of a common historical and cultural background. The Islands have common social and financial characteristics stemming from the nature of the insular area to which they belong. The Region also has a most remarkable physical environment with numerous physically beautiful areas. The totally area of the region is 2.318 km², covering 1,8% of the total area of the country. The region consists of the prefectures of Corfu, Lefkada, Kefalonia, Ithaka, and Zante as well as of 33 municipalities and 6 communities. The seat of the regional government is located in the city of Corfu.

Because of important development of the tourism sector, the Ionian Islands give the impression of being a well-developed region. In reality, the region grapples with considerable differences regarding the level of social and financial development. There are also a number of serious problems regarding the transport connections between the islands and the rest of the country.

The population of the region is 202.000 [1998], constituting 2% of the national population. The urban population is 26% and rural population 63% [1991].

The region produces the 1,74% of the total production (GNP) of the country. The 17% of the regional GNP is produced by the primary section, the 14% in the secondary section and the 69% in the tertiary section. The corresponding numbers for all the country are [10994] 15% for the primary section, 25% for the secondary section and 60 for the tertiary. Diachronically there is a turn in regionally finance of the Ionian Islands to the tertiary section, the tertiary section has increased its participation to the total of the regionally GNP, but in the other side the participation of the primary and secondary section has been decreased.

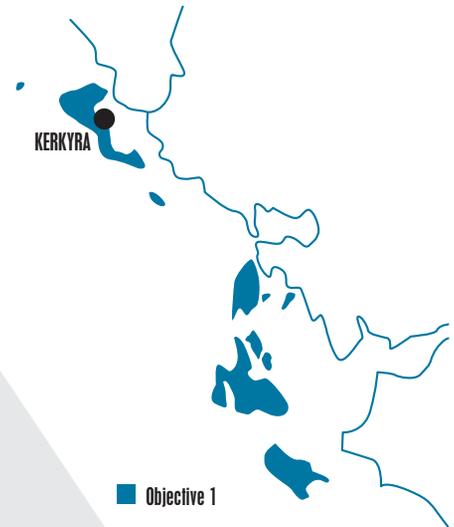
The GNP of the region [for every single person] is up to 90% to the average of the GNP of the country in the year 1994. If we compare the EU data with the correspondent data, we will find out that the regional GNP is 62% of the European average GNP. The region is ranked in the twenty two place of the 25 poorest regions of the EU [in 1986 the rank was 15]. According with newest statistical data, with GNP at 3,97 million drachmas for the year 2001, 98% of the total average of the country, it takes the 5th rank in all the region, the rank is for almost 10 years stabilized. The region had the lowest percentage of unemployment in the country for the year 2000 9% to 11,1% of the unemployment of the country.

The productivity of the region is low, corresponding to the country and the European committee. The productivity in the year 1996 was 63% of the EU average, [the corresponding percent of the country was 72%]. However it showed a little improvement corresponding to the year 1993 in which the percent was 62%.

The region represents 2% of the population and produces 1,9% of the national GNP. Between 1991 and 2001 the population has been increased 11%. This represents the third biggest regional demographic increase in the country after the South Aegean and Crete.

Digital innovation commercial services

This action line will create a portal through which digital commercial and innovation services concerning the Ionian Islands will be provided.. This action responds to an effort to create integrated and multi-disciplinary knowledge concerning best practices, approaches and technologies. This dynamic process of knowledge, particularly in the SME context, in combination with best practices, must be designed into regional innovative policy tools that will be diffused to businesses (commerce and tourism) and potential investors activating networking mechanisms.



Production in the region according to sector is the following: 3% agriculture, 0,5% manufacturing and 2% services. According to Eurostat the workforce in the region is expected to increase by 7,9% between 2000-2010, almost double that projected for the country as a whole (4.3%).

Three-fourths of products originate in the services sector, with tourism first at 12% (1999).

In the 5 years 1995-1999 the region had 86 new licenses for industries, 2% of the total. Industries in the area comprise only 0,3% of national manufacture and construction units and 1,1% of commercial units.

The telephone connections in the region increased by 1,7% in the year 2000. This figure is higher than the national average.

After on-site research carried out on 2000 in relation of information technology and internet diffusion in the private sector in the Ionian islands, the following results emerged:

- 20% of citizens have access to a PC. This amount was considerably lower before 1998.
- Among civilians not having access to a PC, only 10% has the intention to obtain access.
- Internet penetration is 14%. The majority of citizens not using Internet, believes that it is not useful, difficult to learn and expensive.
- Internet is usually used for information search and retrieval, as well as for entertainment.
- Only 2,5% of those with internet access, uses it for e-commerce (to purchase products). 50% of those using the internet, are willing to conduct e-commerce (for the most part to buy books, songs and e-games).

The basic outcome arrived at with the specific research conducted is that informatics and internet penetration in the region of the Ionian Islands is very limited. There is, however a definite incremental tendency.

From yet another study targeting SMEs, the basic conclusion was that very few companies in Ionian Islands are equipped with up-to-date technology (PCs, servers, software etc.). Those with such equipment are informed about new tenders and are willing to buy new, useful products. As a result, among SMEs with PCs, there is 50% internet penetration. However, there is a low level of web use for business purposes (web sites for promotion, e-commerce etc). Businesses are interested in the possibilities offered but are simply incapable of making effective use. This is due either to a lack of specialized personal or financial inability Furthermore, there is lack of companies producing and supporting such application in the region of the Ionian Islands.

Programme Name | INNOVATIVE ACTIONS OF THE REGION OF WESTERN GREECE

Programme Summary

The region of Western Greece has elaborated the INNACT PRAI, aiming for innovation in its geographical and administrative limits while at the same time reducing the "technology gap" that separates it from other more developed regions in the European Union. Towards this goal, it has chosen to cover through a well-planned number of actions all three strategic themes of the ERDF Innovative Actions with the view of injecting life into the regional economy, boosting its regional development, emphasizing and maintaining regional identity. The extensive use of new information and communication technologies guarantees efficiency of the endeavour and ensures the success of the programme. The region of Western Greece attempts to play a supplementary but crucial role in the application of state-of-the-art and emerging innovative mechanisms and processes for high priority regional sectors. Among those high priorities are: competitiveness of SMEs, health and safety of citizens, transition to the new digital economy and support of traditional production.

Programme Themes

- | | |
|--|--------------------------|
| (i) regional economies based on knowledge and technological innovation | <input type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input type="checkbox"/> |

The INNACT-RWG programme has the following ambitions:

- to achieve significant and tangible results for regional economy,
- to support regional development through the use and application of information and communication technologies,
- to maintain its regional identity,
- to establish the bases for continuous and viable technological development in a broad range of areas

Programme Action | INNACT |

PROMOTION AND IMPLEMENTATION OF INNOVATIONS FOR STRENGTHENING SMES COMPETITIVENESS THROUGH RECENT TECHNOLOGICAL ADVANCES



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

There are two sub-actions with specific interrelated goals. Due to budgetary limitations, these sub-actions address pilot implementations for now and set up the appropriate conditions for full scale implementation in future programmes.

Sub-Action 1: Baseline projects for innovation and development

The main goal is to promote and support some key aspects for innovation and development that are fundamental for innovation exploitation. The sub-action includes:

- Promotion, provision and use of innovation. Development and use of an open system for timely presentation of, and access to, new innovative results that can be used by the SMEs. Future innovative results will be added as they arise. Using proper search engines, SMEs will be able to locate and exploit innovations of their interests. Initially, innovations produced by regional institutions (i.e., universities, other research organisations) will be included, while at a later stage, the system will be extended to handle submission of innovations results from as many areas as possible, world-wide.
- Expert consulting support for enterprise modernisation. This includes on-line provision of solutions regarding personnel training and required software, for SMEs to take advantage of e-business, including electronic payment services. It also includes training in specific innovation exploitation.
- Sustainability and exploitation plan utilising project results.

Sub-Action 2: Projects for incorporating innovation in the production process

The main goal is to provide support for the incorporation of innovation in the production process and for the establishment of new innovative SMEs. The sub-action includes:

- Promotion of networks from selected production sectors. Using the on-line services of Sub-Action 1 and through other means (e.g., developing appropriate market surveys, feasibility studies, ex-ante evaluation, etc.) the project will establish and function an observatory that will provide the necessary information to entrepreneurs and will promote associations and «matchings» among key players.
- Creation of appropriate fund, organisational structure and mechanisms for supporting key projects and pilot implementations of the following:
 - a. Pre-selection of enterprises to be supported. These will include existing enterprises planning to incorporate R&D methods in their production process, or candidate new innovative enterprises such as academic or industrial spin-offs and start-ups. Technical expert support for pre-selected SMEs for the development of pertinent business plans.

- b. Final selection of a very small number of SMEs based on business plans. Funding of selected SMEs for specific activities and/or in the form of «Seed» or Venture capital.
- c. Evaluation of results for funded SMEs. Establishment and use of indicators and exchange of experience and best practices for specific sectors. The evaluation of results is expected to lead into the necessary calibration and improvement of practices and procedures. Establishment of awards for best results. Transfer results at national level.

An expert body will be formed in order to support, detail and monitor these activities.

Programme Action | INNACT | SMES SUPPORT FOR EASY TRANSITION TO THE NEW DIGITAL ECONOMY

|  | | <i>Action Theme</i> | <i>Innovation type</i> |
|---|---|-------------------------------------|---|
| (i) | Technological innovation | <input type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) | e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) | Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | | | (iv) Organisational <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | | Inward looking <input checked="" type="checkbox"/> |
| | Trade in Goods | <input checked="" type="checkbox"/> | |
| | Trade in Services | <input type="checkbox"/> | |

Description

The proposed action has as a target to enlighten and support SMEs to utilise emerging technologies and practices in the area of e-business. The action's objectives are:

- Development of a support network of SMEs in the new Digital Economy
- Promotion of business and development opportunities of Western Greece
- Continuous, timely and sound information for SMEs in matters concerning business issues, trade opportunities and assistance of collaborations in the field of innovation
- Diffusion of business to business (B2B) and business to customer (B2C) e-solutions across SMEs of the region
- Defining of motives for innovative actions and products in e-business and the introduction of specific awards.

There are three sub-actions foreseen in this action.

Sub-Action 1: Creation of a basic structure

- (a) Internet mechanism to effectively promote the activities of the region either existing or prospective, such as business profiles, social indices, infrastructure projects, prospective areas for development, motivation for investments, determining the region's other advantages.
- (b) Support network for e-business and e-content initiatives with the collaboration of local public organisations and agencies. This support network may be electronic. It will inform and assist parties interested in contributing to the IS initiative.
- (c) Development of company sites on the internet to better promote activities.
- (d) Internet Business Catalogue which will promote the majority of regional companies and make effective use of local chamber registers.

Sub-Action 2: Development of e-business

- (a) A study will be carried out to identify healthy transition to commerce over the internet for SMEs; this is a B2B strategy. The B2B initiative will enhance the communication channels of SMEs in the region with other parties interested in Europe.
- (b) A study will be carried out to create combined packages of representative products («baskets») for promotion abroad. Products might be services or groups of special regional products.
- (c) A study will be conducted on market research methods, to find out who is interested and which companies may be possible contributors to the development of B2C e-business strategies. It is expected that the result of this study will serve as feedback for the region regarding companies, organisations capable of selling their products or services over the internet.
- (d) A selection of at least two representative business sectors will be done to carry out the pilot implementation of the study mentioned above (a). Support will be provided to a number of companies of each business sector and new pilot programmes will be funded.
- (e) A pilot group of a number of companies will be selected to carry out B2C practices, as study (c) describes. These companies are to create the critical mass of regional enterprises to participate in this innovative action.

Sub-Action 3: Enhancement of innovation in e-business

- (a) A mechanism will be developed to organise a competition to reward a number of innovative e-business products or services (i.e., successful business activity, innovative product, friendly interface, etc).

Programme Action | INNACT |

USE OF INNOVATIVE SERVICES IN THE HEALTH AND SAFETY SECTORS FOR THE CITIZENS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|-------------------------------------|
| Outward looking | Inward looking |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> |

Description

This action addresses citizen's health and safety issues through innovative applications of state of the art telematic technologies. The domains focused on are:

- a) Immediate response and quality of care provided during transport of patients to the hospital following an emergency case.
- b) Medical equipment safety monitoring and intervention, through the implementation of a Medical Devices Vigilance System (MDVS).
- c) Monitoring of residents' physiological parameters and activities, as well as, safety conditions at home.

This action is comprised of three sub-actions. The first and second of these fall within the «health» category, whereas the third falls in the so-called «peace of mind» category.

Sub-Action 1: Implementation of an advanced technological system for treatment of medical – emergency situations (pre-hospital trauma support services)

This sub-action focuses on the development of a pilot system for the pre-hospital treatment of emergency situations in the region of Western Greece.

It is expected that the employed advanced technology will permit the minimisation of the accident notification time by pinpointing its location, as well as, the time allotted for the required transfer to the trauma centre, thus leading to the better prognosis of the patient.

Sub-Action 2: Medical Devices Vigilance System (MDVS)

In Greece there is no such a system in use, although the European Commission regulation through the Medical Devices Directives provide for the obligation of the Member States to take appropriate measures in order to ensure protection of health and safety of their citizens.

The adoption of the MDVS is expected to improve provision of public health safety and avoidance of health damaging injuries, through rapid access to information concerning accident or adverse events involving the use of a particular type of medical device and efficient dissemination of this information to the interested bodies.

Sub-Action 3: «Peace of mind» residential e-services

The overall technological objective of this sub-action is to develop, evaluate and demonstrate a number of cost effective residential e-services relating to «peace-of-mind» i.e. home care and home safety alerts. These e-services will be based on state-of-the-art and/or emerging technologies, combining home/building networking, multiple services development and the Internet in a three-level infrastructure model, consisting of:

- end-user (resident) systems, combining home networks, automation devices and residential gateways
- control centre (service aggregator / network operator) for the effective bundling of services, and
- client service applications at the service provider premises

Programme Action | INNACT | SUPPORT OF ORGANIC FARMING BY ADOPTION OF INNOVATIVE TECHNOLOGIES



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

In the region of Western Greece there are about 1.500 organic production farms but only a few of them have joined associations. Due to this fact organic farming needs further support by local authorities to improve the production process and to persuade consumers to prefer these products, recognising superior product quality and the special environmental service rendered by organic farmers.

In the framework of this action, the following four sub-actions are planned:

Sub-Action 1: Analysis of organic farming management practices and retracting of the cultivation status.

- A statistical study will be carried out in order to record management practices and determine the most important organic farming problems of the region of Western Greece.
- Application of a pilot project by networking selected local organic farms, public agricultural authorities, research institutions and inspection and certification bodies, aiming to further promotion of organic farming in the region and to support cultivation practices and marketing.

Sub-Action 2: Comparative investigations on the contamination of soil and water in organic and conventional agriculture and human health risk assessment.

- Monitoring and recording pollution of soil and underground and surface water with toxic organic and inorganic substances, heavy metals, leachates, etc. These studies will be performed in organic and conventionally cultivated areas cited in the region of Western Greece.
- Measurements of pesticide residues of agricultural products.
- Development of appropriate software for the prediction of the dispersion and spreading of the plume of contaminants (the effects of natural attenuation due to the intrinsic biodegradation by indigenous bacteria of pollutants will be taken into account).
- Development of appropriate software for the toxicological and ecotoxicological risk assessment due to the migration of pollutants in soil and the contamination of agricultural products with emphasis to the human health risk assessment.
- Suggestion of technically and economically feasible strategies for remediation.

Sub-Action 3: Improvement of the services relative to disease and pest diagnosis.

The existing laboratories in the region are not adequately equipped for organic farming special requirements regarding disease and pest control. Providing the appropriate equipment is necessary.

Sub-Action 4: Creation of a «Citizen Help Desk»

In order to increase the local market of the organic farming products a «Citizen Help Desk» with the following responsibilities will be established:

- Inform citizens about the advantages of organic farming concerning product quality and environmentally friendly organic farming.
- Promote organic farming products of selected farms through the creation of a website on the internet.



Dytiki Ellada



ΠΕΡΙΦΕΡΕΙΑ ΔΥΤΙΚΗΣ ΕΛΛΑΔΟΣ

The Region of Western Greece is situated at the northwestern part of Peloponnese and the western part of Sterea Ellas. It includes the Prefectures of Achaia, Aetoloakarnania and Helia. It covers 11.350 square kilometers and it has a population of 733.816 (7% of the total population in Greece). The capital of the region is the city of Patras with a population of 155.749 inhabitants.

The Region of Western Greece produces 5,20% of the National GDP. The regional GDP consists of the following sectors:

- primary sector: 27%
- secondary sector: 22%
- tertiary sector: 51%

The main assets of the region of Western Greece, in which its development strategy is based, are the following:

- Construction of key public works and a satisfactory public infrastructure
- Research and educational activities at Universities and other Research Institutes
- Environmental wealth of the region

The weaknesses of the region of Western Greece, which create difficulties for development are:

- The size of the agricultural population in relation to the low productivity rate of the primary sector
- The low GDP per capita
- The varying development rates among different areas of the region

However, the region of Western Greece offers several opportunities for investment and development:

- The production of the primary sector is capable of supporting the relevant manufacture sector
- The existing legal status on private investment favours relevant activities in the region
- The existing manpower

The threats that may hinder a satisfactory rate of development in the region basically involve:

- Environmental problems mainly in agricultural areas
- The de-industrialisation of the region



Programme Name | REGIONAL INNOVATIVE ACTIONS IN THE REGION OF STEREA ELLADA

Programme Summary

The RI-SE programme promotes specialised actions concerning the following:

- New products and services.
- New innovative applications.
- Promotion of the identity of the region.

Actions from all three strategic themes of innovative actions have been adopted to achieve the above. The actions are related to matters that concern the co-operation of research and production in new economy fields. The goal is to promote entrepreneurship, the provision of new specialised services, the development of new, advanced telecommunication products and services, new innovative applications and the productive use of comparative advantages of the region through the integration of high technology and innovative applications for the creation of new business activities and the provision of new services.

The effective implementation of the programme is secured by experience and a broad co-operation basis developed among the regional bodies within the framework of RIS, RIS plus programmes, as well as from the participation of the region in the network of regions implementing innovative programmes.

Programme Themes

| | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input checked="" type="checkbox"/> |
| (iii) regional identity and sustainable development | <input checked="" type="checkbox"/> |

The key strategic target of the programme is technological modernisation and the integration of innovation in regional mass media and cultural activities as well as the improvement of the business environment through the provision of new services.

The particular targets set are the following:

- The connection between research and production through networking research centres and enterprises for the development of advanced environmental management systems
- The support of the new economy SMEs
- The removal of the isolation of remote areas of the region through the establishment of Electronic, Cultural Multi-use Grounds
- The upgrading of services in cultural and historic areas and the support of cultural tourism.

Programme Action | RISE |

ESTABLISHMENT OF A NETWORK OF RESEARCH CENTRES AND ENTERPRISES FOR THE DEVELOPMENT OF ENVIRONMENTAL MANAGEMENT SYSTEMS



| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The action refers to the establishment of a network of research centres and enterprises with the Ceramics and Refractory Technological Development Company (CERECO SA) as its principal technical consultant for the development of advanced environmental management systems and the provision of specialised services to enterprises on issues of environmental consulting, especially for enterprises that cause a significant disturbance to the environment. Within this framework the action includes the labouring of a feasibility study, the formation of a Strategic Plan for the determination of the relevant research bodies for the general evaluation of the environment status and the necessity and structure of the network and services provided.

With this network, specialised services will be developed related to ecological risk evaluation, damage caused by chemical substances to the environment and public health, contamination solid wastes outlets, economical and technical directives and systems for compliance with European legislation, etc.

Within the framework of the action, pilot applications have been implemented.

The pilot applications which shall focus on business plans (case accordingly), will on the one side include the mobility of scientists within enterprises (on site visits to the enterprises) and on the other side cover the mobility of business employees to research areas, constituting the permanent connection between research centres and enterprises. This shall be accomplished through the establishment of a website and server, etc.

This pilot application for the networking of selected enterprises and research centres aims basically at broadening the network at a later stage and the providing specialised services to user enterprises.

Programme Action | RISE |

INNOVATIVE SUPPORT PLAN FOR THE SUPPORT OF THE SME FOR THE NEW ECONOMY AND THE IMPROVEMENT OF COMPETITIVENESS



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

Trade Globalisation Regional Innovation Index

| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
|------------------------|-------------------------------------|-----------------------|-------------------------------------|
| Trade in Goods | <input checked="" type="checkbox"/> | | |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The Plan will be developed by the Chambers of Commerce and Industry of the Region with the co-operation of special technical consultants through a line of specific and co-ordinated actions, aiming at the following:

- a) the establishment of a support network for the SME in the New Economy
- b) the effective promotion of the Development - Business Profile of the region
- c) the promotion of all enterprises of the region
- d) the continuous, timely and valid information of the SME on business interest issues and making easier the co-operation among them in the field of innovations
- e) the study and promotion of the e-sales possibilities and their adoption by the SME of the region (e-business)
- f) the establishment of a critical mass of enterprises which are active in e-business

The suggested project addresses mainly the utilisation of new technologies and the Information Society in the service of regional development.

More specifically, the action includes the following:

Feasibility and Viability Study as well as a Strategic Plan for the development of the project for Actions for the Establishment of a Network Infrastructure

- a. Establishment of a Network among the Bodies of Local Government which represent the SME for the support of e-Business and the Information Society applications.
- b. Establishment of a Network space (Integrated Regional Portal) for the effective and systematic promotion of business and development possibilities in the Region.
- c. Promotion of the whole of businesses of the Region in the Internet
- d. Establishment of an organised framework for the Electronic Promotion of the SME
- e. Establishment of a Network space for making easier the access of SMEs to the Information Society and Innovations. The space shall include Business Information and Co-operation Support and Promotion services modules.

Development actions for e-Business

- a) Market analysis for locating and promoting enterprises and products that may be sold through e-sales to the end consumer (B2C)
- b) Market analysis and Study for the development of e-commerce among enterprises (B2B) in the Region
- c) Provision of consultant services to SMEs for the development of e-commerce
- d) Establishment of an Electronic System for the Market Demand of Business Associations

Actions for the development of e-communication between SMEs and Chambers of Commerce and Industry

- a) Electronic reception of applications and remote services to SMEs
- b) Electronic communication and payments system through the Internet for making easier bureaucratic and financial transactions between the SMEs and the Chambers of Commerce and Industry.

Programme Action | RISE |



ESTABLISHMENT OF AN ELECTRONIC CULTURAL MULTI-USE GROUNDS IN REMOTE AND ISOLATED AREAS OF THE REGION IN EXISTING CULTURAL CENTRES AND CULTURAL INFRASTRUCTURES OF THESE AREAS

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> |

Description

The action includes Implementation Studies and the Formation of a Strategic Plan for the establishment of such Grounds. More specifically, there will be specialisation of services provided, their installation (which shall be at existing cultural centres or other cultural institutions of selected areas), the framework of operation of the Grounds, the equipment, bodies involved, etc. The selected areas of the region for the implementation of the action are certain mountainous and isolated areas in the Prefectures of Evritania and Fokis (among the most problematic Prefectures in Greece).

The action includes pilot applications within at least two areas. More specifically, for each area the pilot action concerns the establishment of Electronic Cultural Multi-use Grounds serving as point of tourism support, for the services that will be provided to inhabitants and, in general, as a point for reducing the isolation of the area, improving the quality of life of the inhabitants and familiarising inhabitants with networking technology through the establishment of supporting spaces such as an e-library, conference room, teleconference and tele-education capabilities and other services suggested by the study. Furthermore, on site research and events shall take place for the analysis of the needs of inhabitants and enterprises. At the same time, this action will promote overall business activity in the area and entrepreneurship in cutting edge fields through the operation of this Electronic Cultural Multi-use Grounds.

Finally, the experience obtained will become the basis for the development of such grounds in other areas.

Programme Action | RISE |



IMPLEMENTATION OF NEW TECHNOLOGIES (VIRTUAL REALITY) IN CULTURAL AND HISTORIC AREAS FOR THE PROVISION OF NEW, SPECIALISED SERVICES IN THE FIELD OF CULTURAL TOURISM AND THE INCREASE OF THE FLOW OF TOURISM IN THE REGION

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|---|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input checked="" type="checkbox"/> | |

Description

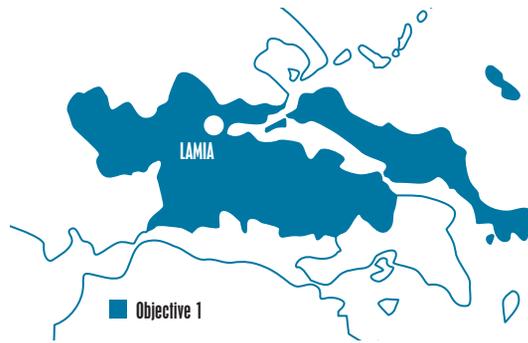
The action concerns the development and use of Virtual Reality applications in cultural, archaeological and historic areas of the region aiming at promoting the rich historic and archaeological resources of Sterea Ellada and supporting the influx of tourism. Attraction of high income tourists is a key aim.

Within this framework, the action includes a feasibility and strategic planning study for determining a methodology for the collection of data and historic material, the sources for the development of the relevant applications, the designation of bodies involved, etc.

At a subsequent stage, the relevant applications will be developed by specialised bodies on the relevant issues. The Virtual Reality services provided will refer to historic events in the region, the revival of traditional battles, the revival of ancient events and plays, traditional activities, etc.

Finally, pilot applications are foreseen for cultural and historic areas which may be visited (e.g. a revival of the Oracle ceremonies at Delphi, the revival of the battle of Eretria at a selected cultural ground).

The relevant applications could be extended to other areas of the region, and expanded to encompass tourism enterprises, agencies, etc.



Sterea Ellada



The Sterea Ellada region lies in the centre of the country, next to the Attica region (where Athens is located), with the country's basic development axis (the Athens – Thessaloniki National Road) running through it. These two principal features of the region determine its developmental profile to a large extent. The region's proximity to Attica entails a series of consequences, both positive and negative. On the one hand, the Athens - Thessaloniki National Road, the road and railway hubs running through the Region are comparative advantages that support the development of the industry, but on the other hand they intensify the duality of regional economy.

The region's great geomorphological diversity is also reflected in the social and economical differentiation of the particular areas that make up the Region of Sterea Ellada; areas of intense industrial development coexist with agricultural and handicapped areas. Despite this, the region is characterised by a rich natural and anthropogenic environment, which creates significant development potential. The absence of a University (until now) could be mentioned as one of the negative points of the region, since a University could be the principal body for the production and diffusion of innovative knowledge. However, the first Department of the recently founded University, which was a suggestion of a study of the RIS program started operations in the academic year 2004-2005.

The fact that the region started implementing the RIS programme, which was followed by RIS plus, since 1997 is particularly positive. The experience obtained in the field of forming strategies for innovation and of implementing innovative actions is also very important. In addition, the cooperation of regional bodies as well as the co-operation in innovative matters between the region and other regions of the country, as well as regions of the EU is also important.

In general terms, the key advantages, weaknesses, potential and risks of the region are the following:

Advantages

- Concentration of a significant part of the country's industry.
- Concentration of Cultural Activity, cultural infrastructures and cultural assets.
- Geographic location and proximity to the neighbouring large market of the Capital.
- Experience in the implementation of innovative programmes.

Weaknesses

- Insufficient connection between Research and Production.
- Absence, until recently, of a University and of significant research centres.
- Absence of technological and cultural parks.

Potential

- Promotion of the region's cultural assets and cultural heritage and their development into a "Promotional Industry".
- Stand-alone development of the Research and Technological Development field, taking advantage of the newly established University.
- Technological modernisation of enterprises.
- Utilisation of the experience obtained from the implementation of innovative programmes up to now, as well as of the social consent of the bodies of the region on innovative matters and of the co-operation framework, which already exists between them.
- Initiation of a connection between tourism - culture and production activities.

Risks

- Intensification of international competition in the Research and Technological Development and further expansion of the dependency of the region.
- Reinforcement of the Capital's attraction.
- Reinforcement of the isolation of remote and especially problematic areas.
- Intensification of environmental degradation in heavily aggravated areas.



Programme Name | REGIONAL INNOVATION FOR PELOPONNESE

Programme Summary

The RIPE programme was designed to prepare the ground and pave the way for introducing the culture and practice of innovation as a core element of the development strategy and action of the region. The actions proposed include a RIS-type regional innovation strategy & action plan to guide the region in this field over this decade and pilots that strengthen entrepreneurship in priority areas of economic development and use information society to enhance the socio-economic sustainability of the rural areas of the region and strengthen the quality of the regional development process through increased transparency, accountability and participation.

The programme produced a relevant, realistic and balanced plan of action for funding innovation through the CSF for the 2004-2006 period, and build the necessary political partnership, technical mechanisms and resources for its successful implementation.

Programme Themes

- | | |
|--|---|
| (i) regional economies based on knowledge and technological innovation | ■ |
| (ii) e-EuropeRegio: the information society at the service of regional development | ■ |
| (iii) regional identity and sustainable development | ■ |

The overall strategy of the RIPE programme was to promote the concept, the culture and the practice of innovation in the region of Peloponnese as a key condition for three specific strategic objectives:

- Improving business competitiveness;
- Strengthening the capacity of the public and social partner sector;
- Empowering the communities – citizens and voluntary groups - of the region;
- Sustain the socio-economic development of the rural areas of the region and improve intra-regional cohesion.

Given the present development position and trends of the region and the present and emerging national and international environment with which the region has to compete and engage, these objectives represent in turn essential preconditions for its socioeconomic development. They are essential if Peloponnese is to bridge its present substantial development gap with the rest of the country and the EU, and the substantial (and increasing) development gap between its different geographical territories.

Programme Action | RIPE | REGIONAL INNOVATION STRATEGY AND ACTION PLAN

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

This action responds to the region's need to develop a regional innovation strategy and action plan and a regional partnership and consensus. This need will be fulfilled with the development of a RIS-type strategy and action plan for the region, based on the objectives, the guidelines, and the best practice criteria set up by DG Regional Policy, and implemented until recently through the ERDF co-financed RIS and RITTS programmes. The strategy and action plan will be developed with the participation of key actors from the business community and the public and social sectors and with the assistance of a specialist support team.

Innovation is accepted today as being the key condition for companies, business sectors, and regions or countries, to become and remain competitive in a world economy which is increasingly becoming more internationalized. For less developed regions, like Peloponnese, innovation is a condition for socioeconomic survival. In terms of regional development and cohesion, the key to a successful policy is the extent to which regional firms adopt the culture of innovation as a central part of their business strategy and practice and use it concretely to improve performance, respond to markets and sustain a competitive position. Innovation policy must have an immediate and appreciable impact on local companies. For the region this will safeguard and increase employment, improve social well being and sustain socio-economic development.

The type and range of measures involved in an effective innovation policy, and the complexity of the issues surrounding the identification of company needs and appropriate responses, require an increasingly sophisticated approach to delivery mechanisms and methods. This is why a systematic process of the RIS type is required for the development of a regional innovation strategy and action plan. The thinking underlying the development of RIS began as far back as 1991, but it has been given political impetus and legitimacy by a number of key policy positions and initiatives since 1994, starting with the Delors paper on "Growth, competitiveness and Employment". Since then, more than 100 regions through RIS and RITTS have developed innovation policies, partnerships and delivery mechanisms and have successfully introduced innovation into the mainstream and the structural funds. This action will draw on this accumulated experience and drive the region of Peloponnese through a similar process.

The foreseen tasks for this action are:

1. Work programme preparation, partnership and consensus building.
2. Research and analysis.
3. Identification of sectoral priorities and prospective innovative action projects.
4. Preparation of the regional innovation strategy and action plan.

Programme Action | RIPE | REGIONAL ECO-TOURISM SUPPORT CENTRE



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|---|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input checked="" type="checkbox"/> | |

Description

The objective of the proposed action is to pave the way for putting the region of Peloponnese on the map of eco-tourism preferred destinations in the EU. In the context of this project, eco-tourism is defined as "tourism, where the main attraction for tourists is the physical and cultural environment of the destination", and it encompasses both passive cultural sightseeing and active sports activities based on an area's natural resources.

Europe has been at the heart of eco-tourism growth in recent years. Eco-tourism has proved very popular among the professional classes and higher educated segments of the population in many countries including the UK, the Netherlands, Germany, Scandinavia, and France in particular. Many European destinations which have not attracted many tourists in the past, have managed to successfully attract eco-tourists offering a range of products that exploit their particular natural and cultural resources. The growth of eco-tourism has been followed and facilitated by a significant increase of specialist tour operators offering a wide variety of eco-tourism products. In the UK for example, there are now over 200 tour operators in the eco-tourism field, while there were only 50 tour operators ten years ago. These operators will be a primary target group in this action. They will be approached through this project and attracted to visit the area, experience its ecotourism potential, and sell the region as a leading Greek eco-tourism destination.

In the European and the Mediterranean context, eco-tourism has arrived relatively late in Greece. The emphasis on coastal tourism and the success of the "sun, sea and sand" package, led to the lack of motivation by the tourist industry to pursue alternative forms of tourism until very recently, although there are many areas in the mainland of the country, which have the resources to offer to the demanding visitor a high class eco-tourism product. These resources include a unique and picturesque countryside, attractive mountainous landscapes, folk art tradition that goes back centuries, food, lifestyle and friendly, hospitable, local communities. Peloponnese is extremely well endowed in all these respects and can become a successful eco-tourism destination because of its outstanding cultural and natural attractions. However, at present, the tourism industry of the region does not fully comprehend and appreciate the potential of eco-tourism and does not treat it as a business growth area. The region lacks a marketing strategy on eco-tourism, has no mechanisms to promote it with tour operators and motivate the region's tourism industry. Small businesses in particular are better placed to offer eco-tourism services. The proposed action is designed to address precisely these weaknesses in an integrated and effective way. The tasks foreseen for this action are the following:

1. Resource development.
2. Marketing strategy and action plan.
3. Pilot implementation.
 - a. Provision of an information and advice service.

- b. Production and distribution of a travel -trade manual targeted for tour operators and group travel organizations.
 - c. Development of a web site as a cost effective promotion tool.
 - d. Attendance and participation in trade fairs and tourism exhibitions.
4. Monitoring, evaluation and follow up.

Programme Action | RIPE | VIRTUAL BUSINESS INCUBATOR FACILITY



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|--------------------------|-----------------------|-------------------------------------|
| <i>Outward looking</i> | | <i>Inward looking</i> | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of this action is to foster enterprise modernization and new business development through the provision of business advice services with a combination of on-site and distance consulting through the internet. Enterprise development and creation is the key to economic development, in an increasingly competitive and changing environment where enterprises have to adapt to the market requirements and innovate all the time their technology and management.

Small family owned enterprise accustomed to work with the regional or the national markets as is the case with the majority of the regions SMEs, find it difficult to modernize. They lack the necessary management culture and skills within their organisation and find it difficult to draw on external business services which are in any case virtually non existent in most Greek peripheral regions including Peloponnese. As a result, they miss new business opportunities and are not able to profit from new schemes (e.g. factoring) and funding available through the CSF and the national budget. Such difficulties are accentuated for enterprises located outside the major urban centres of the region or in the parts of the region that are not near Athens. The proposed action will be targeted to this type of enterprise. It will approach enterprises in a proactive way and offer professional high quality business advice.

The foreseen tasks for this action are:

1. Virtual Incubator facility development.
2. Tools development.
3. Selection of participating enterprises.
4. Pilot operation.
5. Monitoring, evaluation and follow up.

Programme Action | RIPE | BUSINESS COOPERATION FOR TRADITIONAL PRODUCTS DEVELOPMENT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of this action is to test a scheme for assisting small enterprises in the food and craft sectors to improve the quality of their products, develop new products and reach new markets through technical and organizational modernization and business cooperation. The action is targeted in particular to enterprises with products that are associated with the region's tradition and heritage that can promote the regional identity, appeal to tourists and visitors and contribute to the economic development of the rural areas of the region, where these enterprises are typically located.

The foreseen tasks for this action are:

1. Business analysis and assessment and preliminary selection of enterprises
2. Pilot implementation
3. Monitoring, evaluation and follow up

Programme Action | RIPE | INFORMATION SOCIETY SERVICES FOR RURAL AREAS



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|---|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking <input checked="" type="checkbox"/> | |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of this action is to bring the benefits of information society to citizens, local enterprises and visitors, of the remote areas of the region. This will be done through the establishment of telecottage facilities that will provide free public access to ICT services and applications, together with technical assistance and training to local users.

In contrast to most EU countries there is no experience of telecottages facilities in Greece, except for a network of local telematic facilities set up in Kriti in the early 1990's which is no longer in operation. For rural and remote areas, telecottage facilities as those proposed here, can bring information society to local communities and enterprises which otherwise would stay cut-off from the new technology. For those areas information society represents an important route for modernization, remedies the problem of distance from urban centres and can make a significant contribution to the quality of life and economic development. Plans have been established to set-up two telecottage facilities in two areas of the region.

The facilities will use commercially available standard tools and packages but will also develop custom-made training materials appropriate for the needs of each area. Each facility will be organized in cooperation with the local authority of the area and run by professional staff combining ICT skills with local development skills appropriate to the area concerned.

The foreseen tasks for this action are:

1. Research and planning
2. Location selection
3. Setting up the two facilities
4. Pilot operation
 - a. Training in ICTs
 - b. Thematic training in subjects that will be selected according to the needs of each area [e.g. tourism and animal husbandry].
 - c. Free use of ICT facilities for leisure, telework or self-training.
 - d. Access to information available through the internet.
 - e. Access to public telematics services that are being introduced [e.g. telematic transactions with the public authorities of the region].
 - f. Technical assistance and advice to users.
5. Monitoring, evaluation and follow up

Programme Action | RIPE | REGIONAL DEVELOPMENT INFORMATION SERVICE

| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input checked="" type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | |
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The objective of this action is to improve regional development policy and planning processes and strengthen transparency, accountability and participation. This will be achieved by providing public access to regional development information regarding regional development strategy programmes and funds, and socio-economic development level and profile aspects of the region.

At present, there is regional development information available but it is scattered between various public authorities and agencies of the region (chiefly the regional secretariat which de-facto monopolises information on the regional operational programme through the MIS set up for the CSF; to a much lesser extent, the prefectural authorities are serve as information repositories of their respective geographical area). However, information available is not well organized (this is particularly the case with regard to socio-economic information) and for all practical purposes it is not easily accessible to public authorities of the region, and is virtually inaccessible to the public.

The proposed action will establish a regional development information service that will include information on regional development policy, programmes and socio-economic data for the region. Socio-economic data will be collected and regularly updated through desk research from available sources. Information on development programmes funded by the CSF will be collected electronically with an interface with the MIS of the CSF. Information of development programmes not funded by the CSF will be collected through the public authorities (e.g. prefectural authorities for their non CSF funded projects).

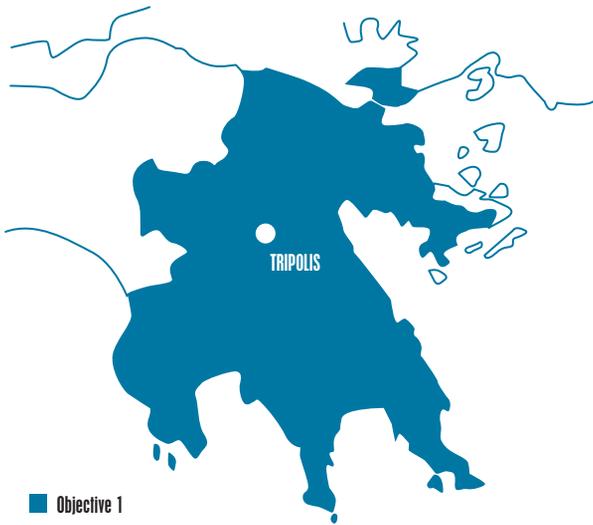
Data collected and accessible on the internet will include GIS-type presentation and will be presented at different levels of detail depending on user interests and requirements. These may range, for instance, from:

- a citizen who would like to see the projects implemented or planned for his municipality or a businessman who would like to see the companies of the region awarded industrial grants;
- to an investor, consultant, or researcher who would like to evaluate business development opportunities or investigate the socio-economic aspects of the region;
- to a prefectural authority or a local authority who would like to monitor systematically the projects implemented in its area or the projects funded by the CSF in the rest of the region of prefecture.

Occasional users will have access to the regional development data base through the internet. Institutional users will have in house access to the data base in the form of their own information system that will be connected with the central data base server. In the case of information content for which they are the primary source they will use their information system to transfer such content to the central data base server.

The foreseen tasks for this action are:

1. Research and planning
2. Design and development
3. Pilot operation
4. Monitoring, evaluation and follow up



GR25 – Peloponnisos

The region of Peloponnesus is situated in the southern part of mainland Greece. It has a population of just under 700.000 or about 6,5% of the country's population. More than half of the population of the region lives in rural areas but this proportion is slowly decreasing. The region covers an area of 15.000 sq. kms., which represents 11,7% of the country. Half of the region's area is covered by mountainous highlands and only 21,5% is lowlands, some of which in the northern part of the region are among the most fertile in the country.

The region is among the least developed in Greece and in the EU. Its per capita GDP is 80% of the country average and 50% of the EU average, and the gap between the region and Greece as well as the EU is growing.

The economy of the region is characterized by a dominant presence of the primary sector, which produces 30% of the region's GDP and employs over 40% of its working population. The services sector produces 46% of the region's GDP and its share of the region's employment is 40%. The secondary sector is the least developed; it contributes 23% of the region's GDP and has a 17% of share of the region's employment.

The region lies substantially behind the country in the educational level of its population. Those with higher education qualifications represent only 13% of the population, against 23% for the whole of the country, whilst 50% of the population has not been educated beyond primary school level.

The region features significant intra-regional differentiation in its level of development, which has been increasing. The prefectures of Korinthia and Argolida in the northern part of the region and the prefecture of Messinia in the south have, profited from their fertile land and for the first two prefectures from their proximity to Athens. In contrast, the prefectures of Arcadia and Lakonia in the central and south-western parts of the region with less fertile land, more mountainous areas and at a greater distance from Athens have been lagging behind.

With respect to public infrastructures the most important handicap of the region has been in the past the lack of a proper transport network. As a result of which the central and southern parts of the region were effectively cut off from the rest of the country. This handicap is being now redressed. A motorway linking Tripoli in the centre of the region with Athens has been built and is now being extended to the south of the region, whilst the completion of the Athens-Patra motorway and the West Axis which will link western Greece with the south the region, will, within this decade, provide full transport access to the region.

In the field of technology the region also lies behind the rest of the country. Its telecommunications services are among the worst in the country and lack the kind of higher education institutions that exist in many other Greek regions. However position is improving in this latter respect. In addition to a technical educational institution that has been set up in Messinia in the south of the region in the early 1990s and is expanding continuously its scope of subjects, a new university whose orientation includes new technology and economic development is now being set up in Tripolis in the centre of the region.

On the positive side, strengths of the region and its opportunities for development lie in its geographical position and proximity to Athens; its very rich natural environment resources and cultural-historical and archaeological heritage; and in its specialization in the production of high quality agricultural products. These strengths provide the conditions for a modern and export orientated primary sector in parallel with the development of tourism including alternative (eco-tourism). On the negative side the region has serious weaknesses relating to its, as yet, insufficient public infrastructure, poor educational level of the population, the absence of technology driven enterprises or of R&D resources and the low level of entrepreneurship.



Programme Name | INFORMATION SOCIETY FOR THE QUALITY OF LIFE IN THE REGION OF ATTIKA

Programme Summary

The objective of the PRAI is to introduce in a robust way the element of innovation into the regional development process of the region of Attika in the field of the quality of life. This is a field of particular importance for the region, especially for the population of the urban conurbation of Athens. The approach adopted by the programme to pursue this objective is to select four core areas of quality of life in an urban context (urban transport, health care, environment protection and community empowerment) and investigate the potential of Information Society for tackling key problems in each of these four areas through pilot actions. Each pilot action is expected to lead to a concrete application in its respective area and at the same time pave the way for an overall regional innovation strategy and action plan in that area. The programme partnership includes a wide range of partners. The majority come from the public sector and the RTD community. This is to be expected given the role of public services in the area of the quality of life and maximises the prospects for mainstreaming and the utilisation of the programme's outcomes by the region's policy makers and institutions. At the same time, there is significant private sector participation in the pilot actions, whilst the regional innovation strategy and action plan is expected to lead to entrepreneurial spin-offs in the new technology sector.

Programme Themes

- | | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input checked="" type="checkbox"/> |
| (iii) regional identity and sustainable development | <input type="checkbox"/> |

The information society at the service of regional development is the key strategic theme chosen for the programme and the field of the quality of life, as a key aspect of regional development, is the chosen focus of the programme. The programme also embodies elements of the other two themes of the programme. Quality of life represents an important condition for sustainable development in the specific urban conurbation context of the region of Attika whilst knowledge and technological innovation and its link to the regional economy are central to the pilot actions and the overall strategy of the programme.

The theme and focus of the programme and the particular areas and pilot actions proposed were chosen after consideration of several factors: the current socio-economic and development profile of the region; development priorities and needs; existing development plans and initiatives. A most important criterion that was taken into account for the choice of the pilot actions was the likelihood they would lead to concrete results that could be of practical use; the existence of a competent partnership balanced between the public sector, the RTD community and the private sector that would be able to carry them out successfully; and their demonstration potential and prospects for mainstreaming; and their likely impact on the regional development structures and practice of the region.

Programme Action | ARIACT |

REGIONAL INNOVATION STRATEGY & ACTION PLAN-ENTREPRENEURIAL SPIN-OFFS (RIS & SPIN-OFFS)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of this action is to develop a regional innovation strategy and action plan for the field of the quality of life in the region of Attika; promote entrepreneurial spin-offs and build a regional partnership and consensus regarding innovation and regional development, between the public sector, the RTD community and the business sector of the region.

The innovation strategy and action plan for the field of the quality of life will focus primarily on the four areas covered by the programme, namely urban transport, healthcare, environment protection and community empowerment. In each programme area the following two structural objectives will be pursued as part of this action:

- Firstly to build broadly based regional partnership and consensus between the public actors and the RTD community involved in each area around the innovation strategy and action plan.
- Secondly to attract the region's business community in high technology sectors to initiate entrepreneurial activities in each area.

The composition of the partnership of the programme is a sound starting point for building such partnership and consensus. In each of the four areas the programme partnership already comprises the key actors from the public sector and the RTD community as well as representatives of the business sector. Thus an area based partnership is built in the programme from the start. This will be broadened and take the form of a sectoral work group as part of this action.

In the area of urban transport, for example, the programme partnership already includes, apart from the Region of Attika and the Transportation Planning and Engineering Department of the National Technical University of Athens, the Athens Public Transport Authority and the sole private transport operator in the region (Attika Odos). In the course of this action the partnership will be extended to include the other transport operators of the region (bus services, trolley bus services, the new metro, the tram and the metropolitan rail service, now under construction) perhaps the regional taxis association, as well as the central government ministries with executive or regulatory responsibilities for urban transport in the region such as Transport and Communications, Environment Physical Planning and Public Works. It should be noted that an unusual feature of public services, and not only urban transport services, in Greece is that central government is heavily involved in local and regional matters. This is why central government should be involved. Such a regional partnership will take the form of a working group that will have the role of steering this action in the area of urban transport, exploit the outcomes of the strategy and action plan in the particular environment and conditions of urban transport, and act as a vehicle for mainstreaming. Indeed, the pilot

action planned in the area of urban transport will act as a catalyst for establishing this broad work group. It should be noted that in the area of urban transport building a partnership of this kind is more important than in the other three areas of the programme. Integration, especially among the public transport operators, is extremely important and much needed for effective and efficient services, and the programme is expected to make a significant contribution in this direction.

Programme Action | ARIACT | INTERMODAL TRAFFIC INFORMATION SYSTEM (E-TRAFFIC)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|---|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking <input checked="" type="checkbox"/> | |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of this action is the development of an intermodal traffic information service in the greater metropolitan area of Athens. The current low level of quality offered by the Attika transport system is mainly due to inadequate management of the existing infrastructure. This is aggravated by a lack of coordination between authorities involved. Several ministries and public authorities are in charge of various aspects of the transport system but none is responsible for the overall coordination and operation of the transport system. Among the challenge facing the Athens Olympic Games of 2004, the existing and under construction infrastructure required a more integrated transport system management approach.

Any modern strategy for the improvement of urban transport conditions should integrate the needs of users and operators of the transport infrastructure and transit modes and consequently, there is need for coordinated action in this field. This coordination is twofold. First and foremost, international experience shows that the transport service can be improved only if an intermodal approach is adopted (walking-road-rail-public transport, etc.), where the combination of the transport modes leads to the optimum use of the existing infrastructure. Additionally, the optimum use of the existing transport infrastructure is possible only when available information on the existing traffic conditions is continuously offered to the users of the systems.

The Department of Transportation Planning and Engineering of the National Technical University of Athens (NTUA) has for years played a significant catalytic role in the coordination of the Attika transport authorities, facilitating the solution of a series of problems falling within the competency of several authorities. Example of this "moderator role" is the operation since 1996 of the Athens real time traffic map (service on internet, mobile phones and variable message signs). Consequently, the NTUA can develop and support an intermodal traffic information service for Attika, which is expected to enhance the complementarities of the various public transport authorities and contribute to the improvement of the existing traffic conditions and the overall quality of life in Attika.

The tasks foreseen for this action are:

1. Analysis of the Attika intermodal transport system
2. Analysis of user requirements
3. Development of a real-time traffic conditions assessment model
4. Development/enhancement of the traffic information system
5. Development of user interfaces
6. Pilot field operation
7. Evaluation of the traffic information service
8. Transport technological and innovation forecast in Attika
9. Delivery of an intermodal traffic information platform

Programme Action | ARIACT | WASTE ELECTRONIC EQUIPMENT MANAGEMENT (E-WASTE)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

Discarded electronic equipment is one of the fastest growing forms of waste, due to increased sales and rapid obsolescence. Further, electronic waste (e-waste) poses a significant threat to human health and ecosystems due to both the volume of waste produced and the hazardous materials contained therein. Therefore, management of Waste Electronic Equipment (WEE) is discussed widely in the development of European legislation. In view of the environmental problems linked to the management of WEE, European Union has passed two directives in April 2002: Waste from Electrical and Electronic Equipment (WEEE), and Restriction of the Use of Certain Hazardous Substances in Electrical and Electronic Equipment (ROHS). The Member States will have to vote on the measures and they will then have 18 months to transpose them in their national legislation. Nevertheless, some member states, namely the Netherlands, Denmark, Sweden, Austria, Belgium and Italy, have already presented national legislation on WEE. Finland and Germany are expected to do so, as well. In Greece, so far, neither a national legislation nor a programme exists on managing e-waste. As a result, a large proportion of these hazardous materials are landfilled together with the municipal waste stream.

The objective of this action is to develop an Integrated Management System (IMS) of Waste Electronic Equipment (WEE), in order to address the environmental problems associated with the current treatment methods of WEE, in the region of Attika. Key objectives of this project are:

- Research the amount and the type of WEE generated in region of Attika.
- Investigate current Greek management practice of WEE.
- Understand the role played by manufacturers, retailers and consumers in an effective management strategy.

- Evaluate current management practices and locate the most appropriate one, in accordance to the particular Greek conditions.
- Develop National Standards on important operations of WEE management procedures (e.g. collection, separation, sorting).
- Ensure improved treatment and re-use/recycling of WEE.
- Minimize risks and impacts to human health and physical environment from the treatment and disposal of WEE.
- Develop experience to ensure compliance with the proposed EC Directive on WEE.
- Examine the feasibility and viability of a business plan and plan a pilot plant application.

The foreseen tasks for this action are:

1. Identification of the current situation regarding the WEE, in the region of Attika
2. Current practices in electronic waste management
3. WEE management practices evaluation
4. Methodology development
5. Pilot plant application
6. Business plan
7. Monitoring, evaluation and follow-up

Programme Action | ARIACT | HOME TELECARE SYSTEM (E-HOME HEALTH CARE)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The central objective of this pilot action is to develop and test in realistic health care conditions, a home telecare system that will provide patients at home or in other non-clinical environments with an appropriate level of care through the use of telemedicine technologies. More specific objectives include:

- Technology objectives: develop a small size, lightweight, portable/wearable and easy to use system, suitable for field use, i.e. patient monitoring at home or during transport, and the appropriate central station where patient information will be received and stored.
- Healthcare objectives: provide effective communication and a high standard of care for outpatients
- Economic objectives: decrease the cost of care without jeopardizing patient health.

Traditional home healthcare is a rapidly growing field of healthcare provision and is consuming an ever-increasing proportion of healthcare cost. There are a number of factors contributing to this growth: increasingly early discharge from hospitals; realization that home-health activities may provide a cost-effective substitute for hospital care and the fact that home care can protect patients from in-hospital infections. Furthermore, patients are in a better psychological condition due to nursing in familiar sur-

roundings, and perhaps this is the main factor that leads to faster patient mobilization. Moreover patients can continue a part of their business activities at home, making it easier for families to deliver care.

While traditional home healthcare is growing, the old model cannot satisfy all emerging needs. Due to advances in computer processing power, communication technologies, software development and integration of audio-video capabilities, telemedicine can provide solutions to these needs. Using a home telecare system, healthcare professionals can monitor frequently their patients without leaving their office, follow up on medical treatment, immediately detect possible side effects and prevent unnecessary emergency department visits. The option of home telemedicine systems can safely allow earlier discharge from the hospital, which results to the reduction of hospitalization costs. Additionally, tele-consultations, can help patients feel more secure because of easier access to caregivers, and educate patients -especially those with chronic conditions- to achieve some degree of long-term self-maintenance. A major issue for busy healthcare professionals is the time-consuming nature of home visiting and the fact that if unscheduled it can be difficult to provide and even more costly. Telemedicine is an ideal solution for these issues and could be a major source of potential cost savings compared to traditional home care.

The partners involved in this pilot action have brought together the required skills and profile for achieving the objectives of the action. The two technology partners are leaders in their fields of expertise in Greece. PROTON LABS has a 10-year track record in the development of telemedicine systems. They developed 'Seagull' - which are the systems used in the National Health Telemedicine Network - and other similar systems as well as portable systems for transmission of 12-lead full ECGs from ambulances during patient transportation. PAPAPOSTOLOU S.A. is one of the oldest and largest firms in the field of medical equipment supplies and turnkey projects in Greece. These two partners have cooperated in various projects in the past, including the 'ECG on the Move' project mentioned above. The two health care providers involved present contrasting characteristics. Sismanoglion is a general hospital whose Telemedicine Unit is the central node of the National Telemedicine Network to which 40 remote health care centers connect on a daily basis in order to seek assistance from hospital experts for their patients. The Unit also provides teleconsulting to such patients and remote continuing education programmes to medical personnel of the connected health care centers. For Sismanoglion its interest in the telecare system would be towards post-operation care. The Cardiological Center of Athens is a new and dynamic private health care provider that offers specialist cardiology treatment and services to a large number of patients. Its interest would be for outpatient care of the chronically ill.

Programme Action | ARIACT |

PUBLIC INFORMATION SERVICE FOR COMMUNITY EMPOWERMENT (E-DEMOCRACY)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

Trade Globalisation Regional Innovation Index

| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
|------------------------|--------------------------|-----------------------|-------------------------------------|
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The objective of this action is to contribute to the empowerment of local communities, at the municipality level, by strengthening transparency, accountability and participation in the context of an urban conurbation such as the greater Athens area. This objective will be achieved by providing information content on public and private developments and related plans and strategies related to the urban area covered by the municipality and facilitating public access to such information content by citizens, entrepreneurs and others, who live, work or have an interest in the area covered by the municipality.

Such information tends not to be systematically available and easily accessible in many Member States of the EU and this represents a problem in terms of transparency accountability and participation. In the case of Greece and in particular in the context of the conurbation of Athens, this problem appears to be considerably more acute and represents a substantial barrier to regional development. This is not only because of lack of information in a form that can be easily accessed by the public and the absence of information provision systems, but also because responsibility for public development projects and for control of private development is split among a very large number of different public bodies and government levels. At local government level they include the levels of the municipality, the prefectural department, the so-called hyper-prefecture; at state government level, they include the regional secretariat and also a number of central government ministries and agencies whose authority covers «local» matters that are of direct interest to the municipal community (e.g. the ministry of environment, planning and public works; the ministry of public order; the ministry of development, the ministry of education etc.). Any municipal community in the conurbation is affected by public development projects that are initiated and implemented by this multitude of public bodies (including neighbouring municipalities) and by decisions on private developments made by such bodies.

The result of this situation is that local development is in effect externally driven and that, in the absence of information provision mechanisms, transparency accountability and participation become problematic. The level of control of any municipal authority in the development decisions affecting the municipal community is very limited. Respective information readily available to the municipality is also very limited and often is made available at a stage that precludes the exercise of any influence by the municipality. When it comes to individual members of the municipal community the result of this situation is that, even for the matters that fall under the jurisdiction of the municipal authority, the extent of information readily available to them and the potential for influencing decisions is extremely limited.

The proposed action will seek to ameliorate this situation by setting up a local information system that will collect, document and provide continuously to the municipal community comprehensive information on public and private developments that affect the municipality. The proposed system will cover development information irrespectively of the government body responsible or otherwise involved and will include developments that are not located within the municipal borders but affect the municipal community. Information will be collected from a variety of public bodies such as those referred to above. Existing information systems, such as the MIS that covers developments funded by the structural funds, will be used to gather information, but it is expected that they will have to be complemented by an organized information search and documentation procedure.

The information collected will be made available to the municipal community and other interested parties through the Internet. Members of the public who have personal access to the Internet at home or in work will have readily access to the information system. Others will be able to have access to the information system through public Internet facilities. Such facilities, in the form of one info-centre per municipality, are now being set up across Greece as part of a national e-government programme; it is expected though, depending on the particular geography of the municipalities where the proposed action will be piloted, that one or two additional public access facilities will be set up as part of the pilot action.



GR3 - Attiki

The region of Attika has a population of 3.5 million inhabitants or just under 1/3 of the population of the country. More than 3 million live and work in the urban conurbation of Athens.

The region features a complex and highly fragmented administrative structure:

- At local government level there are over 100 different municipalities; at prefectural level there are four prefectural departments and a so called "hyper prefecture" in the mainland part of the region.
- Central government departments and agencies have extensive executive functions for a wide range of regional and local services to a much greater extent than for the other regions of the country (e.g. transport, health, education, public works, water and sewage services, etc.).
- The Region of Attika lies at an intermediate level between local and prefectural government and central government. It administers limited (but growing) range of government function and is responsible for regional development planning and for the management of the regional operational programme of the CSF, which however represents a very small proportion of the total CSF funds directed at the region.

In this context of very high government centralization and extreme administrative fragmentation, a key role for the Region of Attika is to act as an integrator for the multitude of bodies and programmes contributing to the development of the region.

In terms of socio-economic development, the region lies at a middle point in relation to the rest of the country. Its per capita GDP is 109% of the country's average and near 75% of the EU average. The economy of the region is dominated by the tertiary sector. This sector's share of GDP and employment is 73% and 73,7% respectively and is steadily growing. The secondary sector has a share of 25% and 25,3% of GDP and employment respectively. There is a long standing prohibition for new plant or for expanding existing plant in the region for environmental protection reasons and this has led to the stagnation and non modernization of the sector, except for non polluting new technology industry. The primary sector has a very small share of the region's GDP and employment and is rapidly shrinking in the face of urbanisation.

In general terms, the key assets, weaknesses, opportunities and threats of the region are:

Assets

An important asset of the region, which is especially relevant for this programme, is the presence of substantial RTD resources in the region. They include the university sector (with the National Technical University of Athens, a programme partner, being among the leading RTD institutions of the country) and the private sector, where the region is the centre of new technology services and industry. The size of the region in terms of its population and its being the centre of business and government, also represents an asset in that it provides a large market for RTD, and access to the decision making centres of the country.

Weaknesses

The acute problems of quality of life caused by the haphazard development of the built environment, lack of town planning, urban infrastructure and services (public transport, pollution, open spaces etc.), represents the most important weakness for the region and have negative effects not just on the quality of life but on all aspects of regional development, including economic development. The administrative fragmentation of public policy powers and service provision responsibilities among a large number of public bodies and levels, combined with extensive central government powers in regional facilities and services, represents a key structural weakness for the region. It limits the capacity of the region to coordinate and integrate regional development policy and action and represents a serious constraint for introducing innovation into regional development.

Opportunities

The substantial development resources available to the region through the 3rd CSF and the 2004 Olympic Games public works programme represent a unique (and perhaps the last) opportunity for the region to upgrade its public infrastructures, facilities and services and help its business sector to modernize, innovate and become able to compete in the new international economic environment. Exploitation of RTD innovation and opportunities for innovation at the demand and supply side and emphasis on new technology and services are likely to be critical conditions for this purpose.

Threats

The main threat for the region comes from within - to miss the opportunities available for upgrading public infrastructures facilities and services so that the poor quality of life would no longer be a constraint for socio-economic development, and for making Attika a centre for RTD excellence and a competitive business sector oriented to the new economy activities.



Programme Name | NORTH AEGEAN INNOVATIVE ACTIONS & SUPPORT

Programme Summary

The NAIAS programme is aimed at contributing to the transformation of a poorer island border region into a dynamic, innovative area in the new knowledge based economy. The pilot actions proposed address the needs for innovative culture, competitiveness, e-business, green products, new, traditional products, and better environment. These are a) the use of innovation management techniques, b) the use of modern services on business planning, and internationalization, c) the use of portal e-commerce system, d) the provision of local eco-label, using integrated product schemes, e) the production of new products, from traditional resources, f) the use of an innovative olive oil waste water treatment system. These actions are part of the innovation action plan, already developed through a RITTS program. The adaptation of these actions into the mainstream 3rd CSF, requires prior pilot, small scale testing in order to access the effectiveness, the added value, and the best method for implementation.

Programme Themes

| | |
|--|-------------------------------------|
| (i) regional economies based on knowledge and technological innovation | <input type="checkbox"/> |
| (ii) e-EuropeRegio: the information society at the service of regional development | <input type="checkbox"/> |
| (iii) regional identity and sustainable development | <input checked="" type="checkbox"/> |

The NAIAS program aimed at contributing to the development of a new, innovative, regional identity in the region of North Aegean, and enhancing the usage of new technologies, methods and know how, by professionals. Following the regional technology transfer plan of North Aegean, it was proposed the implementation of six pilot applications in the fields of innovative culture, competitiveness, e-business, green products, innovative, traditional products, and environment. The application of the proposed projects will contribute to the preparation of the North Aegean region for the transition to a knowledge-based economy, as well as the enhancement of the process of structural reformation for competitiveness and innovation.

The programme's objectives were placed within the overall objectives of the regional operational plan. More specifically, the aim of the program was to develop pilot applications to cover the needs of significant economic sectors for the region of North Aegean, improve the quality of life, experiment with innovative use of new technologies, and finally monitor the benefits of their application and identify how the results can be improved in order to provide high –quality applications for the whole activities of the region, following the end of the program. Based on the above the following actions have been implemented:

- The development of an innovation management technique (IMT) methodology, suitable to the local needs, and standards, for the promotion and introduction of an innovation culture into the region's business community
- The development of modern services related to business plans and internationalization to strengthen the competitiveness and growth of existing enterprises, and to promote new start-ups
- The development of an e-commerce portal for the promotion of an e-business environment in the region's business environment
- The development of a local eco-label for all region's companies, based on innovative integrated product schemes, to stimulate the production and promotion of green products for green markets
- The development of innovative, new traditional products utilizing existing local resources, to stimulate the production and promotion of alternative, local products
- The development of an olive oil waste treatment system for the companies of the region, to promote measures of promoting the cleaner environment involving business in innovative ways

Programme Action | **NAIAS** | INNOVATION MANAGEMENT AUDITS FOR SMALL & MICRO COMPANIES

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|---|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking <input checked="" type="checkbox"/> | |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

Most companies across Europe, including the North Aegean region, recognize the importance of innovation (e.g. launching new products and processes etc) for fostering their competitiveness, but the majority of them stumble when trying to undertake specific action towards this direction. Managing innovation is a complex and challenging task. Innovation Management Techniques (IMTs) are methodological approaches for improving the competitive position of firms through innovation. In order to be promoted, and funded, IMTs must have been tested in SMEs and must be available to firms internally or through specialized external advisors. According to the related studies done in Europe, the programs, and the projects implemented during the last five years, a number of observations and experiences, on Europe's SMEs ability to comprehend and implement innovation, have emerged. Some of these findings are summarized as follows:

- Companies have the maximum benefit results when innovation actions are part of the overall business strategy.
- Proper application of IMTs facilitates a company's ability to introduce appropriate new technologies and methods in production, and the necessary organizational changes.
- Most SMEs do not possess the necessary in house IMT knowledge nor do they know how to implement IMTs. Unfortunately, few national programmes specifically address the promotion of IMT within an integrated business approach, with the aim of increasing industrial competitiveness.
- The projects promoted by the Commission to foster IMT are intended to strengthen the various measures taken at the national and regional level, and to contribute to their effectiveness by identifying best practices and promoting widespread adaptation of them.
- All IMTs currently available throughout Europe, have been developed for SMEs, with more than 10 employees. The IMT methodology is not well known in Greece, and in the north Aegean region, where the majority of the companies are micro entities with less than 10 employees.

Based on the above, the implementation of an IMT methodology adopted at the level of the region's enterprises is the best approach for the development of an innovation culture and mentality in the region's entrepreneurs. It is also an extremely useful contribution to the development of innovation at the national level as well. Such a methodology can't be formalized, and used extensively, unless it is tested and evaluated in a pilot phase. In this action 40 innovation management audits will be conducted in selected regional micro companies. The work will be divided in the following tasks:

1. Selection of the participating companies
2. Implementation of the IMT audits
3. Evaluation and Monitoring

Programme Action | NAIAS | INTERNATIONALIZATION AND BUSINESS PLANNING SUPPORT

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The message of the Lisbon European Council related to enterprise policy in the knowledge-based economy calls for a systematic approach to foster entrepreneurship in the new economy. A dynamic enterprise environment in which companies can be created, grow and innovate, supported by an effective innovation mechanism. The micro- and small businesses of the region, which have fewer internal resources, have special needs. Networking can help those firms to become competitive, to encourage efficient business-to-business co-operation, supply-chain management, mentoring and transmission of know-how, regardless the size of the company.

In the region of North Aegean such a supportive mechanism, which will bring the international experience, and networking at the local level, providing its support through assistance for the development of modern, innovative, dynamic business plans has yet not been established. .. Boosting start up rates, and the chances for new firms to survive and grow is a key goal for the economic development of the region. In every island there are small scale business support units, acting independently, and providing general services and support. However, new and existing businesses in the region will never grow in the new, global, economy unless they act upon a sophisticated, competitive business plan. The lack of such a supportive mechanism throughout the region, has been identified by the RITTS plan. A special study searching for the best possible way to provide "interface services" has been conducted, suggesting the establishment of a Business Innovation Center (BIC) in North Aegean, which will focus on the internationalization aspects of the companies, and on business planning support. BICs, as a European network, have developed a long term, experience, and know how in these two subjects. The BICs combine also public private sector synergy, since they include members of both sectors as shareholders into their structures. Upon the recommendation of the RITTS study, the three Chambers (Lesvos, Chios, Samos), have taken the initiative to establish a BIC with the central unit in Mitilini, and in Samos, and in Chios. The BIC will be settled within the buildings of the chambers, where appropriate spaces have already been arranged. All proper communication with the European Business Network (EBN) has been completed, and the legal entity will be established in the coming fall (the major actors of the public and the private sector will be invited to participate in the structure).

The BIC of the North Aegean, under the umbrella of the chambers, will undertake, in a subcontracting format, the implementation of this action of the program, involving the provision of business planning support, and internationalization to new and old companies. The minimum target of this action in business planning support is the formation, and the follow up of 40 business plans, while there will be a continuous supportive mechanism in matters related to internationalization.

The work of this action includes the following tasks:

1. Awareness and dissemination of the provided services
2. Establishing the provided services
3. Preparing the business plans
4. Evaluating the results

More information on this pilot action can be found at the web sites of the BICs established in each main island of the region: www.epikentro-lesvos.net, www.samoscci.gr, www.echios.gr

Programme Action | NAIAS | E-COMMERCE PORTAL FOR MICRO ENTERPRISES

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|-------------------------------------|-----------------------|-------------------------------------|
| Outward looking | | Inward looking | |
| Trade in Goods | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

This pilot project responds to the needs of small and micro enterprises of the region, to introduce e-commerce into their business activity and benefit from the opportunities offered by ICT. The majority of the region's companies are micro enterprises, unable to afford the cost, and the personnel required for a private e-commerce entrance. E-commerce creates new business opportunities, allows access to new markets outside the region, and represents a new source of income; overall it represents a key condition for entrepreneurial survival in a business environment which is increasingly competitive at the national and international level. Small enterprises are not adequately informed, do not fully understand what e-commerce involves in terms of economic costs and benefits, and in terms of work organization and management procedures, and do not possess the technical and managerial skills required, and do not have access to external business services. North Aegean in this respect is in a very low position.

The objective of the pilot action is to develop an e-commerce portal facility in Aegean, assist 50 enterprises to introduce e-commerce into their business activity, and pave the way for introducing e-commerce among the enterprises of the region at a broader scale. It complements the action plan of the region for Information Society (funded by the CSF).

The portal facility proposed will support consumer-to-business and business-to-business e-commerce and enable enterprises to conduct sales transactions and business transactions through the Internet. Enterprises will be able through the facility and the training and assistance that will be provided to set-up their own private e-commerce space which would be tailored to their specific business needs.

In practical terms, the pilot action will comprise the following tasks:

1. Evaluation of the existing infrastructure
2. Selection of the participating companies
3. Development of the E-commerce portal
4. Analysis and evaluation

More information on this pilot action can be found at the web site of the e-commerce unit established within the Cooperative bank of Lesvos-Limnos: www.e-lesvos.net

Programme Action | NAIAS | INNOVATIVE INTEGRATED PRODUCT SCHEMES FOR AN ECO-LABEL IDENTITY

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|---|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking <input checked="" type="checkbox"/> | |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The proposed pilot action responds to the needs of small enterprises for better quality products, intended for more attractive, new niche markets. This objective can be achieved through the development and the promotion of a local eco-label for selected traditional products of the region. Such a label will strengthen the position of the products in national, and international markets, will create extra added value, respond to the need of the modern consumer for environmentally friendly products, and contribute thus to the new regional identity image. In this project, the label will be introduced and implemented for dairy and ceramic traditional products of the region. Because of the clay's composition, the region is full of traditional ceramic workshops. There also many dairy, and cheese process family type companies producing a variety of traditional local products such as the yoghurt, melted butter, frumenty, and cheeses like "ladotyri", "graviera", "kasseri" and others.

Integrated Product Policy (IPP), the methodology which leads to such an eco-label, is an approach that begins by asking how the environmental performance of products can be improved most cost-effectively. It is founded on the consideration of the impacts of products throughout their life-cycle, from the natural resources from which they come, through their use and marketing to their eventual disposal as waste. It is also a new approach to environmental policy. The European Commission recognized the importance of IPP by adapting the green paper on IPP, with the objectives of launching a debate on the role and possible measures that could be taken on a European Union level [COM(2001)68]. The green paper proposes a strategy to strengthen and refocus product-related environmental policies to promote the development of a market for greener products. The products of the future should use fewer resources, have lower impacts and risks for the environment and prevent waste generation already at the conception stage. IPP has been designated as one of the major innovative elements of the 6th Environmental Action Programme.

Utilizing the above guidelines, the overarching goal of this project based on fundamental economic principles will be:

- First, to stimulate consumer demand, especially the tourists of the region, for greener products.
- Second, to stimulate business leadership in the supply of green products.
- Third, to use the price mechanism to develop markets for greener products

In practical terms, the pilot action will comprise the following tasks:

1. Search for new, alternative processes for green product production
2. Selection of the participating companies
3. Implementation of the proposed procedures and changes
4. Development and promotion of the eco-label mark
5. Analysis, evaluation and monitoring

More information on this pilot action can be found on the web site of the supporting unit established within the University of the Aegean: www.responsibility.gr

Programme Action | NAIAS | INNOVATIVE PRODUCTS UTILIZING EXISTING LOCAL RESOURCES

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | | | |
|--|-------------------------------------|-----------------------|-------------------------------------|
| Outward looking | | Inward looking | |
| Trade in Goods | <input checked="" type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

The proposed action aims at assisting selected companies of the region to develop innovative products utilizing the same raw materials and resources which they use for the production of their current goods. The enterprises of the Aegean region are faced with the threat of market shrinkage, due to the presence of better quality, cheaper, more appealing, alternative products imported from around the world. Unfortunately, the major market for local goods still remains the regional area.

Innovation depends heavily on the ability to develop new products for new and existing markets. The region's enterprises do not have the capacity to proceed with high tech, totally new, alternative products. The necessary know how is absent, and the resources to penetrate new, distant markets simply do not exist. However, both the capability and possibility to produce new, or very old, environmentally friendly, traditional products with local raw materials does exist, Such products are for a growing market niche serving customers demanding alternative, traditional goods. These customers are tourists who visit the islands of the region every year in search of unique local goods for various uses. There are two categories of "new", alternative products:

- The old products which are appealing to the needs of the modern customer.
- The local main resources such as the oil (in Mitilini), mastich (in Chios), grapes (in Samos), clay etc. These

were used in the past for various products, which no longer exist due to the emergence of alternative industrial substitutes. For example amurca (the oil residue), was used in the past to make soap from potash and water. This soap was very effective for washing clothes, and considered precious along with rain-water for washing hair. The ceramic workshops in the old days were producing pottery, and other utensils, in addition to craft products. The wineries, during the past decades, used to produce as side products, a number of food derivatives, such as the mousse-like dessert called "moustalevria".

New products through modern, processes:

In many regions abroad, the abovementioned resources are still used today, employing new processes to produce goods other than the traditionally known products. These are small scale productions, of unique goods, for selected customers. These procedures and the know-how are not known in the region, and therefore have never been used.

In this pilot action a systematic search of the old procedures, and new know how will be conducted in order to identify the most feasible production methods which can be used for the production of the "new" products described above. The 15 companies participating will receive assistance in production and product marketing, thus creating a local, innovative business approach.

The pilot action will be implemented according to the following tasks:

1. Search for best production processes
2. Search for integrated management scheme for the mastic of Chios
3. Selection of the participating enterprises
4. Pilot production and marketing of the new products
5. Analysis and Evaluation

Programme Action | NAIAS | INNOVATIVE OLIVE OIL WASTE TREATMENT PROCESSES

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|---|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking <input checked="" type="checkbox"/> | |
| Trade in Goods | <input checked="" type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The main manufacturing sector in the North Aegean is olive oil production involving the processing of olives produced in the region. There are about 110 family enterprises producing 18.000 tones of olive oil, annually. This capacity corresponds to 15% of the country's production. The production has remained steady over the last decade. However, due to growth of the olive oil market internationally, one would expect an increase in the annual production rate. The inability of local entrepreneurs to penetrate new, international markets may be the reason behind the lack of an expected increase. In any case, this sector remains the driving force in the region's economy, with good prospects for the next decade. Any effort which contributes

to the strengthening of the sector, significantly affects the overall regional economy. Sector companies are recently faced with a major environmental problem. This involves the treatment of olive oil waste substances, which are toxic and harmful to the environment. This major issue was identified at the initial stages of the RITTS process, and an initial study was conducted by the university. The study concluded that a) there is no 100% effective system, and b) there are a number of systems which are currently established elsewhere, which should be examined further, and tested locally, through a pilot phase program to determine the most effective, and feasible system for the region's needs. The tests should include limited research on the contents of the produced materials and on the processes used by each system. The "best" system will then be adapted by the public authorities as the optimal solution to the problem. The setting up of such systems in all related businesses in the region will be funded by the regional operational fund. This pilot project illustrates the actual content of this proposed action.

This pilot actions directly implements two of the five key strategic approaches of the sixth EU environment action programme "environment 2010: Our future, our choice":

a) Working closely with business and consumers to identify solutions

Voreio Aigaio



The region of the North Aegean is located in the northern part of the Aegean Sea. It is comprised of three administrative levels: the regional administration, part of central government; prefectural authorities and local authorities. There are three prefectural authorities: Samos, Chios, and Lesbos, which contain the islands of the same name as well as many smaller islets. The ensemble that is composed by these is characterized by the absence of geographical and economical cohesion.

The population of the region numbers 182.990 (1999) inhabitants. The small positive growth of the 1981-1991 decade (2,1%) was reversed in the 1991-1999 where a reduction of 8,8% of the population occurred.

Regional transportation infrastructures are in average condition, a fact that may be largely explained by the region's insular and border area character. The same situation prevails with regard to the technical and social infrastructure, while there appears to be a shortage in industrial infrastructures. The University of Aegean represents a major advantage.

Regarding the regional GDP, in 1998 it was 1,6% of the total country's GDP. The major contribution to the regional GDP is made by the prefecture of Lesbos (55%), while the prefecture of Chios participates at a level of 22%, and the prefecture of Samos 23%. During the 1981-1991 period the average annual growth of the regional GDP was 1,4% while in the period 1991-1994 period it was of 1,6%. The primary sector produces 20%, the secondary sector 17%, and the tertiary sector 63% of the regional GDP (1994). In the primary sector olive oil contributes 15% of the national product, and the cheese 4%. The regional economy is mainly based on the tertiary sector (Tourism, Public Administration, and Services), while the two other sectors are in decline. In 1999, the regional GDP per head was 52% of the average European Union's GDP per head, and the North Aegean was one of the poorest regions of the Union. It ranks one of the poorest regions of the EU, and of Greece (10th out of the 13 Greek regions).

The labor force is characterized by a continuous shrinkage. Its reduction rate was 3,8% during the decade 1981-1991 while for the 1991-1996 period this decline was even more marked reaching 5,9%. The same phenomena exists in employment, which drops continuously. The greatest losses in employment positions appear in the secondary sector. In the primary sector the losses are smaller, while in the tertiary sector we notice a growth in available positions. The employment drop during the 1991-1999 period was the main reason for the growth of unemployment during the same period. While in the 1992-1995 period a reduction was observed, in the period of 1995-2000, unemployment showed ups and downs, to finalize itself at a higher level in 2000, compared to 1993 (11% compared with 7,5%).

b) Developing a more environmentally conscious attitude towards land use.

The EU experience indicates that there are many pro-active companies that already benefit economically from the high environmental standards they apply, and which consumers increasingly demand. The proposed action line will support regional companies in the implementation and integration of EU experience into their products and markets in order to satisfy new customers' preferences.

The detailed plan of this action includes the following tasks:

1. Search for the best treatment units at the national and European level
2. Awareness campaign and selection of the participating companies
3. Establishment of the systems in the companies' manufacturing units
4. Evaluation, assessment and dissemination of the results

More information on this pilot action can be found on the web site of the supporting unit established within the University of Aegean: www.aegean.gr/environment/eda/naias

Between the region's prefectures there is significant diversity in the structure of production, thus each prefecture presents a different production "character".

The main advantages of the region are:

- The scenic environments and natural beauty
- The possible use of renewable sources
- The operation of the University of the Aegean
- The traditional regional products

The main disadvantages are:

- The island and boarder character of the area
- The unfavorable demographic conditions
- The low level of GDP
- The absence of dynamic and modern productions
- The lack of infrastructures
- The difficult linkages of the region's islands

The main opportunities are:

- The size of public investment
- The traditional products (mastic, oil, wine)
- The linkage between research & production
- The traditional and cultural heritage
- The unexplored areas of natural beauty
- The development of major infrastructures

The main threats are:

- The adjustment of locals to innovation
- The difficulties to create scale economies
- The "insecurity syndrome" as the region lies on the border
- The adjustment to globalization

The social and economic analysis clearly indicates that the secondary sector is the weakest part of the economy.





Programme Name | INNOVATION FOR SUSTAINABLE TOURISM AND SERVICES IN THE SOUTH AEGEAN

Programme Summary

The strategic objective of the ISTOS programme is to build the necessary environment for sustainable development through regional innovation in the South Aegean region. The programme is based on the planning of an integrated public-private-partnership among the stakeholders in the region. The region's stakeholders have agreed on a strategy based on the needs of the tourism and services sector that dominates the economic and social activity in the region. Thus sustainable tourism development identified as the main component of sustainability on the South Aegean region. The PRAI was based on a strategy that had three interconnected layers. The first layer concerned the innovation in services, the second the sustainability and the third the information and communication technologies.

Programme Themes

- | | |
|--|---|
| (i) regional economies based on knowledge and technological innovation | ■ |
| (ii) e-EuropeRegio: the information society at the service of regional development | ■ |
| (iii) regional identity and sustainable development | ■ |

The ISTOS programme specific objectives were:

- To promote the regions competitiveness and its ability to adopt regional development strategies to meet the needs of the social, environmental and business stakeholders.
- To push an innovative and sustainable approach into the regional development strategies of the local authorities and SMEs participating in the programme.
- To make the best use of all available, regional, national and European resources in the region in platforms for development of innovative and sustainable structures both in the private and the public sector.
- To develop public-private- partnerships in order to facilitate innovative projects in the service and tourism sector.
- To blend digital services into traditional services providing information and context for the creation of innovative actions, deriving mechanisms that will produce the incorporation of technological innovation and thus promoting the information capacity of the region.

Programme Action | ISTOS | INNOVATION SUSTAINABILITY AND LOCAL AGENDA 21 (I.S.L.AND)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> | | |

Description

Local agenda 21 is the most adequate tool for implementing and managing regional sustainable development schemes. Innovations in regional sustainable development schemes are an integral part of a society's innovation system, equally important as technological and institutional innovation. Developing regional systems based on Agenda 21 is one important strategy for sustainable development. Economically it can provide new value chains, socially it can integrate the disadvantaged, environmentally it can avoid transport and waste, institutionally it can increase transparency. The regional system becomes more self-reliant and resilient.

The action include the following action lines

Sub-action 1: Sustainable consumption, material flow and ecological footprint

This action line will develop and implement a methodology in order to determine the total material requirement of a selected city in the South Aegean Region using a "Material Flow Analysis" and then to calculate the "Ecological Footprint" associated with the consumption of these materials. Taken together, these indicators can provide a comprehensive framework for understanding the various pathways that the city could take in order to move towards sustainability as well as enabling the more effective communication of ideas about sustainable lifestyles to the city's residents. A detailed scenario of domestic waste stream will be developed along with future policy initiatives that could be explored.

Sub-action 2: Innovative governance and Local Agenda 21

The objective of the action line is to explore how regional agenda 21 processes, together with other strategic planning and development approaches on the regional level (regional management, regional development concepts, operational programs, etc.) have the capacity to become structures, to "carry power". Furthermore the action will identify the key elements of innovative governance approaches to be successful in the aforementioned respect.

Sub-action 3: Monitoring the sustainability process in the Regional level

The objective of this action line is to develop and pilot implement a set of common indexes across the South Aegean for the continuous monitoring of sustainable development and serve as a common measurement of sustainability in all the islands of the region. The European Commission has recently proposed a set of indexes for monitoring of the environmental part of sustainable development. Together with the Lisbon indexes they comprise the core for the quantification of the performance of the member states concerning sustainability. These indexes will be reviewed and modified if necessary in order to be implemented in the regional level.

Sub-action 4: Local agenda 21s in islands

The objective of this action line is to develop two pilot local agenda 21s in two islands of the South Aegean Region. The one island will be selected from the Cyclades prefecture and the other from the Dodecanese prefecture. Stakeholder maps will be created for the 2 islands and participatory action research will take place with the stakeholders. The draft agenda 21s will be developed on the basis of a participatory process. The draft agenda 21s will be available for open debate. Special focus will be given on the potentials of innovation to help the implementation of local agenda 21s.

Programme Action | **ISTOS** | REGIONAL FRAMEWORK FOR SUSTAINABLE TOURISM (R.F.S.T.)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> |

Description

Sustainable tourism is a relatively new concept, which has been misunderstood in the tourism sector. It is often connected with environmental tourism though this is not correct. Sustainable tourism is a broader issue; it is a tourism behaviour involving both consumers and producers. The aim of this action is to develop and implement a comprehensive regional framework for sustainable tourism. The action combines the following three main action lines:

Sub-action 1: Standard for Sustainable Tourism

This action includes the creation of a regional standard for sustainable tourism. The proposed standard will be based on the merging of the local perception and delivery of the tourism product of the region with the basic principles of sustainable tourism. A control and monitoring mechanism will be actively involved throughout the Region. A regional certification scheme for sustainable tourism will be developed and will be promoted by the local authorities, tourism and public organizations.

Sub-action 2: Regional enterprise benchmarking in the tourism sector

A healthy economic environment is a necessary ingredient that goes hand in hand with sustainable tourism development. Therefore another important element of the sustainable tourism is the monitoring of the quality level and the promotion of a competitive spirit among the sector's firms. Large operators in particular are basing their decisions on implementing sustainable practices on the principle that this will not harm their financial ability to operate without losses.

The promotion of on-line business benchmarking tools in large operations dealing with the tourism sector can support the development of sustainable tourism. Key personnel, essentially regional actors will be trained to use on-line benchmarking tools and will be certified as Qualified Benchmarking Consultants (BQC). These qualified consultants will have access to on-line benchmarking tools providing comparative analysis of the business performance measures of the regional tourism enterprises. In the pilot stage 30 benchmarking pilot cases will be developed in the region's SMEs. In addition to the benchmarking scheme, a digital guide on best practices for the business development of sustainable tourism services will be developed. Best practices are one of the most important and effective tools for sustainable tourism. This guide will provide in a digital format all best practices that have been applied on a national and international level for the development of sustainable tourism services. The user (tourism entrepreneur or potential investor) will be able to choose from a series of tourism forms (cultural, athletic, environmental, adventure, or a combination of these) and access informed on methods to develop these services based on successful cases in the past. The use of this guide allows for exploitation of experiences acquired from previous projects and conversion of these to knowledge.

Sub-action 3: Support for the promotion and management of sustainable tourism and services

The policy of this action line is to create the public-private partnership, which can play an important role in developing knowledge generation through inter-regional collective learning and cross-sectoral interactive processes. The private sector (SMEs) in the areas of tourism and services, carve their own path to face economic challenges by seeking innovative activities and regional authorities are invited to play a larger role in the building of innovation policy efficiency and promotion of competitiveness. The "awakening" of an innovative spirit among SMEs (in the tourism and services sector) will be achieved through innovation campaigns, working and policy making and cross-sector events such as knowledge transfer events. The main output of this action will be the organization of a regional centre for support of innovation in the sustainable tourism. Two operational units will be established one in Rhodes and another on the island of Syros.

Another important unit role is to horizontally serve innovative business development issues such as business planning and marketing of innovation through specialized consulting. The innovation generation must produce an immediate benefit for enterprises by providing the necessary financial opportunities. The units will oversee all the financial planning strategies of the innovative actions in order to minimize risks and advance the high performance themes of the businesses. This horizontal action will document and highlight the financial points of entrepreneurship and centrally promote and attract direct investment through venture capital and third party financing.

Programme Action | ISTOS | DRAWERS OF INNOVATION IN TOURISM (D.I.T)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The main concept of this action is that there is a need for drawing-firms (drawers) to initiate genuine innovation in the tourism industry. These drawers are defined as firms or social actors who are thinking strategically about innovation and have the capacity to organise innovation as an integrated set of activities which will induce other firms to follow their example. In this way, these drawers define the business and market. The action is designed to provide support to 30 drawing-firms (or to 3-7 clusters of firms) for projects based on innovation in the production, organisation, operation and marketing functions in the tourism sector (with the broader meaning). The innovation process will start at the stage of idea generation and will proceed to successful business ventures capitalizing on the rich regional resources and tourist opportunities. The innovation process must concentrate on the creation of new forms of services adding value to the regional economy. New forms of tourism such as cultural, archaeological, religious, athletic must be targeted accelerating the impact of this sector in the regional economies. Special attention will be paid to ideas that increase tourism regional income to off-season periods. This action will incorporate the issues of a preparatory maturity unit to support innovative business ideas and encourage third party financing from sources such as venture capital.

The innovative business ideas will be concentrated on the following added value areas for the development of the tourism sector:

- Development of innovative services for tourism
- Development of innovative solutions for regional transportation systems
- Development of digitized applications for culture and fine arts
- Development of innovative ideas for the promotion of the tourism services and/or local products to tourists
- Development of new services for the quality of life and improvement of environment

The first step is to identify potential innovation drawers and third party financing sources. The potential drawers (or clusters of them) with innovative business ideas will be trained in the process of the innovation functions.

In the second step the innovative business ideas will be evaluated following the formulation of a business plan that will be implemented by each trainee with the support of specialised consultants. The business plans will also be presented to potential third party financing bodies.

In the third step 30 selected projects (individual or as clusters) from those that had submitted a business plan will be financed with a start-up capital of 30.000 Euro each maximum (in case of clusters the maximum amount will be calculated on the basis on the number of individuals in the group). The rest of the required funds must be reached either from entrepreneur's own contribution or from third party financing.

Programme Action | ISTOS | DIGITAL AEGEAN ISLAND (DI.AG.I)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The overall objective of the action is to implement and demonstrate innovative telematic services for the tourism industry and those whom it affects - including shipping companies, travel agencies, passengers, local authorities and residents - through the utilization of the most advanced telecommunication technologies and computer network applications developed in the internet. Tourism is a fundamental financial development source for the South Aegean Region. Furthermore, the islands of the region are well recognized as a very special region regarding the cultural background and active cultural activities. The aim of this action is to produce the drives and mechanisms that will develop the incorporation of technological innovation promoting the information capacity of the region. The action includes a main portal that will proactively produce the digital background of the region and a set of application that can be used by 3 different groups of stakeholders: public administration, local business and development companies and final consumers (travellers). The action includes the following sub-action lines:

Sub-action 1: Digital Region

All available information about the region will be analysed in the forms of maps linked to all types of digitized information (travel, leisure, business, shopping, cultural events, what to see) that will supply users collective information about the region. The digital platform will be the regional resource that will be used for the creation of innovative services in the tourism sector such as weekend travel roadmaps, hotel selection and booking, virtual cultural and environmental routes, senior citizen off-season travelling, cultural event travelling planner etc.

The action includes the following tasks:

- Analysis of user needs. The analysis of needs will be carried out by structured interviews and through meetings with focus groups. The analysis of needs will be reported in a structured form in the user's requirement report
- Digitisation of the material
- Development of virtual tours. Virtual tours will be developed for specific areas of the region. The action is comprised of the writing of the scenario, the development of the model, its implementation, control and final installation
- Design of the architecture of the digital framework. The action is comprised of the development of the construction structure and logical information flow, the design of the aesthetic part of available services and the environment of user-machine
- Installation, experimental run and evaluation of the digital framework
- Information days for creating innovative services in digital form
- Technical assistance for implementing innovative services
- Monitoring the action

Sub-action 2 : Digital commercial services

This action line will create a business portal which will provide digital commercial services related to local products and tourism. This action refers to an effort to extend the business activity of the local firms in European and even international level. In addition, an integrated e-destination management system focused on the support for operational & strategic destination management will be developed. The system will provide information to all the stakeholders of the tourism value-chain. Concerning visitors, the information will target both those actual and potential.

Programme Action | ISTOS | WIRELESS ISLAND AREA NETWORK (W.I.A.N)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input checked="" type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> |

Description

The objective of this pilot action is to establish and operate a wireless local network by the municipality of a small tourist island. The services will be geared to the tourism and visitor market as well as to other local enterprises. This action will allow SMEs and local agents (public and private), to concentrate on business and practical telematics applications instead of the technology. This will allow the concentration of efforts on how to effectively use technology to bring competitive advantage to the tourism sector and to the island economy as a whole. The experience gained from the operation of the pilot action will allow the regional authorities to identify, evaluate and demonstrate the benefits of proposed priorities for its IT strategy. A further key objective of the pilot action is to become a valid instrument which will allow transferring the results of the European innovation effort to the island regions in particular in the areas of tele-working and tele-training. The pilot action also aims to obtain maximum benefit from the results of projects and experiences already carried out in other island regions.

In practical terms the pilot action will comprise the following action lines:

Sub-action 1: Market survey and analysis.

- Documentation of public and private tourism related points of contact.
- Documentation of tourist (short term, few days) and visitor (medium term, few weeks) user profiles and needs.
- Documentation of long term (few months) visiting residents' user profiles and needs.
- Formulation of services and content description.
- Formulation of administration and operations policy.

Sub-action 2: Technical analysis and implementation

- Topographical survey and Line of Sight (LOS) analysis.
- Choice of Internet access point (wireless hub) location and technology (fibre to public network, satellite)
- Design of Wireless Island Area Network.
- Survey and evaluation of alternative solutions.
- Procurement
- Installation

Sub-action 3: Pilot operation

- Technical trial run and fine-tuning
- Awareness raising for tourists/visitors and training for local users/content providers
- Agreements with non-local content providers (for content to be downloaded and delivered by local server. This concerns mainly heavy multimedia applications such as educational/schooling programs for long term non Greek language visitors, foreign language radio programmes etc)
- Development of new local content to be added to already existing local web content
- Development of the Wireless Island Area Network web portal
- Trial operation
- First Evaluation and further fine-tuning of service
- Pilot operation, evaluation and report



Notio Aigaio



The South Aegean Region consists of the Prefectures of Cyclades and Dodecanese and extends in the Aegean Archipelagos from the coasts of Attica, Evia and the islands of Makronisos and Andros, to the southern coast of Turkey, to the island of Kastelorizo or Megisti. The region consists of 80 islands of which only the 47 are inhabited. The total area of the region is 5.286 km² and covers the 4% of the area of the country. The relief of most of the islands is mountainous and rocky, the mineral resources are poor, apart from some rare exceptions, and there is severe scarcity of conventional energy resources. On the other hand, rich natural and cultural resources represent the comparative advantage of the South Aegean Region.

The population of the region has increased over the last decades (1961-1991) and up to 1997. The rate of increase is about 24,17% placing the region of South Aegean first (concerning rates of population growth) between the thirteen regions of the country. The population of the region grew from 207.354 in 1961 to 268.643 in 1997. Analogically, growth is the same among the islands. The urban population has seen major growth in the region, followed by an increase in the semi-urban population. The agricultural population, has decreased dramatically since 1981 now stands at 1961 levels. General growth has been affected by internal and external emigration.

The GNP of the region is higher than the average national (rising up to 122% of the average GNP). The GNP stands at 74% of the average GNP of the European Union. Statistically the region of the islands of South Aegean appears to be prospering and figures of course vary when one takes a more detailed look at the financial development of specific islands, particularly Rhodes, Kos, Santorini, Mykonos, and Paros. Respectively the productivity of the region is higher than the national average and lower than the European Union average. Growth is centered on the islands of Rhodes, Kos, Santorini, Mykonos and Syros. If these five islands were excluded from the statistical tabulations, the South Aegean Region would dramatically drop to last place in the country in terms of wealth. The geographical morphology of the South Aegean hinders the diffusion of the income and know-how, creating different levels of development and serious internal inequalities.

The decrease of employment and productivity are the principle characteristics of the primary sector. The manufacturing sector is also facing a dramatic decrease of employment. Manufacturing includes the majority of SMEs with the exception of the dockyard of Syros, which is considered to be a large firm though it is still an SME according to the EU classification. The services sector, mainly tourism is continually growing. Employment in the sector accounts for up to 65% of jobs. Services and particularly tourism account for almost 75% of the GNP of the region. Research related activity is very low at just 1% of the total national research industry, placing the region in last place of the 13 regions of the country.

According to the latest research concerning technology and internet diffusion in the South Aegean Region, the following results have been reported:

- In 2001, only the 11% of the population had access to PCs and internet.
- In 2002, access to PCs and internet rose to 14,9%.

Despite increasing percentages through the years, the basic outcome of this specific study is that informatics and internet penetration in the region of South Aegean Islands is very limited.

The majority of enterprises in the region of the South Aegean islands are grouped in the SME category and their main activities are in the services and especially in tourism. A study that has been conducted in 2001 by Eurobarometer shows that the rate of use of personal computers and internet is related to the size of the firms. Small firms (up to 10 people) are using less PCs and internet than larger firms (more than 11 people).

The South Aegean region is endowed with natural beauty, rich local culture and tradition. These are what provide the specific area with strong comparative advantages in tourism development. A major percentage of wholesale and retail commerce is related to tourism activities and particularly the hotel and restaurant sectors.



Programme Name | CRETE INNOVATIVE REGION

Programme Summary

The strategic objectives of the CRINNO programme are:

- To create an environment accelerating introduction of private and public sectors to first class University and Research Institutes technological developments and know-how. It encourages the establishment of partnerships, which facilitate the development of innovative enterprises and innovative products in both high-tech and traditional sectors.
- To promote the regional cohesion and sustainability through an integrated approach to manage high risks that threatens the existence of insular and historical characteristics, which constitute high value components of the region's development capacity. Innovative methodologies and partnerships are adopted in order to provide scientific know-how and to establish the platform to promote innovative solutions.

Programme Themes

(i) regional economies based on knowledge and technological innovation

(ii) e-EuropeRegio: the information society at the service of regional development

(iii) regional identity and sustainable development

The prime objectives of the CRINNO programme are to achieve a significant cultural transformation towards innovation and sustainability throughout the region and progressively develop an interactive regional innovation system able to support the competitiveness of the Cretan economy. To ensure that regional innovative actions are more than a research or academic exercise, the programme will give considerable emphasis to strengthening partnerships which consolidate the social consensus and sustainability. The programme will also seek to mainstream the results and general approach of the programme to structural funds and other strategic programmes in Crete, identifying the means for transferring and sustaining the innovative approaches and knowledge generated to all relevant sectors.

In order to ensure that the learning process is not insular, the PRAI will network with other regions in Europe, to ensure that current best practice is adopted by the pilot actions and that further best practice, developed by programme is widely disseminated throughout the region and to other EU areas.

In the context of the overall CRINNO programme the key objectives are the following:

- Develop and strengthen the permanent regional structures and networks which:
 - Support regional authorities in defining, monitoring and evaluating regional development policy based on innovation and sustainability
 - Transfer of technology, knowledge and information from Universities and Research Institutes to firms, rural communities and public sector
 - Motivate and support innovative entrepreneurship and product innovation
- Adoption of innovative practices and methodologies in managing rationally natural resources which are considered as vital elements for the island sustainable development in a rationale manner ensuring sustainability
- Make effective use of innovative methodologies and practices to manage unique cultural, environmental and traditional assets that define regional identity, which are in danger because of increased demand, physical, social and human pressure with negative sustainability consequences.

Programme Action | **CRINNO** | OBSERVATORY OF INNOVATION AND ENTREPRENEURSHIP (OBINNE)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The observatory will be a prime focus for the CRINNO programme in order to effectively balance "doing" by "learning". It will be a permanent mechanism within the Regional authority to support innovation-driven regional development policies in Crete. Its purpose is to constitute first of all a "focal point" of deliberation and coordination between the relative actors, central authorities, EU and other European regions in innovation and entrepreneurship (I&E) issues. In parallel, it is willing to comprise a continuous information site, for all related to the topic interventions (irrespective of funding source or specific EU or national programme). Finally, it will provide a reliable mechanism for the evaluation of output, results and impacts of all policies related with I&E in the region.

OBINNE will act as a supportive mechanism and will provide necessary data to the Regional Advisory board on Research, Technology and Innovation and to the Regional Council of Crete. OBINNE will be specialized in the following indicative functions:

- Design, establish and run a MIS capable to monitor and assess the output, the results and the impact of all co-funded actions contributing to innovation and entrepreneurship enhancement policies in the area of Crete
- Provide annual Evaluation Reports on the effectiveness, on the impact to the regional development and on the economy competitiveness of all these actions
- Inform about and diffuse to the RTDI agencies of the island for the international evolutions and experiences as regards to regional innovation and entrepreneurship policies, mechanisms, or projects best practices
- Propose to the Regional Council of Crete all the necessary and appropriate modifications to its innovation and entrepreneurship policy.

To achieve those functions the observatory will carry out:

- The development of an information/data bank with qualitative/quantitative elements related to: regional schemes for adoption of new technologies and know-how transfer; evolution and effectiveness of technological and research projects and innovative activities, in what regards impact on regional development and regional economy competitiveness
- A comparative evaluation (using indexes, competitive comparisons and benchmarking tools) of all implemented actions focusing on innovation and entrepreneurship enhancement policies in the area of Crete.
- The drawing up of a strategic plan aimed to influence in a permanent way the Region's development policy towards increasing adoption of innovation as one of the region's most needed competitive advantage
- The execution of specialized prospective and forecast, regional or sectoral studies that the Steering Committee and the Regional Innovation advisory board will ask for.
- The organization and management of technical assistance actions (working groups, seminars, dispatch of consultants) for the groups targeted
- The valorisation of existing networks between Regions of Greece and European Union, on the basis of the insofar-rich experience of cooperation, especially in projects like RITTS/RTT/RISI and innovative actions 2000-2006.

Programme Action | CRINNO | REGIONAL NETWORK OF TECHNOLOGY SUPPLY (RENTS)



| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input checked="" type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The pilot action focuses on the exploitation of the outcomes resulted from the research projects that have been carried out from the Academic and Research Institutes of Crete. It is well known that the Universities and R&D Centres operating in Crete conduct a large number of research projects in informatics, biotechnology, laser technology, biomedicine etc., which have not been efficiently exploited. This is mainly due to limited access of the private sector to research results and low information diffusion of outcomes. The suggested project aims at the diffusion of mature R&D outcomes and the stimulation and support of local and national firms and organisations to exploit them.

The project includes three distinct sub-actions:

Sub-action 1: Creation of the Digital Technology Supply Network (DTSN)

Creation of a platform and a data base on the Internet, where will be recorded, after selection, the most important and mature research outcomes that resulted during the period 1990-2002, and especially those that lead to the development of new products, new production processes and new services.

Sub-action 2: Technology Transfer - Promotion of the Mature Technological Results

Dissemination of outcomes within the private and public sector. For this purpose, technology meetings focusing in different thematic areas and technologies will be organised. Technology providers will meet with potential users in order to transfer of research deliverables to the business sector.

Sub-action 3: Increase awareness for patents and industrial property issues

Increase awareness and knowledge on patents and industrial property issues. Dedicated materials targeted to Universities, Research Institutes, SMEs and independent inventors will be created. Workshops with the participation of researchers and business people in collaboration with the Greek Patent Office (OBI) will be organized.

Programme Action | **CRINNO** |

INFORMATION AND TECHNOLOGY TRANSFER TO RURAL AREAS SMES (YPAITHROS)



| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input checked="" type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The action aims at developing an internet based information platform that will provide technological support to SMEs operating in rural areas of Crete. The core of this platform is a portal that will be based on categorized and processed information from research and academic Institutes of the island. A network of 8 regional offices staffed by trained personnel to use all the specific features of the central database providing clear processed and tailor-made information to the firms and citizens, will offer technical support to individuals, potentially supporting woman entrepreneurship as well.

A team of experts with academic and research backgrounds will process and select information and will be responsible for meeting the important needs of rural SMEs.

An existing network of regional offices will be assessed and utilized exploiting potential of human interface. The 8 regional offices will be equipped with all the necessary computer hardware and software and appropriate internet connections in order to provide adequate services for all firms and citizens making enquiries.

Three main interfaces will be provided:

- The full portal version, with administrative permissions available only for trained people to use in the regional offices.
- The web based portal, open to all over the internet.
- A voice web version for people who do not feel comfortable with web use.

Apart from the human interface, where an entrepreneur uses the services provided by the regional offices which will have access to the full portal content, a voice-based portal will be developed that will be able to 'read' portal web content.

The network will motivate rural entrepreneurs to use technology and be familiar with it, as they will be able to access the web platform anywhere and anytime.

All the interfaces will use internet and GSM technologies (e-mail, forums, SMS, MMS) in order to inform all users about news or announcements directly related to their professional interests.

Programme Action | CRINNO | INNOVATIVE ENTREPRENEURSHIP REGIONAL CENTER (SPINCRETE)



| <i>Action Theme</i> | <i>Innovation type</i> |
|--|---|
| (i) Technological innovation <input checked="" type="checkbox"/> | (i) Product <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input type="checkbox"/> |
| (iii) Regional identity and sustainable development <input type="checkbox"/> | (iii) Marketing <input checked="" type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

To set up a network by mobilizing entrepreneurs association, regional banks and centers of technological expertise have to act in order to stimulate technology demand in Crete, which still remains at a very low level. The role of the center is to achieve a wider vision of the regional economic actors to adopt innovation, by opening up actor's minds to the innovation dimension. The network has to review the innovation needs, and to build a consensus on the strategic framework supporting innovation.

The objectives of such a network is:

- To raise awareness within SMEs in order to understand the strategic value of innovation. Many firms are not able to understand the most basic concepts related to innovation, which pose an obstacle to them in identifying existing sources of knowledge and technology supply or to co-operate with academics and researchers.
- To contribute to cultural change towards innovation throughout the region.
- To motivate and support new innovative enterprises. Pilot investments must be launched during the implementation period of the CRINNO programme, in order to demonstrate an action orientation and the need for "quick wins". This action must incorporate the issues of a preparatory maturity unit to support innovative business ideas and encourage third party financing from sources such as venture capital.

The project includes two complementary sub actions:

Sub-action 1: Creation of a Regional Innovative Entrepreneurship Centre for SMEs based in Heraklion, which will form a local one-stop-shop innovation service centre for SMEs for financial, technical and management support.

Sub-action 2: Innovative start-ups and spin offs

- The first step is to identify potential innovation entrepreneurs and third party financing sources. The potential entrepreneurs with innovative business ideas will be trained (20 entrepreneurs) in the process of start-up or spin-off creation of an enterprise.
- In the second step the innovative business ideas will be evaluated after the formulation of a business plan that will be implemented by each trainee with the support of specialised consultants. The business plans will also be presented to potential third party financing bodies.
- In the third step eight selected entrepreneurs from those that had submitted a business plan will be financed with the start-up capital of 30.000 Euro each. The rest of the required funds must be acquired either from entrepreneur's own sources or from third party financing.

Programme Action | CRINNO | UNIVERSITY STUDENTS ENTREPRENEURSHIP (UNISTEP)



| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

This pilot action focuses on creating a positive environment for cultivating entrepreneurship among University students. Greek students get good and sound education in a number scientific and engineering fields, however the culture of entrepreneurship is in a stage of infancy. With the aid of appropriately structured and targeted educational seminars and the implementation of the Nursery of Ideas at the Technical University of Crete (TUC) in Chania and at the University of Crete (UC) in Heraklion. The project aims at cultivating a spirit of entrepreneurship among Greek students from Universities in Crete and creating a Network of Mentors.

The project includes three distinct sub-actions:

Sub-action 1: Training of students in Entrepreneurship & development of new ventures

The goal of this action is to provide training for students enabling them to become entrepreneurs. The course consists of 4 modules of 20 hours: Introduction to Entrepreneurship, Entrepreneur and the Legal Environment, Developing a Business Plan and Financing of a new venture. 80 students will be selected (40 each year) in 4 courses. The Business Plans will be presented to interested financial organizations in an open event each year. Students interested in establishing their own company will be accepted by the Science & Technology Park of Crete (STEP-C) for a 2-year tenancy.

Sub-action 2: Establishment of a Nursery of Ideas for students of the Technical University of Crete (TUC) and the University of Crete (UC)

The action aims at promoting the creativity and entrepreneurship of TUC and UC students and exploits the knowledge of academic personnel and research infrastructure of TUC, of UC and of STEP-C. This action involves the creation of an appropriate lab type environment where groups of final year students, recent graduates or post – graduate students of TUC and UC can work for creating, developing and testing a prototype, based on their idea, and which could be the basis for development of a new product leading to a new enterprise. Two laboratory type places are created, one at TUC, for students of TUC, and one at STEP-C for students of UC, each having five positions, where students or groups of students can work. They have desks, PCs, printer, internet connection and a bench with basic tools, which all students can use. TUC, UC and STEP-C provide for the use of large laboratory equipment, when necessary. After broad notification at the Universities, the students are invited to submit their ideas to a selection committee. After selection, five students or group of students from each University are working for 8 months for developing their prototype. The cycle is repeated the second year for another five students or group of students from each University. At the end of the program, 10 prototypes from each University have been developed. Mentoring is provided, at the request and choice of students by professors or technical staff of the Universities as well as by the Network of Mentors. Finally, appropriate secretarial support is also available to students.

Sub-action 3: Network of Mentors

A Network of 10 Mentors will be established, with the possibility of expansion. Senior entrepreneurs, willing to participate to this action, will be assigned as mentors to students in order to guide and support them during the development of business plans. Mentors will cooperate and provide guidance on a regular basis to potential entrepreneurs for establishing start-up companies for a period of 2 years.

Programme Action | CRINNO | INNOVATIVE PRODUCTION METHODS APPLIED IN TRADITIONAL HANDICRAFT SMES (HEI-NET)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input checked="" type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input checked="" type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

The main subject of proposed action is the introduction of innovative production methods in the following five traditional handicrafts-themes: Production of Natural Dyes from tinctorial plants, Production of Essential Oils from aromatic plants, Woodcarving, Folk Musical Instruments, and Embroideries-Needle Work. Use of Tinctorial & Aromatic Plants has faded the last decades due to the development of the chemical industry. However demand for natural products has grown over the last years, creating a new market for traditional products.. The latter however demands standardized products of well-described composition and prescribed results. This is not always the case as far as the products of relevant Cretan small enterprises are concerned, which are in their raw form, not being able to address the main-stream market, the latter using only imported products.

On the other hand, the other three handicrafts continue their work using traditional methods, using no new technologies. In this way their productivity remains very low and cheap imported substitutes have gained a great part of local and mainly tourist souvenirs market. These substitutes most times don't even resemble the traditional products in their design and character, having negative effect on the image of Cretan Culture & Crafts.

Through proposed actions we expect to use innovative methods to help all 5 crafts face their marketing problems and transform themselves into new era enterprises. As long as we know in advance, these methods can be the following: Standardization of natural dyes and essential oils through spectroscopy or chromatography, Woodcarving of traditional designs with laser techniques, Cretan Lyra design-production through a 3D CAM/CAD system, Traditional Embroidery Design reproduction with the aid of computer software and special hardware.

For each of above 5 themes the following actions are planned:

1. Research & Development of innovative production methods. Development of at least one final product or method for each theme, in cooperation with universities, research centres & institutions or private enter-

prises, specializing on themes of interest - Patent & Intellectual Property Rights registration, if any results of research is in a suitable form

2. Pilot application of new methods for production of products by existing enterprises & institutions. New equipment will be used if needed (rented or leased) and staff training will take place as well. Comparison between traditional and innovative methods as far as resources used (know-how, labour, time, principal) and results obtained (quality, productivity) are concerned.
 3. Marketing Research conducted on Crete to estimate competition and opportunities for proposed products (SWOT Analysis)
 4. Introduction of new products in the local & tourist market – Evaluation of pilot application and trade opportunity of tested products – Feedback
 5. Feasibility studies for either foundation of new enterprises based on new methods or adaptation of existing enterprises in order to use proposed innovations
 6. Suggestions of new research & development possibilities concerning relevant products & methods
- An action covering all 5 themes will be the formation of Handicraft Enterprises & Institutions Network (HEI-Net), including as many as possible of the bodies activated in the Handicrafts Sector on Crete.

Programme Action | CRINNO | BEST WATER USE INNOVATIVE PRACTICES TOWARDS A SUSTAINABLE WATER RESOURCES MANAGEMENT (BEWARE)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> | | |
| Trade in Services | <input type="checkbox"/> | | |

Description

This is a pilot project applied in three different geographical areas of the region, structuring a network among government bodies, the private sector and end-users promoting the collaboration between research and innovation for the promotion of the regional economy and also contributing, in the long term, to the strategic planning of the Region towards a sustainable Water Resources Management.

The island of Crete is characterised by high regional and seasonal variations in water demand and availability resulting in a deficiency in the water resources, especially during the dry season (May to October), when both agriculture and tourism requires increased supplies. The farming and agricultural community, currently using over 80% of the existing water resources, due to lack of specialised information on the exact water needs (irrigation is carried out in empirical way) for their activities, do not apply a management approach towards an efficient use of the water resources. The result is the over-irrigation of the crops and the loss of over 25% of the irrigation water. This overuse, besides the harmful effects on the environment, causes tensions and conflicts between the water users (municipalities, tourism and farmers) at local scale.

The aim of the action is to apply and reinforce an integrated methodology and to offer information to the water consumers, mainly for the farming and agricultural community, which ensures the more efficient water use towards the achievement of a sustainable water resources management.

The specific activities of the project can be summarised as follows:

- The development of a telemetric gauging network in selected areas of the island of Crete (differing in hydrological, agronomic and socio-economic conditions) measuring meteorological hydrological and groundwater quantitative and qualitative parameters.
- Installation of telemetric tensiometer network measuring the soil moisture in representative soil types and crops in the selected areas.
- The calculation of the potential groundwater resources available for consumption by the water users. This will be achieved by developing mathematical groundwater flow models in the selected areas.
- The calculation of irrigation water requirements for each different crop based on agro meteorological data, the soil type and the stage of crop development. The data will be stored in a GIS oriented database.
- Installation of an automated telephone based service offering the available information related to crop water requirement for each area, so that the irrigation water users are informed about their exact irrigation water needs at any time.
- Training of the water users on the use of the automated telephone based service.
- Availability of the same information on the Internet.

Programme Action | **CRINNO** | INNOVATIVE METHODOLOGIES FOR A SUSTAINABLE MANAGEMENT OF MARINE BIOLOGICAL RESOURCES (INNOVAR)

| <i>Action Theme</i> | <i>Innovation type</i> |
|---|---|
| (i) Technological innovation <input type="checkbox"/> | (i) Product <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio <input type="checkbox"/> | (ii) Process <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development <input checked="" type="checkbox"/> | (iii) Marketing <input checked="" type="checkbox"/> |
| | (iv) Organisational <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods <input checked="" type="checkbox"/> | |
| Trade in Services <input type="checkbox"/> | |

Description

The proposed action refers to the application of innovative methodologies for the rational and sustainable exploitation and management of marine biological resources, an important challenge for Crete. Fish consumption in Crete especially during the tourist season increases and is covered with importation of the required quantities as there is high pressure on the local fish stocks. The development and application of the appropriate tools is imperative for success. In this frame, actions related to the following have been planned:

- 1) Production of high quality products (fish)
- 2) Increase of the competitiveness of traditional sectors of the economy (fishery)
- 3) Application of new technologies and managerial methods (aquaculture based fisheries)
- 4) Safeguarding employment, are part of an innovative strategy for regional development.

Two are the main sub actions of the proposed action:

Sub-action 1: Exploitation of non-marketable fish

Trawlings result in a high amount of discard (40%-50%). There is a need to utilize and manage these resources more efficiently either for direct human consumption or for use in feeds for aquaculture. It has been estimated that 10%-20% of the total catches is undersized specimens of marketable species. An example is the catches of *Pagrus pagrus* at the gulf of Heraklion at 2.500.000 fish annually, weighing between 30-50g. The situation is comparable with other species such as *Dentex dentex*, *Diplodus sargus*, *Lithognathus mormyrus* etc. From the total catch almost no specimens survive of those returned to the sea. On the other hand, research results show that 30%-75% of these fish can survive if they are introduced to tanks after handling (sophistication of tanks determines survival rate). The collected populations can subsequently be reared in aquaculture facilities until marketable size. The remain of the discard can be used as food for the reared populations. For the implementation of the work package pilot rearing of fish collected during 20 fishing expeditions will be performed. The rearing will take place at the aquaculture facilities of IMBC at Heraklion as well as in facilities prepared for this purpose in the gulf of Souda.

Sub-action 2: Exploitation of species with high growth rate

Studies of the Cretan ichthyofauna showed that the region is a reproductive field for *Seriola dumerili* and *Polyprion americanus* as well as for members of the *centrolophidae* family such as *Schedophilus ovalis*, unknown in Greek fishery. Due to their particular high growth rate these species are very interesting for aquaculture as they reach 1,5Kg (*S. dumerili*) to 2,5Kg (*P. americanus*) per year (in comparison to sea bream or sea bass which reach 150-200 g annually). Fishing is performed either with purse-line or with the use of FAD (Fish Aggregating Devices). Their catching size is usually small (20-60g) and thus non-marketable with the exception of *S. dumerili*. The rearing of these species could be particularly effective, as it does not require large populations (due to their large final size). Furthermore, caught fish that are not harmed display high survival rates facilitating the creation of farmed stock is not difficult. Furthermore, the study of the behavior of these species in the wild can contribute to actions for re-population or sea ranching. For the implementation, pilot rearing will be performed with fish caught by fishermen or with experimental surveys conducted in Heraklion and Souda.

During the implementation Local Fishermen Unions in collaboration with the Directorate of Fisheries at the prefectural level will organize seminars and workshops in order to raise awareness and for the dissemination of the results of the action. Furthermore, the partnership will participate in relevant European networks of island regions for the exchange of experience and information.

Programme Action | CRINNO | EXPERT SYSTEMS FOR MANAGING AND ASSESSING HIGH RISKS IN NATURAL LANDSCAPE, ENVIRONMENTAL AND HISTORICAL HERITAGE RESOURCES IN ISLAND OF CRETE (EMERIC) *Description*

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input type="checkbox"/> |

Description

The project aims towards the development of innovative system capable of monitoring and managing natural landscape, environmental and historical heritage resources of the island of Crete. The resources mentioned are threatened by massive tourism, social and human pressures.

The project will contribute to the decision making process for the management of high value resources for sustainability and preservation of regional identity. The project will also contribute to the planning of large construction and monuments renovation works, as well as the recovery of areas affected by natural disasters (earthquakes, fires, pollution etc.)

Two are the main sub actions of the proposed project:

Sub-action 1: Development of an Expert System for the Monitoring, Management & Protection of the Natural Landscape & Environmental Resources of the Island of Crete

The development of a multidimensional expert system which will combine a number of digital geographically based information layers (geological maps, land use, land capability, erosion, aspect, slope, villages and towns, main and secondary road network, digital elevation model, etc.) of the whole island of Crete, which will be linked to other statistical and environmental databases (population density, death and birth rates, rural fire frequency, earthquakes, daily average temperature, humidity, rainfall, etc.) to be used for monitoring the landscape changes and the environmental parameters and for the management of the natural resources.

More precisely, the following activities will be implemented:

- 1) The creation of digital geographic maps (scale 1:50.000)
- 2) Creation of new generation maps for the large cities (1:5.000 and Ikonos images)
- 3) Creation of environmental, climatic and statistical database
- 4) Creation of thematic environmental maps (fires, earthquakes, faults, etc)
- 5) Creation of spectral signatures database of natural resources based on satellite imagery
- 6) Modeling of the environmental parameters and creation of risk areas/zones of protection
- 7) Create a GIS environment for the presentation of the results and a GIS_WEB environment for the dissemination of the data.
- 8) Train the users of the system

Sub-action 2: Risk map of Byzantine monuments wall paintings

The following activities will be implemented:

- 1) Systematic recording of Byzantine wall paintings founded in the Byzantine monuments of Crete. Documenting their current state and their risks in a knowledge database system integrated with a GIS and CAD system.
- 2) Research and diagnosis using non destructive methods, elaborate pilot studies on monuments selected in the research phase
- 3) Staff training in new technologies, emphasis will be given in CAD, documenting using knowledge bases, GIS and non destructive diagnosis methods
- 4) Exploitation of the results through Internet presentation on the site of Nikiforos Fokas, which is the official site for the monuments of Crete.

Programme Action | CRINNO | CONSERVING CRETAN DIET (CONCRED)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|---|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input checked="" type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input checked="" type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |

| <i>Trade Globalisation Regional Innovation Index</i> | |
|--|---|
| Outward looking | Inward looking <input checked="" type="checkbox"/> |
| Trade in Goods | <input type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> |

Description

The project aims to develop an innovative product "the Cretan Cuisine", to introduce Cretan Cuisine in hotels and restaurants of the island and finally to develop a method of qualification and evaluation of entrepreneurs which adopt the innovative product.

Cretan cuisine, is irrevocably connected to what is worldwide famous as the "Cretan Diet", "Régime Crétois", which is actually the way poor people used to eat in Crete 30-40 years ago. These gastronomical habits (olive oil, less meat, plenty of vegetables and grains, wild greens etc.) are still very much alive live in the hearts of Cretans. This diet continues to be preferred and appreciated.

The project contributes to the preservation of the identity of the region and to the well-designed innovative method to professionally exploit this traditional asset and finally to improve the quality of the tourist product.

Throughout the project the following sub-actions will be implemented:

Sub-action 1: Development of a model of Cretan Cuisine

Develop a model or models for the professional cuisine. The model will be developed by a team of experts (hoteliers, restaurant owners and scientists). Consensus is an important element for developing a correct model.

The experts' team has to answer the following questions:

- How can a cuisine be identified as Cretan cuisine?
- How can this cuisine maintain the healthy character of Cretan Diet?
- To what extent should Cretan recipes use local products?

Sub-action 2: Development of a qualification method

Once the model has been developed, the expert team will define:

- The evaluation method of entrepreneurs who will adopt the Cretan Cuisine
- The qualification of the evaluators
- The authorization system

Sub-action 3: Train entrepreneurs and evaluators

Sub-action 4: Publicize the project and the qualified restaurants/hotels

Qualified members should be encouraged to develop a network that will provide horizontal support in order to maximize project results. The network will be oriented towards organizing high quality international and national gastronomic events in Crete.

Programme Action | CRINNO | RESCUE CRETAN MUSIC TRADITION FOR NEXT GENERATIONS (MUSIC)

| <i>Action Theme</i> | | <i>Innovation type</i> | |
|--|-------------------------------------|------------------------|-------------------------------------|
| (i) Technological innovation | <input type="checkbox"/> | (i) Product | <input type="checkbox"/> |
| (ii) e-EuropeRegio | <input type="checkbox"/> | (ii) Process | <input type="checkbox"/> |
| (iii) Regional identity and sustainable development | <input checked="" type="checkbox"/> | (iii) Marketing | <input checked="" type="checkbox"/> |
| | | (iv) Organisational | <input checked="" type="checkbox"/> |
| <i>Trade Globalisation Regional Innovation Index</i> | | | |
| Outward looking | | Inward looking | |
| Trade in Goods | <input type="checkbox"/> | | <input checked="" type="checkbox"/> |
| Trade in Services | <input checked="" type="checkbox"/> | | |

Description

The action aims for the conservation and promotion, using modern technology applications, of the important forms of local music, constituting an important part of the cultural identity of the island of Crete.

The objectives of the project are:

1. To save, diffuse and promote the Cretan Music Heritage through the Modern Technology.
2. To promote local cultural heritage, an indispensable part of the cultural heritage of the Eastern Mediterranean.
3. To motivate young people to experience the Cretan music tradition in an innovative manner.
4. To retrieve records of traditional Cretan music using modern technology methods, exploiting the facilities and know-how of the University of Crete (Musicology Department.)

Sub action 1: Promoting Cretan Traditional Music using new technologies

The basic activities concern the recording, research, study of Cretan Music from the Venetian Period to modern times, as well as the organization of music seminars, learning to construct Cretan music instruments, the creations of a CD-ROM, the publication of relevant books, the creation of a web site, and generally the implementation of the actions which will promote the Cretan music tradition through modern multimedia applications.

The innovation of the action consists in:

- The digitalisation of the information concerning the music instruments.
- The reproduction of sound and image of music instruments and its promotion through the traditional instruments Centre operating in the municipality of N. Kazantzakis.
- The creation of a Data Base, which will be accessed through Internet.
- The creation of a web site and the participation in popular Internet portals.
- The easier access to the information technologies.

The above action will lead to the development and diffusion of traditional music and the recognition of the Traditional Instruments Centre as an agent for the research and binding of the local music heritage and those of Eastern Mediterranean.

Sub action 2: Digitalizing and diffusing traditional music

The sub action aims to maintain records of Cretan traditional music using modern technology methods. It is well known that analogical records cannot be preserved for many years. This means that 25.000 or more analogical records of traditional music are in danger of destruction each day that passes. The solution is to digitalize these records for future generations and posterity.



■ Objective 1

Kriti



The region of Crete is the southernmost region of European Union. This largest of the Greek islands covers an area of 8.335.880 m² (6,3% of the country's overall extent). According to the 2001 census, Crete has 601.000 inhabitants (5,9% of the country's total). Heraklio and Chania, the two largest cities, are the basic gateways to the island.

The excellent climate of the island, sun and sea, historic monuments, beautiful landscape and modern tourist resorts, attract more than 2.000.000 visitors every year. Crete is known worldwide for the quality of its agricultural products, which constitutes the basis of the Cretan diet.

The economy of Crete is characterized by its intense dependence on the primary sector (38% of the labour force) and tourism (50% of the labour force), while the contribution of the combined primary and tertiary sectors in the Gross Regional Product is approximately 87% (primary 31% and tertiary 56%). Crete is considered one of the most dynamic regions of Europe in terms of economic development yearly rates. The per capita Gross Regional Product corresponds approximately to 100% of the respective Greece average and 75% of the EU average. Unemployment remains at a low level (4,6% of the total labour force the year 1997), significantly lower than the Greek average 10,3%.

New technologies are represented in Crete by a range of educational and research institutes. Crete boasts two dynamic universities, a college of technology, a major research foundation (FORTH), an institute of marine biology and three agricultural research institutes. These facilities, combined with high quality personnel, are transforming the island into a scientific centre in areas such as computing, biotechnology, lasers, polymers and marine technology.

The region's strengths, weaknesses, opportunities and threats are:

Strengths

- Economic Issues
 - The local economy dynamism is equally depended on two important activities (tourism and agriculture)
 - In the tourism sector, economies of agglomeration have been achieved along with top quality
 - Good quality and wide variety of local products
 - Availability of internationally known educational and research Institutes with high quality human and entrepreneurial capacity, which can ensure the wide spread of innovative actions
- Social Issues
 - The natural increase rate of the population is higher compared to the country's average
 - Low unemployment rate. (Half price of the country's average)
 - Population homogeneity
 - Well defined and internationally known living and gastronomy standards

- **Spatial Issues**
 - Availability of areas with natural beauty and biodiversity
 - Existence and spatial spreading of areas with important elements of historical cultural interest
 - The characteristics and optimum size of the island can serve as a very good background for applying methods of integrated development and spatial development strategies

Weaknesses

- **Economic Issues**
 - Highly dependent economy on massive tourism
 - Agricultural sector characterized by unexploited capacity of innovation and inefficient trade and marketing networks
 - Low level of productivity and human resources specialization
 - Low level of intersectoral links within Cretan economy, basically between tourism and agriculture
- **Social Issues**
 - High indexes of old, non-active population compared to the country's average
 - The Educational level of the work force is lower than the country's average
 - Underdeveloped and not efficient network of social infrastructures
 - Limited participation of women in the workforce and a high trend of concentration of the female activities in the primary sector
- **Spatial Issues**
 - Difficulties in the development of interregional cooperation due to the island constraints
 - Environmental pressures due to the highly populated and tourism developed north side of the island
 - Increased demand for the environmental and cultural protection
 - Increased demand in basic infrastructure projects because of the population spread in numerous small residential areas

Opportunities

- **Economic Issues**
 - Innovation, quality stability, standardization and efficient marketing policy of selected local products
 - Enrichment and differentiation of the tourist product
 - Entrepreneurship reinforcement and organization of the production units in such a way that can facilitate innovation and technology upgrading
 - Development of strong links between research - technology and local economy actors

Annex II: The Greek NUTS Classification

The Nomenclature of Territorial Units for Statistics (NUTS) was created by the European Office for Statistics²¹ in order to create a single and coherent structure of territorial distribution. It has been used in the Community legislation pertaining to the Structural Funds since 1988.

Regions at NUTS level 1 are large subnational units (such as Scotland or Bavaria) each of which usually comprises a number of NUTS 2 regions (examples of this level include the Autonomous Communities in Spain or the "regions" in France). In turn, these are made up of NUTS 3 regions (such as the "Kreis" in Germany). Although broadly very stable over time in a number of countries, the NUTS classification has been amended several times, most recently in 1995, 1999 and 2003.

The NUTS Regulation lays down the following minimum and maximum thresholds for the average size of the NUTS regions.

| Level | Minimum | Maximum |
|--------|-----------|-----------|
| NUTS 1 | 3 million | 7 million |
| NUTS 2 | 800 000 | 3 million |
| NUTS 3 | 150 000 | 800 000 |

At a more detailed level, there are districts and municipalities. These are called "Local Administrative Units" (LAU) and are not subject to NUTS Regulation.

Despite the aim of ensuring that regions of comparable size all appear at the same NUTS level, each level still contains regions which differ greatly in terms of area, population, economic strength or administrative powers. This heterogeneity at the community level is often only the reflection of the situation existing at Member State level.

In example, in terms of population (2000 data) at NUTS 2 level, the Île de France and Lombardia have 11 and 9 million inhabitants respectively, whereas there are 13 regions (most of them peripheral regions or islands) with fewer than 300.000: Åland, Burgenland, Guyane, Ceuta, Melilla, Valle d'Aosta/Vallée d'Aoste, Belgian Luxembourg, La Rioja, Corse, Açores, Madeira, and two Greek regions (Ionia Nisia and Voreio Aigaio). Eligibility for Objective 1 as well as for the PRAIs²² is principally defined with reference to NUTS level 2, while Objective 2 areas are generally defined with reference to NUTS level 3.

The current nomenclature [Regulation (EC) No 1888/2005] subdivide Greece in 4 NUTS level 1 or 13 NUTS level 2 (also known as Periferies) or 51 NUTS level 3 (also known as Nomoi) territorial units as shown in the following table.

²¹ For more information: http://ec.europa.eu/eurostat/ramon/nuts/home_regions_en.html

²² In the calculation for the EU-15 eligible regions we have included the NUTS level 1 regions for Belgium, Denmark, Germany and UK, while the remaining countries are calculated with their NUTS level 2 regions.

| NUTS code | Official Name | NUTS level | Total population (in '000) |
|-------------|------------------------------------|-------------|----------------------------|
| GR | ELLADA | P000 | 10.475,9 |
| GR1 | VOREIA ELLADA | 0100 | 3.381,3 |
| GR11 | ANATOLIKI MAKEDONIA, THRAKI | 0020 | 560,6 |
| GR111 | Evros | 0003 | 130,5 |
| GR112 | Xanthi | 0003 | 90,7 |
| GR113 | Rodopi | 0003 | 101,5 |
| GR114 | Drama | 0003 | 99,2 |
| GR115 | Kavala | 0003 | 138,7 |
| GR12 | KENTRIKI MAKEDONIA | 0020 | 1.776,9 |
| GR121 | Imathia | 0003 | 146 |
| GR122 | Thessaloniki | 0003 | 969,5 |
| GR123 | Kilkis | 0003 | 83,4 |
| GR124 | Pella | 0003 | 144,8 |
| GR125 | Pieria | 0003 | 125 |
| GR126 | Serres | 0003 | 199 |
| GR127 | Chalkidiki | 0003 | 109,2 |
| GR13 | DYTIKI MAKEDONIA | 0020 | 301,9 |
| GR131 | Grevena | 0003 | 42,6 |
| GR132 | Kastoria | 0003 | 52 |
| GR133 | Kozani | 0003 | 153,7 |
| GR134 | Florina | 0003 | 53,6 |
| GR14 | THESSALIA | 0020 | 741,8 |
| GR141 | Karditsa | 0003 | 129,3 |
| GR142 | Larisa | 0003 | 272 |
| GR143 | Magnisia | 0003 | 201 |
| GR144 | Trikala | 0003 | 139,5 |
| GR2 | KENTRIKI ELLADA | 0100 | 2.634,8 |
| GR21 | IPEIROS | 0020 | 368,2 |
| GR211 | Arta | 0003 | 82,3 |
| GR212 | Thesprotia | 0003 | 50,8 |
| GR213 | Ioannina | 0003 | 172,2 |
| GR214 | Preveza | 0003 | 62,9 |
| GR22 | IONIA NISIA | 0020 | 199,4 |
| GR221 | Zakynthos | 0003 | 33,9 |
| GR222 | Kerkyra | 0003 | 110,6 |
| GR223 | Kefallinia | 0003 | 33,4 |
| GR224 | Lefkada | 0003 | 21,4 |
| GR23 | DYTIKI ELLADA | 0020 | 733 |
| GR231 | Aitolokarnania | 0003 | 234,6 |
| GR232 | Achaia | 0003 | 315,6 |
| GR233 | Ileia | 0003 | 182,8 |
| GR24 | STEREA ELLADA | 0020 | 662,7 |
| GR241 | Voiotia | 0003 | 156 |

| NUTS code | Official Name | NUTS level | Total population (in '000) |
|-------------|-----------------------------|-------------|----------------------------|
| GR242 | Evvoia | 0003 | 231 |
| GR243 | Evrytania | 0003 | 31,8 |
| GR244 | Fthiotida | 0003 | 187,4 |
| GR245 | Fokida | 0003 | 56,4 |
| GR25 | PELOPONNISOS | 0020 | 671,4 |
| GR251 | Argolida | 0003 | 104 |
| GR252 | Arkadia | 0003 | 115,8 |
| GR253 | Korinthia | 0003 | 168,5 |
| GR254 | Lakonia | 0003 | 105,3 |
| GR255 | Messinia | 0003 | 177,8 |
| GR3 | ATTIKI | 0123 | 3.448,5 |
| GR4 | NISIA AIGAIΟΥ, KRITI | 0100 | 1.011,4 |
| GR41 | VOREIO AIGAIO | 0020 | 184,3 |
| GR411 | Lesvos | 0003 | 97 |
| GR412 | Samos | 0003 | 38 |
| GR413 | Chios | 0003 | 49,3 |
| GR42 | NOTIO AIGAIO | 0020 | 267,9 |
| GR421 | Dodekanisos | 0003 | 169 |
| GR422 | Kyklades | 0003 | 98,9 |
| GR43 | KRITI | 0020 | 559,3 |
| GR431 | Irakleio | 0003 | 274,6 |
| GR432 | Lasithi | 0003 | 73,3 |
| GR433 | Rethymni | 0003 | 73,6 |
| GR434 | Chania | 0003 | 137,8 |
| | NUTS level 1 areas | 4 | |
| | NUTS level 2 areas | 13 | |
| | NUTS level 3 areas | 51 | |

GR00001 Agio Oros is an autonomous monastic area (separate NUTS level 5) which does not belong to any NUTS region and it has therefore been put directly under the Greek state.

There are also 1.034 LAU level 1, called Dimoi/Koinotites, and 6.130 LAU Level 2, called Dimotiko di-amerisma/Koinotiko diamerisma, in Greece.

Greece is a federal State composed of rural municipalities (Kinotites), urban municipalities (Dimoi), departments-prefectures (Nomoi) (all members of the authorities are elected by universal suffrage) and regions (Peripheria) (the secretary general of the region is appointed by the central government).

Municipalities' competences include culture, public transports, socio-economic promotion, gas and water supply, and school buildings maintenance.

Departmental competences include development of the department, local authorities' services management, urban development, health, green areas, and the construction of school buildings.

Regional competences include regional economic and social development, and vertical coordination of economic policies.

Proposal for an alternative NUTS classification

Following a study from the University of Thessaly, there is currently discussion on the opportunity of request authorisation from the European Commission for the creation of an alternative NUTS classification for Greece in order to limit the number of NUTS level 2 regions from the current 13 to 5 hyper-perifereies (hyper-regions) for economical reasons.

| Proposed Hyper-perifereia ²³ & Headquarters | Current Regions at NUTS level 2 | Current Regions at NUTS level 1 & NUTS level 2 |
|--|--|--|
| Voreia Ellas (Thessaloniki) | Kentriki Makedonia, Anatoliki Makedonia & Thraki, Dytiki Makedonia | GR1 – GR14 |
| Kentriki Ellas (Larisa) | Ipeiros, Thessalia, Sterea Ellada | GR14 + GR21 + GR24 |
| Anatoliki Ellas (Herakleion) | Kriti , Voreio Aigaio, Notio Aigaio | GR4 |
| Dytiki Ellas (Patras) | Dytiki Ellada, Ionia Nisia, Peloponnisos | GR2 – GR21 – GR24 |
| Attiki (Athens) | Attiki | GR3 |

²³ The naming convention employed proposed of the editor

Annex III: Glossary of Terms and Abbreviations

EU-15 / EU-25

Euro-jargon acronyms referring respectively to the 15 and 25 European Union (EU) Member States (MS) before and after 01/05/2004. The EU-15 MS were: Belgium, France, Germany, Italy, Luxembourg, Netherlands, Denmark, Ireland, United Kingdom, Greece, Portugal, Spain, Austria, Finland and Sweden.

Directorate General (DG)

The staff of the main EU institutions (Commission, Council and Parliament) are organized into a number of distinct departments, known as "Directorates-General" (DGs), each of which is responsible for specific tasks or policy areas. The administrative head of a DG is known as the 'Director-General' (a term sometimes also abbreviated to 'DG').

EC

The abbreviation refers either to the 'European Community' or to the 'European Commission':

- The European Community is the present name for what was originally called the 'European Economic Community' (EEC).
- The European Commission (also known as the "Commission") is a politically independent collegial institution which embodies and defends the general interests of the European Union. Its virtually exclusive right of initiative in the field of legislation makes it the driving force of European integration. It prepares and then implements the legislative instruments adopted by the Council and the European Parliament in connection with Community policies.

The Commission also has powers of implementation, management and control. It is responsible for planning and implementing common policies, executing the budget and managing Community programmes. As "guardian of the Treaties", it also ensures that European law is applied.

The Commission is appointed for a five-year term by the Council acting by qualified majority in agreement with the Member States. It is subject to a vote of appointment by the European Parliament, to which it is answerable. The Commissioners are assisted by an administration made up of Directorates-General and specialised departments whose staff are divided mainly between Brussels and Luxembourg.

European Regional Development Fund (ERDF)

The ERDF is intended to help reduce imbalances between regions of the Community. The Fund was set up in 1975 and grants financial assistance for development projects in the poorer regions. In terms of financial resources, the ERDF is by far the largest of the Structural Funds.

Objective 1 areas

Objective 1 areas promotes the catching-up of the economies of regions whose development is lagging behind. It is "regionalised" in that it applies to statistically demarcated regions. Only those whose per capita GDP is less than 75% of the Community average are eligible. The seven "outermost" regions, the areas in Sweden and Finland with very low population density and Northern Ireland also receive assistance. In all, Objective 1 covers sixty or so regions in thirteen Member States. Transitional support is also available over a seven-year period for the regions previously eligible between 1994 and 1999 and a performance reserve for the most virtuous regions has been set up. Objective 1 receives 70% of the structural funds' budget (i.e. 137 billion over seven years), which is broken down between the four funds (ERDF, ESF, EAGGF Guidance Section and FIFG). Basic infrastructures, the development of human resources, investment in research and innovation, and the information society are the four main priority areas.

Structural Funds (SF)

The EU's Structural Funds are administered by the Commission to finance Community structural aid. They comprise the Guidance Section of the EAGGF for agriculture, the Regional Fund for structural aid under the regional policy (ERDF), the Social Fund for social policy measures (ESF), and the Financial Instrument for Fisheries (FIFG). Financial support from the Structural Funds mainly goes to the poorer regions to strengthen the Union's economic and social cohesion so that the challenges of the single market can be met right across the EU.

Operational Programme (OP)

It means the document approved by the Commission to implement a Community support framework and comprising a consistent set of priorities comprising multiannual measures and which may be implemented through recourse to one or more Funds, to one or more of the other existing financial instruments and to the European Investment Bank (EIB). An integrated operational programme means an operational programme financed by more than one Fund.

Community Support Frameworks (CSFs)

The Community Support Frameworks coordinate European Union regional activities, occasionally involving the four Structural Funds (ERDF, ESF, EAGGF, FIFG) and the EIB. In each case, however, the projects must be incorporated into plans already developed by national authorities, regional authorities and their economic partners.

Benchmarking

The measurement of performance against best practice as a means of setting goals for improvement, applied by firms to business processes or by national or regional policy-makers.

Best practice

The methods and achievements of recognised leader(s) in a particular field.

Cluster

A cluster is a geographically proximate group of interconnected companies and associated institutions in a particular field, including product producers, service providers, suppliers, universities, and trade associations. Clusters arise out of the linkages or externalities that span across industries in a particular location.

Technology transfer

The transfer of technology or know-how between organisations through licensing or marketing agreements, co-development arrangements, training or the exchange of personnel.

SWOT analysis

The SWOT analysis is a technique that compares internal Strengths and Weaknesses against external Opportunities and Threats.

Managing Body (of a PRAI)

An organisation assigned to carry out the management and administration of a regional programme of innovative actions (PRAI).

Managing Authority (of the ROP)

A decentralised national structure assigned to carry out the management and administration of a Regional Operating Programme.

Paying Body (of a PRAI)

An organisation assigned to carry out payments for a regional programme of innovative actions (PRAI).

Paying Authority (of the ROP)

It is one or more national, regional or local authorities or bodies designated by the Member State for the purposes of drawing up and submitting payments applications and receiving payments from the Commission. The Member State shall determine

all the modalities of its relationship with the paying authority and of the latter's relationship with the Commission.

Euro-Drachma exchange rate

1 Euro = 340,750 Greek Drachmas

Sustainable development

The concept of sustainable development refers to a form of economic growth which satisfies society's needs in terms of well-being in the short, medium and - above all - long terms. It is founded on the assumption that development must meet today's needs without jeopardising the prospects of future generations. In practical terms, it means creating the conditions for long-term economic development with due respect for the environment. The Copenhagen world summit for sustainable development (March 1995) stressed the need to combat social exclusion and protect public health. Sustainable Development was explicitly referred for the first time to a recital in the Treaty of Amsterdam.

Small and Medium-sized Enterprises (SME)

An SME is defined by the European Union as an independent company with fewer than 250 employees and either an annual turnover not exceeding € 40 million or a balance sheet not exceeding € 27 million.

European Investment Bank (EIB)

The EIB is the European Union long-term financing institution. It is an autonomous body set up to finance capital investment furthering European integration by promoting EU policies.

Gross domestic product (GDP)

The GDP at market prices is the final result of the production activity of resident producer units in a country or region. It can be defined in three ways:

(a) As the sum of gross value added of the various institutional sectors or industries plus taxes and

less subsidies on products (which are not allocated to sectors and industries);

(b) As the sum of final uses of goods and services by resident institutional units (actual final consumption and gross capital formation), plus exports and minus imports of goods and services;

(c) As the sum of uses in the generation of income account of the total economy (compensation of employees, taxes on production and imports less subsidies, gross operating surplus and mixed income of the total economy).

Gross national income (GNI)

The GNI at market prices represents total primary income receivable by resident institutional units: compensation of employees, taxes on production and imports less subsidies, property income (receivable less payable), operating surplus and mixed income.

Gross national income equals GDP minus primary income payable by resident units to non-resident units plus primary income receivable by resident units from the rest of the world. GNI has widely replaced Gross National Product (GNP) as an indicator of income. In the area of the EU budget this change took effect as from the year 2002.

Committee of the Regions

Created by the Maastricht Treaty in 1992, the Committee of the Regions is an advisory body which enables regional and local authorities to voice their views during the decision-making process of the European Union. It consists of 317 representatives of local and regional authorities appointed by the Council for four years. It is consulted by the Council, Parliament and the Commission in areas affecting local and regional interests, such as education, youth, culture, health and social and economic cohesion. It may also issue opinions on its own initiative. Following the entry into force of the Treaty of Amsterdam (May 1999), the Committee has to be consulted on an even wider range of fields - the environment, the Social Fund, vocational training, cross-border cooperation and transport.

Annex IV: Resources on Regional Programmes of Innovative Actions

For more information on Regional Programmes of Innovative Actions at the EU level contact should be made with:

European Commission
Directorate General Regional Policy
Directorate Thematic development, impact, evaluation and innovative actions
Unit Innovative Actions
B-1049 Brussels
Belgium
http://ec.europa.eu/regional_policy/innovation/index_en.htm
E-mail: regio-innovative-actions@ec.europa.eu
Fax: +32 (2) 2962473

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- Christos Bezirtzoglou. (ed) (2005), **Regional Innovation Excellence in Greece**, A K-Clusters publication.

Web resources

Websites of interest for readers of the Greek Regional Programmes of Innovative Actions are:

- European Commission Regional Programmes of Innovative Actions
http://ec.europa.eu/regional_policy/innovation/index_en.htm
- Greek Network of Innovative Action Programmes
www.innogreece.eu or www.rinonet.org
- Hellenic Network of Regional Innovation Strategies
www.ipa.panteion.gr/en/html/network.html
- Regional Studies Association
www.regional-studies-assoc.ac.uk
- General Secretariat for Research and Technology, Ministry of Development
www.gsrt.gr
- Regional Development Institute, Panteion University of Social and Political Science
www.ipa.panteion.gr/en/html/main.html
- Urban and Regional Innovation Research Unit, Aristotle University of Thessaloniki
www.urenio.org
- Management of Technology Research Lab, University of West Macedonia
www.mater.org

Nota Bene

Great care and meticulous work has gone into the preparation of this publication Showcasing Innovative Greece. It ought be noted that all information is provided in good faith. Neither the European Commission nor the Region of Peloponnesus or any person acting on their behalf is responsible for the use which might be made of the information contained herein. Information provided does not necessarily reflect the official position of the European Commission or the Region of Peloponnesus. In this regard, it should be noted that information presented is considered to be of a preliminary nature and users should contact the competent authorities and other public or private organisations for further details or advice concerning any particular course of action.

To improve the content of this document, programme managers and project coordinators are requested to inform **Anna Andricopoulou** (aadricop@ath.forthnet.gr) of any update or modification of information presented herein.

Acknowledgements

Our special gratitude goes to authorities of the Region of Peloponnesus for accepting to produce this publication.

We would like to thank all Greek Regional Programmes of Innovative Actions managers for their continuous submission of updated information concerning their respective projects.

Many thanks are also due to **Citronio** for the creative advice provided during the conception of this publication as well as the subsequent professional typesetting.

Finally, last but not least, we could like to show our appreciation to all those who have so concertedly contributed to this endeavour.

A publication of the NetForce 2006
Regional Programme of Innovative Actions
Region of Peloponnesus

Printed in Greece - July 2006
ISBN: 960-89350-0-8

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The added value of regional programmes of innovative actions stems from the lessons that can be drawn from these innovative approaches, which allow for experimentation with new ideas and the demonstration of new hypotheses. This ranges from the possibilities of identification of good practice, to the exchange of knowledge and experience that can be transferred to the Community Support Framework mainstream programmes.

This publication takes a closer look both at the first and second generation of the Greek regional programmes of innovative actions. Based on their implementation experiences, it illustrates their individual actions in addition to attempting to produce diverse classification typologies of these Greek "innovative actions".

Europe is more than a bloc of nations. It is also a collection of regions. But regional wealth variations remain high and in most Member States it is the regions with the capital cities that have the highest per capita GDP.

It is widely accepted that each region needs to brand her global (global and local) image according to its unique physical and intangible assets. Practical activities need to be designed, implemented and monitored on the spot.

I hope that this book will help policy makers and other regional innovation policy practitioners to make more informed choices towards this goal.

Anna ANDRICOPOULOU

Project Manager Net Force 2006

ISBN: 960-89350-0-8



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Co-financed by the ERDF



Region of Peloponnese



NetForce 2006