



Intellectual Property and Human Capital



INTRODUCTION

Human capital and Intellectual property are aspects of a particular theme referring to the human intellectual contribution on an activity or creation. The concept of human capital as an asset emerges from characteristics linked to the economy based on knowledge and information.

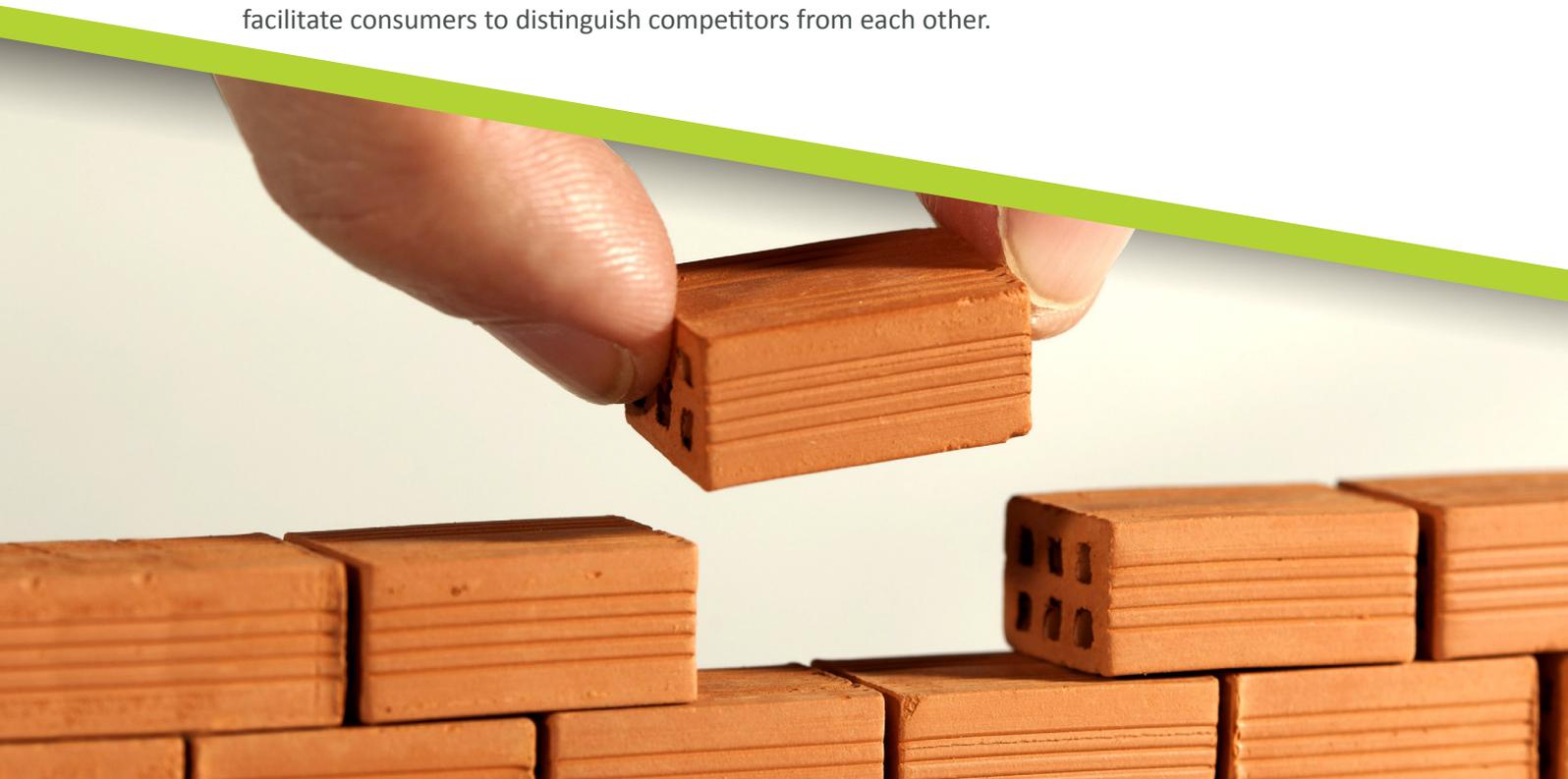
Contrary to the preceding industrial period where the driving forces were primarily of a physical nature, during the post industrial period the value of a company has to include the intangible sources related to human capital as well. Intangibles refer to knowledge: information, innovation, R&D, patents and trademarks, brand value, technology, intellectual capital, company culture, capabilities and leadership.

Intellectual property refers to creations of the mind: inventions, literary and artistic works, symbols, names, images, and designs used in commerce. It deals with protecting the rights of those who create original works. It covers everything from original plays and novels to inventions and company identification marks.

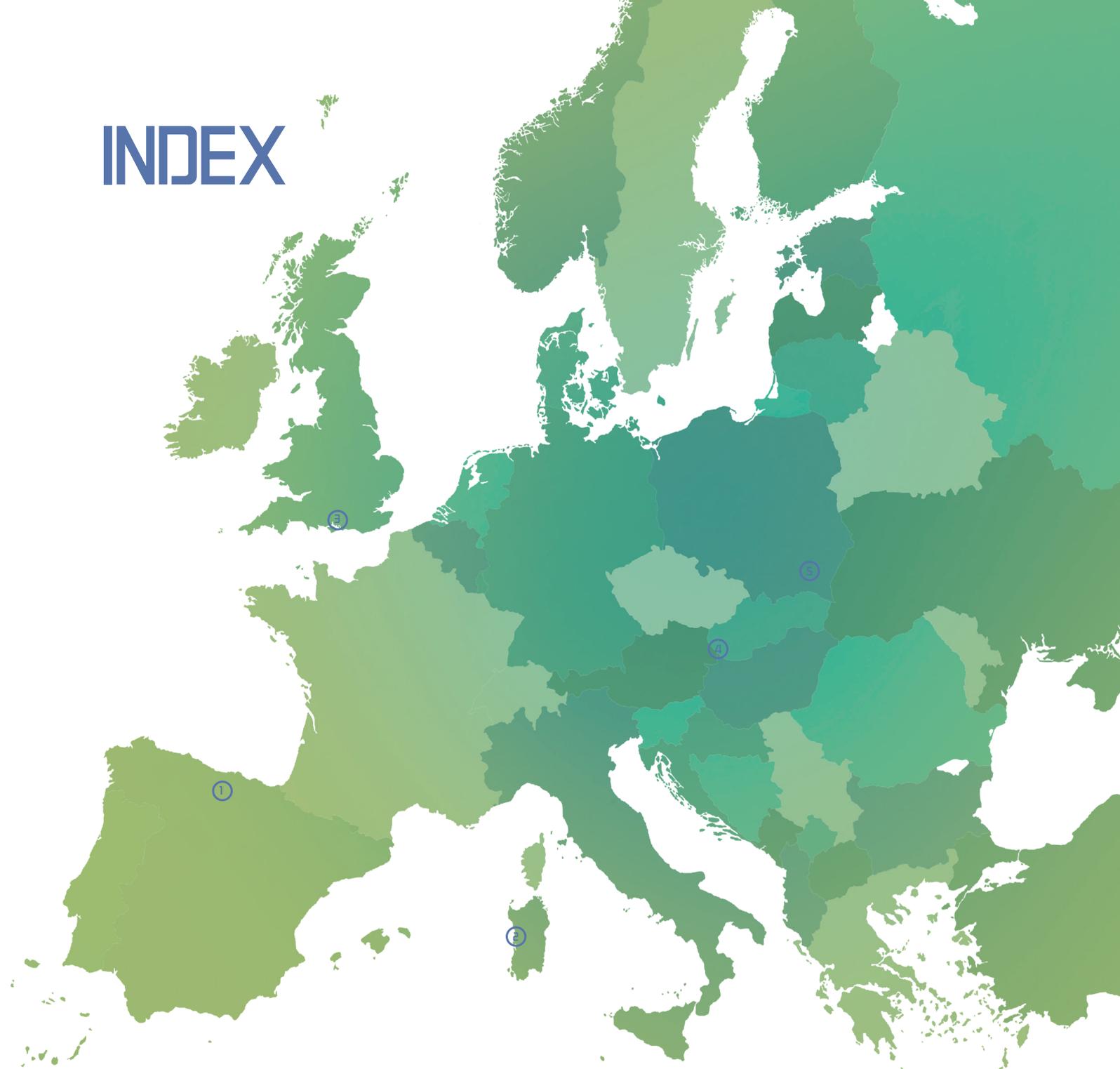
There are three main mechanisms for protecting intellectual property: copyrights, patents and trademarks.

Copyrights protect the expressive arts. They give owners exclusive rights to reproduce their work, publicly display or perform their work, and create derivative works. Additionally, owners are given economic rights to financially benefit from their work and prohibit others from doing so without their permission. Copyrights do not protect ideas, only how they're expressed.

Patents protect an invention from being made, sold or used by others for a certain period of time. They give the ability to take legal action to try to stop others from copying, manufacturing, selling, and importing the invention without the inventor's permission. The existence of the patent may be enough on its own to stop others from trying to exploit the invention
Trademarks protect the names and identifying marks of products and companies; they also facilitate consumers to distinguish competitors from each other.



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INNOVATION AND TECH SUPPORT NETWORK

1. SUMMARY OF GOOD PRACTICE

Overview and aims

Launched in 2000 in a region previously dependent on heavy industry, the Technological and Innovation Business Support Centre network was set up to stimulate a culture of entrepreneurship and respond to the need for a changing economic mix.

Established following implementation of the necessary technological infrastructure, nine Support Centres providing businesses with support for ICT and Innovation were set up in business parks and business associations across northern Spain. Aiming to improve the competitiveness of SMEs through the incorporation of intensive ICT support, companies are able to access personalised support, advisory and training services/e skills. This in turn, helps them to accelerate their digital maturity i.e. their human and technological capital, and develop a culture of innovation. Offering a sustained approach the overall objective of the scheme is to contribute to a sustainable increase in business competitiveness through digital maturity and micro innovation in SMEs, maximising potential for business and the regional economy.

Key resources

Programme Partners

- The Institute for Economic Development of the Principality of Asturias (IDEPA) – lead partner
- CTIC Foundation – management company.
- In collaboration with Business Parks, Business Associations, Chambers and key stakeholders

Funding: Funding Body & SME Contribution

Financed from regional funds allocated for implementation of ICT, technological leadership, innovating markets, clusters and technology transfers, with €5.2M invested since 2004 and a programme budget of €550,000 in 2012.

How much investment could the SME obtain?

Financed in full from regional funds, support and training services are provided at no cost with no upper limit imposed on what/how much support companies can access. Participating SMEs are issued with an invoice illustrating the value of the services received. The overall programme is estimated to have leveraged €23.5M

in regional funds and public and private resources including physical infrastructure and connectivity costs through to SME time and the software implemented in companies.

Eligibility criteria/Terms and conditions

Support is available for all types of SMEs and professionals with economic activity located in Asturias. This includes entrepreneurs and employees as well as business associations, business centres and stakeholders promoting the programme to their members.

2. IMPLEMENTATION

The scheme is delivered by 9 ICT advisors working directly with companies, one for each Centre and 3 central support staff/additional pro rata administrative support. The application process is 'not difficult at all'. Decisions are made immediately and all applications accepted. In addition to information, companies are able to access a wide range of support; workshops, training and grants, providing them with intensive, sustainable support to develop their ICT skills as quickly as possible. Current resources are targeted at companies with low use of IT and companies with standard ICT practices and processes with plans to support more advanced and high tech SMEs in the near future.

Key Steps - How it Works

- Promoted through outreach and awareness activities (talks, workshops, conferences, media etc), options range from personalised support i.e. 'innovation' diagnosis and intensive advisory/support services, through to sectorial intervention programmes and one-off training seminars. Participants are also offered the opportunity to benchmark their ICT capability against other organisations and can also be awarded certification of their innovative capacity.
- Working to encourage wider collaboration amongst SMEs, local technology suppliers are also encouraged to take part in the programmes, with the promotion of creativity and an innovation culture also encouraged between companies involved.
- Although no other direct support is included in the programme, publicised and promoted through an extensive stakeholder network (national, regional and local), enables programme beneficiaries to access a wide range of



other business support activities. The programme itself is subject to annual review and ongoing development with new elements added on a regular basis.

- Typical indirect costs for SMEs accessing support, including implementation of physical infrastructure, connectivity costs, software and time are estimated at c€7,800.

Key Stats

Running since 2004 activity in 2012 was follows:

KEY MEASURE	Total
Companies participating	1,573 (85% of all companies)
New Clients	51%
Applications accepted	100%
Number of Training & Awareness Activities	304 activities 3,708 people
Consultancy Services Provided	4,151

Evaluation to date also indicates high take up rates; i.e. introduction to new ICT Tools and activity following Support Centre interventions with 53% of companies participating in the project going on to access other ICT Advisory support and incorporate their own 'in house' technological solutions and 68% of companies implementing external technological/ICT solutions.

3. KEY LEARNING POINTS AND OPPORTUNITIES

Legacy benefits arising from the programme include improvement in Information Society Indicators resulting in above national average performance. Qualitative feedback from companies supported by the scheme is also very positive, resulting in a more sustainable business able to take advantage of the global market and more able to survive the economic crisis than those not participating in the scheme.

What worked well

Implementation of a regional strategy, providing a common framework and cooperation of all stakeholders. Decentralised delivery, routing awareness and take up through established stakeholder/business networks. A methodological/ordered process. Different formats for learning materials, with some sector specific materials. A support centre team committed to the territory. The opportunity for organisations to benchmark ICT use and improvement.

Challenges/Weaknesses

Formerly more used to supporting larger nationalised industries before recession, one of the big problems was the lack of cooperation and collaboration between support organisations themselves who later went on to encourage business participation and benefit from the scheme. Originally focusing on technological demonstrations, the programme was re-oriented towards support services (mainly training for e-Skills building and ICT consultancy), proven to be more effective.

The programme has resulted in a high digital maturity for many SMEs, enabling them to incorporate advanced services needed to support innovation. The next challenge is to encourage basic digital maturity amongst 'late adopters', companies not taking advantage of the scheme.

Transferability

Opportunities: The programme is, subject to financial resources, considered highly transferable and has itself been exported/transferred to regions in Central America contributing to the improvement of business support/training services with other developing countries also expressing interest.

Threats: Lack of funding, with the programme dependent on future financial resources.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://youtu.be/cJ-iFSUugWw?list=PLdapWZuBH-seXkalzIhy0mecxQR269pFOt>

Asturias Technological & Innovation Support Centre Network: www.fundacionctic.org/sat

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1. SUMMARY OF GOOD PRACTICE

Overview and aims

Set up to strengthen and support the competitiveness of local production systems, establish new supply chains and attract new innovative investments, the “**Investment Contract**” is a capital grant programme and incentive tool.

Aimed at developing innovation capacity and collaboration, funds can be used to implement a ‘Technology-Production Chain’ Development Programme for individual companies or groups of companies in the same industry/sector or in different sectors.

An overarching strategy aimed at maximising industry potential, features of a typical Development Programme include:

- Implementation of investment programmes and/or industrial research, prototype development and skills training from universities, research centres and public/private providers.
- Setting up ‘Centres of Competence’ specialising in high level technological innovation and operating in sectors with high added value and strong growth potential.
- Integration of current production systems and supply chains that have strong development and innovation potential and opportunities for commercial exploitation and internationalisation.
- Improving the cooperation and collaboration of companies.

Key resources

Programme Partners

The Regional Centre for Planning (CRP), dedicated centre of administrative responsibility for the scheme and authorising body directing and supervising the work of SFIRS.

SFIRS SpA the financial intermediary and management company responsible for reviewing and assessing programme applications.

Funding: Funding Body & SME Contribution

Projects funded from EU Interreg2 ERDF Operational Programme 2007-2013 with total grants of €20M available. With incentives awarded mainly in the form

of a grant, beneficiaries must provide a minimum financial contribution of 25% of eligible costs from their own resources or from external financing in a form free of any public support.

Eligibility criteria

SMEs and large enterprises in the manufacturing or processing and disposal of waste industry Applications submitted by newly established companies and/or not yet operating but registered for VAT are also eligible for the scheme.

Terms and conditions

Maximum duration for Investment Contracts is 36 months and must consist of Productive Investments in tangible or intangible assets intended for: new production units; extension of production units; diversification of products.

2. IMPLEMENTATION

Not set up as a prescriptive programme, the amount of grant awarded to beneficiaries is dependent on a variety of factors involved in each development scheme; the economic sectors involved, type of scheme, co-financing conditions and expected impact and outcomes arising from the programme.

The resulting **Investment Contract** i.e. company or inter-company ‘Development Plans’ are comprised of one or more of 4 main elements: a compulsory **Plan of Productive Investment** and/or a **Plan of Services**, an **Innovation Plan** and a **Training Plan**.

Plan of Productive Investment, with funding related to eligible expenses for preliminary feasibility studies, company land, land improvement and geognostic research; design and construction activities; company infrastructure; new machinery and equipment; software and IP related activities.

The Innovation Plan, specific programmes of **industrial research** and **experimental development** aimed at increasing the capacity of enterprises involved to adopt innovations of product and process and to improve their level of competitiveness on internal and external markets.

The Plan of Services i.e. indirect resources involved in



strategy, general management and support for corporate functions, marketing and sales, production and supply chain, organisation and human resources, corporate finance.

Training Plans, providing for the training of new employees and / or the qualification and specialisation of staff already dependent of the enterprise.

Key Steps - How it Works

The programme was set up in 2006 and applications invited between November – December 2010.

STEP 1

The proponent requesting the Grant must submit an initial proposal/application to access a negotiation procedure. This includes a full description of the development programme.

STEP 2

The Assessor checks the eligibility and compatibility of the plan with available financial resources providing a response forwarded to the regional administration body within 20 days.

STEP 3

Applicants meeting the scheme conditions are then invited to a **negotiation phase**. Directed by Regional Administration authorities, negotiations are used to verify the validity and feasibility of the development programme and provide any adjustments for the submission of the **final proposal**.

STEP 4

Final Proposals are assessed and scored against a number of criteria within 60 days. Assessment includes percentage of co-financing, sustainability, environmental impact and equal opportunities and non-discrimination.

STEP 5

Outcomes and a provisional grant/offer are advised with 15 days with final Investment Contracts signed with 15 days. Payment of grants is based on the presentation of 3 or 5 **states of progress documents**.

Key Stats

KEY MEASURE	Total
Applications Submitted	9
Applications Accepted	3
Eligible Costs	€34M
Grant Amount	€20M
Total Beneficiary Investment	€80M
New Supply Chains	3
Jobs Expected	50

3. KEY LEARNING POINTS AND OPPORTUNITIES

An 'on-going' tool, no evaluation or interim assessment is available at this stage

What worked well

Benefits are not only gained by SMEs, but also by large companies and/or groups of companies. The funding enables companies to make investments in training plans and a plan for services as well as productive investments in an innovation plan. Not structured in a predetermined format, the scheme enables the possibility of negotiation and agreement for individual projects.

Challenges/Weaknesses

No major challenges or weaknesses identified by the lead partner at this stage.

Transferability

Opportunities and threats not assessed by the lead partner at this stage.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://www.youtube.com/watch?v=3oNAqqld80>

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3 KNOWLEDGE TRANSFER PARTNERSHIPS

1. SUMMARY OF GOOD PRACTICE

Overview and aims

A UK wide programme launched in 2003, Knowledge Transfer Partnerships (KTPs) are one of a variety of collaborative ways in which Universities support and work with businesses. KTPs are a three way partnership between a company, a 'knowledge base' and a KTP Associate helping businesses to improve their competitiveness and productivity through the better use of knowledge, technology and skills already residing within the UK Knowledge Base i.e. higher education institutions/universities, colleges or publically/private research organisations.

Aiming to meet a core strategic need and to identify innovative solutions to help participating business grow, KTPs generally result in increased profitability for business partners as a direct result of the partnership, either through improved quality and operations and/or increased sales and access to new markets. KTPs aim to:

- Facilitate the transfer of knowledge through projects undertaken by high calibre, recently qualified people under joint supervision from a business and an academic institution.
- Provide company-based training for recently qualified people to enhance their business and specialist skills.
- Stimulate and enhance business-relevant training and research undertaken by the academic institutions.
- Increase the interaction between businesses and academic institutions and raise awareness of the contribution higher education i.e. Universities can make to business development/growth.

Key resources

Programme Partners

Technology Strategy Board (TSB) set up to accelerate economic growth by stimulating and supporting business led innovation, funding/authorising body for KTPs.

Department for Business Innovation & Skills (BIS), government department responsible for economic growth, with its state funding for the programme is routed through the TSB and associated agencies.

Partnership Approval Group (PAG), representative group from the University/TSB meeting every 2 months to assess applications.

Funding: Funding Body & SME Contribution

£150M state funding for UK wide Knowledge Exchange activities 2012/3. (Viewed as key investment, level of investment retained despite economic/financial constraints). Typical annual KTP project budget is £60K with SMEs contributing 33% and larger businesses 50%. This includes the cost of training, equipment and consumables passed to the KB on completion.

Eligibility criteria

KTPs support a broad cross-section of UK firms, regardless of size in any business sector.

Terms and conditions

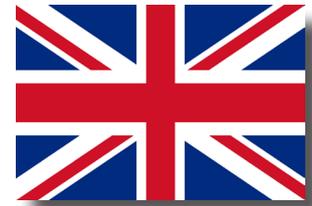
The scheme is aimed at innovative projects of clear strategic relevance to business. Projects must demonstrate a sound business case; a clear knowledge transfer and a step change in innovation and be stimulating and challenging for all three partners. Any Intellectual Property arising from the KTP is retained by the company.

2. IMPLEMENTATION

KTPs are based on a relationship formed between a company and an academic institution ('Knowledge Base' partner), which facilitates the transfer of knowledge, technology and skills to which the company partner currently has no access.

Each partnership employs one or more recently qualified people (known as an Associate) to work in a company on a project of strategic importance to the business, whilst also being supervised by the Knowledge Base Partner. The three key players involved in a KTP are:

- Company partner, usually a company (including not-for-profit).
- Knowledge-based partner a higher education institution e.g. university, college or publically/private funded research organisation.
- KTP Associates, each partnership employs one or more high calibre Associates (recently qualified people), postgraduate researchers, university graduates,



or individuals qualified to at least NVQ (Level 4) or equivalent, transferring the knowledge the company is seeking into the business via a strategic project.

Key Steps - How it Works

More than 140 different knowledge bases including the University of Portsmouth participate in KTP schemes which work across a wide range of academic disciplines, degree subjects and industry sectors. Projects run from 26 weeks to 3 years.

- The business and knowledge base partner jointly submit an expression of interest (EOI) to the KTP Adviser employed by the TSB to support KTP projects in the region.
- Preparation of application with guidance from KTP Adviser a formal application is made to the Partnership Approval Group (PAG) for assessment/approval.
- Successful proposals funded, the knowledge base partner and business recruit an Associate i.e. a graduate with the specific expertise required for the project. The Associate is employed by the knowledge base partner
- Project located at business premises with continued input from an Advisor. The knowledge base supervisor spends approximately half a day per week working on the project.

The application process is considered difficult with decisions taking up to 6 months. At least 2 people per business are involved in delivering the technical support.

Key Stats

UK KTP Scheme 2010/2011

KEY MEASURE	Total
Applications accepted	222
Funding Granted to successful SME's	£34M
SME Investment	£24M Match Funding £93M
Live Partnerships	1,176
Live Projects	1,234
New Jobs Created	1,300

3. KEY LEARNING POINTS AND OPPORTUNITIES

Legacy benefits include a wide range of evidenced economic and commercial benefits for each of the partners involved.

What worked well

Businesses have reported a significant return on investment arising from the scheme, with government investment/funding expected to result in additional profit, new jobs, annual exports further business led investment in research and development and plant and machinery.

Development of long term relationships with businesses involved/cross selling of other services.

Challenges/Weaknesses

Difficult application process with decisions taking up to 6 months

Raising awareness of the KTP programme amongst graduates/recruiting them onto the scheme.

Transferability

Opportunities: viewed as highly transferable to other regions.

Threats: Reduction in state funding.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://www.youtube.com/watch?v=53ssssmbetM>

Knowledge Transfer Partnerships:

<http://www.ktponline.org.uk/>

Technology Strategy Board:

<https://connect.innovateuk.org/web/guest/home>



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SUPPORT SCHEME COUNSELLING/TRAINING



1. SUMMARY OF GOOD PRACTICE

Overview and aims

Launched in 2000, the overall aim of the Support Scheme of Counselling and Training is to raise the competitiveness of SMEs and improve the survival rate of start-ups, particularly those SMEs trading for less than 3 years, helping to sustain employment and create new jobs in the region.

SME's are provided with subsidised support to access individual information and counselling i.e. advice from professional advisors and financial grants enabling them to access training services from professional training agencies.

Key resources

Programme Partners

National Agency for Development of Small and Medium Enterprises (NADSME)

Funding: Funding Body & SME Contribution

The Ministry of Economy of the Slovak Republic (ME SR)

Total budget to date €2.4M. Co-financed with EU funds from 2000-2003 onwards, supported by state funds from 2004 with SMEs required to contribute 25% of the project investment from 2010-12. Companies can access up to 60 counselling hours of support up to the value €1,620 each year and up to £30,000 awarded grant for training per call.

Eligibility criteria

Micro, small and medium sized enterprises resident/registered and located in Slovakia

Terms and conditions

Subsidies awarded as grants, both financial and non-financial with no repayment required.

2. IMPLEMENTATION

A national scheme set up in 2000 and running until December 2013 the programme is delivered by 3 part time managers, 20 part time officers in regional business support organisations and 40 advisors working with SMEs.

Key Steps - How it Works

Participants are able to access up to 60 hours of tailored, one to one advisory/coaching support from professional advisors to help them achieve the business objectives identified at the outset. Businesses involved in the scheme are also encouraged to access other financial and non-financial support ranging from provision of micro loans and help to source venture capital investment through to access to business incubators, training, information and advice on internationalisation, innovation and available via the Enterprise Europe Network (EEN) through to networking events.

Key Stats

2012 results as follows

KEY MEASURE	Total
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Applications submitted (before call for SME contribution announced)	365
Applications accepted	363
Funding Granted to successful SME Investment	€1.159M (info unavailable)

2000/2006 (First half of the programme)

(New) Jobs created	8350
Jobs sustained	19,450



3. KEY LEARNING POINTS AND OPPORTUNITIES

Legacy benefits from the scheme include helping to create and sustain employment, ensuring long term sustainability of SMEs and impact on the local/regional economy

What worked well

- Regional/local accessibility and impact. External, on going monitoring of client satisfaction.
- Efficient procedures resulting in reduced administration for SMEs.
- Development of good network of experienced advisors, consultants/trainers and business support organisations with a good knowledge of local markets and the business environment.
- Personal one to one approach

Challenges/Weaknesses

- Short time frame for implementation within each yearly budget. Reduction in the network of collaborative business support agencies for a variety of different strategic and financial reasons.
- 'Offline' database & management information system. Missing efficiency/impact data.
- Year on year reduction of programme budget.

Transferability

Opportunities: National government commitment to implement the Small Business Act, supporting SMEs. To secure forthcoming EU resources for a new/on-going programme.

Identify new partners and expand team of business advisors/diversify and extend portfolio. Implement quality standards and evaluation. On-line data collection, reporting and feedback.

Threats: Strategic changes. Programme not integrated into SME support & business development strategies. Limited or no financial allocation from government and/or supported by EU creating administrative/bureaucratic difficulties making the programme less competitive/effective.

Loss of established expertise i.e. current network of regional business support organisations, advisers and counsellors.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://youtu.be/jFYp6Wy46II>

Schematic Counselling & Training for SMEs:

<http://www.nadsme.sk/sk/content/poradenstvo-a-vzdelavanie>

Enterprise Europe Network (EEN):

<http://een.ec.europa.eu/>

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PROTECT YOUR KNOWLEDGE



1. SUMMARY OF GOOD PRACTICE

Overview and aims

Launched in 2010 to encourage the growth of innovation in businesses, the overall aim of the Protect Your Knowledge programme was to provide innovative entrepreneurs in Eastern Poland with the general and legal i.e. Intellectual Property information needed to protect their ideas and maximise their sales potential.

Targeting innovative businesses with untapped potential i.e. those not yet engaged in IP activity in less active regions, the programme was set up to:

- raise awareness of the opportunities associated with IP
- raise awareness of the support available
- provide entrepreneurs/innovative businesses in the region with the relevant knowledge i.e. legal information, skills and support needed to implement relevant IP protection
- turn the outcomes of the programme into tangible activity; sales, regional growth for business and the economy.

Entrepreneurs were familiarised with the basic principles associated with intellectual property; inventions, protection through patenting, industrial designs, utility models and trademarks. In addition to the benefits arising from managing intellectual property.

Key resources

Programme Partners

Rzeszow Regional Development Agency – lead partner. No other partners involved.

Funding: Funding Body & SME Contribution

€342K - EU & State Funding can you confirm this figure is correct. Access to the programme and support provided free of charge. Businesses were also able to access grants to co-finance costs and expenses involved in acquiring IP protection within other complimentary programmes.

Eligibility criteria

Micro businesses and SMEs located in any one of the five regions of Eastern Poland covered by the programme. No terms and conditions applied.

2. IMPLEMENTATION

Running for 33 months from July 2010 to March 2013 across five regions in the east of Poland the scheme was managed by three project staff and five regional coordinators.

Key Steps - How it Works

Aiming to raise awareness and use of IP in regions with low historical take up of IP opportunities project activity included:

- 10 one-day 'awareness raising' conferences providing basic information on issues, benefits and relevant legal options e.g. invention protection, patenting, industrial designs, utility models, trademarks etc associated with IP.
- 10 one-day 'awareness raising' conferences providing basic information on issues, benefits and relevant legal options e.g. invention protection, patenting, industrial designs, utility models, trademarks etc associated with IP.
- Interactive Web Portal; an extensive 'live' information hub www.wlasnoscintelektualna.com.pl with discussion forums, case studies, publications, quarterly magazines, newsletters and opportunities for 'live chats' with experts.
- Publications/Communications; a practical guide to Intellectual Property, CD case studies, quarterly magazines and a wide range of information and promotion activities and materials, using every opportunity available to raise awareness of IP and potential benefits.

Entrepreneurs involved in the scheme were also able to access a separate Grant scheme 'support to obtain protection of industrial property'. Particularly targeted at those entrepreneurs with potential for internation-

alisation, grants could be used to co-finance the costs and expenses involved in protecting intangible goods and/or the protection of industrial property. Grants range from €460 to €92,165 for one enterprise per project and backed by a simple 'on line' application process, with decisions made within 3-4 days.

Key Stats

The Protect Your Knowledge scheme has resulted in a real increase in the number of the companies actively using Intellectual Property principles and practice, taking the legal steps required to protect their products/ services.

New research and development projects in the area of new technologies created by entrepreneurs supported by the programme include solutions for water turbines, welding facilities and systems supporting seaports and mineral wool production.

KEY MEASURE	Total
Applications submitted	Over 1,490
Applications accepted	1,490
Entrepreneurs accessing business related institutions	1,087
Conferences, seminars and workshops participants	1,490
Applications made to date for patents, etc.	12
Patents, etc. Accepted to date	5
Number of new R & D projects	12
Number of on-line users	1,070
Entrepreneurial businesses supported	1,087

3. KEY LEARNING POINTS AND OPPORTUNITIES

The lengthy Patent process in Poland has made it difficult to assess the legacy and impact of the project at this stage.

What worked well

Availability of free information and wide variety of support previously unavailable for entrepreneurs in Eastern Poland. Access to complementary financial/ grant support. Increase in the number of Patents, applications submitted for IP protection in addition to research and development projects from participating companies.

Extensive range of marketing communications tools resulting in increased awareness and 'how to' go about using IP.

Challenges/Weaknesses

Concerns from entrepreneurs regarding confidentiality resulted in little interest in online 'chats with experts' through the website.

Lack of resources needed to enable one to one consultancy support

Transferability

Opportunities:

Use of a similar approach to raise awareness and application of IP

The possibility of accessing European funds for this/ similar programmes.

Threats: The need to find alternative sources of finance for this kind of programme.

FURTHER INFORMATION

DIFASS You Tube Channel:

<http://www.youtube.com/watch?v=p1fRh5D4Fo>

Rzeszow Regional Development Agency:

<http://www.rarr.rzeszow.pl/en>

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