EIPC

Entrepreneurship & Innovation Programme Committee

ENTERPRENEURSHIP AND INNOVATION PROGRAMME
EIP PERFORMANCE REPORT

[EIPC-11-2013]

EIPC of 13 June 2013

June 2013

This report has been drafted by Commission staff responsible for the management of the Entrepreneurship and Innovation Programme (EIP). It was written for the EIP Programme Committee but is also aimed at a wider audience interested in obtaining insights into the impact of the programme.

The report does not cover all the actions financed under the EIP since 2007. There are other reports available[1] that are more comprehensive or more detailed, but this report gives an overview of the programme's performance: it covers the most budget-intensive actions and illustrates how small scale policy actions have contributed to changing the regulatory environment for all businesses.

The picture painted by the performance report does of course depend on the progress of the actions. While some have been completed and have therefore already produced visible impacts, others started being implemented at a later stage and their impact may not yet be (fully) visible. This is not necessarily an indication of bad performance — the final picture will only be available when the programme has been completed (i.e. towards 2015).

Moreover, some actions have immediate objectives (e.g. specific conferences) while others have a longer-term perspective (e.g. eco-innovation actions); it is therefore not possible (nor is the objective of the report) to make direct performance comparisons.

The data underpinning the present report was updated to 31.12.2012.

[1] http://ec.europa.eu/cip/documents/implementation-reports/

EXECUTIVE SUMMARY

A key aim of the Europe 2020 Strategy — the EU's growth and jobs strategy for this decade — is to improve the competitiveness of European businesses and create more jobs and prosperity in the Union. The Competitiveness and Innovation Framework Programme (CIP) is the main EU funding programme to address the challenges industry faces, with more than €2 145 million earmarked for the Entrepreneurship and Innovation Programme[2] for the period 2007-2013.

The **six objectives**[3] of the Entrepreneurship and Innovation Programme (EIP) **remain highly relevant in the context of the recent economic crisis.** The EIP has made it possible to finance a number of growth-enhancing measures essential to the whole economy and especially to European small and medium-sized enterprises (SMEs).

This report outlines some of the main achievements, concrete results and successes of the EIP.

Improving access to finance

Major market gaps have been identified with regard to SMEs' access to finance. The **financial instruments** in the form of guarantee schemes, risk-sharing facilities and equity and quasi-equity support were designed to facilitate access to loans and equity finance for small businesses and to act as catalysts for public and private investors. The positive impact on the economic situation and business prospects of participating SMEs takes the form of stronger business growth and employment sustainability. With a budget of €1.1 billion, the Competitiveness and Innovation Framework Programme (CIP) has helped to mobilise over €13 billion of loans and €2.3 billion of venture capital for SMEs across Europe. Under its SME guarantee facility, CIP has helped nearly 220 000 SMEs to access loans. These loan guarantees are used in cases where the entrepreneur or the small enterprises do not have sufficient collateral to offer and the bank will not provide a loan. 90% of the beneficiaries have 10 or less employees and this is the category that has most difficulties to get a loan. The average guaranteed loan is about €65 000. The estimated number of jobs created under CIP SMEG 2007 is nearly 130 000[4].

Providing business support services

Despite the existence of the Single Market, doing business across borders in Europe is still subject to significant barriers for SMEs. The **Enterprise Europe Network** brings together business support organisations from more than 50 countries. They are connected through powerful databases and know Europe inside out. What's more, they have been working together for years, some even for decades. The Enterprise Europe Network has been in contact with more than two million SMEs each year. More than half of the SMEs which used the services of the Enterprise Europe Network confirmed that they had accessed new markets or developed new products. For example for the partnership services, on average, the impact on

---

[2] The EIP is one of the three specific programmes of the Competitiveness and Innovation Framework Programme (CIP) that started in 2007.

[3] (a) access to finance for the start-up and growth of SMEs and investment in innovation activities; (b) creation of an environment favourable to SME cooperation, particularly in the field of cross-border cooperation; (c) all forms of innovation in enterprises; (d) eco-innovation; (e) entrepreneurship and innovation culture; (f) enterprise and innovation-related economic and administrative reform.

[4] Estimate based on the methodology outlined in the Final Evaluation of the Entrepreneurship and Innovation Programme, Final eport, April 2011. No more recent information is available as of May 2013.

turnover was about €200 000 per company. **The total impact on sales growth is estimated at €625 million**. Between 2008 and 2012, 4 429 jobs have been created by firms under partnership agreements. The trend of the increasing number of partnerships per year is expected to futher continue in the coming years.

*The **Enterprise Europe Network** provides integrated services to SMEs through its more than 3,000 staff in 600 regional offices.*[5] *The Network helps SMEs to access market information, to find potential business and technology partners and to participate in the 7th Framework Programme for Research and Technological Development (FP7). It offers advice on funding and internationalisation services. More than 25 000 promotion, information, match-making and brokerage events have been organised; 9 275 cross-border partnership agreements between companies have already been concluded through the Network. The number of partnership agreements between SMEs is growing steadily. Some 20 % of technology profiles have led to formal technology transfer agreements brought about by the Network. The success rate for turning research profiles into agreements to submit joint proposals under FP7 stands at almost 45 %.*

In 2012 there were 78 framework partnership agreements in place from EU27 and 14 from CIP participating countries with specific grant agreements signed to cover the operational period 2011-2012. Four addtitional consortia were added in 2012 (India, Canada Morocco and Eastern China) resulting in 22 cooperation agreements signed with third countries. Furthermore, conditional terms for associated and affiliated membership were signed with 16 (+4) and 10 (+1) organisations respectively as well as technological partnership agreements with JRC, EUREKA, CERN and ESA. All of the framework partnership agreements managed by the Executive Agency for Competitiveness and Innovation (EACI).

The Network is also a very effective mechanism in receiving feedback from SMEs. Over 25,000 contributions from SMEs have been collected, in particular on public consultations (e.g. Top 10 Burdensome legislations, business-to-business Alternative Dispute Resolution).

Intellectual Property Rights (IPR) have the potential of stimulating research, innovation, inventiveness and creativity. Small and medium-sized businesses are frequently not able to make the most of their creativity, because they do not incorporate IPR issues into their business strategies. Public support is often provided on a national basis alone or is entirely lacking. EU-level projects were therefore initiated to improve IPR support.

*During its three years of operation (2007-2010) the **IPeuropAware project** organised 39 seminars on IPR enforcement and awareness-raising seminars in 15 countries with more than 400 participants, tested 72 new IP services and tools on SMEs, which were then implemented by the national IP offices, trained around 250 IP officials on enforcement issues, advised more than 4 000 universities, public research organisations and SMEs and created a pan-European website with input from nearly all the European National IP Offices.*

[5] The network's geographical coverage includes EU Member States, candidate countries, and other third countries. For more information, see http://een.ec.europa.eu.

In addition to the IPR support in the EU, a dedicated helpdesk was set up to provide similar support for EU SMEs doing business in China.

The China IPR SME Helpdesk provides training for European SMEs on how to protect their IP when doing business in China. Since its creation in 2008, it served some 80,000 website users and offered over 1000 private confidential consultations. As a result of Helpdesk advice, 75 % of the surveyed users of the present Helpdesk edition took a specific course of action (e.g. retaining lawyers, registering trademarks, undertaking administrative enforcement). This has increased the likely hood of effective protection for European SME-owned IPR, as well as offering protection against infringement, something which could potentially inflict substantial damage costs.

Based on the success of the China IPR SME Helpdesk, a similar ASEAN IPR SME helpdesk has been created in 2013 and another MERCOSUR IPR SME Helpdesk is also planned for 2013.

Support all forms of innovation

The programme is also instrumental in supporting innovation policy itself and making sector conditions as well as business support more innovation-friendly.

Throughout 2006-2012, Europe INNOVA has been the laboratory for the development, testing and promotion of new tools and instruments in support of innovation, with a view to helping innovative enterprises to innovate faster and better. Thus, it has served as a pan-European platform for innovation professionals, enabling them to discuss, develop, test and exchange 'better practices' in support of innovative SMEs and to contribute to a better understanding of the innovation patterns in different sectors. In its second phase, 2009-2012, Europe INNOVA was focused around three European Innovation Platforms (IPs) addressing issues related to knowledge-intensive services (KIS) cluster cooperation and eco-innovation. Under each IP, public-private partnerships developed and tested new innovation support services for SMEs.

The KIS-IP succeeded in the setting up three new sector specialised venture capital funds and two new grants and voucher programmes. For what concerns the use of renewable energy sources, KIS-PIMS has accelerated cost driven innovation in these services with real-life testing in Austria, Finland and France. 233 project ideas have been analysed, of which 52 benefitted from a business analysis of the project idea by external experts through a voucher scheme.

Demon-strating eco-innovation solutions

The programme has also supported the market application of more than 200 eco-innovation projects in various sectors such as recycling, green business, the food and drinks sector, water and the buildings sector. These projects have an added replication effect, by showing to the market the growth potential of these eco-innovations. This grant scheme is highly popular among SMEs, being an effective means of addressing the needs of innovative SMEs in the sector. Approximately 65 % of participants in these three calls were SMEs of which 80% are small and micro enterprises. The programme has a significant leverage effect, given that participants are required to provide 50 % of the co-funding.

A dedicated study has recently outlined the results and achievements of the initiative. It revealed that, despite its young age with first projects starting in 2009, economic impacts are already substantial; 30 % of the projects have already led to commercial benefits. Project leaders indicate an average leverage factor of around 20 (€ 1 of public investment on Eco-innovation leads to a gross revenue leverage factor of x 20, 2 years after the project ends). The average net employment generation is around 8 persons (full-time) per project. Environmental benefits result in a monetised benefit of 833M€ (1€ of public investment has generated € 10 in environmental benefits) and a global economic and environment benefit of € 1.6 billion.

Improving framework conditions for SMEs

The EIP is also concerned with fostering **better framework condition for SMEs**. A key component is to facilitate exchanges of best practices between the CIP participating countries. For example, the EIP has financed ways of measuring and supporting Member States' progress in **simplifying the administrative procedures involved in starting up a small business**, working towards targets set by the Competitiveness Council. This takes the form of annual checks and of identifying and exchanging good practices between the participating countries. The result has been a fall in the average time and cost required to start a company in the EU, as illustrated by these graphs:

*There has been a major reduction in the time taken and the costs involved in starting up and running a small business. In 2012 the average time and **cost of starting up a private limited company** was 5.4 days and 372 EUR, compared to 12 days and 485 EUR in 2007; this improvement is partly due to best practice exchanges and benchmarking financed by the EIP.*

Improving sectoral conditions

The EIP programme helps to **improve framework conditions for certain industrial sectors**. Unlike direct grants to SMEs, policy support measures play a part in changing the regulatory environment and thus have a significant influence on all the businesses in a specific sector.

As an example, EIP has helped to boost the competitiveness of the **construction industry**, which occupies an important place in the European economy. Not only does this industry generate around 10% of the GDP, it also provides 20 million direct jobs, mostly in micro and small enterprises. The programme has supported various competitiveness analyses of the construction sector. The conclusions and recommendations provide **key input to the preparation of Communication COM(2012)433 on "Strategy for the sustainable competitiveness of the construction sector and its enterprises"**. The new regulatory environment will seek greater convergence in the way EU legislation is implemented at national level, facilitating cross-border services, reducing the administrative burden, and providing more opportunities for innovative solutions.

*The study on the **Lead Market Initiative and sustainable construction** developed a generic 'burden catalogue' structure with deep analytical and qualitative insights into how information obligations translate into administrative burdens for companies. The conclusions and recommendations of the study feed into the future sustainable competitiveness agenda in the construction sector in terms of 'smart' regulation and administrative burden.*

Another example is the programme to improve framework conditions of the tourism sector by supporting more than 30 **transnational tourism project partnerships**, contributing to the diversification of the European tourism offer of transnational/pan-European thematic products and enhancing the visibility of Europe as a destination on third country markets via an international tourism communication campaign. Furthermore, it greatly enhanced the socio-economic tourism knowledge base at European level by supporting, inter alia, the European Virtual Tourism Observatory, the European Tourism Indicators Systems, studies analysing the impact of the Cultural Routes on SMEs, the impact of the EU tourism policies on the sectors and its enterprises, as well as the impact of visa policy facilitation on tourism, and the initiative EDEN – European Destinations of Excellence, which aims to promote sustainable tourism destination models and to enhance the visibility of emerging and lesser known tourist destinations in Europe.

Cycling tourism is a great example of sustainable, environmentally friendly tourism. With the programme, the Commission is raising awareness about its important role and is supporting the development and promotion of cycling routes through Europe by awarding grants to selected projects and initiatives. In 2011, the Commission supported the development of the EuroVelo.com portal which aims to promote and increase visibility of EuroVelo Network of cycle routes as well as to contribute to the promotion and development of more sustainable and responsible cycle tourism. In 2010, grants were awarded to 6 projects to improve the sustainability and competitiveness of European cycling tourism. One of them is the Iron Curtain trail. This 6,800km cycle track - recognised as EuroVelo route no 13 – follows the former border "Iron Curtain", stretching from the Barents Sea to the Black Sea, combining European culture, history and sustainable tourism.

Monitoring policies, providing analysis and bench-marking

The EIP has also supported a wide range of policy-related measures such as **statistical analysis and benchmarking; policy monitoring and analysis**; workshops and exchanges of best practices between policy makers.

In particular, the Small Business Act (SBA) governance system was put in place in 2011 to promote the exchange of best practices and to monitor the implementation of the SBA. The governance structure is simple and effective: it comprises of the **Network of SME Envoys** chaired by the EU SME Envoy; this network meets four times per year and deals in concrete terms with all objectives of the SBA. It is complemented by an **annual SME Assembly** in the second half of the year; the Assembly takes stock and looks forward to the following year; it serves as a wide forum for SME organisations, SMEs themselves, policy makers and other stakeholders.

A second example is the **European Innovation Scoreboard, which** makes a yearly comparison of the innovation potential and performance of Member States and selected other countries, drawing on statistics from a variety of sources, primarily EUROSTAT and the OECD.

The reports **are widely used by national and regional stakeholders** in the EU in innovation policy related conferences and a range of policy and academic workshops. The scoreboard is a reference source on innovation performance in the European innovation policy community. Its results are used as a background for press articles on innovation issues. It also benchmarks EU innovation performance against that of major economic partners (e.g. the US, China, Brazil and Russia), so its results are used in a variety of international meetings as background documents for expert and political meetings.

Another example concerns the **EU SME annual reports** and the **SBA country factsheets**. The series of annual reports on the most important SME trends in the EU and the set of annually updated SBA country factsheets for a total of 37 countries (EU-27 Member States plus 10 non-member countries) are the result of extensive discussions and exchanges since 2009. These recurrent publications have helped to establish a **central monitoring tool for measuring the implementation of the Small Business Act (SBA).** At the same time, they have greatly helped to raise the awareness of the general public on SME issues, and SBA implementation in particular. Over the reporting period, data have been cited in media articles, in both printed and electronic form.

*In the area of **sustainable industrial policy**, a number of studies were launched to identify the potential of sectoral approaches to limiting CO_2 emissions in a post-2012 international framework. These studies significantly contributed to the EU position on sectoral crediting in international climate change negotiations. Options for a possible mandate for a more formal type of business engagement in the international climate change negotiations were also identified. The first ideas were presented at the Copenhagen climate change conference in December 2009 and the final report at Cancun in December 2010.*

The Sustainable Industry Low Carbon (SILC) scheme was launched in 2011 to fund innovation measures that help energy intensive manufacturing and process industries to reduce their GHG emissions while maintaining their competitiveness. SILC co-finances sector-specific or cross-sector industrial projects carried out by industry-led consortia.

The analysis of European industry formed the basis for the Commission Decision on sectors at risk of carbon leakage. That was essential in ensuring the competitiveness of EU industry while maintaining the environmental effectiveness of the EU emissions trading scheme. These studies made a significant contribution to the EU's leadership role on international climate change negotiations.

Boosting entre-preneur-ship

The programme has **boosted entrepreneurship and a culture of innovation** by its common initiatives in the areas of **entrepreneurship education** and female entrepreneurial activity, developed by the Commission and countries participating in the CIP. At present, the Commission supports sixteen Europe-wide projects in the field of entrepreneurship education. They will serve as models for introducing novel methods of entrepreneurship education in the Member States. The first nine projects are estimated to involve around 70 000 students and young people and some 900 teachers. However, the added value is not limited to the number of direct beneficiaries, but lies also in the creation of new models that can be widely replicated.

Also as a result of initiatives taken at European level in the area of entrepreneurship education, a number of Member States have significantly increased their efforts. According to a survey published in 2012[6] , a specific strategy to promote entrepreneurship education was adopted in Denmark, Estonia, Lithuania, the Netherlands, Sweden, Norway, Wales (UK) and the Flemish part of Belgium. Moreover, other countries include now entrepreneurship education as part of their national lifelong learning, youth or growth strategies.

Female entrepreneurship is promoted by the European Network of Female Entrepreneurship Ambassadors and the European Network of Mentors for Women Entrepreneurs. The Ambassadors aim to have successful entrepreneurs campaigning on the ground to encourage women of all ages to set up their own businesses and become entrepreneurs. The Mentors support enterprises owned and run by women during the first few crucial years, by providing women entrepreneurs with advice and support with the start-up, functioning and growth of their businesses.

*The European Network of **Female Entrepreneurship Ambassadors** has campaigned in 22 Member States to inspire women to set up businesses. 101 new women-led companies were created in the first year alone. Furthermore, the 2012 European SME Week Summit organised on 17th October focused exclusively on women's entrepreneurship, with more than 650 participants. In addition, the European Network to Promote Women's Entrepreneurship (WES) which is composed of government representatives responsible for the promotion of female entrepreneurship, from 31 European countries.*

educing dminis-ative urden

The programme has also played a part in economic and administrative reforms, e.g. by helping to **reduce regulatory and administrative burdens**. The Commission adopted in 2007 an Action Programme for Reducing Administrative Burdens on business stemming from EU legislation by 25% by 2012. By the end of 2012, the Commission had proposed measures that could lead to savings of 33% (more than €40 billion). The Council and European Parliament had adopted measures estimated at producing a reduction of administrative burdens by 25% (€30.8 billion), so reaching the amount targeted.[7] A High Level Group on Administrative Burdens was set up to advise the Commission on this work. Up to the end of 2012 the Group

[6] Entrepreneurship Education at School in Europe, European Commission March 2012 http://eacea.ec.europa.eu/education/eurydice/documents/thematic_reports/135EN.pdf

[7] For a detailed overview of the results see the final report on the Action Programme available on http://ec.europa.eu/dgs/secretariat_general/admin_burden/result_burden/result_burden_en.htm.

produced 34 opinions on aspects of administrative burden reduction and its "Europe can do better: Report on best practice in Member States to implement EU legislation in the least burdensome way".

The data contained in this report confirms that the programme is on track to achieve the anticipated impacts. Since the beginning of the EIP in 2007, the financial, economic and then sovereign debts crises have made the programme's objectives even more relevant. In 2013 and beyond, the financial instruments will continue investing in SMEs; the Enterprise Europe Network will reach out to millions more of SMEs with support needs; new calls for eco-innovation projects are foreseen while the current projects are followed-up and their impacts evaluated; a wide range of best practices will be identified and disseminated; policies, regulations and framework conditions for entrepreneurship and SMEs will continuously be improved. In accordance with the EU response to the crisis set out in recent European Council conclusions, and in particular with the need to frontload growth-enhancing measures, the programme will continue to support competitiveness and spur innovation in the European economy.

In November 2011, the Commission presented its proposals for the new generation of EU programmes covering the next EU financial framework (2014-2020). Building on the lessons learnt from the EIP, competitiveness and SMEs and innovation will be covered by two programmes: COSME and Horizon 2020. The Programme for the Competitiveness of Enterprises and small and medium-sized enterprises (COSME) will target competitiveness issues with a particular focus on SMEs, while innovation in SMEs will be covered by the Horizon 2020 Framework Programme for Research and Innovation. Negotiations with the Council and Parliament are progressing and the programmes are scheduled to enter into force on 1 January 2014.

1. INTRODUCTION 4

2. ACCESS TO FINANCE FOR THE START-UP AND GROWTH OF SMES AND INVESTMENT IN INNOVATION ACTIVITIES 5

2.1. Improving access to finance.....5

2.1.1. EIP Financial Instruments for SMEs.....5

2.1.2. Improving policies on financing innovation and SMEs.....12

3. CREATION OF AN ENVIRONMENT FAVOURABLE TO SME COOPERATION, PARTICULARLY IN THE FIELD OF CROSS-BORDER COOPERATION 15

3.1. Business support services.....15

3.1.1. Services in support of business and innovation • EIC Network and Enterprise Europe Network 15

3.1.2. Strengthening the IPR dimension of EU industry and SMEs 20

3.2. Sector-specific action.....28

3.2.1. Enhancing competitiveness and sustainability in European tourism .28

3.2.2. Enhancing competitiveness in the construction sector.....32

3.2.3. Promoting the competitiveness of the European agro-food industry.37

3.2.4. Initiative for better involvement of defence SMEs in the European internal market 40

3.3. Other action to create an environment favourable to SMEs 42

3.3.1. Policy-relevant research on SMEs 42

3.3.2. Participation by SMEs and craft enterprises in the European standardisation process 43

3.3.3. Follow-up of implementation of the European Statute for Cooperatives.....45

4. ALL FORMS OF INNOVATION IN ENTERPRISES 48

4.1. Innovation policy development.....48

4.1.1. Innovation policy monitoring and performance analysis 48

4.1.2. Development of demand side policies for innovation 61

4.1.3. A broad concept of innovation.....66

4.2. Best pratices and testing of innovation policy tools and support services.....75

4.2.1. PRO INNO EUROPE®: Fostering transnational cooperation on support for innovation.....75

4.2.2. EUROPE INNOVA: accelerating innovation through public — private partnerships 80

4.2.3. Emerging industries and industrial transformation.....83

4.3. Promoting KETs, ICT and E-skills 88
4.3.1. Key Enabling Technologies 88
4.3.2. E-skills 90
4.3.3. The Sectoral E-Business Watch 93
4.3.4. The E-Business Support Network for SMEs (ESBN): Stimulating ICT-enabled innovation among SMEs 95
4.4. Innovation Partnerships 99
4.4.1. Innovation Partnership on Raw Materials 99
4.4.2. Innovation Partnership on Water 101
4.5. Towards world-class clusters 102
4.5.1. Cluster Excellence and Capacity Building 102
4.5.2. International Cluster Cooperation 103
4.5.3. European Cluster Observatory 104
5. ECO-INNOVATION 106
5.1. The Eco-Innovation Acton Plan (EcoAP) 106
5.2. Supporting eco-innovative business solutions 106
5.2.1. Eco-Innovation: First application and market replication projects 106
5.2.2. Eco-Innovation: Network of green public & private procurers 110
5.2.3. The Eco-innovation Observatory 110
5.2.4. Addressing challenges and opportunities on the path to a low carbon economy 112
5.3. Sustainable industrial policy 115
5.3.1. Global sectoral approaches 115
5.3.2. Sustainable industrial policy — Building on the Eco-design Directive 117
5.3.3. Sectoral approaches to fostering international action on climate change 119
5.3.4. Sustainable Industry Low Carbon scheme (SILC) — SILC I: Short term innovation measures 121
6. ENTERPRISE AND INNOVATION CULTURE 123
6.1. Actions to promote entrepreneurship among target groups 123
6.1.1. Actions to foster the entrepreneurial culture of young people, and entrepreneurship education 123
6.1.2. Actions to promote and support female entrepreneurship 126
6.1.3. Erasmus for Young Entrepreneurs 129
6.2. Better policies and regulations 130

6.2.1. Simplification of start-up procedures 130
6.2.2. 'Think Small First' Principle: Implementation at Union and national level 132
6.2.3. SMEs access to public procurement 133
6.3. Awareness raising on small business issues 135
6.3.1. Promoting exchanges of best practices 135
6.3.2. European Enterprise Awards 139
6.3.3. European SME Week 2011-2013 142
6.4. Other actions to foster enterprise and innovation culture 144
6.4.1. Study on SME organisations' representatives 144
6.4.2. Responsible competitiveness: Fostering Corporate Social Responsibility (CSR) in European industrial sectors 146
7. ENTERPRISE AND INNOVATION RELATED ECONOMIC AND ADMINISTRATIVE REFORM 148
7.1. Promoting regulatory reforms 148
7.1.1. Action Programme for Reducing Administrative Burdens in the EU — High Level Group on Administrative Burdens 148
7.2. Small Business Act (SBA) implementation 150
7.2.1. SBA communication tools 150
7.2.2. SME Performance Review (SPR) 153
7.3. Awareness raising 156
7.3.1. Information campaign on the CE marking 156
7.3.2. European Toy Safety Information Campaign 2012 157
7.3.3. Late Payment Information Campaign 159
7.4. International cooperation in the field of enterprise policy 161
7.4.1. Mapping services for SMEs 161
7.4.2. Information for SMEs that seek access abroad 162
8. ANNEX I: LIST OF ABBREVIATIONS 164

1. INTRODUCTION

The aims of the Europe 2020 strategy — the EU's growth and jobs strategy for this decade — include increasing the competitiveness of European businesses and creating more jobs and prosperity. During the period 2007 – 2013, the Competitiveness and Innovation Framework Programme (CIP) was the key EU funding programme to address the challenges facing EU industry.

As one of the three specific programmes of CIP launched in 2007,[8] the Entrepreneurship and Innovation Programme (EIP) sought to boost competitiveness, innovation and the promotion of entrepreneurial culture, as these are essential to the economy as a whole, and especially important for small and medium-sized enterprises (SMEs).

The objectives of the EIP were:

A) access to finance for the start-up and growth of SMEs and investment in innovation activities;
B) the creation of an environment favourable to SME cooperation, particularly in the field of cross-border cooperation;
C) all forms of innovation in enterprises;
D) eco-innovation;
E) entrepreneurship and innovation culture;
F) enterprise and innovation-related economic and administrative reform.

In order to achieve these objectives, four main instruments were used:

1) Financial instruments (provision of loans, guarantees and venture capital)
2) Business and innovation support services (provision of advice, matchmaking and other free-of charge services to make businesses more competitive)
3) First-application and market-replication projects (provision of grants)
4) Support for improving policies (including through networking, benchmarking, awareness raising activities and exchanges of best practices)

The EIP was financed by the EU budget and contributions from third countries participating in the programme, with a total budget for 2007-2012 of €1 836 million. This report gives an overview of the performance of the EIP since 2007. The aim is to show what concrete results and successes have been achieved one year before the end of the programme.

[8] The others were the Information and Communication Technologies Policy Support Programme (ICT-PSP) and Intelligent Energy Europe Programme (IEE)

2. ACCESS TO FINANCE FOR THE START-UP AND GROWTH OF SMES AND INVESTMENT IN INNOVATION ACTIVITIES

2.1. Improving access to finance

The EIP is contributing to improved access to finance for the start-up and growth of SMEs by providing direct support to SMEs and by improving general policies on access to finance. The Financial Instruments for SMEs include two instruments — the GIF (High Growth and Innovative SME facility) and the SMEG (SME Guarantee facility). The measure — with an envisaged allocation of at least 50% of the total EIP budget — is being implemented continuously over the seven year period of the Programme. Other policy related actions include studies, workshops and reports.

2.1.1. EIP Financial Instruments for SMEs

DESCRIPTION OF THE MEASURE: Main objectives and activities

Multiannual financial instruments in the form of guarantee schemes, risk-sharing facilities or equity and quasi-equity support act as catalysts for public and private investors. The overall objective of the financial instruments under the CIP is the improvement of access to finance for the start-up and growth of small and medium-sized enterprises (SMEs) in order to support their investment in innovation activities, including eco-innovation. This is done by:

- increasing investment volumes of risk capital funds and other investment vehicles,
- providing leverage to SME debt financing instruments to increase the supply of debt finance to SMEs.

Three financial instruments for SMEs are foreseen in the CIP/EIP legal basis:

- the High Growth and Innovative SME Facility (GIF), which has a budget allocation of €553.02 million and is implemented by the EIF on behalf of the Commission. It aims to increase the supply of equity for innovative SMEs in their early stages (GIF1) and in the expansion phase (GIF2). Investment proposals by Financial Intermediaries are selected on the basis of an open call for expression of interest (OJ C 302 of 14 December 2007).
- the SME Guarantee Facility (SMEG), which has a overall budget allocation of €615.84 million and is operated by the EIF on behalf of the Commission. It provides counter- or co-guarantees to guarantee schemes operating in eligible countries, as well as direct guarantees to other Financial Intermediaries (such as banks and leasing companies), in order to increase the supply of debt finance to SMEs.
- the Capacity Building Scheme (CBS), which was foreseen in the CIP legal basis, with an initial budget allocation of €73 million. This instrument has, however, shown no response from the market, and therefore has been closed down. The budget was transferred to the GIF instrument and used mainly for eco-innovation.

TOTAL BUDGET

For the period 2007-2012**,** €1 010.65 million of commitment appropriations were made available for the CIP financial instruments, of which € 499.77 million for GIF and €510.88 million for SMEG. For both GIF and SMEG, the appropriations were fully committed.

WHAT HAS BEEN ACHIEVED?

Output

a) SMEG

At the end of 2012, 62 agreements, with 45 Financial Intermediaries, had been signed under this facility. In total, 256 341 loans were provided to 218 843 SMEs.

Overview of commitments/guarantees/deals and agreements/related loans and final beneficiaries as at 31/12/2012 (source: EIF CIP SMEG 2007 Report as at 31/12/2012, except otherwise indicated):

— EU SMEG budgetary commitments since beginning (source: ECFIN Budget figures)	510.88 million EUR
— EU SMEG Total loan amount	13,353.3 million EUR
— EU SMEG Guarantee	7,420.3 million EUR
— SMEG Guarantee Cap Amount	460.1 million EUR
— Deals approved by EC as at 31/12/2012 (source: ECFIN data on deals flow): deals with 46 Financial Intermediaries from 23 countries (including 16 from 8 new Member States, one each from Norway, Serbia and Montenegro, two from Croatia andfour from Turkey) had been approved by the EC, with a total of 482.9 million EUR from the budget for guarantees or counter-guarantees	
— Number of signed agreements (by EIF)	62
— Number of agreements brought about by SMEG windows:	
— loan window	48
— micro-credit window	13
— equity/quasi-equity window	1
— Number of SMEs benefiting as at 31/12/2012	**218,483**
— Number of related loans as at 31/12/2012	256,341

b) GIF

At the end of December 2012, 34 agreements had been signed. The net amount committed to these funds was €430.5 million. A total of 289 SMEs have benefited from investments.

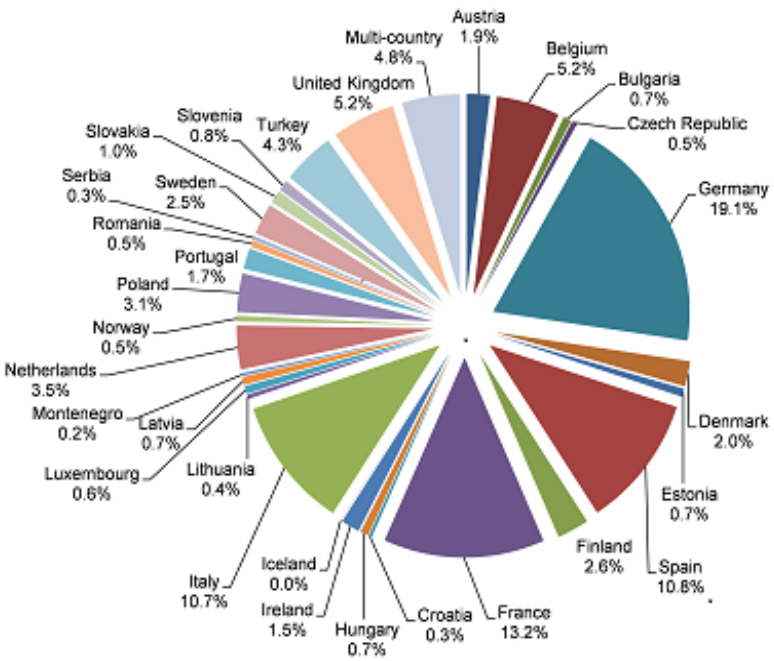
Overview of commitments/deals and agreements/related equity investment and final beneficiaries as at 31/12/2012 (source: EIF CIP SMEG 2007 Report as at 31/12/2012, except otherwise indicated):

— EU GIF budgetary commitments since the beginning (source: ECFIN Budget figures)	499.77 million EUR
— EU GIF Net commitments	430.5 million EUR
—Deals approved by EC as at 31/12/2012 (source: ECFIN fata on deals flow): 36 deals had been approved by the EC with respect to the Financial Intermediaries (venture capital funds), for a total of EUR 463.8 million in net commitments from the EU budget, corresponding to a utilisation rate of 98.5% of commitments available for deals (i.e. EUR 470.6 million over the period 2007-2012). Out of these 36 funds, 17 funds have a multi-country focus and the remaining 19 funds target investments in specific countries. 10 venture capital funds are investing in eco-innovation, supported by approved EU investments for a total amount of EUR 147.9 million (*valued at the exchange rate of the reporting date*).	
—Number of signed agreements (by EIF): 34 (out of the 36 funds approved), for a total amount of 430.5 million EUR (.	
— Including eco-innovation: 7 deals (20.5%), amounting to 124.9 million EUR (29%)	
— the 'stage focus' spread of the 34 agreements was:	
start-up/early stage:	13
technology transfer:	5
other (small caps/mid-market / balanced venture capital):	16
—Number of final beneficiaries (SMEs) as of 31/12/2012	**289**

c) Geographical distribution of GIF and SMEG

The figure below indicates the combined geographical distribution of operations for GIF and SMEG. It shows the country breakdown of cumulative SMEG and GIF amounts approved by the EC as at 31/12/2012 (SMEG = €482.9 million and GIF = €463.8 million).

Geographical distribution of GIF and SMEG approvals (as of 12/2012)



Results

The Financial Instruments under CIP/EIP enhanced the access to finance for more than 219 000 SMEs (SMEG & GIF) with a multiplier effect up around 29 (SMEG), while receiving highly positive feedback from the final beneficiaries.

The figures below show the results in terms of the contribution made to the long-term growth prospects of final beneficiaries / final beneficiaries' statement on the utility of the programme.

a) SMEG

— Gearing effect EU Guarantee / Guarantee Cap Amount[5]	16.1
— Leverage (total loan amount/ Guarantee Cap amount[6]	29
— Number of final beneficiaries (SMEs)	218,843
The target of 315,750 SMEs[7] benefitting from the EIP financial instruments by the end of the programme seems therefore achievable.	
— Contribution to long-term growth prospects of beneficiaries: ¾ of all interviewed final beneficiaries stated that the EIP support had a positive or fairly positive impact on their long term growth prospects.	
— Feedback from SMEs on added-value, utility and relevance[8]:	
– % of final beneficiaries stating the EU financing scheme was the only option available	46%
– % of final beneficiaries stating that they would have receive only part of the funding needed without the EU financing scheme	18%
– Total of beneficiaries indicating that EU support was crucial to find the finance needed	64%
– Leverage effect assessment: % of final beneficiaries stating that having received financing from EIP, it was easier to get additional finance	42%

[5] EU Guarantee /Guarantee Cap Amount = 7,420.3 /460.1; this is the 'gearing effect' officially published by the EIF (source: EIF SMEG 2007 Report as at 31/12/2012).

[6] For agreements signed by EIF under SMEG, as at 31/12/2012: Total loan amount / Guarantee Cap amount = 13,353.3 / 460.1; source: EIF SMEG 2007 Report as at 31/12/2012.

[7] Source: EIP Final Evaluation Final Report march 2011, p 51.

[8] Source: EIP Final Evaluation Final Report March 2011 questionnaire on 117 interviewees, chapter3, p 47, 56, 57.

Some examples of support provided through the guarantee facility (more 'success stories' can be found in the brochure "Finance for Europe's Entrepreneurs" published by the EU):

Support through the guarantee facility to a Slovenian company designing and engineering pool and wellness technology: Thanks to a CIP-guaranteed loan of €350 000, the company invested in its production capacity. This allowed it to increase its revenue and employ one extra member of staff, bringing the total number to 5 jobs.

Support under the micro-credit window of the guarantee facility to a newly started Spanish micro-enterprise specialised in renewable energy: Thanks to a guaranteed micro-loan of €21 000, the entrepreneur was able to start up a company providing consultancy advice, technical assessments and maintenance services and create 2 jobs. The owner himself says: 'Without micro-credit we would never have been able to start our business. Before coming to Microbank we looked at other banks but because we were unemployed they were reluctant to give us any finance.'

b) GIF

— Gearing effect of GIF (target intermediary size/EU GIF Net commitments)	5.5[9]
— Number of final beneficiaries (SMEs)	289
— Contribution to long-term growth prospects of beneficiaries: nearly 95% of the final beneficiaries interviewed stated that the EIP support had a positive or fairly positive impact on their long term growth prospects.	
— Feedback from SMEs on added-value, utility and relevance[10]:	
– % of final beneficiaries stating the EU financing scheme was the only option available	39%
– % of final beneficiaries stating that they would have received only part of the funding needed without the EU financing scheme:	23%
– Total of beneficiaries indicating that EU support was crucial to finding the finance needed	62%
– Leverage effect assessment: % of final beneficiaries stating that having received financing from EIP, it was easier to get additional finance	77%

[9] 2,360.1 / 430.5; target intermediary (fund) size as of 31/12/2012: 2,360.1 million EUR (source: EIF CIP GIF Report as at 31/12/2012.

[10] Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p 47,56,57

Some venture capital funds where the CIP has invested:

The BaltCap Private Equity Fund which operates in the Baltic countries (Estonia, Latvia and Lithuania) and focuses on companies in their expansion phase: By the end of 2009 it had invested in 4 innovative SMEs in fields as diverse as aircraft maintenance, gas distribution and the media. The fund size is €63 million, out of which €10 million comes from EU resources.

The Chalmers Innovation Fund is a business incubator affiliated to the Chalmers University of Technology in Gothenburg (Sweden): The fund supports the start-up of companies in the ICT and life-science sectors. The fund size is €24.4 million, of which €2.7 million comes from EU resources. Up until end-2009, the fund had supported 14 SMEs.

Impacts

Detailed impact on SMEs' turnover and employment

The Financial Instruments under CIP/EIP improved the economic situation and business prospects of the SMEs that benefitted, both in terms of boosting business growth and as regards employment sustainability (jobs created or saved due to the SMEG Facility and GIF Facility). See figures below for detailed results (note: most of this data stems from the "EIP Final Evaluation Report March 2011"; no more recent figures are available as of June 2013).

a) SMEG

- Average growth[11] in annual turnover of beneficiaries (SMEs financed) during the past 3 years :

Negative (decline)	7 %
0 %	24 %
+ 1-10 %	24 %
+ 11-20 %	17 %
> + 21 %	28 %

- Number of high growth[12] enterprises among beneficiaries 28 %
- % of SMEs stating positive prospects due to financing[13] 76 %
- increase in annual turnover attributed to the financial instruments[14] (FIs) (% of interviewees attributing X % of their growth in the relevant year to the FIs)

	2010
'26-100 % of the growth in relevant year is attributed to FIs'	10 %
'1-25 % of the growth in relevant year is attributed to FIs'	22 %

- Total jobs created or maintained in SMEs receiving financing: the number of employees in the SMEG beneficiaries[15] at the date of their inclusion in the programme was 843,831
- New or saved jobs[16] (in FTE) attributed to the FIs: 49 % of SMEG beneficiaries stated that, due to the EIP financing, jobs were created or saved in 2010.

[11] Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p 64.

[12] Enterprises with annual turnover growth of over 20% over a three year period. Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p 48, 63.

[13] Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p 48, 64.

[14] Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p 66.

[15] Source: EIF CIP SMEG Report 31/12/2012.

[1] Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p 66.

b) GIF

- Average growth[18] in annual turnover of beneficiaries (SMEs financed) during the past 3 years:

Negative (decline)	2 %
0%	16%
+ 1-10%	16%
+ 11-20%	18%
> + 21%	48%

- Number of high growth[19] enterprises among beneficiaries 48%
- % of SMEs stating positive prospects due to financing[20] 94%
- part of the increase in annual turnover attributed to the financial instruments (FIs)[21] (% of interviewees attributing X% of their growth in the relevant year to the FIs)

	2010
'26-100% of the growth in relevant year is attributed to FIs'	47%
'1-25% of the growth in relevant year is attributed to FIs'	15%

- Total jobs created or maintained in SMEs receiving financing: the number of employees in the GIF beneficiaries at the date of their inclusion in the programme was 4735[22]
- New or saved jobs (in FTE) attributed to the FIs: 89% from the GIF beneficiaries stated that, due to the EIP financing, jobs were created or saved in 2010.[23]

[18] Source: EIP Final Evaluation Final Report March 2011, questionnaire, chapter 3, p 64.

[19] Enterprises with annual turnover growth of over 20% over a three year period Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter 3, p 48, 63.

[20] Source: EIP Final Evaluation Final Report March 2011, questionnaire, chapter 3, p. 48, 64.

[21] Source: EIP Final Evaluation Final Report March 2011, questionnaire, chapter 3, p. 66.

[22] Figure as at 30/9/2010 (GIF1+GIF2), source: EIP Final Evaluation Final Report March 2011, questionnaire, chapter 3, p 47.

[23] Source: EIP Final Evaluation Final Report March 2011, questionnaire on 117 interviewees, chapter3, p66.

OUTLOOK: What remains to be done after 2010?

The implementation of the GIF and SMEG instruments will continue: as at 17/05/2013, the commitment appropriations for the year 2013 for CIP financial instuments amount to €214 800 600 and the EIF has few months beyond the 31/12/2013 to sign agreements with intermediaries. The **CIP** market-oriented instruments under **GIF** and **SMEG** have shown high efficiency and relevance to the current market conditions, although 2012 was still marked by the effects of the financial crisis and its impact on the economy. Regarding GIF, the macro-economic development resulted in a slow-down in European private equity activity during the period 2008-2012, in terms of fund raising, investment levels and divestment conditions. The uptrend observed over the period Q3 2009 – Q3 2011, was not continued during 2012, as shown by the latest data collected by the European Private Equity and Venture Capital Association (EVCA): Venture investments are at their lowest since 2007 (€ 0.5bn in Q3 2012 representing a 28% decrease from € 0.7bn in Q2). SMEG, on the other hand, is a partly counter-cyclical instrument and the 2012 demand for guarantees by financial intermediaries is still strong in 2013.

2.1.2. Improving policies on financing innovation and SMEs

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective of the policy measures under this heading is to improve the functioning of the single market, to engage all stakeholders in a European dialogue on improved policies and to provide policy-makers with comparable data about conditions of access to finance for SMEs. This goal has been pursued by means of various actions:

1. providing a discussion platform for stakeholders and increasing the interaction between SMEs and finance providers.

2. ensuring better statistical coverage of the area of access to finance for SMEs in order to provide an improved basis for policy-making, in cooperation with the OECD, Eurostat and the ECB.

3. increasing stakeholder awareness of the available financial instruments for SMEs through a series of information events, the launch of a single portal on EU financial instruments and a study on EU and Member State market practices on access to finance.

4. exploring new ways of adapting the financing environment to SME needs by commissioning studies and organising workshops.

TOTAL BUDGET

These measures were financed by the EIP between 2007 and mid-2013 for a total of €7.08 million (this amount includes a commitment of €253 451 for the SME Finance Days that will take place up to March 2014).

WHAT HAS BEEN ACHIEVED?

Outputs

1. The Fifth Round Table Banks-SMEs, which ended in 2007, was followed in January 2009 by an ad-hoc Round Table on access to finance and, starting from 2010, by the SME Finance Forum, which has been set up to discuss and make proposals concerning SME finance at European level. Since then, a number of high level conferences on various topics have been organised, as well as working group level meetings on the implementation of the 2011 Action Plan on Access to Finance for SMEs, the financing of social businesses, microfinance and crowdfunding, which were held in the context of the SME Finance Forum.

2. The Enterprise Finance Index website was launched in 2008 and was developed in subsequent years, with the objective of offering a comprehensive statistical overview of the financing sources used by SMEs. A new contract was signed in December 2012 to update and analyse existing information, to expand the website and to collect qualitative data on national policy measures regarding SME access to finance. A workshop to discuss best practices among public players in this area was held as well.

Conducting the survey on SMEs' access to finance allows the Commission to reach a considerable number of SMEs: the 2009 survey covered all the EU Member States plus Croatia, Iceland and Norway, reaching 8 300 SMEs; in 2011 the coverage was increased to more than 15 000 firms across 38 countries. The survey is conducted every two years, the first two having taken place in 2009 and 2011, with the forthcoming survey planned for September 2013. It is complemented by the ECB's survey for the euro area every six months, based on a cooperation agreement signed between the ECB and the European Commission on data collection for the SME lending market. Starting from 2012, the EU part of the survey is going to be conducted every year.

A study to review and assess available data and existing data collection tools on SME lending was contracted in November 2012.

3. A series of 28 SME Finance Days were organised between 2008 and 2010 in the EU Member States (with the exception of Denmark, where the event took place in 2011), and Iceland and Turkey, raising awareness of the different sources of finance available to SMEs and providing a forum for sharing good practices.

A new single portal bringing together all relevant information about SME access to finance has been launched. The portal is now public and work continues on updating it and integrating EU Structural Funds. In addition, a study to evaluate the effectiveness of market practices and policies in place at EU and Member State level has been carried out.

With the aim of taking stock of the usage of the CIP financial instruments by intermediaries, workshops with current CIP financial intermediaries were organised in 2013.

4. As part of the actions in support of SMEs' access to finance, a number of studies were undertaken with a view to providing a solid basis for formulating future policy approaches. Concrete examples are the studies on the cyclicality of SME finance, on methods to help SMEs in financial distress, on the creation of a financial market for IPR, on the effectiveness of policy measures to combat the effects of the crisis, on evaluation of business angel markets, on SME securitisation, on market practices and policies with regards to SME rating systems, on how to improve accounting practices for SMEs and on how to overcome possible distortions and disadvantages in corporate income taxation for SMEs.

Moreover, a practical guide book for SMEs contemplating a public listing was published (to be complemented by awareness-raising activities later in 2013), as well as a study on improving the market performance of business information services regarding listed SMEs.

A number of workshops were dedicated to debating themes relevant to boosting SMEs' access to finance. These included the two expert groups convened in 2007 to discuss the availability of seed and start-up finance, the 2008 workshop on microcredit, three venture capital workshops organised in 2010, workshops on investment readiness for women entrepreneurs in 2009-2010 and two workshops on financing from business angels and co-investment funds in 2011.

In line with the Commission's commitment under the Innovation Union communication, an expert group was convened in 2012 to debate the cross-border matching of innovative firms with suitable investors chaired by Mr. Anthony Clarke, Chairman of the British Business

Angel Association. Moreover, two EU-US seminars, on venture capital and crowdfunding, were organised in 2012 in the context of the Transatlantic Economic Council.

Results and impacts

Some of the policy support actions mentioned above contributed to the preparation of the Action Plan on Access to Finance for SMEs, which was released in December 2011, while others resulted as a follow-up of the Action Plan.

It is essential that actions undertaken in support of access to finance reach a sufficient number of stakeholders in order to ensure all interests are represented and to increase general awareness of the existing support measures and the financial instruments available to SMEs.

The overall impact of these actions in terms of making more debt and equity finance available to SMEs and reducing the related administrative burden can only be assessed over the longer term. In the shorter term, it is expected that they will lead to a better understanding of framework conditions determining SME access to finance and identifying best practices in the areas under review.

OUTLOOK: What remains to be done?

The Commission will continue to monitor the evolution of lending and capital markets for SMEs, reviewing possible legislative initiatives, encouraging the exchange of good practices among Member States and exploring together with stakeholders the most appropriate actions to ease access to financing for SMEs. The implementation of ongoing actions (such as the SME Finance Forum, the access to finance survey co-organised with the ECB, the development of the Enterprise Finance Index) will continue and workshops and other events with stakeholders will be organised to provide input and recommendations on regulatory and policy improvements.

In addition, future financial instruments will be promoted in Member States and CIP participating countries through a series of workshops - events bringing together key SME stakeholders and financial institutions in each country. The first events will be organised from September 2013 to the end of March 2014 in Belgium, Lithuania, Italy, Portugal, Ireland, Spain, Estonia, Hungary and the Czech Republic. Other countries will follow.

3. CREATION OF AN ENVIRONMENT FAVOURABLE TO SME COOPERATION, PARTICULARLY IN THE FIELD OF CROSS-BORDER COOPERATION

3.1. Business support services

3.1.1. Services in support of business and innovation • EIC Network and Enterprise Europe Network

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective of the **Euro Info Centre Network (2007**) and the **Enterprise Europe Network** (two operational periods: 2008-2010 and 2011-2012) is to provide quality services to support businesses, in particular SMEs. The EIC Network was designed mainly to inform enterprises on EU matters and how to apply them, to help position SMEs on the European and international markets and to provide business cooperation services and a channel for communication with SMEs on forthcoming and existing EU legislation (SME feedback). These activities have been further developed and integrated with the activities of the former Innovation Relay Centre Network (not part of the CIP) and enriched with new activities within the Enterprise Europe Network (Article 21 of the Decision establishing the CIP[9]).

The operational objectives of the Enterprise Europe Network are to:

- help enterprises find partners outside their own country for developing their business, exports, technology and knowledge;
- provide services encouraging participation by SMEs in the EU Framework Programme for RTD and promote EU policies and access for SMEs to EU programmes;
- develop Network recognition and awareness locally and make sure that the Network and its services are known by SMEs in the geographical areas covered;
- develop an integrated range of services, balancing services directed towards business development with services directed towards technology and knowledge transfer and increasing synergies between Network partners;
- guide clients towards the most appropriate service provider, implement the 'no wrong door' concept and build synergies with other relevant service providers within the Network and in the region to offer complementary services;
- continuously increase the quality of the integrated services provided by the Network;
- contribute to the SME feedback function by consulting businesses and obtaining their opinion on Union policy options;
- build an efficient management system reducing the administrative burden on all parties for planning, reporting and monitoring.

[9] Decision 1639/2006/EC of the European Parliament and of the Council of 24 October 2006

Implementation of the Enterprise Europe Network was entrusted to the Executive Agency for Competitiveness and Innovation (EACI) which is responsible for the project management, financial management and Network animation (including IT tools, annual conference, training sessions, working groups, meetings, communication activities and services for the Network partners).

TOTAL BUDGET

The measures were financed by the EIP between 2007 and 2013 with a total budget of €330.5 million, including €13.3 million for the EIC Network (2007) and €317.2 million for the Enterprise Europe Network grants and Network animation costs for the period 2008-2014 (including Network grants for the last operational period 2013-2014).

WHAT HAS BEEN ACHIEVED?

Outputs

The Network now has about 600 partner organisations in 54 countries. It has concluded agreements with 26 associated and affiliated members and signed operational agreements with Eureka, the ESA, CERN and the JRC. The Network covers the EU-27 countries, EEA countries and major economies like the USA, Russia, Brazil, India, South Korea, Japan and China.

The total number of SMEs in contact with the Network increased from about 2 million per year in 2008 to about 2.3 million per year in 2012. This includes information services such as newsletters, (automatic) electronic alerts and answering simple requests for information about the EU, but also personal assistance and in-depth technology or innovation assessments, brokerage services and specialised assistance. However, the latter is of course, much more targeted and time-consuming and addresses a more limited audience.

Over 25 000 contributions from SMEs have been received, many of them in response to consultations on proposed legislation (for example on subjects such as harmonisation of the fertilisers market, Ecodesign requirements for storage, European Accessibility Act, Top 10 Burdensome legislations, business-to-business Alternative Dispute Resolution or on the introduction of fees for authorisation applications to the European Food Safety Authority).

Output indicators*	1st reporting period	2nd reporting period
Enterprise Europe Network	**2008-2010 (3 years)**	**2011-2012 (2 years)**
Number of SMEs in local promotion and information events	600 098	402 458
Number of SMEs helped with questions on EU subjects (including EU legislation and programmes)	376 016	210 000
Number of proposals for business/technology/research partnerships produced and disseminated to SMEs	31 657	23 033
Number of advisory services to SMEs (business and technology reviews, IPR, financing services, etc.)	162 666	144 631
Number of SMEs involved in brokerage events and company missions	65 900	47 363
Number of cases of feedback from SMEs taken into account in policymaking (SME Panels)	11 050	16 692

**the third and last reporting period will cover 2013-2014*

This compares very favourably with the output indicators reported for the former EIC Network (figures for 2007) when:

- 4 055 events were organised which 159 886 target group clients attended;
- 3 664 individualised assistance services were offered to 99 675 clients;
- 275 328 questions from 197 588 clients were answered;
- 3 637 business cooperation profiles were created;
- 1 531 cases of feedback from SMEs on problems encountered by companies within the internal market were registered.

A one-to-one comparison between the former EIC Network and the Enterprise Europe Network is only partly possible because of the additional integrated activities of the former Innovation Relay Centres and new services such as the FP7 partner search. Not only the output increased compared with the old networks, but also the added value and the specialised advisory services delivered.

Results

The reports from the Network partners on the delivery of their services of operation showed a steady increase already during the first 36 months of operation which is further confirmed in the second operational period 2011-2012. Network activities got a better focus and greater efficiency over time.

The activities produced an increasing number of results. This is most visible in the increase in the number of partnerships agreements: they increased by more than 100% in 2012 compared to 2008. Approximately 20% of the technology profiles have led to conclusion of a formal technology transfer agreement brought about by the Network. The success rate for turning research profiles into agreements to submit joint proposals under FP7 was almost 45%.

Client satisfaction

The client survey suggests that the Network has been delivering these integrated services to the high satisfaction of its clients. The first survey showed a generally positive results and satisfaction rates ranging between 70% and 90% with an average of 78%. A second survey was organized in 2012 where 86 % of SMEs answered "Good" or "Very Good" with regards their degree of satisfaction. Satisfaction rates were particularly high (80-90%) for general information services, events and specialised advisory services. Network services which SMEs can subscribe to (such as customised (automated) partnership proposals, tender alert services, legislation watch, etc.), partnership services and publication services got a lower score (75-85%).

Results indicators	**1st reporting period**	**2nd reporting period**
Enterprise Europe Network	**2008-2010 (3 years)**	**2011-2012 (2 years)**
Level of awareness, especially Network support recognition (number of SME contacts)	2 000 000/year	2 300 000/year
Level of satisfaction with quality of the services provided (% of SMEs reporting satisfaction or added value)	78% satisfied	86% satisfied
Number of cross-border business partnerships secured	970	1614
Number of cross-border technology partnerships secured	1811	1368
Number of cross-border research partnerships secured	1660	1833
Number of SMEs helped by signposting them to other local players	18 127	17 879

Impacts

The Network provides various types of services to SMEs which can be grouped into four categories. One of the most important is the partnership-building service for which benefits assessment surveys were undertaken. The first survey collected information on the impact of the service from 628 beneficiary SMEs which had concluded partnership agreements. For the third survey, participation increased to 1345 SMEs.

Impact indicators	**1st benfit survey**	**2nd benfit survey**	**3 rd benfit survey**
Enterprise Europe Network	**1/1/2008-– 30/6/2009**	**1/7/2009-–30/06/2010**	**1/7/2010 – 31/12/2011**

SME performance assessment: growth of sales	150 million	300 million	175 million
SME performance assessment: jobs created or maintained (as a result of cooperation services)	900	1 500	2029
SME performance assessment: new markets, new products, services or processes launched over the past 12 months as a result of the support received	52 % of SMEs	52 % of SMEs	58% of SMEs

The third benefit survey includes additional data on specialised advisory services provided by Network partners and the benefit of it for SMEs. Most important is the advice on access to finance provided by the Network including access to EU programmes, but also loan guarantees, venture capital or access to business angels and raising seed capital. The clients receiving specialised advisory services reported a turn-over increase of €180 000 on average.

Other specialised services include cross-border pubic procurement, IPR and legal information resulting in better market access.

What Network services did SMEs like the most?

The answers to this question did not differ a lot from the answers given in the previous benefit surveys. The most frequent answers were:

- Possibility to make contact and/or to meet with foreign companies, clusters representatives;
- B2B meetings;
- Wide range of services offered (feasibility, finance, technical and economical partner research…);
- Partnership opportunities promoted by the Network Partners through different channels;
- Help in proposal writing, contract negotiations;
- Customised support to clients;
- Client follow-up throughout the partnership process;
- Professionalism/expertise;
- Reliability of the Partners;
- Fast answers, non-bureaucratic process.

Expected future increase

Despite the difficult economic situation, there is an upward trend in the number of partnerships per year, which is expected to continue further. This will contribute to a parallel increase in SMEs' turnover, in jobs created and in new services developed**..** This increase can be explained by efficiency gains as the Network services become more mature, but also by deepening the current portfolio of services and by better focusing, better networking and optimum use of resources. The increase is also fuelled by the higher number of opportunities as new countries join the Network or by better cooperation between Network partners, or for example in the form of cooperation with clusters or incubators.

Finally, the Network has very strong long-term potential to link up SMEs, to contribute to better use of the single market by a significant number of SMEs and to act as a 'bridge' between the European Commission and SMEs in the regions.

OUTLOOK: What remains to be done?

The last operational period 2013-2014 is ongoing and the first priority is to continue deepening the current set of integrated services throughout the Network which are producing an increasing number of activities and additional outcomes and impact. Over the last years, the Network was progressively opened up to selected non-EU countries, however additional interested third countries will have to prepare their application for the next call for proposals for the Network which is planned to be published in December 2013. The experiences of the current Network will be useful when preparing the terms of reference for the next period.

Additionally, we have asked Network partners to increase their efforts for expanding the visibility of the Network in the regions. A special effort will be made to cooperate with the local stakeholders in the region and to promote the services and benefits for SMEs.

Closer cooperation between the Network and EU clusters and incubators is envisaged in order to help them internationalise and integrate into the technology transfer activities of the Network, capitalising on the existing tools and activities. A working group was created and has provided an action plan to be implemented for this purpose.

Finally, we asked the active cooperation of the Network for the Missions for Growth organised by VP Tajani to Asia, North Africa and South-America, especially for the participation at the B2B meetings.

3.1.2. Strengthening the IPR dimension of EU industry and SMEs

Intellectual property rights (IPR) stimulate research, innovation, inventiveness, creativity and, thus, the competitiveness of EU businesses, particularly small ones. Small and medium-sized businesses are frequently not getting the most out of their creativity, because they do not integrate IPR issues into their business strategies. It is every firm's individual decision whether to use formal IPR or not. However, companies need to be aware of IPR and the consequences of use of IPR by themselves and their suppliers, clients or competitors.

Parties involved in research and development, innovation or internationalisation activities are frequently confronted with IPR issues. Public support is often provided either on a national

basis or not at all. This is the reason why EU-level projects have been set up to improve support for IPR in the EU and to provide such support to EU SMEs facing challenges abroad.

3.1.2.1.China IPR SME Helpdesk

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Helpdesk provides support services to help EU SMEs both protect and enforce their intellectual property rights in or relating to China. The target group spans both European SMEs in the EU and those already present in, investing in or otherwise doing business in or with China. This call followed the three years of successful activity in the pilot project of the same name. Key services provided include:

- Providing EU SMEs with front-line advice services on IPR protection and enforcement in China, plus expert liaison and signposting services for relevant government administrations, attorneys or consultants for further follow-up, as appropriate;
- Developing and providing legal background material to support EU SMEs;
- Providing trainers and training material on IPR enforcement in China and closely related subjects (such as 'know before you go' business guidance, etc.) for SME clinics and workshops in the EU and around China and planning, preparing, promoting and presenting such clinics and workshops in China;
- Creating a network between firms, industrial associations and other relevant organisations in China to inform SMEs on IPR developments and support available for enforcement;
- Providing a multilingual web portal for IPR protection in China, focusing on how to protect IPR in typical business situations.

All the above-mentioned services are provided in a variety of EU languages, proportionate to the actual needs of EU SMEs, and address intellectual property matters specifically from the point of view of SMEs' business needs (e.g. how to design production or sourcing processes so as to protect their intellectual property, what measures to take when participating in trade fairs or in logistics, etc.), rather than addressing a more specialist audience such as IPR law practitioners. Services are provided 'close to' European SMEs around Europe and also in China.

TOTAL BUDGET

These measures were financed by the EIP in 2010, with a total budget of €3 million.

WHAT HAS BEEN ACHIEVED?

Outputs

The project was approved in December 2010 and the contract covers three years of Helpdesk activities. From the time the contract was signed until August 2011, the following outputs were delivered:

- 21 training sessions/workshops were held in Europe and China;
- New training material was developed on IPR for clean technology, technology transfer, IPR in contracts and hiring, IPR for creative industries and managing IP as business assets; an e-learning module on trade secrets was published on the website;
- The web portal was redeveloped to make it more user-friendly;
- The first Helpdesk 'webinars' were held to offer specialised advice (e.g. per industry/sector) for participants around Europe and China.

Results

- 128 confidential enquiries were addressed.
- The Helpdesk maintained or developed contacts with chambers of commerce/embassies /sectoral associations in every Member State.
- 600 SMEs participated in training sessions/workshops.
- 23 articles were prepared for sectoral and regional publications.
- An average of 2 000 new visitors per month turned to the Helpdesk website.
- The Helpdesk is developing a longer twice-yearly 'policy input' paper to reflect the IPR situation in China 'on the ground' to policymakers, based on queries received and observations by Helpdesk experts.

Impacts

The follow-up survey suggests that at least 30 % of the users have taken firm action as a result of advice from the Helpdesk (e.g. employing lawyers, registering trademarks or undertaking administrative enforcement). The action taken by Helpdesk users has increased the likelihood of effective protection of IPRs held by European SMEs and offered protection against infringements which could potentially inflict highly costly damage on such enterprises.

OUTLOOK: What remains to be done?

Helpdesk services will continue to be offered until the end of 2013. The level and type of services are expected to be maintained in the short and medium term and possibly expanded in the long term to other BRIC countries[10]. In particular, the Helpdesk will:

- Continue to develop new material based on expressed business needs and policy priorities (e.g. clean technology, China's priority sectors and sectors in which European SMEs are competitive);

[10] The countries of Brazil, Russia, India and China

- Put the emphasis on activities for small focused groups, such as sectoral, local or regional groups of SMEs;

- Continue to identify SMEs in need of Helpdesk services.

3.1.2.2. ASEAN and MERCOSUR IPR SME Helpdesk

DESCRIPTION OF THE MEASURE: Main objectives and activities

The ASEAN[11] and MERCOSUR[12] IPR SME Helpdesks is a new service, based on experience with the China IPR SME Helpdesk, which has been running since mid-2008 offering first-line advice on China IPR issues to European SMEs both in China and around Europe. These services will be focused on the ASEAN region and will offer practical business advice from experienced professionals in person, on-line, through workshops, e-learning materials, and training. The service would cover the ASEAN region, with focus on markets where there is high-growth, high interest from European SMEs or where there are particular IPR problems of importance to European SMEs. It will be a pilot of IPR helpdesk activities covering more than a single country. In this case the entire region is covered to include several key countries for EU firms' interests and benefit from geographical proximity. The services will be provided both 'on the ground' to European SMEs already 'in country' and 'at home' in Europe, so that the relevant information on IPR in the region can be delivered where it is of most use, to serve European SMEs efficiently and effectively.

The services should be offered in coordination with and in direct response to requests from European SMEs, SME federations and similar groupings of SMEs. In addition, the service should maintain contacts with the relevant countries administrations to 'signpost' needed contacts there.

TOTAL BUDGET

€1 798 547 was committed in 2012.

WHAT HAS BEEN ACHIEVED?

The call for proposals for the ASEAN IPR SME Helpdesk has been successfully concluded, and a contract has been signed in December 2012. The ASEAN IPR SME Helpdesk should be fully operational before the end of the summer of 2013. As for MERCOSUR none of the proposals were accepted and the call for the MERCOSUR IPR SME Helpdesk was re-launched in February 2013.

[11] ASEAN region member countries are the following: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam.

[12] MERCOSUR member countries are the following: Argentina, Brazil, Paraguay, and Uruguay.

3.1.2.3. IPR awareness and enforcement - THE IPeuropAware PROJECT

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objectives of this measure were to:

- Raise significantly SMEs' interest in and knowledge about intellectual property issues;
- Raise SMEs' understanding of the need to integrate IP into their innovation strategies and their business planning;
- Improve protection of SMEs' IP rights by increasing registration of rights across the EU and internationally and making greater use of non-registered protection methods;
- Help SMEs to improve protection of their IPR from infringements, whether originating from within or outside the EU, and improve enforcement;
- Raise SMEs' ability to fight counterfeiting.

The main activities to achieve these objectives consisted of:

- Cooperation between national IP offices to develop further IPR services for SMEs by improving national offices' IP helpdesks, testing new and improved SME support services in pilot activities, training IP office staff and business support organisations on providing support for SMEs and making SMEs aware about and training them on IPR matters;
- Development of sectoral guides on IPR for the design and fashion industries and provision of local awareness seminars to train SMEs and disseminate the guides;
- Support for participants in FP7 and the CIP in the form of direct advice, on-line material and training sessions and seminars around Europe.

TOTAL BUDGET

This measure was financed by the EIP in 2007, with a total budget of €6.2 million.

WHAT HAS BEEN ACHIEVED?

Outputs

During the three years of activities the consortium produced the following outputs:

- 39 IPR enforcement and awareness seminars were organised in 15 countries;
- 72 new IP services and tools were tested on SMEs and implemented by the national IP offices;
- More than 60 ready-to-use training or support packages were created to serve both national IP offices and business support organisations;
- 4 training sessions on enforcement issues were organised for national IP offices;

- 2 websites were created, including a pan-European website that brings together information about nearly all the national IP offices in Europe;

- 4 guides were created and 14 seminars organised on IP issues and counterfeiting for the textiles and clothing, footwear, leather and furniture industries.

Results

The measure produced the following results:

- 20 European countries participated in the project, involving 20 national IP offices;

- More than 2 200 participants (43 % from SMEs) attended the awareness and enforcement seminars;

- Sectoral awareness seminars attracted more than 400 participants, and more than 2 000 printed guides were distributed in 13 languages;

- Around 250 IP officials were trained on enforcement issues;

- Around 4 000 responses gave advice to universities, public research organisations and SMEs;

- Participants in training sessions and seminars and clients seeking advice were satisfied or very satisfied, according to surveys conducted after each activity;

- More than 250 000 visits of the website were recorded over three years, with numbers growing over time.

Impacts

- National IP offices are now more committed to providing SME support services; for example, 59 % of the new IP services have been implemented in a 'sustainable'/definitive manner.

- Several new national IP offices decided to join the new project, continuing the cooperation between offices despite the reduced funding (due to the downturn).

- Cooperation networks at national level have been strengthened, both on provision of support for SMEs and on IPR enforcement matters.

OUTLOOK: What remains to be done?

The measures to encourage national IP offices to provide support for SMEs should continue. Accordingly, a new project (IPorta) has been financed by the EIP in 2011. It will be useful to monitor to what extent the national IP offices have implemented the results of IPeuropeAware at national level. The support for participants in FP7 and the CIP should continue as well. Consequently, continuation of the European IPR Helpdesk was secured with EIP 2010 funds.

3.1.2.4. Identification and exchange of best practices on IPR enforcement

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objectives of this measure were:

- **Identify and exchange best practices between Member States and the private sector** in the area of support measures for IP enforcement, involving the networking of public and private experts;

- **Develop good practices for IPR enforcement** support measures, advice structures, private-public partnerships, including on-the-spot networks, and enforcement practices at trade fairs, etc.

The main activities to achieve these objectives consisted of:

- **Meetings of a group of experts** from Member States from the public and business sides. The group gathered in 2008 to look at existing support measures, identify the best and find gaps in the provision of support measures;

- The expert group concluded with the **report 'Making IPR work for SMEs';**

- **A conference** was organised in spring 2009 to present and discuss the recommendations made by the expert group and the good practices identified with Member States and EU-level decision-makers and stakeholders.

TOTAL BUDGET

This measure was financed by the EIP in 2007 and 2008, with a total budget of €450 000..

WHAT HAS BEEN ACHIEVED?

Outputs

The project produced the following outputs:

- Four meetings of the expert group to identify and discuss best practices and conclude with recommendations;

- An inventory of IPR enforcement support measures in countries participating in the CIP;

- A concluding conference and report.

Results

The project produced the following results:

- The concluding report contained 10 main messages and 32 recommendations, especially to decision-makers, but also to business support organisations and SMEs directly;

- Around 200 persons participated in the conference disseminating the results of the project;

– The report and the inventory are available on the pan-European IPR website.[13]

Impacts

– The European Observatory for Counterfeiting and Piracy has been established, which was one of the recommendations emerging from the project.

– National IP offices are now more active in the field of IPR enforcement.

– The EU and Member States are more active on IPR enforcement issues.

OUTLOOK: What remains to be done?

A new best practice project is planned to assess how the original recommendations have been implemented in Member States and the state of play with support for IPR enforcement in these countries.

3.1.2.1.IP Market Place

DESCRIPTION OF THE MEASURE: Main objectives and activities

The action of the EIP work programme 2012 is a follow-up action to the Commission Staff Working Document "Towards enhanced patent valorisation for growth and jobs" SWD(2012)458. It has led to the award of a service contract which started at the beginning of 2013.

The service procured consists of the elaboration of a project model for the creation by SMEs of new business activities that are based on unused patents. The work includes the study of patent exploitation in SMEs and of experiences with related policy instruments, the design of an approach that is specific to the exploitation of unused patents by start ups in the internal market, the experimentation of the approach in concrete field tests and the organisation of events. The tests comprise notably of the conduct of patent search services and the delivery of various other advisory and support services to put the SME team in a position to turn the unused patented inventions into a new product and commercialise it on the envisaged market (outside of the action). The contractor is a private provider of advisory services to SMEs. The principal output will take the form of a report that proposes and appraises the project model in all its properties and conditions.

The model may be turned into a new innovation policy instrument (in-house work subsequent to the present project) specific to the industrial exploitation of unused patents, a specific form of intellectual property. First concrete intermediate results are expected by the end of 2013 with the project ending in December 2014.

[13] www.innovaccess.eu

3.2. Sector-specific action

3.2.1. Enhancing competitiveness and sustainability in European tourism

DESCRIPTION OF THE MEASURE: Main objectives and activities

The overall objective is to enhance the competitiveness and sustainability of European tourism by encouraging the creation of a favourable environment for the development of tourism-related undertakings, in particular small and micro enterprises. This in turn allows for enhanced economic, socio-cultural and environmental growth.

Specific objectives are: (1) to enhance the tourism socio-economic knowledge base; (2) to strengthen and accelerate the integration of ICT tools into tourism activities; (3) to facilitate the mobility of workers in the tourism sector; (4) to diversify and better promote European tourism products in the sector exploiting our cultural and industrial heritage; and (5) to combat tourism seasonality.

Tourism-related measures have been co-financed under EIP, objective b) "creation of an environment favourable to SME co-operation, particularly in the field of cross-border co-operation", since 2008.

TOTAL BUDGET

The total budget for tourism-related measures under EIP 2008-2013 amounts at €19 250 000 with the following distribution: €1.9 million for the period 2008-2010, €5 million for 2011, €6 million for 2012 and €6.35 million in 2013.

WHAT HAS BEEN ACHIEVED?

Outputs

Implementation of EIP 2008-2010 Tourism Measures

The measures financed by the EIP in 2008, 2009 and 2010 have allowed the creation or strengthening of ten transnational tourism networks covering in total 24 CIP countries[14]. Around 65 beneficiaries (e.g. chambers of commerce and industry, non-profit tourism organisations, public/private tourism associations representing Tour Operators, Travel Agents and Hotels, research institutes/universities, national/regional tourism administrations) were directly involved in the implementation of the activities developed by the networks.

The main aspects covered by the transnational network projects in this period are the following: (1) responsible tourism training activities for tourism agencies, local authorities, EU agencies, schools and universities; (2) minimising the use of resources and the production of waste in the tourism sector; (3) marketing toolkit for tourism SMEs on accessible, sustainable and competitive tourism destinations; (4) elaborating a labelling tool for

[14] Austria, Belgium, Bulgaria, Croatia, Cyprus, Estonia, Finland, France, Germany, Greece, Hungary, Italy, Latvia, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Turkey and United Kingdom.

sustainable services throughout the tourism value chain; (5) developing sustainable tourism in lake areas; (6) producing a tool for the harmonisation of tourism sustainability criteria for Europarc Charter protected areas; (7) guiding tourist destinations and their enterprises towards sustainable management; (8) exploration and implementation of service design thinking in the tourism industry; (9) defining and mapping existing research activities related to sustainable tourism focusing on the theme "from research to market-place"; and (10) identifying initiatives at national or regional level as good practices for the sector. The transnational network projects produced valuable studies, surveys, reports and awareness-raising or communication leaflets which were published on the websites established for the purposes of the projects[15]. Several communication and awareness-raising events were organised with international participation.

Implementation of EIP 2011-2012 Tourism Measures

The 2011-2012 EIP budgets were used for the implementation of a wide variety of tourism actions.

1. Enhancing the socio-economic tourism knowledge basis

Two Eurobarometer surveys on tourism demand prospects were carried out and produced extensive reports.[16] Two joint management contracts were signed with OECD, amongst others, for the production of detailed reports on "Tourism Trends and Policies".

Two feasibility studies were carried out by external contractors in order to provide a good evidence base and advice to the Commission for the establishment of (1) the European Virtual Tourism Observatory (VTO) and (2) the European Tourism Indicators System for the measurement of sustainability management at destination level.

Two studies, one on the impact of EU policies on tourism and another on the impact of visa policy facilitation on tourism, were carried out; the latter one is due for beginning of autumn 2013.

2. Supporting the enhancement and promotion of transnational thematic tourism products

Three joint management contracts were signed with the Council of Europe with a focus on the development of European Cultural Routes.

---

[15] The three websites here beneath refer to the 2008 tourism networks;

http://www.earth-net.eu/

http://www.accessibletourism.org/?i=enat.en.enat_projects_and_good_practices.566admin?i=enat.en.enat_projects_and_good_practices.566

http://www.cci.fr/web/organisation-du-reseau

[16] Results published at:

http://ec.europa.eu/public_opinion/flash/fl_328_en.pdf and http://ec.europa.eu/public_opinion/flash/fl_370_en.pdf

Two visibility events for the European Cultural Routes, "Carrefour d'Europe", were organised with partial support from the EIP budget.

12 grants were attributed to support trans-national cooperation projects on European cultural routes and transnational thematic tourism products[17]. These grants supported for instance technological development ("augmented reality") for the promotion of the Roman and Byzantine itineraries or the development of Eurovelo routes for cyclists.

3. Facilitating transnational low season exchanges in Europe

A call for proposals on facilitating transnational low season tourism exchanges was published to support willing tourism-related public authorities in strengthening internal structures, to be able to undertake transnational low season exchanges.

4. *Enhancing the visibility of emerging European Destinations of Excellence as well as of Europe as a destination on third country markets*

18 projects[18] on transnational cooperation for enhanced visibility and promotion of tourism in emerging European Destinations of Excellence (EDEN) were co-financed. 22 projects were implemented by National Tourism Administrations in charge of tourism for the selection and award of one tourist Destination of Excellence on the theme of "accessible tourism". Further to this, a contract for services was signed with an EDEN facilitator for the period 2012-2014.

Moreover, a contract for services was signed with an external contractor for an international tourism communication campaign in order to enhance the visibility of Europe as a destination on third country markets, with particular focus on BRIC countries, as well as Argentina and Chile. The campaign clearly emphasised Europe's diversity of sceneries, natural, historical and cultural heritage, its rich gastronomic tapestry, good service quality, safety and security, etc.

5. Facilitating the mobility of workers in the tourism sector

A contract for services was signed to assist the integration in EURES – the on-line European job mobility portal – of dedicated sections for tourism industry (adventure tourism, cultural tourism and blue tourism). This will help matching supply and demand of the tourism labour market at EU level.

6. Strengthening and accelerating the integration of information society tools

A contract for services was signed to develop and host the 'ICT and Tourism Portal' as a one-stop access point for tourism business (primarily SMEs). The portal should provide them with know-how resources, access to information technologies, information and guidance on funding possibilities, policy and legislative developments.

7. Events and meetings

---

[17] For more information on the calls and their results, see http://ec.europa.eu/enterprise/sectors/tourism/cultural-routes/ and http://ec.europa.eu/enterprise/sectors/tourism/sustainable-tourism/index_en.htm

[18] Austria, Belgium, Bulgaria, Croatia, Cyprus, the Czech Republic, Estonia, France, Hungary, Ireland, Italy, Latvia, Lithuania, Malta, Poland, Slovenia, Spain and Turkey.

Several experts' meetings were organised with representatives from the tourism industry on the topic of enhancing quality in the tourism sector. A high-level tourism stakeholders' conference on "sustainable and responsible tourism as a contributor to quality of life" was jointly organised with the Hungarian Presidency of the Council of the EU (12-13 May 2011), as well as an open conference with public and private tourism stakeholders on the European Tourism Quality Label. Further to this, the European Tourism Days in 2011 and 2012 were organised and support was allotted to the Polish and Cypriot Presidencies for the organisation of the European Tourism Fora 2011 and 2012.

Results and impacts

EIP 2008-2010 tourism measures

The activities developed by the 2008, 2009, 2010 tourism networks increased the awareness among consumers about responsible tourism and travel and triggered a more responsible behaviour on the side of travel organisers and tour operators (e.g. by the proposal of a certification scheme), as well as regard to tourism accessibility criteria among tourism enterprises and intermediary organisations. They developed good practices, documentation and benchmarking tools for tourism sustainable management and triggered an increased uptake of such practices by enterprises.

The tourism networking measures have been very successful among stakeholders and most of the networks created via EIP co-financing have continued their activities beyond the end of the financing period.

EIP 2011-2012 tourism measures

The two Eurobarometer survey reports on tourism demand prospects were widely appreciated by industry stakeholders since their timing allows them to prepare for the upcoming tourism season. The OECD studies on "tourism Trends and Policies 2012", respectively on the impact of EU policies on tourism were also very well received by the public and private tourism stakeholders as very useful contributions to the enhancement of the European socio-economic tourism knowledge basis.

The European Tourism Indicators System was launched in February 2013 and was warmly welcomed by tourism destinations and tourism stakeholders at local level. It will provide a useful tool for destinations to measure their tourism sustainable management.

Grants supporting transnational cooperation for the further development and visibility of European cultural routes and on transnational thematic tourism products are contributing to diversify the European tourism offer. The beneficiaries should see the number of tourists increasing over the next years. Further to this, the activities carried out in the context of the joint management with the Council of Europe and the two Carrefour d'Europe events greatly contributed, amongst others, to strengthening the visibility of the European Cultural Routes and to improving the skills of the associations managing Cultural Routes.

Projects supporting transnational low season tourism exchanges contributed to raise the profile of this issue.

The “European Destinations of Excellence” (EDEN) contributed to enhancing the visibility of emerging, alternative, sustainable tourism destinations in Europe.

The activities carried out in the context of the international tourism communication campaign have already managed to create more awareness about Europe as a destination ready to welcome tourists throughout the year. The main video clip ("Europe whenever you are ready"[19]) is posted on almost 100.000 internet pages, with more than 20.000 hits on Youtube alone. This material was shown at various international events (Fairs) and conferences.

The various expert meetings and events allowed for a good level of networking and uptake of best practices in tourism and provided useful platforms for discussion on challenges and opportunities for the future of the tourism sector.

OUTLOOK: What remains to be done?

Most of the initiatives started in 2012 will continue their implementation throughout 2013. Appropriate follow-up will be ensured through activities that will be implemented in the context of the 2013 EIP Work Programme.

The new tourism sections under EURES, as well as the "ICT and Tourism", should be operational early 2014. A new call for tenders will in addition be launched in 2013 to map the supply side of education and training in the tourism sector, identify gaps in the learning outcomes and make policy recommendations to close these gaps.

3.2.2. Enhancing competitiveness in the construction sector

The construction industry occupies a prominent position in the European economy. Not only does it generate about 10% of GDP, but also it provides 20 million direct jobs, mostly in micro and small enterprises. Its performance significantly influences the economy as a whole. Buildings account for 42% of final energy consumption and generate 35% of CO_2 emissions in the EU-27. The competitiveness of the construction sector is therefore important not only as a driver for businesses and for the European economy in general, but also to reduce the environmental footprint of the sector from different perspectives • from energy and raw materials consumption to waste.

3.2.2.1.Study on future qualification needs in the construction sector

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective of the study was to identify, analyse and assess the future needs for skills and qualifications in the construction sector. In view of the very large number of SMEs and self-

[19] http://europa.eu/readyforeurope/

employed in the sector, particular attention was paid to their needs and abilities to address skills shortages.

A Monitoring and Steering Group, bringing together representatives from relevant Commission departments, the Member States and other experts, provided general supervision and guidance during the whole process (three meetings at key development stages).

Initially, four plausible distinct scenarios for development of the sector and their implications regarding skills needs in the medium term (until 2020) were elaborated. These scenarios took technological, economic, environmental and social indicators into account. In parallel, the contractor identified and analysed 18 innovative initiatives at EU level and in the Member States addressing skills needs in this sector.

The analyses described above were brought together to provide valuable input to a possible new flexible strategy for upgrading skills and qualifications in the construction sector, based on the companies' ability and willingness to take up technological and managerial changes.

TOTAL BUDGET

This measure was financed by the EIP in 2007, with a total budget of €240 300.

WHAT HAS BEEN ACHIEVED?

Outputs

An inception report, an interim report and a final report were produced, as required by the contract documents. The final report fully meets the stipulations in the contract and contains the components required. The quality of the final report is well up to the standard expected and the feedback received from stakeholders indicates a high level of interest in the numerous recommendations made as part of the strategy.

Results

Different groups of stakeholders are actively using the final report and its components. Many confirmed that the final report provided a useful strategy to raise qualifications in the construction sector.

Impact

The study will provide key input to the process of developing a competitiveness agenda for the construction sector. Integration of the construction sector's agenda into wider action is progressing and the findings of the study have been discussed in the context of the Communication on 'New jobs for new skills'.

OUTLOOK: What remains to be done?

Implementation of this measure has been completed. However, the Commission will continue to make use of the recommendations made in the study, in particular in the context of implementing a competitiveness agenda for the construction sector.

3.2.2.2. Competitiveness analysis of the construction sector

DESCRIPTION OF THE MEASURE: Main objectives and activities

This study was intended to provide the European Commission with a foundation on which to build a comprehensive strategy for sustainable competitiveness in the EU construction sector and its enterprises. Specifically, the study:

- Assesses the competitive position of the EU construction sector;
- Expands on learning points derived from implementation of the 1997 Communication on the competitiveness of the construction industry;
- Identifies and analyses key factors influencing the current and future competitiveness of the EU construction sector;
- Examines and assesses the regulatory and other framework conditions at European and national levels to identify key challenges that the mid-term strategy needs to address;
- Presents a draft strategy and implementation plan.

TOTAL BUDGET

This measure was financed by the EIP in 2009, with a total budget of €499 528.

WHAT HAS BEEN ACHIEVED?

Outputs

The report was produced in accordance with the terms of reference. The quality of the final report is very good and the feedback received from stakeholders indicates a high level of interest in the numerous recommendations.

Results

The study reports on the state of play on current EU policies and future policy options in relation to the sustainable competitiveness of the European construction sector and its enterprises. It outlines the key challenges facing the sector up to 2020 and the existing policies at European level and proposes various policy measures, taking into account the likely impact and potential risks associated with each of the measures suggested.

The strategy proposed by the study team takes into account the views of a number of stakeholders from the construction sector and national administrations. It is based on a series of policy measures and indicators to monitor progress and achievements. The study also outlines a governance structure and an implementation plan to drive and monitor the strategy proposed and is flexible enough to evaluate progress and to allow a change of direction if necessary.

Impacts

The strategy proposed in the study contributed significantly to the preparation of the Communication COM(2012) 433 final on "Strategy for the sustainable competitiveness of the construction sector and its enterprises". The strategy is expected to:

- Raise the human capital profile of construction operators and their capacity to innovate and take up technological developments;
- Manage efficiently the coherence between and enforcement of various legislation and regulations at EU and national levels;
- Integrate better the various dimensions of sustainable development into public procurement, the design of construction products and projects, processes and the duration of construction assets;
- Ensure a fair level playing field in competition rules on international markets as well as on the internal market.

OUTLOOK: What remains to be done?

The study has been finalised. However, its conclusions are feeding into the Communication on the sustainable competitiveness of the construction sector.

3.2.2.3. The Lead Market Initiative and sustainable construction

- *Lot 1 — Screening of national building regulations*

DESCRIPTION OF THE MEASURE: Main objectives and activities

The scope of the study was to assess how the EU-27 Member States currently regulate requirements for sustainable construction, enforce these regulations and back them up with voluntary initiatives in partnership with the private sector. The study was also intended to assess the coherence and efficiency of the regulatory systems and to identify possible needs for coordination at EU level to consolidate the regulatory framework.

TOTAL BUDGET

This measure was financed by the EIP in 2009, with a total budget of €249 050.

WHAT HAS BEEN ACHIEVED?

Outputs

The report was produced in accordance with the terms of reference. The quality of the final report is good and the feedback received from stakeholders indicates a high level of interest in the numerous recommendations.

Results

The study reports on the state of play with national regulations and potential domains that might require stronger coordination. The report makes a number of recommendations about

possible legislative options that could be explored at EU level. Furthermore, it calls for raising awareness at EU level and supporting voluntary action and government-industry collaboration. The study concluded that many of the starting points for smart regulation are currently not in place in the EU-27, in particular due to the lack of attention to enforcement of the sustainable construction regulations and limited collaboration between governments and businesses when designing and implementing sustainable construction regulations.

Impact

In the long term, closer convergence of the national building regulations could potentially facilitate cross-border services, reduce the administrative burden and provide more opportunities for innovative solutions.

OUTLOOK: What remains to be done?

Implementation of this measure has been completed. However, the recommendations made in this study will contribute to the implementation of Communication COM(2012) 433 final on the sustainable competitiveness of the construction sector, particularly in the fields of 'smart regulation' and administrative burdens.

- *Lot 2 — Administrative costs*

DESCRIPTION OF THE MEASURE: Main objectives and activities

The aim of this study was to develop a practical approach to assess the impact of EU legislation on the operation and human/financial resources of construction enterprises and related professional services. It provided a number of case studies on enterprises from the European construction sector and identified cost-effective measures which could reduce the administrative burdens involved.

The study applied a 'case-based, company-centric' approach that supplements the traditional standard cost model (SCM) for measuring administrative burdens. The SCM is a legal-centric approach which maps and measures the administrative burdens stemming from a specific piece of legislation and the administrative requirements contained in it. The company-centric approach looks at a broader set of burdens seen from the company's perspective. In this way, the company-centric approach can be seen as a bottom-up supplement to the SCM approach.

TOTAL BUDGET

This measure was financed by the EIP in 2009, with a total budget of €199 800.

WHAT HAS BEEN ACHIEVED?

Outputs

The report was produced in accordance with the contract documents. The quality of the final report is well up to the standard expected and the feedback received from stakeholders indicates a high level of interest in the numerous recommendations.

Results

During the project, the company-centric approach was applied and further fine-tuned. In particular, the generic structure of the 'burden catalogue' was developed as the tool for capturing the information to be used in the case studies and the horizontal analysis. The approach was applied to four case study clusters: the Energy Performance of Buildings Directive — feasibility calculations; prefabricated housing companies; demolition and site preparation companies; and housing associations and EMAS.

Overall, the strength of the case-based method lies in its ability to generate deep analytical and qualitative insights into how information obligations turn into administrative burdens for companies. The company-centric approach could be taken into account when developing the new 'fitness check' of the EU smart regulation agenda.

Impact

The conclusions and recommendations of the study contributed to the Communication on the sustainable competitiveness of the construction sector, particularly in the fields of 'smart regulation' and administrative burdens. In the long term, closer convergence of implementation of the EU legislation at national level could potentially facilitate cross-border services, reduce the administrative burden and provide more opportunities for innovative solutions.

OUTLOOK: What remains to be done?

Implementation of this measure has been completed. However, the recommendations made in this study will contribute to the implementation of Communication COM(2012) 433 final on the sustainable competitiveness of the construction sector, particularly in the fields of 'smart regulation' and administrative burdens.

3.2.3. Promoting the competitiveness of the European agro-food industry

DESCRIPTION OF THE MEASURE: Main objectives and activities

The diagnosis on the competitiveness of the agro-food industry carried out by the Commission in 2004-2006 concluded that its level was high, but that other international competitors were catching up. Therefore, the Commission decided, as from 2006, to support the European industry's competitiveness through a series of conferences aiming at triggering local awareness of the need for innovation in the agro-food sector, where 99 % of the companies are SMEs.

In addition, in the light of the feedback received from stakeholders after a first conference held in Brussels in October 2007, it was deemed appropriate to set up a High-Level Group on the Competitiveness of the Agro-Food Industry. This was formalised by Commission Decision 2008/359/EC of 28 April 2008. In March 2009, the Group adopted 30 recommendations, of which three were on innovation and dissemination thereof. As a consequence, following the recommendations by four Commissioners and representatives of relevant Member States' ministries in charge of the food industry, the scope of the activities was enlarged to enhance the competitiveness of the European food industry.

In its Communication of 28 October 2009 entitled 'A better functioning food supply chain in Europe',[20] the Commission presented ten policy measures to correct the problems identified during the single market review of the food sector and committed itself to submit a report on implementation of the measures, based on a discussion with stakeholders.

To follow implementation of the recommendations by the High-Level Group on the Competitiveness of the Agro-Food Industry and to consult stakeholders on implementation of the Commission Communication, the Commission established an extended high-level expert group, the High-Level Forum for a Better Functioning Food Supply Chain.[21] The membership of the Forum is representative of all food chain operators.

In short, the activities of the High-Level Group and then the High-Level Forum have encompassed conferences, workshops and studies. The following measures were financed from 2007 to 2010: dissemination of innovation in the agro-food industry, fostering SMEs in the agro-food sector through technology, innovation, marketing capability and access to finance and follow-up and accompanying measures in response to the High-Level Group on the Competitiveness of the Agro-Food Industry.

TOTAL BUDGET

These measures were financed by the EIP in 2007-2010, with a total budget of €1.34 million.

WHAT HAS BEEN ACHIEVED?

Outputs

Over this period, nine conferences were held, four studies carried out and one survey conducted. In addition, 13 workshops were held in connection with the High-Level Group on Competitiveness and one workshop under the recently set up High-Level Forum, plus four meetings at ministerial level.

On average more than 100 persons attended each conference. The studies supported the analytical work of the High-Level Group and, afterwards, of the High-Level Forum. The activities of these groups were warmly welcomed by the participants.

The outcomes of the conferences and of the High-Level Group/High-Level Forum are available on the Commission's website.[22]

Results

The following countries were represented in the High-Level Group (2008-2009): Bulgaria, Denmark, France, Germany, Italy, Poland, Spain and the United Kingdom. Other members of the Group included European associations representing consumers,

---

[20] COM(2009) 591.

[21] Commission Decision 2010/C210/03 of 30 July 2010.

[22] http://ec.europa.eu/enterprise/sectors/food/competitiveness/forum_food/index_en.htm.

public health interests, workers and the food processing industry, along with heads of SMEs and CEOs from international companies.

In the High-Level Forum (since 2010), the following countries are represented at ministerial level: Denmark, France, Germany, Greece, Hungary, Ireland, Italy, the Netherlands, Poland, Slovakia, Spain, Sweden and the United Kingdom. Consumer associations, environmental and public-health organisations (NGOs), trade unions, companies (including SMEs) and trade associations from agriculture, the processing industry and commerce are also represented in the Forum.

The conferences on competitiveness and innovation in the food industry took place in eight different Member States (Slovakia, France, the Netherlands, Greece, Sweden, Spain, Italy and Belgium).

In the course of the conferences and in the work of the High-Level Group, the relationship between food producers and retailers emerged as a particular concern with regard to the competitiveness of the sector. This led to establishment of a platform on business-to-business contractual relations as a working group of the Forum. Three other expert platforms have been established — on competitiveness, on monitoring of food prices and on logistics — in response to the other main needs identified.

The absence of a structured social dialogue at EU level was also highlighted as a concern in a context where the food industry is failing to attract highly skilled staff. The representatives of the food industry and of the trade unions in the High-Level Group agreed to engage in a joint process to establish a structured social dialogue.

Another result is the number of hits on the website: 18 468 in 2010.

Impacts

The conferences increased local awareness of the need for innovation in the agro-food sector and of ways of obtaining information and gaining access to finance. The holistic approach to the agro-food sector and the 30 policy recommendations made by the High-Level Group, have received broad support in the Council. Building on the success of the High-Level Group, several Member States have taken similar initiatives at national level. Exchanges of best practices for price monitoring have resulted in establishment of national price observatories in several Member States.

The work carried out at European level has also resulted in a joint effort by stakeholders to improve business-to-business relationships all along the food supply chain.

OUTLOOK: What remains to be done?

The High-Level Forum for a Better Functioning Food Supply Chain presented its report in December 2012. Through workshops and meetings at ministerial level, the Forum will continue its efforts to develop a common vision and a holistic approach to the competitiveness of the agro-food sector.

Progress is still expected on a diverse range of issues. These include: improvement of contractual practices; further development of the EU food prices monitoring tool and stronger synergies with the national price observatories; continuous work on food labelling practices; take-up of corporate social responsibility all along the food supply chain; involvement of stakeholders in the initiatives which will be launched under the

new Horizon 2020 Framework Programme; and a better understanding of the policy needs of the sector with regard to information technologies and logistics.

3.2.4. Initiative for better involvement of defence SMEs in the European internal market

DESCRIPTION OF THE MEASURE: Main objectives and activities

In December 2007, the Commission adopted two Directives (one on defence procurement, the other on intra-EU transfers of defence goods) with the aim of promoting better integration of the European defence market.

To gain a better overview of the impact of those directives on SMEs in the defence sector and of how to support closer integration of the European supply chain, in November 2008 the Commission launched a study on the competitiveness of European SMEs in the defence sector.

On the basis of the results, the Commission organised an 'initiative for better involvement of defence SMEs in the European market'. As part of this initiative, it was decided to organise conferences with, and for, defence SMEs in different Member States to discuss the results of the study and to understand better the challenges they are facing, notably in relation to implementation of the two Directives.

The main objectives of the conferences were to:

- discuss with SMEs the future challenges linked to adoption of the two Directives;
- discuss the recommendations made in the study, notably in relation to opening the supply chain, with SMEs in the defence sector;
- receive feedback from SMEs on what they expect from the Commission and Member States;
- discuss the lack of data on defence SMEs, existing best practices for support at Member State level and the possible establishment of a defence SME portal;
- present to SMEs active in the defence sector the ongoing initiatives of the Commission, the European Defence Agency and the European Security and Defence Association (e.g. the Small Business Act, the Code of Best Practice in the Supply Chain, etc.).

TOTAL BUDGET

These measures were financed by the EIP in 2009, with a total budget of €155,000.

WHAT HAS BEEN ACHIEVED?

The first conference took place in Berlin on 21/22 October 2009. The others, all in 2010, followed on 12/13 January in Stockholm, on 27/28 January in Madrid, on 17/18 February in Budapest, on 3/4 March in Athens, on 17 March in Warsaw and the final one on 30/31 March in Brussels.

All the major stakeholders were represented at these conferences. Defence SMEs, large defence companies, national trade associations and officials from the Ministries of Defence/Economic Affairs had an opportunity to discuss the Commission's approach and the recommendations made in the study.

The European Defence Agency (EDA) and the Aerospace and Defence Industries Association of Europe (ASD) contributed to all the conferences. At every conference representatives of the Ministries of Defence and the national defence industry associations gave keynote speeches.

Results and impacts

The conferences contributed to defining future challenges and opportunities for defence SMEs linked to development of the internal market. The Commission received useful feedback on current national support policies and input for further measures. Since the conferences in Member States discussed the issue from the perspective of different industrial landscapes and economic situations, a broad range of views has been gathered. Access to information within the different national public procurement procedures, the obligation for prime contractors to subcontract to SMEs and the need for timely payment were among the main topics addressed at the conferences.

This feedback will help the Commission to define its approach to SMEs in the defence sector better, particularly the way in which it can promote integration of the supply chain at EU level.

OUTLOOK: What remains to be done?

The Commission will continue to work together with the EDA, the ASD and national defence industry associations on ways to support SMEs in the defence sector better. To this end, a regular exchange of views should be organised, notably on the following topics:

— *Data collection on defence SMEs*

The lack of data on defence SMEs was confirmed by the different stakeholders participating in the conferences. Steps will have to be taken to define what can be done to improve the availability of data.

— *Timely payment*

Timely payment was one of the main points discussed at all the conferences. Today, the average payment period in the defence supply chain is 90 days. One area which could be analysed is whether the EDA's Code of Best Practice in the Supply Chain could be widened to add a voluntary 'commitment' on the part of prime contractors to pay their subcontractors within a set number of days (between 30 and 60).

— *Obligation for prime contractors to subcontract to SMEs*

Article 21 of the new Public Procurement Directive gives Member States the possibility to impose an obligation on prime contractors to subcontract a certain percentage of the value of the contract. The Commission will monitor implementation of this article by

Member States. This should give defence SMEs a stronger chance to gain access to the supply chains of prime contractors established in other Member States.

— *Creation of a defence SME web portal*

There is a clear lack of information within the supply chain on contract opportunities in other Member States. The possibility of establishing a European defence SME web portal will be analysed with all stakeholders concerned.

3.3. Other action to create an environment favourable to SMEs

3.3.1. Policy-relevant research on SMEs

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective was to bring together policy managers from national SME research institutes and public administrations along with SME researchers to bridge the gap between SME research and policymaking. The need for such a group emerged from the experience that, more than other economic policy areas, entrepreneurship and SME policy lacked a consistent link and exchanges with systematic evidence from theoretical and empirical research.

Consequently, a working group was set up to discuss the policy implications of research results on entrepreneurship and SMEs and to disseminate these research results to policymakers and other stakeholder groups at national and European levels. The working group consisted mainly of researchers from dedicated national research institutions on entrepreneurship and SMEs plus international organisations such as the OECD. The working group was first established in December 2007 and continued until the end of 2008.

TOTAL BUDGET

This measure was financed by the EIP in 2007, with a total budget of €80 000.

WHAT HAS BEEN ACHIEVED?

Outputs

Four meetings of the working group were held in 2007 and 2008. More than 40 experts from 28 CIP countries participated. A survey targeted at key players in research on entrepreneurship and SMEs in the countries participating was carried out and a final report on the findings of the working group was put together and shared with the members of the group.

Results

Twelve presentations were given on the state of play with policy-relevant research on entrepreneurship and SMEs at European or national level. Discussions were held on improving the economic knowledge base on entrepreneurship and SMEs. The activities of the working groups were confined to the above-mentioned meetings. One of the focal points of the discussions was the new EUROSTAT-OECD Entrepreneurship Indicators

Programme which is a joint effort by EU-27 Member States and other OECD countries such as the USA to enlarge and harmonise the existing statistical databases on entrepreneurship and SMEs in order to improve the evidence base for policymaking in this area.

Impacts

The working group provided an overview of existing research relevant to SME policy in selected policy fields and enabled networking between SME researchers, SME research organisations and public administrations. As a result, the collaboration between researchers and policymakers was intensified. For instance, the meetings of the working group helped to ensure that the programme was designed as closely as possible in line with the needs of policymakers, in particular as regards the determinants of SME performance (e.g. innovation, access to markets, access to finance, internationalisation, etc.).

Also, the work of the group prepared the ground for the forthcoming 'SME performance review' by the European Commission.

OUTLOOK: What remains to be done?

The measure has been completed. Since 2009, the expert group has had a mandate to serve as a discussion forum for the SME performance review (see point 7.2.2). Consequently, the composition of the group has changed slightly, as it now includes a majority of SME policymakers from national ministries. To the extent that issues discussed by the working group will be addressed in the SME performance review, its findings will be revisited and considered in the ongoing work.

3.3.2. Participation by SMEs and craft enterprises in the European standardisation process

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective of this measure is to promote participation by SMEs and craft enterprises and their interests in the European standardisation process and to improve information on and use of European standards in SMEs and craft enterprises and demonstrate the benefits of using standards.

Grant agreements were signed annually with NORMAPME aisbl to implement the activities, in particular to:

- Provide information to SMEs and craft businesses on standardisation and to act on feedback;
- Organise participation by SMEs and craft enterprises in national, European and international standardisation bodies (NSO, CEN, CENELEC, ETSI and ISO/IEC/ITU) and strengthen their cooperation;
- Appoint experts in technical committees (TCs) of the European standardisation organisations (CEN, CENELEC and ETSI) in order to represent SMEs' interests;

- Promote SMEs' interests in strategy meetings, committees and conferences;
- Disseminate information (seminars, website, newsletter, etc.);
- Write a guide for experts on SMEs' needs and set up a helpdesk for experts;
- Write user manuals on standards.

In addition, in 2012 two grant agreements were awarded to CEN for the project eLearning and for the project eComment. eLearning will develop an elearning tool available in each National Standard Organisation in its national language and will target SMEs and explain standardisation. eComment will allow on line comments on draft standards made available on a free basis.and will increase the participation of SMEs in the drafting of standards.

TOTAL BUDGET

These measures were financed by the EIP between 2007 and 2013, with a total budget of €11.7 million.

WHAT HAS BEEN ACHIEVED?

Outputs

Action by NORMAPME

- 53 SME experts are participating in around 66 technical committees and working groups of the main European standardisation organisations;
- Newsletters are sent six times a year to individual stakeholders, in particular SMEs and sectoral associations; position papers are formulated and sent five times per year to SME associations, European standardisation organisations, the European Commission, the European Parliament, stakeholders and policymakers;
- Approximately 15 awareness-raising events for SMEs, SME associations and national standardisation organisations are organised per year;
- A helpdesk for experts has been created;
- A website in six languages is regularly updated;

Results

Thanks to increased participation by SMEs' experts in the technical committees and greater involvement of SMEs in the standardisation process, more SME-friendly standards are being developed. External evaluations confirm that the action taken is useful and relevant. In addition, key stakeholders are increasingly aware of barriers faced by SMEs in the standardisation process. Following awareness-raising campaigns, several SME projects have been launched so far by the European and national standardisation organisations.

Impact

SMEs are expected to be better informed on standardisation and are therefore likely to make increasing use of standards and thus benefit more from the single market. This measure has contributed to take-up of recommendations on participation by SMEs in the European standardisation process in policy development at EU level, for example in the new Regulation on standardisation and in the SBA review.

OUTLOOK: What remains to be done?

The eLearning and eComment projects have a long duration, and the final results will only be available in 2-3 years time.

3.3.3. Follow-up of implementation of the European Statute for Cooperatives

DESCRIPTION OF THE MEASURE: Main objectives and activities

Cooperatives are a form of enterprises which, besides employment, also generate social values (like education, democratic management or social services) for the community in which they are established. In addition, they proved very resilient during the crisis. In order to highlight the contribution made by cooperatives to socio-economic development, the United Nations declared 2012 the International Year of Cooperatives.

The Regulation on the Statute for a European Cooperative Society (SCE)[23] was adopted in order to facilitate the trans-national activities of cooperatives by using a European legal form (similar to the Regulation on the European company). The SCE Regulation states that the Commission will send the European Parliament and the Council a report on implementation of the Regulation by Member States, with proposals for amendments, if appropriate. In order to gather data, a study was financed by the Commission.

To implement action 3 in the Commission's 2004 Communication on the promotion of cooperative societies,[24] the Commission financed the development of statistical data (satellite accounts) for cooperatives and contributed grants for compilation of statistics on cooperatives by various countries. This measure consists of two forms of action:

1. A study on implementation of the SCE Regulation (Regulation (EC) No 1435/03)

The Regulation contains numerous options for implementation which can be used, either by the Member States at the time of adoption of national measures or directly by the SCE. Given that the rules of the place of registration (national laws) will apply to the SCE, the differences from one Member State to another, as regards the law applicable to the SCE, could be considerable. This heterogeneity could create obstacles to the efficient operation of cooperatives and European cooperatives at cross-border European level. In 2010 the Commission therefore financed a study on implementation of the statute by Member States, summarising the relevant national legislation, drawing conclusions and making recommendations for amendments of the Regulation.

---

[23] http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/cooperatives/index_en.htm#h2-3

[24] http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/cooperatives/index_en.htm#h2-2

2. Implementation of satellite accounts (SAs) for cooperatives and mutuals

Statistical data are necessary in order to provide visibility for cooperatives and their importance to the national economies. One of the biggest problems that cooperatives and mutuals face in the EU is their lack of institutional visibility. This is due to the peculiarities of national accounting systems which do not take into account their specific characteristics (which differ from those of traditional capital companies). In this context, in 2008 the Commission produced a manual[25]26 for drawing up SAs to collect statistics on cooperatives and mutuals.[27] Following that, a call for proposals was launched and five pilot projects were co-financed in Belgium, Bulgaria, the former Yugoslav Republic of Macedonia, Serbia and Spain in 2010.

TOTAL BUDGET

Both activities were financed by the EIP in 2009 and 2010, with a total budget of €530 000.

WHAT HAS BEEN ACHIEVED?

Outputs

A study on implementation of the SCE Regulation was conducted in 30 countries (the 27 EU Member States plus three EEA/EFTA countries). During the study, three expert meetings (steering committees) were organised in Brussels.

Five reports including statistics, legislation and trends for cooperatives and mutuals were provided. Five final conferences on satellite accounts projects were organised in the five eligible CIP countries, with a total of more than 250 participants. The results of satellite accounts projects were published on 10 websites.[28]

Results

The SCE study contains conclusions and recommendations for future policies and simplification of the Regulation that will feed into the discussions on possible future proposals for amendments to the SCE Regulation.

Four national models for SAs were developed containing specific statistical data (Belgium, Spain, the former Yugoslav Republic of Macedonia and Serbia) and one national web-based system for statistics on cooperatives (Bulgaria) was built. About 29 000 cooperatives and 51 mutual societies were covered by the five projects.

---

[25] http://ec.europa.eu/enterprise/entrepreneurship/craft/social_economy/doc/study_satellite_accounts_en.pdf

[26] http://ec.europa.eu/enterprise/entrepreneurship/craft/social_economy/doc/study_satellite_accounts_en.pdf

[27] SAs are increasingly regarded as a tool needed to complement conventional statistics. SAs analyse in detail overall demand for goods and services which might be associated with a given group of enterprises (like cooperatives and similar entities) and observe the operational interface with the supply of goods and services within the same part of the economy (like agriculture, housing, banking, etc.).

[28] http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@coop/documents/publication/wcms_157995.pdf

http://www.ine.es/en/prensa/np665_en.pdf.

http://www.stat.gov.mk/pdf/EvropskiProekti/SAT21122010ang_lekt.pdf

Impacts

The study found that the SCE Regulation is rather complicated and needs simplification. Only 17 European cooperatives have been created so far. The study increased interest in use of the SCE because of its European corporate image. Currently at least three new SCEs are being set up.

As far as statistics are concerned, the scheme financed presented the role of cooperatives and mutuals in the national economies and contributed to their visibility. The final reports also provided information about trends and relevant national legislation for cooperatives and mutuals. It has to be added that no statistical data on mutuals were found in Bulgaria, the former Yugoslav Republic of Macedonia and Serbia, i.e. no mutuals were identified in these three countries.

The Commission will examine the case for continuing to co-finance new national projects for SAs for social enterprises that include cooperatives and mutuals.

OUTLOOK: What remains to be done?

The conclusions and recommendations of the SCE study were submitted to a public consultation in 2011. Based on the findings of this consultation, the Commission published a report in February 2012. This was discussed, together with the results of the five projects, at a European conference in April 2012 and served as a basis for a possible proposal for amendments to the SCE Regulation. All these ideas were presented at a conference under the Cypriot EU Presidency in September 2012 in connection with the UN International Year of Cooperatives.

4. ALL FORMS OF INNOVATION IN ENTERPRISES

4.1. Innovation policy development

4.1.1. Innovation policy monitoring and performance analysis

DESCRIPTION OF THE MEASURE: Main objectives and activities

The EIP actions on **innovation policy and performance analysis** may be summarised into two areas:

(1) Statistical analysis & benchmarking

- This covers the **European Innovation Scoreboards** which is a tool for monitoring national and regional innovation performance in the EU and other selected non-EU countries. It has existed since 2000, and has been financed by EIP since 2007 with a total of €1.8 million. The main purpose is to monitor the implementation of the Europe 2020 smart growth strategy and Innovation Union Flagship progress.

- Another activity is the **Innobarometer,** which is an ad hoc survey among enterprises or other groups on selected topics concerning the industrial innovation to support policy analysis and development. It is done via the Eurobarometer framework contract and has been used since 2001. Since 2007 the Innobarometer is financed by EIP with a total budget of €1.7 million.

- From 2011 **a new partnership with the OECD** for methodological developments has been set up (EIP contribution: €1 million).

(2) Policy monitoring & analysis

- The **Regional Innovation Monitor** is conducted. These are analysis of sub-national (regional / local) innovation policy measures and trends. The activity started in 2010 (Total EIP contribution: €3.75 million). The purpose is to feed into Structural Funds' analysis and regional development initiatives, such as the 'Smart Specialisation Platform'.

- The **Innovation Policy TrendChart** — a collection and analysis of information on national innovation policies and budgets via a network of country experts. The initiative started in 2000 and was funded from FP6 until 2010. The CIP-EIP 2010 funded contract (€2.5 million) delivered 4 annual overviews about (i) policies and (ii) budgets in respectively 2011 and 2012. In addition, 2 thematic reports were produced to guide Commission's and Member States' policies for demand-driven measures and public sector innovations. Finally, an ambitious exercise was launched in late 2012 to take stock of the whole set of information about innovation policies in Members States between 2000 and 2012, and cross it with data on innovation performance as measured by the indicators of the Innovation Union Scoreboard. Lessons drawn on the effectiveness of policies are expected in May 2013

- **INNO-Grips** was several series of workshops, studies and policy briefs to collect and analyse business and academic intelligence on existing and emerging forms and fields of innovation, innovation barriers and drivers and actors. Its purpose was to have an early warning system for changes in business innovation patterns processes that require fast reactions at policy level.

- Since 2013, the **Business Innovation Observatory** is used to provide on a regular basis the Commission and policy-makers in Member States with evidence and analysis on latest novel business and industrial innovation practices, trends and activities.

- Furthermore, several **international workshops and exchanges with policy makers** in major emerging or existing innovative countries, are covered under this action. The purposes of these events are to showcase the potential and opportunities for cooperation and mutual learning, such as methodologies for innovation policy and performance monitoring.

All actions are described in more detail below.

TOTAL BUDGET

These actions were financed by the EIP in 2007 and 2009-2013. The total committed budget sums up to €12.8 million.

WHAT HAS BEEN ACHIEVED?

As confirmed by the results of the EIP ex-post evaluation from April 2011, the analytical tools on innovation policy and performance present today a methodologically sound, academically well received and politically useful set of monitoring and analysis tools.

Outputs and results

These analytical tools for innovation policy and performances give a comprehensive geographical overview of innovation policy and performance, as all EU Member States and the other relevant countries (accession candidates, main trading and technology partner countries etc.) have been covered. They provide unique multi-level governance insights, as both the national / central and regional / sub-national levels are analysed. All outputs and results are described in more detail below for the various actions.

This is a valuable source for Europe 2020 monitoring and evidence base for new policy development.

Impacts

The outputs of the analytical tools for innovation policy and performances are seen as particularly relevant in addressing the need of the Commission and the Member states policy makers for up-to-date information on innovation policy developments and of a thorough impartial assessment of policy practices and innovation performances. They provide analysis of relevant data, a cross-country comparison and assessment of the various tools that are important for the development of effective and relevant innovation policies, including the Innovation Union flagship initiative. The Commission staff and

EU Member States policy makers do not have the resources to undertake this analysis in-house.

OUTLOOK: What remains to be done?

For the main analytical tools for innovation policy and performance monitoring (the Innovation Union Scoreboards and the Regional Innovation Monitor), new contracts have been signed in 2012 which will deliver results over the coming 2-3 years. The new Business Innovation Observatory has been launched in 2013. An Innovation Demand Monitoring System will be launched in 2013 to address the lack of evidence on demand-side innovation policies.

4.1.1.1.European Innovation Scoreboards

DESCRIPTION OF THE MEASURE: Main objectives and activities

The European Innovation Scoreboard (EIS) compares and benchmarks on a yearly basis the innovation potential and performance of Member States and other selected non-EU countries, drawing on statistics from a variety of sources, primarily the Community Innovation Survey, EUROSTAT and OECD.

Every year different aspects and features of national innovation performance are investigated under the EIS thematic papers, which complement the analysis and findings of the main EIS report. Regional Innovation Scoreboards are produced every 2-3 years.

TOTAL BUDGET

This action was financed by the EIP in 2007, 2010 and 2012, with a total committed budget of €1.8 million.

WHAT HAS BEEN ACHIEVED?

Outputs and results

Under the EIP funded contract 4 Innovation Scoreboards have been presented (2009, 2010, 2011 and 2013, both published on-line and copies printed). The previous Innovation Scoreboards were funded under the Research Framework programmes.

In addition, the Regional Innovation Scoreboard 2009 and 2012 were published and a pilot European Public Sector Innovation Scoreboard in 2013.

As part of the work to refine the methodology of the pilot European Public Sector Innovation Scoreboard a technical workshop was organised that hosted a number of experts from academia and national authorities. In addition, four analytical reports were produced.[29]

[29] The publications are available online at: http://ec.europa.eu/enterprise/policies/innovation/facts-figures-analysis/innovation-scoreboard/.

Impacts

Beyond the contractually financed events, the results of the EIS are regularly used for and quoted in speeches, presentations, EU reports and other publications. Moreover, the reports are widely used by national and regional stakeholders in the EU in innovation policy related conferences and a number of policy and academic workshops. In particular, high attention is paid on the political level in Member States to the results of the Innovation Union Scoreboard. The Innovation Union Scoreboard and the Regional Innovation Scoreboard function as a reference source on innovation performance in the European innovation policy community. The publication of the scoreboards is also discussed widely in the media and its results are used as a background for several articles on innovation issues. The Innovation Union Scoreboard 2013 was downloaded more than 9,000 times in the first week after publication alone.

Due to the fact that the reports also benchmark the EU innovation performance with that of major economic partners (e.g. US, China, Brazil, Russia, etc.), the results are used in a variety of international meetings as background documents for expert and political meetings.

OUTLOOK: What remains to be done?

A new contract under the 2012 EIP Work Programme started in March 2013 and will continue for the next two years (ENT/CIP/12/C/N03C04). The work on Innovation Scoreboards will continue after 2015 in the framework of Horizon 2020.

4.1.1.2. Innobarometer

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Innobarometer captures innovation phenomena at specific target group level (firms, public administrations or citizens). It is a survey based on the Eurobarometer framework contract with interviews based on a questionnaire developed by the Commission services. The data is not available from Eurostat or other sources and provides immediate information which allows direct trans-national comparisons across EU27 on innovation-related activities and opinions.

The Innobarometer has been conducted regularly since 2001. The surveys either feed into the other analytical tools (e.g. exploring new, non-R&D innovation forms in business or innovation in new fields like the public sector, which will be picked up in the EIS contract) or are responding to new innovation policy relevant developments (e.g. effects of the crisis, public procurement and public policies). The geographical coverage is defined by the Commission and usually covers the EU27 Member States plus some Associated Countries.

TOTAL BUDGET

This action was financed by the EIP in 2007, 2009, 2010, 2011, 2012 and 2013 with a total committed budget of €1.7 million.

WHAT HAS BEEN ACHIEVED?

Outputs and results

So far, 6 studies have been presented: in 2011 *The impacts and perception of public sector innovation in businesses'* in 2010, *Innovation in Public Administration*; in 2009 *Strategic trends in innovation 2006-2008* on innovation spending (including the effects of the current economic downturn), the role of innovation in public procurement tenders, the effects of public policies and private initiatives undertaken to boost innovation, and other strategic trends, and in 2007 *Innovation transfer*, a survey that explored the ways in which enterprises innovate (both product- and process-related innovation), the role of non-R&D based innovation, and the extent to which innovation is outsourced or transferred from other businesses or organisations.

In 2012, the survey "Investing in Intangibles: Economic Assets and Innovation Drivers for Growth" was designed to explore companies' investment in a range of intangible assets and will be available in the first half 2013.

All Innobarometer surveys are available on the website[30]:

Impacts

The results of the Innobarometer surveys were used for the development of EU innovation policy, in particular the Innovation Union flagship. In addition, some of the indicators included in the surveys from 2010 and 2011 concerning the public sector innovation have contributed to the development of EPSIS (European Public Sector Innovation Scoreboard), a unique monitoring and benchmarking tool for the public sector innovation, which will be published in the first half of 2013.

The Innobarometers are also regularly exploited for and quoted in speeches, presentations, EU reports and other publications.

OUTLOOK: What remains to be done?

The final Innobarometer survey under the EIP will be launched at the end of 2013. From 2014 on, future Innobarometer surveys can be financed under Horizon 2020.

4.1.1.3.The Innovation Policy TrendChart

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Innovation Policy TrendChart is the longest running policy benchmarking tool at European level. Since its launch in 1999 — funded from Research Framework Programmes — it has produced annual reports on national innovation policy and

[30] http://ec.europa.eu/enterprise/policies/innovation/facts-figures-analysis/innobarometer/index_en.htm.

governance, created a comprehensive database of national innovation policy measures and organised a series of policy benchmarking workshops. The first EIP funded TrendChart contract has been signed at the end of 2010 with a total budget of €2.5 million.

The TrendChart aims to contribute to policy assessment and to identify examples of good practice, thus improving the basis for decision making in innovation policy. The TrendChart and ERAWATCH[31] operate a joint network of country correspondents, who regularly monitor the latest research and innovation policy developments in their country. The conclusions have fed into the European Semester process and the formulation of Country-Specific Recommendations.

TrendChart covers 48 countries including all EU Member States, associated countries and candidate countries, as well as the EU's main competitor countries throughout the world.[32]

The information collected by this network has been used to run and maintain the *European Inventory of Research and Innovation Policy Measures*, a common database of the TrendChart and ERAWATCH. It has also fed into analytical reports such as the 'Innovation Policy Trends', the 'Innovation Policy Funding' and other thematic reports.

WHAT HAS BEEN ACHIEVED?

Outputs and results

In 2011, the TrendChart was reoriented to align it with the Innovation Union flagship and achieve full complementarily and synergies with ERAWATCH.

In 2011, a user survey funded by EIP was conducted under the TrendChart contract to better respond to the needs of policy makers for information on national research and innovation policies.

In 2012 TrendChart operated in full complementarity and synergies with ERAWATCH. The joint database of TrendChart and ERAWATCH with research and innovation policy measures is accessible on-line[1] but data collection stopped at the end of 2012, expiration of the contract.

The following reports were published in 2011/2012:

- Report on Innovation funding trends in the EU — an overview for 2010;

- Report on Innovation policy trends in the EU in 2011;

---

[31] Funded under FP7

[32] EU27 plus Croatia, Iceland and Turkey (candidate countries), Norway, Switzerland (EFTA countries) and Brazil, China, India, Israel, Japan and the US (rest of world) as well as 10 new countries: Albania, Bosnia, Faroe Islands, former Yugoslav Republic of Macedonia, Liechtenstein, Moldova, Montenegro, Russia, Serbia and South Korea.

[1] http://erawatch.jrc.ec.europa.eu/erawatch/opencms/research_and_innovation.

- Thematic report 2011: Demand side policies to stimulate innovation in Member States

- Report on Innovation funding trends in the EU – 2012;

- Report on Innovation policy trends in the EU – 2012;

- Thematic report 2012: Public Sector Innovation.

Impacts

Conclusions were taken forward as part of the European Semester to formulate country-specific recommendations aimed at improving research and innovation policies in Member States. Moreover the thematic reports on demand-driven measures (produced in 2011) and on public sector innovations helped to shape the policy agendas at EU level and to foster these two important items for European competitiveness.

OUTLOOK: What remains to be done?

The following report remains to be finalised: *Lessons from a Decade of Innovation Policy – What can be learnt from the TrendChart and the Innovation Union Scoreboard*. It will provide lessons for policy-makers in the context of the European semester but also in the perspective of smart specialisation. The report is expected to be finalised in the first half of 2013.

4.1.1.4. Regional Innovation Monitor

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Regional Innovation Monitor (RIM) is a regional policy monitoring and benchmarking tool that collects information on sub-national innovation governance bodies, policies and measures, with the main objective to increase the effectiveness of EU regions' innovation policies and strategies. The target groups are regional policy makers and practitioners.

This is done by compiling and structuring available information, providing overview of regional support measures, policy documents and organisations, and by identifying systemic failures at regional level and long term policy trends. The RIM also allows an *on-line comparison* of innovation policy approaches and trends at the regional level and contributes to knowledge sharing and good practice dissemination.

RIM complements the analysis and information collection under the TrendChart (which focuses on national level policy measures).

TOTAL BUDGET

This action was financed by the EIP in 2009 and 2012 with a total committed budget of €3.7 million.

WHAT HAS BEEN ACHIEVED?

Outputs and results

One of the achievements was the development of an online repository[33] which contains key information about regional profiles, including information about economy, research, development and innovation, governance and policy trends, strategies and main stakeholders. The repository includes 1081 policy support measures, 527 policy documents and 919 regional organisations.

With over a thousand policy support measures the project allows an online comparison of existing forms of support for innovation activities. The project's results are being analysed and used in other Commission's initiatives in support of regional innovation policy, in particular those envisaged to help reducing the existing innovation divide among regions.

The collection of data and information was ensured by a network of regional correspondents. The RIM also performed a series of analytical, knowledge sharing and good practice dissemination activities.

The RIM website provided the following services:

- A knowledge base on regional innovation policy measures, policy documents and organisations
- A benchmarking tool enabling the user to conduct an on-line quantitative comparison of innovation policy approaches and trends at the regional level.
- A single point of access for knowledge sharing and good practice dissemination on regional innovation policy in Europe

The RIM website had 19,955 Unique Visitors in 2012.

50 in-depth Regional Innovation Reports (list below) were published and are available on the RIM website. The reports provide a description and analysis of contemporary developments on regional innovation policy taking into account the specific context and general trends.

6 Thematic Papers were published. These papers discuss different cross-cutting topics based on the information made available by the regional correspondents. The topics of the individual papers are determined in agreement with the Commission and on consultation with regional stakeholders.

Thematic Paper 1: Conceptual layout of the Regional Innovation Monitor

Thematic Paper 2: Policies and Processes of Smart Specialisation: Realising New Opportunities.

Thematic Paper 3: Demand-side innovation policies at regional level

Thematic Paper 4: The Role of Universities for Regional Innovation Policy

[33] http://www.rim-europa.eu.

Thematic Paper 5: Identifying Potential and Niches of Innovation – A Policy Intelligence Toolbox

Thematic Paper 6: Innovation Policy in Metropolitan Areas: addressing societal challenges in functional regions

3 RIM Annual Reports. The annual EU regional innovation report provides a unique analytical overview of current trends in regional innovation policy. It gives insight into how to design policy intervention in specific regional contexts, as well as presenting tools and practical methods for comparing regional innovation policies.

The RIM policy and trend analysis highlighted the following key issues:

- Effective policies can make an important difference with a view to a region's development. Dynamic development goes along with good policy practice. Lagging regions should study the practices of those which have already put effective policies in place but not without studying the regional preconditions beforehand.

- Good human capital policies are one of the most central preconditions to make many other policies work. Regional innovation policies and (higher) education policies are thus also natural issues to coordinate at the EC level.

- Beyond providing framework conditions and infrastructure, responsive regional innovation policy should aim to play the role of a catalyst rather than one of a creator.

Impacts

The project was conceived as a complement to other analytical tools, notably the IUS and RIS, which look at innovation performance in Member States and Regions. The analytical needs have been met, providing good results and additional evidence on trends in policy intervention, which is crucial for effective policy making.

The project displayed a good ratio cost/effectiveness thanks to a good quality of deliverables and notably of the annual report and thematic papers. Success factor of the project was the thorough selection process, as well as the competence and dedication of the project team and consortium. The project's deliverables, which are all available on the RIM website, constitute now a solid analytical evidence base which is unique and helpful for regional and national administrations, researchers and also for the Commission services.

Despite more than two decades of policy development, a regional-level overview combining background information with information on regional innovation policies was not available. The project had the ambition to constitute a unique point of reference both for the experts and the wider public. The project also formed integral part of the RIS3 Platform regional innovation strategies for Smart Specialisation, which is a key tool of the Commission aimed at providing assistance to Regions in the process of developing smart strategies.

OUTLOOK: What remains to be done?

The project's results have been analysed and used in other Commission initiatives in support of regional innovation policy, in particular those envisaged to help reducing the existing innovation divide among regions.

The project has been followed up by the Regional Innovation Monitor 2013-2014 (RIM Plus) which will build upon its results and achievements.

RIM Plus will contribute to the development of more effective regional innovation policies and promote policy learning. It will also evolve towards providing practical guidance to regions on how to use the collected information, establishing a network of regional experts with thematic specialisation, and organising specialised workshops. Therefore, more focus will be given to the contribution of regional innovation policy to growth and jobs,

4.1.1.5. Analysis of innovation drivers and barriers in support of better policies: INNO-GRIPS II

DESCRIPTION OF THE MEASURE: Main objectives and activities

The 'Global Review of Innovation Policy Studies' — INNO-GRIPS (2006-2010, funded by FP6) and INNO-GRIPS II (2010 – 2013, funded by EIP 2009 with a budget of €2.3 million) were a platform providing an accessible pool of knowledge regarding world-wide existing studies and information on innovation policy-making, business innovation and academic discussions, with the purpose to support evidence-based policy development for innovation.

This was done through information gathering and analysis of developments relating to innovation theory and policy as a basis for evidence-based policy making at EU level, and of innovation drivers and barriers at firm level and of framework conditions (e.g. implications of socio-economic trends). GRIPS II included:

- a total of 12 policy briefs and studies and 12 workshops to exchange views, ideas and best practices with innovation stakeholders in order to optimise innovation policy Europe-wide;
- a news service about international innovation policy developments, covering about 40 countries worldwide, and further dissemination activities such as newsletters;
- a platform for all stakeholders involved in the practice of innovation and in innovation policy, in particular innovation policy makers at the EU, national and regional levels; innovation intermediaries, such as innovation agencies and knowledge transfer centres; innovation practitioners and academia conducting research on innovation dynamics.

WHAT HAS BEEN ACHIEVED?

Outputs and results

The action resulted in the production of six policy briefs, six analytical studies and six newsletters sent to the registered stakeholders, as well as the organisation of six validation workshops.

Policy Briefs dealt with the following issues:

- Policy Brief No. 1: Innovation Policy and the Business Cycle: Innovation Policy's Role in Addressing Economic Downturn;
- Policy Brief No. 2: Policies in support of high-growth innovative SMEs;
- Policy Brief No. 3: Service innovation;
- Policy Brief No. 4: Disruptive Innovation: Implications for Competitiveness and Innovation Policy;
- Policy Brief No. 5: Policies Supporting Innovation in Public Sector Provision;
- Policy Brief No. 6: New themes in innovation.

The studies analysed the following topics:

- Innovation Intelligence Study No. 1: Barriers to Internationalisation and Growth;
- Innovation Intelligence Study No. 2: Implications of climate change, resource scarcity and demographic developments;
- Innovation Intelligence Study No. 3: Open Innovation in Europe: effects, determinants and policy;
- Innovation Intelligence Study No. 4: Social attitudes toward entrepreneurship and innovation demand;
- Innovation Intelligence Study No. 5: Organisational and Marketing Innovation – Promises and Pitfalls;
- Innovation Intelligence Study No. 6: The role and internationalisation strategies of multinational companies in innovation.

In addition, 6 workshops were organised to validate the policy briefs and studies. The workshops were attended usually by around 50-70 relevant stakeholders, including 15-20 invited experts.

Impacts

The studies and policy briefs were distributed among the relevant stakeholders gathered in the PRO INNO Europe initiative and disseminated internally among the relevant Commission services to inform the policy officers about the latest trends and research results in the field of innovation policy and analysis.

Moreover, the studies and policy briefs are used for presentations given by DG Enterprise's staff to outside public, in several workshops and conferences. All delivered studies are published and available online.[34]

OUTLOOK: What remains to be done?

The project is closed. Modified and tailored evidence on business innovation is now gathered by the Business Innovation Observatory.

4.1.1.6.Business Innovation Observatory

DESCRIPTION OF THE MEASURE: Main objectives and activities

The main objective is to provide the Commission and policy-makers in Member States on a regular basis with evidence and analysis on latest novel business and industrial innovation practices, trends and activities. The ambition of the project is to draw policy lessons from successful innovation approaches in the context of creating growth and jobs, and enhancing global competitiveness of the European economy.

The 3-year project started in February 2013 with a budget of €798 593. The first publicly available results will be delivered in September 2013.

Each semester, the Business Innovation Observatory will deliver a series of unique case studies on business innovation trends and practices identified among thousands of European and global companies. These case studies will be complemented by semi-annual policy and trend reports which will provide the Commission with a number of key messages and policy recommendations on business innovation. The results will be discussed in a series of workshops organised across Europe bringing together businesses and policy-makers.

In total the project will deliver 72 business innovation case studies, 6 analytical and policy reports, and 6 business innovation workshops. It will also create a webpage where all the results will be presented in an attractive way including videos and infographics.

4.1.1.7. International innovation cooperation

DESCRIPTION OF THE MEASURE: Main objectives and activities

International cooperation activities on innovation represent an essential component in developing a solid EU innovation policy in the current globalisation context characterised by international interdependences, cooperation vs competition and open innovation.

The action consists of workshops and meetings that gather business representatives, policy experts and government officials from the EU and selected non-EU countries to

[34] http://ec.europa.eu/enterprise/policies/innovation/facts-figures-analysis/studies/index_en.htm

discuss innovation-related issues of mutual interest. In the beginning of 2011, a 24 months contract for consultancy and organisation services for 6 international workshops has been signed (EIP 2010, with a budget of €192 700). In addition, a contribution Agreement was signed in January 2012 to launch a partnership with the OECD for methodological developments in innovation policy.

WHAT HAS BEEN ACHIEVED?

Outputs, results and impact

6 international events have been organised with more than 250 participants, as well as 5 expert visits. International cooperation has effectively been supported by the information obtained in so far as it can be used to contribute to formulate better targeted measures in the future. It is used to fulfil commitment #31 of the Innovation Union action plan.

Evidence on follow up contacts exist with regard to US interest on clusters and requests from certain Balkan countries in the context of TAIEX that relate to this region's workshop. EU cluster co-operation action with India relates to India workshop.

Within the partnership agreement signed in 2012, the OECD has provided input for the methodological development and validation of the Europe 2020 Headline Indicator on High Growth Innovative Enterprises and has developed a comprehensive conceptual framework and harmonised concepts concerning public sector innovation.

Furthermore it has provided an in-depth look at sectors in which the public sector plays a substantial role with special attention to the issue of Public Procurement in support of Innovation. Finally, the OECD has started a review of indicators of technological/non-technological innovation and of the role of design to foster non technological innovation.

OUTLOOK: What remains to be done?

Three studies and analysis are to be finalised in partnership with OECD on the following topics:

– Public Sector Innovation: develop a comprehensive conceptual framework that can help guide the development of future indicators. The report will be delivered by June 2013.

– Demand driven Innovation- Public Procurement for Innovation: a review of existing evidence on the contribution of public procurement to innovation performance; the development of a measurement framework; the testing of the measurement methodology on EU and a sample of non-EU countries. The report will be delivered by December 2013.

– Non technological innovation: undertake a review of indicators of technological and non-technological innovation in business with the purpose of (a) improving cross-country comparisons; (b) delivering more robust quantitative information on expenditures for innovation and its impacts on business performance; (c) achieving increased efficiency of resources in data collection; and (d) providing an in-depth look into the role of design as a source of non-technological innovation. The report will be delivered by by September 2013.

4.1.2. Development of demand side policies for innovation

DESCRIPTION OF THE MEASURE: Main objectives and activities

Demand based innovation policy is as a set of public measures to increase the demand for innovative products and services, to improve the conditions for the uptake of innovations and to improve the articulation of demand in order to facilitate the market entry of innovations and their diffusion.

The concept of demand side instruments as part of innovation policy has been explored and developed through the Lead Market Initiative (LMI). It is acknowledged as an important element of industrial innovation policy, alongside measures to improve innovation support systems and funding. Demand based innovation policy is gradually taken up at national and regional levels in the EU. The OECD[35] and the 2009 Trendchart paper shows that about half of Member States are actively working on developing tools, and/or are implementing those in this policy area, reflect this movement.

Demand-based innovation policy actions, such as the Lead Market Initiative (LMI), became key elements of the Innovation Union[36] and Industry Policy Flagships. The LMI recognises a new way of coordination, linking sector policies with innovation and policies (regulatory, procurement, standardisation) in the EU. DG Enterprise plays a leading role in their implementation, both in industrial innovation policy and in its sector policies. Recent European Council conclusions have asked for more action in supporting the demand of innovative solutions (February 2011, March 2012, and June 2012).

The Lead Market Initiative[37] (LMI) for Europe was launched by the European Commission in 2007, following the EU's 2006 Broad based innovation strategy and the '2006 Aho Report'. This was the first integrated approach of demand-side policies at European level, with some actions at national and regional levels. The scope of the LMI, the selection of six markets (eHealth, protective textiles, sustainable construction, recycling, bio-based products and renewable energies) and corresponding action plans was endorsed in the Competitiveness Council of May 2008. The policy instruments used in the initiative are regulation, public procurement of innovation, standardisation and some supporting activities (mostly to fund networks, market studies, and in funding demonstration projects). Since demand-side policies were embryonic in 2007, the LMI had to develop a set of policy tools itself. The most visible new activity has been the support for networks of public procurers of innovative solutions.

TOTAL BUDGET

---

[35] http://www.oecd.org/document/61/03746,en_2649_37417_48078845_1_1_1_37417.00.html.

[36] See Innovation Union commitments, notably number 17 (public procurement of innovation), including aspects of commitment 18 (eco-innovation), 24 and 25 (structural funds), 27 (public sector innovation), 16 (standardisation), 15 (screening regulatory framework), 19 (user-centred innovation through design thinking) and ekenebts of 29 European Innovation Partnerships).

[37] http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/.

A total of €17.3 million has been committed to support public procurement of innovation with an additional €6.35 million foreseen in the EIP Work Programme 2013. In addition, it is estimated that €20 million under the EIP has been used for demand-side measures in the context of the Lead Market Initiative.

WHAT HAS BEEN ACHIEVED?

Outputs

Lead Market initiative (LMI)

In total, 88 actions in 6 plans were formulated (running from 2008-2011). These actions aimed to speed up up-take and diffusion of innovations in 6 sectors in a targeted way. Most actions were implemented at EU level, as they mostly addressed imperfections in the Internal Market.

A number of meetings have been organised to discuss the LMI, both with the innovation policy and sector-specific stakeholder communities, a key forum being the Member State sub-group on 'innovation and LMI' of the Enterprise Policy Group set up in 2008. This group provided a good forum to discuss demand-side innovation and new European innovation policies that became part of the Innovation Union Flagship, such as in public procurement of innovative solutions, standards, and European Innovation Partnerships (that combine demand and supply side measures).

The LMI has also been presented at many events, i.e.: Enterprise Europe Network events, the 2009 Open Days of DG Regional Policy (LMI in regions), Member State expert groups (e.g. SET plan for renewable energy), the Environmental Technologies Action Plan (ETAP) for recycling, i2010 eHealth and the High Level Textiles Group. For bio-based products, a new ad-hoc advisory group was set up, in which representatives from existing expert groups were united.

Public procurement of innovation

The Public Procurement of Innovation has been supported by three Public Procurement Networks of Innovation funded by the EIP 2009 and eight Public Procurement Networks funded by the EIP 2011.

The first three networks were dedicated to innovation procurement in protective textile, sustainable construction and energy efficiency for health building sectors.[38] The aim of these networks is to help overcome a number of barriers for public organisations to buy innovations. These trans-national networks serve the needs of public procurers at all levels — national, regional, metropolitan and local. A common thread to all networks is to increase their market-specific knowledge of the innovative solutions in some of the lead market sectors. For the first three networks this has led to the development of coordinated public procurement actions. Moreover, all networks have planned actions to disseminate information about progress made to their sectors' stakeholder communities.

---

[38] Funded under the CIP-EIP 2009 WP with €2.75 million; see: http://ec.europa.eu/enterprise/policies/innovation/policy/public-procurement/pp-networks_en.htm .

The Commission and these networks organised annual European wide meetings in order to support community building and exchange of best practice. The first one has been held in Brussels in March 2010 where 250 people attended.[39] The second one has been organised in Brussels too, in March 2011 with 100 people attending.[40] The third one took place in Turin in June 2011, where 350 people attended,[41] followed by meetings in Poznan in September 2011, where 150 people attended[42], Amsterdam in December 2011 where 200 people attended[43], Paris in July 2012 where 120 people attended. Each of these networks organised also numerous specific meetings all around Europe.

A European platform has been launched[44] to encourage exchanges between suppliers and procurers. More than 800 members are registered and more than 26 subgroups or communities on topics or on-going projects have been created. This platform is being upgraded into a European platform to support the use of public procurement as a tool for innovation policy, aiming in particular at making widely available know-how on public procurement procedures for innovation procurement (e.g. PPI & PCP), and state-of-the-art solutions accessible to other procurers. (www.innovation-procurement.org)

A feasibility study on Public Procurement of Innovation has been published in February 2012 and has served as input to prepare innovation procurement action under the CIP-EIP WP 2013 and the future innovation procurement tool in Horizon 2020 and to support the implementation of Innovation Union commitment 17.

A second generation of public procurement of innovation networks was launched in 2011 (EIP 2011, budget: €14.6 million). These cross-border networks have the ambition to run "co-ordinated" or "joint" innovation procurements during their project with EIP support for both preparatory actions and a part of their total innovation procurement. Areas of the buyers' groups are sustainable construction; clean vehicles; active aging; low carbon hospitals; efficient energy lighting systems; smart mobility devices; low carbon energy production systems; and innovative and greener office spaces.

Results

Lead Market Initiative

The LMI initiative has been properly evaluated, a mid-term evaluation report was ready by the summer 2010, and the final evaluation report in July 2011. The final evaluation[45]

---

[39] http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/pp_conference_en.htm .

[40] http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/pp-conf2_en.htm .

[41] http://www.comune.torino.it/relint/PPI/ .

[42] http://www.szpitalrawicz.pl/lcb-healthcare/images/konferencja/publikacje/Conference_Implementation_of_energy_efficiency_projects_in_healthcare.pdf

[43] http://www.pianoo.nl/over-pianoo/bijeenkomsten/incidentele-bijeenkomsten/eu-learning-lab-meeting-on-public-procurement--1

[44] https://www.procurement-forum.eu

[45] http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/final-eval_en.htm

signals a greater emphasis on the demand-side stimulation of innovation in Europe. The LMI's novel architecture was an innovation in itself, and resulted in interactions with new groups (some of whom are not used to operating at an EU level), and using untried procedures to deliver at both policy and implementation levels.

The evaluation also shows that the action plans have mostly delivered, and promising results were evident. There is a clear advantage in being able to address inter-related issues in regulation, procurement, standards and complementary actions as a distinct package. Some examples of actions that were delivered by the LMI are:

– Bio -based products: Mandates to elaborate several new European standards in the area of bio based products have been issued and accomplished

– eHealth: The main success within eHealth has been in the complementary issues — especially with regard to greater interoperability through actions such as the establishment of the CALLIOPE network and the epSOS (Smart Open Services for European Patients);

– Protective textiles: A Network of Public Authorities responsible for procuring which seeks to promote the innovative use of protective textiles through public procurement processes, particularly in relation to the fire and rescue services, is established;

– Recycling: To some extent, the LMI has helped to raise the profile of demand-side factors in environment policy;

– Renewable energy: Many of the action plan's actions have been followed up, however, this has been within other policy frameworks (e.g. SET Plan, RES Directive);

– Sustainable construction: The LMI provided added value to the sector by devising a programme of pragmatic, inter-related actions that have been able to act as a focus for achieving important changes (e.g. public procurement networks, skills, SME needs) and engaged new stakeholder groups. In addition, a Network of Public Authorities was established with the aim to connect public authorities looking to procure innovative and sustainable solutions within their construction projects.

A conference on the final evaluation was held on 26-27 October 2011 to discuss the final evaluation findings and future directions, such as its place in the context of European Innovation Partnerships.

The LMI received considerable attention from other policy development bodies, such as the OECD in their 2010 Innovation Strategy.

Public procurement of innovation

The three networks have developed 16 guidance documents for public procurers in the healthcare sector, for sustainable construction and innovative personal protective equipment, as well as trainings for public procurers in these areas. All information has

been made available online[46] and has raised the awareness and expertise of public procurers on innovation procurement.

Beyond the important networking and awareness-raising to stimulate public procurement of innovation in Europe, the EIP-funded projects have led to the realisation of concrete innovation procurement projects in several CIP-participating countries.

In the area of low-carbon solutions in the healthcare sector, Rotherham Hospital in the UK was able to procure an innovative solution at the same cost as existing alternatives, with anticipated energy savings of 30% and a reduction of maintenance costs of 88%. Innovative procurements in low-carbon healthcare solutions were also realised by other hospitals in the UK, the Netherlands and Poland.

In the area of personal protective equipment, the project has led to a €12 m procurement of innovative protective textiles for fire-fighters in Belgium.

Various innovative procurements have also been realised in the area of sustainable construction.

Impacts

Lead Market Initiative

In the final evaluation report the overall judgment on the LMI, is that it has promoted the development of an important new element in innovation policy, provided indications of how coordinated demand–side initiatives might operate more extensively at a European level and delivered developments that are of some importance for at least four of the six markets (bio-based products, e-Health, protective textiles, sustainable construction).

The LMI triggered a number of calls under the FP7 and CIP to support the implementation of action plans; demonstration and innovation-type projects, market studies, standardisation mandates, and networks of public procurers.

Another finding is that industry representatives and other stakeholders have made a significant contribution throughout, and they have become important drivers in 3 sectors (bio-based products, eHealth and protective textiles).

Public procurement of innovation

The public procurement networks financed by EIP 2009 have been the first attempt at EU level to establish cross-border networks of public procurers of innovative solutions. The impact of the EIP-funded projects and awareness raising measures go far beyond accelerating the market uptake of innovative solutions adapted to buyers' needs in specific areas. It had also an effect on Member States' policies. Several Member States (e.g. Spain, Italy, France, Germany) have established laws or policies to support the public procurement of innovation. Furthermore, the experience gained in the EIP-funded projects and studies has fed into the establishment of a tool to support innovation

[46] www.lowcarbon-healthcare.eu; www.sci-network.eu; www.enprotex.eu.

procurement on a larger scale in the future research & innovation programme Horizon 2020.

OUTLOOK: What remains to be done?

With view to the success of the LMI, the Commission will continue to further mainstream demand-side innovation policy as part of the innovation policy mix. From June to September 2012 the Commission launched a public consultation[47] on the future directions of demand-side innovation policies. The Commission Communication on "A stronger European Industry for Growth and Economic Recovery", adopted on 10 October 2012, announces the launch of a new horizontal action plan to boost demand for innovative European goods and services[48]. Therefore, another set of 6-10 markets will get the opportunity to develop strategic roadmaps for demand-side innovation measures. This time, however, the Commission will financially support the preparatory phase: a call for proposal was launched from the EIP in April 2013 with a total budget of €950 000. Furthermore, the Commission will set up a monitoring system to accompany the work on the roadmaps, to extract best practices and to develop a methodology to measure the impact of demand-side innovation policies. A budget of €1.9 million was reserved from the EIP for the development of this monitoring system. The work on both, the roadmaps for new markets and the monitoring system should start end of 2013/beginning of 2014.

The buyers' networks financed by the EIP 2011 are in the preparation phase of their innovation procurements. The actual procurements are expected to take place in 2015/16.

Under the EIP 2013 Work Programme, a call for proposals has been launched in March 2013 to support cross-border networks of public procurers of innovative solutions with a budget of €6.35 million.

Demand-side approaches and in particular innovation procurement will be an important feature in the research & innovation framework programme Horizon 2020. Guidance has been established based on the experience of the innovation procurement projects funded by the CIP.

4.1.3. A broad concept of innovation

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Commission set out its strategy for innovation in the Innovation Union flagship initiative adopted in October 2010 as part of the Europe 2020 strategy. The Commision has based this strategy on the analysis of innovation policies, framework conditions, national and regional innovation systems, drivers and barriers for innovation, new innovation processes and actors and new promising policy approaches and business innovation practices, as well as the evaluation of previous EU measures. Therein, it charted out a number of fields for new EU policy initiatives aiming both at the improvement of EU level policies and support mechanisms (e.g. funding programmes, use of procurement as innovation driver) and at the promotion of the take-up of good

[47] http://ec.europa.eu/enterprise/policies/innovation/policy/lead-market-initiative/public-consultation/index_en.htm

[48] http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0582:FIN:EN:PDF

practices and new policy approaches and areas (e.g. social innovation, design as tool for innovation).

The EIP supports this through activities on the following topics[49]:

- **Design innovation**: Secretariat of the European Design Innovation Initiative EDII to support the implementation of Innovation Union — commitment 19 — on capitalising on Europe's creative potential. Six projects with EIP co-financing contributing to the take-up of design as a user-centred innovation tool. A European Design Innovation Platform will be launched in 2013.

- **Social Innovation**: In line with the commitment no.26 in the Innovation Union flagship initiative, several tools have been used to stimulate social innovation in Europe. Social innovation represents a great source of new markets, job opportunities and solutions for societal challenges but also a comparative advantage vis-à-vis other economies facing the same issues. In addition to the success of the Social Innovation Europe platform unveiled in 2011, a European Social Innovation Competition was launched in 2012. Finally the dimension of workplace innovation, introducing organisational changes and boosting productivity in businesses, was taken forward in the reinforced EU Industrial Policy adopted in October 2012, with the commitment to set up an EU learning network for that purpose.

- **Study to explore options for future EU innovation funding programmes** to support the implementation of Innovation Union — commitments 6 and 7 — on streamlining of funding instruments and the simplification of access and stronger involvement of SMEs to them.

TOTAL BUDGET

A total budget of €6.1 million has been committed to these actions in 2010, 2011, 2012 and 2013.[50]

WHAT HAS BEEN ACHIEVED?

Outputs and results

The European Design Leadership Board, supported by the European Design Innovation Initiative has presented its recommendations in September 2012. These recommendations, as well as the progress of the EIP-funded projects on design-driven innovation, have fed into the development of an action plan to accelerate the take up of design in innovation.

---

[49] Regarding the feasibility study on Public Procurement of Innovation, which was part of the EIP 2010 envelope for 'Future innovation policy development actions', please see the under 'Demand side policies for innovation' for more details.

[50] Secretariat for the European Design Innovation Initiative and its Leadership Board: €300 000; Social Innovation Initiative for Europe: €216 520; Study on options for future structure and implementation of EU innovation funding: 99 250 s. The share of previous funding (e.g. for analytical work and projects) that lead to the launch of the 2010 activities cannot be specified as the financial reporting on them was either not designed to allow for this type of breakdown regarding follow-up actions or stemmed from the 6th Research Framework Programme.

The Social Innovation Europe hub was launched in 2011 and two reports were prepared in this context. At the end of 2012, after 18 months of existence, the Platform had attracted more than 5,000 active users and some 73,000 visitors altogether. This success justified the extension of the pilot initiative for one more year in 2013 with the objectives of bringing in more stakeholders from various backgrounds and of facilitating further collaborations through the Platform. In order to make social innovation more real and support directly some solutions, the European Social Innovation Competition was launched in October 2012 and attracted 605 entries during its first phase. The 3 prizes will be awarded in May 2013. Finally the benefits of advanced workplaces in Europe and of revisited work organisation modes are not known enough in Europe, particularly in SMEs and some parts of Europe. Actions were taken to put in place an EU network to make the case for workplace innovation, through the collection of concrete business stories, the dissemination of hard evidence at firm level and the federation of the various expertise centres existing in Europe.

The study on the future programmes was finalised in March 2011.[51] Its results were fed into the relevant policy processes, notably the impact assessment report for the Horizon 2020 programme and the process for the drafting of its different specific programmes.

OUTLOOK: What remains to be done?

- **Design Innovation**: The action plan to accelerate the take-up of design in innovation policy, supported by EIP projects, will run until 2016. Design-driven innovation is explicitly supported by Horizon 2020 Specific Programme, both in the context of new forms of innovation and the innovation capacity of SMEs.

- **Social innovation**: This policy area has gained importance and is now clearly stated in Horizon 2020, as well as in the guidance for the use of cohesion funds. It cuts across various policy areas, such as industrial policy (new types of working, new products and markets, revisited corporate governance), entrepreneurship (creation of social enterprises, new business models), inclusion policy (innovations in public service delivery, back-to-work programmes), regional policy (urban regeneration, new types of accommodation) and pure innovation policy (investing in ICT, new combinations of technological and non-technological solutions with much greater end-user involvement, adaptation of existing technologies). In 2013, the portfolio of actions to stimulate social innovation and workplace innovation will include Social Innovation Europe, the European Social Innovation Competition (award for the first edition and the announcement of the second edition) and the launch of the EU network as far as the dimension of workplace innovation is concerned. From 2014 onwards, under Horizon 2020, those actions should be taken to a more ambitious phase with more specific result targets, also with the view of having more concrete projects being funded and scaled up with the support of European Cohesion Funds.

[51] http://ec.europa.eu/enterprise/policies/innovation/facts-figures-analysis/studies/index_en.htm

4.1.3.1. Design innovation

DESCRIPTION OF THE MEASURE: Main objectives and activities

Design as a driver of innovation contributes to innovation in enterprises for growth and jobs. The Commission launched a European Design Innovation initiative in 2011, aiming at mainstreaming design and user-centred innovation into European innovation policy through the development of a joint vision, joint priorities and a joint design innovation agenda for participating countries (see Innovation Union commitment 19). The initiative is based on an open, stakeholder-driven, non-sector specific innovation approach. The initiative has a European added value as it will diffuse experiences and best practices at political level while at the same time involving stakeholders across Europe developing joint action, in order to reinforce the design thinking process in producing innovative solutions.

The objective of the EIP co-financed actions is to mainstream design and user-centred innovation into European, national and/or regional innovation policy and to foster mutual learning on good practices among policy-makers and stakeholders.

Design has been increasingly recognised as a key discipline and activity to bring ideas to the market. Following a public consultation in 2009 based on the Commission Staff working Document 'Design as a driver of user-centred innovation',[52] which concludes that '*design has the potential to become an integral part of European innovation policy*', the Commission decided to take initiatives to test the integration of design as a driver of user-driven innovation into innovation policies across Europe. The Commission is also raising awareness of the much broader application of strategic design to innovation — as a pioneering activity at EU level. These measures are the follow-up of commitment 19 in the Innovation Union: to create a Design Innovation Leadership Board invited to make proposals to enhance the role of design in innovation policy.[53]

The activities consist mainly of gathering stakeholders who have an interest in integrating and mainstreaming design-thinking into innovation policies, support, programmes and projects by developing the **European Design Innovation Initiative (EDII).** This initiative consists of a) setting up a secretariat of the initiative; b) setting up a Design Innovation Leadership Board, a high-level expert group that will work out policy recommendations for policy makers at EU/national and/or regional level (leading eventually to an action plan on design and innovation); c) launching the first call for proposals for joint actions for non-technological, user-centred innovation (EIP work programme 2011).

A call for tender financed by the EIP in 2010 for the Secretariat of the European Design Innovation Initiative was published in 2010 (contract signed in December 2010 for 24 months for an amount of €300 000). The Secretariat assists the Commission in piloting the European Design Innovation Initiative and in particular it provides support to the EDII Leadership Board in its activities including organisation of plenary meetings,

---

[52] Commission Staff working document SEC(2009) 501

[53] See for more details: http://ec.europa.eu/enterprise/policies/innovation/policy/design-creativity/index_en.htm.

conferences, workshops. This action is financed by the EIP with a total committed budget of €3.0 million in 2011 work programme (ENT/CIP/11/C/N03C00) and continues with a €1.76 million commitment in the 2012 work programme (ENT/CIP/12/C/N02C01).

WHAT HAS BEEN ACHIEVED?

Outputs and results

The European Design Leadership Board with the support of the secretariat of the European Design Innovation Initiative has prepared policy recommendations to enhance the role of design in innovation policies that were presented in September 2012.

A call for proposals was arranged in 2011 for projects contributing to the take-up of design as a user-centred innovation tool. Four projects were selected for CIP co-financing in 2011, two additional projects from the same call were financed under the 2012 CIP budget. There are altogether 46 organisations represented in the six implementing consortia, originating from 19 EU Member States. All projects are currently well under way and their duration is varying from 24 to 36 months. The six projects are the following:

- €Design – Measuring Design Value: - Develops measuring of design as an economic factor for value creation

- SEE Platform: Sharing Experience Europe – Policy Innovation Design: Integrates design into innovation policies by exchanging best practice

- IDeALL – Integrating Design for All in Living Labs: Connects designers and innovative eco-systems to increase competitiveness of companies

- DeEP – Design in European Policies: Evaluation indicators to provide understanding on the impact of design innovation policies

- EHDM – European House of Design Management: Improves design management competencies in the public sector.

- REDI: When Regions support Entrepreneurs and Designers to Innovate: Stimulates innovation through design in regional innovation ecosystems

The key indicators for this initiative were 1) number of EU participating countries integrating design and user-driven innovation into innovation policy and 2) geographical reach of the initiative (number of participating countries/regions involved). The composition of the implementing consortia of the co-financed actions realise well the objectives reflected by these indicators.

The six projects have all actively raised awareness and advocated the role of design in innovation. However, it is too early to make conclusions of sustainable impacts.

OUTLOOK: What remains to be done?

Implementing an action plan to accelerate the take-up of design in innovation policy is an action point in the Industrial Policy Communication Update of October 2012. It will focus on promoting the understanding of design's impact in innovation, design-driven

innovation in industries to strengthen Europe's competitives, and the adoption of design to drive renewal in the public sector. The allocation of €2.85 million in the 2013 EIP work programme for "European Design Initiative" (ENT/CIP/13/C/N05S00) relates to this: A call for proposal has been launched to establish a European Design Innovation Platform. Duration of this project will be 36 months.

4.1.3.2.Social innovation

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Innovation Union stressed that social innovation is an important new field that should be nurtured. Operational definition of social innovation is innovation which has a social means or a social outcome, which includes workplace innovation. The 2009 BEPA report [54] stated that while there is no shortage of good ideas, social innovations are not yet producing the impact that they should.[55] There must be more support for experimentation. Approaches that have clear advantages over current practice then need to be scaled up and disseminated. To achieve this, competent intermediaries, effective incentives and networks speeding up and facilitating mutual learning are needed.

Prior to 2010 there were no specific actions on social innovation by DG Enterprise. Stimulative action started with the launch of Social Innovation Europe and continued in 2012 with the European Social Innovation Competition. The dimension of workplace innovation was also recognized as a key competitiveness factor in the Industrial Policy in 2012

In line with commitment no.26 in the Innovation Union flagship initiative, several tools have been used to stimulate social innovation in Europe. Social innovation represents a great source of new markets, job opportunities and solutions for societal challenges but also a comparative advantage vis-à-vis other economies facing the same issues. In addition to the success of the Social Innovation Europe platform unveiled in 2011, a European Social Innovation Competition was launched in 2012. Finally the dimension of workplace innovation, introducing organisational changes and boosting productivity in businesses, was taken forward in the reinforced EU Industrial Policy adopted in October 2012, with the commitment to set up an EU learning network for that purpose.

TOTAL BUDGET

Following commitment 26 in the Innovation Union, the *Social Innovation Europe Initiative* was set up, financed through EIP in 2010 with a total 520 EUR committed. The European Social Innovation Competition was set up through EIP in 2012 with a committed budget of €638 031.55 (it will cover two editions in 2013 and 2014). The European Workplace Innovation Network was launched in 2012 with a committed budget of € 340 000 for a period of three years, over 2013-2015 (and with a possible extension for one year in 2016 to be financed additionally).

---

[54] http://ec.europa.eu/bepa/pdf/publications_pdf/social_innovation.pdf.

[55] BEPA 2009 report on social innovation http://ec.europa.eu/bepa/pdf/publications_pdf/social_innovation.pdf .

WHAT HAS BEEN ACHIEVED?

Outputs and results

The Social Innovation Europe hub was launched in 2011 and two reports were prepared in this context[56] At the end of 2012, after 18 months of existence, the Platform had attracted more than 5,000 active users and some 73,000 visitors altogether. Content has been mostly generated by the registered members and it is expected that, under the one-year extension, more engagement will be evidenced from all parts in Europe. This success justified the extension of the pilot initiative for one-more year in 2013 with the objectives of bringing in more stakeholders from various backgrounds and of facilitating further collaborations through the Platform.

In order to make social innovation more real and support directly some solutions, the European Social Innovation Competition[57] was launched in October 2012 and attracted 605 entries during its first phase. The 3 prizes will be awarded in May 2013. The measure has also provided concrete mentoring support to 30 social innovation projects altogether (the 'semi-finalists') and many networking/exposure opportunities for their solutions.

Finally the benefits of advanced workplaces in Europe and of revisited work organisation modes are not known enough in Europe, particularly in SMEs and some parts of Europe. Actions were taken to put in place an EU network[58] make the case for workplace innovation, through the collection of concrete business stories, the dissemination of hard evidence at firm level and the federation of the various expertise centres existing in Europe. The network should be able to bring together some 500 'ambassadors' from all countries in Europe in its first 6 months

A technical workshop organised in 2012 with regard to 'incubation for social innovation' led to the subsequent launch by DG Research & Innovation of a call for proposals to network such incubators at European level under FP7.

Impacts

It is too early to evaluate the impact of the *Social Innovation Europe Initiative* in terms of creation of jobs and new markets. However, the website and SIE event have generated awareness in business and policy making communities.

New funding programmes (Structural Funds, Horizon2020) have made social innovation one of their priorities.

As regards the European Social Innovation Competition, it also served the purpose of connecting various worlds not always talking to each other sufficiently: public authorities, social entrepreneurs and innovators, investors. It is expected that the 3 winning projects but also the 27 other 'semi-finalists' which were selected after the first

---

[56] https://webgate.ec.europa.eu/socialinnovationeurope.

[57] http://ec.europa.eu/enterprise/policies/innovation/policy/social-innovation/competition/index_en.htm.

[58] http://ec.europa.eu/enterprise/policies/innovation/policy/workplace-innovation/euwin/index_en.htm.

phase of the Competition will create sustainable jobs themselves or help persons to better value their competencies and connect to job/service/technology needs.

Impact of the European Workplace Innovation Network will be measured eventually in the productivity gains it can contribute to, at firm level where such changes have been introduced and on a more macro-economic basis, whenever surveys allow for large-scale measurement.

OUTLOOK: What remains to be done?

The Social Innovation Europe Initiative will be extended for one more year in this pilot format with concrete targets on how to improve its coverage and relevance for all stakeholders in Europe. From 2014 onwards, a new and more ambitious phase is expected to be launched under Horizon 2020, with the development of new 'open innovation' functionalities. This should take the Initiative to a further step, building on the core aspects on mutual learning and knowledge-sharing and introducing the space to have solutions being devised on line, by various partners and potentially from various countries.

In 2013, the first 3 awards of €20,000 within the European Social Innovation Competition should be presented to three outstanding projects bringing concrete solutions to the problem of unemployment. A new competition should also be launched for an award in 2014. The Competition should not stop after those two editions and it is expected to establish it as a European reference for social innovators and entrepreneurs. Altogether it should stimulate more businesses of this kind, geared at creating activities from social needs.

The same applies to the European Workplace Innovation Network. This should pave the way for more organisational changes by the companies themselves or more support programmes from public authorities to encourage them to do so, contributing ultimately to productivity and competiveness gains.

4.1.3.3. Options for future innovation funding

DESCRIPTION OF THE MEASURE: Main objectives and activities

In the last years it has been noted an increasing criticism among beneficiaries and users of the complexity of the currently fragmented EU programme landscape for innovation and various public consultations confirmed the need for simplification with regard to different rules for different programmes.[59] Thus, in preparation of the work on the post 2013 financial perspective, a reflection process has been launched since 2009 on various options for improving the future support mechanisms for innovation, including and INNO-Views workshop on Governance in European Innovation Policy.[60]

---

[59] FP6 ex-post evaluation report (2009), FP7 interim evaluation, Green Paper consultation 'From Challenges to Opportunities: Towards a Framework Programme for research and innovation funding (2010/2011).

[60] http://www.proinno-europe.eu/events/improving-governance-european-innovation-policy .

TOTAL BUDGET

The study on options for future structure and implementation of EU innovation funding has been financed by EIP in 2010 with a total of €199 250.

WHAT HAS BEEN ACHIEVED?

Outputs and results

A specific study has been conducted to deepen the evidence-base for the reflections launched with the Innovation Union Communication, i.e. to streamline funding instruments and simplify access and stronger involvement of SMEs in the future EU research and innovation programmes. It has been conceived to complement the impact assessment or evaluation of individual programmes, by providing a comprehensive view across innovation support programmes / instruments in Europe to identify options an optimisation from a user's perspective.

As part of the study in depth analysis of over 20 recent policy papers have been conducted, 7 national frameworks analysed,[61] an online survey has been launched among 'end-users' (collecting 132 responses), and 36 face to face interviews with innovators have been conducted in 7 countries.[62] Furthermore, a specific methodology in the form of the 'Matrix of Innovation Support' has been designed in order to illustrate current EU landscape as well as future options. One workshop addressed to 'end-users' and policy makers took place in Brussels on the 22 February 2011 (it was attended by 31 participants). The final report was published online.[63]

The main finding of the study was that the majority of current tools used in the programmes relies on a conception that sees innovation as the final stage of a process that starts with basic research and concludes with production of goods or services ('from research to the product'). A broader concept of innovation tools, expanding the present concept to cover the whole 'market to market' cycle of innovation (ideas for innovations stemming from the market, resulting in the market introduction of innovative solutions) has been recommended for the next generation of EU innovation support tools.

Impacts

The results of the study — while in no way pre-emptying any Commission decision on the architecture of future EU programmes — were fed into the general preparation and impact assessment process on the post 2013 financial programme landscape for innovation, the major value added of this study being the 'user perspective' approach and the methodology employed.

OUTLOOK: What remains to be done?

The measure is finalised.

---

[61] Germany, Austria, Sweden, France, Portugal, Greece and United Kingdom.

[62] Germany, Austria, Sweden, France, Portugal, Greece and United Kingdom.

[63] http://ec.europa.eu/enterprise/policies/innovation/facts-figures-analysis/studies/index_en.htm.

4.2. Best pratices and testing of innovation policy tools and support services

4.2.1. PRO INNO EUROPE®: Fostering transnational cooperation on support for innovation

DESCRIPTION OF THE MEASURE: Main objectives and activities

PRO INNO Europe® (PIE) has contributed to closer cooperation between innovation policy makers and public support organisations at different levels through open platforms for mutual learning and exchange of experience on innovation policy analysis, policy learning and policy cooperation. The aim has been to contribute to the development of new and better innovation policies in Europe[64].

PRO INNO Europe® (PIE) has assisted EU Member States and other CIP participating countries and their regions to better invest in innovation, by learning from others and sharing practical experience with them. The first phase launched in 2006 contributed to the joint development and testing of new innovation policy concepts to improve their efficiency and help more rapid implementation throughout Europe. The second phase was launched in 2009- 2010 with a new set of initiatives that focused on specific priority areas, namely clusters, services and eco-innovation. Moreover, increased efforts were undertaken contributing to a more favourable innovation culture in Europe and to improve practical cooperation between innovation agencies.

In particular, 4 'INNO-Nets', i.e. platforms of public actors responsible for innovation support, were launched to encourage regional and national innovation policy makers and support providers to work more closely together in the following priority areas: clusters ('TACTICS'), services ('EPISIS'), eco-innovation ('ECOPOL') and SME support service provision ('INNO-Partnering Forum').

Two 'INNO-Actions' were also launched to bring innovation closer to the citizens by further developing the concept of 'Innovation Weeks' ('Innovation Festivals') and to raise the quality of services provided by cluster organisations to enterprises ('The European Cluster Excellence Initiative'). The measure also included a horizontal support action ('Promotion of PRO INNO Europe® Results') that facilitated the networking of PIE stakeholders, notably those involved in the INNO-Nets and INNO-Actions, and supported the continuous and systematic promotion and dissemination of the results and services developed under PIE.

TOTAL BUDGET

These measures were financed by the EIP in 2009 and 2010, with €15 578 434 in total.

WHAT HAS BEEN ACHIEVED?

Outputs

INNO-NETs

[64]More information on PRO INNO Europe® is available at http://ec.europa.eu/enterprise/policies/innovation/support/pro-inno/index_en.htm

Four open platforms for innovation support were established, contributing to the development of guidance, new approaches and policy recommendations for better cooperation between regional and national innovation support schemes[65].

Clusters ('TACTICS')[66]:

The TACTICS INNO-Net has contributed to the development of better cluster policies in Europe by mobilising national and regional public authorities and cluster experts to discuss policy trends and possible policy actions around thematic areas such as cluster internationalisation, cluster marketing & branding and evaluation of cluster programmes.

For each thematic area, a number of concrete deliverables have been developed and disseminated to both policy and business cluster communities, such as a handbook on how to develop international strategies for clusters and a guide on how to develop successful marketing and branding strategies for clusters[67].

At the same time, the TACTICS consortium acted as the secretariat of the European Cluster Alliance, an open platform involving more than 100 policy authorities from all EU countries that are responsible for implementing cluster programmes[68]. This platform serves to get feedback from policy makers on policy developments and possible actions as well as for the dissemination of TACTICS results. In this respect, annual assemblies of the European Cluster Alliance have been organised in different European countries.

Services ('EPISIS')[69]:

EPISIS has promoted the development of service innovation at policy, strategic and operational levels through transnational cooperation between policy-makers and innovation agencies. The EPISIS INNO-Net was carried out by a consortium of 5 leading European public agencies[70]. To ensure wider validation, EPISIS established a European Service Innovation Think Tank representing the partners and 10 additional European public agencies and ministriess[71] responsible for the design and implementation of service innovation support activities in their countries.

The Think Tank identified emerging needs in support of service innovation and gave recommendations on better service innovation support mechanisms. EPISIS offered an open forum for discussions on policy recommendations based on the work carried out in

---

[65] http://ec.europa.eu/enterprise/policies/innovation/support/pro-inno/innonets_en.htm.

[66] http://www.eca-tactics.eu.

[67] http://www.eca-tactics.eu/page/tactics-final-reports.

[68] http://www.eca-tactics.eu/eca/about.

[69] http://www.tekes.fi/en/community/Value_creation_from_services_and_intangible_assets/1379/EPISIS/2957.

[70] The 5 EPISIS partners: Finnish Funding Agency for Technology and Innovation (TEKES), Project Management Agency of the German Aerospace Center (PT-DLR), Swedish Governmental Agency for Innovation Systems (VINNOVA), Danish Agency for Science Technology and Innovation (DASTI) and UK department for Business, Innovation and Skills (BIS).

[71] Besides the 5 EPISIS partners, the Think Tank included the following 10 agencies: Austrian Research Promoting Agency (FFG), Finish Ministry of Employment and the Economy, OSEO (France), German Ministry of Education and Research, Enterprise Ireland, NL Agency (the Netherlands), Norwegian Ministry of Trade and Industry, Public Agency for Technology of the Republic of Slovenia, Spanish Ministry of Industry, Trade and Tourism and the Swedish Ministry of Industry, Energy and Communications.

7 specific Task Forces[72] and also tested new policy approaches in support of service innovation. In addition, three policy-oriented European Conferences on Service Innovation were organised (Copenhagen in June 2010, Hamburg in September 2011, Helsinki in June 2012). These conferences targeted policy makers and facilitated a wide dissemination of the EPISIS results and outcomes.

Innovation support ('INNO-Partnering Forum'):

The INNO-Partnering Forum (IPF) brought together 6 leading innovation agencies and coordinated a learning community of public stakeholders dedicated to improving the efficiency and effectiveness of policy measures supporting growth in innovative SMEs. The IPF activities were centred on three themes: delivering efficient support for innovation to large numbers of SMEs, stimulating demand for innovation through public innovation procurement, and providing a policy environment for higher growth in SMEs.

To support its implementation, the IPF established a sounding board (the INNO-Partnering Council) composed of representatives from regional and national innovation agencies as well as government departments. This learning communitywas engaged in 4 task forces, 7 peer review sessions and 9 twinning cases, in quality management training using the EFQM model and in work on improved service delivery.

Eco-innovation ('ECOPOL')[73]:

The 'ECOPOL' initiative was launched at the end of 2010 with the aim of championing eco-innovation, by bringing together innovation and environmental agencies from different countries in Europe to share experience on how to promote eco-innovation and to raise public awareness. ECOPOL is a transnational public partnership of eco-innovation programme owners and managers from 6 EU countries. Its mission is to foster transnational cooperation in the development and implementation of better eco-innovation policies and instruments. Three areas are in focus: green public procurement as a powerful demand side, waste and recycling as a sector with very high CO2 footprint and high potential for business creation, and internationalisation as means to increase productivity by enlarging the markets for eco-innovators. Dissemination of the findings of ECOPOL will start end of 2013.

INNO-ACTIONS

European Innovation Weeks ('Innovation Festivals')[74]:

The action has brought innovation closer to citizens and provided SMEs with detailed information on innovation support services, through awareness raising actions. The Innovation Festival (IF …) was a celebration of innovation and creativity across six European cities, mobilising their citizens, youth, businesses, researchers and other regional players to be part of events that is not only showcasing excellence and

[72] The task forces addressed, for instance, service typology, impact analysis and indicators, integration of services and technologies, new skills and competence to manage innovation in services, and internationalisation of high-growth service companies

[73] http://www.ecopol-project.eu.

[74] http://ec.europa.eu/enterprise/policies/innovation/support/pro-inno/innoactions_en.htm.

innovativeness, but also addressing societal challenges such as boosting creativity, tackling climate change or decreasing mobility barriers in urban environments.

Six Innovation Festivals events were organised in 2009 and 2011 in Barcelona (ES), Milan (IT), Kortrijk (BE), Lisbon (PT) , Vilnius (LT) and Tallinn (EE). An IF Finale event took place in Milan in February 2012 which also marked the launch of the European Creative Industries Alliance.

European Cluster Excellence Initiative ('Cluster-excellence.eu'):

This initiative aimed to identify quality criteria for good management of cluster organisations and to benchmark the excellence of cluster management across CIP participating countries. In particular the initiative has developed:

(a) training tools, offering an integral set of teaching materials such as manuals, case studies, teaching notes, and audiovisual materials that can be used by qualified instructors across Europe;

(b) a benchmarking tool for benchmarking the performance of clusters and network organisations on the basis of indicators such assessment of their typology and governance structure, diversity and output of the services offered, financial support, international orientation and visibility, and finally achievements and reputation.

All results are disseminated through a dedicated web portal[75].

PROMOTION OF PRO INNO EUROPE® RESULTS

The 'Promotion of PRO INNO Europe® Results' consortium provided a series of products and services to support the showcasing and exchange of better practices in support of innovation that were developed under the PIE initiative 2009-2012, notably by the INNO-Nets and INNO-Actions.

This included the organisation of annual partnering events to facilitate the networking of all PIE stakeholders and to exchange knowledge and good practices. In all, three partnering events were organised: Stockholm 2009, Munich 2011 and Porto 2012. In addition, a dedicated website with, inter alia, an on-line repository of better practices and results from PIE projects was set up, and continuous and systematic promotion and dissemination of the results and tools was conducted e.g. via newsletters, participation in exhibitions and events, etc.

Results and impacts

Qualitative feedback of public stakeholders having benefited from the policy dialogues and pilot actions launched under each initiative has been positive. This positive impression builds also upon the positive ex-post and mid-term evaluations of PRO INNO Europe® that gave a clear indication of its potential high impact. The first generation of

[75] www.cluster-excellence.eu.

PRO INNO Europe® was implemented and evaluated under FP6 (2006-2008)[76] and the second generation of PRO INNO Europe® (2009-2011) was evaluated under CIP/EIP.[77] Some excerpts of the latest evaluation are found below to illustrate the overall very positive assessment:

– 'The evidence available clearly indicates a rather strong EU added-value from the Europe INNOVA and PRO INNO Europe® initiatives. The common view is that the great majority of activities would not have taken place without the Commission initiative. Even if they had, it is said, certain key elements would be missing.'

– '…there is evidence that the effort in this area has influenced debate across Europe and the way that national, regional and local authorities have developed their own policies and innovation support services. This approach is judged to be coherent in itself and also with the policies of Member States and other policies at a European level.'

– **'**Most agreed that such EU-wide activities could not have taken place without Commission support and that any similar actions at national level are much more limited and, critically, miss the element of cross-country comparison.'

– 'When measured against these objectives, the results of the survey indicate that, overall, PRO INNO Europe® is genuinely effective and particularly so in supporting the exchange of knowledge, experience and understanding about innovation policies and innovation support tools. More than 60 % of respondents indicated important or very important benefits.'

– 'The survey results indicate a strong interest by policy makers and intermediaries in participating in similar activities organised by PRO INNO Europe® in the future (77 % stating they are quite or very interested). The responses are very similar across the different activities. This represents a clear endorsement of the activities and evidence of future interest.'

OUTLOOK: What remains to be done?

The PRO INNO Europe® initiative ended in 2012 and almost all of the funded projects have completed their activities.

The new actions in the fields of clusters and emerging industries build upon the experience and results of the two previous initiatives launched in 2006 to improve the overall effectiveness and impact of innovation support schemes in Europe, by breaking the ground for new forms of innovation support, notably for SMEs – the Europe INNOVA initiative – and to establish better cooperation among regional, national and

[76] 'Ex-post evaluation of the activities carried out by DG Enterprise and Industry under the Sixth Framework Programme for research, technological development and demonstration activities -Innovation and space research activities', final report of 13.11.2008 submitted by GHK and Technopolis within the framework of ENTR/04/093-FC-Lot 1, specific contract reference: ENTR/D1/04/93/1/07/13.

[77] 'Final Evaluation of the Entrepreneurship and Innovation Programme: First Findings and Recommendations Report', February 2011, Centre for Strategy & evaluation Services (CSES) & EIM.

European initiatives in support of innovation going beyond networking and facilitating policy learning – PRO INNO Europe®.

4.2.2. EUROPE INNOVA: accelerating innovation through public — private partnerships

DESCRIPTION OF THE MEASURE: Main objectives and activities

Europe INNOVA has supported the development and testing of new or better practical innovation support services for SMEs, notably start-ups. This has been delivered by European Innovation Platforms bringing together public-private partnerships of innovation professionals from different countries. The overall objective was to accelerate innovation processes in SMEs and thus to facilitate the commercialisation of innovative products and services.

Launched in 2006, Europe INNOVA has identified and analysed drivers and barriers to innovation in order to design sound, targeted, supportive policy measures. Its sector-based approach has reinforced cooperation between business clusters and between finance and standardisation practitioners by establishing learning platforms for the exchange of experience, good practice and knowledge[78].

In its second phase, 2009-2012, Europe INNOVA was focused on three European Innovation Platforms (IPs) addressing issues related to knowledge-intensive services (KIS) cluster cooperation and eco-innovation. Under each IP, public-private partnerships developed and tested new innovation support services for SMEs.

KIS-IP[79] aimed to accelerate the uptake of service innovations, including the design and testing of new service packages and new forms of service delivery in the fields of ICT, renewable energies, space-based services, creative industries, digital media, mobile telecommunication and sustainable construction.

Cluster-IP[80] designed and tested new support tools for innovative SMEs to help them internationalise and access expertise, and it experimented with new forms of cluster cooperation and joint approaches to exploiting research and innovation capacity in the fields of biotechnology and eco-industries.

Eco-IP[81] has experimented with new forms of mediation between those companies that possess prototype eco-innovative solutions and those that could be willing to test these as first users with a view to help bridging the demand for, and supply, of environment-friendly solutions, in areas such as bio-based products, recycling and resource efficiency, water management and the food & drinks industry.

---

[78] The first generation of Europe INNOVA (2006-2008) consisted of 10 sectoral finance networks, 6 standards networks and 11 cluster networks, which involved 240 innovation service providers.

[79] http://ec.europa.eu/enterprise/policies/innovation/support/europe-innova/kis-ip_en.htm.

[80] http://ec.europa.eu/enterprise/policies/innovation/support/europe-innova/cluster-ip_en.htm.

[81] http://ec.europa.eu/enterprise/policies/innovation/support/europe-innova/eco-ip_en.htm.

The European Innovation Platforms were supported by a number of actions providing innovation analysis (European Cluster Observatory[82], the Eco-Innovation Observatory[83] (managed by DG Environment) and the Sectoral Innovation Watch), innovation management (IMP^{3}rove[84]) and the promotion of novel results, tools and services (KISPLATFORM, Ecolink+ and TAKE IT UP).

A horizontal support function "Europe INNOVA Communications" (2009-2011) facilitated and coordinated the activities across the Europe INNOVA Community with a view to ensuring the systematic exploitation and dissemination of results. This included networking of all stakeholders to exchange knowledge and good practice in thematic workshops and through annual partnering events (Heraklion 2009, Copenhagen 2010, Berlin 2011), analysis of project outcomes and results to extract and validate good practices and translating these into lessons and policy recommendations; continuous and systematic promotion and dissemination of Europe INNOVA activities and results via newsletters, factsheets, participation in exhibitions and events and, notably, the Europe INNOVA web portal.

Four Europe INNOVA Conferences were organised during 2006-2012. The first took place in Valencia in 2006 and the 3 following conferences were organised by the EU Presidencies: Lyon 2008 'Accelerating Innovation in Europe', Liège 2010 'Reshaping Europe: Addressing societal challenges through entrepreneurship and innovation' and Copenhagen 2012 'Stress test of European Innovation'. Each attracted around 550 innovation stakeholders from all over Europe and beyond.

TOTAL BUDGET

This measure was financed by the EIP in 2007, 2009, 2010 and 2012, in total with €33 726 656, incl. €1 910 166 of eco-innovation budget.

WHAT HAS BEEN ACHIEVED?

Outputs, results & impact

Examples of partnerships of Europe INNOVA that had a particular high impact by contributing to the wider implementation of new and better innovation support tools and leveraging further innovation support funding in the regions and countries of the participating partners.

The MOBIP partnership was instrumental in setting up two new programmes together with the Greek government, which launched the ICT4Growth grants programme totalling up to €120 million and the Digi-Mobile voucher scheme totalling up to €15 million, both targeting new business ideas in the field of mobile and mobility services.

The ACHIEVE MORE partnership succeeded in setting up two new ICT-specific venture capital funds leveraging a total of €25 million.

---

[82] http://www.clusterobservatory.eu/index.html.

[83] http://www.eco-innovation.eu.

[84] https://www.improve-innovation.eu.

The ImMediaTe partnership in the sector of creative industries was instrumental in the adoption of a €4 million voucher scheme by the Lazio Region and a further €60 million innovation grant scheme targeting knowledge intensive start-ups as well as the launch of a new €20 million venture capital fund.

The ABC Europe cluster partnership was analysed by a study for the Inter-American Development Bank conducted by COWI[85] which concluded that ABC Europe '*on aggregate, has a score of medium to high for incentives and high with regard to structures' and that it 'is regarded as potentially successful'*[86].

This positive impression builds also upon the positive ex-post and mid-term evaluations of Europe INNOVA that gives a clear indication of its potential high impact. The first generation of Europe INNOVA was implemented and evaluated under FP6 (2006-2008)[87] and the second generation of Europe INNOVA (2009-2012) was evaluated under CIP/EIP[88]. Some excerpts of the latest evaluation are found below to illustrate the overall very positive assessment:

– 'The evidence available clearly indicates a rather strong EU added-value from the Europe INNOVA and PRO INNO Europe® initiatives. The common view is that the great majority of activities would not have taken place without the Commission initiative. Even if they had, it is said, certain key elements would be missing.'

– 'In relation to Europe INNOVA, most of the platforms created are in their first or second year of implementation and there are still no aggregate data available on the direct and indirect effects of the project. However, there is already information on some of the project outputs the results that are expected by the end of each project. […] In fact, while SMEs are not a direct target of the Europe INNOVA initiatives, a large number of SMEs — more than 300 per project — are expected to benefit directly from the tools developed or adopted by the Europe Innova platforms.'

– 'As far as Europe INNOVA is concerned, the feedback from the platform coordinators suggests the presence of a considerable degree of additionality'

OUTLOOK: What remains to be done?

The Europe INNOVA initiative ended in 2012 and almost all of the funded projects have completed their activities.

---

[85] Instruments to Promote Regional Integration in Latin America and the Caribbean – Gaining Inspiration from European Experience with Special Focus on Instrument Demand, 'Case Study: The Competitiveness and Innovation programme –ABCEurope', final draft, October 2010.

[86] With regards to impact and EU-value added, the study adds that it '*is likely that ABCEurope will contribute to further transnational regional integration. Partly as a result of its emphasis on European value added, it brings together actors from ten different countries in a number of concrete work packages. Moreover, the collaborative efforts will be supported by a number of European level institutions that are expected to exist beyond the life of the project'*.

[87] 'Ex-post evaluation of the activities carried out by DG Enterprise and Industry under the Sixth Framework Programme for research, technological development and demonstration activities --— Innovation and space research activities', final report of 13.11.2008 submitted by GHK and Technopolis within the framework of ENTR/04/093-FC-Lot 1, specific contract reference: ENTR/D1/04/93/1/07/13.

[88] 'Final Evaluation of the Entrepreneurship and Innovation Programme: First Findings and Recommendations Report', February 2011, Centre for Strategy & evaluation Services (CSES) & EIM.

The new actions in the fields of clusters and emerging industries build upon the experience and results of the two previous initiatives launched in 2006 to improve the overall effectiveness and impact of innovation support schemes in Europe, by breaking the ground for new forms of innovation support, notably for SMEs – the Europe INNOVA initiative – and to establish better cooperation among regional, national and European initiatives in support of innovation going beyond networking and facilitating policy learning – PRO INNO Europe®.

4.2.3. Emerging industries and industrial transformation

In 2011, the first two cross-sectoral European Alliances were set up to bring together European regions that wish to support the further development of emerging industries and spill-over effects to transform their economies. Following the lessons learned for achieving impact under the previous PRO INNO Europe® and Europe INNOVA initiatives, the Alliance approach was designed to combine policy learning with concrete actions for better business support to address the specific needs of SMEs in emerging industries.

4.2.3.1 European Mobile and Mobility Industries Alliance[89]

DESCRIPTION OF THE MEASURE: Main objectives and activities

The European Mobile and Mobility Industries Alliance (EMMIA) launched at the end of 2011 brings together regional and national policy makers and practitioners at European level with the aim of developing more sustainable solutions in the field of mobility supported by mobile services, through better use of current and planned initiatives and enhancing transnational cooperation in this field. It is expected to mobilise additional public and private funding of €30 Mio in support of mobile and mobility industries. Altogether, 31 organisations from 14 countries and 4 European organisations form the core actors of this initiative which comprises of:

- a **Policy Learning Platform** that has the role to establish a policy dialogue on designing better industrial and innovation strategies that build upon mobile applications and service innovation. Specifically, it will analyse, benchmark and engage in mutual learning in areas such as innovation support, notably through voucher schemes; incubation and access to finance; large-scale demonstrators and interoperability, and it will prepare policy recommendations with concrete master plans and implementation roadmaps on how to better support mobile services industries. The Policy Learning Platform will conclude its work at the end of 2014.

- **5 concrete actions** in the areas of large-scale demonstrators in support of sustainable tourism in rural areas through a better use of mobile services (3), access to finance (2) and an action implemented together with the European Telecommunications Standards Institute (ETSI) to improve the interoperability of mobile services. The concrete actions are concluding their work at the end of 2013.

[89] http://www.mobilise-europe.mobi.

In 2012, EMMIA was reinforced by 6 new actions focused on a number of concrete and operational activities with special emphasis on promoting the further use of data and information from Earth monitoring (GMES) and satellite navigation (GNSS), EMMIA Phase II. These actions will, on the one hand, develop and test new voucher schemes aimed at promoting the further use of GMES and GNSS based services in mobile services industries and, on the other hand, implement large-scale demonstrators in support of GMES and GNSS based services by either addressing specific societal challenges or following a broad-based approach in support of new industries driven by GMES and GNSS based service innovation.

TOTAL BUDGET

This measure was financed by the EIP in 2011 and 2012, with a total budget of €5 264 889.

WHAT HAS BEEN ACHIEVED?

Outputs, results and impacts

The three large-scale demonstrators on sustainable tourism in rural areas[90] have all mapped tourism offers and information and related service offerings in the participating regions, developed easy-to-use databases for aggregating all the relevant data and they are currently testing mobile applications, including for inter-operability with the European Telecommunications Standards Institute (ETSI), that provide an overview of and direct access to tourism offerings and service offerings. The mobile applications will be finalised and made available to the general public at the end of 2013.

The two actions on better access to finance are building seed funds for mobile and mobility services where the European venture capital community as well as institutional financiers work hand in hand to better match private and public funds such as the Structural Funds. The two actions are also developing and testing investment readiness and investor awareness training to be delivered by experienced coaches and consultant networks, all to be rolled out by the end of 2013.

OUTLOOK: What remains to be done?

The EMMIA Policy Learning Platform will publish, in 2014, a set of policy recommendations based on an in-depth analysis of five mobile service hot spots in Europe that will identify the favourable framework conditions and other factors that determine where mobile services cluster and develop and how public policies and actions can stimulate the use of mobile services as catalysts for modernisation of traditional industries and cross-sectoral linkages resulting in the emergence of new industries.

4.2.3.2 European Creative Industries Alliance[91]

DESCRIPTION OF THE MEASURE: Main objectives and activities

---

[90] http://www.mobilise-europe.mobi/large-scale-demonstrators-real-live-testing.

[91] http://www.howtogrow.eu/ecia.

The establishment of the European Creative Industries Alliance (ECIA) is one of the commitments (19a) of the Innovation Union Communication and is regularly reported upon. Furthermore, ECIA was prominently featured by the recently adopted Communication "Promoting cultural and creative sectors for growth and jobs in the EU" (September 2012). ECIA brings together regional and national policy makers and practitioners at European level to promote the role of creative industries, including design, as a catalyst for innovation and structural change and to address the need to provide better, more effective and targeted support for the creative industries to fully unlock their potential.. It is expected to mobilise additional public and private funding of €100 mio in support of creative industries. Altogether, 28 organisations from 12 countries form the core actors of ECIA which consists of:

- a **Policy Learning Platform** that has the role to establish a policy dialogue on designing better industrial and innovation strategies that build upon service innovation. Specifically, it will analyse, benchmark and engage in mutual learning in areas such as innovation voucher and business support; incubation and access to finance; and cluster excellence & co-operation, and it will prepare policy recommendations with concrete master plans for implementation on how to better support creative industries and spill-overs. The Policy Learning Platform will conclude its work at the end of 2014.

- **8 concrete actions** for better business support in the areas of innovation voucher schemes (4), access to finance (2), and cluster excellence & cooperation (2). Each action is managed by a public-private partnership bringing together actors from different countries who will design, test and open up new business support instruments for companies from the creative industries and mobilise additional funding opportunities for them. SMEs benefit directly from these concrete actions, for instance by receiving vouchers for innovation support, investment-readiness training or cluster and internationalisation support. All the concrete actions are concluding their work at the end of 2013.

TOTAL BUDGET

This measure was financed by the EIP in 2011 with a total budget of €6 731 358.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

In the course of 2012, all 8 concrete actions have held public awareness raising events to present their activities to creative industries companies and related stakeholders in order to create momentum and establish links with potential beneficiaries of the new tools and services they are developing and testing.

Notably, two of the innovation voucher actions launched their first pilot voucher schemes for SMEs. Both created a much greater demand than anticipated which indicates that there is a real interest in traditional industries for collaboration with creative companies and that 'easy access' voucher schemes seem to fill a gap in public SME support provision.

VINCI - Vouchers In Creative Industries[92]

VINCI is issuing vouchers to SMEs from traditional industries in the Salzburg region of Austria to implement innovation projects in cooperation with business service providers from creative industries from the Salzburg region and from other European countries. A pool of some 200 'creative providers' will be established.

A matchmaking event was organised in June 2012 bringing together some 80 participants - around 60% were creative firms, the rest were traditional SMEs – to inform them of the voucher scheme to be launched in September. The response was very positive, both from traditional SMEs that had been waiting for such a scheme and from creative suppliers who used the event as an opportunity to get in touch with potential clients.

The voucher scheme was launched on 1 September 2012 and offers vouchers for a value of € 5000 for 'creative projects' in traditional SMEs. Up to 20 projects will be supported. The VINCI vouchers will be issued by Austria Wirtschaftsservice (aws), the Austrian business promotion bank.

The ultimate aim of VINCI is to leverage the results into a national voucher scheme especially designed for creative industries.

4CNW - For Creative Challenge Celtic Crescent North West[93]

This innovation voucher scheme is led by Sligo County Council in Ireland. It aims to strengthen the role of creativity as a catalyst for service innovation in the North West of Europe by helping traditional industries in Ireland to access services from strong creative industries' clusters from Scotland and Scandinavia.

Following a series of well-attended awareness raising events in the NW region, notably a Creative Sector Discovery Session which brought together 95 prospective creative suppliers and a similar Industry Discovery Session with some 50 traditional companies attending, CNW launched a first open call for 'challenges' in July 2012.

The reply to the call exceeded expectations with more than 20 applications. At a matchmaking event in September, shortlisted businesses discussed their detailed 'challenge' briefs with creative suppliers who pitched to become their chosen suppliers. They then submit their applications for Talent Vouchers and will be given two months to carry out their project collaboration. It is expected that up to 10 Talent Vouchers of €5.000 each will be awarded in this first test round.

CNW aims to demonstrate how a targeted integration of supply and demand side inventories can be exploited by local and regional authorities to better support new

[92] http://www.howtogrow.eu/ecia/project/vinci/

[93] http://www.howtogrow.eu/ecia/project/project-4/.

instruments for knowledge transfer and spill-overs between different industries.

OUTLOOK: What remains to be done?

The Policy Learning Platform will develop and launch a policy stress-test for spill-overs within creative indutries and with other industries in order to promote the policy learning towards better measures to encourage cross-sectoral linkages.

4.2.3.3 European Service Innovation Centre

DESCRIPTION OF THE MEASURE: Main objectives and activities

The European Service Innovation Centre (ESIC) was established towards the end of 2012 to support evidence-based policy-making and to serve as a tool for mutual policy learning to raise awareness on the transformative power of service innovation and to demonstrate how service innovation can contribute to smart, sustainable and inclusive growth. ESIC is a direct follow up of the recommendations of the 2011 report of the "Expert Panel on Service Innovation in the EU".

The main task of ESIC is to improve the awareness among policy-makers at European, national and regional level, of the contribution of service innovation and service firms to economic development. This applies, in particular, to the transformative power of service innovation in shaping emerging sectors, industries and markets. The specific objectives of ESIC are to capture and demonstrate the dynamics and large-scale impact of service innovation, to provide customised advice to selected model demonstrator regions and to promote and raise awareness of the role and impact of service innovation, notably by developing a self-assessment tool for stress-testing policies and by publishing a European Service Innovation Scoreboard.

Six model demonstrator regions (Luxembourg, Upper Austria, Emilia Romagna (IT), Northern Ireland, Canary Islands (ES) and Limburg (NL)) have been selected to receive support from ESIC in addressing their challenges to better capitalise on the "transformative power service innovation", either to reinforce service innovation elements in "traditional" manufacturing industries or to facilitate the development of "emerging" manufacturing and service industries, driven by service innovation.

The model demonstrator regions will receive customised information and advice from ESIC, which will take the form of an assessment report, peer review and a policy briefing. The support will be tailored to the needs of each region and its actors to address specific challenges through service innovation. The Centre will facilitate practical policy-making that makes better use of the transformative power of service innovation, in particular for strengthening existing and emerging industries by applying the large-scale demonstrator approach.

TOTAL BUDGET

The total EIP financing for this measure was €1.8 million in 2012.

4.2.3.4 Large-scale demonstrators

The so-called “large-scale demonstrator” or “systemic approach” which was first piloted under the European Mobile and Mobility Industries Alliance is based on a systematic and needs-driven approach to create entrepreneurial opportunities and supporting frameworks for tackling significant societal or economic challenges of an individual region, metropolitan area or Member State (as the owner of the problem). This approach moves away from small-scale prototypes or pilot projects in support of innovation towards testing and demonstrating the implementation of a systemic solution delivery under real-life conditions, which is driven by the application of new technologies and service offerings, at large scale and by bringing together the necessary stakeholders, competences and support to transform established structures and systems. Furthermore, it envisages combining different instruments in support of entrepreneurship with the view to achieve higher impact through synergetic effects. To practically implement such a systemic approach, clusters play a major role as “system integrators” or “intermediaries” providing customised SME support in a combined manner. Building upon clusters and their organisations promises a higher impact than supporting the commercialisation of individual technologies, firms or sectors as such.

OUTLOOK: What remains to be done?

In 2013, a call for proposals “Clusters and Entrepreneurship in Support of Emerging Industries” has been launched that builds on the European Creative Districts model to further develop, test and validate the concept of large-scale demonstrators applied to emerging industries, taking into account the results from the European Cluster Observatory on the most promising areas to be supported at European level. It is specifically targeting those regions that are in a transition phase and characterised by the need to restructure their economies by capitalising on the transformative power of creativity, resource efficiency and cross-cutting technologies and services to modernise traditional manufacturing sectors. It is integrating regional clusters and local networks around them with a view to creating stronger regional ecosystems for emerging industries in the future by establishing ‘open spaces’ or platforms to stimulate radical innovation through cross-sectoral cooperation. The call shall result in the selection of 6 new large-scale demonstrator actions (total budget of €4.25 million).

4.3. Promoting KETs, ICT and E-skills

4.3.1. Key Enabling Technologies

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective is to support the implementation of the European strategy on Key Enabling Technologies (KETs) – a bridge to growth and jobs. KETs provide the indispensable technology bricks for a wide range of product applications, including those required for improving energy efficiency, boosting the fight against climate change or allowing for healthy ageing. They are a key innovation accelerator and provide European industries with the competitive edge at a global level.

This measure contributes to closing this innovation gap in the area of KETs. It fulfills the request of the March 2012 European Council to strengthen Key Enabling Technologies (KETs) and will contribute to the implementation of the Europe 2020 flagship initiatives "Industrial Policy for the Globalisation Era", "Innovation Union" and "Digital Agenda".

The measure was implemented by three main activities:

1. An analysis of policy measures outside Europe that could cause a distortion in the global KETs (key enabling technologies) market

EU's competitive position in the area of KETs is being challenged by intense global competition from third countries where incentives are available to attract investment in KETs R&D manufacturing. To gain a better understanding of the situation, the Commission conducted in 2011 an international comparison of high technology policies in other leading and emerging countries, such as the US, Japan, Russia, China and India. This was followed in 2012 by the launch of a study to identify the most important distorting issues and shed light on the important factors influencing the decision on where to invest by selecting and in-depth studying cases of EU based companies which have invested in KETs R&D manufacturing outside Europe.

2. The preparation of the implementation of the work programme on cross-cutting KETs under Horizon 2020

An action has been launched in 2012 to develop a methodology, work plan and roadmap that will contribute to the preparation of the seven-year cross-cutting KETs work programme of next generation of the EU Research and Innovation framework programme, Horizon 2020. The main goal of the cross-cutting KETs work programme is to tap into the high cross-fertilisation potential of these technologies and to ensure that the result is the development of the most competitive products, goods and services. A clear and common understanding is needed on the definition and nature of the cross-cutting KET activities to be targeted.

3. Preparatory work for actions to be launched in support to the deployment of multi-KETs pilot lines in Europe

In order to prepare and foster a common understanding and consensus for future actions in Europe focusing on multi-KETs pilot lines, a preparatory action has been launched in 2012. The project will analyse the state-of-play in Europe compared with other regions in the world, develop a compelling vision, a methodology and criteria for improved competitivenessof multi-KET pilot lines in Europe and realise a one-year demonstration experience in at least two relevant multi-KETs pilot lines located in two different EU Member States.

Furthermore, a new High Level Commission experts group on KETs has been set up in 2012, in order to advise the Commission on the implementation of the European strategy on KETs.

TOTAL BUDGET

This total EIP financing for this measure was €165 000 in 2010, €6 500 000 in 2012.

WHAT HAS BEEN ACHIEVED?

Outputs

A comprehensive benchmarking report was produced in 2011, which provided the Commission with a good overview of EU and non-EU policies and will serve as a good basis for the development of EU policies on Key Enabling Technologies.

Results and impacts

The study of 2011 analysed KETs-related innovation and industrial policies in 13 EU and non-EU countries and included expert interviews in each of them. The study team interviewed 69 stakeholders, including technology developers, SMEs, researchers, downstream industry users and policy makers.

Promoting the industrial deployment of KETs is a key aim of the Commission. However, to base the Commission's policies on a solid foundation, it was necessary to gain a thorough understanding of the innovation and industrial policies are currently in place in Europe and to benchmark those with other regions' policies. The study has provided the necessary basis for this undertaking and gave evidence for the Commission's Communication on Key Enabling Technologies of 2012.

The mid-term progress report for the Market Distortion study was delivered at the end of January 2013. The final report is expected for June 2013.

The other actions are still at an early phase.

OUTLOOK: What remains to be done?

For the cross-cutting KETs work plan, an interim report and the organization of the final conference followed by the final report are the main deliverables of the action in 2013.

For the multi-KETs pilot lines project, the first deliverables of the project are expected in the summer 2013, following which the second phase of the project will start by selecting the two pilot lines chosen for the demonstration phase, lasting till second half of 2014.

4.3.2. E-skills

DESCRIPTION OF THE MEASURE: Main objectives and activities

This measure aims at contributing to the successful implementation of the long term e-skills strategy presented by the European Commission in its Communication on "e-Skills for the 21st Century"[94] which was adopted in September 2007. The strategy was designed in close cooperation with Member States and stakeholders. The Competitiveness Council welcomed the EU e-skills strategy in November 2007. [95] Member States are increasingly designing e-skills initiatives. The EIP programme complemented projects funded from other sources at EU-level (e.g. work carried out by CEN European standardisation body) and national level as well as stakeholders' initiatives. The President of the European Commission, José Manuel Barroso, launched on 4 March 2013 the "Grand Coalition for Digital Jobs" at the conference on "e-Skills and Education for Digital Jobs" in Brussels.

---

[94] COM(2007) 496 of 07.09.2007,"e-Skills for the 21st Century"

[95] Council Conclusions on a long term e-skills strategy of 23 November 2007

TOTAL BUDGET

E-skills activities were financed by the EIP in 2007, 2008, 2009, 2010, 2011 and 2012 with total financing of €10.6 million for six years (including €4.4 million in 2010 and 2012 for two pan-European awareness raising campaigns).

WHAT HAS BEEN ACHIEVED?

Outputs

These activities have provided regularly facts and figures on the evolution of the supply and demand of ICT practitioners and forecasts based on foresight scenarios, as well as an analysis of the impact of global sourcing, new curriculum guidelines for ICT education and for e-leadership skills, quality labels for ICT industry training and certifications, a prototype of an online assessment tool, a blueprint for the development of ICT professionalism in Europe, a vision report on e-leadership and several benchmark reports on multi-stakeholder partnerships, on e-learning policies and on financial and fiscal incentives in Europe. A European e-Competences Framework and ICT job profiles are also available[96]. Ten reports were delivered with promotional brochures[97] and videos.

Several high-profile conferences have been organised, in particular in partnership with Cedefop[98] in Thessaloniki (2008), with the European Economic and Social Committee in Brussels (2009 and 2012), and with the Danish Presidency in Copenhagen (2012). Three conferences were also organised on 28 January 2013 in Brussels on "ICT industry training and certifications", on 5 February 2013 at INSEAD in Fontainebleau on "e-Leadership" and on 4-5 March 2013 in Brussels on "e-Skills and Education for Digital Jobs" in Brussels. The two large awareness raising campaigns (e-Skills Week) have been very successful in 2010 and 2012. In 2010, 284 stakeholders and 445,200 people participated in 1,163 events in 35 countries. In 2012, 294 stakeholders and 1.800.000 people participated in 2.335 events in 37 countries[99]. It is estimated that over 130 million touch points have been reached during the campaign in 2012.

An external evaluation of the implementation of the EU e-skills strategy was performed in 2010. Another one will be performed and released in 2013. Based on the achievements and the good progress of this measure, the European Commission adopted the European Employment Package in April 2012 and decided to launch the "Grand Coalition for Digital Jobs" in March 2013 to intensify efforts.

Results

---

[96] The European e-Competence Framework: www.ecompetences.eu

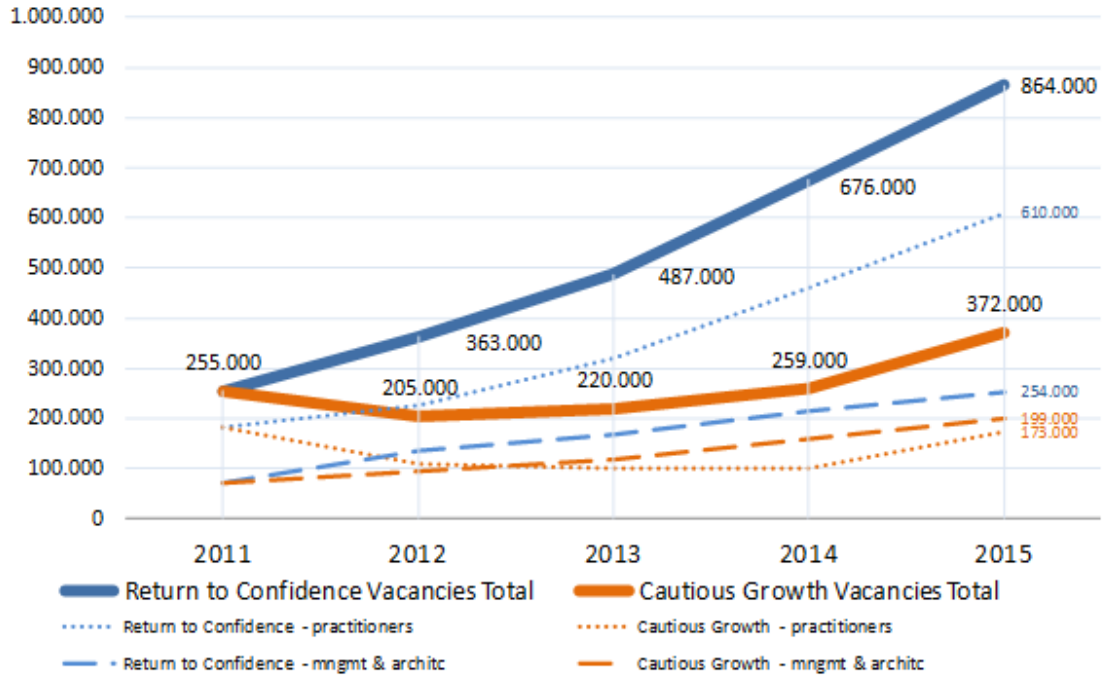
[97] http://ec.europa.eu/enterprise/sectors/ict/documents/e-skills/index_en.htm

[98] European Centre for the Development of Vocational Training is an EU's agency: www.cedefop.europa.eu

[99] **25 countries participated on a funded basis**: Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, the Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Spain, Sweden and the UK. **12 countries joined the campaign on a non-funded basis**: Albania, Bosnia & Herzegovina, Croatia, Israel, Luxembourg, FYR Macedonia, Malta, Montenegro, Serbia, Slovenia, Turkey and Ukraine.

The countries participating in the activities were the EU 27 Member States, except for the European e-Skills Week which took place in 35 European CIP participating countries. As a result of these measures, Member States and stakeholders now have detailed information about the evolution of e-skills gaps and shortages, relevant tools (e.g. the e-Competence Framework) and best practices in the field of policies and public private partnerships focusing on ICT practitioners.

Evolution of the ICT practitioners' skills gap



Source: empirica, IDC and INSEAD eLab, 2013

The external evaluation[100] of the implementation of the EU e-skills strategy demonstrated that the achievements and the level of activity of the European Commission in this field are rated very positively. The evaluation concluded that e-skills activities need to be undertaken on a larger scale and that effort must be sustained in the longer term.

Impacts

According to the external evaluation report, Member States have intensified their efforts since 2007 to promote e-skills and digital literacy. Countries such as Hungary, Latvia, Poland and Romania started recently to respond to the e-skills challenges and launched new initiatives. Ireland, Belgium and Malta show high e-skills activity levels. The same is true for the Netherlands, the United Kingdom, Germany, Sweden, Finland, Denmark, France and Estonia which, however, still have significant ICT practitioners' skills gaps. The external evaluation also concluded that several countries including Bulgaria, Italy, Greece, Lithuania, Spain, Cyprus, Czech Republic, Slovenia and Portugal could benefit from further initiatives targeting ICT practitioners. The statistics of the e-Skills Week in 2010 and 2012 demonstrated a strong interest and growing mobilisation of Member

[100] See: http://ec.europa.eu/enterprise/sectors/ict/files/reports/eskills21_final_report_en.pdf

States. It is now anticipated that the number of young people entering ICT education will start to increase by 2013 remedying the decline diagnosed in 2006.

Example of impact at national level (The Netherlands)

[…] The government has therefore asked the e-Skills Task Force to investigate the scale of the problem in the Netherlands and to make recommendations on how to overcome it. … The government agrees with the findings of the Task Force and welcomes current initiatives to address the shortage of e-skills. On the basis of the Task Force's advisory report, the government reviewed what additional policies are needed. […] To ensure that the measures taken correspond with international developments the government will align policy proposals with the initiatives launched by the European Commission to develop digital skills.

Source: Digital Agenda.nl, ICT for innovation and economic growth, 2011

Launch of the "Grand Coalition for Digital Jobs"

[…] More and better qualified ICT practitioners, researchers, entrepreneurs, managers and users are needed and will increasingly be needed. … The stark reality, exposed by the latest study, is that Europe faces up to 900,000 unfilled ICT jobs. With the number of digital jobs growing by 3% each year – even during the crisis – the number of new ICT graduates and other ICT workers is shrinking.

The conclusion to be drawn from such a paradoxical situation is clear: there is a pressing and crucial need to address the shortage of job seekers with critical skills, as well as the growing gaps and mismatches between the supply and the demand of specific e-skills.

Source: Speech of President Jose Manuel Barroso at the conference on "e-Skills and Education for Digital Jobs" on 4 March 2013 in Brussels

OUTLOOK: What remains to be done?

The EU long term e-skills strategy is making good progress with concrete achievements for ICT practitioners. The momentum must be sustained and intensified to generate a large talent pool in Europe with a greater focus on innovation and ICT professionalism to strengthen the competitive advantages of the European industry. The 'Digital Agenda' (2010) and the 'Employment Package' (2012) recognised the need to accelerate the implementation of the EU e-skills strategy. Future activities will benefit from the "Grand Coalition for Digital Jobs" launched in March 2013 by President Barroso in the presence of four Commissioners (Kroes, Tajani, Andor and Vassiliou) and the Irish Presidency. Greater support will be provided by other Commission services and programmes. In the future ENTR will put a greater focus on e-leaderships skills for advanced ICT practitioners, managers and entrepreneurs in the context of new COSME programme.

4.3.3. The Sectoral E-Business Watch

DESCRIPTION OF THE MEASURE: Main objectives and activities

The strategic objectives of the sectoral e-Business Watch were to support and encourage the widespread adoption of ICT to enhance the competitivenessof European enterprises. More specifically, it had the following operational objectives:

- To assess the impact of ICT on enterprises, industries and the economy in general, including the impacts on productivity and growth, and the role of ICT in innovation and organisational changes;

– To highlight barriers to ICT uptake; to identify and discuss policy challenges stemming from these developments and to engage in dialogue with stakeholders from industry and policy institutions, providing a forum to debate relevant issues.

In this way, the Sectoral e-Business Watch helped improve the understanding of e-business impact at macro- and micro-economic levels and supports policy formulation. It continued activities of the previous "e-Business Watch" which was launched in late 2001, to support industrial policy, notably in the fields of competitiveness and innovation.

WHAT HAS BEEN ACHIEVED?

This action was financed by the EIP 2009 work programme with a budget of €849 990.

Outputs

Five studies (on sectors and cross-sectoral themes) of specific ICT issues and two special studies were conducted in 2009. The full study reports and further deliverables such as table reports, brochures and the synthesis report can be downloaded from the archived website.[101]

Deliverables included two sector reports, three cross-sectoral thematic studies, two special 'on demand' studies, a brochure (printed in 4,000 copies and also available on the website) and the final synthesis report (the European e-Business Report – 2009-1010 edition "ICT and e-Business for an Innovative and Sustainable Economy"), printed in 1.500 copies and available on the website. Input to the analysis which led to these deliverables was collected through the e-business surveys, 29 case studies and desk research.

Two workshops were organised in May and September 2009 (in Milan and Brussels) to discuss findings emerging from the sectoral e-Business Watch in the course of the project with experts from academia, industry and government institutions. The main e-Business Watch Conference was held in Brussels (29 October 2009) with about 80 participants. Furthermore, the e-Business Watch contributed to third party publications and research papers, made presentations and actively participated in numerous conferences and workshops organised by third parties.

Results

The Sectoral e-Business Watch underwent further transformation and innovation. Economic analysis of impacts, introduced in 2008, has been deepened as the second main pillar of the initiative alongside monitoring and assessing market developments. A completely new methodological approach (including game theory) was the basis for theoretical analysis as part of the reports. The changes and adaptations were the cause of some delay but resulted in deliverables of very high usability.

Impacts

[101] http://ec.europa.eu/enterprise/archives/e-business-watch/index.htm

The feedback and large number of downloads from the project website confirmed that, over the years, the Sectoral e-Business Watch became a well established brand that enjoyed high recognition.

The sectoral studies provided sound analysis of the state of play in the sectors, and powerful policy recommendations. They were promoted among the relevant sectoral units in DG Enterprise and Industry, sectoral stakeholders, the eBusiness Support Network for SMEs (eBSN) and Member States. Their messages and policy recommendation were taken into account while designing further sector-specific initiatives and actions, such as the EU initiative to "Stimulate innovation through smart use of ICT".

OUTLOOK: What remains to be done?

The activity was completed in 2009.

4.3.4. The E-Business Support Network for SMEs (ESBN): Stimulating ICT-enabled innovation among SMEs

DESCRIPTION OF THE MEASURE: Main objectives and activities

This action is composed of three measures:

1. Connecting SMEs to the Digital Market: fostering the knowledge base for Digital Entrepreneurship in Europe: it will set up a Digital Entrepreneurship Monitor to measure and appraise the key trends on digital technologies, emerging market needs, new business paradigms enabled by the digital evolution, as well as their impact on the European economy.

The objective is to provide to European businesses and policy makers convincing evidence and up-to-date information on trends, market dynamics and up-coming business opportunities that would help inspire new actions to promote Digital Entrepreneurship.

2. Doing business in the digital age: Market analysis and foresight study on key technological trends, and their impact on the business landscape in Europe, including policy recommendations.

3. Boosting ICT integration in the construction value chain:

The objective is to enhance the competitiveness and innovation capacity of the construction industry through smart use of ICT in B2B transactions. In this respect, it will develop and validate a European common framework for interoperability among business processes and data exchange models for the construction sectror;

Six large-scale pan-European demonstration actions have been initiated already. This action will help leverage the European added value of existing, national and European initiatives and place them in a European perspective, in order to create efficient, functional and seamless cross-border digital value chains. This initiative is in -line with and complements the actions included in the Digital Agenda, and is a key step towards the integration of SMEs in the Digital Single Market.

These activities are part of the overall strategy of the Commission to promote smart use of ICT and Digital Entrepreneurship in line with the "Digital Agenda", the "Entrepreneurship 2020 Action Plan", the "Innovation Union", and the "Integrated Industrial Policy for the Globalisation Era".

The role of the EIP programme (in conjunction with the EP/PP programme) was instrumental in designing and deploying such demonstration actions, which were of the utmost importance for various industries and services sectors (actions for better functioning value chains in the automotive, tourism, food, fashion and the transport and logistics industry).

TOTAL BUDGET

This action was financed jointly by the EIP and by the EP/EE instruments in 2007, 2008, 2009, 2010, 2011 and 2012, with in total financing of with €9.7 million (€6.7 million from the EIP budget and €3.1 million from the EP/EE budget).

WHAT HAS BEEN ACHIEVED?

Outputs

The eBSN measure has promoted exchanging, analysing and coordinating eBusiness policies at the EU level. It helped promote good policy practices and best eBusiness practices among European SMEs, and helped SMEs participate in the global digital economy.

Six conferences on eBusiness policies and best practices have been organised jointly with the rotating Presidency of the European Council. A web-site has been created and updated with the best eBusiness policies, foresight studies, best practices from European SMEs, etc.

Common European frameworks for ICT have been developed for the fashion industry, the automotive supply chain and the transport and logistics sectors, while three other are on-going in the food supply chain, the tourism sector and the construction industry.

In 2012, the work has focused on the new concept of stimulating more **Digital Entrepreneurship** in Europe. In order to foster the knowledge base on Digital Entrepreneurship in Europe, a study "Doing business in the Digital Age: the impact of new ICT developments in the global business landscape" was commissioned.

In the same line, the **Digital Entrepreneurship Monitor** was launched in 2012 with the objective to set up a monitoring mechanism to measure and appraise the key technological and market trends, emerging business opportunities, new business paradigms and their impact on the European economy. The Digital Entrepreneurship Monitor will cover both the demand and supply site of digital technologies and services. The web site under the Europa domain is expected to be operational as of October 2013.

Results

The countries participating in the eBSN activities were the EU 27 Member States. The eBSN policy dialogue improved policy development and stimulated multilateral collaboration such as in the eInvoicing field: a successful regional eInvoicing initiative in

South Karelia, in Finland inspired similar actions in Slovenia and quickly triggered a new series of cross-border joint policy initiatives, between Slovenia, Italy, Croatia, Hungary and Austria, Finland, Sweden and Denmark

The initiative to promote “smart use of ICT and the integration of SMEs in global digital value chains” has already demonstrated remarkable results: significant efficiency gains, faster and affordable integration of SMEs, cost savings, better time management, error-free communication, demand-driven production, but also better services to customers, new market opportunities and better time to market. In the actions completed already, there are good prospects for mass market adoption through sound industry-led leadership and European standardisation initiatives.

Altogether some 20 000 small enterprises have been involved in all of these projects. The added value is not limited to the number of direct beneficiaries, but lies also in the creation of new models that can be adopted to have a major impact in the real market.

For example, the demonstration action in the fashion industry, completed in July 2010, conveyed powerful messages to the industry, with the order management costs dropping by 65% due to the smart flows along value chains involved reference brands in the fashion industry, such as ZEGNA, BATA and Marc O’Polo, and touched over 4.000 SMEs from all EU member states.

The demonstration action for the automotive industry, completed in March 2012, demonstrated easier entry to the market through low-cost, easy to use solutions, an 80% cut of manual data entry, fewer errors, lower operational costs, a 60-80% reduction in telephone and fax inquiries for stock availability and a 30% increase in staff productivity. It also triggered remarkable industry follow-up, including an MoU among key industry stakeholders, leading branch organisations and ICT vendors, to stimulate real market roll-out; an official recommendation by VDA (the German Automotive association) to adopt the solution; and strong commitments by key ICT vendors and automotive industries to implement the solution massively. The other actions are on-going and have attracted strong industry interest and active involvement.

With regards to the new policy area of Digital Entrepreneurship, a strong interest has been developed last year. The European Commission services recognise fully the key role of ICT in improving drastically the business landscape in Europe. In the Entrepreneurship 2020 Action Plan, the Commission highlights the high potential of the smart use of ICT as an enabler of entrepreneurship, growth and jobs. The Commission pledges to help entrepreneurs and SMEs to fully exploit the potential of ICT, both in terms of *supply* of new digital products and services, and in terms of *demand* and smart use of these technologies. Those are mutually reinforcing forces, and a balanced, coordinated approach to stimulate both the demand and supply side is crucial to accelerate the transformation of Europe into a competitive place for doing business in the digital age. It announces a set of specific actions to the European Parliament’s resolution on completing the Digital Single Market, praises the efforts undertaken by the Commission to promote the smart use of ICT and the integration of SMEs in digital value chains and encourages a sound EU strategy on Digital Entrepreneurship.

In order to better understand the issues at stake and the potential of the novel digital technologies for the Europena business landscape, a study on "Doing business in the

Digital Age: the impact of new ICT developments in the global business landscape" was commissioned. The key study highlights are:

- An in-depth analysis of novel digital technological trends (social, mobile, analytics, cloud, and cyber solutions) and their potential implications in the European economy;

- An ambitious pan-European vision: to accelerate the transformation of the European business landscape through the development and smart use of novel digital technologies in order to increase growth and create employment;

- A five pillar objectives, an analysis of the EU challenges and a set of concrete policy recommendations at EU, national/regional level, addressed to the public and/or private sector. Policy recommendations cut across different policy areas, from boosting digital and entrepreneurial skills and talents to leveraging the Single Market, innovation campaigns, awareness and mentoring, access to finance, crowdfunding, visa act for highly skilled entrepreneurs, reinforcing clusters, etc.

Further work on fostering the knowledge base on Digital Entrepreneurship, raising awareness, and promoting digital icons, prize awards and a mentoring ecosystem is currently on-going.

Impacts

The eBSN policy dialogue improved knowledge about European best policy practices in the eBusiness area, inspired better policy initiatives and stimulated multilateral collaboration and synergies.

The EU approach of promoting smart use of ICT and the integration of SMEs in global digital value chains sets to removing existing barriers establishes a business friendly framework which enables the modernization of value chains through smart use of ICT. It facilitates a seamless eBusiness environment across the borders and contributes to the implementation of the Digital Single Market in Europe. While the initiative is conceived and designed for the smallest enterprises, the ultimate beneficiaries will be the entire European economy. The impact for the overall society and economy will be a more innovative culture and a more dynamic and competitive economy, enabling the market entry of new players on fair terms. Member States, such as FR, DE, IT, SP, PT, HU have been deploying policies to promote the smart use of ICT along industry-specific value chains. This pan-European approach provides them with concrete, stable cross-border frameworks which they can further validate in the national context and contributes to the successful up-scale and full roll-out in the market.

Moreover, the newly developed policy on Digital Entrepreneurship is expected to impact strongly on the growth and competitiveness of all enterprise and create new jobs. Therefore targeted actions will be launched in this area in the coming years.

OUTLOOK: What remains to be done?

Progress has been substantial. However, stimulating more Digital Entrepreneurship in Europe and promoting smart use of ICT remain high political priorities for the EU. In this context, the following actions are foreseen:

Targeted awareness raising actions would be necessary to sensitise enterprises on the strategic importance of the smart use of ICT for business growth and competitiveness.

A Strategic Policy Forum on Digital Entrepreneurship will be created, to replace eBSN, with the objective to shape a pan European vision and deploy a set of actions on Digital Entrepreneurship (at European, national and regional level), to promote the uptake of digital technologies and connect SMEs to the digital world. This Forum will be composed of leading entrepreneurs, technology providers, policy makers, business facilitators, NGOs, academics and Commission officials from different DGs, with the objective to exchange experiences and shape the common EU strategy and set of actions at European and national/regional level. The first meeting of this Policy Forum is expected to take place in September 2013.

Awareness raising actions are necessary through a Europe-wide information campaign for entrepreneurs and SMEs on the benefits from the new digital evolutions; the campaign will promote European success stories, pan-European contests and prize award schemes to sensitise entrepreneurs on the changing business landscape and new business opportunities.

Moreover, actions should seek to facilitate networking to spark and support new business ideas, through the creation of a European eMentors ecosystem for training, advice and hands-on coaching on how to do business in the digital age, and match-making events among stakeholders to explore new partnerships.

4.4. Innovation Partnerships

4.4.1. Innovation Partnership on Raw Materials

DESCRIPTION OF THE MEASURE: Main objectives and activities

In line with the Europe 2020 goals, the overall objective of the European Innovation Partnership on Raw Materials (EIP-RM) for a Modern Society is to achieve smart, sustainable and inclusive growth for Europe, and in particular to help Europe deploying its innovation capacity along the entire raw materials value chain, including exploration, extraction, processing, recycling and substitution of these materials, as well as land use planning.

The EIP-RM will contribute to the mid-and long term security of sustainable supply of non-energy, non-agricultural raw materials (metallic ones, industrial and construction minerals, as well as natural rubber and wood) that are required to meet the fundamental needs of a modern resource efficient society. It is an essential contribution to the competitiveness of European industries, to increased resource-efficiency in the EU and to the development of new European-based recycling activities.

WHAT HAS BEEN ACHIEVED?

The action was financed by the EIP in 2011 and 2012, with total financing of €2.39 million.

Outputs

In the framework of the preparatory work for the EIP-RM which started in 2011, three studies have been commissioned, two in 2011 (Study on innovative technologies and possible pilot plants - RAMINTECH, Study on date needs for a full raw materials flow analysis) and one in 2012 (Study on structured statistical information on quality and quantity of EU materials deposits).

The final report of the study on data needs for a full raw materials flow analysis, proposing a number of recommendations for a future data acquisition strategy, was delivered in 2012. The outcome of the study was discussed in a workshop in September 2012 with the US, entitled "Informed policy-making through improved availability and quality of raw materials data". The list of indicators for a raw materials flow analysis selected in the study could serve as a basis for future discussion and cooperation.

The RAMINTECH study started end 2011 and two stakeholder workshops were organised in 2012. The final report is expected to be received in the second quarter of 2013.

The study on structured statistical information on quality and quantity of EU materials deposits started in December 2012 and is expected to end in December 2014. A first workshop with stakeholders took place in May 2013.

A conference took place in November 2012 in Brussels to launch the European Innovation Partnership on Raw Materials and to start working on the content of the future Strategic Implementation Plan. Around 175 experts from governments, industry and academia discussed in 5 parallel working sessions the potential priorities within the envisaged areas of the Partnership. The outcome of this conference provided input for the preparation of the Strategic Implementation Plan.

A technical and administrative Secretariat was set up in January 2013 to provide logistical support and also technical support to the Innovation Partnership's work, including the meetings of the different Governance Groups (High-level Steering Group, Sherpa Group and Operational Groups).

Brochures on the EIP-RM and other promotional material have been made available. A specific internet portal for the EIP-M is currently in preparation and will be available in the 3rd quarter 2013.

Results

The Communication on “Making Raw Materials available for Europe’s future well-being – Proposal for a European Innovation Partnership on Raw Materials” has been published by the Commission on 29.2.2012[102].

Impacts

As part of its Strategic Implementation Plan, the EIP-RM will be expected to set out impact targets to measure success, for example in terms of major reductions in the import dependency of some of the most important raw materials.

[102] COM(2012)82 final.

It is therefore far too early to measure potential impacts of the action.

OUTLOOK: What remains to be done?

The main task for the preparatory phase (January –June 2013) of the European Innovation Partnership on Raw Materials is to develop the Strategic Implementation Plan (SIP), accompanied by a more specific operational plan. The SIP is foreseen to be presented by the Commission in the second semester of 2013.

The main tasks for the implementation period (July 2013 – December 2020) are to implement the planned actions, involve relevant stakeholders into the actions also through a call for commitments foreseen in the last quarter of 2013, set up and perform monitoring of implementation of the actions and update the SIP where necessary.

4.4.2. Innovation Partnership on Water

DESCRIPTION OF THE MEASURE: Main objectives and activities

The action has funded a secretariat to support the development and first part of the operational phase of the European Innovation Partnership (EIP) on Water.

TOTAL BUDGET

€1 million.

WHAT HAS BEEN ACHIEVED?: Outputs, Results, Impacts

The action, through the funded secretariat, has directly contributed to the support of the development of the priorities for the EIP on Water, which has been driven by the relevant stakeholder groups in the area of water innovation. The action has provided for the organization and preparation of meetings of the EIP on Water Steering Group (Chaired by Commissioner Poto•nik) and EIP on Water Task Force. Furthermore, the secretariat has played a supporting role in the process to establish Action Groups, in which over 700 individual organizations from across Europe are participating, working towards the development of innovative solutions in the field of water and aiming to bring them to the market. The secretariat will actively support the selected Action Groups to increase impacts and deliverables. The secretariat is furthermore organizing a first annual EIP on Water conference and will develop, implement and maintain the EIP on Water Online Market Place. The Online Market Place is a web tool to bring together demand and supply of water innovations, accessible to any interested actor in this field. In addition, a communication strategy is being developed and implemented to create better visibility of the EIP on Water and attract potential actors to explore the opportunities of the initiative.

OUTLOOK: What remains to be done?

The secretariat will continue to support the EIP on Water implementation throughout the remaining period of the contract (August 2014), further implementing the above mentioned activities and starting new activities when these are being decided on by the Steering Group of the EIP on Water, or requested by the European Commission.

4.5. Towards world-class clusters

4.5.1. Cluster Excellence and Capacity Building

DESCRIPTION OF THE MEASURE: Main objectives and activities

To better equip cluster organisations to play a pivotal role in support of SMEs across a wide range of areas the European Cluster Excellence Initiative (ECEI)[103] was launched in 2009 under the PRO INNO Europe® initiative to develop methodologies and tools to support cluster organisations to improve their capabilities in the management of networks and clusters. The ECEI has created training and coaching materials for cluster managers, as well as a benchmarking system and a quality label for cluster excellence and professional cluster management.

At the end of 2012, the European Foundation for Clusters and Competitiveness Foundation (EFCC)[104] and the European Secretariat for Cluster Analysis (ESCA)[105] were established to pursue the work initiated by the European Cluster Excellence Initiative. The Foundation is being supported in its start-up phase through a 24-month ad-hoc grant to the ECEI consortium. The Foundation is further developing the ECEI cluster excellence methodology, for example to better integrate support for non-technological innovation and SME internationalisation through clusters into the "train-the-trainer" schemes, and to train more cluster managers from as many European regions as possible. The Secretariat is training qualified experts on cluster excellence and benchmarking clusters.

To further stimulate the uptake and dissemination of the ECEI training materials and approach, 4 pilot actions[106] are being implemented during 2011-2013 enabling different European countries and regions to customise the training materials to their particular needs, undertake training of trainers and ECEI certification, pilot the benchmarking of local clusters and organise study visits in order to facilitate mutual learning and raise cluster management skills.

TOTAL BUDGET

These measures were financed by the EIP in 2011 and 2012 for a total of €3.4 million.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

So far, some 450 clusters from the EU and beyond have undertaken the benchmarking and 15 clusters have been awarded the gold label for cluster excellence.

OUTLOOK: What remains to be done?

---

[103] http://www.cluster-excellence.eu.

[104] http://clustercompetitiveness.org.

[105] http://www.cluster-analysis.org.

[106] http://www.cluster-excellence.eu/4945.html.

In 2013 a call for proposals "Promoting cluster excellence" has been launched to further encourage and support national and regional authorities, specifically in those countries where cluster management is least developed, to use the ECEI materials and tools to improve the skills and performance of their cluster organisations in providing quality services to their members, notably with a view to fostering SME internationalisation through clusters.

As a further step to promote cluster excellence throughout Europe, these measures also provide incentives for the training of cluster managers based on the ECEI methodology. The aim is to further promote the quality labels for excellent cluster management based on European standards by as many regional and national cluster programmes as possible. Here, specific emphasis is being put on strengthening cluster management excellence in those European countries and regions that still lag behind in this respect. The call shall result in the selection of 4 new actions. The total budget for this measure amounts to €1.4 million.

4.5.2. International Cluster Cooperation

DESCRIPTION OF THE MEASURE: Main objectives and activities

The European Cluster Collaboration Platform (ECCP)[107] was set up in 2010, initially under the European Cluster Observatory, to provide high-quality online information and networking support for clusters (organisations and members) with a view to improving their performance and increasing their competitiveness through the facilitation of transnational and international cooperation, including signature of Memoranda of Understanding (MoUs) on cluster cooperation with partners in third countries and the organisation of matchcmaking missions in close collaboration with the Commission services and its external service providers.

To ensure the sustainability of the European Cluster Collaboration Platform as the instrumental arm to further implement the MoUs in support of international cluster cooperation for SMEs between clusters within and beyond Europe, the ECCP is being supported through an ad-hoc grant for a further 24 months as from the end of 2012 with a view to enabling the consortium to consolidate the actions and find a suitable legal form for its future operation.

6 separate pilot actions called European Cluster Consortia[108] are being supported during 2012-2014 to reinforce cluster internationalisation activities and promote the establishment of Strategic Cluster Partnerships and, ultimately, European Cluster Export Consortia in specific fields or sectors, notably cleantech, life-sciences, renewables, sports goods, facilities & events, advanced textiles, and food and related biotech sectors. These actions are separate from, but complementary to the actions of the ECCP on international cluster cooperation for SMEs, and the matchmaking missions organised by the ECCP and its international partners are, in the first instance, focused on these specific areas to ensure synergies. The aim is to learn from these pilot projects how international cluster

[107] http://www.clustercollaboration.eu.

[108] http://www.clustercollaboration.eu/european-strategic-cluster-partnerships;jsessionid=31CDDA6E50BD3F63E77282DE21525292.

cooperation for SMEs can be facilitated most effectively and how existing networks of clusters in Europe could be further encouraged through the ECCP to shape strategic alliances to address international markets jointly.

TOTAL BUDGET

These measures were financed by the EIP in 2012 for a total of circa €1 million.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

The ECCP currently has 850 registered cluster organisations from across Europe and, as such, it forms the nucleus of the European cluster community by being the main instrument for European cluster organisations to profile themselves, exchange experience and good practices.

The ECCP has, under the auspices of DG Enterprise and Industry, signed Memoranda of Understanding with partners in Japan, India, South Korea, Brazil, Tunisia, Morocco and Mexico.

The first matchmaking mission took place in November 2012, in Japan focussing on green materials and clean technologies.

OUTLOOK: What remains to be done?

Further MoUs are foreseen to be signed with China, more countries in Latin America and with Southern Mediterranean countries in the course of 2013.

Three matchmaking missions are planned for 2013: Brazil, 9-11 September, in the field of biotechnology dedicated to human health and personalised medicine; India, 22-26 October, on resource efficiency and waste management; Korea, last quarter 2013, on creative industries.

To support the ECCP in the organisation of matchmaking missions, a call for tenders for a service provider has been launched in 2013 with a budget of €350 000.

It is expected that the ECCP will become the main hub for facilitating cluster cooperation in Europe and with international partners. To this end, the ECCP has been requested to establish strategic alliances with existing cluster networks in Europe, aiming at supporting their international activities and scaling them up further.

4.5.3. European Cluster Observatory

DESCRIPTION OF THE MEASURE: Main objectives and activities

The role of the European Cluster Observatory (ECO)**,** launched in 2006 under the Europe INNOVA initiative is twofold: On the one hand, it provides a consistent overview of the economic geography of clusters in 36 European countries that allows enterprises, investors and cluster managers to easily identify hotspots in their fields of activities at a regional level, and it also allows regional policy makers to benchmark their cluster specialisation profiles across Europe in most industrial sectors, including services. On the other hand, since 2010, complementary efforts have been undertaken to identify embryonic industrial agglomerations that emerge from new technological developments and business models. To better understand and identify such trends, the Observatory is

gathering additional statistical data on equity investments and mergers & acquisitions that occur in some emerging industrial fields.

TOTAL BUDGET

This measure was financed by the EIP in 2010 for a total of circa €1 million.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

Cluster mapping has been completed for 38 sectors across all Europe's regions using a common methodology. On this basis, about 2000 regional clusters have been identified statistically, of which some 150 clusters were found to be of particular relevance due to their strength across all "three star" categories of size, specialisation and focus. The Observatory has made this statistical information available through a user-friendly website[109] helping cluster stakeholders to identify regional specialisation patterns for their region and to benchmark cluster development in all industrial sectors against other regions.

The Observatory has also updated its analysis and complemented it with further data, such as on emerging industries and the role clusters can play in unlocking their potential, and it has started to address the challenge of better identifying and mapping the strengths and weaknesses of "eco-systems" in cross-sectoral fields of competences. Through this work, seven emerging industries were identified[110] and a pilot European Cluster Excellence Scoreboard that aims to measure regional strength in emerging industries will be published in the summer 2013. The Scoreboard has been tested for creative industries, eco industries and mobile service industries across 10 regions. The European Forum for Clusters in Emerging Industries set up by the European Cluster Observatory to provide feed-back on its analysis will also present a policy roadmap for further action.

OUTLOOK: What remains to be done?

The ambition is to transform the Observatory from cluster and cluster policy analysis to a service for regions that wish to better capitalise on the cluster concept for the renewal of their industries and the promotion of entrepreneurship. A call for tenders for this new phase of the ECO will be launched in mid-2013 with a budget of €2.5 million.

---

[109] http://www.clusterobservatory.eu.

[110] Emerging Industries report of the extension of the European Cluster Observatory available at http://www.clusterobservatory.eu/system/modules/com.gridnine.opencms.modules.eco/providers/getpdf.jsp?uid=b20af4e5-581d-44.

[110] http://www.cluster-excellence.eu.

[110] http://www.cluster-analysis.org.

[110] http://www.clustercompetitiveness.org/62-a3eb-d178e4754011.

5. ECO-INNOVATION

5.1. The Eco-Innovation Acton Plan (EcoAP)

The promotion of eco-innovation through the EIP contributes to the implementation of the Eco-Innovation Action Plan (Eco-AP). The EcoAP, adopted end 2011, aims to boost innovation that results in or aims at reducing pressures on the environment and to bridge the gap between research and the market. It does so by tackling barriers and by focussing on the drivers to market-uptake of eco-innovative products, services and processes.

Because it provides solutions to decouple growth and resource use, because of its capacity to act upon the flow of resources, because of its focus on rminimizing waste and re-use it, eco-innovation makes a significant contribution towards a green economy based on a circular, rather than linear, model.

The Eco-innovation action plan identifies seven actions, stretching from environmental legislation and standards to support services for SMEs, from international cooperation to green skills and jobs, to achieve its objectives. Under the umbrella of the EcoAP, dedicated support is provided to market replication projects, public-private partnerships (clusters and green public procurements) and financial instruments (equity and loan guarantees).

In 2013 a network of financiers will be launched to pool together actors and resources for supporting innovative SMEs. Market replication projects and green public procurement have already been implemented from 2008 (details provided below).

5.2. Supporting eco-innovative business solutions

Eco-innovation activities are integrated horizontally across all the objectives of the EIP. For instance, a share of the financial instruments is set aside for eco-innovation related start-ups and SMEs, and some of the PRO-Innov Europe and Europe Innova measures are also earmarked for eco-innovation policy and service platforms. In addition, the Enterprise Europe Network provides environmental support services to SMEs, helping them turn environmental challenges into economic opportunities. However, the support given to eco-innovation in the EIP is largely absorbed by first application and market replication projects.

5.2.1. Eco-Innovation: First application and market replication projects

DESCRIPTION OF THE MEASURE: Main objectives and activities

The market replication initiative not only helps the EU meet its environmental objectives but also boosts economic growth. Eco-innovation Market Replication is an initiative under the current CIP programme managed by EACI, the Executive Agency for Competitiveness and Innovation, on behalf of DG Environment.

The general objective of eco-innovation market replication is to promote new approaches to protect the environment and at the same time to contribute to competitiveness and economic growth. Doing so requires replacing the current resource-intensive economy with a resource-efficient one, including the transformation of established industries into

green high value-added industries that create jobs while protecting the environment. Eco-innovation triggers opportunities for job creation in the switchover to a greener economy, helps modernise labour markets and has the potential to have a significant impact on Europe's environmental and competitiveness goals (Europe 2020 strategy).

TOTAL BUDGET

Between 2008-2013 the available budget for this initiavite is around €220 million.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

Outputs

Calls for proposals are published annually. The calls are usually published in April and closed in September.

Qualitative results indicate that SMEs in particular highlight significant increases in their market shares and a growing number of employees due to the participation in the programme. This is mostly achieved by their access to new markets (geographical or horizontal diversification).

Concerning environmental impacts, the programme promotes preventive solutions: more than half of the projects target material reuse and recycling and waste minimisation while a minority (around 10%) consider 'end of pipe' solutions.

Key figures

Proposals per Call (approx.)	300
Projects funded per year	43- 48
Available budget per year	27-38 M€

In terms of promoting the eco-innovation programme, info days have been held each year, supported by events organised by national and regional authorities in a number of countries. Reflecting the efforts put into awareness raising, there has been a steady increase in the number of applications each year. This indicates that the initiative is increasingly visible to businesses and in particular SMEs.

In addition, potential applicants have the possibility to ask for feedback on a summary of their proposal. Annually around 300 pre-screenings of potential projects and 1 000 web inquiries receive general guidance from EACI project officers. This general guidance does not prejudge the evaluation results.

Results

The programme is highly popular and there is extensive participation by SMEs and other private sector companies. More than 200 projects have been funded so far. Currently ~250 projects on recycling, food and drink, construction materials, clean production, green business and water are financed, around 60 % of which never applied before for any public funding. Participants are 80 % from the private sector, the majority being SMEs (almost 70 %). An overwhelming majority of the SME's are small and micro-SMEs (~80%).

An evaluation of the programme revealed that, despite its young age with first projects starting in 2009, economic impacts are already substantial; 30 % of the projects have already led to commercial benefits. Project leaders indicate an average leverage factor of around 20 (1 € of public investment on Eco-innovation leads to a gross revenue leverage factor of x 20, 2 years after the project ends). The average net employment generation is around 8 persons (full-time) per project.

Environmental benefits result in a monetarised benefit of 833M€. The key environmental impacts are as follows:

- Greenhouse gas emission reductions: 11.6 mt CO2 eqv.
- Energy savings: 1,3 t oil eqv.
- Waste savings: Non-hazardous waste: 609.000 t
- Raw material use reduction: non-renewables 1,4 mt

Examples of eco-innovation projects

Greenbottle: *the papier mâché milk bottle arrives in UK supermarkets.*Approximately 2.2 million tonnes of plastic is made into plastic bottles each year in the EU. Greenbottle offers an alternative with a 25% reduction in the plastic used and a 50% reduction in the carbon generated. Aimed primarily at the milk industry, the bottles are a combination of a shell made from moulded, recycled paper and a thin plastic inner lining. These separate out easily and are then recycled by consumers using current systems.

The **CAPS project** will convert paper mill sludge into an absorbent material capable of cleaning up oil and chemical spills on the water surface. The new sustainable material will be able to absorb more than 99% of the quantity of oil and chemicals from the surface of the water. The project is building two production plants in Slovenia and Finland with an annual capacity of more than 20000 tonnes of material each.

The GLASSPLUS project offers a practical solution as to how to make use of the glass from old TV sets as substitute for raw materials in the production of tiles. On average 30 television sets can be recycled into an apartments of 70 sq. meters. The project has recently been finalised and already around 60.000 TVs sets have found a new life in tiles. Apart from the European Market, the solution has attracted requests from the US and Canada.

The **LEAKCURE project** has been selected as a finalist for the British Water Industry Achievement Awards 2011. The aim of the proposal is to achieve market uptake of a trenchless method of repairing small water pipe leakages. The technology does not require leakage detection or location and self-penetrates the leakage, sealing and permanently curing it. The proposer is an individual SME from Israel. The first target end-user is Thames Water, serving the London area. Thames Water is looking for a solution to reduce the very high levels of leakage in its networks.

The measure is also positively assessed by beneficiaries.[111] The feedback from almost all the beneficiaries is that the application procedures are simple, clear and straightforward and the IT system operates smoothly. The guidance documents and examples provided are also effective and clear and no significant dispute was reported regarding project selection. An assessment of the support provided by the EACI team was also favourable, with particular praise for the pre-evaluation service and the useful feedback provided by the Agency team.

The design of the Eco-innovation scheme is also seen to be appropriate for SMEs, the prime target of the EIP. The total budget of €1-1.5 million per project with 50% participation fits well with the characteristics of SMEs. The time to contract from application was less than a year. Beneficiaries consider this period reasonable and have also commented that it compares favourably with other EU financial support schemes.

Impacts

The Commission, working in close cooperation with EACI, has established a monitoring system requiring beneficiaries to identify environmental and economic objectives and define relevant indicators for their specific projects. In addition, common environmental and economic indicators apply to all projects.

The indicators cover three areas of potential impact (two environmental and one economic):

– Improved environmental performance with reference to the reduction of CO_2 and particulate matter emissions and the tonnes of waste diverted from landfills;

– Better use of natural resources, including resource efficiency, reduction of water consumption and energy efficiency;

– Economic performance/market replication indicators, referring to expected market size, the number of start-ups to be created, the leverage factor and the resulting patents.

The guidelines for applicants require that the proposed indicators fulfil the SMART criteria and that absolute or relative values be provided both for the project end and for the situation two years after the end of the project.

To provide feedback and to draw conclusions from overall analyses, comparisons, and reporting of results by individual projects, globally and by sector/area, a dedicated study was performed. Results from the study have been presented at a press event on 31 May 2013 and are included in the above section.

OUTLOOK: What remains to be done?

The CIP programme will end in 2013 and as such the market replication initiative. Horizon 2020 is deemed to take on the funding of demonstration and market replication

[111] http://ec.europa.eu/cip/files/docs/evaluation-of-eaci-may-2011_en.pdf.

for eco-innovation under Societal Challenge 5 (Climate change, resource efficiency and raw materials).

5.2.2. Eco-Innovation: Network of green public & private procurers

DESCRIPTION OF THE MEASURE: Main objectives and activities

The overall objective of the network of green public & private procurers INNOCAT is to structure and coordinate networking, capacity building, dissemination and procurement of eco-innovative products/services in the catering sector through the establishment of a transnational network of green public and private procurers.

One of the specific objectives of the network is to create buyers groups dedicated to the preparation and implementation of a procurement for eco-innovative solutions in catering services. The INNOCAT consortium is composed of 2 public authorities and 2 private companies stemming from 3 EU countries and active in the catering for hospitals and schools.

TOTAL BUDGET

One million € for a total period of 36 months, starting end 2011.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

The project effectively started its activities in March 2013.

OUTLOOK: What remains to be done?

The member of the consortium will engage in a joint process to define their needs for solutions focussing on reducing food waste and packaging material use. They will then launch a market consultation to identify the best innovative solutions for their needs. As a final step, they will launch a procurement for innovation, co-funded by the EIP.

5.2.3. The Eco-innovation Observatory

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Eco-Innovation Observatory (EIO) is a three-year initiative financed by the European Commission’s Directorate-General for the Environment from the Competitiveness and Innovation framework Programme (CIP). The objective of the Observatory is to developan integrated information source and a series of analyses on eco-innovation trends and markets, targeting business, innovation service providers, policy makers as well as researchers and analysts. The EIO directly informs two major EU initiatives: the Eco-Innovation Action Plan (EcoAP) and Europe INNOVA.

The Eco-innovation Observatory provides a platform for the structured collection and analysis of eco-innovation in key economic sectors across the EU and regions around the globe.

TOTAL BUDGET

The Eco-innovation Observatory received a total allocation of €1.910.166 from 2010 to 2013.

WHAT HAS BEEN ACHIEVED? Outputs, results and impacts

Since 2010 the Eco-innovation Observatory has developed a leading European information source on eco-innovation for policy makers and business. The three-year initiative funded by the European Commission's Directorate-General for Environment has proved a highly valued source of information and inspiration for the eco-innovation community in Europe and beyond.

The Observatory has built an on-line platform (www.eco-innovation.eu) featuring series of analyses on eco-innovation trends and markets as well as an interactive database with indicators and good practices. The website comprises some 85 reports (www.eco-innovation.eu/reports) including flagship annual reports, EU27 country profiles, horizon scanning and foresight reports, thematic analyses and eco-innovation briefs as well as a methodological report with definitions and concepts.

The website includes an on-line database (http://database.eco-innovation.eu/) featuring the Eco-Innovation Scoreboard (EIS), predefined charts with a description from EIO team as well as open access to eco-innovation data for EU27. The scoreboard is the first composite indicator illustrating eco-innovation performance of EU countries. The database allows for visualising data as well as for data import by all users.

The EIO website has developed dedicated web pages for all EU 27 countries (available at www.eco-innovation.eu/ followed by a name of country e.g. www.eco-innovation.eu/germany or www.eco-innovation.eu/poland). The country pages include country reports, good practice examples, and direct access to the database as well as a short introduction to the national eco-innovation performance.

Although not originally foreseen, the EIO team has developed a repository of almost 380 eco-innovation good practice examples (http://www.eco-innovation.eu/practice) collected through EIO reports and briefs. In total the website includes over 500 web pages of content also including interactive glossary, animated presentations and news section.

The results of the Observatory's work have been presented at many international conferences and events including the European Commission's Eco-Innovation Forum and Green Week as well as other major eco-innovation events including World Resource Forum in Davos, World Water Forum in Marseille or Sustainable Innovation (SI) events. The EIO team has also worked closely with major eco-innovation project grouping representatives of national and regional governments and agencies, including notably Eco-Innovera (ERA-Net on eco-innovation) and Ecopol (PRO-INNO network on eco-innovation policy). The members of the team have also taken active part in the EC and European Parliaments events and expert groups.

The website has been a major tool supporting a wider outreach of the EIO work. A total of over 38,000 unique visitors have accessed the website during the course of the project. By early 2013 many reports have been downloaded more than 1000 times. The annual reports have been downloaded most often. The first annual report published in February 2011 has been downloaded nearly 13500 times.

The global on-line reach of the Eco-Innovation Observatory has grown continually during the course of the project, expanding from a predominantly Northern and Central European user base to a site accessed by users in over 170 countries. It is noteworthy that the list of top 30 countries from where users accessed the website, features major non-European economies including; the USA (4th), India (8th), Canada (14th), Australia (19th), China (23rd), South Korea (26th) and Russia (27th).

OUTLOOK: What remains to be done?

The EIO partners have committed to supporting the continuation of the Observatory's work beyond the grant duration and to promoting its results in the publications, policy debates and at the upcoming eco-innovation events.

The Eco-innovation Scoreboard, the annual report and the country fiches produced by the Eco-innovation Observatory will continue to be funded by the Commission in the coming years. In particular, the EIS has become the reference source of information for eco-innovation performance in the EU.

5.2.4. Addressing challenges and opportunities on the path to a low carbon economy

DESCRIPTION OF THE MEASURE: Main objectives and activities

This measure has financed two studies that have provided important input data for further exploring suitable approaches to achieve a worldwide low-carbon economy.

Study on the effects of sector-specific activities on competitiveness and productivity under the Asia-Pacific Partnership (APP) on Clean Development and Climate

The overall objective of this study was to analyse the effects of the sector-specific activities carried out under the Asia-Pacific Partnership (APP) on industrial competitiveness and enterprise productivity, in both industrialised and developing countries. The purpose is to provide the Commission with a better understanding of the conditions under which industry participation could develop and offer added value in scaling up international climate action. In addition to literature research, the consultants were asked to send questionnaires to and conduct telephone interviews with key stakeholders to obtain their views on successes and failures of the APP activities.

Study for the extension of the Sustainable Industry Monitor to include data on non-EU countries and available technologies

In line with the criteria laid down in the Emissions Trading Scheme (ETS) Directive establishing an EU-wide cap-and-trade mechanism for limiting industrial CO_2 emissions, DG Enterprise and Industry has implemented an IT-based database (Sustainable Industry Monitor, SIM) for monitoring over time the CO_2 and trade intensity of industrial sectors under the EU ETS. The study explored the possibility to further develop the SIM to include (by sector) data on non-EU countries and information on available technologies for CO_2 emissions reduction. In particular, the main objectives of the study were to: identify existing data sources for non-EU countries; assess data consistency and quality against EU data; evaluate potential costs for accessing data; design procedures and

protocols for automatically updating the existing SIM; conceptualise the potential to incorporate the technological dimension into the SIM; and identify relevant sectors and technologies in terms of CO_2 emissions reduction.

TOTAL BUDGET

These two actions were financed by the EIP in 2010. The total budget committed amounts to €173 790.

WHAT HAS BEEN ACHIEVED?

Outputs

With regard to the *study on the effects of sector-specific activities on competitiveness and productivity under the Asia-Pacific Partnership (APP) on Clean Development and Climate*:

- On-line survey: In total, 50 responses from all the sectors and countries that participate in the APP;
- Selected interviews: 7 in-depth interviews with APP participants;
- Outreach activities: 25-30 participants in a UNFCCC[112] side event in Bonn in June 2011, organised by the contractors to validate the study results.

With regard to the *study for the extension of the Sustainable Industry Monitor to include data on non-EU countries and available technologies*, deliverables include:

- Documents describing non-EU countries' data, their availability and consistency with EU-27 data currently included in the SIM, including prioritisation of available data sources;
- Two case studies (collection of data for two selected countries and inclusion in the SIM);
- Factsheets describing carbon abatement technologies and costs for main industrial sectors.

Results and impacts

With regard to the *study on the effects of sector-specific activities on competitiveness and productivity under the Asia-Pacific Partnership (APP) on Clean Development and Climate*:

- For the on-line survey, the respondents spanned across a total of 13 countries[113] and there was broad representation of the different stakeholders: government institutions

[112] United Nations Framework Convention on Climate Change.

[113] Australia (5 respondents), Canada (8), China (3), India (3), Japan (4), the Republic of Korea (6) and the United States (7). A number of respondents from European countries (i.e. observers of the APP and/or

(20, 41%), industry and trade associations (14, 29%), research and education institutions (8, 16%), and NGOs (3, 6%).

– More than half of the respondents (16, 55%) declared themselves satisfied with the results of their participation in APP activities, while 11 respondents (38%) expressed mixed feelings and 1 expressed dissatisfaction.

– There was broad consensus about the benefits of information sharing (90%) and networking (83%). Other types of benefits attracted different approval ratings: access to existing technology and know-how (31%); access to markets (21%); access to new technology (17%), and access to finance (14%).

The *study for the extension of the Sustainable Industry Monitor to include data on non-EU countries and available technologies* included a detailed analysis of the current possibilities to gather economic and CO_2 emissions data by industrial sector from non-EU countries, with the aim of deepening the understanding of the issue of carbon leakage. The study stressed that:

- A wide range of databases exist that have the potential to be valuable for the calculation of carbon leakage indicators and for comparison of economic and environmental performance by sector at international level.

- However, no complete and fully comparable sources exist in order to replicate for third countries the calculations on carbon leakage carried out at EU level. A significant degree of estimation and the choice between several assumptions are required in order to fill data gaps. Moreover, the coverage of available data and information strongly varies depending on the sector, country and year assessed.

- In terms of the availability of data concerning emissions abatement potential by sector, data sources are limited and the information on abatement measures must be interpreted with extreme care. No immediate added value is seen in expanding the SIM database with currently available information.

As regards the *study on the effects of sector-specific activities on competitiveness and productivity under the Asia-Pacific Partnership (APP) on Clean Development and Climate*:

– A major lesson learnt from the APP concerns the effectiveness of public-private partnerships based on sector-specific task force activities in energy supply and energy-intensive industrial sectors in partner countries. These proved to be very effective with regard to information sharing, networking, and transfer of technology and know-how, which participants consider to be major benefits. The most successful projects focus on dissemination of best practices through peer reviews, performance diagnoses, site visits or publication of handbooks.

---

stakeholders interested in future similar international initiatives) also participated in the survey, namely from Belgium, France, Germany, the Netherlands and Switzerland (2 each) and the UK (1).

– Another finding from the study is that the major barrier to success is lack of funding, followed by limits on the scale of technology demonstration, insufficient data collection, lack of regular review over technical aspects, and communication policy.

– The study does not find evidence to support the view that the APP has an impact on competitiveness, productivity, or other parameters related to the market or monetary issues. Although the APP did not necessarily result in new commercial opportunities, participants suggest that transfer of know-how or information sharing could create business opportunities depending on the individual cases.

– The study suggests that there is strong demand for the continuation of successful APP projects in some other forms and similar activities under existing or new initiatives. The key to success in going beyond information sharing to project development then would be to establish a viable mechanism for financing with some tools to match funding and projects.

– Finally, the study also included a range of concrete recommendations with regard to possible EU participation in follow-up initiatives. These will serve as a basis for internal reflections in DG Enterprise on possible involvement in follow-up initiatives.

With regard to the *study for the extension of the Sustainable Industry Monitor to include data on non-EU countries and available technologies*, the impacts associated with the study will rather be of an indirect kind, resulting from the policies that will be designed also taking into account the results of the study. The study may then represent the starting point for further analytical work aimed at assessing the environmental performance of EU industry compared to major competing economies worldwide. Based on the study, support could be given to the policy debate on climate change, stressing in particular the importance of defining complete and comparable data sources, as well as shared and broadly accepted assumptions.

OUTLOOK: What remains to be done?

The *study on the effects of sector-specific activities on competitiveness and productivity under the Asia-Pacific Partnership (APP) on Clean Development and Climate* was finalised in August 2011. The results obtained will serve as basis for internal reflections at DG Enterprise and Industry on possible involvement in the follow-up initiatives to the APP.

The *study for the extension of the Sustainable Industry Monitor to include data on non-EU countries and available technologies* was finalised in May 2012.

5.3. Sustainable industrial policy

5.3.1. Global sectoral approaches

DESCRIPTION OF THE MEASURE: Main objectives and activities

In ‘Sectoral Approaches’, developing countries undertake to reduce GHG emissions intensity in key economic sectors with assistance from advanced economy countries. This approach, if followed, can help the competitiveness of industries, big and small, based in

Europe by contributing to an industrial environment where companies are subject to similar conditions to compete internationally. This is achieved by offering a way for emerging economies and developing countries to take action to address climate change. Several designs and definitions are possible for sectoral approaches. One of the aims of the study was precisely determining which approach would be most feasible.[114]

The study financed under this measure has three main strands:

— a practical data-gathering and awareness-raising exercise in certain industry sectors;

— an analytical component to model the benefits of sectoral approaches;

— a policy component to determine what would be needed to make sectoral approaches operational as part of a post-2012 climate framework.

The work had both a country-specific dimension, with studies and/or workshops being carried out in China, India, Brazil and Mexico on the electricity, aluminium, cement, and iron and steel sectors, and a multilateral dimension, looking at industry sectors in a global context.

The objective was to identify the most suitable actors that can help take forward the development of global sectoral approaches due to their position, their emission profile and relationships with industries globally and with key emerging economies.

TOTAL BUDGET

This measure was financed by the EIP in 2008 to the tune of €1 831 240.

WHAT HAS BEEN ACHIEVED?

Outputs and results

The study's final results[115] were published in May 2010 and presented at a workshop in Brussels. In addition, many reports and presentations on different aspects of the study were made at different United Nations Framework Convention for Climate Change (UNFCCC) meetings and are available on the CCAP's website.[116] They indicate that sectoral approaches provide a good basis for advancing further in mitigation action, at national and international level. Because of significant differences among countries, sectoral programmes need to be tailored to the circumstances of individual countries and, therefore, the most likely way forward for sectoral approaches seems to be the development of sectoral 'nationally appropriate mitigation actions' – so-called NAMAs –

---

[114] The study initially investigated a transnational approach in which all countries face similar benchmarks, a sectoral CDM approach emphasisingemphasizing carbon credits, and a bottom-up approach envisaging financial and technology assistance from advanced economies to support ambitious no-lose crediting baselines in developing countries.

[115] http://ec.europa.eu/enterprise/policies/sustainable-business/climate-change/sectoral-approaches/index_en.htm.

[116] http://www.ccap.org/index.php?component=resources&program=26.

supported through international funding. The development of new carbon market instruments (sectoral crediting or trading) – so-called New Market Mechanisms (NMMs) – can also play an important role in mobilising the private sector towards sectoral mitigation activities.

Impact

By exploring the 'proof of concept' and gaining experience in formulating and applying industry-based sectoral approaches, the study carried out under this measure enabled policymakers around the globe to better understand the implications for GHG emissions and international competition. In addition, it enabled emerging economies to identify untapped opportunities and measures available for reducing energy use and GHG emissions in key sectors.

The study has contributed significantly to the development by the EU of sectoral market-based mechanisms in its negotiating positions for international agreements on climate change. This negotiating position has been explained in different Commission Communications, such as 'Stepping up international climate finance: A European blueprint for the Copenhagen deal' and the accompanying Commission staff working documents. [117]. Provided the importance of continuing the assessment of world-wide sectoral solutions, DG Climate Action has also launched follow-up studies on design options for sectoral mechanisms.

OUTLOOK: What remains to be done?

Any future action will depend on the direction taken by international negotiations on climate change and the results of further studies launched by DG Climate Action. Currently, no further action is planned in the immediate future, as the measure has achieved its objectives as far as the 'proof of concept' is concerned, around which an international consensus was created.

5.3.2. Sustainable industrial policy — Building on the Eco-design Directive

DESCRIPTION OF THE MEASURE: Main objectives and activities

DG Enterprise and Industry aims to promote the integration of sustainable development into policies that foster the EU's competitiveness, such as those that encourage innovation. Sustainable industrial policy aims to foster environmentally friendly and energy-efficient products in the internal market. The Eco-design Directive 2005/32/EC is the cornerstone of this approach. It establishes a framework for improving the environmental performance of products placed on the EU market, through mandatory minimum requirements but also through voluntary benchmarks for industry.

[117] SEC(2009) 1172 Commission Staff Working document accompanying the Communication from the Commission to the European Parliament, the council, the European Economic and Social Committee and the Committee of the Regions: Stepping up international climate finance: A European blueprint for the Copenhagen deal

The eco-design studies should identify and recommend ways to improve the environmental performance of the selected products from the earliest stage of product design. They should provide the necessary analysis that will inform policy makers regarding any future decision on these products.

WHAT HAS BEEN ACHIEVED?

Outputs

Contracts were signed on 16 December 2008 for three preparatory studies (one call for tender comprising three lots) for the following three product groups: refrigerating and freezing equipment, transformers, and sound and imaging equipment such as DVD players.

For each lot, care was taken to ensure that selected contractors had the means to involve a sufficient number of stakeholders in the study (at least 15 key stakeholder groups, including SMEs). Concrete deliverables for each lot (interim and final reports, websites and stakeholder meetings) were received between 2009 and 2011.

Results

The preparatory studies used the eco-design methodology (MEEuP) to identify generic and specific requirements for each product group. These studies, together with stakeholder feedback, are the main input for work on devising eco-design implementing measures (or voluntary agreements), which has begun in 2011.

The draft studies elicited numerous position papers from industry associations, which confirm, qualify or contradict the contractors' findings. The contractors were required to consider all stakeholders' feedback and accommodate comments and suggestions where appropriate, improving the quality of the studies.

Impacts

Through the identification of eco-design requirements, primarily in the form of Minimum Energy Performance Standards, the preparatory studies will have contributed to the achievement of substantial (to be quantified) energy efficiency gains in the three product groups, as well as to the potential elimination of less energy-efficient products from the market.

OUTLOOK: What remains to be done?

The preparatory studies were concluded throughout 2011 and the consultation of stakeholders, including public consultations, was completed by November 2012. Once the impact assessment phase has been completed in the first half of 2013, it is expected that two Ecodesign regulations on professional refrigeration and transformers will be voted at the Ecodesign Regulatory Committee before the end of 2013. These measures should be adopted in spring 2014 after the scrutiny period at the European Council and Parliament. A further Voluntary Agreement on videogame consoles is expected to be concluded also in 2014.

5.3.3. Sectoral approaches to fostering international action on climate change

DESCRIPTION OF THE MEASURE: Main objectives and activities

These activities are linked to and complement the above study on global sectoral approaches. The objective of this action is to identify the suitable sectors and favourable conditions that can help take forward the development and implementation of sectoral approaches in a post-2012 international framework for limiting CO_2 emissions.

Since the implementation of sectoral approaches will require the establishment of new mechanisms in the international framework (United Nations Framework Convention for Climate Change — UNFCCC), another objective of the study is identifying options and a possible mandate for more formal business engagement in the international negotiations on climate change to help the implementation of future climate agreements.

The measure consisted in a series of five studies:

Under the first two studies, 'Support to carbon leakage assessment' and 'Qualitative cross-check of specific sectors', a comprehensive analysis of the situation of European industry with regard to the risk of carbon leakage was undertaken. Sectors where official data were not available were further assessed by auditing the quality of industry-supplied data. The assessment covered all mining and industry sectors under the NACE 4-digit classification and involved close contact with industrial associations for over 40 sectors.

The third study, 'Assessment of US climate policy', is a detailed analysis of the draft proposals for establishing an emissions trading scheme in the United States, including options for taking into account sector-wide competitiveness issues and carbon leakage implications. A detailed comparison of the EU and US climate policy approaches was carried out, resulting in a specific analysis of the main differences and similarities, and of possible policy options for better aligning the current European and the proposed US leakage prevention programmes.

Another study, 'Assessment of international commitment to reduce greenhouse gas (GHG) emissions', analysed in detail 16 sectors subject to carbon leakage in terms of outputs, trade patterns and competing countries. For each sector it identified relevant trading partners and assessed the potential carbon leakage. The modelling part of the study looked at two scenarios of GHG reductions (-20 % and -30 %) and their impacts on GDP and industrial outputs, while also evaluating possible implications of comparable reduction commitments from other industrialised countries. A sector part provided detailed information about five sectors (aluminium, iron and steel, other basic organic chemicals, cement, fertiliser and nitrogen compounds) and the potential to develop sectoral approaches, based on industries' main structural features and international situation.

Finally, the study on business engagement in the UNFCCC reviewed business engagement in different fora and analysed the areas where private sector engagement would bring added value to the UNFCCC, not least in the areas of finance, carbon markets, sectoral knowledge and technology development and deployment. Four workshops in different regions of the world took place in spring 2010 to test study results with stakeholders in different countries.

WHAT HAS BEEN ACHIEVED?

Outputs

The first two studies supported the impact assessment[118] accompanying the Commission Decision on the list of sectors deemed to be exposed to a significant risk of carbon leakage.[119]

Results of the 'Assessment of international commitment to reduce greenhouse gas (GHG) emissions' study were presented at a workshop in November 2010.

The report on the assessment of US climate policy was for internal use only.

A first outline of the study on business engagement in the UNFCCC was presented at a side event at the Copenhagen Climate Change Conference in December 2009. Four workshops in different regions of the world took place in spring 2010 to test study results with stakeholders in different countries. The final results of the study were presented at a UNFCCC meeting in Bonn in June 2010 and again at the UNFCCC Climate Change Conference (COP 16) in Cancún, Mexico in December 2010. The project raised very positive expectations among business participants in all these events. A website was created where all project information can be found.[120]

Results and impact

The analysis undertaken on European industry and carbon leakage was the basis for the adoption of the Commission Decision on sectors at risk of carbon leakage.[121]

Study results on the 16 sectors subject to carbon leakage were presented at a Workshop at the end of 2010. They were also used for the Communication 'Beyond 20% in 2020'.

The study on business engagement in the UNFCCC Chelped the private sector formulate concrete proposals on the added value that their increased engagement would bring, and this was an important input to discussions that took place in the so-called 'Mexican dialogues' during the second half of 2010, in preparation for the UNFCCC Climate Change Conference (COP 16) in Cancún, Mexico in December 2010. After COP 16, the issue of the input of businesses and civil society at large was put on the agenda of the SBI (Subsidiary Body for Implementation) for further examination in June 2011.

OUTLOOK: What remains to be done?

Results of the studies on sectoral approaches and carbon leakage could be used as the basis for targeted dialogues with other Commission services and stakeholders,

---

[118] http://ec.europa.eu/clima/policies/ets/leakage/docs/proportionate_ia_leakage_list16sep_en.pdf.

[119] Commission Decision of 24 December 2009 determining, pursuant to Directive 2003/87/EC of the European Parliament and of the Council, a list of sectors and subsectors which are deemed to be exposed to a significant risk of carbon leakage, OJ L 1, 5.1.2010, p. 10.

[120] www.businessandunfccc.org.

[121] Commission Decision of 24 December 2009 determining, pursuant to Directive 2003/87/EC of the European Parliament and of the Council, a list of sectors and subsectors which are deemed to be exposed to a significant risk of carbon leakage, OJ L 1, 5.1.2010, p. 10.

particularly when energy-intensive sectors work on establishing their respective roadmaps towards a low-carbon economy.

A new study on the subject is being carried out, financed by the EIP, in order to improve and extend the time horizon of modelling tools and reach a higher level of sectoral disaggregation in the analysis.

Sectoral international action on climate change and business engagement will continue to be discussed at subsequent UNFCCC meetings.

5.3.4. Sustainable Industry Low Carbon scheme (SILC) — SILC I: Short term innovation measures

DESCRIPTION OF THE MEASURE: Main objectives and activities

The Sustainable Industry Low Carbon (SILC) scheme is an EU grant programme which aims at funding technological and non-technological innovation measures that help energy intensive manufacturing and process industries reduce their GHG emissions while maintaining their competitiveness. SILC co-finances, through annual calls for proposals, sector-specific or cross-sector industrial projects which are carried out by industry-led consortia. The programme targets 'traditional' manufacturing and process industries, in particular, those covered by the EU ETS scheme, to enable these to cope with the challenges of a low carbon economy, with a particular view to tackling the stringent requirements resulting from the ETS Directive by 2020. In addition, a general coordinator shall ensure the overall coherency of the works by identifying synergies and commonalities across the sectors and managing effective cooperation of the consortia in these areas.

SILC represents a concerted public-private initiative at EU level which has the primary objective of increasing the competitiveness of those industries that are expected to face the most significant additional cost burden as of 2013 as a result of the new allocation rules under the EU ETS scheme.

The SILC initiative is being implemented in two fundamentally distinct phases. SILC I (2011-2013), funded by the EIP, looks for innovation measures which can be implemented in the short term (i.e. immediate to 3 year horizon) in industrial installations to help them reduce their carbon intensity. SILC II (2014-2020), to be funded under Horizon 2020, will be spurring further progress on measures or possible breakthrough solutions that require pilot and demonstration programmes and validation prior to their industrial implementation (time horizon for implementation: more than 3 years).

TOTAL BUDGET

This action was financed by the EIP in 2011 and 2012, with a total committed budget of €2.23 million. The budget for the ongoing actions in 2013 is € 3 million.

WHAT HAS BEEN ACHIEVED?

Outputs and results

As regards the implementation of SILC I, three calls for proposals have been launched (2011, 2012 and 2013). The third one (2013) is still on-going.

With the two first rounds (2011 and 2012, respectively) of SILC I call for proposals, four project consortia (for each project, 2 stakeholders, one of which subject to the EU ETS) were awarded grants for developing and deploying promising measures with significant GHG emission reduction and high market replication potential. The time span for all the funded projects is 18-24 months so that the results are expected to come in 2013 for the first round projects and in 2014 for the second round projects. The industrial sectors covered by these projects are: ferroalloys, paper, glass and ceramics.

In addition, as announced in the Work Programme, an administrative arrangement with JRC Petten was signed for:

-ensuring an overarching technical/scientific coordination of all on-going SILC I projects;

-providing assistance for the evaluation and selection of proposals under the 2012 and 2013 calls; and

-ensuring the effective dissemination of projects' results ('market replication' effect).

Impacts

By its operational nature and immediate implementation, SILC I is expected to have an immediate impact on growth and jobs by means of increased demand and new business opportunities for environmental service and technology providers. Likewise, innovation measures obtained from SILC projects will help industrial operators reducing their ETS compliance costs which in turn will have short-term benefits on their competitiveness and ability to maintain employment in Europe, if not even to create new jobs.

In a longer-term perspective, the SILC initiative appears to be an ideal tool for implementing the industrial roadmaps that various sectors currently started developing, paving in this manner the way towards sustainable growth and jobs on the time horizon 2050.

OUTLOOK: What remains to be done?

The 2013 call for proposals is on-going and will fund a number of new projects with a total budget of €2.85 million. The deadline for submission of proposals is 13 June 2013 and the grants are expected to be signed before end 2013. In addition, the signature of a second phase of the administrative arrangement with JRC Petten is also planned in 2013 (€0.15 million).

Follow-up actions are planned for the management of all 2011, 2012 and 2013 grants.

Beyond that, the first funded projects are expected to come to an end in 2013. Maximum effort will be undertaken to further disseminate the results and the first lessons learnt through different ways (dissemination workshops, website, etc.). All the results will also be shared through the relevant industry networks like the Alliance of Energy Intensive Industries to achieve the widest possible impact across European industry.

6. ENTERPRISE AND INNOVATION CULTURE

6.1. Actions to promote entrepreneurship among target groups

6.1.1. Actions to foster the entrepreneurial culture of young people, and entrepreneurship education

DESCRIPTION OF THE MEASURE: Main objectives and activities

Europe needs more entrepreneurs, more innovation and more high-growth SMEs. This is why it is necessary to stimulate the entrepreneurial mindsets of young people. The important role of education in promoting more entrepreneurial attitudes and behaviours is now widely recognised.

Education for entrepreneurship is already high on the agenda in most countries participating in the CIP. A wide variety of programmes and activities exist across Europe. However, there is a need to promote these initiatives more systematically. The Commission is engaged in promoting education for entrepreneurship at all levels, from primary school to university and beyond.

More specifically, the Commission acts as a catalyst, provides orientations and monitors progress requested by the Member States and other participating CIP countries. The involvement of the Commission in policy development supports institutional capacity building by fostering the exchange of good practices and peer learning beyond local, regional and national levels.

TOTAL BUDGET

These measures were financed by the EIP from 2007 through 2013, with a total budget of €8.14 million.

WHAT HAS BEEN ACHIEVED?

Outputs

For 2007-2010, activities included: an Expert Group and a survey exploring the offer of entrepreneurship in Vocational and Higher Education respectively and identifying good practice in these areas; five High Level Reflection Panels bringing together policy makers from the EU, EEA and pre-accession countries and relevant stakeholders at EU level; and two European Symposia on Training Teachers in Entrepreneurship.

Based on priorities identified and on common work with national authorities and other relevant stakeholders, and following an open call for proposals, the Commission supports 9 European-wide projects in the field of entrepreneurship education with an aim to enhance cross-country cooperation and to set up models for further initiatives to be developed.

Concretely, the following outputs can be listed:

- 1 Expert Report on Entrepreneurship in Vocational Education (following the activities of an Expert Group set up at European level);

- 1 Study on Entrepreneurship in Higher Education;
- 7 High-level Workshops or Conferences;
- 2 Technical Reports following the above events;
- 1 call for proposals published on “Entrepreneurial culture of young people, and entrepreneurship education”: out of 55 applications received, 9 projects were supported in areas such as the training of teachers in entrepreneurship, the production of innovative pedagogical material and the promotion of entrepreneurship among young people.

For 2011-2013, activities in the field of entrepreneurship education focused particularly on teachers. Through the organisation of workshops at European level, a framework was created for exchanging good practice in training and supporting teachers for introducing effective entrepreneurial learning at school. In 2012 two workshops ("Laboratories") for practitioners were organised with the objective of sharing and disseminating methods, addressing both initial teacher education and in-service training.

Also a new call for proposals was launched in 2012. As a result 7 European projects are addressing issues that were identified as key to the further development of entrepreneurship education, such as:

- Train primary, secondary and higher education teachers;
- Create an online platform for educators;
- Develop new methods and indicators to assess entrepreneurial skills acquired by students.

Finally, a new study on the Impact of entrepreneurship Education is currently being launched.

Concretely, the following outputs can be listed:

- A Manual on Teacher Education in Entrepreneurship (following the two Laboratories organised in 2012) to be published in the 2nd quarter of 2013;
- A call for proposals published on Entrepreneurship education: 7 projects are being supported in the areas listed above;
- A Study on the Impact of Entrepreneurship Education will be published in the 1sto quarter of 2014.

More information on the above activities and all the reports and documents mentioned can be found at the dedicated website.[122]

---

122 http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/education-training-entrepreneurship/

Results

As common initiatives in the area of entrepreneurship education have been developed in the last 3 years by the Commission and participating CIP countries, a significant number of coherent policy measures have been introduced. In some cases entrepreneurship education is the object of new national strategies (e.g. in Denmark, the Netherlands and Sweden). Other countries are making progress by implementing or planning curricular reforms (e.g. Czech Republic and Estonia) or by consolidating their strategic approach in this field (like Austria and Portugal). In 2010 as a result of a series of High Level Reflection Panels, a progression model for building national strategies in entrepreneurship education was developed by the Commission,. This model can be used by every country or region wishing to develop a coherent policy to promote entrepreneurship education.

In terms of direct beneficiaries of the European projects supported from 2009 on, more than 3,200 higher education teachers from universities across Europe have received advanced training in entrepreneurship. These teachers agreed to become the ambassadors of entrepreneurial education in their respective institutions, thus ensuring a multiplier effect. In total the 9 projects currently supported are estimated to have a direct impact on around 70.000 students and young people and 900 teachers. However the added value of these activities is not limited to the number of direct beneficiaries, but lies also in the creation of models that can be widely replicated.

Two workshops on Teacher Education in Entrepreneurship ("Laboratories") in 2012 brought together around 170 practitioners, mainly teacher educators and trainers. In these workshops teacher educators and practitioners were able to exchange ideas and information with their peers on key issues related to their work, to learn from more experienced colleagues, and to explore opportunities for working together and develop joint initiatives. Several calls for collaboration were a concrete outcome of this work.

The Laboratories also made it possible for the Commission to collect information on existing practices and to develop guidelines for teacher education in entrepreneurship. A practical Manual based on these Laboratories will be published in the second quarter of 2013.

Seven more European projects started in December 2012. Among the project coordinators and partners are some of the most important players in the field, like leading universities in entrepreneurship, NGOs and research institutions.

In particular:

- two projects will aim to develop and disseminate pedagogical tools for primary and secondary school teachers to introduce entrepreneurial learning into a wide range of different topics;

- two projects will organise European training workshops in entrepreneurship for teachers from higher education institutions across Europe;

- two projects will aim to create two competing and/or complementary online platforms for educators in entrepreneurship;

- one project will aim to develop a European framework of tools and indicators to assess the acquisition of the key competence "entrepreneurship" by students.

These projects will end in June 2014, December 2014 and December 2015. As regards the Study on the Impact of Entrepreneurship Education a specific contract will be signed in the 3rd quarter of 2013. Results are expected in the 1st quarter of 2014.

Impacts

It is very difficult to link precisely the offer of entrepreneurship education – especially in primary and secondary level schools – to business creation in one country or in the EU. This is due to the long intervals of time normally separating participation in education from the possible decision to start a business, and also because of many other factors that influence start-up rates. Moreover, the outcome of entrepreneurship education is not limited to increasing the number of start-ups: entrepreneurial learning is about helping young people to be more enterprising in whatever professional or volunteer activity they engage, including as employees in existing companies ("intrapreneurship").

However there is growing evidence of the impact of entrepreneurship programmes in schools and universities. A study published by DG Enterprise and Industry in 2012 shows that entrepreneurship education makes a difference. Young people who went through entrepreneurial programmes and activities display more entrepreneurial attitudes and intentions, find a job more easily after finishing their studies and start more companies.

OUTLOOK: What remains to be done?

To date, many good practices in entrepreneurship education have been developed. However, Europe has not been able to fully benefit and learn from these experiences: there is a lack of coordination and dissemination as well as in many cases of a systematic approach within countries. Thus, there is a need to step up the exchange of experiences across Europe to optimise the usage of existing methods and contents. As part of the implementation of the Entrepreneurship 2020 Action Plan, DG Enterprise and Industry – in close cooperation with DG Education and Culture – will work to reinforce cooperation between Member States in this area, including monitoring progress, helping national administrations to learn from each other, developing widely accepted indicators and tools to assess the impact of entrepreneurship education.

6.1.2. Actions to promote and support female entrepreneurship

DESCRIPTION OF THE MEASURE: Main objectives and activities

The measure aims at boosting female entrepreneurial activity. The actions consist mainly of the creation of 2 networks to promote, encourage and support female entrepreneurship and focused on female entrepreneurship during the European SME Week Summit in 2012.

The **European Network of Female Entrepreneurship Ambassadors** aims to have successful entrepreneurs campaigning to encourage women of all ages — including women in active professional life and students — to set up their own businesses and become entrepreneurs. The ambassadors seek to make women more confident about

setting up and creating successful businesses. They also act as role models to inspire other women to become entrepreneurs by ‘telling their story’.

The European Network of Mentors for Women Entrepreneurs was launched in 2011. The Mentors' Network reinforces and complements concrete actions to promote, support and encourage female entrepreneurship that started with the creation of the European Network of Female Entrepreneurship Ambassadors (ENFEA) in 2009. The Mentors' Network provides advice and support to women entrepreneurs on the start-up, functioning and growth of their enterprises in the early phase of the life of their enterprises (from the second to the fourth year of existence of a new woman-led enterprise).

Furthermore, the 2012 European SME Week Summit organised on 17th October focused exclusively on women's entrepreneurship. The title was: "Women's Entrepreneurship Makes Business Sense". More than 650 participants – mainly women entrepreneurs – and stakeholders participated in parallel workshops to discuss access to finance and entrepreneurship education for women entrepreneurs, women in technology-based businesses and women enterpreneurs with a migrant background.

In addition, there is the European Network to Promote Women’s Entrepreneurship (WES) which is composed of government representatives responsible for the promotion of female entrepreneurship. It has members from 31 European countries. WES members provide advice, support, information and contacts regarding the existing support measures for female entrepreneurs and future policy direction. They also help in identifying good practices.

TOTAL BUDGET

The above mentioned measures were financed by the EIP in 2009 -2012 with a total budget of €3.48 million.

WHAT HAS BEEN ACHIEVED?

Outputs

Approximately 361 female entrepreneurship ambassadors have participated in 650 national meetings and other promotional and inspirational events and workshops, reaching more than 61 600 participants and resulting in a high visibility among the target audience, i.e. potential women entrepreneurs.

As a follow-up and complement, from 2011 onwards, the Mentors of the European Network of Mentors for Women Entrepreneurs provide advice and support to women entrepreneurs on the start-up, functioning and growth of their enterprises in the early phase.

Results

The Ambassadors’ Network is made up of around 361 entrepreneurs who act as ambassadors of female entrepreneurship across Europe. The ambassadors come from 22

countries (Albania, Belgium, Croatia, Cyprus, Denmark, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Luxembourg, Malta, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Sweden and United Kingdom.).[123]

17 CIP countries (Albania, Belgium, Cyprus, FYROM, Greece, Hungary, Ireland, Italy, Montenegro, the Netherlands, Romania, Serbia, Slovakia, Slovenia, Spain, Turkey and the United Kingdom) now form the European Network of Mentors for Women Entrepreneurs, which has about 200 mentors.

Four Presidency events on female entrepreneurship took place: Stockholm in 2009, Brussels in 2010, Warsaw in 2011 and Brussels in 2012. Around 500-700 participants attend the event each year, including policy makers, stakeholders, women entrepreneurship ambassadors and mentors.

Impacts

The Female Entrepreneurship Ambassadors promote entrepreneurship among women by engaging and speaking to groups in schools, colleges, universities, community groups and the media, as well as addressing conferences, business networks and employment initiatives.

Data from countries participating in the ambassadors' network show that in many cases ambassadors have gone beyond their call of duty of promoting female entrepreneurship by actively supporting the creation of 109 new women-led companies.

Furthermore, 22 networking and business support clubs for women enterprenuers were created in the participating countries.

The European Network of Female Entrepreneurship Ambassadors has been very successful and many participating countries’ stakeholders are considering continuing the ambassadors' network nationally even after the end of the Commission's financial contribution, which lasted for just two years.

The European Network of Mentors for Women Enterprenuers is currently running in 17 CIP countries and has proven to be very successful to link promotion and support of female entrepreneurship with practical help when starting up and running a business.

The type of mentoring provided is tailor made to include areas such as preparation of business plans, pitching for finance, sales and marketing, accounting, looking for partnerships, growing the company, or seeking advice on specific issues that women enterprenuers face in their daily business life. Many mentors and mentees maintain a valuable peer group relation that provides a win-win situation for both parties involved in the network.

OUTLOOK: What remains to be done?

Building on the success of the ambassadors and mentors' networks and within the framework of the Enterprenuership Action Plan 2020, the Commisssion will set-up an e-

[123] http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/women/ambassadors/list_ambassador_en.htm

platform for would-be and women enterpreneurs. The e-platform will be a one-stop shop for women of all ages who want to start, own or are running a business; it will also provide information and tools for organizations, groups and networks supporting the development of female entrepreneurship in Europe. The platform will be linked with the European Networks of Mentors and Ambassadors' as well as with any other European association working on the promotion and support of women entrepreneurs.

6.1.3. Erasmus for Young Entrepreneurs

DESCRIPTION OF THE MEASURE: Main objectives and activities

Erasmus for Entrepreneurs is a mobility scheme that allows potential or newly established entrepreneurs to spend a period of time working with an experienced entrepreneur in another participating country on concrete, real-life business projects. These mobility actions aim to help the entrepreneurs enrich their experiences as well as learn directly on the job, get to know new markets outside their home country and network with entrepreneurs in other participating countries

TOTAL BUDGET

The action has been financed from EIP in 2012 and 2013 for a total of 8.65 million euros.

WHAT HAS BEEN ACHIEVED?

Outputs

Since the launch of the action as a pilot project, more than 6.500 entrepreneurs have applied for the programme, with more than 5.500 having been accepted. A total of 1700 exchanges have been organised. In particular, the cycle under the 2012 work programme has already resulted in 500 entrepreneurs registered and almost 100 exchanges already matched since February 2013.

Results

The expected result of the two actions (2012 and 2013 Work Programmes) is the completion of around 1500 exchanges in the time frame 2013-2016.

Impacts

The Erasmus for Young Entrepreneurs exchange programme is expected to have a positive impact in terms of creation of new businesses, improvement of the resilience of recently created SMEs and increased competitiveness of established enterprises, that should all together result in the creation of new jobs. Contacts among the European entrepreneurs will allow them to create networks abroad improving their capacities to grow and take advantage of the internal market.

However, taking into account the budget allocated to the action, the impact will remain limited and locally focused.

OUTLOOK: What remains to be done?

The call for proposals 2013 has recently been published and the corresponding procedure for the award of grants should be completed. Implementation of the mobility actions will start in February 2014.

The set up of the programme and its procedures should be streamlined to allow for growth in the coming years, while keeping the resources needed for its management at an acceptable level. This will include the externalisation of the day to day management to the Executive Agency. A survey among entrepreneurs having participated in an exchange will be launched to assess the impact of the programme in their businesses or their ambition to create a business, which should help evaluate the overall impact of the action.

6.2. Better policies and regulations

6.2.1. Simplification of start-up procedures

DESCRIPTION OF THE MEASURE: Main objectives and activities

This measure aims at measuring and supporting Member States' progress in simplifying the administrative procedures to start up a small enterprise. It is achieved by annual checks on the indicators and methodology developed by the Commission and support via identification and exchange of good practices proposed by participating countries.

In 2006 the Council set a number of ambitious and concrete targets to facilitate start-ups throughout Europe by 2007. In 2008 these commitments were taken up and renewed by the Small Business Act and by the December 2008 Competitiveness Council with a set of wider and more ambitious targets. Amongst these it asked Member States to bring down start-up times to from 5 to 3 working days. This EIP measure has facilitated the follow-up of these Council conclusions.

There is evidence that heavy, expensive and time-consuming administrative procedures to start and run a small firm are a disincentive to too many would-be entrepreneurs and that countries with lesser administrative burdens in the procedures required to create a company (cheaper and faster start-ups) have greater numbers of business start-ups.

TOTAL BUDGET

This action was financed by the EIP in 2007, 2008, 2009 and 2010, in connection with the SME Week. The total committed budget amounts to €120 000.

WHAT HAS BEEN ACHIEVED?

Outputs

The actions consisted of expert meetings ("the network of National Start-up Co-ordinators") nominated by Member States and organised twice a year. Its purpose was to develop a measurement methodology, track progress and support this progress with the exchange of good practices and information.

The main output of the action is a detailed analysis and country by country information is available at a dedicated website[124] which has been operating since 2008. The website collects yearly updates of the situation and progress. In addition, an intranet site open to the expert network only has been developed, sharing all identified good practices.

Results

All EU 27 Member States have participated in this action. The average time and cost to start-up a private limited company in 2012 was 5.4 days and cost was 372 EUR, compared to 12 days and 485 EUR in 2007. In 2002, a Commission study indicated that it took an average of 24 days and a cost of 827 EUR. Since then registration times have dropped by 70% and costs have more than halved.

According to the World Bank, which uses a slightly different methodology, the average time to start up a business in the EU was 24 days in 2006 and 14.5 days in 2010. This is a 40% reduction in time over the last 4 years.

Impacts

Most Member States reported progress in at least one area but only 7 countries comply with all three Council requests (Belgium, Denmark, Estonia, Hungary, Poland, Romania, Slovenia). Notably, some countries have been high performers (Portugal, Estonia, Slovenia) while others seem to have stalled (Poland). Despite improvements in the time required to start-up a company, the new 3 day benchmark means that only 10 countries comply (10 in 2009 and 13 in 2008 when the benchmark was 5 days).

Example of impact at national level

Slovenia was already fully compliant on all three counts by the end of 2007 (one-stop-shop, time and cost). Yet they have been able to go one step further and reduce fees from 250 EUR to 0 EUR, making it free to start-up a company in Slovenia, the second country in the EU after Denmark.

The electronic one-stop-shop system e-VEM ('vse na enem mestu'), which is able to register all forms of companies, has resulted in savings of €10.2 million a year for Slovenian SMEs. In 2005-2008, registration of enterprises increased by 36.7% on average per annum compared to the year before the system's introduction.

OUTLOOK: What remains to be done?

Progress has been substantial but not uniform. Also, due to the success of the measure targets have been reviewed[125]: As only a few countries comply with all the targets, continuing the monitoring process and further exchanges of good practices should be continued so that all Member States comply. In view of the results achieved, the SBA and

[124] http://ec.europa.eu/enterprise/policies/sme/business-environment/start-up-procedures/index_en.htm.

[125] The Competitiveness Council of 31st May 2011 called on Member States "to reduce the start-up time for new enterprises to 3 days and the cost to €100 by 2012".

the SBA review extend these commitments to include a maximum limit for the authorisation of business licenses (1 month).

6.2.2. 'Think Small First' Principle: Implementation at Union and national level

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective of the action was to assess the implementation of the 'Think Small First' principle at European and national level.

The project consisted, on the one hand, of a study identifying and evaluating SME specific provisions at Union level and, on the other hand, it set up an Expert Group of national experts to collect good practices from Member States.

Further information can be found at a dedicated website.[126]

TOTAL BUDGET

These measures were financed by the EIP in 2008, with a total budget of €230 000.

WHAT HAS BEEN ACHIEVED?

Outputs

The study produced a final report on the 'Evaluation of the application of the 'Think Small First' principle in EU legislation and programmes[127]'.

In addition a series of 3 workshops took place in Brussels involving the Expert Group. The first two workshops contributed to the above mentioned study. The purpose of the third workshop was specifically the elaboration of the Expert Group's own report.

Results

Following a thorough screening of the *acquis*, the contractor identified all existing specific SME rules in EU legislation (such as simplified reporting requirements, longer transition periods, reduced fees, exemptions etc.), thus setting the basis for a coherent approach to the application of the 'Think Small First' principle.

There were three one-day workshops with the Member State experts that provided input to the study and a forum for sharing ideas and, exchanging experiences between experts. In addition a Report of the Expert Group in the form of a Compendium of Good Practices on the Implementation of the 'Think Small First' principle was produced.

The Expert Group's Compendium of Best Practices was made available online.[128]

---

[126] http://ec.europa.eu/enterprise/policies/sme/small-business-act/think-small-first/index_en.htm.

[127] http://ec.europa.eu/enterprise/policies/sme/small-business-act/think-small-first/ .

Impacts

The recommendations of the study contributed significantly to the development of the SME test in the revised Commission Impact Assessment Guidelines and have been also relevant for national initiatives in this field. Currently, slightly less than half of all EU Member States report that they already apply the SME test.[129]

OUTLOOK: What remains to be done?

The measure is completed.

6.2.3. SMEs access to public procurement

DESCRIPTION OF THE MEASURE: Main objectives and activities

The measures on SME access to public procurement included:

– an evaluation of SMEs' access to public procurement market in the EU in 2007 (covering the period 2001-2005): The study identified good practices, specified success factors, as well as the progress that needs to be made in order to bring about greater SME participation in public procurement contracts and proposing procedures and/or instruments to measure the development and impact of instruments designed to promote SME participation in public procurement.

– a call for proposal for specific action by the Enterprise Europe Network launched in 2009 in view of contributing to the implementation of the 'Small Business Act' for Europe and in particular to the implementation of the 'European Code of Best practices[130]' facilitating access by SMEs to public procurement contracts: The specific actions aim at compensating the lack of technical capacities in SMEs to participate in public procurement procedures and promoting SME-friendly procurement techniques to public authorities/buyers. The activities included seminars and training sessions, events bringing together public authorities and SMEs and communication activities.

– an evaluation of SMEs' access to public procurement market in the EU in 2009 (covering 2006-2008): This study follows largely the model of the 2007 evaluation. Further information can be found at a dedicated website.[131]

TOTAL BUDGET

These measures were financed by the EIP in 2007 and 2009, in total with €1 749 700.

WHAT HAS BEEN ACHIEVED?

---

[128] http://ec.europa.eu/enterprise/policies/sme/small-business-act/think-small-first/ .

[129] Germany, Latvia, Netherlands, Sweden, Finland, Hungary, Denmark, Austria, Luxemburg, United Kingdom, Romania and France.

[130] http://ec.europa.eu/internal_market/publicprocurement/docs/sme_code_of_best_practices_en.pdf.

[131] http://ec.europa.eu/enterprise/policies/sme/business-environment/public-procurement/index_en.htm.

Outputs

The 2 studies provided reports[132] including data on the SME participation to public procurement markets in terms of value and number of contracts and a selection of case studies on good practices regarding CIP participating countries' approaches towards breaking down the barriers to SME access to public procurement.

The 2009 specific action is still being implemented. Between 3 000 and 3 500 SMEs will be directly concerned by the project. Yet, the websites, studies and materials of the 3 projects will reach an additional audience. These will be also put at the disposal of the other Enterprise Europe Network partners.

Results

Both studies covered all EU countries and included survey results. The first study surveyed 568 SMEs and 166 Large-Scale Enterprises (LSEs) that had been successful in above EU threshold public procurement, and 84 awarding authorities, to identify factors influencing the access of SMEs to public procurement; Finally case studies exploring below EU threshold public procurement in 10 Member States were carried out to identify practices that had influenced the access of SMEs to public procurement.

As a result a set of recommendations was provided in order to reduce differentials in access between SMEs and larger companies, exchange experience and encourage peer learning activity amongst Member States and awarding authorities and improve the information and research base.

The second study contained a comprehensive statistical analysis covering all contract award notices published on Tenders Electronic Daily (TED) between 2006 and 2008. A sample of about 40 000 individual companies securing public contracts were selected and sent for identification and classification to Dun & Bradstreet. 296 European procurers and 887 European companies participating in public procurement were surveyed.

The specific action was initiated with a call for proposal published on 27 November 2009 and limited to Enterprise Europe Network members. They started in May 2010 and will continue until 2012.

Impacts

The studies have played a crucial role in informing the policy on SME's access to public procurement. The data of the 2007 study on SME access to public procurement and the recommendations provided input for the European Code of Best Practices and for the 'Small Business Act' for Europe and its Review adopted in February 2011.

The 2009 study has provided valuable input for the evaluation of the public procurement directives and the Green Paper on the modernisation of the EU public procurement directives.

OUTLOOK: What remains to be done?

---

[132] http://ec.europa.eu/enterprise/policies/sme/business-environment/public-procurement/

Following the 2009 call for proposals, activities such as seminars/workshops will continue through the Enterprise Europe Network.

6.3. Awareness raising on small business issues

6.3.1. Promoting exchanges of best practices

DESCRIPTION OF THE MEASURE: Main objectives and activities

A series of events have been organised, and several publications prepared to raise awareness of SME policy issues, in order to facilitate the exchange of good practice and learning from each other. From 2007, these actions were implemented in the context of the work on the European Charter for Small Enterprises, and were later superseded by the Small Business Act (SBA).

The following activities have been facilitated with the support of the EIP:

In 2007, the EIP work programme supported the organisation of the Fourth European Conference on Crafts and Small Enterprises in Stuttgart. It aimed at re-launching the dialogue with the sector, while recognising the importance of those enterprises for the economy and society.[133]

The EIP work programme 2007 and 2008 financed the organisation of a conference in the context of the European Charter for Small Enterprises.[134] In addition, the publishing of good practice cases in an easy-to-read and easy-to-use brochure in printed and electronic format; and the establishment and maintenance of a good practice database[135] was supported.

The action linked to the work on the European Charter for Small Enterprises was superseded in 2009 by the exchange of good practices within the framework of the Small Business Act. Yearly SBA conferences have been organised to facilitate the exchange of best practices in the implementation of the SBA.

The EIP work programme financed the 1st SBA conference during the SME Week in Prague (May 2009). In addition, this measure supported the preparation of the European SME Week as a campaign of events for promoting entrepreneurship in general, including the running of the European Enterprise Awards competition at national and European level and the organisation of the awards ceremony in 2009 (see more details below); and

---

[133] Reference to the Conference on the following website: http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/crafts-micro-enterprises/conferences/4th/index_en.htm

[134] The European Charter for Small Enterprises was a self-commitment from the Member States to improve the business environment for small enterprises, which was approved by EU leaders in 2000. Under the Charter, actions in ten key policy areas were supported. Read more on: http://ec.europa.eu/enterprise/policies/sme/best-practices/charter/index_en.htm

[135] http://ec.europa.eu/enterprise/policies/sme/best-practices/database/SBA/index.cfm?fuseaction=practice.list

the organisation of meetings of the European network of women's entrepreneurship and expert groups on ethnic minority entrepreneurship as well as family businesses also with the aim to disseminate best practices in connection with the SME Week.

The 2009 work programme supported the 2nd SBA conference in Madrid (May/June 2010). In addition, this action included preparatory work on specific subjects for the updating of the on-line database of good practices to include other examples under the SBA.[136]

The EIP work programme 2010 financed the 3rd SBA conference in Budapest that took place in May 2011. In addition, this measure supported the expansion of an on-line catalogue of good practices.

The 2010 work programme also financed the organisation of national experts' meetings on monitoring the implementation of the ten key principles of the SBA at national level and promoting the exchanges of good practices (national SBA contact points).[137]

TOTAL BUDGET

These measures were financed by the EIP in 2007, 2008, 2009 and 2010, with a total budget of €2 556 361.

WHAT HAS BEEN ACHIEVED?

Outputs

The 4th European Conference on Craft and Small Enterprises held on 16-17 April 2007 in Stuttgart aimed at re-launching the dialogue with the sector, while recognising the important role of those enterprises for the economy and society. The conference included a dedicated website[138], making available all conference presentations and summaries. Key-note speakers included German Chancellor A. Merkel, Federal Minister M. Glos, and Commission Vice President Verheugen.

The two SME Charter conferences in 2008 and 2009 were organised to exchange good practices and foster peer learning in the context of the Charter, inviting representatives of national, regional and local governments, European and national business organisations and business support providers from all participating countries.

In relation to these events, 2 printed good practice brochures in 21 languages was widely disseminated. In addition, the good practice database[139] was established with over 600

---

[136] http://ec.europa.eu/enterprise/policies/sme/best-practices/charter/2010-sba-conference-madrid/index_en.htm

[137] http://ec.europa.eu/enterprise/policies/sme/best-practices/charter/2011-sba-conference-budapest/index_en.htm

[138] http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/crafts-micro-enterprises/conferences/4th/index_en.htm

[139] http://ec.europa.eu/enterprise/policies/sme/best-practices/database/SBA/index.cfm?fuseaction=practice.list

good practices and is available to national policy makers and administrations. The database is accessible all year round and serves as a tool of peer-learning.

The 1st SBA Conference was organised and took place in Prague on 13-14 May 2009, the 2nd SBA Conference was organised and took place in Madrid on 31 May-1 June 2010[140],and the 3rd SBA Conference was organised and took place in Budapest on 24/25 May 2011.

Furthermore, the expansion of the previous mentioned on-line catalogue of good practices (previously covering the Charter good practices) was presented in a more accessible and user friendly format[141]. The on-line catalogue was further expanded, adapted to take account of the structure of the SBA principles, and updated regularly.

Meetings of the national SBA contacts, responsible for identifying good practice examples, were organised in 2010 (in July and December) and in 2011 (June and September). Following the adoption of the SBA Review, the SBA contact points became the "Sherpa" group for organising the meetings of the Network for SME Envoys (set-up to advice the Commission on SME issues) and the first formal meeting of this network took place in September 2011.

Results

The 4th European Conference on Craft and Small Enterprises was attended by approximately 1000 participants from all over Europe and beyond. It was a unique opportunity for a broad discussion with craft representatives and entrepreneurs, as well as to gather new ideas to promote growth and job creation in the craft and small business sector. Conference conclusions from the craft sector were addressed to European, national and regional political level. The Commission received positive feedback from the participants.

The SME Charter conference in 2008 was attended by 500 participants and the 2009 conference by 600. The conferences triggered CIP countries to submit 251 good practice cases. The best ones were selected and widely disseminated in the previously mentioned printed brochures.

The 1st SBA Conference in Prague attracted around 360 participants from all Member States and around 30 non-Member States (including other CIP participating countries, EuroMed countries and Western Balkans), representing national and regional administrations and SME business organisations. Key topics included cutting red tape by "thinking small first" and removing barriers to entrepreneurship and new markets. The opening session was held together with delegates from the EUROCHAMBERS 16th Annual Congress.

The 2nd SBA Conference in Madrid attracted around 450 participants from all Member States and around 30 non-Member States, representing national and regional administrations and SME business organisations. The event attracted very good press

---

[140] http://ec.europa.eu/enterprise/policies/sme/best-practices/charter/2010-sba-conference-madrid/

[141] http://ec.europa.eu/enterprise/policies/sme/best-practices/database/SBA/index.cfm?fuseaction=welcome.detail

coverage and formed the closing event of SME Week 2010. 25 good practices (including the shortlisted candidates for the 2010 European Enterprise Awards) were showcased during the conference workshops. In September-December 2010 there were 3 769 visits to the updated on-line catalogue of good practices, partly as a result of the previous conference.

The 3rd SBA Conference in Budapest attracted around 340 participants from all Member States and around 30 non-Member States, representing national and regional administrations and SME business organisations. The event included the inauguration of the national SME Envoys and attracted very good press coverage. 28 good practices (including the shortlisted candidates for the 2011 European Enterprise Awards) were showcased during the conference workshops. During the first 5 months of 2011 there were 3 241 visits to the updated on-line catalogue of good practices.

As a result of the national SBA contact points meetings, over 90 good practice examples in implementing the SBA at national and regional level were proposed by the group during the second half of 2010. These were validated by the Commission services and made available in 3 languages on the on-line database of good practices during the first half of 2011.

In 2012 the Network of SME Envoys[142] started its work as foreseen in the SBA. Member States nominated high level representatives who meet four times per year under the chairmanship of the EU SME Envoy; SME business organisations are invited and ensure a close link to the real economy. The SBA governance structure is complemented by an annual gathering of stakeholders, the SME Assembly of which the first edition was held together with the Cyprus Presidency in November 2012. The 2013 SME Assembly is being prepared together with the Lithuanian Presidency and will take place in November 2013.

The SME Envoy Network addresses all aspects of the SBA and has installed a system of *rapporteurs* to prepare the subjects. This has led to a strong feeling of ownership among the Envoys. The cooperation among them is very good and is complemented by company visits and meetings with company representatives which allows direct contact with entrepreneurs.

Impacts

The 4th European Conference on Craft and Small Enterprises provided input for the May 2007 Competitiveness Council adopted conclusions on the follow up of the conference. As planned from the beginning, the main results were incorporated into the midterm-review of modern SME policy (October 2007) and they remained a source of inspiration for the Small Business Act. The dialogue with craft stakeholders was continued in the follow-up period. For issues such as education and training, close contacts have been established between all concerned Commission services to look into possibilities to better consider craft and small enterprise specificities in future policy initiatives at the European level.

[142] http://ec.europa.eu/enterprise/policies/sme/small-business-act/sme-envoy/national-sme-envoys.

The two SME Charter conferences resulted in exchange of information and experiences which greatly contributed to policy developments in all areas covered by the Charter, as many countries were inspired by examples of successful measures adopted elsewhere in Europe.

Example: Innovation voucher concept

The good practice database that was established made good practices available to national policy makers and administrations. The database fostered amongst others the dissemination of the innovation voucher concept throughout a number of countries. This is a system were SMEs get a voucher for a certain amount with which they can commission research institutions in their countries to solve a technical problem for them.

The annual SBA conferences, organised since 2009, supported the implementation of the SBA through exchanges of good practices at national and regional level. The feedback from conference participants usually shows a high level of satisfaction concerning the effectiveness of this kind of event in exchanging good practices.

For example, following presentations made on credit mediators, this solution has been implemented in similar ways in France and Belgium and is being considered in a number of other countries. Similarly, presentations at past conferences on reducing the time to register a start-up (e.g. 'one hour company' in Portugal, or the joint Estonian-Portuguese on-line company register project) have contributed to reducing the average start-up time across the EU from 12 days in 2007 to 7 days in 2010.

The discussions with business organisations at the conference allowed a dialogue between policy makers and other SME stakeholders and also provided important input for the SBA Review.

SME Envoy Network meetings are dealing with concrete issues and direct contacts with entrepreneurs complement the discussions and exchange of best practice.

As regards the 2012 SME Assembly it should be noted that it was considered a huge success by delegates from stakeholder organisations; in fact 90 % of delegates rated the event as good or very good.

OUTLOOK: What remains to be done?

The SBA governance structure is up and running; its continuation under COSME is being prepared.

6.3.2. European Enterprise Awards

DESCRIPTION OF THE MEASURE: Main objectives and activities

The European Enterprise Promotion Awards (EEPA), known until 2012 as the European Enterprise Awards (EEA), aim at:

– Identifying and recognising successful initiatives taken by Europe's policy and decision makers to promote entrepreneurship;

– Showcasing and sharing examples of best SME policies and practices;

– Raising awareness of entrepreneurship and SME policies.

The activities included a two stage selection and the organisation of the Award Ceremonies.

At national level, each country was free to determine the selection process for the two candidates that can be put forward. At European level, a high level jury selected the winners. The jury is composed of permanent members representing the European Commission, the Committee of the Regions, academia and business organisations (Eurochambres/UEAPME) as well as non-permanent members (an entrepreneur and an official from the two countries holding the EU presidency on each given year as well as the winner of the previous year's competition).

The Award Ceremony has usually been organised in connection with other SME related events (SME week, SBA Conference). Further detailed information can be found at a dedicated webpage.[143]

TOTAL BUDGET

The total cost of the European Enterprise Awards project from 2007 to 2010 was €1 380 000, with an additional €907 215 committed in 2011.

The 2009 European Enterprise Awards was financed under the 'European SME Week and initiatives to foster entrepreneurship among target groups' (€250 000). Since 2012 the EEPA has been financed under 'SBA implementation: monitoring and exchange of good practices' (jointly with SME Assembly

WHAT HAS BEEN ACHIEVED?

Outputs

Every year (except in 2008 when the ceremony was merged with that of 2009) meetings of the Single Point Of Contact (SPOCs) have been organised in Brussels to plan future editions and evaluate the project organisation.

Five high level Award Ceremonies took place: Porto (6 December 2007), Prague (13 May 2009), Madrid (31 May 2010), Budapest (24 May 2011), and Cyprus (15 November 2012). Over 350 participants attended each ceremony, mostly from national and local authorities, business organisations and media.

Each participating country organised promotional events for the annual launch of the competition, as well as award ceremonies for the national nominees. The European Commission was regularly invited to attend these national award ceremonies (Portugal, Greece, United Kingdom, Germany).

[143] http://ec.europa.eu/enterprise/policies/sme/best-practices/european-enterprise-awards/

A compendium of winning practices was published each year in print and electronic form in all EU languages. The printed copies were disseminated primarily by the national contact points to relevant business and regional organisations. Several countries have produced their own booklets with national nominees in order to spread good practice (Spain, Poland, Sweden, Portugal and others).

The dedicated EEA website has been regularly updated with the descriptions of the winners as well as short descriptions of all national nominees. Electronic newsletters and updates of national promotional and other activities have also been featured on the website. The winning practices have also been included in a Database of Good Practices in SME Policy run by DG Enterprise and Industry.

Results

Every year around 400 projects have competed in the national competitions to demonstrate how their initiatives have furthered the facilitation of business and boosted their region's economy. Around 56 are selected by their countries to participate in the European Competition and the European jury establishes a shortlist of 12 projects of which 6 become winners.

Since 2006, almost 2000 projects have competed in national competitions to be nominated to the EEA. From the 250 national nominees, more than 30 have won an award and been showcased across Europe as a best practice.

Together, the nominated projects have created over 10 000 new companies, 70 000 new jobs and have safeguarded 30 000 existing ones.

All Member States participate actively in the competition and Norway, Iceland, Turkey, Serbia have joined the scheme.

Media coverage of the winners has been good with the number of articles ranging between 250-300 for each edition. The articles appear in both print and electronic media and the majority are found in the countries whose projects have won an award.

National contact points express each year their satisfaction and wish to continue the project.

A survey of past winners has shown the recognition and publicity that they win from the awards has helped them expand further within their countries and has inspired similar initiatives in other countries.

Impacts

The promotion of the winning projects among regional and national authorities, as well as business organisations has created a new 'treasury of ideas' where stakeholders can seek inspiration and guidance.

Regional authorities have received more attention as key players in creating the right business environment and have created networks to learn from each other.

OUTLOOK: What remains to be done?

The 2013 edition was launched in February 2013, and the awards ceremony will take place in Vilnius on 25/11/2013.

6.3.3. European SME Week 2011-2013

DESCRIPTION OF THE MEASURE: Main objectives and activities

Main objectives:

- To provide information on what the EU and national, regional and local authorities are offering as support to micro, small and medium-sized businesses;
- To promote entrepreneurship so that more people, and in particular younger ones, seriously consider becoming an entrepreneur as a career option;
- To give recognition to entrepreneurs for their contribution to Europe's welfare, jobs, innovation and competitiveness;
- To enhance dialogue among various stakeholders in order to discuss actions how to address challenges of the EU economy, to build and disseminate sectorial knowledge and to put forward possible policy recommendations.

N.B: this activity was part of the Exchange of good practices (see point 6.3.1) before 2011.

Activities:

- A pan-European campaign in 37 participating countries, including a central website with information on all events organised at EU and national, regional and local level;
- Two conferences in Greece;
- The European SME Week Summit;
- The SME Week brochure "The Secret of Success".

TOTAL BUDGET

The total amount committed in 2011-2012 was €2 755 163. The budget for 2013 is €1 140 000.

WHAT HAS BEEN ACHIEVED?

Output and results

<u>2011</u>

1,476 events/activities took place across the 37 participating countries and were published on the European SME Week website.

The central European SME Week event, the European SME Week Summit, took place in Brussels at the European Parliament's premises. The exhibition on 6 October was followed by a conference on 7 October, with 450 entrepreneurs from all over Europe and 250 policy-makers and administrators from the European and national level participating. The feedback received from speakers and participants was very positive.

The 2011 edition of the general SME Week brochure "The Secret of Success" was produced with the theme Entrepreneurship beyond Start-Ups: Second Time Entrepreneurs and Transfer of Business". The brochure is available in 21 official EU languages.

Actions were delivered as planned, on time, within the budget and coverage of the SME Week in the media was significant.

2012

1.562 events/activities taking place across the 37 participating countries were published on the website.[144]

The conference "Growth in Greece: SMEs and Entrepreneurship in the Europe 2020 Strategy" focused on how to boost the economy in Greece and in particular SMEs and new entrepreneurs. As a result of the conference, European business associations committed to engage actively in partnerships with their Greek counterparts. To follow-up on these commitments, the Commission promised to organise the business-to-business (B2B) event in March 2013.

The European SME Week main event, the European SME Week 2012 Summit took take place in Brussels on 17 October. The theme of the conference was "Women's Entrepreneurship makes business sense". 619 participants attended the conference: Women entrepreneurs from across Europe and representatives from business associations, European, national, regional organisations.[145]

In the evaluation the participants were very positive about the conference: 97.9% found the information presented useful for their work; 70.9% plan to attend the 2013 Summit.

The 2012-13 edition of the general SME Week brochure "The Secret of Success" was produced with the theme "European SMEs as International Champions". The brochure is available in 21 official EU languages.[146]

Actions were delivered as planned, on time, within the budget and coverage of the SME Week in the media was significant.

2013

The conference “Europe 2020 Strategy for Growth: Promoting Business Partnerships in Greece” took place in Athens on 11-12 March 2013. It was a high profile event with large

[144] http://ec.europa.eu/enterprise/initiatives/sme-week/about/index_en.htm.

[145] http://ec.europa.eu/enterprise/initiatives/sme-week/summit/index_en.htm

[146] http://ec.europa.eu/enterprise/initiatives/sme-week/portraits/index_en.htm

media interest in the presence of the VP Tajani and the Greek Prime Minister Antonis Samaras. The national television channels and almost all national newspapers had covered the event with relevant articles and reportages. More than 500 participants attended the event.

The B2B event took place on the second day. More than 1300 bilateral meetings between 418 Greek and 144 foreign enterprises coming from 27 European and third countries were organised through the matching platform of the EEN. The participants expressed their appreciation for the concrete and down-to-business nature of the initiative. Many participants already informed the Commission of companies' intentions to make business deals and partnerships.

A workshop devoted to the clusters active in Greece and related policy initiatives was also organised. It was the first concrete effort to introduce commercialisation of the clusters notion to the Greek market.[147]

OUTLOOK: What remains to be done?

The main event of the European SME Week will take place together with the SME Assembly and the European Enterprise Promotion Awards Ceremony, on 25 and 26 November 2013 in Vilnius, Lithuania.

6.4. Other actions to foster enterprise and innovation culture

6.4.1. Study on SME organisations' representatives

DESCRIPTION OF THE MEASURE: Main objectives and activities

The main objectives of the study were:

– To identify relevant SME organisations and assess their representation especially in new Member States. Organisations to be identified should cover SMEs in general, and where possible crafts, family enterprises, ethnic minority entrepreneurs, women entrepreneurs and high-growth enterprises in all countries covered. Their membership is then to be compared with the share of these enterprise categories.

– To draw up a database of SME organisations in participating countries.

– The following activities were carried out:

– Elaboration of a study, by evaluating for example, the number of SMEs represented and the predominance of sectors or categories represented (craft, cooperatives, etc...).

[147] http://ec.europa.eu/enterprise/newsroom/cf/itemdetail.cfm?item_id=6491.

– Elaboration of a database of SME stakeholders identified, to be used for targeted communication activities.

– Organisation of an internal workshop to present the results.

Further details can be found at a dedicated website.[148]

TOTAL BUDGET

This measure was financed by the EIP in 2008, with a total budget of €177 180.

WHAT HAS BEEN ACHIEVED?

Outputs

Using an existing framework contract for SME-related studies, the contract was signed in October 2008. The progress report was presented and approved in December 2008.

An internal workshop, aimed at informing colleagues within DG Enterprise and Industry on the results of the study, was organised in March 2009.

The final report is available on-line (see above). The database of contacts is available internally (for data protection reasons) to DG Enterprise and Industry and other Commission services.

Results

Around 700 organisations representing SMEs from the 27 Member States participated in the survey were selected in the 27 Member States. The representativeness of the main 300 organisations was assessed and full data included in the report and accompanying database.

Impacts

The study allowed strengthening the dialogue and improving communication with SME stakeholders in order to implement the Think Small First principle.

In particular, it enabled DG Enterprise and Industry and other Commission services to better target their communication with SME stakeholders — both via information and communication tools and campaigns, and via invitations to relevant events.

OUTLOOK: What remains to be done?

The study and database continue to be used, including the organisation of the SME Assembly announced in the SBA Review.

[148] http://ec.europa.eu/enterprise/newsroom/cf/itemlongdetail.cfm?item_id=3196&lang=en.

6.4.2. Responsible competitiveness: Fostering Corporate Social Responsibility (CSR) in European industrial sectors

DESCRIPTION OF THE MEASURE: Main objectives and activities

The key objective of the measure was to find and describe the links between CSR and competitiveness in the chemical, textile and construction sector and to draw conclusions for public CSR policies and sector based CSR initiatives.

As the links between CSR and competitiveness were not well-known in advance, 3 sector-specific CSR initiatives were accompanied during a two-year-period of research. Furthermore a comprehensive analysis of academic literature on CSR and competitiveness in general and on sector specific issues in the construction, textile and chemical industry was carried out. The knowledge of experts on the three sectors from trade unions and business associations across Europe (Austria, Belgium, Germany, Denmark, Spain, France, Ireland, Norway, United Kingdom, Romania) was taken into account.

TOTAL BUDGET

This measure was financed by the EIP in 2008 with a total budget of €432 644.

WHAT HAS BEEN ACHIEVED?

Outputs, results and impacts

The final research report was published in November 2010 and is available on the web.[149]

Although a number of similarities between the three sectors could be found, the driving forces of competitiveness as well as the societal demands strongly differ from sector to sector. In designing and implementing future CSR initiatives, a sector specific approach should take those differences into account. Promoting CSR often needs to be done at sub-sector level to be relevant. To make CSR concrete and targeted in each sector, leading companies, business associations, trade unions and NGOs should jointly develop a common agenda for respective industry sectors. The European Commission could play a strong convening role in promoting this agenda setting.

The aim of the **PRISME2** project (chemical sector) was to initiate a networking programme dedicated to build CSR capacity in SMEs. It enabled to continuously improve health, safety and environmental performance, with the industry sector's unique global Responsible Care® initiative. Pro bono trainings were initiated for participating companies, combined with on-site assessments. These trainings were piloted in selected countries involving relevant stakeholders before being rolled-out across Europe.

---

[149] http://ec.europa.eu/enterprise/policies/sustainable-business/files/csr/documents/competitiveness/101124_csr_comp_final_report_long_version_final_en.pdf.

The project outline was tested and evaluated by conducting 3 business-to-business workshops for SMEs in the selected countries. The pilot projects were evaluated in a one-day workshop with all the trainers, assessing the overall results.

The **BRC** project (construction sector) aimed at verifying and demonstrating that socially responsible actions enhance the competitiveness of the business in the construction sector in comparison with the adoption of social dumping behaviours. The project partners had decided to condense the field of research to health and safety, responsible supply chain management, eco-compatibility and equal opportunities. A set of indicators was elaborated as well as guidelines for the construction companies.

The aim of the **COSMIC** project (textile sector) was to analyse the relationship between CSR and competitiveness all along the supply chain. The project focused on market and consumers, innovation and efficiency, role of credit and insurance systems and public CSR policies. After defining a detailed method for data collection in the field of SMEs it was shared between project partners. Corporate CSR policies were identified, the feasibility evaluated and results shared with partners.

All project results were published on the web and a summary of the final report evaluating all 3 sector projects was distributed to the 300 participants of the CSR Multi-stakeholder Forum in November 2010.

The learning from this initiative influenced the Commission's new strategy on CSR published in October 2011, in particular the proposal to establish sector-based platforms for CSR.

OUTLOOK: What remains to be done?

The measure was completed.

7. ENTERPRISE AND INNOVATION RELATED ECONOMIC AND ADMINISTRATIVE REFORM

7.1. Promoting regulatory reforms

7.1.1. Action Programme for Reducing Administrative Burdens in the EU — High Level Group on Administrative Burdens

DESCRIPTION OF THE MEASURE: Main objectives and activities

In 2007, the Commission launched the Action Programme for Reducing Administrative Burdens in the European Union in order to reduce administrative burdens for businesses by 25 % by 2012. A key part of the Programme was a large-scale measurement of costs incurred by businesses in meeting legal obligations to provide information.

A High Level Group on Administrative Burdens (HLG AB) was set up in order to advise the Commission on this programme and on simplification matters.

TOTAL BUDGET

This measure was financed by the EIP in 2007, 2008, 2010, 2011 and 2012 with a total budget of €18 553 095

WHAT HAS BEEN ACHIEVED?

Outputs

The measurement of administrative burden arising from EU legislation led to the development of Sectoral Reduction Plans through which more than 100 reduction measures were proposed by the Commission.

A website[150] dedicated to the Action Programme was designed and deployed, as was an IT Administrative Burden calculator, to facilitate administrative burden measurement actions within the Commission.

The website includes an interactive on-line questionnaire,[151] which can be used by any stakeholder to report excessive administrative burden and make suggestions for reduction measures. A 'Starter Kit' was made available to assist Member States[152] to launch similar Administrative Burden Reduction Programmes. A competition was organised for the best

---

[150] .http://ec.europa.eu/dgs/secretariat_general/admin_burden/index_en.htm

[151] .http://ec.europa.eu/dgs/secretariat_general/simplification/consultation/consultation_en.htm#up

[152]The 'starter kit' was launched in 2009 in order to facilitate the start up of the measurement of administrative burdens in Member States and to store the data. It was made available through our Single Point of Contacts (SPOC). In October 2009 the Commission organized a training on the tool where all MS were invited. Representatives of 11 MS attended. Ireland, Finland, Estonia, Lithuania and Luxembourg were interested in using the 'starter kit' or have already used it. The 'starter kit' is not publicly available on-line.

suggestion for administrative burden reduction. The award went to a proposal in the area of road transport (tachographs).

Between 2007 and 2012, the HLG AB met 40 times, and delivered 34 opinions, most of them containing recommendations for reducing administrative burdens in 13 sectors subject to EU regulation. The 13 areas are those of the Commission's Action Programme for the reduction of administrative burdens.[153] In addition, the HLG AB produced its "Europe can do better: Report on best practice in Member States to implement EU legislation in the least burdensome way", published on 21 February 2012, providing concrete ideas for improving the implementation of EU legislation. The examples provided in the Best Practice Report could help to reduce the estimated 32% of administrative burdens deriving from EU legislation which are due to inefficient national implementation of EU measures.

An extensive overview of the HLG AB activities can be found at a dedicated web-site.[154]

Results

At the end of 2012, the Commission had proposed measures that reduce administrative burdens by 33%. Out of this, Council and European Parliament had adopted measures amounting to a reduction of 25%. More detailed information is available in the final report on the Action Programme.[155]

An overview on the figures is given in the table below:

	Proposed by Commission	**Adopted/ Completed**	**Pending adoption by co-legislator**	**Total reduction potential**
Reduction potential (in million €)	**-40 875**	**-30 802**	**-6 821**	**-37 623**
Reduction potential (in %)	- 33%	- 25%	- 5.5 %	- 30.5%

Impacts

The joint target of reducing administrative burdens by 25% by 2012 covered EU legislation as well as national regulatory measures. According to estimates, achieving this objective could lead to an increase in the level of EU GDP of approximately 1.4% or €150 billion in the medium term.

---

[153] Agriculture and agricultural subsidies, annual accounts/company law, cohesion policy, environment, financial services, fisheries, food safety, pharmaceutical legislation, public procurement, statistics, tax law (VAT), transport, working environment/employment relations. Please see also http://ec.europa.eu/enterprise/policies/smart-regulation/administrative-burdens/priority-areas/index_en.htm.

[154] .http://ec.europa.eu/dgs/secretariat_general/admin_burden/ind_stakeholders/ind_stakeholders_en.htm

[155] http://ec.europa.eu/dgs/secretariat_general/admin_burden/result_burden/result_burden_en.htm

A side effect of the Action Programme is the increase of the involvement of stakeholders via the on-line questionnaire which has accounted for a major part of more than 400 suggestions to reduce administrative burden received from stakeholders.

OUTLOOK: What remains to be done?

The Commission has enlarged and reinforced its policy through measures adopted under:

- Report on 'Minimising regulatory burden for SMEs – Adapting EU regulation to the needs of micro-entrprises' of November 2011;
- Communication on 'EU regulatory Fitness' (REFIT) of December 2012; and
- Communication on 'Smart Regulation – Responding to the needs of small and medium-sized business' of March 2013.

The REFIT initiative includes the launching of a Regulatory Fitness and Performance Programme building on the experience of reducing administrative burden. Under this programme, the Commission will identify, assess, adopt and monitor implementation of initiatives designed to reduce the cost and simplify EU regulation. The Programme includes a follow-up on the Administrative Burden Reduction Programme through 'ABRPlus'. This part of the Programme will follow-up on Member State implementation of EU initiatives taken under the ABR Programme to ascertain the extent to which the estimated benefits resulted on-the-ground.

The Commission also extended the mandate of the HLG AB until October 2014. The Group's will work on further simplification and administrative burden reduction, focusing particulary on the needs of SMEs and micro entreprises, how to make Member State public administrations more efficient and responsive to the needs of stakeholders when implementing EU legislation and advising the Commission on ABRplus.

7.2. Small Business Act (SBA) implementation

7.2.1. SBA communication tools

DESCRIPTION OF THE MEASURE: Main objectives and activities

The objective of this measure was to ensure effective communication of SME policy issues and the SBA implementation via a variety of communication tools (printed, audiovisual, web-based) which are targeted at SMEs and their representatives.

Activities included a web-based information campaign and the drafting of a new version of the SME visitor brochure in 2010. Further detailed information can be found at a dedicated website.[156] A SBA communication campaign was planned in 2011 with the

[156] http://ec.europa.eu/enterprise/policies/sme/index_en.htm, http://ec.europa.eu/small-business/, http://ec.europa.eu/enterprise/newsroom/cf/itemlongdetail.cfm?item_id=5256.

objective to increase the knowledge of entrepreneurs on what the EU is doing for small businesses and to inform them on how to better access information for business support.

TOTAL BUDGET

This measure was financed by the EIP in 2010, with a total budget of €170 433.For the SBA communication campaign (audiovisual), €442 500 was committed.

WHAT HAS BEEN ACHIEVED?

Outputs

More than 2,158 articles were produced by the Euractiv network via their 82 multipliers.

Using an existing framework contract, a contract was also signed to produce a completely new version of the SME visitor brochure (previous edition funded by an EIP supporting measure) to communicate the achievements of the SBA. The brochure was made available in printed form in 5 languages and on-line in 21 language versions.

Finally, promotional items (stands, postcards, posters in 21 language versions) were produced to publicise the European Small Business Portal (itself funded under EIP supporting measures).

In addition, the production of the new SME brochure and promotional materials was launched.

In 2011, implementation focused on complementing the Small Business Portal with an audiovisual communication campaign, which was launched in November. EURONEWS was selected as the most cost-effective multi-lingual, pan-European and Middle-East broadcasting option.

- Radio advertisement campaign to promote the Enterprise Europe Network: a contractor was selected, a media plan was agreed and the campaign was launched on 37 radio stations in 14 countries, in cooperation with DG Communication.

- Editorial programme ‘Business planet’ (audiovisual) - A communication strategy reviewed the overall objectives, was approved first half 2011. Audiovisual options were investigated and the Innovation programme of RTD/INFSO was viewed as a benchmark in terms of quality and cost-effectiveness to be emulated. Implementation focussed on complementing the Small Business Portal with an editorial programme presenting SBA best practices across Europe. The Framework Agreement signed by DG Communication with EURONEWS was selected as the most cost-effective way to get multi-lingual video production with a journalist editorial angle, broadcast on a pan-European and Middle-East level, videos hosted on Internet with editorial written outline, distribution over EUROVISION integrated in the package and ability to distribute the content further as seen fit. In August 2011, the request to change mode of implementation was made to EIP 3rd meeting, and the grant agreement was signed before end 2012.

- Printing of the 2010 revised visitor pack in PL and IT.

The SME visitor brochure was finalised in March 2011. It was made available on-line and copies were distributed at relevant conferences, notably the Budapest SBA

conference of May 2011. Distribution will continue during 2013 at relevant events and during SME Week.

The items promoting the European Small Business Portal were distributed via the Enterprise Europe Network between January and April 2011.

The radio campaign to promote the Network services was launched in 14 countries in 2012; the target audience were entrepreneurs, company owners, SME managers and individuals planning to become entrepreneur. It was broadcast during 1 week for all countries, except for Italy where it was broadcast during 2 weeks (broadcasting started last week of November). Messages were recorded in 13 languages.

TV Editorial programme on Euronews (Business Planet) – The first season was launched end February 2012 and 24 videos of 3 minutes were produced and broadcast every 2 weeks over one year. These videos have been used to create maximum synergy with events both with stakeholders (SME Envoy network, SME Assembly) as well as with entrepreneurs, for example as part of Open Day for call for proposals (Eco innovation), They have been very well received. In view of good value for money, target audience well matched with Euronews audience and the use of these videos at events, a 2nd season was committed with a complete mediatisation package and followed the 1st season to avoid any gap. And a third season is being committed in 2013 including a complete mediatisation package.

SBA communication campaign (audiovisual) - 6 videos of 90 seconds were produced to present key SME policies in accordance with selected targets (Decision-makers, entrepreneurs or would be entrepreneurs, general public). They were broadcast 77 times for 8 weeks between 15 October 2012 and 7 December 2012 in order to launch the SME Week and cover the SME Assembly.)

Results

The Euractiv articles resulted in almost 1 million page views. DG Enterprise's SME policy web pages are consistently one of DG Enterprise's top 15 visited sites (with 560 000 page views in the first 5 months of 2010). The Small Business Portal has an overall steady user base of approximately 25 000+ page views a month.

The radio campaign reached a target audience of 9 million (12% of adult population).

- TV Editorial programme on Euronews (Business Planet) – Quarterly reports of viewership show that it steadily increases to minimum 850 000 TV impacts per video on average, and it steadily increases on Youtube with over 50 000 videos viewed. EURONEWS reaches over 230 million households in Europe and 288 million households in EMEA. 7 million adult viewers watched Euronews daily in Q4 2012. Their audience matches well our target audience as business decision makers and influential opinion leaders are well represented.

- SBA communication campaign (audiovisual) – 3.2 million impacts were assessed with adults and 1.8 millions impacts with upmarket adults ie our target audience of decision makers

- Traffic generation on the Small Business Portal – it has increased steadily through focus on Search engine optimisation, and Google AdWords campaign the 1st part of 2013 to reach more than 35 000 visits / month on average in the first 4 months of 2013.

6.000 brochures were printed.

Impacts

The Communication actions raised the attention of stakeholders around the SME policy initiatives (SBA and SBA Review). The number of articles on SMEs appearing in the media has increased dramatically, so much so that there is now a dedicated press review on SMEs with an average of 15 articles per day.

The editorial TV magazine on Euronews raises the awareness of EU programmes as well as SBA good practices across Member States and across key topics linked with key priorities of the SBA - access to finance, access to markets, entrepreneurship, business environment of entrepreneurs. It enables to promote good practices from the EEPA as well as the good practice database.

The SBA communication campaign on Euronews raised the awareness on key EU programmes implementing the SBA: access to finance, internationalisation, Erasmsus for Young Entrepreneurs, and standardisation for SMEs.

OUTLOOK: What remains to be done?

Business planet TV magazine: commitment for 3rd season to be finalised; 2nd season to be finalised; mediatisation service to be fully operational.

Small Business portal: commitment for a new contract.

7.2.2. SME Performance Review (SPR)

DESCRIPTION OF THE MEASURE: Main objectives and activities

The general objective of the SME Performance Review is to provide an empirical tool to monitor SME performance and guide policy-making, in particular enabling the Commission to effectively monitor the implementation if the 'Small Business Act' for Europe and the SME-related policies elements of the EU2020 strategy (as a successor to the Lisbon partnership for growth and Jobs).

Its specific objective is to increase and disseminate information on the characteristics and specificities of SMEs in Europe through the supply of comprehensive data, description and analysis of economic performance as well as its main determinant factors. Its operational objectives are the publication of key statistics on SMEs together with an economic analysis and policy conclusions. Further detailed information can be found on dedicated website.[157]

[157] http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/index_en.htm.

TOTAL BUDGET

These measures were financed by the EIP in 2008-2013, with a total budget of €9 212 160.

WHAT HAS BEEN ACHIEVED?

Outputs

The main outputs of the action are studies and expert meetings. The studies include recurrent publications and ad-hoc reports.

Recurrent publications- EU-SME annual reports and SBA country fact sheets

The former includes a series of annual reports on the most important SME trends in the EU and a set of annually updated SBA country fact sheets for a total of 37 countries (EU-27 Member States plus 10 non-Member States).The fact sheets come with a set of "satellite" documents and outputs, including *methodological notes*, short *summary notes* on the main findings of the fact sheets, plus two different publicly accessible *databases*, one containing all statistical data used and calculated for the fact sheets, the other comprising the SME policy measures compiled for and recorded in the individual country fact sheets. In addition, at the time of the launch of the annual reports and the fact sheets specific press material (press releases, etc) were produced.

Non-recurrent/ ad-hoc publications

The second pillar of the SME performance review are ad-hoc studies which aim at providing timely data and analysis on key issues related to SME policies and the implementation of the SBA.

Meetings of the expert group on policy-relevant research on Entrepreneurship and SMEs

Until the second half of 2009, the working groups were primarily a forum for discussion among academics with a focus on SME policy issues. Since then, they have changed their composition substantially, bringing together officially delegated SME policy makers from 37 countries. Since the second meeting of 2009, the forum has played an integral role in the production process of the SBA fact sheets. A central function of the meetings is now to discuss the draft SBA fact sheets and have policy discussions against the backdrop of the findings reflected in the country fact sheets.

In terms of publications and meetings, the complete set of outputs originally envisaged was successfully implemented according to plan:

– Since 2008, a total of two annual reports have been published plus two complete sets of SBA fact sheets (each including 37 fact sheets for the individual countries of an average length of some 12/14 pages each). The publication of the fact-sheets was accompanied by the previously-mentioned ‘satellite’ documentation (press releases, technical notes, databases, website, etc.). The 2013 edition of the fact sheets and the annual report plus ancillary documents is due to be published on 24 November 2013.

– As regards the ad-hoc studies, a total of twelve studies have been initiated of which one is due to be published in 2013.

– The printed Annual Reports (500 copies) were disseminated on demand and stocks ran out almost immediately due to high demand.

– As regards the meetings in 2009-2012 a total of seven working group meetings took place in the framework of the SPR. On average approximately 25 experts took part in each meeting representing more than 20 countries.

Results and impacts

As regards the SBA country fact sheets, they have helped to establish a central monitoring tool for measuring the implementation of the Small Business Act (SBA). The production process of the fact sheets in and by itself has generated productive discussions between DG Enterprise and countries on how to measure and assess progress in implementing the SBA agenda. In the meantime, countries have started actively using the SBA fact sheets and the data contained therein to conduct their own national analysis. In this connection, DG Enterprise has received a lot of positive feedback from policy makers in Member States on the introduction and the design of the fact sheets.

The action raised awareness of SME issues and SBA implementation in particular among the general public, despite a mimimum amount of financial and human resources available for active outreach activities. Nonetheless, over the reporting period, data produced by various outputs of the SPR has been cited in numerous media articles, both in printed and electronic form. Also, the SPRs´s website is visited by an increasing number of people. In the year 2012 alone, the SPRs webpage on Europa registered 67,344 visits (i.e. some 200 downloads per day). This makes it the second most consulted website on SMEs and it ranks in the top 20 of the most consulted websites of the entire DG.

It should be also noted that the data and findings compiled by the SPR and in particular those that allow a comparative analysis of country performances are used by SME stakeholder associations for advocating the cause of SMEs. SPR findings have been reproduced in a number of stakeholder publications.

As the increased need for implementation monitoring was highlighted in the SBA review of February 2011, a further development of the SBA fact sheets was implemented.

One of the most important policy impacts is the fact the the SPR results, and in particular the SBA country fact sheets, have become crucial input in a number of other policy analysis, documents and processes. Some examples:

–by DG Regio to assess the use of structural funds,

–by colleagues from Directorate B entrusted with the assessment of competitiveness policies as per article 173,

–by the regulation governing the implementation of the 2014-2020 COSME programme (selected indictors from the SPR/SBA fact sheet database will be used to assess individual measures) as well as

–by DG ECFIN on the European Semester (incl. inputs to the Staff working documents).

In addition, a number of national policy makers now regularly use the fact sheet findings for their domestic policy making in the area of SMEs.

OUTLOOK: What remains to be done?

The measure will be completed in 2013.

7.3. Awareness raising

7.3.1. Information campaign on the CE marking

DESCRIPTION OF THE MEASURE: Main objectives and activities

Free movement of goods is the cornerstone of the EU single market. On 9 July 2008 the new legislative framework for marketing products was adopted with the objective of removing the remaining obstacles to the free circulation of products and boosting trade in goods between EU Member States.

The CE marking affixed on a product indicates that a product is in compliance with EU legislation and thus can be marketed in the whole EU. Even though the CE marking is well known, its meaning is often poorly understood. Limited knowledge amongst manufacturers, importers and distributors, and in particular SMEs, has negative impacts on the safety of products and the competitiveness of enterprises. In order to increase stakeholder awareness of the meaning and importance of the CE marking, the European Commission has launched a Europe-wide information campaign. The campaign is composed of a mixed set of tools in order to address the different audiences. It focuses on:

- Production of informative and promotional material;
- Presence at major commercial/professional fairs in Europe;
- Organisation of CE marking educational events/seminars;
- Development of the CE marking website.

TOTAL BUDGET

This measure was financed by the EIP in 2009, with a total budget of €2 million.

WHAT HAS BEEN ACHIEVED?

Outputs

- Production of, a brochure and factsheets for professionals and a leaflet for consumers in all EU/EFTA languages;
- Production of factsheets describing the situation regarding CE Marking in various sectors.

- Presence at the following fairs: Hannover Messe 2010 (April 2010), Paris Hopital Expo (May 2010), London CEDIA EXPO (June 2010), Berlin IFA (September 2010), Madrid Orto Pro Care (September-October 2010), Krakow Eurotool (October 2010), Nuernberg International Toy fair (February 2011), Milano fair (January 2011), Hannover Cebit (March 2011), Brno (Czech Republic) Amper fair (March-April 2011), Presence at Hannover Messe' (April 2011);

- Educational seminars in all EU/EFTA Member States;

- Development of a website in in all EU/EFTA languages. The website provides guidance on the steps manufacturers have to follow in order to be able to affix the CE Marking to their products (http://ec.europa.eu/enterprise/policies/single-market-goods/cemarking/).

- Production of two videos (one for professionals, the other for consumers);

- Placing articles in the specialised press (until the end of the campaign);

- Production of promotional material (e.g. pens, kits).

Results

The campaign raises stakeholder awareness. The feed-back from the seminars and the fairs and well as the majority of the questions being asked by stakeholders on the CE Marking demonstrate that the stakeholders are becoming more familiar with the meaning of the CE Marking and are aware of their rights and obligations. In addition the guidance provided by the website reduces eventual mistakes and misunderstandings.

Impacts

Raising awareness, not only helps to reinforce the EU's health, safety and environmental protection requirements, it also supports fair competition with all players being held accountable to the same rules. It will bring particular benefits for SMEs who due to their size are more vulnerable to unfair competition. In particular this measure contributes to:

- Ensuring that products placed on the market (including products imported from third countries) are safe and compliant with the related legislation;

- Ensuring a consistent and equivalent enforcement of EU legislation (level playing field for economic operators and reduction of fraud).

7.3.2. European Toy Safety Information Campaign 2012

DESCRIPTION OF THE MEASURE: Main objectives and activities

A new Toy Safety Directive 2009/48/EC was adopted in 2009. It enhances the protection of children's health by introducing stricter safety requirements for economic operators. The new requirements apply since 20 July 2011, except for the chemical requirements which will be applicable as from 20 July 2013. The new Directive contains enhanced requirements related to the mechanical, physical and chemical properties of toys, as well as an explicit obligation for manufacturers to provide a safety assessment and technical

documentation for toys to be placed on the EU market. New standards are being developed containing technical details necessary to ensure toy safety.

In order to help economic operators to better understand and apply the new requirements, an information campaign on toy safety was launched in 2012. The campaign addressed all economic operators involved in toy manufacturing and marketing (manufacturers, importers, distributors, testing laboratories) focusing in particular on SMEs.

The campaign focused on the following objectives:

- Increase the awareness of the targeted economic operators on toy safety;
- Promote the new Toy Safety Directive and related tools such as guidelines;
- Provide training to targeted audience on specific themes;
- Ensure broad and extensive media coverage of both EU toy industry and Commission activities related to toy safety.

TOTAL BUDGET

This measure was financed by the EIP in 2011, with a total budget of €256 672.

WHAT HAS BEEN ACHIEVED?

Outputs

- Seminars organised: Sofia, Bulgaria (16 February 2012); Bucharest, Romania (17 February 2012); Kielce, Poland (2 March 2012); Nuremberg, Germany (11 May 2012); Prague, Czech Republic (15 May 2012); Paris, France (31 May 2012); Dublin, Ireland (21 June 2012); Milan, Italy (19 July 2012); Malmö, Sweden (20 September 2012); and Madrid, Spain (2 October 2012); 16 countries were covered by the 10 seminars; overall 838 participants registered and 710 actually attended, including 162 SME representatives;

- Preparation and distribution of a USB stick containing the materials used during the seminars by the speakers, as well as relevant guidance documents including those published by the Commission services, the list of contacts for national authorities responsible for implementing the Directive and for market surveillance, in the national languages of the participants as far as possible;

- Printing and distribution during the seminars of a four-colours brochure on toy safety, already available in all EU official languages on the Commission's website;

- Collecting questions asked during each seminar and preparing a frequently asked questions document, including the answers to the questions, in English and translated in all languages used during the seminar (ongoing), for sending by e-mail to all participants.

- Articles in trade media across Europe; limited coverage in mainstream and business media.

Results

Despite previous education efforts, there were still operators in each Member State that had not yet been reached, and this campaign enabled reaching a number of them. According to the feedback received, the events were welcomed and appreciated and the speakers met participants' expectations, giving answers to many questions on various topics. The seminars were also an opportunity to strengthen the relationships between economic operators, authorities and other industry players.

Impacts

Increasing awareness among economic operators on toy safety requirements not only helps to reinforce the EU's health and safety goals, it also supports fair competition with all players being held accountable to the same rules. In particular, this measure contributes to:

- Ensuring that toys placed on the EU market are safe and compliant with applicable EU legislation;
- Ensuring a level playing field for economic operators.

OUTLOOK: What remains to be done?

Continuation of the campaign in 2013-2014, in order to enhance coverage of economic operators in remaining Member States.

7.3.3. Late Payment Information Campaign

DESCRIPTION OF THE MEASURE; Main objectivies and activities

Late payments constitute a major obstacle to the free movement of goods and services in the single market and could substantially distort competition. The resulting administrative and financial burdens impede cross-border trade. Small and medium-sized enterprises (SMEs) and the craft sector are most vulnerable. Despite the adoption and application of Directive 2000/35/EC on combating late payment in commercial transactions, late payment is still a common practice across the European Union.

The reality for European enterprises, and especially for SMEs, is that late payment for goods delivered and services provided leads them into bankruptcy, with the direct effect of increasing unemployment. As a result, the entire European economy is negatively affected by this phenomenon.

In order to protect European businesses, in particular SMEs, against late payment and to improve their competitiveness, a new Directive 2011/7/EU on combating late payment in commercial transactions was adopted on 16 February 2011. The deadline for the Member States to notify their transposing measures was 16 March 2013. With the aim of increasing awareness of the meaning and importance of the late payment Directive, the European Commission has launched a Europe-wide information campaign. The campaign focuses on:

- Organisation of events in all EU Member States and in Croatia from October 2012 to December 2014.

- Production of informative and promotional material

TOTAL BUDGET

This measure was financed by the EIP in 2012, with a total buget of €690 760.

WHAT HAS BEEN ACHIEVED

Outputs

- Information seminars in Cyprus, the Netherlands, Germany, Ireland, Italy, Malta, Spain and Czech Republic.

- Production of a logo, slogan, brochure, campaign poster and information sheet for consumers in English, Greek, Dutch, German, Italian, Spanish, Czech, Croatian, Lithuanian and Romanian. Production of aforementioned promotional material in remaining EU languages is in process.

- Development of a website in English with 28 national event pages available in English and the national language of the country in which the seminar is taking place. The website provides information about Directive 2011/7/EU with links directing users to further sources. Practical details and promotional material of past and forthcoming information seminars is also available on the website.

Results

The campaign raises stakeholder awareness about their rights conferred by the Directive and the tools at their disposal to tackle late payment. The feedback from the seminars detailed through evaluation sheets has been positive and demonstrates increased knowledge of the Directive on behalf of the stakeholders. For those unable to attend the seminars, all presentations and FAQs are uploaded to the website to permit continual dissemination of the campaign's message. The seminars also provide a forum for the exchange of best practices and help businesses to tackle late payment issues.

Impacts

Raising awareness helps to reinforce the rights conferred by the Directive, as a new piece of legislation, conferring new rights to European businesses in their commercial transactions, does not have any impact nor benefit if stakeholders are not aware of it. Therefore, it is crucial that European businesses, in particular SMEs, know their rights and how to best make use of them. It will bring particular benefits for SMEs as they are the most affected by the current culture of late payment across the EU. In particular it contributes to:

- Ensuring harmonisation of period for payment by public authorities to businesses.

- Ensuring that enterprises are entitled to claim interest for late payment and a minimum fixed amount of of €40 as a compensation for recovery costs.

OUTLOOK: What remains to be done?

- Information seminars in remaining 20 Member States and a Closing event in Brussels in December 2014.

- Translation and production of promotional material in national languages of upcoming seminars.

7.4. International cooperation in the field of enterprise policy

7.4.1. Mapping services for SMEs

DESCRIPTION OF THE MEASURE: Main objectives & activities

The Commission launched an in-depth "mapping" and analysis of existing services in support of SME Internationalisation within the EU and in third countries. The activity mainly consisted of identifying the organisations which are providing support for EU SMEs doing business outside the European Union and collecting information on those services. To this end, a survey has been used and the organisations have been invited to fill it in. The second component is the analysis of the data collected.

This mapping is needed in order to identify possible gaps and overlaps in the current services offered and paving the way for further action in support of SME internationalisation.[158]

TOTAL BUDGET

The project has been financed in 2012 with a budget of €249 825.

WHAT HAS BEEN ACHIEVED?

Outputs

The study covers public and private support services at local, regional, national and EU level offered in Europe (the 27 Member States) and abroad (in 25 third countries) to help the European SMEs do business in third-country markets.

In total, around 1197 organisations have been identified out of which 658 in the EU-27 and 539 organisations from the 25 third countries. These organisations provided, according to the initial estimations, 1542 support services (993 in the EU-27 and 549 in third countries).

Results

The database of support measures collected through the study is one of the two major results of the study. The second one is the analysis of these measures.

---

[158] http://ec.europa.eu/enterprise/policies/sme/market-access/internationalisation/#h2-1

OUTLOOK: What remains to be done after 2012?

The report will be disseminated in 2013 and the data collected will feed into a portal on SME internationalisation to be launched in the second part of 2013. Further analysis will be conducted in 2013 on specific aspects and other third countries.

7.4.2. Information for SMEs that seek access abroad

DESCRIPTION OF THE MEASURE: Main objectives & activities

A portal will be developed with an International perspective that will promote information and links to support measures available for SMEs and practical steps on how to do business in International markets.

The delivery of the portal will occur in two phases. The first phase will provide information on European measures at EU level and at National level. The second step will provide information and practical guides on how to do business in specific international markets.

Data on measures will be collected by an external contractor and this will serve as the basis for the content of the portal during the first phase. The results of the two steps should appear at the same time on the portal.

A proof of concept will first be developed to identify the technology for the portal and to provide a mock-up of the possible layout and contents of the portal.

TOTAL BUDGET

Total amount committed in 2012: € 249 500.

WHAT HAS BEEN ACHIEVED?

Outputs

Lead by unit R3 and with the participation of the Units A2, D2 and Communication unit, the Task Force for the SME Internationalisation Portal met bi-monthly and identified the portal scope, high-level requirements and features. A proof of concept for the future portal was developed in three technologies (Mura, Drupal and SharePoint) to identify the best Content Management System platform for this portal and for future websites. Drupal was selected and approved in the ITSC and Architecture Steering Committee.

Results

The proof of concept for the portal was developed and was presented to the business units and to SBA organisations representing SMEs.

Impact

The portal will signpost already available support measures in the Member States and the EU to help SMEs make business with third countries. Data coming from the data

collection (mapping) exercise being conducted by the external contractor Ecorys has been assessed and will be disseminated once available.

OUTLOOK: What remains to be done after 2012?

Further versions of the portal are anticipated, extending the portal to cover 'how to do business' in international markets. Synergies will be made with our other website developments in Drupal. The portal will be a client of DocsRoom. A model for the governance (i.e. sustainability) of websites needs to be developed. A technical analysis will be launched on the automation of data collection (trawling and indexing of websites).

8. ANNEX I: LIST OF ABBREVIATIONS

ASD — European Security and Defence Association

CBS — Capacity Building Scheme

CCAP — Center for Clean Air Policy

CEB — Council of Europe Development Bank

CEN —European Committee for Standardization

CENELEC — European Committee for electrotechnical standardisation

CIP — Competitiveness and Innovation Framework Programme

CSES — Centre for Strategy & Evaluation Services

CSR — Corporate Social Responsibility

DC — Developing Countries

EACI — Executive Agency for Competitiveness and Innovation

EBRD — European Bank for Reconstruction and Development

EC — European Commission

ECB — European Central Bank

ECC — NET — The European Consumer Centres Network

EDA – European Defence Agency

EEA — European Economic Area

EFTA — European Free Trade Agreement

EIB — European Investment Bank

EIC — Euro Info Centre

EIF — European Investment Fund

EIP — Entrepreneurship and Innovation Programme

EIPC — Entrepreneurship and Innovation Programme Committee

EIS — Innovation Union Scoreboard

EMAS — Eco Management and Audit Scheme

EPMF — European Progress Micro-finance Facility

EPO — European Patent Office

ESO — European standardisation organisations

ETAP — Environmental Technologies Action Plan

ETF — The European Technology Facility

ETSI —European Telecommunications Standards Institute

ETV — Environmental Technology Verification

EU — European Union

FAQs — Frequently Asked Questions

FYROM —Former Yugoslav Republic of Macedonia

GHG — Green house gas

GIF — High Growth and Innovative Small and Medium Enterprises Facility

HLG — High Level Group

INTERREG — Inter regional Cooperation Programme

IPR — Intellectual Property Rights

IRC — Innovation Relay Centre

IEC — International Electrotechnical Commission

ISO — International Organisation for Standardisation

IT — Information Technology

ITU — International Telecommunication Union

JEREMIE — Joint European Resources for Micro to Medium Enterprises

MAP — Multi-Annual Programme

MEEuP — Eco-Design methodology

MRV — Measurement, Reporting and Verification

NCP — National Contact Point

NACE — Statistical Classification of Economic Activities

OECD — Organisation for Economic Co-operation and Development

PES — Performance Enhancement System

PHARE — Poland and Hungary: Assistance for Restructuring their Economies programme

R&D — Research and Development**PIE** - PRO INNO Europe

ROI — Return on Investment

SBA — Small Business Act

SA — satellite accounts

SMEG — Small and Medium-sized Enterprises Guarantee Facility

SCE — European Cooperative Society

SCM — Standard Cost Model

SMEs — Small and Medium-sized Enterprises

SPR — SME Performance Review

SOLVIT — Internal Market Problem Solving System

UEAPME — The European Association of Crafts, Small and Medium-Sized Enterprises

VC — Venture Capital

UNFCCC — United Nations Framework Convention for Climate Change

TC — Technical Committee

VC — Venture Capital

VTO — Virtual Tourism Observatory

WES — European network to promote women's entrepreneurship