

Research,
Development & Innovation



Mobilising Institutional
Reforms in Research and
Innovation Systems

let's bridge the GAP

Target Countries

Bulgaria
Croatia
Cyprus
Czech Republic
Estonia
Hungary
Latvia
Lithuania
Malta
Poland
Romania
Slovakia
Slovenia



Partners



Widening participation of EU 13
countries in European research
funding programmes



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The research leading to these results has received funding from the European Union's Seventh Framework Programme (FP7/2007/2013) under agreement n° 231838.

„European Research Funding in the post-2004 Member States”

Anita TREGNER-MLINARIC
META Group

FP7 Conference
December 03, 2014
Tartu, Estonia

Mobilising Institutional Reforms in Research and Innovation Systems





FP7 PARTICIPATION OF EU 13 & EU 15

KEY HIGHLIGHTS

*Whatever criteria taken into consideration,
EU12 Member States are less performing
than EU15*

&

huge disparities between EU12 Member States!



- **EU POPULATION: EU15 = 80 % / EU12 = 20 %**
- **GDP EU15 = 87 % / EU12 = 13 %**
- **FP7 € per inhabitant: EU15 = 58 € / EU12 = 13,50 €**
Cyprus = 78,80 €; Romania = 5,60 €
- **FP7 € per beneficiary: EU15 = 325 000 € / EU12 = 167 000 €**
Poland = 187 500 €; Malta = 95 000 €
- **FP7 success rate: EU15 = 21,70 % / EU12 = 18,50 %**
Latvia = 21,70 %; Romania = 14,60 %
- **FP7 number of beneficiaries: EU15 = 90 237 (91 %) / EU12 = 8 280 (9 %)**
Poland + Hungary + Czech Republic = 51 %
NB: Germany + UK + France = 45 %
- **FP7 money received vs money expected from application forms (Success rate):**
EU15 = 18,90 % / EU12 = 12,20 %
Estonia: 15,40 %; Romania: 8,50 %!



« YEAR BY YEAR SHARE OF EU13 »

	2007	% EU12	2008	% EU12	2009	% EU12	2010	% EU12	2011	% EU12	2012	% EU12	Total	% EU12
BG - Bulgaria	18,7	5,73	11,8	6,64	14,8	6,04	13,2	6,03	13,3	6,03	10,6	5,52	82,5	5,98
CY - Cyprus	8,9	2,73	7,9	4,44	13,8	5,63	8,9	4,07	10,3	4,67	13	6,77	62,7	4,54
CZ - Czech Republic	51,7	15,85	24,7	13,89	33,2	13,56	32,1	14,67	34,8	15,78	22,9	11,93	199,5	14,45
EE - Estonia	19,5	5,98	10,5	5,91	11,3	4,61	10,2	4,66	6,7	3,04	9,5	4,95	67,8	4,91
HU - Hungary	47,1	14,44	30,9	17,38	38,4	15,68	34,7	15,86	36,8	16,68	32,5	16,94	220,3	15,96
LT - Lithuania	9,2	2,82	9,2	5,17	8,1	3,31	5	2,29	6,1	2,77	10,5	5,47	48,2	3,49
LV - Latvia	7,8	2,39	3,1	1,74	3,3	1,35	6,6	3,02	4,5	2,04	4,4	2,29	29,7	2,15
MT - Malta	4	1,23	1,9	1,07	2,7	1,10	1,4	0,64	2,5	1,13	1,1	0,57	13,7	0,99
PL - Poland	80,6	24,71	40,9	23,00	67,8	27,68	63,5	29,02	47,7	21,62	43,2	22,51	343,8	24,90
RO - Romania	30,3	9,29	18	10,12	23,5	9,60	15,5	7,08	19	8,61	13,1	6,83	119,3	8,64
SI - Slovenia	33,5	10,27	11,8	6,64	18,6	7,59	19,6	8,96	23,2	10,52	24,7	12,87	131,4	9,52
SK - Slovakia	14,9	4,57	7,1	3,99	9,4	3,84	8,1	3,70	15,7	7,12	6,4	3,34	61,6	4,46
TOTAL EU12	326,2	100	177,8	100	244,9	100	218,8	100	221	100	192	100	1380,5	100
EU12 vs EU27 in %	5,53		4,54		4,92		4,65		4,14		4,29		4,71	



OVERALL TOP EU13 BENEFICIARIES FP7

Category	Organisation	Participations	Country
HEI	UNIVERZA V LJUBLJANI	137	SI
REC	INSTITUT JOZEF STEFAN	120	SI
HEI	UNIVERZITA KARLOVA V PRAZE	100	CZ
HEI	BUDAPESTI MUSZAKI ES GAZDASAGTUDOMANYI EGYETEM	93	HU
HEI	UNIVERSITY OF CYPRUS	90	CY
HEI	TARTU ULIKOOL	84	EE
HEI	UNIwersytet Warszawski	80	PL
HEI	CESKE VYSOKE UCENI TECHNICKE V PRAZE	72	CZ
HEI	POLITECHNIKA WARSZAWSKA	62	PL
HEI	UNIwersytet Jagiellonski	56	PL
REC	INSTYTUT PODSTAWOWYCH PROBLEMOW TECHNIKI POLSKIEJ AKADEMII NAUK	52	PL



EUROS AND PROJECTS UNDER MANAGEMENT BY RESEARCHER

	<i>National expenditure by researcher</i>	<i>FP7 € captured by researcher</i>	<i>Number of projects per thousand researchers</i>	<i>ERDF earmarked per researcher in €</i>	<i>ERDF as a percentage of national budget per researcher</i>
BG	19.478	9.000	60	22.725	16,67
CY	96.089	103.000	486	54.475	8,10
CZ	86.677	9.000	41	44.432	7,32
EE	82.932	19.000	115	115.602	19,91
HU	50.552	12.000	65	60.807	17,18
LT	35.149	7.000	51	91.023	36,99
LV	36.117	12.000	82	137.334	54,32
MT	56.747	26.000	233	41.968	10,57
PL	42.328	7.000	32	100.682	33,98
RO	40.233	8.000	63	37.346	13,26
SI	51.468	19.000	98	63.789	17,71
SK	58.542	5.000	31	62.212	15,18
EU15 average	170.026	28.000	80	14.742	3

**EU13 participation in the 10 FP7 thematic priorities**

	BG	CY	CZ	EE	HU	LT	LV	MT	PL	RO	SK	SI	HR
Health	24	10	69	47	96	16	25	3	100	52	17	44	17
KBBE	43	10	73	24	90	22	18	8	95	40	24	48	24
ICT	72	69	132	36	162	16	24	14	230	99	54	121	28
NMP	18	12	122	15	65	15	27	5	164	83	33	80	8
Energy	23	12	22	10	29	11	19	3	56	19	17	24	14
ENV	49	18	63	19	58	11	17	7	94	72	18	60	20
TPT	29	15	92	13	67	8	20	7	149	70	21	42	35
SSH	26	10	27	33	81	8	11	10	59	26	19	28	9
SPA	19	6	28	13	22	8	9	5	49	21	3	11	4
SEC	12	9	30	16	24	11	8	8	71	24	20	19	11
Σ Themes	315	171	658	226	694	126	176	70	1068	515	226	477	170
RSME	66	60	92	87	115	17	60	29	148	88	24	70	58
People - IAPP - ITN	7	14	57	8	59	3	10	1	94	17	16	34	8

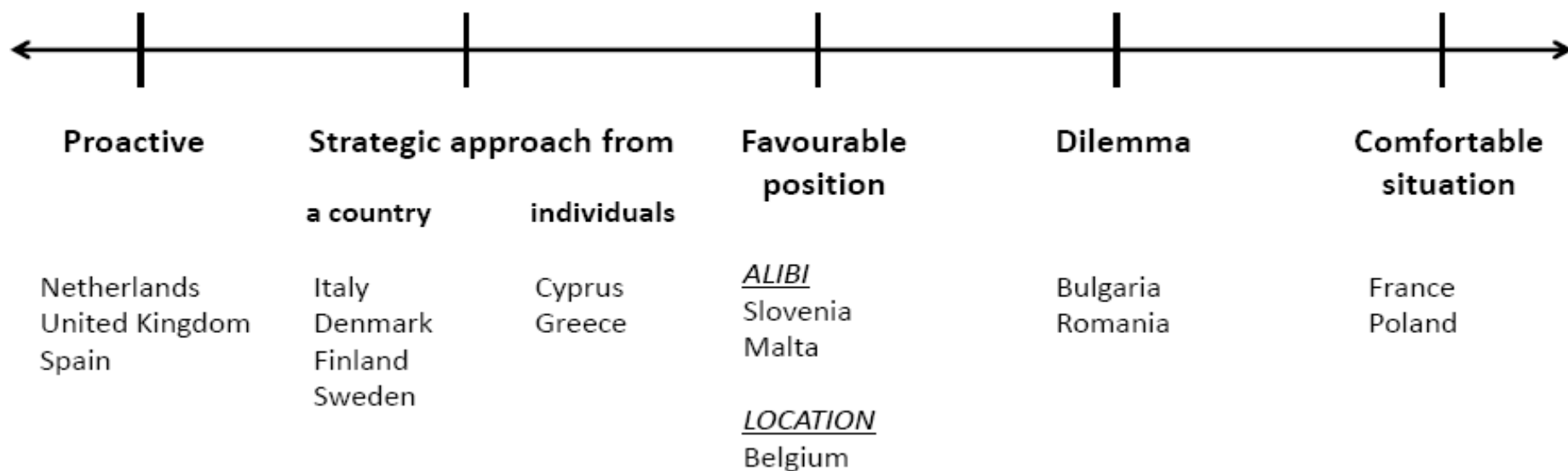


SME Participation in FP7 thematic objectives (Number of projects)

	BG	CY	CZ	EE	HU	LV	LT	MT	PL	RO	SK	SI	HR
Health	4	3	7	13	29	0	2	0	6	3	2	9	6
KBEE	1	1	16	7	16	4	3	2	8	12	3	7	2
ICT	35	19	24	17	51	3	6	6	40	19	21	33	2
NMP	7	6	49	2	19	2	11	3	49	28	11	20	1
Energy	5	1	5	2	11	1	3	1	5	3	2	10	1
ENV	9	6	13	2	14	0	2	0	18	6	2	15	3
TPT	8	5	13	6	27	0	2	1	13	36	4	7	10
SSH	0	1	2	1	15	1	1	1	2	0	0	4	0
SPA	0	0	13	3	1	0	2	1	2	2	0	1	0
SEC	0	4	6	7	3	1	2	0	15	4	4	5	2
Σ themes	69	46	148	60	186	12	34	15	158	113	49	111	27
RSME	47	44	70	58	86	13	30	25	102	64	17	45	37
People - IAPP/ITN	0	5	10	2	16	1	2	0	10	1	4	8	0



POSSIBLE ATTITUDE/SITUATION VS FP7





WHAT THE FIGURES DON'T TELL US

1. **What influence is due to structural issues:**
 - quality of excellence in R&D
 - effectiveness of support ecosystem
 - awareness of the stakeholders
 - preference for ERDF funding
2. **What influence have subjective and perception issues:**
 - reputation of the R&D eco-system
 - openness for involvement in networks
 - talent to transform an idea into a proposal
 - expectations of researchers/organizations
3. **What influence have objective issues:**
 - date of full membership to the EU
 - size of the population
 - costs of wages
 - number of stakeholders targeted by the FP7 programme
 - availability of national budget
 - number of qualified researchers and middle management staff
 - quality of services provided by intermediary organisations (NCP, ...)



MIRIS - Mobilizing Institutional Reforms for Research and Innovation Systems

A **support action** aiming at **identifying** the strengths and weaknesses of R&I performance in ERA and Framework Programmes of the EU13 and **proposing** solutions to improve performances and participation to H2020.

MIRIS is funded under FP7 SSH and is implemented by a consortium of 11 leading organizations under coordination of META Group.



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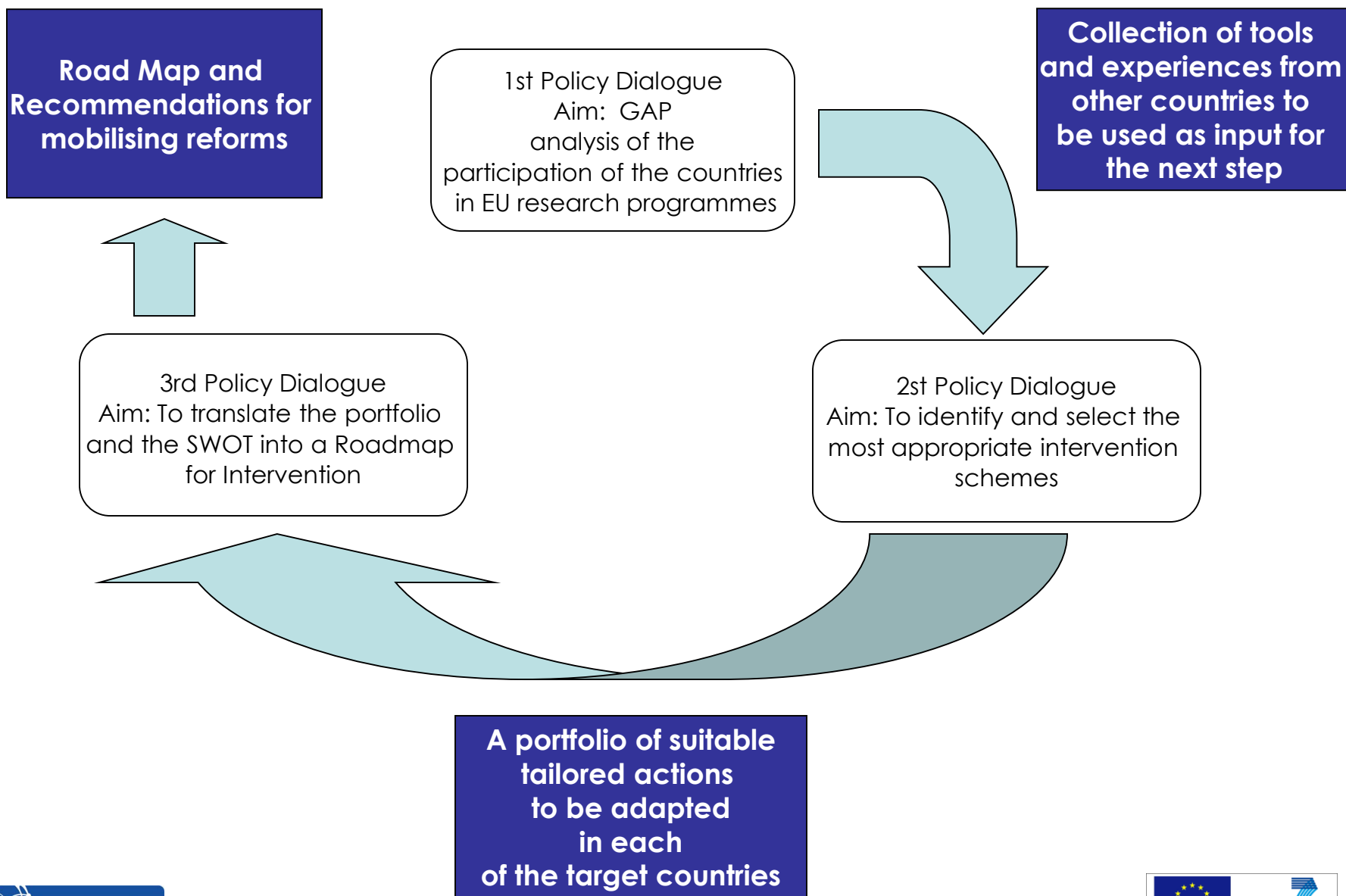


Widening participation of EU 13
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The research leading to these results has been partially funded by the European Union Horizon Framework Programme
101019071-2014-001-000000-000000





MIRRIS – WHERE WE ARE

- 1st round of Policy Dialogues done; More than 150 stakeholders involved;
- 29 Best practices from 15 countries selected according to the MIRRIS' participation value chain approach;
- Starting the 2nd round of policy dialogue (Warsaw, November 4th)
- Policy briefs and relevant information available at the MIRRIS website

Stakeholders involved:

- **Decision makers:**
Representatives of Ministries of R&D and Enterprise, of Regional governments;
- **Implementation institutions:**
Academies of science, Universities, Research and technology organizations, National research councils, Funding bodies;
- **Support structures:** NCPs, RDA, Technology and science parks, Incubators, EEN, Technology transfers offices – TTOs, Clusters, SME associations.

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**European Research Funding in the
post-2004 Member States**

GAP Analysis of EU 13 Member States

**FP7 Conference
December 03, 2014**

Tartu, Estonia

Mobilising Institutional Reforms in Research and Innovation Systems



GAPS AND CHALLENGES IN EU 13 MEMBER STATES

- ❑ After conducted 1st round of **MIRIS** Policy dialogues in EU 13 Member states, gaps and challenges were identified; and which are related to previously addressed personal/motivational, structural and organizational barriers;
- ❑ Gaps and challenges have also been assessed pursuant to **MIRIS** Participaton Value Chain (supply and demand side), which according to identified single country weakness is providing recommendations in terms of activities that if implemented can improve the current situation towards successful participation results.
- ❑ To futher support the above noted, **MIRIS** selected 29 best practices in order to show what kind of activities can be implemented in order to improve single country's participation at very low cost or in most cases- at zero cost.



HOW WERE COUNTRIES GROUPED?

- ❑ **MIRRIS** grouped EU 13 countries taking into account their historical background and connection over past that is still making an impact today when looking at it from the perspective of business, political ties, cooperation and other;
- ❑ **MIRRIS** grouping of countries will also showcase how size of these countries, historical power they have had in the past, their past and current business dimension and other macro- economical factors are not making an impact when participation of researchers to EU programmes is analyzed and how countries act differently in that regard- however there are still common gaps and challenges aligned to them.



ESTONIA, LATVIA, LITHUANIA



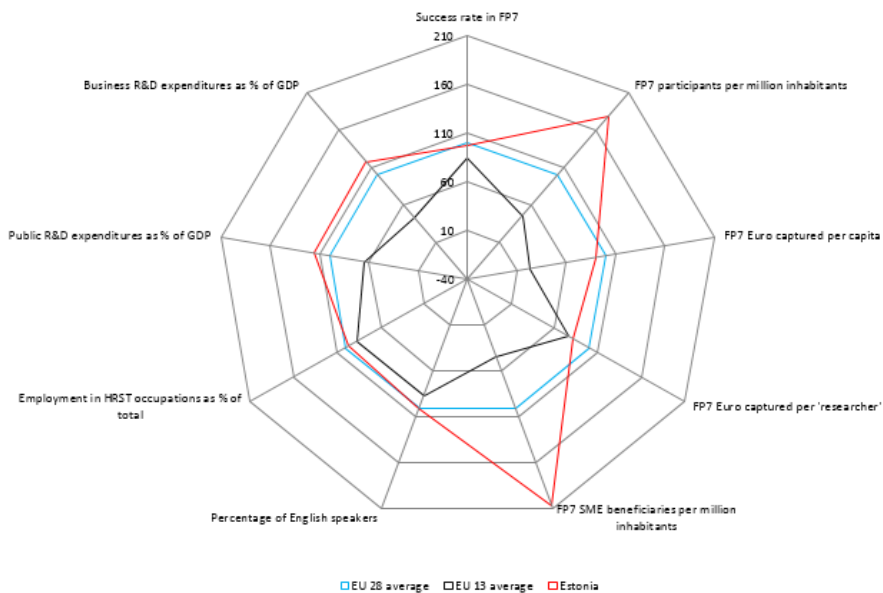


GAPS AND CHALLENGES

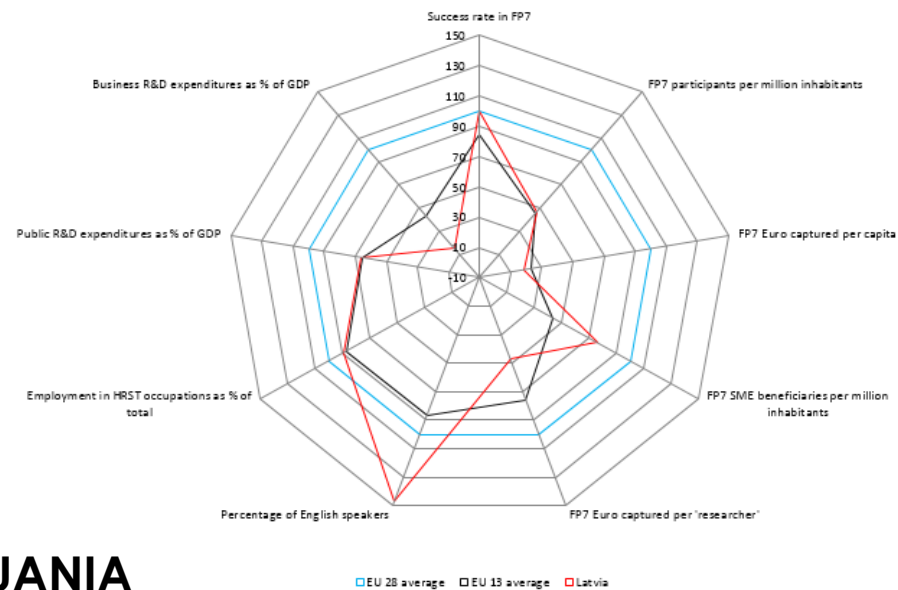
- ❑ Estonia is the best performer among these group of countries;
- ❖ **GAPS**
 - ❑ Low participation of Industries to FP programmes;
 - ❑ Lack of knowledge of “Brussels language;” which is essential for preparation and submission of proposals; Access to pre- information still not fully effective;
 - ❑ Difficulties with entering into international consortia; Lack of visibility of good R&D infrastructure abroad;
 - ❑ Low presence in the expert groups advising the programme committees, resulting in mechanisms/instruments and priorities/contents that reflects other countries' excellences;
- ❖ **CHALLENGES**
 - ❑ Instability of national funding, project based;
 - ❑ A Smart Specialisation Strategy considering the importance of increase of H2020 participation leveraging on the added value coming out from cross-border and international cooperation,
 - ❑ Coordination among Ministries for use of 2014-2020 ESIF;
 - ❑ Making available a support system ensuring a good quality content;
 - ❑ How to leverage on talents. Diaspora as well as the fact that majority of researchers are over 60 years old (in case of Latvia) and only few have enthusiasm to obtain new skills (project management, for example).



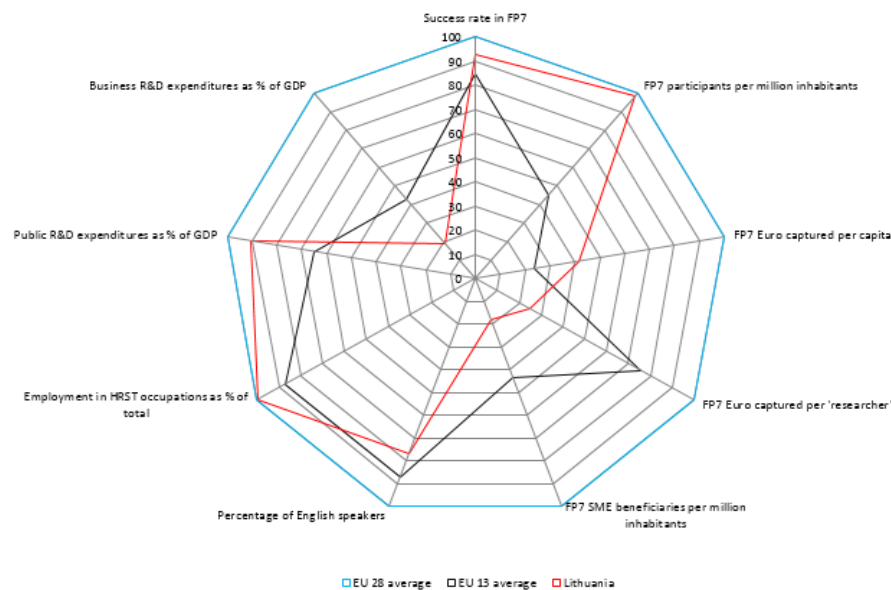
ESTONIA



LATVIA



LITHUANIA





Further information regarding Estonia's participation

Potential gaps

- Not clear national strategy that would be focusing on increase of FP7 participation highlighting the added value coming out of building international networks and cooperation, use of structural funds for increasing of FP7 participation. E.g. Coordination among Ministries for H2020.
- Low participation of Industries to FP programmes
- Lack of knowledge of "Brussels language", which is essential for preparation and submission of proposals
- Access to pre- information still not fully effective
- Lack of visibility of good R&D infrastructure abroad
- Low presence in the expert groups advising the programme committees, resulting in mechanisms/instruments and priorities/contents that reflects other countries' excellences

Proposed recommendations

- Create more stable research funding.
- Clarify national strategy aiming at obtaining EU research funding, including supporting private sector participation (elements related to this measure had been passed in early 2014)
- Better exploitation of the presence of institutional stakeholders in Brussels to access to relevant pre information and engage the international dimension (access to partners);
- Promote more proactive approach making available specific training and education in accessing international grants and in promoting R&D offer;
- Improve the capability of ensuring a bi-directional flow of information both from Brussels to Estonia on opportunities of related to participation to EU programmes and from Estonia to other countries to promote excellence of the Estonian R&D System, and lobbying to include expert groups in committees.



Strengths	Weaknesses
<ul style="list-style-type: none"> Estonia is outperforming for the size of its research and development employment sector in FP7. Estonia scores towards the upper range of the European Union's innovation scoreboard index. Estonia with a 5.7%, is well above the EU average (5.1%), and even above that for the EU15 The number of FP7 participations per million inhabitants is about three times as many as the EU13 average, and significantly above that of the EU28. Public expenditure on R&D in Estonia is significantly higher than the EU13 average and also falls above the EU28 average. Estonia has been very flexible, practical and proactive in terms of taking the opportunities and doing what is needed. R&D expenditure on average has very good performance for private sector. Geographical proximity to 	<ul style="list-style-type: none"> Although there are better opportunities now, there is the believe that the access to the EC is still not enough. Low presence in the expert groups advising the programme committees, resulting in mechanisms/instruments and priorities/contents that reflects other countries' excellences Little countries can therefore participate with difficulty, and more often are excluded. These instruments require, indeed, big industries and big research centres. Low FDI (foreign direct investment) used for R&D Researchers on occasions lack knowledge of the "Brussels language" in terms of policy objectives
Opportunities	Threats
<ul style="list-style-type: none"> Management share is getting bigger and bigger, and management weight is growing. All infrastructures built through ERDF helps Estonia attractive for H2020 Estonian researchers, not having strong national funding, may learn better how to write proposals Pilot some solution is easier in small countries and in the case of Estonia there is a good base from which to start building Capacity of translation between western and eastern countries. Being in the border between western and 	<ul style="list-style-type: none"> Salaries inequalities can also create internal conflicts among human resources, e.g. a young researcher paid by EC might earn twice as much a senior officer Management issues (see 3.4) Coordination among Ministries for H2020. Besides there is not common understanding of what is research Estonian research funding system is project based, not strong stable funding



Participation Value Chain Supply Side

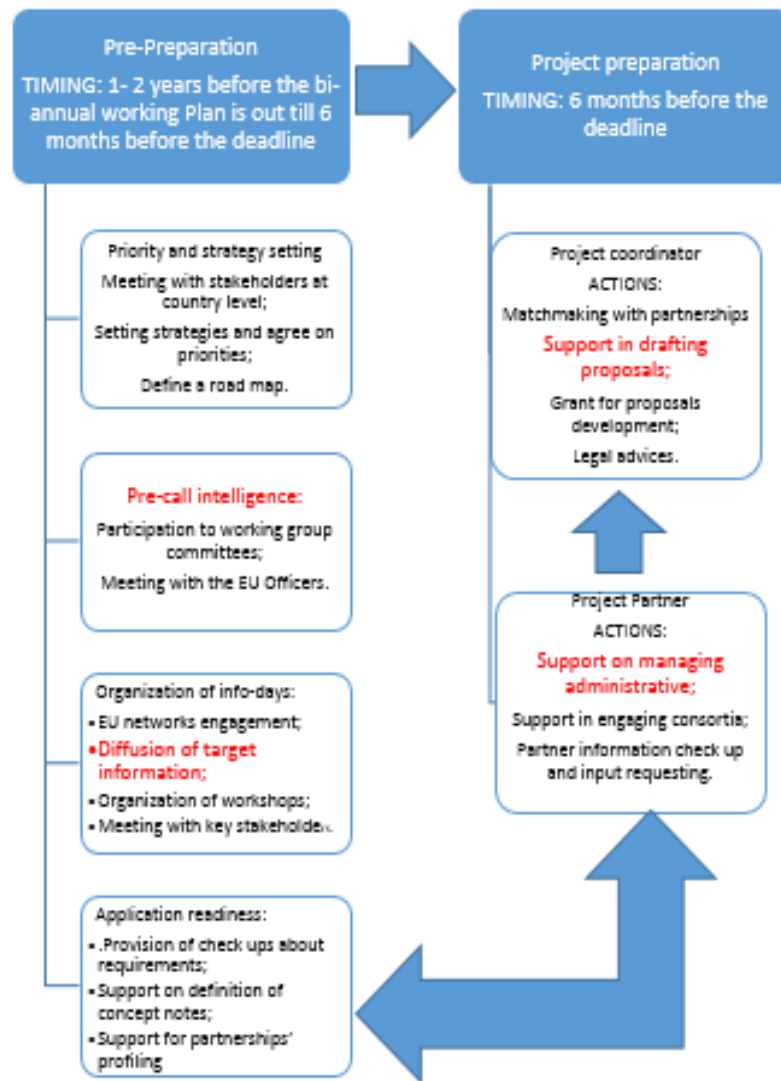
Pre-call Intelligence: Access to relevant information in advance and capability to influence the working programmes

Applicant awareness: more opportunities to make researchers and research institutions aware of the potential routes for applying for funding should be sought.

Applicant readiness: there is a need for researchers to be equipped with appropriate skills and knowledge in order to understand the processes in place that can lead to successful project proposals.

Targeted search: researchers and research institutions should be provided with support to encourage a more targeted search for suitable projects to participate in.

Proposal drafting: researchers should be provided with training opportunities to develop skills in developing successful proposals, including opportunities to understand examples of best practice.





PERSONAL/MOTIVATIONAL

- Low Economic reward/**wages**/incentives of researchers;
- Lack of **attractiveness** of FP7 funding in comparison to ERDF funding and/or, when available, to other national or bilateral schemes (less bureaucracy, less selection criteria, no or less international dimension);
- Lack of **interest** in the topics addressed in the R&D calls (EU 15 are perceived to have a dominant position in the setting of agenda).



ORGANIZATIONAL

- Lack of “**structural**” support to help applicants; Limited resources to NCP (often voluntary); Weak capacity of drafting proposals; cost of paying a consultant is often prohibitive;
- No **interest** in taking responsibility of administrative management (lack of time, little or no access to a project office support), project **leadership**;
- Difficulty to maximize information and experience to better **influence** and address the participation to the working committees;
- Weak **involvement** in European networks which often play a role in generating ideas for projects and facilitating partnerships.
- Difficulty to join (and **remain**) existing EU15 excellence consortia (lack of visibility of EU13 excellence teams on the EU map);
- No sectorial **focus/strategy** to support FP7 stakeholders;
- No leverage on **diaspora** and on successful applicants to **coach** the other potential participant;



STRUCTURAL

- Geographical disadvantages (far away from Brussels);
- Instability of national funding mechanism of University and National Research Centres;
- Limited national R&D budget, and in many countries in particular the private investment in R&D;
- Less excellent researchers in EU13 than in EU15 due to brain drain and weak presence of foreign researchers;
- Weak supporting infrastructure.



WHAT IS BEHIND THESE ARGUMENTS?



WHAT IS BEHIND THESE ARGUMENTS (1/2)?

- FP7 Projects are seen as an opportunity to increase salaries (**tactical –shortterm**); The strategic motivations (international visibility, access to knowledge, opportunity to open up to new co-operations abroad, better positioning in the scientific community, **R&D results exploitation** etc...) are not considered/perceived at all both by researchers and organizations;
- The quest for excellence is not taken into consideration. EU programmes are not enough seen as an **opportunity** for the best actors in the country to remain competitive or **improve their profile** at international level (and attract more funding, including private ones);
- “**Information driven**” and “**unidirectional**” support provision (flow of already public information from Brussels to the end user);



WHAT IS BEHIND THESE ARGUMENTS (2/2)?

- No proactive, organised approach to **exploit opportunity** before the call is out (lack of money resources are just excuses, most activities can be done at zero cost);
- No strategic approach to tackle the challenge of the **global dimension** of R&D. Talent circulation is a complex matter that goes beyond participation to EU Research programmes or level of salary. It is connected to many other factors that are related to decisions at country level.



Questions for the debate

What would be the options to increase the EU12 participation rate in HORIZON 2020?

- Feed a maximum of potential applicants with information and "touch-and-go advice", betting on the fact that the more organisations are aware a greater number may get funded?
- Identify a few excellent organisations not yet involved in EU projects to upgrade their capability to become strong leaders or partners of HORIZON 2020 projects?
- Run for every strand of HORIZON 2020 or chose a smart specialisation approach to target only strands for which national stakeholders have recognized expertise?



RECOMMENDED



- ✓ Act at international level and **market** the excellent EU13 centres and research teams to EU15 FP7 consortia leaders;
- ✓ Make a better use of the **Brussels offices**;
- ✓ Involve successful teams and the diaspora to play a "**role model**" for first time applicants, etc.;
- ✓ Reward **exchange** of researchers for the purpose of increasing abilities of speaking foreign language(s) and build up relationships;
- ✓ Better **coordination** between NCPs and EEN for going beyond information and providing support to potential participants;
- ✓ Establish a **rewarding** system for researchers or teams winning (not participating) H2020 Grants (down-stream synergies, **grant for using R&D results**);



- ✓ Incentivise the establishment of "project offices" in some universities and research centres;
- ✓ Leverage on previous ERDF investment in R&D infrastructure as flagships for marketing the capacity to be involved in H2020 projects as staircase to excellence;
- ✓ Use the opportunities opened up by RIS3 (ex-ante conditionality for TO1) to tackle the challenge of synergies to exploit excellence and international dimension;
- ✓ Using Article 70 of the common provision regulation in order to build long-term partnerships (Article 70(2) stipulates the possibility to allocate resources to operations located outside the programme area).



TAKE AWAYS

- ✓ Differences in performances are often related to different **strategic vision**
 - ✓ Tactical v/s strategic attitude “egg” v/s “chicken”
- ✓ H2020 v/s ESIF 2014-2020 **competition** between instruments rather than co-operation
- ✓ Perceived effectiveness of support and lack of **proactive** attitude
- ✓ Attitude of working in **silos** v/s capitalizing on “collective intelligence” nor on segmentation of value chain
- ✓ Support often intended as “Processing **information**”
- ✓ Focus on national dimension rather than **openness** to internationalization; **local** v/s **global**

How RIS3 and national strategies will tackle these challenges?
How OPs and national budgets will respond to these needs?

European Research Funding in the post-2004 Member States

Good Practices

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Two things from the dialogue:

1. Cultural issues: **passive** attitude towards the problems.
Expectations was «you have to propose solutions» while we are facilitators (I sit at the table waiting form my mother selecting a wife for me);
2. «we cannot do anything because we have **no money!**»

That's why we highlighted practices matching the most important GAPs in the **participation value chains** showing that action can be taken “with no money” or with a **sustainable business model**.



GOOD PRACTICES



- ✓ 29 good practices selected
- ✓ 15 countries (9 “Old” MS – 5 NMS – 1 Extra EU)

Topics matching the GAPs:

- Pre-preparation and pre-call intelligence;
- Pre-preparation and application readiness;
- Project preparation and administrative issues.



PRE-CALL INTERLLIGENCE: GIURI

WHAT IS:

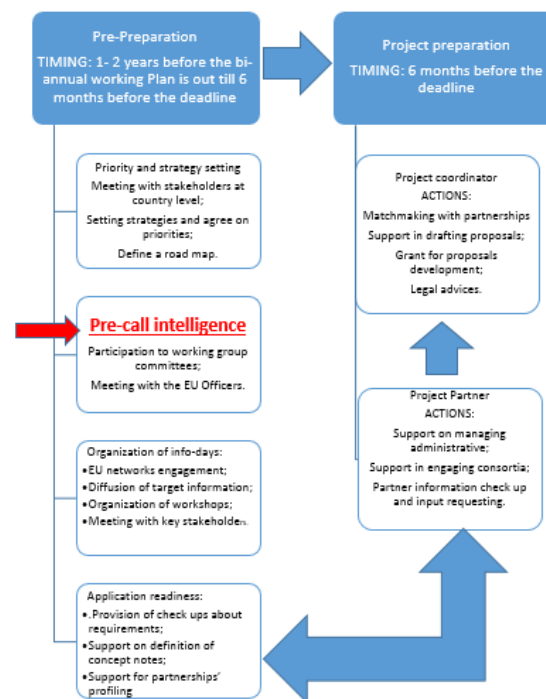
- Informal Group of Italian Liaison Offices active in the field of R&I;

MEMBERS:

- Representative of Research Organizations, Industry, Public administration and financial intermediaries;

ACTIVITIES:

- Thematic meetings on topics of interest of the members inviting officers from the EC and representatives from the Parliament.





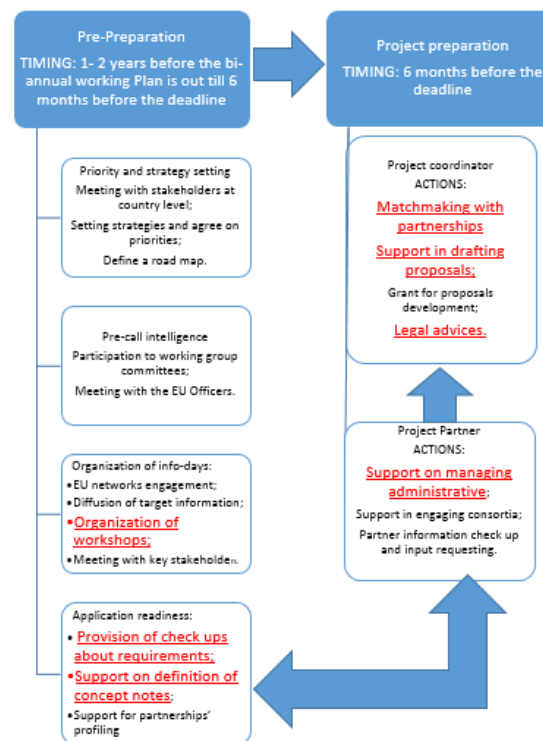
GIURI – SUSTAINABILITY MODEL

- Meeting on a monthly base, hosted by one of the members;
- Attended by the Brussels based staff of the organizations (no costs);
- 3 working groups dealing with:
 1. Financial instruments;
 2. Evaluation of H2020 proposals;
 3. European Innovation partnership.



APPLICATION READINESS, PROPOSAL PREPARATION AND PROJECT MANAGEMENT: UCL ERIO

- University with about 5,000 academic and research staff and 29,000 students;
- One of the most successful UK universities at attracting funding;
- ERIO: an office for the participation of the UCL researchers with **17 workers**;
- 350 million EUR under management.





European Research and
Innovation Office



Project Management

Pre-Award and Contract
Management

Proposal
Management Service

Project Management
Service

Pre-Award Support
for individual
applications (ERC and
MSCA) and for
applications in which
UCL is a partner

Legal and Financial
negotiation of
Grants, Contracts
and Amendments



ERIO – SUSTAINABILITY MODEL

- ERIO works partially also on a consultancy model, for external organizations of the area of London;
- ~1% of total award as ERIO fee if funded, based on successful trial in 2012 (75%funded);

They employ 17 people with expertise in:

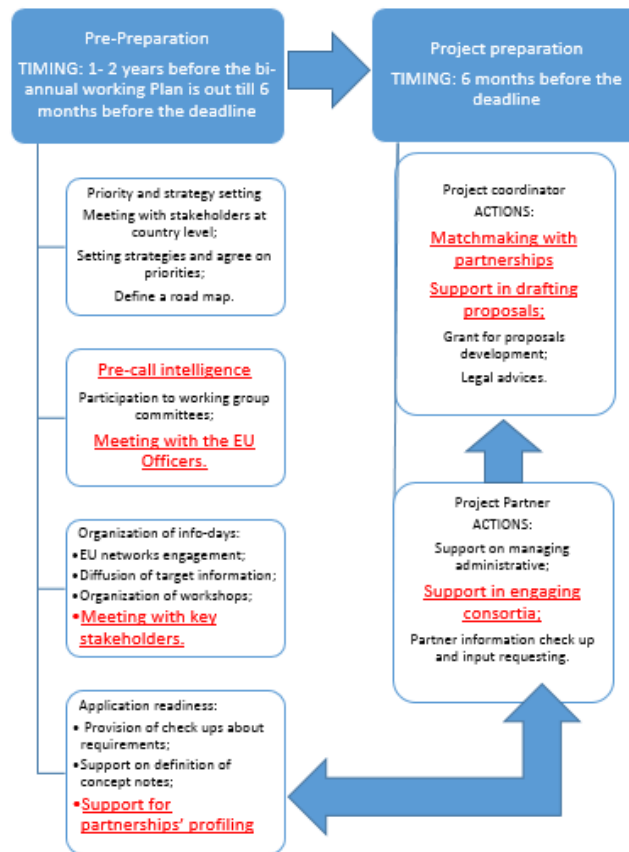
- Project management;
- Law and IP;
- Proposal writing.



APPLICATION READINESS AND PARTNER SEARCH: A-4U

Joint presence in Brussels of four Spanish leading universities:

- Universitat Autònoma de Barcelona (UAB);
- Universidad Autónoma de Madrid (UAM);
- Universidad Carlos III de Madrid;
- Universitat Pompeu Fabra de Barcelona.





Aims:

- Raise the international profile of A-4U Universities.
- Establish research collaboration partnerships worldwide.
- Enhance international mobility of students, researchers and academics.
- Promote English-taught degrees offered by the Alliance.

Background:

- Already existing cooperation, formalized in 2008 to optimize the combined resources



PRE- CALL INTELLIGENCE - ERA PORTAL AUSTRIA

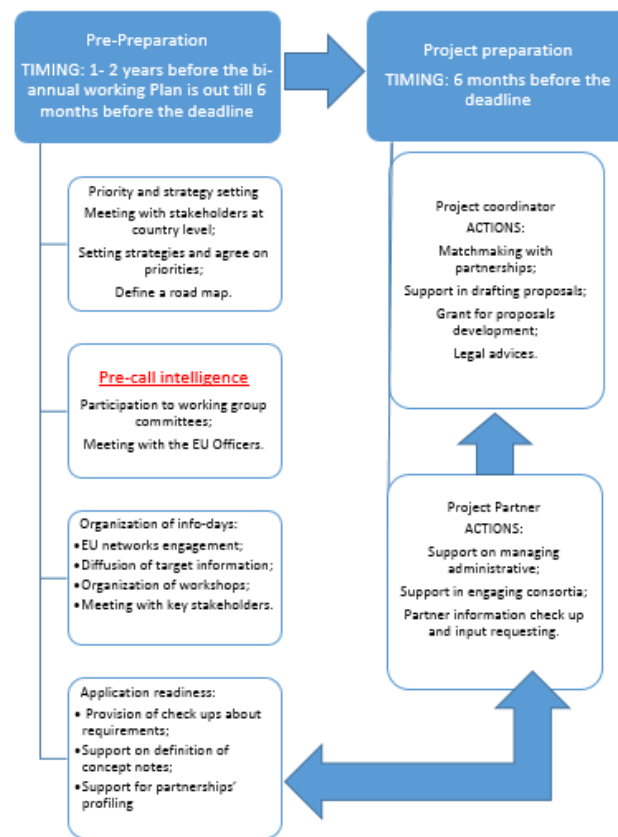
ERA PORTAL
AUSTRIA

Beneficiaries:

- Policy makers;
- Agencies dealing with ERA.

Aims:

- Gather together information regarding the participation of Austria to ERA of different ministries and agencies





ERA PORTAL AUSTRIA

- Information about: Policy fields, Governance, strategic intelligence and services;
- Started in 2001, it has been prolonged to cover Horizon 2020;
- Resources: 0.5 full-time equivalents for IT services and 0.75 full-time equivalents for coordination of works plus contribution of the contents from ministries and agencies.



PROPOSAL PREPARATION - RDA MURCIA

Regional Development Agency of the region of Murcia.

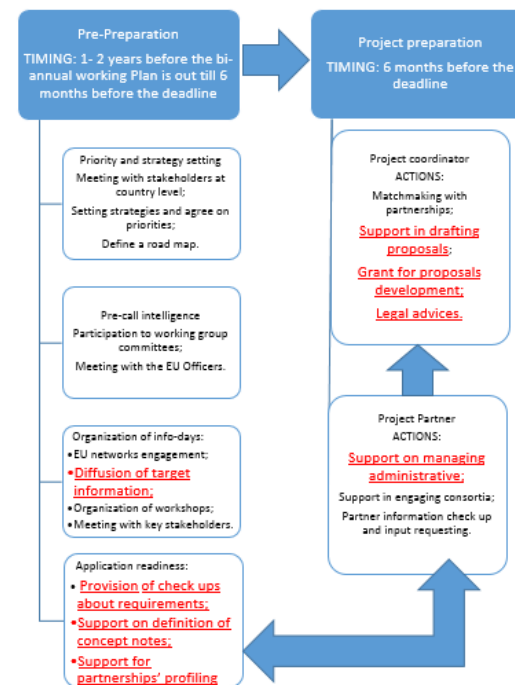
Aims:

- To boost the development of SMEs;
- Promote investment in the region.

Support for about 150 companies per year along all the life cycle of the project:

- Assessment of the project idea;
- Proposal preparation;
- Project implementation.

Service provide with the contribution of 4 experts, 2 based in Brussels and 2 in the Region of Murcia.





- This assessment service is complemented with the initiative “Plan Europe-SME” which carries out the following 3 main activities:
- **Ready:** It has been established 5 working groups with involve 21 stakeholders (clusters, technology centers, research organisations, etc.) Each group shares specialised information about EU programmes and organises a regional InfoDay for each major call;
- **Hospitality:** Every quarter a project officer from a company or a regional stakeholder goes to the Brussels office during one month to receive customized training and assistance to prepare project proposals;
- **Con-idea:** a yearly award to the best project idea not submitted yet by a company. The price is a free assistance from a private consultant to help the company to write the proposal for an EU call.



TAKE AWAYS

- ✓ Differences in performances are often related to different **strategic vision**
 - ✓ Tactical v/s strategic attitude “egg” v/s “chicken”
- ✓ H2020 v/s ESIF 2014-2020 **competition** between instruments rather than co-operation
- ✓ Perceived effectiveness of support and lack of **proactive** attitude
- ✓ Attitude of working in **silos** v/s capitalizing on “collective intelligence” nor on segmentation of value chain
- ✓ Support often intended as “Processing **information**”
- ✓ Focus on national dimension rather than **openness** to internationalization; **local** v/s **global**

How RIS3 and national strategies will tackle these challenges?
How OPs and national budgets will respond to these needs?





Knowledge to Market

www.meta-group.com

META Group

Mission

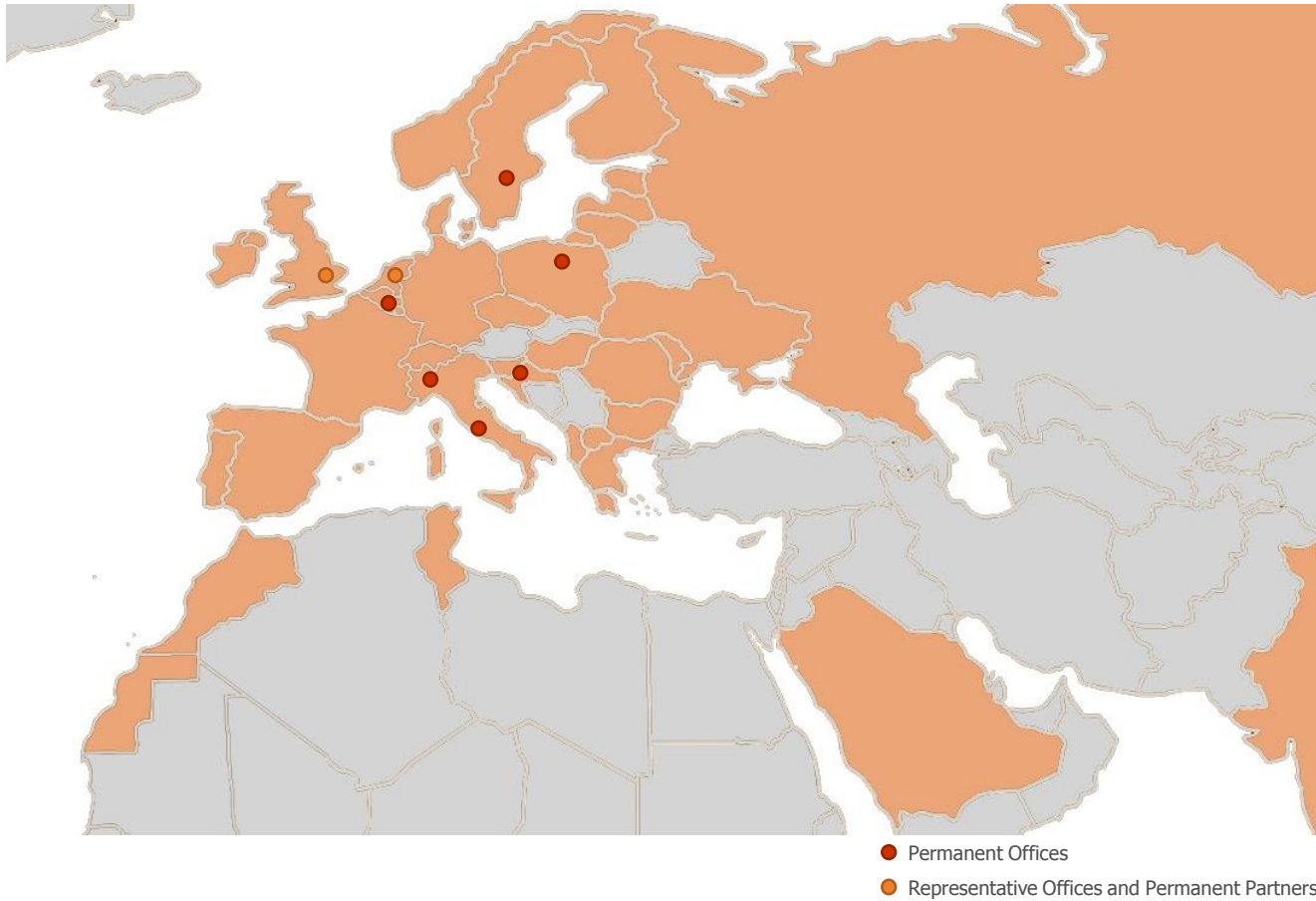
META Group is the premier international investment & advisory group, with pioneering integrated approach to foster knowledge-intensive entrepreneurship at macro & micro scale.

META Group addresses policy decision makers and civil servants, committed in fostering regional competitiveness leveraging on innovation and entrepreneurship; entrepreneurs keen to start up or further develop a new company; researchers, interested in exploiting their research results; and early stage investors looking for fresh and high potential deals.

The company's mission is to make the **Knowledge to Market** process effective and profitable!

META Group

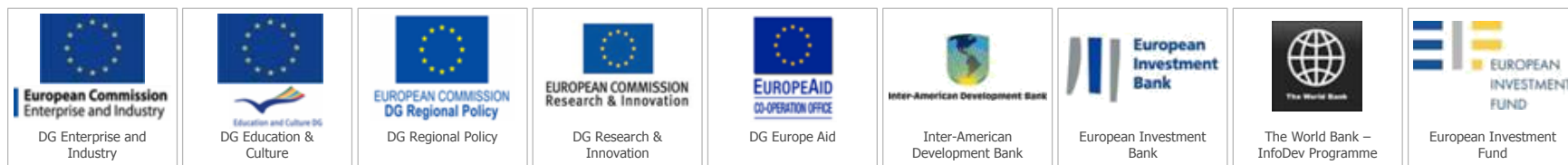
Our global reach



META Group

Main Clients

European Union / Institutions



Regional / National Organizations



Project Examples

Overview

META Group delivers international projects - both as consortium leader and partner - through:

- The EU FP7
- The CIP
- Ad hoc technical assistance
- The ACP

META Group can count on more than 20 years experience in:

- Designing and developing innovation policies (RIS, S3, Regional Innovation Strategies);
- Conceiving and providing innovation services for high growth startups, researchers and entrepreneurs (exploitation seminars, business planning, awareness raising initiatives);
- Dealing with early stage investors and equity based financial instruments (feasibility studies, investor readiness, matchmaking events)
- Managing large partnerships and coordinating international projects

META Group is member of important international associations such as EURADA, TII, INSME, BAE, IASP





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