D8.4 FITMAN SMEs Innovation Preparation Final

WP8 Preparation of Use Cases Expansion (Phase III)

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VERSION HISTORY

VERSION	DATE	NOTES AND COMMENTS
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0.2	12/06/2014	Input from INNO: Ch.1: Introduction; Ch.3: 3.1, 3.2, 3.4.1, 3.4.2, 3.4.5 Input from VTT: Ch.3: 3.4.3.1
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1.0	30/06/2014	Integration of peer review comments and final review
1.1	**03/07/2014**	**Final version**

DELIVERABLE PEER REVIEW SUMMARY

ID	Comments	Addressed (✔) Answered (A)
1	The Deliverable gives detailed description of methodologies applied and to be applied for SMEs and WEs engagement.	✔
2	It would be beneficial in section 2.2 to draw conclusions and common points from FIPPP projects regarding best practices and lessons learnt for SMEs and WEs engagement, as properly provided in D8.3. The content of this section is basically a report on the activities carried out by FI projects for SMEs engagement.	(A)
3	Some "Comments" have been inserted in the text regarding other issues. These need to be checked.	✔

ID	Comments	Addressed (✔) Answered (A)
1	The deliverable is overall well-written and aligned to its purpose and the DoW objectives.	✔
2	Updates and clarifications are recommended in text with corresponding comments.	(A)

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EXECUTIVE SUMMARY

The FI-PPP programme, managed by the European Commission, aims at increasing the effectiveness of business processes and infrastructures supporting applications in different sectors, and consists of three phases: Phase I establishes the technology foundation, defining "use case scenarios" in different industry sectors; Phase II develops use case pilots and sets up the infrastructures; Phase III expands the use cases by the development of applications and services[1]. FITMAN is a Phase II project, aiming at developing use case pilots and platforms relevant to ICT for Manufacturing. Phase III projects are currently selected and expected to kick-off in September 2014. Through Open Calls they will engage SMEs and Web entrepreneurs (WE) who will build on FI PPP technology in order to develop applications and services.

The present document, *D8.4: FITMAN SMEs Innovation preparation Final* aims at providing methods which will support Phase III projects in crafting their Open Calls and finally achieving an effective engagement of SMEs and WEs. D8.4 builds on *D8.3 FITMAN SMEs Innovation preparation First* (issued at M6)*,* and it updates and finalises the methodologies based on a series of actions taken by FITMAN between M6 and M15, driven by the recommendations received from the European Commission after the Review Meeting at M6. Thus, the following sets of methodologies are provided:

- Methodology for identifying best practices and lessons learned on SME engagement by looking at cases from other FI-PPP projects as well as the experience gained within FITMAN.
- Methodology for creating technology awareness in European Innovation and Entrepreneurship networks, exploiting their capillarity and scale.
- Methods for supporting the application and service development by SMEs and Web entrepreneurs in Phase III.
- Methodology for proactive communication of achievements and innovations generated by SMEs in Phase III.

Between M6 and M15, FITMAN carried out supporting actions to Phase III and piloted the methodology for creating technology awareness which provided all the relevant inputs for the finalisation of the methodology. Regarding the supporting actions to Phase III, FITMAN carried out two webinars (M8 and M14). The pilot action enabled the testing of the functionality of the technology awareness methodology. 10 organisations under 3 different types of SME networks were selected for the pilot action which lasted 4 months. The outcomes obtained from the pilot action are integrated under each step of the methodology and final remarks are presented.

The methodologies for supporting the apps and services development and proactive communication of the SME achievements in Phase III were not trialled, however updates are provided with regard to the Phase III timing and FITMAN overall timeframes.

The main stakeholders of D8.4 are Phase III projects and especially the ones wishing to address ICT for Manufacturing in their Open Calls as they will benefit from all set of methodologies included in this document. SMEs and web entrepreneurs to be engaged in Phase III projects will also benefit as they will receive support in the development of applications and services. Last but not least, FITMAN project benefits from D8.4, as it contributes to raising awareness about ICT for manufacturing relevant technology and infrastructure which will lead to the further expansion of FITMAN's technology.

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[1] Retrieved from http://www.fi-ppp.eu/about/

LIST OF ACRONYMS

BA	Business Angels
DBI	Digital Business Innovation
DWG	Dissemination Working Group
EC	European Commission
EU	European Union
FI-PPP	Future Internet Public-Private Partnership
FP7	Framework Programme 7
MVP	Minimum Viable Product
SME	Small and Medium sized Enterprises
VC	Venture Capital
WE	Web Entrepreneurs

1 INTRODUCTION

1.1 Introduction to the deliverable

The Future Internet Public-Private Partnership (FI-PPP) is implemented through three successive phases each of which has specific goals and objectives:

- **Phase I**: establishing the technology foundation, defining "use case scenarios" in different industry sectors, making an inventory of available (public) infrastructures via capacity building, and programme support;
- **Phase II**: developing use case pilots and platforms and setting up infrastructures;
- **Phase III**: expansion of the use cases by developing applications and services and expansion of the technology foundation[2].

The expansion of the use cases under Phase III will be achieved by involving SMEs and web entrepreneurs who will build on the large scale trials and core platforms functionalities deployed under the previous Phases in order to develop services and applications. The involvement of the SMEs and web entrepreneurs will be achieved through Open Calls to be held by the Phase III projects. In a nutshell, Phase III consists of two main steps:

- **Step one:** the selection of the Phase III projects through Call 3 organised by the European Commission. Call 3 ran from 28 June 2013 until 10 December 2013.
- **Step two:** The Phase III projects will issue Open Calls for the distribution of grants to SMEs and web entrepreneurs which will be invited to submit proposals to one (or more) of these Open Calls[3].

Currently the evaluation process of Call 3 proposals is finalised and the Phase III projects are selected and passed through the negotiation process. Phase III projects are expected to kick-off in September 2014.

The present document *D8.4: FITMAN SMEs Innovation preparation Final* is developed within the context of FITMAN and aims at supporting Phase III projects to issue their Open Calls and finally manage to engage relative to their project's scope and objectives SMEs and web entrepreneurs. Its main goal is to update and finalise the methodologies presented in *D8.3 FITMAN SMEs Innovation preparation First* based on a series of activities carried over the past months (Month 6-Month 15). Specifically D8.4 aims at:

1) Updating and finalising the methodologies for identifying best practices and lessons learned by presenting the communication that FITMAN had with the other FI-PPP projects on SME engagement practices as well as finalising the lessons learned within the FITMAN context;
2) Updating and finalising the methodology on creating technology awareness in EU innovation and entrepreneurship networks based on the outcomes of the pilot action carried out to test the methodology as well as the Phase III support actions carried by FITMAN;
3) Updating and finalising the methodology on supporting the service and application development by SMEs and web entrepreneurs in Phase III.

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[2] http://ec.europa.eu/digital-agenda/en/future-internet-public-private-partnership

[3] http://cordis.europa.eu/fp7/ict/netinnovation/call3_en.html

4) Updating and finalising the methodology for proactive communication of achievements and innovations generated by SMEs in Phase III.

1.2 Document Scope

The present document is developed within the scope of WP8, Task 8.3 *FITMAN SMEs Innovation Preparation,* being a continuation of D8.3 and aiming at updating and finalising the methodologies which will facilitate the SME and web entrepreneurs engagement in Phase III. The finalisation of the methodologies is based on a series of actions taken between M6 and M15 driven by the recommendations received from the European Commission (EC) after the review meeting at M6.

The structure of the present document follows the same structure as D8.3, integrating lessons learnt from the activities carried out during the past months and addressing **Recommendation 6: Assess Phase III support impact level** received from the EC.

D8.4 provides an update on the **methodologies for identifying best practices and lessons learned in SME engagement** based on the communication that FITMAN had with other FI-PPP projects on SME engagement actions taken by them as well as knowledge gained through FITMAN partners from their participation in Phase II.

D8.4 updates and finalises the **methodology on creating technology awareness** based on the pilot activity carried out for testing the methodology while at the same time addressing EC's recommendation on "*defining and applying procedures for the objective appreciation and assessment of support activities planned within D8.3 to support Phase III proposers and, later, projects. Target types and number of proposers FITMAN intend to contact and support should be made evident(…)*". Specifically, under this methodology, this recommendation is addressed by:

- Defining metrics for assessing D8.3 support methodologies and running a pilot action trialling the Technology Awareness Creation methodology;
- Describing types and numbers of proposers that FITMAN intends to contact and support (based on potential proposers identified in D8.3);
- Providing an elaborated approach under Stage 4 of the methodology on contacting Phase III participants;

D8.4 updates and finalises the methodologies on **supporting service and application development of SMEs and web entrepreneurs in Phase III**. Among the methodologies included are the lean start-up principles and the Minimum Viable Product (MVP), co-creation concept as well as methodology for local service hypothesis, local FITMAN ICT infrastructure and data gathering and feedback. EC recommended to monitor "*how many of the contacted proposers will reach an effective instantiation of new services and new applications within the FI PPP infrastructure. Provisions on how to get feedback from them to appreciate the impact and value of the support should be defined.*" D8.4 includes procedures for monitoring the success that contacted proposers have in instantiating new services and applications within the FI-PPP infrastructure. In addition, the methodology for data gathering and feedback will be utilised for the collection of feedback from Phase III participants.

Last but not least, D8.4 updates and finalises **the methodology on establishing dialogue and disseminating findings of Phase III projects** which are relevant to FITMAN. WP8 generates the content and methods for disseminating such content. The actual dissemination of the content is done under WP11 using these methods.

Thus, D8.4 is structured in 6 chapters providing the final versions of the methodologies, and additionally the annexes including detailed information on specific topics.

Chapter 1 provides an introduction to the document. It starts with a general description of FI-PPP and Phase III objectives, procedures and status, the main objectives of the deliverable and its scope, and a description of the links with other WP and deliverables.

Chapter 2 provides the final version on the methodologies for identifying best practices and lessons learned on engaging SMEs looking at other FI-PPP projects as well as the FITMAN partners.

Chapter 3 finalises the methodology for creating technology awareness. The methodology consists of five stages and aims at exploiting the capillarity and scale of all the identified networks.

Chapter 4 finalises the methodologies for supporting the development of services and applications from SMEs and web entrepreneurs. It consists of three sets, starting with the development of lean start-up principles and the Minimum Viable Product (MVP) principle, followed by the co-creation concept, and ending with the provision of methodologies for SME application and service development based on FITMAN platform.

Chapter 5 finalises the methodology for proactive communication of achievements and innovations generated by SMEs in Phase III.

Chapter 6 collects and presents the main conclusions of the document.

At the end of the document, we provide a number of annexes including a list of already identified networks and their ranking.

Overall, the main stakeholders of D8.4 are:

- Phase III projects scheduled to kick-off in September 2014 and planning to issue Open Calls for the engagement of SMEs and web entrepreneurs, specifically the ones relative to ICT for manufacturing and FITMAN;
- SMEs and web entrepreneurs to be engaged into Phase III projects, specifically to the ones relative to ICT for manufacturing and FITMAN;
- FITMAN project, benefiting from the engagement of the SMEs and web entrepreneurs in the Phase III projects contributing to its further expansion through the development of services and applications.

Figure 1 below illustrates the links between the methodologies presented in D8.4 and the stakeholders of the document as well as the main benefits that the stakeholders will have from D8.4.

Specifically, the first main stakeholder of D8.4, Phase III projects, are linked to and benefited by all four methodologies presented in the document. They get insights on best practices and lessons learnt on SME engagement from practices applied from other FI-PPP projects as well as FITMAN partners. They have access to the creation of technology awareness methodology which will facilitate them to issue the Open calls. In addition, they have access to methods for supporting the applications and services development from the engaged SMEs and web entrepreneurs as well as methods for the proactive communication of their achievements.

SMEs and web entrepreneurs are linked to and benefited by three of the methodologies. Specifically, the methodology on creating technology awareness will raise their awareness about Phase III projects and their Open Calls. In addition, they will receive support for the development of applications and services and also their achievements and innovations will be proactively communicated to the FI-PPP community and beyond.
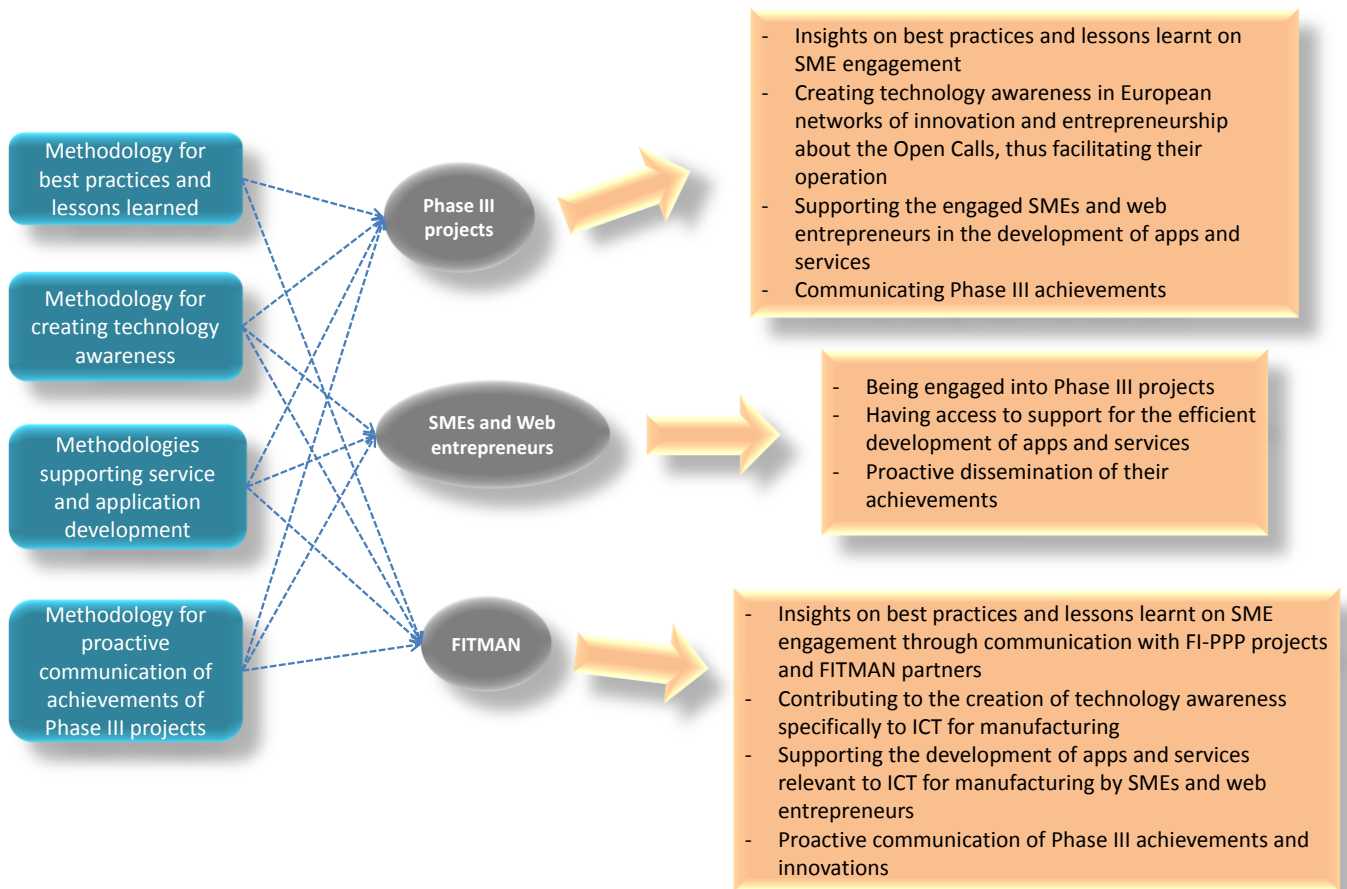
Figure 1: Links between D8.4 methodologies and stakeholders and benefits for them

Regarding FITMAN project itself and the benefits that it gains from D8.4; first, FITMAN gains insights on best practices and lessons learned from other FI-PPP projects which will facilitate the further coordination and the building of synergies on practices relevant to SME engagement. In addition, following the methodology for creating technology awareness, FITMAN will collaborate with European networks and actively contribute to the efficient organisation of the Phase III projects Open Calls, specifically the ones mostly relevant to ICT for manufacturing. FITMAN will also benefit from supporting the applications and services development as its technology and core platform will be further expanded. Last but not least, through the proactive communication of such achievements and innovations, FITMAN will further contribute to the successful operation and further propagation of the FI-PPP programme.

1.3 Connection with other WPs and Deliverables

This section presents the connection of Task 8.3 with other FITMAN WPs and Deliverables.

- **WP1** and **WP2** are sources of basic useful information for the technology awareness activities;
- Results from **WP3, WP4, WP5** and **WP6** serve as background information for the provision of support to SMEs and web entrepreneurs for the development of services and applications;
- **WP7** will be a valuable source of information with regard to best practices and lessons learned from the trials experimentations which will further enable us to provide support for SME service and application development;
- **D8.5 and D8.6** constituting the FITMAN Phase III support package which is useful for the technology awareness activities;
- **D9.1 and D9.3** where the exploitable results of WP8 and also T8.3 are presented together with all FITMAN exploitable results;
- **WP11** for the continuous communication of the achievements generated by SMEs in Phase III based on methods generated under T8.3.

Figure 2 below illustrates the connections between T8.3 and other FITMAN WPs and deliverables.
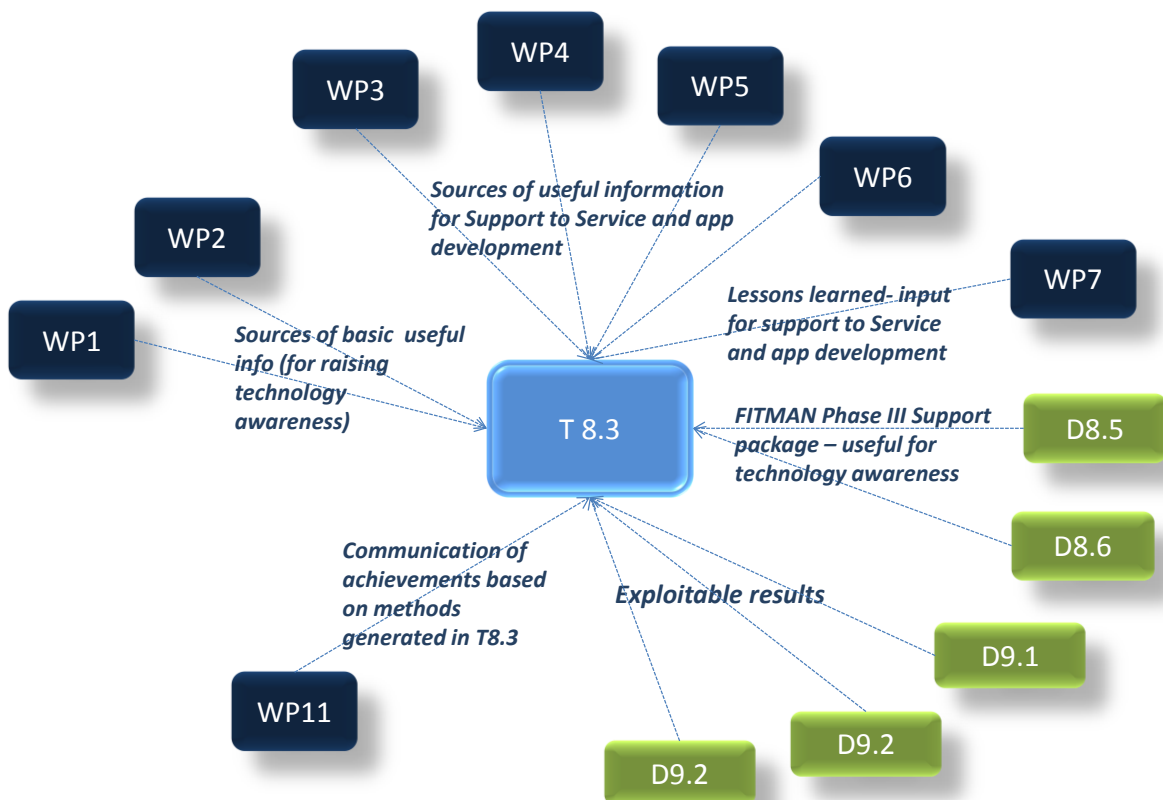
Figure 2: Connection with other WPs and Deliverables

As already mentioned before, D8.4 is based on D8.3, providing all the relevant updates and final versions of the methodologies. Figure 3 below illustrates the connections between D8.4 and D8.3.

D8.3

- Ch.2: Methodologies for identifying best practices and lessons learned
- Ch.3: Methodology for creating technology awareness
- Ch.4: Support for SME service and application development
- Ch.5: Methodology for proactive communication of achievements and innovations generated by SMEs in Phase III

D8.4

- Updates and Final versions based on communication with FI-PPP projects and FITMAN experience
- Updates based on pilot action and EC Recommendations – Finalisation of Methodology
- Updates based on Phase III timing and EC Recommendations – Finalisation of Methodologies
- Updates based on Phase III timing and EC Recommendations – Finalisation of Methodology

Figure 3: Connection between D8.4 and D8.3

2 METHODOLOGIES FOR IDENTIFYING BEST PRACTICES AND LESSONS LEARNT – FINAL

2.1 Understanding and identifying best practices

This section relates to Section 2.1 of D8.3 which provided the overall framework on understanding and identifying best practices. This framework was taken into consideration in order to identify best practices with regard to SME engagement methodologies within FITMAN and other FI-PPP projects as reported in D8.3. Given the scope of this section, no further relevant actions were taken over the past months, therefore no updates are available.

2.2 Lessons from previous Future Internet initiatives – Final

This section provides a report on the coordination actions with other FI-PPP projects for the identification of best practices on SME engagement carried out by FITMAN.

FITMAN is actively involved in all the FI-PPP working groups and governance bodies in which the FI-PPP projects have to contribute and share ideas and best practices. A detailed report on FITMAN's contributions in these groups is provided in deliverable D11.1 (M12). In particular, the engagement of SMEs and Web Entrepreneurs (WEs) in the FI-PPP programme is a key issue in the FI-PPP communication strategy, handled by CONCORD and the Dissemination Working Group (DWG). FITMAN has deployed its own communication strategy in line with the FI-PPP objectives and expected impact.

For example, CONCORD communication activities to make SMEs and WEs aware of the FI-PPP programme and its open calls have been re-used for promoting the FITMAN results and open call (launched in Sept. 2013). On-line communication events/webinars have been preferred in order to save travel costs. Regular on-line information flows have been set up by using social networks. The key messages have been defined by identifying the SMEs/WEs potential interests in the project results.

Regarding the fact that SMEs are not a homogeneous group, but a rather divergent target audience (very small companies in the Internet sector driven by innovative WEs; small and medium-sized companies in the ICT sector, in application sectors, including start-ups and established firms), DWG has pointed out the challenge for the FI-PPP communication activities to reach SMEs who have not yet been involved in FP7 or other EU-funded programmes. Accordingly, FITMAN has built its support to Phase III proposers taking into account this constraint.

In Dec. 2013, FITMAN carried out an action among FI-PPP projects to share the FITMAN D8.3 methodologies and to collect examples and best practices in terms of communication towards SMEs. I-VLab sent an enquiry via the DWG asking two questions: have other FI-PPP projects made methodologies for SME engagement? Are they taking action (e.g. webinars) to engage with Phase III participants?

We have received the following answers from:

- FINESCE: innovation days (all participants give a 99 second presentation; networking tables), trial open days (demonstrations, results), stakeholder group with 2 events a year, LinkedIn group for SMEs and start-ups
- FUSION (FIRE project) aims to facilitate uptake of FIRE testbeds from SMEs. SME focused events and webinars for awareness/engagement.
- FI-Content 2 seeks to collaborate with other UCs and FI-WARE on supporting the FI-PPP ecosystem starting 2014.

- INFINITY/XIFI: have a list of stakeholders at https://www.fi-xifi.eu/about-xifi/stakeholders.html; working on key messages for stakeholder groups including SMEs; identify target stakeholders for each event attended
- FI STAR: building community of SMEs in healthcare

The objective of this enquiry was to share best practices and lesson learnt, but also to analyse the potential synergies that FITMAN could develop with other projects in order to increase the impact of the awareness-raising towards SMEs. The difficulty for FITMAN to elaborate common actions with other FI-PPP projects is due to the different target groups, as FITMAN clearly addresses an audience oriented towards manufacturing, whereas the other projects are in other domains. The projects which seem to have common audiences with FITMAN are the FI STAR (Healthcare) and FI SPACE (transport/ logistics) projects. Joint actions with these projects have been considered.

Overall, this action has led us to the conclusion that several FI-PPP projects have carried out SME engagement practices at an individual project level and some of them would be willing to organise common actions with other projects. However, this might not be always possible as each project has a different scope. Further coordination actions with other FI-PPP projects of similar scope might be an option in order to build synergies on SME engagement practices.

2.3   Lessons from FITMAN: methodology for partner interviews - Final

Full details of the methodology for partner interviews can be found in D8.3 section 2.3, but Figure 4 summaries the methodology.
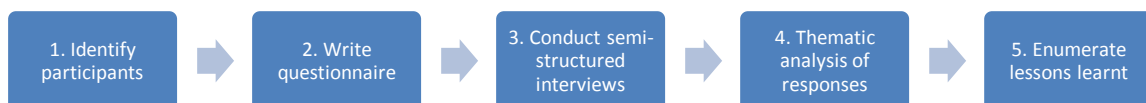
Figure 4: Methodology for eliciting lessons learnt.

The methodology was applied in practice shortly after its publication in D8.3: 21 FITMAN partners were interviewed, primarily face-to-face but a subset via phone calls, using the methodology. Their responses were captured and analysed in order to identify lessons learned regarding the experience of joining the FI-PPP. The full results of the procedure can be found in D8.6 section 7.1, although in summary three lessons were learnt:

Lesson 1: Informal networks amongst manufacturers and ICT partners played an important role throughout the early phases of FITMAN, especially the bidding phase. Involvement in FITMAN provided extensive opportunities to establish and grow these networks. Both formal and informal networks should be used for dissemination of open calls.

Lesson 2: It is beneficial, and may even be necessary, to broker links between newcomers and more experienced participants in EC research projects.

Lesson 3: It is important that FI-PPP participants understand the contractual obligations and constraints of the FI-PPP along with the overall FI philosophy. It is essential to ensure access to information in suitable formats, including information on the FI-PPP, FI-WARE, GEs and SEs (including GE and SE status, and terms of access).

The methodology was a success, garnering insights into the process of joining the FI-PPP that are relevant for Phase III participants.

The methodology is flexible: for example, were it is desirable to garner insights into the experience of running Open Calls within FITMAN, it would be a straightforward matter to once again identify participants, write a questionnaire, hold interviews, analyse responses, and enumerate lessons learned. Similarly, the methodology could be used to examine lessons learned for running webinars for Phase III, or hosting the Phase III Package as an online resource.

3 METHODOLOGY FOR CREATING TECHNOLOGY AWARENESS - FINAL

This chapter presents the final version of the methodology for creating technology awareness. It builds on the lessons learned from the pilot action carried out in order to test the methodology and other Phase III support actions carried out between M6-M15 such as the organisation of two webinars. Specifically, section 3.1 provides an overview of the methodology as presented in D8.6; Section 3.2 provides the methodological overview of the Phase III Support actions; Section 3.3 presents the methodological overview of the pilot action; and Section 3.4 updates and finalises the methodology for creating technology awareness.

3.1 Methodology presented in D8.3

This section provides an overview of the methodology for creating technology awareness as presented in D8.3. Overall, the methodology for creating technology awareness builds on the following values:

- **Capillarity:** the methodology is able to address a large scale of communities with a limited amount of resources;
- **Agility:** the methodology facilitates mechanisms for adaptation to the needs of the communities being addressed to maximise adoption and impact;
- **Diversity:** the methodology is able to support the needs of ICT infrastructure providers, SME related organisations, local and regional development agencies;
- **Neutrality:** the methodology offers equal opportunities to all agents involved, irrespective of cultural, sector, social and enterprise contexts;
- **Openness and Transparency:** the methodology secures the transparency and open access to the knowledge and activities supported;
- **Value:** the methodology facilitates the means to ensure and monitor the value co-creation for all entities during the entire life-cycle of the methodology.

Based on these values the methodology consists of five main stages:

- **Stage 1**: the overall scope and the target groups to be reached are defined with regard to the technology awareness activities;
- **Stage 2**: identification of innovation and entrepreneurship networks and other relevant organisations to be reached as well as detection of possible communication means for contacting the networks.
- **Stage 3**: ranking of the identified SME networks in order to first contact the ones with the higher likelihood of reaching and creating technology awareness to a big number of SMEs and web entrepreneurs. In addition, in order to maximize the impact among the target groups, the appropriate communication means are matched to SME networks.
- **Stage 4**: establishment of an active dialogue with the highly relevant SME networks, in order to better understand their needs and concerns and facilitate the flow of all the relevant information.
- **Stage 5**: continuous monitoring of the activities once the active dialogue is established. All the activities initiated with the SME networks should be monitored and followed up in order to ensure that they stay in line with the objectives.

Figure 5 below illustrates the overall methodological approach for creating technology awareness.
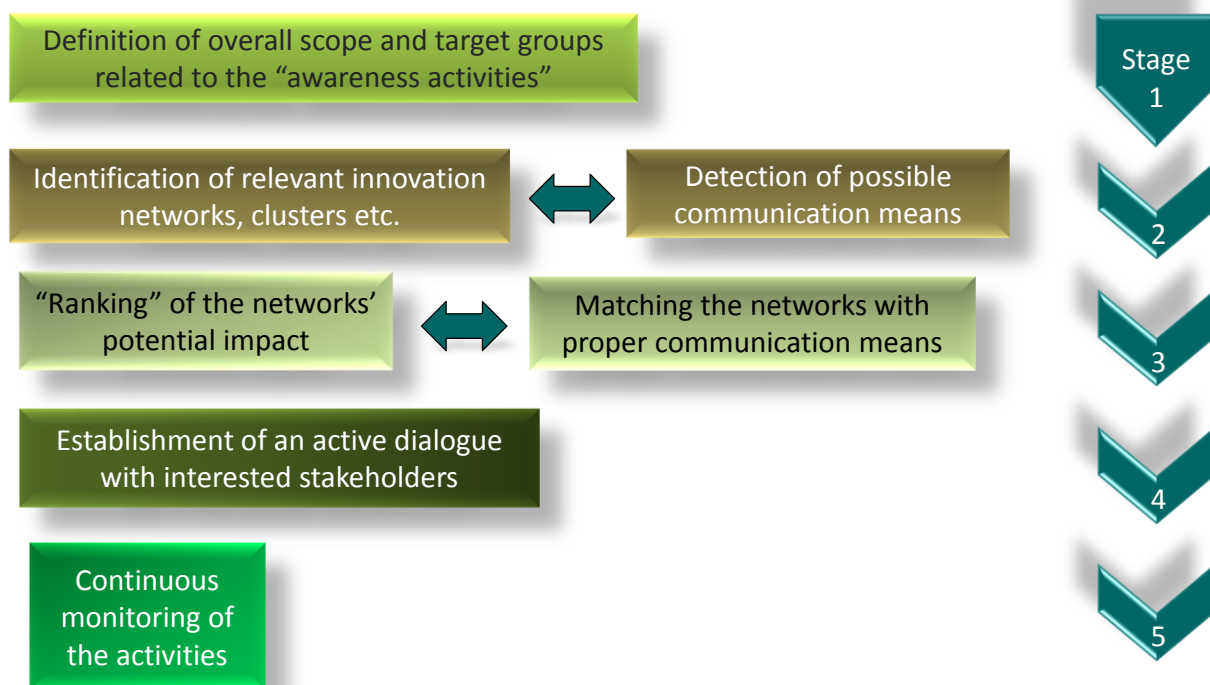
Figure 5: Overall methodological approach for creating technology awareness

3.2 Phase III Support Actions – Methodological overview

Within the framework of the Phase III Support actions and in order to raise technology awareness, FITMAN carried out two webinars, one in November 2013 – M8 (aimed at all interested Phase III participants) and one in May 2014 – M14 (aimed at the successful Accelerators who will become active in Phase III). D8.4 reports on the methodology used in order to carry out the webinars and D8.6 reports on the outcomes and the lessons learned from the webinars.

The overall methodology for running webinars sharing information about FITMAN support to Phase III is shown in Figure 6.
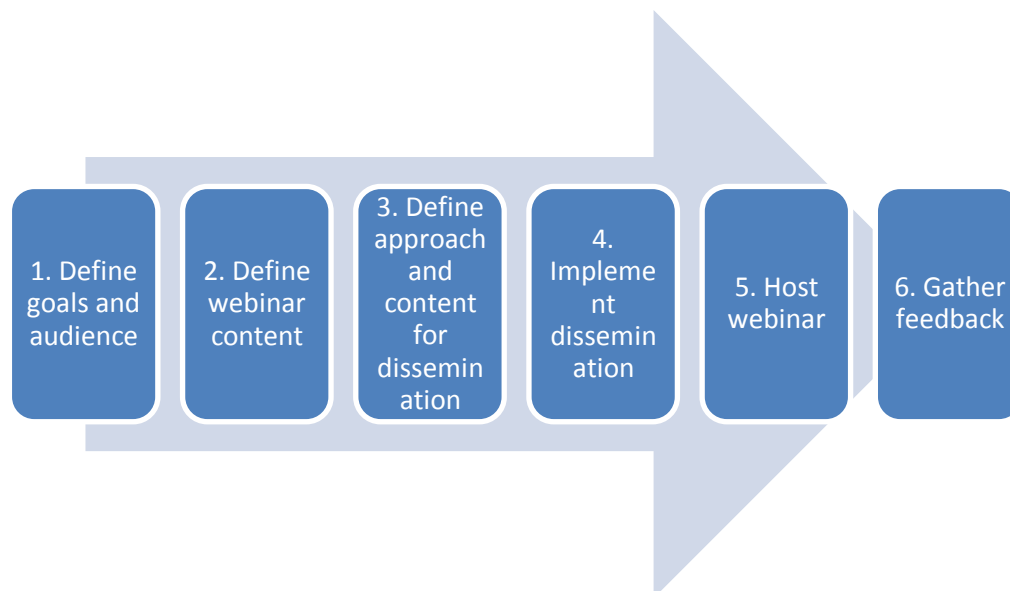
Figure 6: Methodology for running webinars to share information about FITMAN support to Phase III

In both webinars, the following methodology was used:

1. Define goals and audience: consider the precise goal and audience of this webinar. For example, it may be about sharing what FITMAN information and support services are available to Phase III participants bidding to run an accelerator, or it may instead be about sharing how FITMAN can support successful Phase III accelerators in writing their Open Calls for SMEs and WEs.
2. Define webinar content: based on the output of step 1, the precise scope and detail of information about FITMAN support to Phase III is defined.
3. Define approach and content for dissemination: consider the use of, e.g., targeted invitation emails versus advertisement via the FI-PPP website.
4. Implement dissemination: in cooperation with FITMAN WP11 (Dissemination and FI PPP Collaboration), disseminate the defined content.
5. Host webinar: run the webinar itself
6. Gather feedback through survey and gather metrics

3.2.1 M8 Webinar

The first webinar in the framework of the Phase III support actions taken by FITMAN was carried out in M8 (November 2013) and its main objective was to raise technology awareness among Phase III bidders with regard to FITMAN. Therefore, its main target audience was Phase III bidders and specifically the ones who aimed at building on FITMAN technology and/or address ICT in manufacturing in their project proposals.

A webinar is a seminar which is held online with the use of appropriate software / online tools. There is a significant amount of software / online tools for the organisation of webinars and relevant research was carried out in order to find the software that could best fit our needs. Finally, we chose an online tool which provides the following capacities:

– Hosting a webinar / meeting with unlimited number of attendees;
– Sharing screens and slides;
– Recording the webinar;
– Oral and written interventions;

    – Clear overview of the attendants list[4].

The announcement was done 3 weeks before the actual date of the webinar and all relevant dissemination actions were taken. Specifically, the webinar was disseminated on FITMAN's portal[5] and social media and email invitations were sent to all FITMAN mailing lists (Please see email invitation in Annex III). In addition, the webinar was announced at FI-PPP's website.

The webinar was held on 19 November 2013, at 12.00 pm CET and lasted for one hour. The first half of the webinar provided information about FITMAN deliverables, methodologies for SME and web entrepreneur engagement, and other Phase III related information. In the second half of the webinar, the attendees had the opportunity to address their questions to the FITMAN team[6].

After the webinar, a survey was carried out in order to receive feedback on the usefulness of the webinar. The survey ran for two weeks and two reminders were sent before the final deadline of the survey.

3.2.2 M14 Webinar

The second webinar was carried out in M14 (May 2014) and its main objective was to inform Phase III projects (already selected) about the support that FITMAN can provide to them. Specifically, the webinar aimed at raising awareness among the Phase III Projects on the support FITMAN can provide them in crafting open calls within the context of ICT and manufacturing.

The same online tool as in M8 webinar was selected for the organisation of the M14 webinar. Given the scope of the webinar, specific email invitations were sent to the Phase III project coordinators and no further public announcement of the webinar was carried out (Please see Annex IV for email invitation).

The webinar was held on 13 May 2014 at 11.00 am CET and lasted one hour. It basically had the same structure as the one in M8, followed by a survey which ran for 2 weeks. However, this time the survey aimed at receiving feedback on the usefulness of the webinar as well as the intention of Phase III Projects in collaborating with FITMAN for issuing their Open Calls.

As already mentioned before, a report on the outcomes of both webinars can be found in D8.6 including the analysis of the survey results, the questionnaires used for the surveys and the questions received during the webinars.

Overall from both webinars we can conclude that participants were satisfied with the information presented. The majority of the respondents to the survey visited the FITMAN portal after the webinar in order to retrieve more information. All respondents would like to see similar actions organised by FITMAN in the future.

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[4] For further information on the online tools used for the organisation of the webinar, please see: http://www.anymeeting.com/

[5] Please see the relevant announcenmt at FITMAN's portal: http://www.fitman-fi.eu/news/fitman-support-in-phase-iii

[6] Please find the detailed agenda of the webinar at: http://www.fitman-fi.eu/admin/news-downloads/fitman-phase-iii-webinar

3.3   Pilot Action – Methodological Overview

To assess and improve the methodology reported in the deliverable D8.3 for creating technology awareness, a pilot action was performed to test the method with some selected target groups. The objective of the pilot action was to identify which aspects could be improved in the methodology, based on the experience of applying the methodology and the feedback from the contacted organisations.

This section describes how the pilot activities have been defined. The outcomes of the pilot action are integrated into the 5 different steps as it is presented under section 3.4.

Figure 7 below illustrates the core actions of WP8 and how the pilot action has been integrated into them:

- Action 1 (in orange): FITMAN support to FI-PPP Phase III bidders, including the creation of the D8.5 web pages for the Phase III package and its promotion (organisation of webinars).
- Action 2 (in red): The D8.3 methodology for creating technology awareness in SMEs (chapter 3 of D8.3). To assess this methodology, FITMAN performed a "Pilot" and applied the methodology, acting like a Phase III project in manufacturing. The pilot ran from Feb. to May 2014 (4 months).
- Action 3: (in blue): the support actions to Phase III projects.
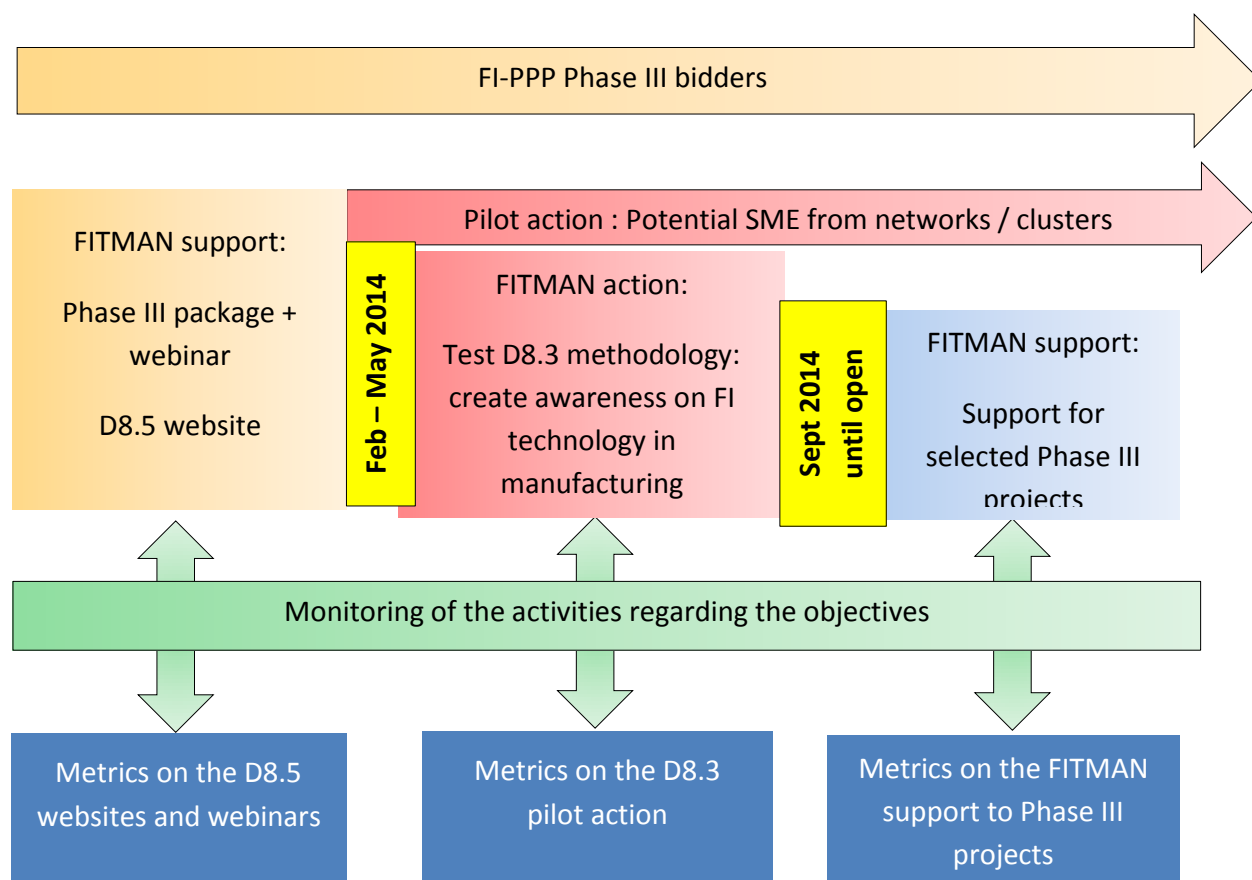
Figure 7: WP8 Core actions

The pilot action was structured in three stages: in the first stage we identified the SME networks to contact, assigned WP8 partners in charge of each network and drafted the communication material; in the second stage, the primary communication via email with the networks was carried out, followed-up with a phone call to the networks who have not responded to the initial email; in the third stage, we finalised all the actions by reporting on which networks have responded positively.

WP8 partners drafted guidelines in order to define the process to contact the selected networks and the message to be used for each network. The selected networks were assigned to the partners based on existing liaisons the FITMAN partners already have with these networks. In case of no particular affinity, the network was randomly assigned.

FITMAN WP8 partners have been assigned to contact networks as follows:

Table 1: Networks and assigned WP8 partners

Network	WP8 Partner
DBI Community	NTUA
ERRIN	I-VLab
EFFRA	Innovalia
FIMECC	VTT
Estonian Venture Capital Association	IT Inno
Belgian Venture Capital & Private Equity Association	I-VLab
FiBAN-Finnish Business Angels Network	VTT
H-Farm (Italy)	NTUA
SISP Swedish Incubators & Science Parks	Innovalia
Tech Hub	IT Inno

Each appointed partner sent an email to the networks by using a template mail validated by the WP8 (please see template in 3.4.4). One week after the initial communication was made, networks which had not responded, were contacted by a phone call. By the end of the pilot action, we reported on the final number of organisations having responded positively for further collaboration

3.4 Methodology updating and finalisation

This section provides updates on and finalises the methodology for creating technology awareness based on the pilot action and the webinar. The updates are given for each of the five stages of the methodology, thus finalising the methodology overall. The methodology for creating technology awareness is addressed to the Phase III Projects and its main objective is to provide them the appropriate methods for issuing their Open Calls in an efficient manner.

3.4.1 Stage 1: Definition of the overall scope and target groups related to the awareness activities.

The first stage of the methodology defines the overall scope of the technology awareness activities and the characteristics of the target groups to be reached. Below, the final version is provided based on the lessons learned from the pilot action.

3.4.1.1 Finalisation of the overall scope

D8.3 explained the aspects that shall be taken into account when defining the overall scope of the technology awareness activities. Those aspects were specifically taken into consideration when designing the pilot action. D8.3 proposed the setting of quantitative and qualitative objectives which will define the scope within which the technology awareness activities shall take place. Therefore, D8.3 proposed that objectives and measurable targets shall be set with respect to the following:

- Number of SMEs/web entrepreneurs/sectors to be addressed
- Geographical scope
- Timeframes
- Expected outcomes

Below we present how these aspects were addressed while carrying out the pilot action.

Definition of the number of SMEs/web entrepreneurs/sectors to be addressed

In order to have a clear overview of this aspect, we set metrics in order to define the type of SME networks to contact and targets related to the expected positive responses. Table 2 below presents the metrics set with regard to the pilot action. It presents the planned action, the expected impact of the action, the metric set to assess the action, the target metric and the source of the metric. In this section we present the metrics and respective targets set. The results are integrated under the respective stages of the methodology.

First action planned with regard to the pilot action was to utilise the table of the ranked SME networks as presented in Annex II of D8.3 (likewise Annex II of the present document) in order to select which organisations to contact. The expected impact of this action was to contact the type of organisations highly relevant to FITMAN and ICT for manufacturing. The metric set in order to assess this action was the proportion of accurate data included in the table with the ranked organisations and the target was 95% of the data to be accurate. The assessment was done by checking the accuracy of the data included in the table for the organisations chosen to be contacted during the pilot action.

The next action planned was to contact the relevant networks in order to reach out SMEs and WEs. Three main impacts were expected under this action. First, to make contact with the top ranked organisations. The metric set for assessing this action was the proportion of networks to respond with a target of 80% of response rate out of the total number of the contacted organisations. The verification means of this action were through the data collected during the pilot action.

The second expected impact under this action relates to awareness-raising among SMEs and WEs on FITMAN results. Two metrics were set in order to assess this action: the first one relates to the proportion of the total networks positively responded in the dissemination of FITMAN related information to the SMEs and WEs which are associated with them and the target set was 50% of the contacted networks; the second metric relates to the number of sessions to the Phase III Package at FITMAN's portal. The main source for measuring this metric is Google analytics data.

The third expected impact under this planned action, relates to contacting types of organisations mostly relevant to FITMAN and ICT for manufacturing. The metrics set to assess this action is the proportion of networks per each of the three selected categories for the pilot action (Ecosystems, Business Angels/Venture Capitals, Incubators/Accelerators) positively responded in disseminating information. The target set was to receive a positive response from the 80% of the contacted organisations per type of category.

Table 2: Metrics set with regard to the pilot action

Planned action	Expected impact	Metric to assess the action	Target metric	Source of metric
C. Use table of ranked networks to select organisations to contact	Contact will be made with highly relevant organisations. / mostly relevant to FITMAN / ICT for manufacturing	C1 Proportion of data in the ranked table of networks to be accurate.	95% data in the table accurate	Check whether data is accurate for the organisations selected for the pilot action
D. Contact networks, reach out SMEs and WEs	Make contact with the top-ranked networks[7]	D1 Proportion of networks to respond.	Receive a response from 80% networks	Data collected during pilot action
	Awareness of FITMAN results among SMEs and WEs	D2 Proportion of networks to disseminate FITMAN information to their SMEs / WEs.	FITMAN information propagated by 50% of all organisations contacted.	Data collected during pilot action
		D3 Number of sessions having visited the Phase III Package	1226 (from 01-10-2013 to 10-06-2014)	Google analytics data
	Contact types of organisations mostly relevant to FITMAN / ICT for manufacturing	D4 Number of organisations positively responded per category: ecosystems	Positive response from 80% of the contacted organisations	Data collected during pilot action
		D5 Number of organisations positively responded per category: VC/BA	Positive response from 80% of the contacted organisations	Data collected during pilot action
		D6 Number of organisations positively responded per category: Incubators / Accelerators	Positive response from 80% of the contacted organisations	Data collected during pilot action

The establishment of metrics linked to the planned actions right from the beginning of the pilot action, enabled the continuous monitoring of the progress and final assessment of the generated impact.

Definition of the geographical scope

With respect to the definition of the geographical scope, D8.3 proposes that the technology awareness activities should be addressed to communities with a larger or smaller geographical scope, namely European, National, Regional, and Local.

With respect to the pilot action, the selected organisations cover all the possible geographical scope. Three out of four organisations under the category Ecosystems namely, DBI Community (formerly known as FInES Cluster), ERRIN, and EFFRA have a European scope. FIMECC has a national scope as well as the three networks under the category BA/VC, namely: Estonian Venture Capital Association, Belgian Venture Capital & Private Equity

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[7] Ecosystems, business angels-venture capitalists, technology parks, clusters, incubators-accelerators, national associations-federations, regional development agencies

Association and FiBAN-Finnish Business Angels Network. The same goes for the three organisations under the category Incubators/Accelerators, namely H-Farm, SISP Swedish Incubators & Science Parks and Tech Hub, with some of them also having a strong regional and local presence.

The pilot action showed that organisations with a broader geographical scope, mainly European, demonstrated higher interest than the ones having mostly a national and regional scope. This aspect should be particularly taken into account when designing technology awareness actions in order to be able to have the desired impact.

Definition of timeframes

The timeframes of the pilot action were already set at the designing phase. The total duration of the pilot action was four months, with two months dedicated to contacting the selected organisations. Given the scope of the pilot action the time dedicated for contacting the organisations was adequate.

The defined timeframe systematised the implementation of the pilot action and further enabled the continuous monitoring of the actions.

Definition of expected outcomes

The expected outcomes of the pilot action were defined at an early stage. As already presented in Table 2 above, the main expected outcomes relate to contacting networks highly relevant to FITMAN and ICT for manufacturing, and raise awareness among SMEs and WEs about FITMAN.

The definition of the expected impacts at the beginning of the pilot action allowed the setting of measurable targets and facilitated the continuous monitoring of the actions taken.

3.4.1.2 Finalisation of target groups definition

The methodology advocates matching three criteria in order to determine the profiles of the relevant target groups. The criteria are: the type of group, the type of activity and the interest in the topic.

FITMAN identified target groups for the promotion and awareness of the project and the adoption of the FITMAN results by the potential users, which are:

- Profile 1: SMEs and Web entrepreneurs; ICT infrastructure providers for manufacturing, Software and application developers in ICT for manufacturing which want to support the development or develop applications using FI in manufacturing business activity.
- Profile 2: Intermediaries for SMEs, including venture capitalists, regional authorities, incubators, and SME associations, Innovation/Entrepreneurship networks and Clusters, Public institutions and Regional development Agencies which want to collect and share information in manufacturing sector activities among their partners/clients.
- Profile 3: any type of organisations working in IT Consultancy, IT Services and solutions, Manufacturing industry, interested in applying FITMAN outcomes through FI-PPP Phase III.

The identification of these target groups has enabled the selection of the type of networks in the ranking tables.

Taking into account the tables with the ranked organisations (Annex II), FITMAN decided to contact the following three types of networks which have a closer collaboration and strong and direct links with SMEs and Web Entrepreneurs.

- Ecosystem
- Business Angels / Venture Capital
- Incubators / Accelerators

The other types of organisations (namely National Associations / Federations, Regional Development Agencies, Technology Parks, Clusters) were not excluded from contacting. However, given the narrow timeframes of the pilot actions and FITMAN resources, in terms of effort from the partners, the final number of organisations to contact was limited to 10 under the three types as mentioned above.

In total 10 organisations were selected, 4 under the first one and equally 3 from the next two. The selection was based on the desired profiles to be approached by FITMAN, as presented above, as well as the ranking of the networks as it was presented in D8.3 (for final remarks on the ranking, please see ch.3.4.1.1).

Based on the ranking results, the 10 organisations to be contacted by FITMAN have been:

- Ecosystems
  - **DBI Community:** Digital Business Innovation (formerly known as FInES Cluster)
  - **ERRIN**: European Regions Research and Innovation Network
  - **EFFRA**: The European Factories of the Future Research Association
  - **FIMECC**: Finnish Metals and Engineering Competence Cluster
- Business Angles and Venture Capitals
  - **EstVCA**: Estonian Venture Capital Association
  - **BVA** - Belgian Venture Capital & Private Equity Association
  - **FiBAN**-Finnish Business Angels Network
- Incubators and Accelerators
  - **H-Farm** (Italy)
  - **SISP** Swedish Incubators & Science Parks
  - **Tech Hub** (UK)

Table 3 presents an overview of the selected organisations, the positive/negative responses received back for further collaboration and how this corresponds to the rating we had carried out for each of the organisations.

Table 3: Results from the pilot action per organisation type – Relation with rating

Type of organization	Name of the organization	Positive Response	Negative Response	Rating
Ecosystem	DBI Community	1		84
Ecosystem	ERRIN	1		94
Ecosystem	EFFRA	1		76
Ecosystem	FIMECC	1		73
BA/VC	Estonian Venture Capital Association		1	65
BA/VC	Belgian Venture Capital & Private Equity Association		1	55
BA/VC	FiBAN-Finnish Business Angels Network	1		62
Incubator / Accelerator	H-Farm (Italy)		1	58
Incubator / Accelerator	SISP Swedish Incubators & Science Parks		1	77
Incubator / Accelerator	Tech Hub		1	57

As illustrated in the table above, 75% of the organisations having a score ≥ 70, gave a positive answer whereas only 25% of the organisations having a score between 55-69, gave a positive

answer. The pilot action outcomes regarding the type of organisation to be reached confirm that it might be preferable to select ecosystems. These outcomes are also in line with the ranking outcomes, setting ecosystems higher than BA /VC and Incubators / Accelerators, on average.

3.4.2 Stage 2: Identification of SME networks and detection of possible communication means

This stage refers to the identification of SME networks and the detection of possible communication means to utilise for the further dissemination of information. D8.3 contained a list of SME networks that were identified after a mapping that was carried out. This list is also made available in the present document in Annex I. The list is not exhaustive and further relevant SME networks shall be identified by Phase III Projects before the official launching of the Open Calls. The identified SME networks presented in Annex I are grouped under the following categories:

- Ecosystems;
- Business Angels-Venture Capitals;
- Technology Parks;
- Clusters;
- Incubators-Accelerators;
- National associations/Federations;
- Regional Development agencies.

All relevant information are provided for each identified SME network such as: name of organisation; geographical scope that the organisation covers; a link to the organisation's website; contact details / contact persons; main relevant characteristics to FITMAN / ICT for manufacturing; communication means that the organisation has and could be used for disseminating information.

Lessons learned from pilot action

In the framework of the pilot action, 10 organisations were contacted in total belonging to 3 different categories, namely Ecosystems; Business Angles / Venture Capitals; Incubators / Accelerators. Table 4 below presents the names of the organisations contacted under each category indicating which ones responded in general in the contact we attempted to have with them and which ones finally responded positively in the further dissemination of information relevant to FITMAN and Phase III Open Calls (when time arrives).

Table 4: Organisations contacted during pilot action

Category	Name	Response	No response	Willing to collaborate	Total
Ecosystem	DBI Community	✓		Positive	**100%**
	ERRIN	✓		Positive	
	EFFRA	✓		Positive	
	FIMECC	✓		Positive	
Business Angels-Venture Capitals	Estonian Venture Capital Association	✓		Negative	**33%**
	Belgian Venture Capital & Private Equity Association	✓		Negative	
	FiBAN-Finnish Business Angels Network	✓		Positive	
Incubators-Accelerators:	H-Farm		✓	Negative	**0%**
	SISP Swedish Incubators & Science Parks		✓	Negative	
	Tech Hub	✓		Negative	
	Total	**80%**		**50%**	

Considering the target metric C1 - Table 2 on the accuracy of the data of the contacted organisations as included in Annex I, 100% of the information was accurate at the time of the pilot action, thus achieving the target of 95% of the data in the table to be accurate.

With respect to metric D1 – proportion of the networks to respond, 80% of the selected organisations responded to the contact either responding back to the email that was sent or to the follow-up phone call that was done afterwards. Thus, the target of receiving a response from the 80% of the contacted organisations was achieved.

In total, out of the ten contacted organisations, five of them responded positively in the dissemination of FITMAN related information. This relates to metric D2 - Proportion of networks to disseminate FITMAN information to their SMEs / WEs; as presented in Table 4 above, the established target of 50% of the organisations to respond positively in the dissemination of FITMAN information to their members is achieved.

As the table illustrates above, all four organisations contacted under the category "Ecosystems" were positive about disseminating information regarding Phase III Projects Open Calls. However, only one organisation under category "Business Angels/Venture Capitals" responded positively. None of the three organisations under the category "Incubators-Accelerators" responded positively. With respect to metrics D4-D6, the target of 80% of positive responses per category is achieved only in the case of Ecosystems, were all four contacted organisations were positive in the dissemination of information to their members.

These results should be particularly taken into account when planning the technology awareness activities as they demonstrate that organisations under the category Ecosystems have higher chances to respond positively in a further collaboration in the dissemination of relevant information. In addition, the pilot action has shown that organisations under BA/VC and Incubators/Accelerators might be reluctant to collaborate; one possible explanation could be that dissemination actions are not part of their core activities.

Overall, given the narrow scope of the pilot action, when carrying out the actual raising awareness activities, more organisations should be contacted under different types. Moreover, further research should be carried out in order to expand the table of the networks (Annex I) and identify further organisations which might be of particular interest for ICT and manufacturing.

The detection of communication means for each organisation is presented in detail under ch.3.4.3.2 together with the final remarks on the matching.

3.4.3 Stage 3: Ranking of the networks' potential impact and matching the networks with communication means

3.4.3.1 Final remarks on ranking processes

The networks ranking was used in the pilot in order to identify the most suitable networks for the pilot. We had previously ranked all together 250 organisations with our ranking method. The criteria that we used for ranking were:

A. Size / Number of company or association members
B. Type of organisation
C. Business area
D. Involvement in research and innovation activities
E. Geographic scope
F. Number of communication means
G. Web page language.

We also gave weights for each criterion so that the importance of each criterion was taken into account. Each organisation was given points for each criterion, which then were multiplied by the weight of each criterion. With these results we calculated the total sum of the ranking for each network. The total points for each organisation were presented with "traffic lights", i.e. green, yellow and red. When looking for the organisations with a high likelihood of creating technology awareness and to have a great impact among the desired target groups, the colours -green or yellow- facilitated the process.

Figure 8 below shows the most important criterions, a rating of 5 means that the criterions weight is high while 1 means the criterion is low.
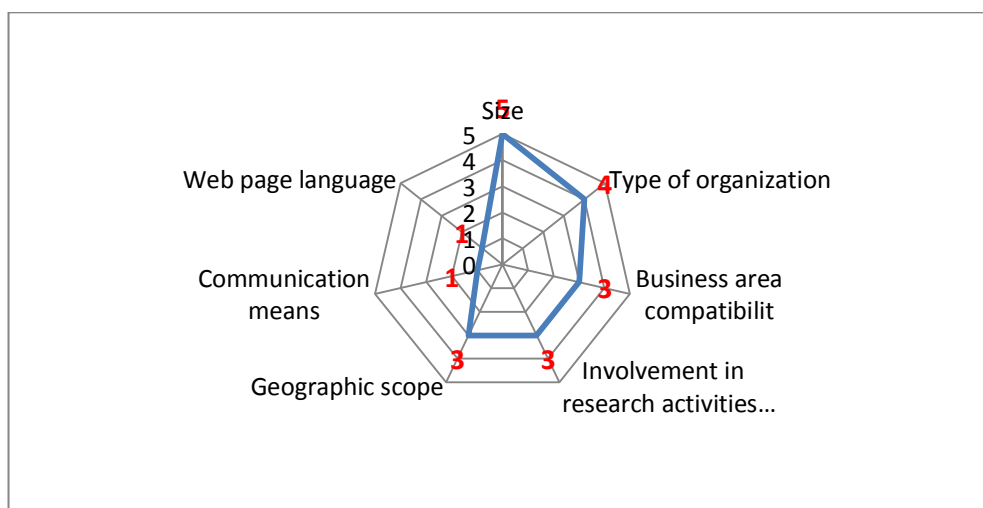
Figure 8 Criterions weighting overview

When using our ranking tables in the pilot action we made remarks of its usability as well as of its potential for future awareness raising activities:

- Having performed the ranking for each of the seven categories (Ecosystems; Business Angels-Venture Capitals; Technology Parks; Clusters; Incubators-Accelerators; National associations/Federations; Regional Development agencies), gives flexibility to pick certain categories into closer analysis.
- The traffic lights give quickly a picture of which categories are the most potential ones in the area of FITMAN.
- The traffic lights also help to quickly choose the most potential organisations within one network category.
- The ranking table gives room for flexibility. As the ranking has been done in a way that the values of all criteria are visible, it can be used also so that one picks the criterion that is important for a certain use, and then picks the organisations that have high scores in this specific criterion.
- The ranking table is in MS Excel format, and the ranking data can be further analysed for specific purposes if necessary.
- The ranking process itself took a significant amount of time, and hence it is important to define the criteria and the scales for each criterion carefully before going through the networks. The right criteria are also essential for the usability of the ranking results.

Overall the ranking method was an essential tool for performing the pilot action, and will be very useful in larger scale awareness raising activities in the future.

3.4.3.2 Final remarks on matching of the identified networks with the appropriate communication means

In the following paragraphs, we present in detail the communication means that each of the organisations that responded positively has in place and can be used for the dissemination of relevant information. The generally available communication means are taken from the tables as presented in Annex I, namely: News webpage, Newsletter, Events, Social media; the communication means suitable for dissemination proposes were the ones indicated by the organisations when contacting them.

As illustrated in Table 5 below, DBI Community has in place all four communication means which can be used for dissemination purposes of Open Calls, thus providing 100% availability.

Table 5: DBI Community Communication means

DBI Community	Communication means available in general	Communication means suitable for the dissemination of Open Calls
News webpage	x	x
Newsletter	x	x
Events	x	x
Social media	x	x
Total	100% use of communication means	

Table 6: ERRIN Communication means

ERRIN	Communication means available in general	Communication means suitable for the dissemination of Open Calls
News webpage	X	X
Newsletter	X	
Events	X	
Social media	X	
Total	25% use of communication means	

With respect to ERRIN as presented in Table 6 above, while it has available all four possible communication means, it has indicated as most suitable its news webpage, providing a 25% availability.

Table 7: EFFRA Communication means

EFFRA	Communication means available in general	Communication means suitable for the dissemination of Open Calls
News webpage		
Newsletter	X	X
Events		
Social media		
Total	100% use of communication means	

The main communication means used by EFFRA is the newsletter which was also indicated as the most suitable for the Open Call dissemination purposes providing 100% availability.

Table 8: FIMECC Communication means

FIMECC	Communication means available in general	Communication means suitable for the dissemination of Open Calls
News webpage	X	
Newsletter	X	X
Events	X	
Social media	X	
Total	25% use of communication means	

With respect to FIMECC as illustrated in Table 8 above, all four communication means are available in general, however for the purposes of the Open Calls, information will be disseminated through the newsletter, providing a 25% of availability.

Table 9: FiBAN Communication means

FiBAN-Finnish Business Angels Network	Communication means available in general	Communication means suitable for the dissemination of Open Calls
News webpage	x	x
Newsletter		
Events		
Social media		
Total	100% use of communication means available	

The main communication means available in general from FiBAN as presented in Table 9 above is the news webpage which will also be used for the dissemination of information, providing a 100% of availability.

60% of the organisations that responded positively have accepted to use 100% of their communication means suitable for the Open Call dissemination purposes. 40% of the organisations that responded positively will only utilise 25% of their available communications means.

Overall the following communication means have been indicated to be used:

- "News web page" and "newsletter" to be used by 3 organisations

- The "event" and "social media" to be used only by 1 organisation

A possible explanation could be that the publication at the organisation's website and newsletter is usually used for promoting general information, even when it comes from external parties, whereas the promotion during events and in social media are more dedicated to information closely linked to the announcer. FITMAN information might probably have been perceived as not enough linked to the organisation's scope and core activities in order to motivate it to utilise its entire communication means.

In order to utilise all the communication means provided by the SME networks, an active dialogue shall be established with them to define in detail all the communication means available and appropriate for the dissemination of relevant information.

3.4.4 Stage 4: Establishment of an active dialogue with the interested stakeholders

Based on the selected organisations to be contacted, a standard mail has been prepared for the use of the person in charge to contact the organisations. The text contains clear description of the FITMAN action, the reasons why FITMAN is contacting them and their potential interest in doing this action as illustrated below.

E-Mail template:

Subject: Supporting European SMEs and entrepreneurs in the Future Internet Public-Private Partnership

Dear (name of the contact),

       I am contacting you on behalf of FITMAN (www.fitman-fi.eu), a project within the European Commission's Future Internet Public-Private-Partnership (FI PPP). The goal of this email is to raise awareness about support and funding for SMEs and web entrepreneurs working in **Manufacturing and ICT for manufacturing**.

       The FI PPP aims to facilitate a sustainable economy through the development of innovative Future Internet technologies for smart infrastructures, business processes, and services and applications. It falls into three phases, of which the final phase is now beginning. In Phase III, 16 projects will manage open calls for SMEs and web entrepreneurs. These projects will financially support the development of innovative applications and services, based on FI-PPP technologies, across a wide range of societal and industrial sectors. The ambition is to have up to 1,600 novel Future Internet applications developed and running by 2016.

       Your organization is ideally placed to help SMEs, start-ups and web-entrepreneurs benefit from the open calls of Phase III projects.

       FITMAN, a Phase II project about ICT for manufacturing, aims to support organizations that want to reuse its outcomes in Phase III. FITMAN has created a Package for Phase III participants, providing information on topics including the FITMAN architecture and trials, Specific Enablers for manufacturing, methodologies and tools, checklists and external resources. The package provides support in the form of a dedicated email address (and associated FAQ) for queries, and a forum. It is available at fitman-fi.eu/phase-iii-package

       If your members might benefit from participation in Phase III of the FI PPP, we can support you by sending a short announcement and presentation for dissemination via whatever channels you deem appropriate. We are also happy to provide specific information about aspects of FITMAN if desired.

       You can contact us by mail at (xxxxxxxx) or by phone on (xxxxxxxxx). We are at your disposal for any further information.

Best regards,

[name] on behalf of the FITMAN team

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5 organizations positively answered to this mail and accepted to promote FITMAN information. Depending on their available communication means, FITMAN provided the announcement text to be published in their website, newsletter and social media. A PowerPoint presentation has been sent to the organisations as well as a flyer to be distributed during their events (please see Figure 9 below).
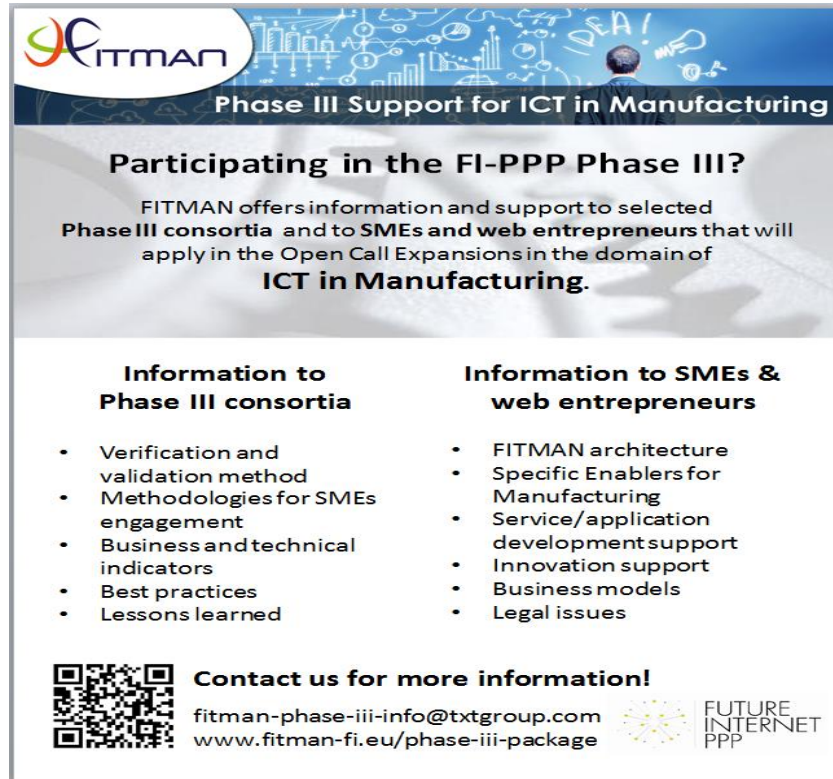
Figure 9: FITMAN flyer

Reacting quickly after positive answers and providing all materials on time has been a very important aspect of our communication with the organisations.

In the case where networks did not respond to the initial email, a follow-up phone call was carried out. Each partner was provided guidelines in order to conduct the phone call / short interview in an efficient way (please see guidelines in Annex V).

FITMAN communication strategy has largely contributed to get positive answers. The fact that FITMAN prepared a ready-to-publish short article and a flyer to be disseminated by the contacted networks, has clearly facilitated their involvement by limiting time-consuming actions for the selected networks.

Overall, the combination of emails and phone calls for mobilising the contacted networks, proved to be effective. Making a first contact via email provides the organisations with all the relevant information and a good overview of the objectives of the communication. The follow-up phone call has also been effective in mobilising the networks in most of the cases. Thus, a combination of emails and follow-up phone calls has been an efficient way for communicating with the networks. In addition, the beforehand preparation of all the material to be used for the subsequent dissemination activities from the networks, adjusted to the communication means that each of the networks have available, has also been a key aspect in further mobilising the networks.

3.4.5 Stage 5: Continuous monitoring of the activities

Lessons learned from pilot action

D8.3 suggested that mechanisms for continuous monitoring should be integrated while planning the technology awareness activities in order to ensure efficiency and facilitate the measurement of the impact. The establishment of indicators should facilitate the continuous monitoring of the planned activities.

D8.3 proposed the establishment of three types of indicators:

- Indicators attached to the overall objectives of the plan for the technology awareness activities
- Indicators attached to the different components of the activities
- Indicators measuring the progress of the actions undertaken in order to reach the expected outcomes.

Given the scope of the pilot action, metrics were set corresponding to the first and last type. Given that the activities carried out under the pilot action had one main component which was to contact the networks, the second type of indicators proposed in D8.3 was not addressed. However, the metrics established under the other two types also cover this aspect.

Specifically, as presented under Stage 1, metrics for assessing the impact of the planned activities were set right from the beginning of the pilot phase. These metrics facilitated the continuous monitoring of the activities also enabling the immediate implementation of corrective actions in cases where the outcomes were not close to the targets.

The mechanisms established for continuous monitoring of the pilot action have well served the purpose of following the progress of the implementation actions and effectively measuring it. The progress of the pilot action was regularly monitored against the targets set, which were periodically reviewed and adjusted whenever relevant.

Thus, the establishment of mechanisms of continuous monitoring are crucial for the efficient implementation of any technology awareness activities.

Establishment of metrics to measure future actions

Within the framework of the methodologies described in the present document and D8.3, together with the Phase III Package as presented in D8.5 and D8.6, FITMAN intends to provide relevant support to Phase III projects which aim at addressing ICT for manufacturing at their Open Calls. Through our experience with the webinars organisations, Phase III bidders and later projects have very much appreciated the support actions by FITMAN so far and would like to see further in the future (Please see D8.6 reporting on webinar outcomes). Therefore FITMAN intends to provide all support needed within the framework of ICT for manufacturing.

In order to be able to assess the impact of the support activities, we will establish metrics which will enable the continuous monitoring.

Metric C1 as presented in Table 2, relevant for evaluation of T8.3 outputs to date, can be adjusted to evaluate T8.3 outputs in future. For example, we might have a target metric of 90% data in the C1 table being accurate at M21 of FITMAN (with an expected reduction in accuracy as the target organisations evolve and change with the passage of time).

Metrics D1 - D6 as presented in Table 2, can be used to evaluate T8.3 outputs to date and reused as FITMAN contact with networks, SMEs and WEs continues in the future.

An additional metric of relevance in the time ahead from M15 of FITMAN is as follows:

- Planned action: Contact SME networks to create awareness about Phase III Open Calls
- Expected impact: SME/WE development of apps/services based on FITMAN outputs
- Metric to assess the action: Number of Phase III trials to draw on FITMAN resources
- Target metric: 75% of Phase III trials active in the area ICT for manufacturing
- Source of metric: contacts within relevant Phase III projects

4 SUPPORT FOR SME SERVICE AND APPLICATION DEVELOPMENT - FINAL

4.1 Overall methodological approach

This chapter provides methodologies for supporting the service and application development by SMEs and WEs in Phase III. It builds on the methodologies as presented in Chapter 4 of D8.3 providing updates and their final versions. It is worth mentioning that given the scope of the methodologies presented under this chapter, the updates are based on the current status of Phase III driven by the recommendations received from the EC for monitoring the instantiation of applications and services within the FI-PPP infrastructure and specifically linked to FITMAN and ICT for manufacturing. Unlike the methodology for creating technology awareness, the methodologies provided under this chapter were not trialled or applied, thus no evidence-based updates were possible.

As also presented under section 1.2 the main stakeholders of these methodologies are the SMEs and WEs to be engaged into Phase III projects as they will provide them an insight of efficient development of apps and services based on FITMAN technology. In addition, Phase III projects, as the second most important stakeholder, will benefit from these methodologies in supporting SMEs and WEs in the apps and services development. Last but not least, FITMAN project itself will benefit by the engagement of SMEs and WEs leading to the further expansion of the FITMAN technology and core platform.

With regard to the first methodology on lean start-up principle and Minimum Viable Product concepts an update is provided with regard to the Phase III timing and its interrelations to FITMAN overall timeframes. The same goes for the co-creation concept applied in FITMAN, as the two different suggested types of co-creation are examined and updated in relation to the Phase III timing perspective.

Regarding the methodologies on local service hypothesis and trial and local FITMAN ICT infrastructure deployment to support the development of apps and services no updates are provided given their scope and the Phase III timing.

In the methodology on data gathering and feedback, we establish metrics for the monitoring of future Phase III support actions within the WP8 framework.

4.2 Methodological framework

4.2.1 Stage 1: Definition of lean start-up principles and Minimum Viable Product (MVP) concept - Final

Lean Start-up and MVP are well suited for most kinds of software development. The concept, accompanied by the respective analysis, is described in detail in Section 4.2 of Deliverable D8.3.

An MVP is a development technique in which a new software component or website is developed with sufficient features to satisfy early adopters. The final, complete set of features is only designed and developed after considering feedback from the product's initial users. An MVP is the most pared down version of a product that can still be released. An MVP has three key characteristics:[8]

- It has enough value that people are willing to use it or buy it initially
- It demonstrates enough future benefit to retain early adopters
- It provides a feedback loop to guide future development

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[8] Techopedia http://www.techopedia.com Accessed 2013-08-22.

Lean Start-up has become a trend and now more and more start-up initiatives try to be lean in order to grow a business with maximum acceleration. The MVP methodology is considered as appropriate and useful to be applied to the clusters organising the Open Calls under FI-PPP Phase III or the SMEs and Web Entrepreneurs bidding for these Open Calls. The following paragraphs aim to provide more details on the timing aspects related to the step by step application of the method presented in the aforementioned D8.3, suitable for the FI-PPP Phase III Accelerators.

Lean Start-up and MVP in FI-PPP Phase III service and application development

The presented MVP process advances, in brief, through the five following stages:

- Problem Validation – Solution Validation – MVP building (Empathy Stage)
- MVP iteration, sticky engine (Stickiness Stage)
- Organic growth, viral engine (Virality Stage)
- Monetization, price engine (Revenue Stage)
- Inorganic growth, beyond Lean (Scale Stage)

Timing in relation to FI-PPP Phase III programme

The main point in **Problem Validation – Solution Validation (Empathy Stage)** is to confirm that the product idea is worth building; one of the main ways to validate if a specific idea really solves a problem is to ensure that people are willing to pay for it. The chosen 16 FI-PPP Phase III Accelerators are expected to initiate separate Open Calls procedures. SMEs and Web Entrepreneurs who bid for the Open Calls should have performed the part of this step that concerns the idea capturing and first validation in an inner circle of first potential customers, before opting for the Open Calls and the bidding procedure. Tentative schedule is in the first days of the Open Calls (i.e. early September / October 2014 based on the existing schedule).

The goal of **MVP iteration, sticky engine (Stickiness Stage)** stage is to result in a customer base (even if it is a small one) that is really engaged and uses the product periodically for the reason it is developed for. The chosen SMEs and Web entrepreneurs, coming from the Open Call, shall be able to proceed in the first MVP development and release an actually functional product. During this stage, the FI-WARE GEs and the Phase II projects' SEs will be available to the SMEs and Web Entrepreneurs. When exiting the stickiness stage they will have used the FI-PPP enablers, the Phase II Projects SEs and XIFI infrastructures and on top of those services they shall have built new SEs, services and software products. Those solutions have to be tested in terms of utility and engagement before proceeding to the virality stage (in accordance with a V&V method, like the one proposed by FITMAN). The FI-PPP community and participating projects must provide start-ups with useful data during the MVP iterations and help them evolve in terms of letting them identify the useful features and dispose the not engaging ones. Tentative schedule from December 2014 to March 2015 (end of FITMAN).

The important thing in **Organic growth, viral engine (Virality Stage)** is to bring in new users who engage themselves and become active. Virality means expanding the user base. In order to assess the growth, SMEs and Web Entrepreneurs shall use metrics and evaluate whether they are suggesting that the users and features fuel growth organically and artificially at a satisfying level or not. At this stage, the FI-PPP community including the FITMAN project, can help only via dissemination means. The start-ups will be in the pre- launch stage and they can tap the power of being developed under the FI-PPP community. The virality stage performance lies almost completely on the SMEs' and Web Entrepreneurs' actions and how well their idea and the business model they have decided to follow can become viral. The

dissemination part can be performed during the Phase III duration, but the virality stage is a superset of the potential dissemination span and despite the fact that it starts during the FI-PPP Phase III (after the Open Calls and after the development process), it continues after the Phase III ends.

The goals of the **Monetization, price engine (Revenue Stage)** and **Inorganic growth, beyond Lean (Scale Stage)** are mainly to make money in a scalable, consistent, self-sustaining way.

These stages start after the FI-PPP Phase III has ended. Thus, the SMEs and start-ups as FI-PPP members can exploit and still have access to the FI-PPP-offered enablers and infrastructures; however, they must at this stage make their decisions on their own on how to proceed and which path to follow. They must be consistent, though, to the rights and duties FI-PPP provides and imposes to them and not violate the contract terms they have signed to enter the FI-PPP programme.

4.2.2 Stage 2: Definition of co-creation concept applied in FITMAN - Final

As identified in Deliverable D8.3, two different types of co-creation are considered in FITMAN, in the context of requirements analysis for building on top of the project for FI-PPP Phase III projects:

- One or more stakeholders wish to address their business needs by building on top of a similar case already developed (or under development) utilising FITMAN. In this case, the stakeholders get the existing set of requirements and, in cooperation with the original creators, enrich or fine-tune it in order to cover their particular needs.
- Two or more stakeholders (either SMEs or web entrepreneurs) identify the same business need and desire the same product. In this case, co-creation can be seen as collaboration between (or amongst) them in order to define and analyse a clear and complete set of software requirements. This could happen either by jointly defining all necessary requirements or by asking all stakeholders to individually contribute requirements and then try to formulate the final (clear, complete, and non-overlapping) set.

The proposed co-creation methodology for requirements identification and integration with the FITMAN offering, includes 7 discrete steps:

1. Identification of existing business needs
2. Detailed study of FITMAN documentation and specifications
3. Identification and reporting of initial software requirements per stakeholder on a common or collaborative infrastructure
4. Comparison of the previously reported requirements to identify and resolve any crucial incompatibilities
5. Collaborative enrichment and fine-tuning of requirements
6. Coupling between requirements and FITMAN enablers
7. Implementation according to FITMAN guidelines

While the methodology, as presented in D8.3, is considered complete and no major updates are to be provided, the timing perspective has to be examined further. This derives from the fact that any collaboration between FITMAN and FI-PPP Phase III projects, including the application of the co-creation methodology, has to be fully completed before the end of FITMAN project (March 2015).

In this framework, a time schedule for applying the methodology is proposed below, which refers, of course, only to the type of co-creation which assumes the collaboration of the FI-PPP Phase III projects with the FITMAN consortium. As far as it concerns the second type of co-creation, defined as the collaboration among any stakeholders having similar business

needs, without the involvement of FITMAN project, the methodology can be applied at any time, depending on the progress of the Phase III projects.

Given that the 16 Accelerators (A-16 – Phase III projects) are expected to kick-off their operation on early September 2014 and of the tight schedule prior to the official FITMAN end (March 2015), the following time plan is proposed:

- The identification of business needs has to be completed by the end of September 2014; although important, completing this phase in one month's time is considered feasible since the 16 accelerators already come with a well-defined business need.
- Detailed study of FITMAN documentation and specs is not expected to last more than one month; thus, it is expected to be finalised by the end of October 2014.
- The next set of phases/activities includes the identification and reporting of software requirements, identification and resolving of possible incompatibilities between the existing and the derived requirements, as well as the necessary fine-tuning. Due to the fact that these tasks are closely related and of high importance, a two-month time dedicated to them is considered reasonable; thus phases 3, 4 and 5 are expected to finish by the end of 2014.
- Coupling the requirements with the correct FITMAN enablers in order to move to the final phase of implementation should end by late January 2015.
- The final phase deals with the actual implementation of the desired software. This phase is granted two months (February and March 2015), in order to ensure that enough time for modifications, issues' resolving etc. is available.

All the aforementioned can be seen in a visualised manner in the following figure:
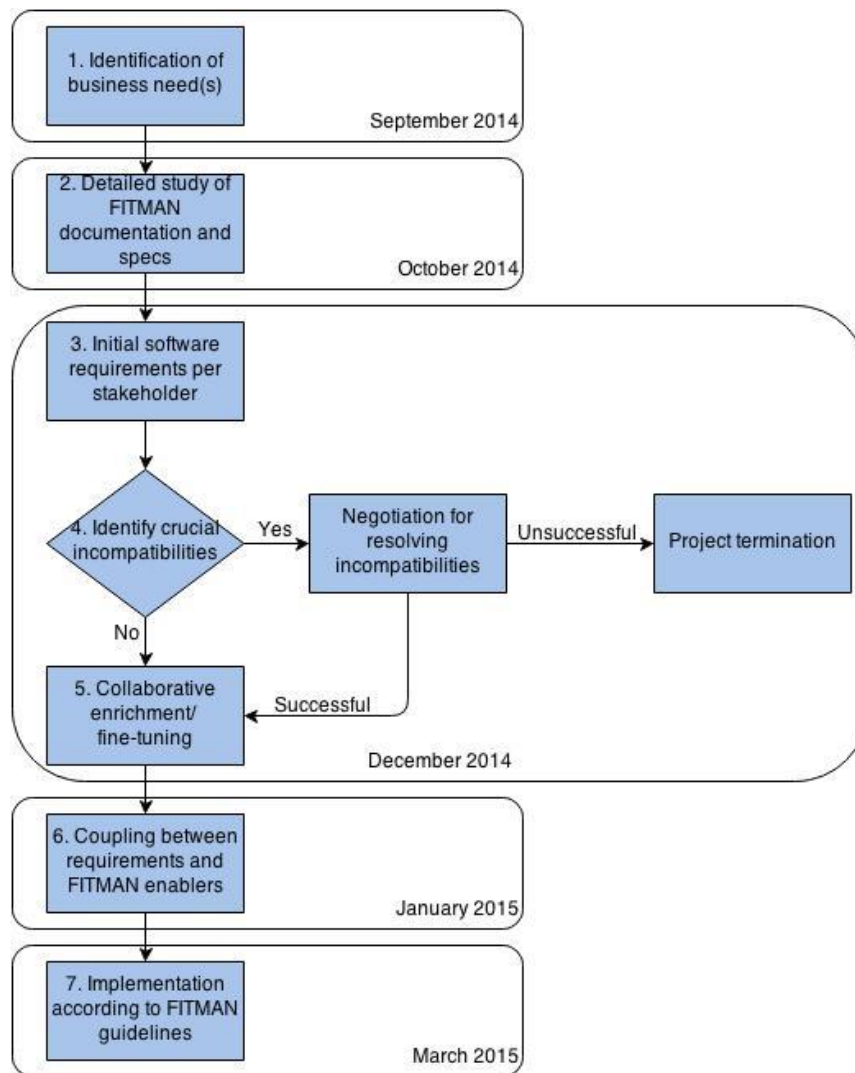
Figure 10: Co-creation methodology and timing for the collaboration of Phase III projects with FITMAN

It has to be noted that the aforementioned time plan is not binding; each stakeholder can definitely alter the durations based on existing needs and available resources.

4.2.3   Stage 3: How SME Service/App will be developed – Final remarks

4.2.3.1   Methodology for local service hypothesis and trial to support the development of SME Service/Applications - Final

This section relates to section 4.3.2.1 of D8.3 which provided the main aspects of providing support to SMEs and WEs for the development of apps and services. The methodology presents two main alternatives; the first one refers to the FITMAN approach with the FI-WARE Platform and the second to the exploitation of other "external" to FI-PPP stakeholders. Full details of the methodology can be found at section 4.3.2.1 of D8.3.

Given the scope of this methodology and the current status of Phase III, the piloting or testing of this methodology was not possible between M6-M15, thus no updates are available.

4.2.3.2   Methodology for local FITMAN ICT infrastructure deployment to support the development of SME Service/Applications - Final

This section relates to section 4.3.2.2 of D8.3 which provided the main aspects of local ICT infrastructure deployment to support SMEs and WEs in the development of apps and services:

- ▪ Design of the infrastructure to support FITMAN instantiation
- ▪ Identification of the FI-WARE components to instantiate in the Private Cloud
- ▪ Deployment on the Private Cloud

Full details of the methodology can be found at section 4.3.2.2 of D8.3.

Given the scope of this methodology and Phase III timing and current status, the methodology was not trialled thus no major updates are available.

4.2.3.3 Methodology for data gathering and feedback - Final

The methodology for data gathering and feedback, first described in Section 4.2.3.3 of FITMAN D8.3, is summarised in Figure 11. Unfortunately, at the time of writing D8.4, the Phase III projects of the FI-PPP are yet to launch, and for that reason it has not been possible to trial the methodology.
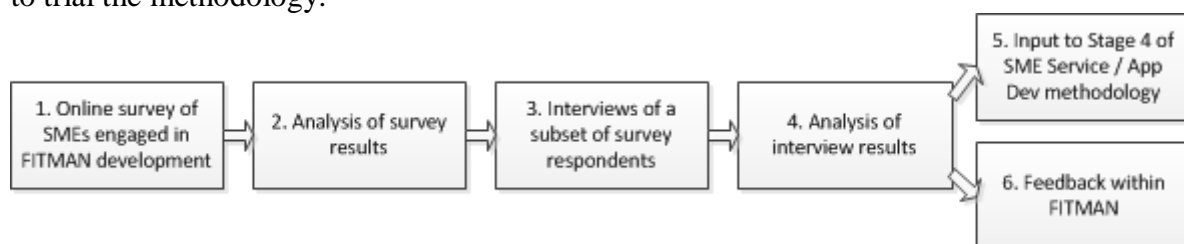
Figure 11: The methodology for data gathering and feedback.

Although it is not yet possible to trial the methodology, work has been done regarding how FITMAN goes about contacting (and ascertaining the success of contact with) Phase III Participants who may instantiate new services and applications within the FI-PPP infrastructure. The above methodology is a key component, but additional activities consist of:

1) Defining a methodology for running webinars to share information about FITMAN support to Phase III
2) Definition of metrics to monitor the success of FITMAN support to Phase III

As already reported at Chapter 3 these two methods enable the gathering of feedback and the continuous monitoring of the progress. In Chapter 3 we presented how these methodologies were put in place in order to monitor the support activities carried out by FITMAN between M6-M15 as well as how they can be adjusted to future support actions. With regard to the methodology on running webinars, no further reporting is provided at this section, as the issue is fully covered under in section 3.2. In this section we present further metrics which can be applied to monitor future actions.

Definition of metrics to monitor the success of FITMAN support to Phase III

As presented in Table 2 at section 3.4.1.1 metrics are defined in order to monitor the progress of the actions taken in relation to Phase III. As also explained under section 3.4.5 these metrics will be further applied in future supporting activities from M15 onwards.

The close relationship between T8.3 and T8.4 has led to cross-task collaboration, most notably with webinars concerning FITMAN support to Phase III and the overall provision of support to Phase III participants. Metrics about these cross-task activities, also reported in D8.6 Section 8.1.

Table 10: WP8-wide metrics for Support to Phase III

Planned action	Expected impact	Metric to assess the action	Target metric	Source of metric
E. Webinars introducing FITMAN WP8 results: the Phase III Package and methodologies	FITMAN awareness creation among Phase III participants	E1 Number of webinar attendees	50 attendees	Webinar data
		E2 Number of questions received during webinar	17 questions	Webinar data
		E3 Website traffic post-webinar	Traffic increased by 20%	Google analytics data
F. Provide support to Phase III participants once the A16 are active	Uptake of FITMAN results	F1 Number of support tickets	N/A	OTRS
		F2 Number of closed support tickets	N/A	OTRS
		F3 Mean Time To Repair (MTTR)	2 days	OTRS

The webinar-related metrics (E1 – E3) can be adjusted and reused for future webinars, with the numbers of attendees, questionnaire and impact on website traffic to be predicted based on the audience of the webinar. For example, a webinar open to all Phase III participants would bring with it the expectation of very different numbers than a webinar targeted specifically at the 16 Phase III accelerators.

The support-related metrics (F1 – F3) can be reused in the future, beyond M15 of FITMAN. Adjustments to these are not anticipated.

5 FINALISATION OF METHODOLOGY FOR PROACTIVE COMMUNICATION OF ACHIEVEMENTS AND INNOVATIONS GENERATED BY SMES IN PHASE III

5.1 Scope

The purpose of the methodology described in D8.3 (M6) is to proactively communicate the achievements and innovations generated in the context of the FI-PPP Phase III. The FITMAN consortium is setting up a proactive support to SMEs and web entrepreneurs (WEs) who intend to build services/applications in the manufacturing domain and/or are building their services/applications utilising (a subset of) the FITMAN results (e.g. FITMAN Specific Enablers, FITMAN Trial Specific Components, etc.).

These SMEs and WEs will apply to the open calls that will be launched by the 16 Accelerators projects, which has been selected further to the FI PPP call 3.

FITMAN has used the proposed approach to provide support to these SMEs and WEs interested in the FITMAN results in manufacturing. The initial remarks resulting from the experimentation of the method are reported in the following sub-chapters.

5.2 Overall methodological approach

As a reminder of the methodology proposed in D8.3, the Figure 12 described the different steps for establishing a proactive communication with the SMEs in Phase III.
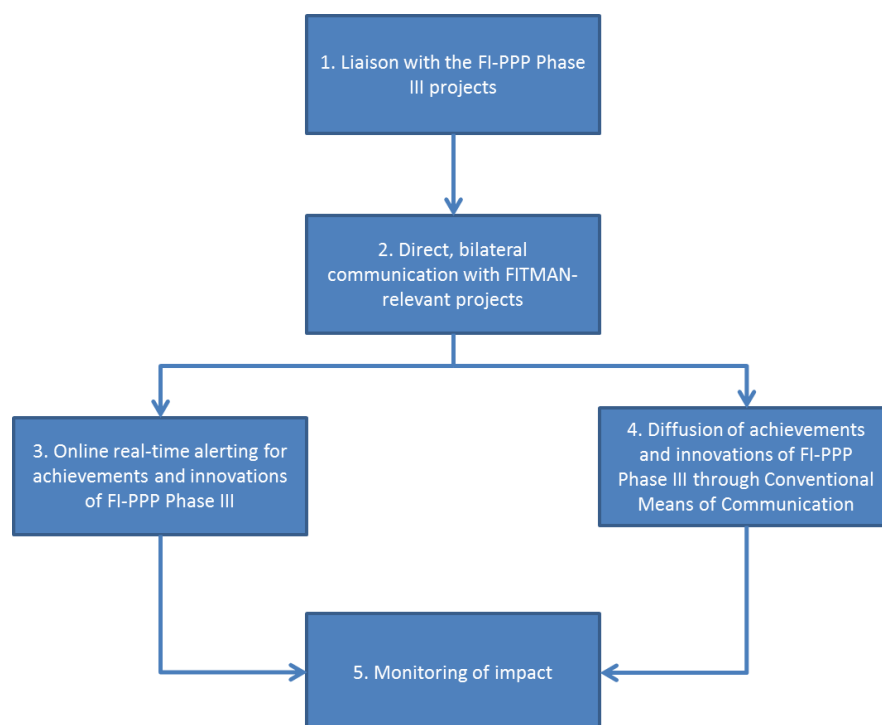
Figure 12: Overall methodological approach for proactive communication of achievements

In brief, the first step includes the establishment of liaisons with all active FI-PPP Phase III projects in order to identify the ones who have scope and/or objectives close to those of FITMAN. The second step, which depends on the first, includes the establishment of communication with all relevant projects, in order to achieve active collaboration and seamless exchange of necessary information.

The third and the fourth steps may run in parallel since they refer to different communication channels and approaches. Specifically, the third step refers to the promotion of all relevant

projects via the FITMAN website, as well as to the communication of projects' achievements and innovations through FITMAN's social media accounts. The fourth step focuses on conventional means of communication, including the participation in events organised by FITMAN and the production and dissemination of material communicating concrete achievements and innovations.

Finally, the last step of the methodology refers to monitoring the impact of all communication activities, on the basis of the existing FITMAN dissemination strategy. Any findings as well as potential feedback will be forwarded to the involved stakeholders.

5.3   Update of the approach

In March 2014, the EC published the results of the FI PPP call 3 and the names of the 16 "selected accelerator projects". Already before that, FITMAN has promoted its results and role of support in Phase III in order to make any potential stakeholder in Phase III aware of this support service.

The current section includes an update of the approach based on the progress of the Phase III projects. Given that the implementation of the Phase III projects has not begun, only the first two steps of the methodology can be considered as valid till the expected kick-off of the projects, scheduled for September 2014. Steps 3, 4 and 5 are directly linked to the communication strategies and means of the projects, so they cannot be applied before appropriate communication channels are established by the projects. In this context, it is considered important all FI-PPP Phase III projects to emphasise and assign high priority to the establishment of appropriate communication plans and actions.

In the framework of the present deliverable, since FITMAN cannot be yet aware of the communication strategies and means of Phase III projects, only the progress and the actions referring to Steps 1 and 2 of the proposed approach are examined and described in the rest of the section.

Step 1: Liaison with the FI-PPP Phase III projects

FITMAN has established liaisons with the FI-PPP Phase III projects and have identified those who have relevant scope to FITMAN.

In liaison with WP11 Dissemination, FITMAN has been presented in the main events organised at the FI PPP level and/or events linked to the FI topics where these targets could be interested to participate, for example:

- European Regions Research and Innovation Network (ERRIN) FI-PPP Brokerage Event, on 19 Sept. 2013, Brussels
- FI-PPP Call 3 Objective 1.8 Information Day in Brussels, on 3 Oct. 2013, Brussels
- Online webinar WP8 Preparation of Use Cases Expansion (Phase III), on 19 Nov. 2013 (see chapter 3.2.1)
- EC meeting of Phase III projects, on 6 Mar. 2014, Brussels
- 1st European Conference on the Future Internet – ECFI, 2-3 Apr. 2014, Brussels
- FITMAN Phase III Support online webinar, on 13 May 2014, to which all Phase III accelerators were invited (see chapter 3.2.2)

Step 2: Direct, bilateral communication with FITMAN-relevant projects
Following the initial contacts with the 16 Accelerators, FITMAN has mainly identified two projects which have an interest in FITMAN results. However, FITMAN will continue to communicate with all the projects, in order to achieve active collaboration and seamless exchange of all requested information, in particular about the FITMAN SEs functionality.

As the 16 selected accelerator projects will publish Open Calls for the distribution of grants to SMEs and Web entrepreneurs as of September-November 2014, steps 3, 4 and 5 cannot be used at this moment:

- Step 3: Online real-time alerting for achievements and innovations of FI-PPP Phase III
- Step 4: Diffusion of achievements and innovations of FI-PPP Phase III through Conventional Means of Communication
- Step 5: Monitoring of Impact

As soon as the accelerators projects start and set up their communication channels (websites, social networks, newsletters, etc.), FITMAN will collaborate with them in order to implement steps 3 and 4.

The monitoring of projects' impact (step 5) will be considered as FITMAN generated content, so the impact will be monitored following the existing FITMAN dissemination strategy, presented in D11.1 Dissemination (chapter 3.6). Performance Indicators (PIs) to measure the efficiency of actions in the achievement of specific objectives towards accelerators project will be used. However these PIs cannot be identified yet, something expected during the first months of the implementation of the Phase III projects.

6 CONCLUSIONS

This chapter summarises the methodologies presented in this document, reflecting upon its objectives. As presented in chapter 1, the main objective of D8.4 is to update and finalise the methodologies presented in D8.3 based on a series of actions carried out between M6 and M15, driven by the recommendations received from the EC after the Review Meeting at M6. Specifically, D8.4 aimed at updating and finalising the methodologies for:

- Identifying lessons learned and best practices on SME engagement.
- Creating technology awareness
- Supporting the development of apps and services by SMEs and web entrepreneurs
- Proactively communicating achievements by SMEs in Phase III.

With respect to the first set of methodologies on **identifying best practices and lessons learned on SME engagement**, as presented in Chapter 2, the main updates stemmed from a coordination activity that FITMAN carried out by contacting other FI-PPP projects with the aim of identifying SME engagement activities taken by them, and if possible, building synergies towards this objective. Responses received by 5 projects reporting that they either have put in place SME engagement actions or they are willing to do so. However, further coordination actions would need to be taken with other FI-PPP projects whose scope is similar to FITMAN in terms of audience in order to build synergies on SME engagement practices. With regard to lessons learned from FITMAN partners, the most important aspects for engaging are the informal networking, brokering links between newcomers and more experienced participants in EC research projects, and understanding the contractual obligations and constraints of the FI-PPP.

D8.4 provided an update and final remarks on the methodology for **creating technology awareness** as presented in Chapter 3. These remarks are based on the pilot action carried out in order to test the methodology, and two Phase III support activities carried out by FITMAN (webinars), which were driven by the recommendations received from the EC. The methodology consists of five stages and the outcomes and final remarks are integrated under each. More specifically, the ranking of the identified networks (as presented in Annex II) facilitated the selection of the most relevant networks to contact. Thus, when designing technology-awareness actions, the ranking of the different SME networks should be taken into account in order to first contact those with the highest possibility of creating awareness.

Looking at the lessons learned from the pilot, we conclude that the establishment of metrics and specific quantitative targets on the number and type of organisations to contact facilitate the continuous monitoring of the planned activities. Organisations with a wider geographical scope, such as European and national, are more likely to respond positively to the dissemination of further relevant information to their members. In addition, all networks under the type "Ecosystem" responded positively in further collaborating while networks under the categories "Business Angels/Venture Capitals" and "Incubators/Accelerators" were reluctant. This leads to the conclusion that networks under the category "Ecosystem" might be more likely to respond positively; however further research should be carried out by the Phase III projects in order to identify networks which will best match their Open Call objectives.

With respect to the communication means to be used, although the majority of the organisations are willing to make use of all the communication means they have, the 40% provide only 25% availability; this leads to the conclusion that an active dialogue should be established between Phase III projects and the SME networks in order to establish the most effective methods for the raising-awareness activities. The pilot action outcomes have shown that a combination of emailing and follow-up phone calls together with the beforehand preparation of the dissemination material is an effective way for setting the grounds for an

active dialogue with the SME networks. Last but not least, under stage 5 of the methodology, we provide metrics in order to assess the progress of the Phase III support activities to be carried out from M15 onwards in order to monitor the impact of raising awareness.

Chapter 4 updates and finalises the set of methodologies for supporting the apps and services development by SMEs and WEs in Phase III. The first methodology refers to the way that SMEs and web entrepreneurs can make use of the **lean start-up principles** and **Minimum Value Product** (MVP) concept in order to develop services and applications based on FITMAN platform in an efficient way. The updates provided relate to the new status of Phase III timing and how this interlinks with FITMAN's overall timeframe.

The second methodology provided under the same chapter, refers to the **co-creation concept** and how this can be applied in the context of FITMAN. By following this methodology, the Phase III end users will be able to develop software requirements and high-level business needs utilising FITMAN. This methodology has been enriched by coupling the methodology steps with the Phase III timing perspective.

Regarding the methodologies for local service hypothesis and local FITMAN ICT infrastructure deployment for supporting SMEs and WEs in the development of apps and services no updates are available as the methodologies were not trialled due to the current status of Phase III.

With regard to the methodology for data gathering and feedback for collecting and understanding the experiences of SMEs during FITMAN service and application development we presented an overview of metrics that shall be established for Phase III support to be provided in the framework of WP8 in the future (M15 onwards).

Last but not least, D8.4 provides updates on the methodology for proactive communication for the achievements generated by SMEs and WEs at Phase III. The updates provided relate to steps 1 and 2, regarding the communication and dissemination actions taken by FITMAN and their interlinks with other FI-PPP projects as well as the upcoming Phase III projects.

Reflecting upon the objectives, D8.4 managed to provide relevant updates and final versions for the majority of the methodologies as presented in D8.3. From M15 onwards, FITMAN will provide support to Phase III projects based on the methodologies presented in D8.3 and D8.4 as well as the Phase III package as presented in D8.5 and D8.6.

7 ANNEXES

7.1 Annex I: Tables with identified organisations

	Ecosystems						Communication means			
	Name	Category (network, cluster etc.)	Geographical scope	Links	Contact details/Contact person(s)	Main relevant characteristics	News webpage	Newslette	Events	Connection with
1	Digital Business Innovation Community (formerly known as FInES Cluster)	Network	European	http://www.dbi-community.eu/	Fenareti Lampathaki	A community of 450-500 stakeholders; strong ICT focus	x	x	x	x
3	INTEROP-VLab	Research Organisation	Global	http://interop-vlab.eu/interop-vlab-network	Guy Doumeingts / Cathy Lieu	INTEROP-VLab is a virtual, i.e. distributed and coordinated research organization, which is capable of aggregating existing and future research laboratories in close connection with industry, to achieve a number of goals that each single participant organization could not reach. •A network of 9 regional poles, bringing together leading academics, research centers, industrial stakeholders, SMEs, from 9 European countries and from China; • An access route to 300 top specialists in the domain of Enterprise Interoperability (EI)	x	x	x	
4	ERRIN-European Regions Research and Innovation Network	Network	European	http://www.errin.eu/	Richard Tuffs-Director-director@errin.eu	More than 90 European Regions are part of ERRIN; ICT working group; Connection to the FUSION project (http://www.sme4fire.eu/)-Connecting SMEs to Future Internet	x	x	x	x
5	Enterprise Europe Network	Network	European	http://een.ec.europa.eu/		EEN helps small business to make the most of the European marketplace-SME oriented; 600 member organisations; ICT Industry & Services Sector Group which assists companies in relevant EU legislation and funding		x	x	x
6	European Business & Innovation Centre Network (EBN)	Network	European	http://www.ebn.be/	ICT BIC Network @ EBN: Robert Sanders (rsa@ebn.be) or Siobhan McQuaid (smq@ebn.be)	Numerous services are provided to the members of the network-more than 150 BICs-alerting them for upcoming projects that might be of specific interest for them; SME oriented; Incubators/accelerators related; Thematic/Sectorial Network: ICT BIC Network; One of its objectives is to look at funding opportunities in the ICT	x		x	
7	European Association of Craft, Small and Mediun Sized Enterprises (UEAPME)	Employers' organisation	European	http://www.ueap	+32 2 230 75 99	European SME umbrella organisation with around 80 member organisations from 34 countries consisting of national cross-sectorial SME federations, European branch federations and other associate members, which support the SME family; two relevant working groups: SME Finance Working Group and R&D and Innovation Working Group; Horizontal policies for SMEs' access to finance				
8	European Factories of the Future Research	Industry-led Association	European	http://www.effra.eu/	Zeljko Pazin: zeljko.pazin@effra.eu; Tel: +32 27068233	Factories of the Future main focus; SMEs oriented; a diverse community of members that includes small, medium and large industrial enterprises and research organisations		x		
9	ICT Finance Marketplace	Platform	European	http://www.ict-finance-marketplace.co	N/A	Platform that brings together ICT SMEs and venture capitals investors; ICT and SME oriented	x			
10	European Association of Automotive Suppliers (CLEPA)	Association	European	http://www.clepa.eu/about-us/	Mr Stefan Deix, RTD Director; Phone: +32 2 740 28 42	The official voice for the automotive supplier industry consisting of 104 of the world's most prominent suppliers for car parts, systems and modules and 25 National trade associations and European sector associations; working groups in R&D&I		x		

	Ecosystems						Communication means			
	Name	Category (network, cluster etc.)	Geographical scope	Links	Contact details/Contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with
11	European Apparel and Textile Confederation (EURATEX)	Confederation	European	http://www.euratex.eu/index.php?id=51	phone 1 : +32-2-285.48.83 phone 2 : +32-2-285.48.81; e-mail : info(at)euratex.eu	EURATEX is recognised by the Commission as the voice of the "European Technology Platform for the future of textile and clothing". In that sense we are certified and recognised as one of the key bodies to consult (DG Research); providing the members with advice in EU funding for research and innovation	x			
12	EUROFER-the European Steel Association	Association	European	http://www.euro	Tél.: +32 2 738 79 20	Representing steel manufacturers at a European level	x	x		
13	European Trade Association for Business Angels, Seed funds, and other early stage	Business Angel Association	European	http://www.eban.org/	Luis Galveias Director of Secretariat luis.galveias@eban.org; T. (+32) 2 626 20 62	Representing the interests of business angels, business angels networks (BANs) and federation of networks, seed funds and other entities;	x	x	x	x
14	Europe Unlimited	Venture Capital Organisation	European	www.e-unlimited	Tel: +32 (0)2 644 65 80; info@e-unlimited.com	Helping SMEs in raising funds; Connecting research with business; Working with EU and regional institutions			x	
15	StartUp Bootcamp	Accelerator	European	http://www.start	Marc Wesselink marc@startupbootcamp.org; Tom Parsons tom@startupbootcamp.org	Accelerating Start-ups-offices all around Europe	x			
16	European Private Equity and Venture Capital Association (EVCA)	Association	European	http://evca.eu/	Emma Thorpe Head of Communications Direct: +32 2 290 02 30 Mobile: +32 479	Representing 650 member firms and 500 affiliate members, including early-stage venture capital, large private equity firms etc. SME oriented; open dialogue with EU	x			x
17	World Alliance for Innovation (WAINOVA)	Network	Global	http://www.wain	Tel: (+34) 95 20 28303 Email: wainova@wainova.org; Luis Sanz WAINOVA Coordinator	Network of 28 of the major Science/Technology/Research Park and Business Incubator associations throughout the world; Promoting innovation, technology tranfer and the establishment of technology	x			
18	ACEA-European Automobile Manufacturer's	Association	European	http://www.acea.be/	Phone +32 2 732 55 50 Email info@acea.be	Representing the interests of the fifteen European car, truck and bus manufacturers at EU level	x			
19	International Association of Science Parks	Association	Global	http://www.iasp.	Luis Sanz - Director General sanz@iasp.ws; Tel +34 95 202 82	Worldwide network of science parks and areas of innovation	x	x		x
20	International Network for SMES (INSME)	Network	Global	http://www.insm	Ms Christin Pfeiffer Tel.: +39 06 68806803 Email:	Innovation and technology transfer to SMEs; create links between policy makers and intermediaries	x	x		x

	Ecosystems						Communication means			
	Name	Category (network, cluster etc.)	Geographical scope	Links	Contact details/Contact person(s)	Main relevant characteristics	News webpage	Newsl ette	Eve nts	Connec tion with
21	Institute for Small Business and Entrepreneurship (ISBE)	Network	European	http://www.isbe .org.uk/AboutUs	Lorraine Reese Head of Business and Events T: +44 (0)20 7554 9940 Email: lorraine@isbe.org .uk	A network for people and organisations involved in small business and entrepreneurship research, policy, education, support and advice	x			x
22	European Alliance for Innovation (EAI)	Network	European	http://eai.eu/abo	Phone: +39 0461 408400 /1662 domenico.navarr a@eai.eu	Community of ICT innovators; relevant community ICT for development; working group on research and technology tranfer				x
23	Orgalime-European Engineering Industries Association	Association	European	http://www.orga	Tel: +32 2 706 82 35 E-mail. secretariat@orgal ime.org	Engineering industry oriented; EU oriented	x			
24	EUREKA	Network	Global-European	http://www.eur ekanetwork.org /	tel. +32 2 777 0950 info@eurekanetw ork.org	Platform for R&D-performing entrepreneurs in Europe and beyond; Offering support to SMEs, large industry, universities and research institutes	x			
25	European Research Cluster on the Internet of Things	Cluster	European	http://www.inte rnet-of-things-research.eu/ind ex.html	Cluster Coordinator: Dr. Ovidiu Vermesan E-Mail: Ovidiu Vermesan	Bringing together EU-funded projects with the aim of defining a common vision and the IoT technology and development research challenges at the European level in the view of global development	x	x		
26	Business Europe	Network	European	http://www.busi	Tel: +32 (0)2 237 65 11	BUSINESSEUROPE plays a crucial role in Europe as the main horizontal business organisation at EU level; 41 Members in 35 countries; Entrepreneurship & SME Committee		x		
27	Eurada-The European Association of Development Agencies	Association	European	http://www.eura	Tel. : 32 2 218 43 13 E-mail : info@eurada.org	Membership of 130 regional development agencies from across the EU; Focus on Innovation and Regional development	x			
28	European Small Business Alliance	Network	European	http://www.esba	Tel: +32 2 274 25 04; secretariat@esba-europe.org	SME oriented; Representing almost one million small businesses and covering 35 European countries	x			
29	European Network of Living Labs	Network	European	http://www.open	Ana Garcia-T: +32 2 629 16 13 E: info@enoll.org	Networking activities, conencting partners, disseminating info to members about EU funds and opportunities	x	x		x
30	NESSI	Platform	European	http://www.ness	Alexandra.Rosen @nessi-europe.eu	NESSI is a European Technology Platform active in Information and Communication Technologies for contributing to the research and innovation space of Software and Service. NESSI stands for the Networked European Software and Service Initiative. It provides a platform for the community from industry and academia.	x			

Business Angels-Venture Capitals						Communication means			
Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
1 Austrian Capital Venture and Private Equity Association	Austria	National	http://www.avco.at/AVCO.aspx	Tel: +43 1 526 38 05, email: office@avco.at	The National Association of Austria's Private Equity and Venture Capital industry covering more than 80% of the private Austrian Private Equity	x			
2 Be Angels	Belgium	National	http://www.beangels.eu/	Joseph de Gheldere CEO; email: jdg@beangels.be; T: +32 10 48 50 22	Network of active investors in the Walloon Region and in the Brussels Region	x			
3 BAN Vlaanderen vzw	Belgium	Regional	http://www.banvlaanderen.be/Home/1731/BanVlaanderen	Rik Michel T: +32 474 / 07 11 97; email: r.michel@ban.be	Business Angels network in Flanders	x			
4 Belgian Venture Capital & Private Equity Association	Belgium	National	http://www.bva.be/fb111wrrc623fav1szu47.aspx	email: info@bva.be; Tel: Phone : +32 (0)3 297 10 21	Professional association representing the community of venture capital and private equity active in Belgium	x			
5 Bulgarian Business Angel Network	Bulgaria	National	http://bban.eu/	tel +359 2 986 99 65 +359 2 937 61 93 e-mail office@bban.eu	Linking entrepreneurs with investors and assisting VC funding of start-ups, pre-seed and seed seeking projects and	x			
6 CYBAN-Cyprus Business Angels Network	Cyprus	National	http://www.cyban.com.cy/		Angel Investment Network in Cyprus. Connecting innovating fast growth companies to equity finance through our membership of experienced angel investors	x			
7 Angel Executives	Cyprus	National	http://www.angelexecutives.com/Default.aspx	info@angelexecutives.com	Investment network and business funding portal based in Cyprus. Aiming to create a dynamic network, sharing ideas, promoting and accelerating entrepreneurialism and early-stage investment	x			
8 Danish Venture Capital and Private Equity Association	Denmark	National	http://www.dvca.dk/#1	Tel: +45 7225 5558 E-mail: dvca@dvca.dk	Aiming to strengthen its members' business, networks and skills through a variety of activities and committees focusing on specific areas.	x			x
9 EstBAN Estonian Business Angel Network	Estonia	National	http://www.estban.ee/	signe@estban.ee	Estonian Business Angels Network is an umbrella organization for business angels and business angel groups seeking investment opportunities in Estonia and its neighbouring regions	x			x
10 Estonian Venture Capital Association	Estonia	National	http://www.estvca.ee/	Email: info@estvca.ee T: +372 616 1100	The goal is to create and project an image of the private equity industry, venture capital, and institutionalized business angels' investments in Estonia, and to manage the public relations of the industry	x			x

Business Angels-Venture Capitals						Communication means			
Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
11 Finnvera Venture Capital	Finland	National	http://www.finnvera.fi/eng	firstname.lastname@finnvera.fi; +358 29 460 2582	Finnvera is a specialised financing company owned by the State of Finland. It provides its clients with loans, guarantees, venture capital investments and export credit guarantees. Finnvera is the official Export Credit Agency (ECA) of Finland.	x			
12 FiBAN-Finnish Business Angels Network	Finland	National	https://www.fiban.org/	info@fiban.org; +358 50 4913001	FiBAN is a Finnish, non-profit network of private investors that aims to inspire and increase the amount and quality of private investments made in early-stage companies.	x			
13 Finnish Venture Capital Association	Finland	National	http://www.fvca.fi/en	Krista Rantasaari Secretary General +358 40 535 0744; email: krista.rantasaari@fvca.fi	Members of the association are entities acting in the Finnish private equity and venture capital market	x			
14 Sophia Business Angels	France	National	http://www.sophiabusinessangels.com/en	04.93.00.60.25; info@sophiabusinessangels.com	50 highly qualified members from 18 different countries, from North and South America to Northern Europe. The club members invest in early stage projects, i.e. local, national or international start-ups, thus providing a good return on investment.	N/A	N/A	N/A	N/A
15 Business Angels Nord de France	France	Regional	http://www.i-prives.eu/	France: Isabelle LEPRETRE c.messias@nordpasdecalais.cci.fr; +33 (0)3.20.63.79.99 Belgium: Alix HOUSIAUX: +32 (0)2-397 02 37; email: ah@anim-bizangel.com	Its role is to mediate between entrepreneurs seeking funding and Business Angels in the Region.	N/A	N/A	N/A	N/A
16 Paris Business Angels	France	Regional	http://parisbusinessangels.com/	contact@parisbusinessangels.com	Bringing together more than 150 members "Business Angels" in the Paris region. Its mission is to contribute to the development of innovative young companies with high growth potential	x			
17 France Angels	France	National	http://www.franceangels.org/		Promoting investment by Business Angels in France; Representing Business Angels in French and European public institutions;	x			
18 Business Angel Club Berlin-Brandenburg e.V	Germany	Regional	http://www.bacb.de/		Providing support for launching all kinds of products and services	x			
19 BANSON	Germany	National	http://www.banson.net/	lueneburg@banson.net; +49 4131 2082 21	N/A	N/A	N/A	N/A	N/A
20 Business Angels network Germany	Germany	National	http://www.business-angels.de/	0201 / 89415-60; email: band@business-angels.de	N/A	N/A	N/A	N/A	N/A

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
21	Earlybird Venture Capital	Germany	National	http://www.earlybird.com/	Thom Rasche: rasche@earlybird.com Tel: 49-30-4672470-0	Investing in European companies with global ambition				x
22	Attica Ventures	Greece	National	http://www.attica-ventures.com/	Tel: +30.2103637663	Managing venture capital funds	x			
23	Hellenic Venture Capital Association	Greece	National	http://en.hvca.gr/	email: info@hvca.gr	Aiming at promoting and developing the activities of venture capital funds, examining issues of common interest concerning its members as well as protecting their business interests.	x			
24	Euroventures	Hungary	National	http://www.euroventures.hu/?lang=en	email: office@euroventures.hu Tel: +36 1 309 7900	investing in private companies in exciting industries, with the goal of helping management teams build their businesses into great regional companies	N/A	N/A	N/A	N/A
25	Hungarian Private Equity and Venture Capital Association	Hungary	National	http://www.hvca.hu/	email: hvca@hvca.hu	Investing in private companies in exciting industries, with the goal of helping management teams build their businesses into great regional companies.				x
26	HBAN – Halo Business Angel Network	Ireland	National	http://www.hban.org/	Michael Culligan (National Director) Tel: +353 (1) 669 8525; email: michael@hban.org	an all-island umbrella group for business angel investing across the island of Ireland	x			x
27	HALO Business Angel Partnership (Dublin Business Innova	Ireland	National	http://www.businessangels.ie/	email: info@businessangels.ie; Tel: (01) 410 0818/9	New national business angel network in the Republic of Ireland bringing together the private equity activities of Enterprise Ireland, InterTradeIreland and the Irish Business and Innovation Centres.	N/A	N/A	N/A	N/A
28	Irish Capital Venture Association	Ireland	National	http://www.ivca.ie/	Regina Breheny Director General Phone: 00 353 (0) 1 276 46 47 Mobile: 00 353 (0) 87 051 77 54; email: reginabreheny@ivca.ie	Representing venture capital in Ireland	x			
29	FILAS	Italy	Regional	www.filas.it	06 328851 email: info@filas.it	Guiding the economy of Lazio and promote development and innovation, especially through the adoption of new technologies; EU focus	x			
30	IntesaSanpaolo Eurodesk S.p.r.l.	Italy	Regional	www.intesasanpaoloeurodesk.com	intesasanpaoloeurodesk@intesasanpaolo.com	EU focus	x			x

Business Angels-Venture Capitals						Communication means			
Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
31 Italian Business Angel Network (IBAN)	Italy	National	http://www.iban.it/	Tel. +39 02. 30 51 60 48/49	Italian business angels network	x			
32 LVCA-Latvian private equity and venture capital association	Latvia	National	http://www.lvca.lv/en	Edgars Pīgoznis-Chairman of the Board LinkedIn T.: +371 29477979 edgars.pigoznis@glc-baltic.eu	Promoting the development of venture capital sector in Latvia	x			
33 Business Angel Fund I	Lithouania	National	http://www.mesinvest.lt/index.php/business-angels-fund-i/82	E-mail info@mesinvest.lt; +370 5 249 7077	Aims at developing and fostering the role of entrepreneurship within the EU	x			
34 Lithunanian Venture Capital Association	Lithouania	National	http://www.vca.lt/EN	Tel.: +370 5 254 6713 E-mail: sarunas.siugzda@litcapital.lt	SME oriented; Representation and promotion of the VC business to institutional investors	x			
35 Luxembourg Business Angel Network	Luxembourg	National	http://www.lban.lu/	e-mail: lban@cc.lu	Promoting angel investing and supporting early stage investments in Luxembourg. LBAN strives to create an ecosystem that helps support the industry by bringing together private investors, early-stage funds and promising entrepreneurial ventures	N/A	N/A	N/A	N/A
36 Lewiatan Business Angels	Poland	National	http://www.lba.pl/en	dr Jacek Adamski + 48 22 55 99 967 jadamski@lba.pl	The largest and most active Business Angels network in Poland	x			
37 Gildia Aniołów Biznesu	Poland	National	www.aniolybiznesu.org	email: kontakt@aniolybiznesu.org Tel: +48 42 664 37 96	Finding innovative ideas for business or companies in early stages of development and match them with their business angels.	x			x
38 Polish Investment Fund	Poland	National	http://www.pif.pl/en/	e-mail: Office@pif.pl Tel: +48 22 244 20 51	investment company created to invest in Central Europe in environmental, service and technology oriented projects.	x			
39 Polish Private Equity Association	Poland	National	http://www.psik.org.pl/	T +48 22 458 84 30 M +48 730 995 990 E psik@psik.org.pl	Gathering private equity/venture capital investors active in Poland	x			
40 FNABA – Federação Nacional de Associações de Business Angels	Portugal	National	http://www.fnaba.org/	Francisco Banha Tel: (+351) 21 441 64 60 email: info@fnaba.org	Portugese business angels community	N/A	N/A	N/A	N/A
41 APBA – Association of Portuguese Business Angels	Portugal	National	http://www.apba.pt/	T: +351 96 916 03 25	Association of Portuguese Business Angels	x			
42 Slovak Venture Capital and Private Equity association	Slovakia	National	http://www.slovca.sk/	Tel: (421-2) 544 143 56 slovca@slovca.sk	Increasing awareness of the public to the availability of venture capital to the entrepreneurs, as well as to other institutions, and economic, political and regulatory bodies in Slovakia	x			

	Business Angels-Venture Capitals						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
43	AEBAN – Asociación Española de Bussines Angels Network	Spain	National	http://www.aeban.es/	info@aeban.es	Spanish association of business angels	x			x
44	ESBAN – Red Española de Business Angels	Spain	National	http://www.esban.com/		Private Foundation for the Promotion of BA networks in Spain	N/A	N/A	N/A	N/A
45	BANC	Spain	Regional	http://www.bancat.com/	Tel. 902 930 518 email: info@bancat.com	Business Angels Network Catalunya	N/A	N/A	N/A	N/A
46	Crecer+ Business A	Spain	Regional	http://www.orkestra.deusto.es/bacrecermas/en/	Email: info@bacrecermas.es Tel.: +34 943 297 327	Contributing towards the development of an entrepreneurial ecosystem that will make the Basque Country an attractive place for entrepreneurs with innovative projects	x			x
47	INNOBAN, Innovación y Conocimiento para el Desarrollo Sostenible, SL	Spain	National	http://www.businessangelsinnoban.es/		Its mission is to facilitate the meeting between entrepreneurs seeking funding and business angels looking for investment opportunities to foster sustainable growth and employment.	x			x
48	IESE Red de Inversores Privados y Family Offices	Spain	National	http://www.iese.edu/es/empresas-instituciones/apoyo-nuevas-empresas/business-angels/	(+34) 93 253 42 00	The link between more than 130 entrepreneurs and investors to explore and implement their synergies to contribute to the creation of new businesses.				x
49	CONNECT Skane	Sweden	Regional	http://www.connectskane.se/	Eva Ohlstenius, Tel: 046-222 12 09 Email: eo@connectskane.se	Bringing together innovators and entrepreneurs with the financial, legal, technical, marketing and managerial resources needed to create growth in Skåne				x
50	CONNECT Väst	Sweden	Regional	http://www.connectvast.se/	Sofia Hjelmberg T: 031-380 67 06 email: sh@connectvast.se	Supportin startups and SMEs in West Sweden				x
51	BID Network Foundation	Netherlands	National	http://www.bidnetwork.org/	E: info@bidnetwork.org T: +31 (0) 20 7555 000	Providing professional services to entrepreneurs, coaches, investors, business angels and SME service providers.				x
52	UKBAA	UK	National	http://www.ukbusinessangelsassociation.org.uk/	020 7628 7222 • info@ukbusinessangelsassociation.org.uk	The national trade association representing angel and early stage investment in the UK.	x			x
53	The FSE Group	Uk	National	http://www.thefsegroup.com/	01276 608510 email fundingenquiries@thefsegroup.com	Investing in ambitious small and medium-sized enterprises (SMEs)	x			x
54	London Business Angels	UK	National	http://www.lbangels.co.uk/	Email: enquiries@lbangels.co.uk Tel: +44 (0)20 7321 5672	Connecting high growth small and medium sized enterprises with investment through our network of experienced and discerning business angel investors.	x			x
55	Balkan Unlimited	Balkans	Transnational	http://balkanunlimited.org/	Tel:+389 23224711 +389 23224784 info@balkanunlimited.org	Supporing innovation and entrepreneurship in the Balkans; Promoting economical and cultural connections in the Balkans	x			x

	Technology Parks						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	News letter	Events	Connection with social media
1	Science Parks of Wallonia	Belgium	Regional	http://www.spow.be/	info@spow.be; +32 71 91 98 72	Promote their "know-how" in the hosting of high-tech companies;	x			
2	Italian Association of Science and Technology Parks (APSTI)	Italy	National	http://www.apsti.it/	Alessandro Giari info@apsti.it;	The national network of scientific and technological parks	x			
3	The French Network for Innovation (RETIS)	France	National	http://www.retis-innovation.fr/	Pascal Hurel contact@retis-innovation.fr T:+33 (0)6 35 57 19 63	Strengthening the existing ties between higher education and research institutes, science and technology parks (known in France as "technopoles"), incubators and European Business and Innovation Centres.	x			x
4	Finnish Science Park Association (TEKEL)	Finland	National	http://www.tekel.fi/	Jaakko Helenius Jaakko.helenius@tekel.fi Tel. +358 46 712 1330	A nationwide co-operation network of Finnish science parks and technology centres, containing 29 members in Finland's university cities.	x			x
5	Trento RISE	Italy	Regional	http://www.trentorise.eu/	Tel: +39 0461 314031	Connecting several of the major actors in ICT research, education and business in the Trento region	x			x
6	Galileo	Italy	National	http://www.galileopark.it/en.html	tel +39 049 8061111 galileo@galileopark.it	Sustaining the competitive skills of enterprises through the implementation of activities and services to support the innovation.	x			
7	Kilometro Rosso	Italy	National	http://www.kilometrorosso.com/index.php?option=com_content&view=category&layout=blog&id=42&Itemid=1&lang=en	Tel: +39 035 591 100	Attracting laboratories and R&D centres, hi-tech companies and providers of advanced services Creating new, knowledge-intensive business and research spin-offs Managing the provision of technological, logistical and real estate services Promoting links with national and international universities and science/technology/finance institutions through public and private partnerships	x			
8	UPTEC - Science and Technology Park of University of Porto	Portugal	Regional	http://uptec.up.pt/en	Clara Gonçalves-Phone: +351 220 301 500 Email: geral@uptec.up.pt	A space of the mutual leverage of skills between academia and business, which seeks to take advantage of this real proximity to act as a provider of interconnection between these two media.	x			x
9	Parkurbis	Portugal	Regional	http://www.parkurbis.pt/index.php	Tel: [+ 351] 275 957 000	Promoting and supporting R&D activities; contributing to regional development	x			x
10	Portuguese Association of Science and Technology Parks	Portugal	National	http://www.tecparques.pt/	Américo Thomati tecparques@tecparques.pt T: +351229436073	Portuguese Association of Science and Technology Parks			x	x

Technology Parks

	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	Communication means			
							News webpage	Newsletters	Events	Connection with social media
11	Andalusian Technology Network (RETA)	Spain	Regional	http://www.reta.es/	Lourdes Cruz Ochotorena lcruz@reta.es	Aiming to promote innovation and technological development through technological spaces of Andalusia.				x
12	Basque Country Network of Technology Parks (RPTE)	Spain	Regional	http://www.parquestecnologicosvascos.es/?lang=en	rpte@rpte.net	Promoting cooperation between businesses and between them and Universities and Technology Centres. Backing for the creation of new, technology-based businesses, via the start up of business nurseries and incubators.				x
13	The Network of Scientific and Technological Parks of Catalonia (XPCAT)	Spain	Regional	http://www.xpcat.net/	T: 93 582 45 45 Josep Miquel Pique xpcat@ptv.es	Holding big spaces of production, transfer, diffusion and use of knowledge. It also works as the point of contact for the research and the innovative community		x		
14	FUNDECYT – PARQUE CIENTIFICO Y TECNOLOGICO DE EXTREMADURA	Spain	Regional	http://www.pctextremadura.com/	Victor PIRIZ MAYA: Tel. +34 924 01 46 00 victor.piriz@fundecyt-pctex.es Brussels office Francisco DÍAZ Tel. +32 2 736 59 50 francisco.diaz@fundecyt-pctex.es	Working to develop a public research excellence, actively engaging increase opportunities to contribute to the transformation of society as an agent protagonist in the new economy knowledge, contributing to business development in Extremadura	N/A	N/A	N/A	N/A
15	Spanish Association of Science and Technology Parks (APTE)	Spain	National	http://www.apte.org/es/	Felipe Romera Lubias fromera@pta.es T: +34 951 23 13 06	APTE members are science and technology parks that are located in 17 different autonomous communities. The companies and institutions located in those parks are the best the reference of the Spanish system of	x			x
16	AINIA - Centro Tecnológico	Spain	National	http://english.ainia.es/web/english	e-mail: info@ainia.es; Tel: +34 96 136 60 90	Ading value to companies by leading innovation and technological development in a responsible and committed way".				x
17	Parcbit Tecnological innovative park	Spain	Regional	http://www.parcbit.es/wparcbitfront/	Tel: 971 784 730 general@parcbit.es	Techological Innovation park Balear	x	x		x
18	ITI - Instituto Tecnológico de Informática	Spain	National	http://www.iti.es/en/about-us/index.html	e-mail: iti@iti.es; Tel: +34 96 387 70 69	The Institute of Computer Technology is a specialized technological centre of Research, Development and Innovation in Information and Communication Technologies.	x			
19	United Kingdom Science Park Association (UKSPA)	UK	National	http://www.ukspa.org.uk/	Paul Wright paul.wright@ukspa.org.uk Tel: +44 (0) 1799 532050	UK Science park	x			
20	Nothern Island Science Park	UK	Regional	http://www.nisp.co.uk/	Tel: +44 (0)28 9073 7800 Email: info@nisp.co.uk	Northern Ireland Science Park offers agile office space facilities available to rent by knowledge based enterprises, large and small.				x

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
1	Cluster Information Technologies Tyrol	Austria	Regional	http://www.standort-tirol.at/page.cfm?vpath=index	Tel.: +43.512.576262 Mail: office@standort-tirol.at	Austrian cluster on information technology	x			
2	INFOPOLE Cluster TIC	Belgium	Regional	http://clusters.wallonie.be/infopole-en/	Tél. : +32(0)81 72 51 63 e-mail : infopole@infopole.be	The network that brings together and unites professionals in Information and Communication Technologies to promote business and innovation through partnership.	x			
3	V-ICT-OR	Belgium	Regional	http://www.v-ict-or.be/	Raf Buyle-info@v-ict-or.be		x			x
4	ICT Cluster	Bulgaria	National	http://www.ictalent.org/	Phone (+359 2) 489 97 44 E-mail office@ictcluster.bg; Anna Naydenova Project	A cluster initiative supporting emergence and development of clusters in the filed of ICT in				x
5	ICT CLUSTER-VARNA	Bulgaria	Regional	http://www.ict-cluster-varna.eu/	phone/fax: +359 52 302 496 e-mail: d.raykova@ict-cluster-varna.eu	union of 11 companies representing the ICT business from the region of Varna and several companies from ICT-supporting industries , that strives to develop itself as a regional economy's competitiveness driver and a know-how transfer center.	N/A	N/A	N/A	N/A
6	The Association of Croatian ICT Clusters	Croatia	National	http://www.cro-ict.net/Home.aspx	info@cro-ict.net +385 98 259 305 +385 98 674 883	Our partners are regional development agencies, business incubators and technological parks.	N/A	N/A	N/A	N/A
7	National Cluster Association	Czech Republic	National	http://www.nca.cz/en	PaedDr. Pavla Bruskova - President Tel.: +420 552 308 348 Mob: +420 731 505 929 e-mail: bruskova@nca.cz, info@nca.cz	Creating a competent long-term platform for the development of cluster initiatives in the Czech Republic and an active interface for international links; innovation oriented	x			x
8	Copenhagen Finance IT Region	Denmark	Regional	http://www.cfir.dk/en-GB/Pages/default.aspx	Tel: +45 3370 1117 cfir@cfir.dk-Anette Broløs +45 3370 1103	Promoting Copenhagen as a finance IT centre and to support growth and innovation in the intersection between finance and it	x			
9	BrainsBusiness - ICT North Denmark	Denmark	Regional	http://www.brainsbusiness.dk/	Lars Horsholt Jensen Cluster Manager +45 99311569	Establishing and supporting professional networks for the North Denmark ICT industry	x			
10	Estonian ICT Cluster	Estonia	National	http://www.itl.ee/	Doris Põld cluster manager +3726177146; doris.pold@itl.ee	Uniting the Estonian information technology and telecommunications companies, to develop their cooperation in Estonia towards information society, to represent and protect the interests of member companies and to express their intent.				x

Clusters

	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	Communication means			
							News webpage	Newsletter	Events	Connection with social media accounts
11	ICT Electronics and Metal Industry Cluster	Finland	National	http://www.kainuunetu.fi/	Marko Kanninainen: marko.kanniainen@kainuunetu.fi	Supporing all the sectors of the economic life in Kainuu and to assist our regions key sector companies to develop their know-how in business operation, competitiveness, growth and cooperation as well to improve key clusters and their condition of activities.	N/A	N/A	N/A	N/A
12	Kajaani Data Center Cluster	Finland	Regional	http://kajaanidccluster.org/	Kati Haverinen kati.haverinen@kainuunetu.fi 358445514536	An ICT sector center of expertise in Kainuu, Finland;	x			x
13	PEBA	France	Regional	http://france-it.fr/peba.html	Cyril Guilhamet: cyril@peba-pyrenees.com	Building regional, national and even international links around ICT	x			
14	NUMELINK	France	Regional	http://www.numelink.com/	Salem Nait-Idir snaitidir@numelink.com 0477793930	Representing a key sector of the economy of the Loire Valley and backs actions aiming at accelerating its growth	x			
15	EURIPIDES	France	National	http://www.euripides-eureka.eu/	Remy Renaudin: remy.renaudin@euripides-eureka.eu; Tel : +33 1 45 05 70 49	The EURIPIDES² is a EUREKA cluster supporting cooperative industrial R&D from design to process and manufacturing in the crucial domain of smart electronic systems integration in aerospace, automotive, energy, health care, transport, and in all new domains like smart cities, mobility and security.	x			
16	SYSTEMATIC Paris Region	France	Regional	http://www.systematic-paris-region.org/fr	Thierry LOUVET t.louvet@systematic-paris-region.org +33 6 72 20 57 69	Bringing together more than 650 key players in the Paris Region area. Each of them working in the field of software-dominant systems with a strong societal dimension.	x			x
17	Baden-Württemberg: Connected e.V. - bwcon	Germany	Regional	http://www.bwcon.de/	Bernd Hertl hertl@bwcon.de +4971190715503	Dedicated to promoting Baden-Württemberg as a key location for innovation and technology; connecting more than 600 businesses and research institutions	N/A	N/A	N/A	N/A
18	Virtual Dimension Center Fellbach w.V.	Germany	National	http://www.vdc-fellbach.de/	Christoph Runde christoph.runde@vdc-fellbach.de +49 (0)711 58 53 09 11	Leading network for Virtual Engineering and Virtual Reality.				x
19	Beyern Innovativ	Germany	Regional	http://bayern-innovativ.de/?Edition=en	Tel. +49 911-206 71-0 E-Mail: info@bayern-innovativ.de	Bavaria's Corporation for Innovation and Knowledge Transfer	N/A	N/A	N/A	N/A
20	INNOSKART ICT Cluster	Hungary	National	http://innoskart.eu/hu/	Zsuzsanna Pintér mobil: +36 (20) 988-5351 e-mail: pinter.zsuzsa@kdrik.hu	A focus on the support of ICT SMEs' high added value, export-oriented and innovative networking activities	x			

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
21	PANAC-Pannon automotive cluster	Hungary	National	http://www.autocluster.hu/content_2-en.html	Zoltan Kabacs- Cluster manager: kabacs.zoltan@autocluster.hu	Innovative network cooperation of the enterprises and organisations holding stake in the automotive industry	x			
22	Fondazione Distretto Green and Hi-Tech of Monza Brianza	Italy	Regional	http://www.distrettohtmb.it/Home/tabid/38/language/en-US/Default.aspx	MARTA ABINTI m.abinti@distrettohtmb.it +39 039 6396301	Activities: ICT in the areas of R&D, implementation and manufacturing of products ranging from micro-electronic devices, systems and services dedicated to telecommunications and information management.	N/A	N/A	N/A	N/A
23	Torino Wireless Foundation	Italy	Regional	http://www.torinowireless.it/	Marco Ramella Votta: marco.ramella@torinowireless.it	Bringing the Piedmontese ICT companies along the way of innovation and competitiveness, promoting models of collaboration, knowledge transferring and cluster projects, and establish the ICT District as an international hub of technology and innovation	x	x		x
24	Latvian IT Cluster	Latvia	National	http://www.itbaltic.com/en/home/	Lilita Sparane lilita.sparane@itbaltic.com +37167089815	Latvian IT Cluster's member companies specialize in software development, IT consultations, hardware architecture, networking & data transmission solutions, etc.	x			x
25	Infobalt	Lithuania	National	http://www.infobalt.lt/en/about	Edmundas Žvirblis +370 5 262 2623, +370 686 554 22 zvirblis@infobalt.lt	Promoting the use of Information and Communication Technologies' to benefit of society, businesses and public sector; among its activities: facilitating growth of international activities and exports				x
26	Luxembourg ICT Cluster	Luxembourg	National	http://www.ictcluster.lu/	Lena Martensson: lena.martensson@luxinnovation.lu Phone: +352 43 62 63 - 1	Bringing together various actors in the field of ICT in Luxembourg with the goal of fostering new and sustainable business opportunities through collaborative research, development and innovation projects.	x			
27	SynergIT Klaster Informatyczny	Poland	National	http://klaster.siecinnowacji.org/en	Paweł Kołodziejski: p.kolodziejski@eureka-tp.pl tel: 512 012 865	Supporting entrepreneurship and innovativeness in the field of IT technologies and creation of conditions for effective commercialization research and development findings	x			
28	Wielkopolska ICT Cluster	Poland	National	http://wklaster.pl/en/	Adam Olszewski: adol@man.poznan.pl tel. (61) 662 75 27	The leading ICT cluster in Poland	x			
29	ICT Eastern Cluster	Poland	Regional	http://www.ecict.eu/News/NotLoggedHeadNews	Joanna Kaminska: joanna.kaminska@ideopolis.eu tel: 509 488 420	Being business point of contact for the 7th Framework Programme	N/A	N/A	N/A	N/A
30	Mazovia Cluster ICT	Poland	Regional	http://multicluster.pl/members/mazovia-cluster-ict/172	Katarzyna Radzio kradzio@ipi.wiedza.org.pl +48512196378	Establishing and developing cooperation between sector of computer science enterprises, telecommunication, telecommunication and electronic media R&D units, universities and business institutions and local authorities in the area of Warsaw and outside metropolitan areas.				x

	Clusters						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
31	Inovaria	Portugal	Regional	http://www.inova-ria.pt/	Antonio Teixeira: ateixeira@inova-ria.pt tel. +351 234 384 218	Business qualification, internationalization, relationships with associates and relationship with the environment.				x
32	ICT Oltenia Cluster	Romania	Regional	http://clustero.eu/en/ict-regional-competitiveness-pole-oltenia-cluster	Mircea Badea. mircea.badea@ipacv.ro	Services for SMEs, business cooperation, promotion through participation in national/international fairs and exhibitions, business internationalization, development of a competitiveness pole and expertise.	N/A	N/A	N/A	N/A
33	Regional ICT Cluster - West Region Romania	Romania	Regional	http://www.regiuneavest.ro/en/home/	Cistelecan Cristin cristi.cistelecan@adrvest.ro +40 746 156520	promoting and supporting the regional ICT enterprises in becoming global market players, with their own products, under a strong regional brand.	N/A	N/A	N/A	N/A
34	ICT Technology Network	Slovenia	National	http://www.ict-slovenia.net/	Tomaz Vidonja: tomaz.vidonja@ict-slovenia.net	Establishing connections between companies and research institutions				x
35	Acs automotive cluster - GIZ ACS	Slovenia	Regional	http://www.acs-giz.si/	tel.: +386 (0)1 236 17 35 236 17 36 email: info@acs-giz.si	Providing support for its members to integrate into the global automotive industry and to improve the range of their products and services.	x			
36	IDIA	Spain	Regional	http://www.idia.es/web/idia/inicio;jsessionid=49F2C0852CD6718D4F30714D29F504FF	Antonio Novo antonio.novo@idia.es +34650410080	Innovation in processes, products, organization and markets				x
37	Clúster Insignia Empresarial	Spain	Regional	http://www.insigniaempresarial.com/	Emma Gonzalez egonzalez@insigniaempresarial.com +34 922 670 258	Creating synergies between the Information and Communications Technology companies and all members of the cluster.	N/A	N/A	N/A	N/A
38	Cluster TIC de Barcelona Digital	Spain	Regional	http://www.bdigital.org/en/Pages/Home.aspx	Gemma Batlle clustertic@bdigital.org +34 93 553 45 40	A meeting place and networking for start-ups, small and medium companies and other entities for the use of boosting the competitiveness of Catalan ICT sector, promoting a new corporate culture based on collaboration and open innovation.				x
39	AERTIC	Spain	Regional	http://aertic.es/	F. Javier Ridruejo javier.innovacion@fer.es +34 941271271	Enterpreneurship; Internationalisation				x
40	Cluster 55°	Sweden	Regional	http://cluster55.org/	Micael Gustafsson micael.gustafsson@oresund.org +46736993601	Regional and international network; helping expanding business				x

	Incubators-Accelerators						Communication means			
	Name	Country	Geographical scope	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media accounts
1	Innovation Service Network	Austria	European	http://www.innovation.at/?lang=en	Reinhard Willfort email: reinhard.willfort@innovation.at Tel: +43316919229-0	Accompanying companies during the development of new products and services and help them to establish strategies and procedures for a successful market	x			
2	iMinds	Belgium	National	http://www.iminds.be/en	T +32 9 331 48 00 info@iminds.be	Offering companies and organizations active support in research and development.				x
3	Node 5	Czech Republic	National	http://node5.cz/	Tel: +420 776 862 250 email: info@node5.cz	A co-working workspace that combines the best of a business incubator and startup accelerator – mainly for early stage technology startups, programmers and graphic/UX designers.				x
4	Startup Yard	Czech Republic	National	http://startupyard.cz/	info@startupyard.cz	Seed accelerator for technology startups				x
5	Tallina ettevotlu sinkubaatord	Estonia	National	http://inkubaator.tallinn.ee/eng/	Phone 604 0620 info@inkubaator.ee	Incubation; Startup services; business development services				x
6	FranceDigitale	France	National	http://www.francedigitale.org/	Willy Braun – willy@francedigitale.org	An association of more than 100 digital professionals: Entrepreneurs, investors and startups.				x
7	Paris Incubateurs	France	Regional	http://www.parisincubateurs.com/	email: info@parisincubateurs.com	150 beneficiaries; innovation oriented	x	x		x
8	FoundersLink	Germany	National	http://www.founderslink.com/	email: info@founderslink.com.	Identifying opportunities, creating business plans				x
9	Hack Fwd	Germany	National	http://hackfwd.com/	Lars Hinrichs - Executive: lars@hackfwd.com	Innovation oriented	x			x
10	iCatapult	Hungary	National	http://www.icatapult.co/	Tel:+36 20 358 1183 email: 12b@icatapult.co	Accelerator and business development company focusing on taking European technologies to the global market				x

	Incubators-Accelerators						**Communication means**			
	Name	**Country**	**Geographical scope**	**Link**	**Contact details/contact person(s)**	**Main relevant characteristics**	**News webpage**	**Newsletter**	**Events**	**Connection with social media accounts**
11	**Roma Startup**	Italy	Regional	http://www.romastartup.it/english/	romastartup@romastartup.it	Association of local ecosystem of startup enablers and accelerators.	N/A	N/A	N/A	N/A
12	**H-Farm**	Italy	National	http://www.h-farmventures.com/en/about-us	Tel. +39.0422.789611	Accelerating the development of Internet startups via a combination of seed investment and incubation services.	x			x
13	**Startup Highway**	Lithuania	National	http://startuphighway.com/en	team@startuphighway.com	European start-up accelerator	x			x
14	**Gammarebels - Accelerator**	Netherlands	National	http://www.hardgamma.com/gammarebels/	tel: +48 22 423 70 60 info@hardgamma.com	Startup accelerator program for technology entrepreneurs	x	x		x
15	**Beta-i**	Portugal	National	http://beta-i.pt/	geral@beta-i.pt Tel: 926 667 633	Accelerating startups; innovation oriented				x
16	**Startup Lisboa**	Portugal	National	http://startuplisboa.com/	Email: geral@startuplisboa.com	Incubator	x			x
17	**MadanParque**	Portugal	Regional	http://www.madanparque.pt/	Email info@madanparque.pt Tel: [351]210438600; José Damião: jose.damiao@madanparque.pt	Incubator, Coaching, Seed capital, Technologic park				x
18	**STING- Stockholm innovation & growth**	Sweden	Regional	http://www.stockholminnovation.com/EN/11/start	Tel: +46 (0)8-20 28 40	Accelerator; ICT oriented	x			x
19	**SISP Swedish Incubators & Science Parks**	Sweden	National	http://www.sisp.se/?language=en	Magnus Lundin magnus.lundin@sisp.se Tel: +46 709-703807	A non-profit association with national coverage, its members including over 5000 companies with more than 72 000 employees. Focus is growth in knowledge-based companies.				x
20	**Tech Hub**	Uk	National	http://www.techhub.com/	hello@techhub.com Tel: +44 (0) 20 7256 6551	Creating spaces around the world for tech entrepreneurs to meet,				x

National Associations-Federations

	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	Communication means			
						News webpage	Newsletter	Events	Connection with social
1	Österreichischer Gewerbeverein	Austria	http://www.gewerbeverein.at/de/home	Telefon +43 1 5873633 E-Mail s.blahut@gewerbeverein.at	Austrian Association of SMEs				x
2	BULGARIAN ASSOCIATION OF REGIONAL DEVELOPMENT AGENCIES AND BUSINESS CENTRES - BARDA	Bulgaria	http://www.isede-net.com/content/partners/barda-bulgarian-association-regional-development-agencies-and-business-centres	Milena MIHAYLOVA Tel./Fax +359 2 980 97 03 office@barda.bg	Development of the regional economies and the SME sector	x			x
3	CEED-Center for entrepreneurship and executive development	Bulgaria	http://www.en.ceed-bulgaria.org/web/default.aspx	Nikolay Yarmov, Executive Director E-mail: nyarmov@ceed-bulgaria.org Tel: (+359) 2 819 43 17	Supporting entrepreneurs by providing know-how and networks they need to accelerate the growth of their businesses	x			
4	Bulgarian small and Medium Enterprises Promotion Agency	Bulgaria	http://www.sme.government.bg/en/	Phone: +359 2 940 7940 e-mail: office@sme.government.bg	Providing to Bulgarian SMEs information and consulting services, organizing training courses and implementing promotion activities in supporting the increase of SMEs' competitiveness and strengthening their international positions	x			
5	Business Innovation Center of Croatia	Croatia	http://www.bicro.hr/en/	E-mail: ured-bicro@bicro.hr Tel: 01 2352 - 601	Supporting innovation and technology-based businesses in Croatia				x
6	Cyprus Information Technology Enterprises	Cyprus	http://www.citea.net/icustomers/citea/iweb/iweb.nsf/WebContentDocsByID/ID-203B1DD595B5AF76C2256B2800367D3A?OpenDocument	Tel: +357 2 665102, mkallis@oeb.org.cy	High growth/innovative SME's	x			
7	Czech Centre for Science and Society	Czech Republic	http://www.ccss.cz/en/?menuID=12&action=article&presenter=Article	Taker Zebra- email: ccss@ccss.cz Tel +420 605 033 596	An association of high tech SMEs, the public administration and research organizations. It is focused on International activities in the field of international research projects and utilization of modern technologies; SME oriented	x			x
8	Czech ICT Alliance	Czech Republic	http://ceeoa.org/members/czech-ict-alliance/	Michal Zálešák Email: info(at)czechict.cz Phone: +420608112333	Raising the profile of Czech ICT companies abroad; promoting Czech ICT companies to foreign customers	N/A	N/A	N/A	N/A
9	Association of Small and Medium-sized Enterprises and Crafts	Czech Republic	http://www.amsp.cz/index.php?lchan=1&lred=1	Eva Svobodová, e-mail: svobodova@amsp.cz; Tel: +420 222 246 404, +420 733 722 512	Bringing together small and medium-sized enterprises and craftspeople and their organisations from around the whole country	x			
10	Danish Federation of SME's	Denmark	http://dfsme.dk/frontpage.aspx	tel. +45 33 93 20 00 hvr@hvr.dk	Supporting SMEs. Aiming at improving the business conditions of Danish small and medium-sized enterprises.	N/A	N/A	N/A	N/A

National Associations-Federations					Communication means			
Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
11 EVEA - Estonian Association of SME's	Estonia	http://www.evea.ee/?set_lang_id=2	Tel: +372 6410 916 · E-mail: evea@evea.ee	Continuously monitoring the development and problems of the SME sector in Estonia	N/A	N/A	N/A	N/A
12 FICom-Finnish Federation for Communications and Teleinformatics	Finland	http://www.ficom.fi/inbrief/index.html	Reijo Svento: reijo.svento@ficom.fi tel: + 358 9 6812 1010	Promoting the development of information and communications technology				x
13 Tekes – the Finnish Funding Agency for Technology and Innovation	Finland	http://www.tekes.fi/en/community/Home/351/Home/473/	Tel. +358-29 50 55000 info@tekes.fi	Tekes is the most important publicly funded expert organisation for financing research, development and innovation in Finland. We boost wide-ranging innovation activities in research communities, industry and service sectors.	x	x		
14 Comité Richelieu, French Association of Innovative SMEs	France	http://www.comite-richelieu.org/	email: contact@comite-richelieu.org +33 1 83 62 85 01	Innovation oriented; Promotng and supporting R&D; SMEs internationalisation	x			
15 AFIC-Association Francaise des investisseurs pour la croissance	France	http://www.afic.asso.fr/Website/site/fra_accueil.htm	Tél. : 01 47 20 99 09 info@afic.asso.fr	French Association of Investors for growth	x			
16 CONSEIL NATIONAL DES ECONOMIES REGIONALES	France	http://www.cner-france.com/	Antoine ANGEARD Tel. +33 1 42 22 35 29 a.angeard@cner-france.com	Federation of development agencies and economic expansion committees	x	x		x
17 Bundesverband mittelständische Wirtschaft (BVMW)	Germany	http://www.bvmw.de/	Barbara Bonrath-Kaster - Head of Foreign Trade: bara.bonrath-kaster@bvmw.de; Tel: +49 30 533206-22	The German Association for Small and Medium-sized Businesses				x
18 German Association of Innovation, Technology and Business Incubation Centres (ADT)	Germany	http://www.adt-online.de/homepage.html	Andrea Glaser glaser@adt-online.de	Supporting its member centres in fulfilling their task of initiating and overseeing innovative technology-oriented start-ups.	N/A	N/A	N/A	N/A
19 SEPE-Federation of Hellenic Information Technology & Communications Enterprises	Greece	http://www.sepe.gr/en/AboutSEPE	T +30210 924 9540-1 info@sepe.gr	Promoting Information and Communications Technologies (ICT) in Greece and to enlarge ICT Industry's market.	x			x
20 ICT Association of Hungary-IVSZ	Hungary	http://ivsz.hu/en	Tel.: (1) 266-6346 E-mail: iroda@ivsz.hu	A major organization in the field of Hungarian information technology in recent years				x
21 Irish SME Association-ISME	Ireland	http://isme.ie/	Phone : (01) 662 2755 E-mail: isme@isme.ie	Irish SME association	x			x
22 ICT Ireland	Ireland	http://www.ictireland.ie/Sectors/ICT/ICT.nsf/vPages/Home?OpenDocument	Paul Sweetman Email: Paul.Sweetman@ibec.ie	The leading representative body for the technology sector in Ireland	x			

National Associations-Federations

	Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
						Communication means			
23	Latvian Information and Communications Technology Association - LIKTA	Latvia	http://www.likta.lv/EN/Pages/home.aspx	Janis Bergs: +371 67116211 email: janis.bergs@fms.lv	Regrouping over 85 important ICTE product and service providers and educational institutions, as well as about 130 individual professional members of the ICTE industry sector in Latvia, namely in computer hardware and software, electronics, and telecommunications infrastructure and service providers.	N/A	N/A	N/A	N/A
24	Lithuanian Business	Lithuania	http://www.lvk.lt/en	Email: info@lvk.lt	Representing the largest service, trade, and high–tech companies	x			x
25	ICTLuxembourg	Luxembourg	http://ictluxembourg.lu/	Romain Lanners board@ictluxembourg.lu	It supports and fosters ICT related projects and initiatives throughout the country for a strong national positioning and a more effective international reach.	x			x
26	Luxinnovation-National Agency for the Promotion of Innovation and Research of Luxembourg	Luxembourg	http://www.luxinnovation.lu/	Phone: (+352) 43 62 63 - 1	Promoting R&D and innovation in Luxembourg; informing and supporting innovative start-ups, companies and public research organisations and help them at any phase of their projects	x			
27	Maltaenterprise	Malta	http://www.maltaenterprise.com/en	Tel: +356 2542 0000 E-mail: info@maltaenterprise.com	Rresponsible for the growth and development of Maltese enterprises both locally and beyond our shores.	x			x
28	Nederland ICT	Netherlands	http://www.nederlandict.nl/?id=9682	info@nederlandict.nl	Applying its expertise and knowledge for the purpose of providing the highest possible quality service and opportunities to its members in the ICT sector, and help them make the right decisions in delivering commercial solutions and achieving growth and profitability.	x			x
29	Polish Agency for Enterprise Development	Poland	http://www.parp.gov.pl/index/main/	Phone: (22) 432 80 80, 432 71 25 President Bożena Lublinska –Kasprzak: dariusz_wogtaszek@parp@gov.pl	Promotion of SMEs - government agency that has been providing support to entrepreneurs in the implementation of competitive and innovative projects	x			
30	IAPMEI - Portuguese Agency for SME	Portugal	http://www.iapmei.pt/	T. 213 836 000 email: info@iapmei.pt	SME and innovation oriented	x			
31	ADI – Portuguese Innovation Agency	Portugal	http://www.adi.pt/	Tel.: +351 214232100; email: degraucientifico@adi.pt	Promoting innovation and technological development with a view to facilitating closer ties between research activities and the	x			
32	APSDI – Assoc. para a Promoção e	Portugal	http://www.apsi.pt/	Tel: 253510319 EMail: apsi@apsi.pt	Assoc. for the Promotion and Development of the Information Society	x			
33	National Agency for Development of SME	Slovakia	http://www.nadsme.sk/en	tel.: +421 2 502 44 500 fax: +421 2 502 44 501 e-mail: agency@nadsme.sk	Supporting development and growth of small and medium-sized enterprises (SMEs) in the Slovak Republic				x
34	ICT Technology Network	Slovenia	http://www.ict-slovenia.net/eng/index.php	info@ict-slovenia.net	Connecting companies and research institutions; internationalisation; promoting SMEs				x

National Associations-Federations					Communication means			
Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
35 Slovenian Business&Research Association	Slovenia	http://www.sbra.be/en/about-us	Phone: + 32 2 645 19 10 E-mail: info@sbra.be; prof. dr Boris Cizelj President of the Board T +32 2 645 19 10 boris.cizelj@sbra.be	Connecting business, research and local communities in Slovenia with the EU institutions and other public and private bodies at EU level; promoting the participation of the members in EU initiatives and programmes	x			
36 CEPYME-Confederación Española de la Pequeña y Mediana Empresa	Spain	http://www.cepyme.es/es/portada/	Teléfono: 91 411 61 61 contacto@cepyme.es	Promoting interests of SMEs; informing SMEs about possible opportunities	x			
37 CDTI-Centro para el desarrollo tecnologico industrial	Spain	http://www.cdti.es/index.asp?idioma=2	Phone: (34) 91 581 55 00	Fostering Spanish participation in international technological cooperation programmes; internationalisation of technology; Research and development projects	x			
38 ASOCIACION ESPANOLA DE AGENCIAS DE DESARROLLO REGIONAL	Spain	http://www.foroadr.es/	Francisco J. MARTINEZ RUIZ Tel. +34 968 36 68 43 francisco.martinez@info.carm.es	Spanish Association of regional development agencies	x			
39 AIDIMA - Instituto Tecnológico del Mueble, Madera, Embalaje y Afines	Spain	http://www.aidima.es/	e-mail: aidima@aidima.es; Tel: +34 96 136 60 70	The Technology Institute on Furniture, Wood, Packaging and related industries	N/A	N/A	N/A	N/A
40 Tillväxtverket	Sweden	http://www.tillvaxtverket.se/	08-681 91 00 email: tillvaxtverket@tillvaxtverket.se	Strengthening regional development and facilitating enterprise and entrepreneurship throughout Sweden				x

National Associations-Federations					Communication means			
Name	Country	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social
41 The Finnish Information Processing Association, FIPA, (Tietotekniikan liitto ry)	Finland	http://www.ttlry.fi/	Lars Sonckin kaari 12 FIN-02600 Espoo, Finland, Tel: +358 (0)20 741 9898 tietotekniikanliitto@ttlry.fi	FIPA is an independent association of Finnish ICT professionals and companies that provide ICT products and services or use them. FIPA has currently 15 000 professionals and about 500 companies and organizations as members. FIPA's main objective is to develop the professional skills of its members by means of networking, member activities, seminars, training, certification programs, mentoring program, publishing and research.	x	x	x	x
42 ISOC Finland - The Finnish Internet Association	Finland	http://www.siy.fi/english	president@isoc.fi secretary@isoc.fi	The Finnish Internet Association was founded in 1994. The mission is to increase awareness of the Internet and its uses	x	x	x	x
43 The Finnish Society for Computer Science	Finland	http://www.tkts.fi/finnish-society-computer-science	c/o Päivi Majaranta School of Information Sciences FIN-33014 University of Tampere sihteeri@)tkts.fi	The Finnish Society for Computer Science is a forum for promoting computer science research, applications and the publication of research results. The society arranges discussions and courses for its members, carries out research, as well as broadcasting and co-operates with other societies in the field, both nationally and internationally. The society has c. 400 members, comprising researchers, teachers and students.	x	x	x	x
44 The Federation of Finnish Technology Industries	Finland	http://www.teknologiateollisuus.fi/en/	Eteläranta 10, P.O. BOX 10, FI-00131 HELSINKI, Tel. +358 9 192 31, Elers Nora, Director Communications elers.nora@techind.fi	The mission of the Federation of Finnish Technology Industries is to ensure that the Finnish technology industry has the preconditions for success in the global marketplace. The memeber organistions eploy 290 000 directly in the sector, total	x	x	x	x
45 FIMECC, Finnish Metals and Engineering Competence Cluster	Finland	http://www.fimecc.com/	FIMECC Oy, Åkerlundinkatu 11 A, 33100 Tampere, Finland Dr. Harri Kulmala, CEO harri.kulmala@fimecc.com	FIMECC creates new international research networks, new top science, new application-driven research contents and new business benefits. The research activities are based on ambitious target-orientation, openness, dynamics, trust, and true internationality.	x	x	x	x
46 TIVIT	Finland	http://www.tivit.fi	Vaisalantie 4, 02130 Espoo info@tivit.fi, Reijo Paajanen, Chief Executive Officer reijo.paajanen@tivit.fi	TIVIT is a non-profit Finnish limited company. The bedrock of all of TIVIT's activities is the capital that the 46 organisations, or partners, which own TIVIT	x	x	x	x
47 Suomen Yrittäjät, The Federation of Finnish Enterprises	Finland	http://www.yrittajat.fi/en-GB/	Suomen Yrittäjät, Mannerheimintie 76 A, PL 999, 00101 HELSINKI, phone +3589 229 221 toimisto@yrittajat.fi	The Federation of Finnish Enterprises has the largest membership of all business-related federations in Finland. Today our membership consists of more than 116,000 enterprises of all sizes, from all corners of the country, and encompasses the entire business spectrum.	x	x	x	x

	Regional development Agencies						Communication means			
	Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
1	ecoplus. Niederösterreichs Wirtschaftsagentur GmbH	Austria	Lower Austria	http://www.ecoplus.at/	Simone HAGENAUER Tel.: +43 2742 9000 s.hagenauer@ecoplus.at-Brussels office: Sandra STEINHAUER Tel. +32 2 549 06 64 Sandra.Steinhauer@noel.gv.at	We advise and accompany in all matters regarding business settlement and expansion, regional support and internationalization, intercompany cooperation and sector-specific networks.	x			
2	OBERÖSTERREICHISCHE TECHNOLOGIE-UND MARKETING	Austria	Upper Austria	http://www.landesholding.com/betrieb-1576393.html	Tel. +43 732 79810-5006 Email: anke.merkl@tmg.at	one-stop-shop' for operation settlements in Upper Austria.	N/A	N/A	N/A	N/A
3	AGENCE DE STIMULATION TECHNOLOGIQUE (AST)	Belgium	Wallon	http://ast.wallonie.be/	Anke MERKL; Tel. +32 4 220 51 00 are@as-e.be	Regional agency for technological support	N/A	N/A	N/A	N/A
4	CETIC - Centre of Excellence in Information and	Belgium	Wallon	http://www.cetic.be/?lang=en	Simon ALEXANDRE; Tel. +32 71 490 700 simon.alexandre@cetic.be	The Belgian ICT applied research centre dedicated to support industry	N/A	N/A	N/A	N/A
5	IWT-Flemish Institute for the Promotion of Innovation by Science	Belgium	Flanders	http://www.iwt.be/english/welcome	Tel.: + 32 (0)2 432 42 00 email: info@iwt.be	Acting as the national contact point for European funding programmes; supporting startups;	N/A	N/A	N/A	N/A
6	BUSINESS SUPPORT CENTRE FOR SMALL AND MEDIUM ENTERPRISES RUSE	Bulgaria	Ruse	http://www.bsc.rousse.bg/index.php	Iliana DRAGANOVA: Tel. +359 82 82 14 69 iy@bsc.rousse.bg	To support by all available means the business in the city, especially the small and medium scale businesses from Rousse and the region, and to stimulate their development, as well as to co-ordinate, incorporate and complement the activity of all those organization and structures, assisting to the small and medium scale business, and to establish contacts on local level,	x			
7	SOUTH MORAVIAN INNOVATION CENTRE	Czech Republic	South Moravian	http://www.jic.cz/home	David UHLÍŘ: Tel.+420 511 205 330 uhlir@jic.cz	Aiming to promote enterprise skills development and commercialisation of research in South Moravian Region.	N/A	N/A	N/A	N/A
8	ARITT CENTRE	France	Region Centre	http://www.arittcentre.fr/index.php?var_mode=calcul	Frédéric PINNA Tel. +33 2 38 88 86 06 frederic.pinna@arittcentre.fr	Supporting regional enterprises	x			x
9	AGENCE REGIONALE DE DEVELOPPEMENT PARIS-ILE DE FRANCE	France	Paris-Ile de France	http://www.paris-region.com/index.jsp?LANGUE=1	Marc KNOLL Tel. +33 1 58 18 69 16 mknoll@paris-region.com	Economic development agency				x
10	BRETAGNE DÉVELOPPEMENT INNOVATION	France	Bretagne	http://www.bdi.fr/	Sylvie HUGUET Tel. +33 2 99 67 71 10 shuguet@bretagne-innovation.fr	Regional development and innovation agency, encourages Breton economic stakeholders to work together and plays a role in the leadership and coordination of regional economic development and innovation strategy.		x		x

Regional development Agencies						Communication means			
Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
11 MEDITERRANEE TECHNOLOGIES	France	Marseille	http://www.mediterranee-technologies.com/	Philippe PEREZ Tel. +33 4 91 14 05 60 perez@mediterranee-technologies.com- Brussels office: Victor ROULET Tel. +32 2 741 87 58 roulet@mediterranee-technologies.com	Promoting, encouraging and supporting innovation	N/A	N/A	N/A	N/A
12 NEXA - AGENCE DE DEVELOPPEMENT, D'INVESTISSEMENT ET D'INNOVATION	France	Paris	http://www.nexa.re/	Daisy GILLES Tel. +262 262 20 21 21 daisy.gilles@nexa.re	Regional agency of development, investments and innovation	x			x
13 NORD FRANCE INNOVATION DEVELOPPEMENT (NFID)	France	North France	http://www.jinnove.com/Qui-sommes-nous/NFID-ses-missions	Jean-Marie PRUVOT Tel. +33 3 20 17 72 25 jmpruvot@nfid.fr	Innovation and development agency; SME oriented	x			x
14 JOENSUU REGIONAL DEVELOPMENT COMPANY JOSEK Ltd.	Finland	Joensuu Region	http://www.josek.fi/eng/	Pekka NUUTINEN Tel. +358 1400 679 554 pekka.nuutinen@josek.fi	JOSEK serves all companies in the Joensuu region, from start-ups to established enterprises developing their operations.				x
15 JYVÄSKYLÄ REGIONAL DEVELOPMENT COMPANY JYKES Ltd	Finland	Jyväskylä Region	http://www.jykes.fi/en/	Eeva-Liisa KOIVUMÄKI Tel. +358 20 771 5610 eeva-liisa.koivumaki@jykes.fi	Advisory and development services for SME's in all stages of their company life-cycle.				x
16 TURKU REGION DEVELOPMENT CENTRE	Finland	Turku Region	http://www.turunseutu.fi/public/default.aspx?culture=en-US&contentlan=2&nodeid=8932	Niko KYYNÄRÄINEN Tel. +358 2 2627 773 niko.kyynarainen@turku.fi; Brussels office: Tel. +32 2 280 36 08 european.office@turku.fi	Business development and service organisation.	x			
17 ASTER - AGENZIA PER LO SVILUPPO TECNOLOGICO DELL'EMILIA ROMAGNA	Italy	Emilia Romagna	http://www.aster.it/tiki-index.php	Valeria BANDINI Tel. +39 051 639 80 99 valeria.bandini@aster.it	Technological development agency				x
18 Trentino Sviluppo	Italy	Trento	http://www.trentinosviluppo.com/	Tel: +39 0464 443111 email: trentinosviluppo@arubapec.it	Fostering the sustainable development of the Trentino system by taking action and providing services aimed at supporting the growth of business skills and the capacity for innovation.	x			x
19 FONDAZIONE TORINO WIRELESS	Italy	Torino	http://www.torinowireless.it/	Chiara Ferroni- T: +39 011 1950 1401 E-mail: info@torinowireless.it	Coordinating and developing the Piedmont Technology District, an example of regional and national policy for innovation, by promoting and supporting the growth and competitiveness of the ICT companies, research institutes and entities that make part of the District	x			
20 Veneto Innovazione	Italy	Veneto	http://www.venetoinnovazione.it/?q=eng	Tel.: (+39) 041 8685301 E-Mail: info@venetoinnovazione.it	Promoting and developing applied research and innovation inside the regional production system, particularly focused on SMEs meaning to pursue high technological standards, environmental improvement and human resource qualification.	x			x

Regional development Agencies						Communication means			
Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
21 WESTERN DEVELOPMENT COMMISSION	Ireland	Western Region	http://www.wdc.ie/	Gillian BUCKLEY Tel. +353 9498-61 441 gillianbuckley@wdc.ie	Regional development agency	x			
22 Amsterdamse Innnovatie Motor-Amsterdam Innovation Motor	Netherlands	Amsterdam	http://www.aimsterdam.nl/english	Ger Baron-T: 020 524 11 20 E: info[@]aimsterdam.nl	Stimulating and supporting sustainable collaboration, innovation and growth in the region, and strengthen international competitiveness.				x
23 NV INDUSTRIEBANK LIOF	Netherlands	Maastricht	http://www.liof.com/	Antoine PLATEN Tel. +31 43 325 46 25 platen@liof.nl	Focus areas • Foreign Inward Investments • Development & Innovation • Venture Capital • Business Parks				x
24 INOVA-RIA – Associação Empresas para uma de Rede de Inovação em Aveiro	Portugal	Aveiro	http://www.inova-ria.pt/inovaria/apresentacao.asp?lg=2	Phone: +351 234 384 218 Dr. António Manuel Sampaio Teixeira E-mail: inova-ria@inova-ria.pt	Promoting synergies and economies of scale in several areas like: innovation, R&D and collaborative development, professional training, marketing and promotion, commercialization and internationalization.	x			x
25 ADRAL - AGÊNCIA DE DESENVOLVIMENTO REGIONAL DO ALENTEJO S.A.	Portugal	Alentejo	http://www.adral.pt/	Luis CAVACO Tel. +351 266 769 150 geral@adral.pt	Regional development Agency	N/A	N/A	N/A	N/A
26 AGENCJA ROZWOJU REGIONALNEGO SA W BIELSKU BIAŁEJ	Poland	BIELSKO BIAŁA	http://nowa.arrsa.pl/	Stanisław GINDA Tel/Fax +48 33 812 26 75 sginda@arrsa.pl	Regional development Agency	N/A	N/A	N/A	N/A
27 MAŁOPOLSKA AGENCY FOR REGIONAL DEVELOPMENT S.A.	Poland	KRAKÓW	http://www.en.marr.pl/	Krzysztof KRZYSZTOFIAK Tel. +48 12 617 66 01 biuro@marr.pl	Regional development Agency				x
28 AGENTIA PENTRU DEZVOLTARE REGIONALA NORD-EST	Romania	North-East	http://www.adrnordest.ro/	Gabriela MACOVEIU Tel/Fax. +40 233 218 071 adrnordest@adrnordest.ro Brussels Office Tel/Fax. +32 2 201 16 88 ovidiu.savu.bxl@gmail.com	RDA develops strategies, attracts resources, identifies and implements financing programmes and offers services for stimulating sustainable economic development, partnerships and entrepreneurial spirit.	x			
29 REGIONAL DEVELOPMENT AGENCY OF THE PREŠOV SELF-GOVERNING REGION	Slovakia	PREŠOV	http://www.neebor.eu/index.php?page=233	Matúš GOČ Tel. 421 51 746 53 84 goc@arrpsk.sk	NEEBOR serves as a platform for open dialogue and coordination of joint actions and initiatives in order to promote the exchange of good practices and enhance cooperation and synergy in the regions.	x			x
30 AGENCIA DE INNOVACIÓN Y INVERSIÓN DE CASTILLA Y LEÓN	Spain	Castilla y Leon	http://www.empresas.jcyl.es/	Miguel Angel GARRIDO: Tel. +34 983 32 41 99 garmoymi@jcyl.es-Brussels office: Isabel CASTAÑO Tel. +32 2 509 87 35 isabel.castano@reper.maec.es delegacion.cyl@reper.maec.es	Innovation and investment Agency	x			

Regional development Agencies						Communication means			
Name	Country	Region	Link	Contact details/contact person(s)	Main relevant characteristics	News webpage	Newsletter	Events	Connection with social media
31 AGENCIA DE INNOVACIÓN Y DESARROLLO DE ANDALUCIA	Spain	Andalucia	http://www.agenciaidea.es/	Carmen SILERO ILLANES: Tel. +34 95 503 08 38 csillero@agenciaidea.es Brussels office: Tel. +32 2 209 03 30 delegacion.bruselas@junta-andalucia.org	Innovation and development agency				x
32 INSTITUTO TECNOLÓGICO DE CANARIAS S.A.	Spain	Canarias	http://www.itccanarias.org/web/	Javier PARDILLA FARIÑA Tel. +34 928 452 027 asesoria@itccanarias.org	Technological agency				x
33 MADRID EMPRENDE – Agencia de Desarrollo Económico	Spain	Madrid	http://www.madridemprende.com/index.php?q=	Pedro GONZÁLEZ TORROBA Tel. +34 91 480 18 15 gonzaleztp@madrid.es	Economic development Agency				x
34 SOCIEDAD PARA LA TRANSFORMACIÓN COMPETITIVA (SPRI)	Spain	Basque Country	http://www.spri.es/aNS/web/es/index.jsp	Juan D. OLABARRI Tel. +34 94 403 70 00 tolabarri@spri.es	The business development agency of the Basque Government; supporting and encouraging Basque companies	x			
35 Barcelona Activa S.A.	Spain	Barcelona	http://www.barcelonactiva.cat/barcelonactiva/en/index.jsp	Tel: 93 401 97 77 901 55 11 55 e-mail: barcelonactiva@barcelonactiva.cat	For 25 years, Barcelona Activa has promoted the economic growth of Barcelona and its influence area, fostering businesses, entrepreneurship and employment, while promoting the city internationally and its strategic sectors, while maintaining proximity to the districts and citizens.	x			x
36 Madrid Network	Spain	Madrid	http://www.madridnetwork.org/home.aspx	Jaime del Castillo infyde@infyde.net +34 91 399 75 79	A network comprising more than 750 partners, including large and small companies, research centers, universities and technology centers.	x			x
37 Acc1o	Spain	Catalunia	http://www.acc10.cat/ACC1O/cat/	Giulia DIAMANTE: Tel. +34 93 567 49 28 gdiamante@gencat.cat-Brussels office: Ana COELHO Tel. +32 (0) 2 230 97 46 acoelho@copca.com	Making Catalan enterprise more competitive throughout the world. Driving innovation, internationalisation and attract inward investment.	x			
38 SCOTTISH ENTERPRISE	UK	Scotland	http://www.scottish-enterprise.com/	Clive REEVES Tel. +44 141 248 27 00 clive.reeves@scotent.co.uk Brussels Office Sarah ENGLISH Tel. +32 2 282 83 14 sarah.english@scotent.co.uk	Supporting Scottish companies to compete; Helping to build globally competitive sectors	x			
39 South West European Partnership	UK	South West	http://www.europeanpartnership.org/	David Fletcher ph: +44 (0)75 5794 0983 Email: david@europeanpartnership.org	We work actively on behalf of our partners to make European Union policy and affairs relevant to their day-to-day work, to help them to understand and interpret European policy, and to guide them through the labyrinth of funds and programmes available.	x			x

7.2 Annex II: Tables with ranked organisations

Ranking of Ecosystems

Criterion and its weight (from 1 to 5)

#	Name	A Size (5)	Comments	B Type of organization (SME association, Business Angels,) (4)	Comments	C Business area compatibility (IT, manufacturing) (3)	Comments	D Involvement in research activities and (3)	Comments	E Geographic scope (European/global - national - regional) (3)	Comments	F Variety of communication means, 1 point for each (1)	Comments	G Web page not available in English or not available at all (1)	Comments	Total (Green: ≥70, Yellow 55-69, Red < 55 points)
1	FInES cluster	3	750+ shareholde	5		5	ICT	5		5	Euro pean	4				🟢 84
3	INTEROP-VLab	2	9 poles as members	5		5		5		5	Glob al	3				🟢 78
4	ERRIN-European Regions Research and Innovation Network	5	90 regions which have their	5		5	ICT	5		5	Euro pean	4				🟢 94
5	Enterprise Europe Network	5	600 business support organizations	5	SMEs	5	also ICT	3		5	Euro pean	3				🟢 87
6	European Business & Innovation Centre Network (EBN)	5	An umbrella organization for over 200 BICs (Business	5	SMEs	3	Various	3		5	Euro pean	2				🟢 80
7	European Association of Craft, Small and Mediun Sized Enterprises (UEAPME)	5	represents 12 million enterprises	5	SMEs	3	Various	3		5	Euro pean					🟢 78
8	European Factories of the Future Research Association (EFFRA)	2	60 industry, 60 research	5		5	Industry	5		5	Euro pean	1				🟢 76
9	ICT Finance Marketplace	2	Not found on the pages	3	Platform for venture capitals	5	ICT	3		5	Euro pean	1				🟡 62
10	European Association of Automotive Suppliers (CLEPA)	4	108 companies and 28 associations	5		5	Automotive	2		5	Euro pean	1				🟢 77
11	European Apparel and Textile Confederation (EURATEX)	5	Represents 186 000 companies directly or indirectly	5		5	Textile & clothing industry	3		5	Europ	1				🟢 85
12	EUROFER-the European Steel Association	2	65 members (100% of steel production in Europe)	5		5	Steel	1		5	Europ	2				🟡 65

Ranking of Ecosystems

	Name	A Size	Comments	B Type of organization (SME association, Business Angels,)	Comments	C Business area compatibility (IT, manufacturing	Comments	D Involvement in research activities and	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥70 Yellow 55-69 Red < 55 points
13	European Trade Association for Business Angels, Seed funds, and other early stage market players	2	140 members	3	Venture capital roof organization	3	Various	1		5	Europ	4				🔴 53
14	Europe Unlimited	0	20 partners	5		5	Technology	5		5	European	1				🟡 66
15	StartUp Bootcamp	1	Not mentioned	3	Accelerator	3	Various	1		5	European	1				🔴 45
16	European Private Equity and Venture Capital Association (EVCA)	1	Not mentioned	2	Venture capital	3	Various	3		5	European	2				🔴 48
17	World Alliance for Innovation (WAINOVA)	4	28 association members	4		5	Technology	3		5	Global	1				🟢 76
18	ACEA-European Automobile Manufacturer's Association	2	15 members but bjig ones (all	5		5	Automotive	3		5	European	1				🟢 70
19	International Association of Science Parks (IASP)	5	350 (?)	5	Network of science parks	5	Technology	5		5	Worldwide	3				🟢 93
20	International Network for SMES (INSME)	5	46 organization and ministry members, 48 associations	5	Network of SMEs	5		5		5	Global	3				🟢 93
21	Institute for Small Business and Entrepreneurship (ISBE)	2	Over 500 but part of them persons	5		5		5		3	UK (?)	2				🟢 71
22	European Alliance for Innovation (EAI)	2	Ca. 200	5		5	ICT	5		5	European	1				🟢 76
23	Orgalime-European Engineering Industries Association	5		5		5		1		5	European	1				🟢 79
24	EUREKA	5		5		5		5		5	European	1				🟢 91
25	European Research Cluster on the Internet of Things	3	Not mentioned	5		5	IoT	5		5	European	2				🟢 82
26	Business Europe	5	41 member federations	5		3	Various	1		5	European	1				🟢 73

Ranking of Ecosystems

Criterion and its weight (from 1 to 5)

Name	A Size	Comments	B Type of organization (SME association, Business Angels,	Comments	C Business area compatibility (IT, manufacturing	Comments	D Involvement in research activities and	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each	Comments	G Web page not available in English or not available at all	Comments	Total
	5		4		3		3		3		1		1		Green: ≥ 70 Yellow 55-69 Red < 55 points
27 **Eurada-The European Association of Development Agencies**	5	130 regional devel.agencies	5		3	Various	1		5	European	1				🟢 73
28 **European Small Business Alliance**	5	1 million members	5		3	Various	0	Not mentioned	5	European	1				🟢 70
29 **European Network of Living Labs**	2	300 living labs	5		3	Various	3		5	European	3				🟡 66
30 **NESSI**	3	440 member organizations + 800 individuals	5		5	ICT	5		5	European	1				🟢 81

Ranking of Business Angels and Venture Capitals

Criterion and its weight (from 1 to 5)

	Name	A Size	Comments	B Type of organization (SME association, Business Angels,)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	Austrian Capital Venture and Private Equity Association	1	60 companies	4	Association of VCs	3	Various	1		3	Austria	1				🔴43
2	Be Angels	0	?	4	Network of invest	3	?	1	?	1	Walloon & Brussels	1		-5	Pages not in English	🔴27
3	BAN Vlaanderen vzw	0	?	4	Network of invest	3	?	1	?	1	Regional	1		-5	Pages not in English	🔴27
4	Belgian Venture Capital & Private Equity Association	4	38 investment funds	4	Venture association	3	Various	0		3	National	1				🟡55
5	Bulgarian Business Angel Network	1	Not mentioned	4	Business angel netwo	3	Various? Not menti	1	Not mentioned	3	National	1				🔴43
6	CYBAN-Cyprus Business Angels Network	1	20 compenies	4	Business angel	3	Various	1		3	National	1				🔴43
7	Angel Executives	1	Not mentioned	2	A match maker	3	Various	1	Not mentioned	3	National	1				🔴35
8	Danish Venture Capital and Private Equity Association	2	Over 200 members	4	VC association	3	Various	1	Not mentione	3	National	2				🔴49
9	EstBAN Estonian Business Angel Network	2	Not mentioned	4	BA Umbrella	3	Various	1	Not mentioned	3	National	2				🔴49
10	Estonian Venture Capital Association	4	15 members + 23 associate members	4	VC association	3	Various	3		3	National	2				🟡65

Ranking of Business Angels and Venture Capitals

Criterion and its weight (from 1 to 5)

Name	A Size	Comments	B Type of organization (SME association, Business Angels,...)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11 Finnvera Venture Capital	5	30 000 customers	3	State owned financing company	3	Various	2		3	National	1				🟡 62
12 FiBAN-Finnish Business Angels Network	3	300 angel members	4	Network of investors	3	Various	4		3	National	1				🟡 62
13 Finnish Venture Capital Association	1	50 full & 43 associate members	4	Venture capital association	5	Industry	3		3	National	1				🟡 55
14 Sophia Business Angels	1	50 members	4	BA association	5	Hi-tech	1		3	National	1				🔴 49
15 Business Angels Nord de France	0	?	4	BA association	3	?	1	?	1	Regional	1		-5	Pages only in French	🔴 27
16 Paris Business Angels	2	150 members	4	BA association	3	?	1	?	1	Regional	1		-5	Pages only in French	🔴 37
17 France Angels	1	?	4	BA association	3	?	1	?	3	National	1		-5	No English pages	🔴 38
18 Business Angel Club Berlin-Brandenburg e.V	0	?	4	BA association?	3	?	1	?	1	Regional	1		-5	Only in German	🔴 27
19 BANSON	0	?	4	BA network	3	?	1	?	3	National	1		-5	Only in German	🔴 33
20 Business Angels network Germany	1	?	4	BA network	3	?	1	?	3	National	1		-5	Only in German	🔴 38
21 Earlybird Venture Capital	1	Yearly ca. 10 companies	2	VC	3	Various	1		5	European	1				🔴 41
22 Attica Ventures	0	2 companies yearly	2	VC	3	Various	1		3	National	1				🔴 30
23 Hellenic Venture Capital Association	0	18 companies	4	VC network	3	Various	1		3	National	1				🔴 38
24 Euroventures	0	A couple of companies yearly	2	VC	3	Various	1		3	National	1				🔴 30
25 Hungarian Private Equity and Venture Capital Association	1	70 companies	4	Venture capital association	3	Various	1		3	National	1				🔴 43

Ranking of Business Angels and Venture Capitals

Criterion and its weight (from 1 to 5)

#	Name	A Size	Comments	B Type of organization (SME association, Business Angels,...)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
27	HALO Business Angel Partnership (Dublin Business Innova	1		4	BA Network	3		1		3	National	1				🔴 43
28	Irish Capital Venture Association	0	ca. 30 members	4	VA network	3		1		3	National	1				🔴 38
29	FILAS	1		3		5	New technologies	5		1	Regional	1				🔴 51
30	IntesaSanpaolo Eurodesk S.p.r.l.	1		3		5	Technology	5	EU focus	3	National	2				🟡 58
31	Italian Business Angel Network (IBAN)	1	20 company members, 150 person members	4	BA network	3	Various	1		3	National	1		-3	only guidelines in English	🔴 40
32	LVCA-Latvian private equity and venture capital association	1	32 member companies, but the most important in Latvia	4	VC network	3	Various	1		3	National	1				🔴 43
33	Business Angel Fund I	1		2	BA	5		1		3	National	1				🔴 41
34	Lithunanian Venture Capital Association	0	13 members	4	VC network	3	Various	4		3	National	1				🔴 47
35	Luxembourg Business Angel Network	1	5 partners, part of them associations	4	BA network	4	Mostly industry	1		3	National	1				🔴 46
36	Lewiatan Business Angels	2	Largest in Poland, but size not mentioned	4	BA network	3	Various	1		3	National	1		-2	Web pages only partly in English	🔴 46
37	Gildia Aniołów Biznesu	1		3	BA matchmaker	3	Various	1		3	National	2				🔴 40
38	Polish Investment Fund	1	17 companies in the portfolio	2	Investmend fund	3	Various	1		3	National	1				🔴 35

Ranking of Business Angels and Venture Capitals

	Criterion and its weight (from 1 to 5)														
Name	A Size	Comments	B Type of organization (SME association, Business Angels,)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total Green: ≥ 70 Yellow
	5		4		3		3		3		1		1		
39 Polish Private Equity Association	1	45 full and 44 associate members	4	VC association	3	Various	1		3	National	1				⬤ 43
40 FNABA – Federação Nacional de Associações de Business Angels	0	9 members + 3 to be	4	BA association	3	Various	1		3	National	1		-1	Only a slideset in English	⬤ 37
41 APBA – Association of Portuguese Business Angels	1	?	4	BA association	3	?	1		3	National	1		-5	Only portugese	⬤ 38
42 Slovak Venture Capital and Private Equity association	0	5 members + 4 assoc memb	4	VC association	3	Various	1		3	National	1				⬤ 38
43 AEBAN – Asociación Española de Bussines Angels Network	0	25 members	4	BA association	3	Various	1		3	National	2		-5	Pages only in Spanish	⬤ 34
44 ESBAN – Red Española de Business Angels	1	?	4	Foundation of BA networks	3	?	1		3	National	1		-5	Pages only in Spanish	⬤ 38
45 BANC	0	?	4	BA network	3	?	1		1	Regional	1		-5	Only Spanish and Catalan	⬤ 27

Ranking of Business Angels and Venture Capitals

Criterion and its weight (from 1 to 5)

Name	A Size	Comments	B Type of organization (SME association, Business Angels,)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means,	Comments	G Web page not available in English or not available at all	Comments	Total Green: ≥70 Yellow
	5		4		3		3		3		1		1		
46 Crecer+ Business Angels	0	?	3	BA club	3	?	1		1	Regional	2				🔴 29
47 INNOBAN, Innovación y Conocimiento para el Desarrollo Sostenible, SL	1	?	4	BA network	3	?	1		3	National	2		-5	Pages only in Spanish	🔴 39
48 IESE Red de Inversores Privados y Family Offices	2	130 members	4	BA network	3	Various	1		3	National	1				🔴 48
49 CONNECT Skane	1	80 company and 400 individ members	4	Support network	3	Various	1		1	Regional	1		-5	Only Swedish	🔴 32
50 CONNECT Väst	0	?	4	Support network	3	Various	1		1	Regional	1		-5	Only Swedish	🔴 27
51 BID Network Foundation	1	?	4	Support network	3	Various	1		3	National	1				🔴 43
52 UKBAA	2	?	4	BA association	3	Various	1		3	National	2				🔴 49
53 The FSE Group	1	40 partners	3	Funding group	3	Various	3	Cooperation with universities	3	National	2				🔴 46
54 London Business Angels	1	15 companies funded yearly	4	BA network	5	Technology	1		3	National	2				🔴 50
55 Balkan Unlimited	1	?	4	Innovation support	3	Various	1		4	Balkan area	2				🔴 47

Ranking of Technology parks

Criterion and its weight (from 1 to 5)

	Name	A Size	Comments	B Type of organization (SME association, Business	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	Science Parks of Wallonia	3	>500	5	Park	5	High tech	5		2		1				🟢72
2	Italian Association of Science and Technology Parks (APSTI)	5	30 parks	5	Park	5		3		2		1				🟢76
3	The French Network for Innovation (RETIS)	5		5	Park	5		3		2		2				🟢77
4	Finnish Science Park Association (TEKEL)	2		5	Park	5		3		2		2				🟡62
5	Trento RISE	2	The web page not available	2	Park	2		2		1		1		-5	The web page not available	🔴29
6	Galileo	2		5	Park	5	Also traditional industries	3		2		1				🟡61
7	Kilometro Rosso	3	Not clearly told on the web pages	5	Park	5		5	Research is part of the mission	2		1				🟢72
8	UPTEC - Science and Technology Park of University of Porto	2	Little over 100	5	Park	5	Advanced tech companies	5	The main essence of the association is academic-business cooperation	1		2				🟡65
9	Parkurbis	0	40 company members	5	Park	5	Hi tech	5		1		2		-5	Pages only in Portugese	🔴50
10	Portuguese Association of Science and Technology Parks	0	Not mentioned on web pages	5	Park	5		3	Cooperation with universities	3		2		-5	Pages only in Portugese	🔴50

Ranking of Technology parks

Criterion and its weight (from 1 to 5)

Name	A Size	Comments	B Type of organization (SME association, Business	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11 Andalusian Technology Network (RETA)	1	14 company members but 53 associations	5	Park	5	For technology companies	0	Not mentioned	1		1		-5	Pages only in Spanish	🔴39
12 Basque Country Network of Technology Parks (RPTE)	1		5	A network of 4 Tech parks	5		5	Part of the objectives	1		1				🟡59
13 The Network of Scientific and Technological Parks of Catalonia (XPCAT)	2		5	A network of Tech parks	5		5	Part of the objectives	1		1		-5	English version of pages didn't work	🟡59
14 FUNDECYT – PARQUE CIENTIFICO Y TECNOLOGICO DE EXTREMADURA	1		5		5		5		1		2				🟡60
15 Spanish Association of Science and Technology Parks (APTE)	2	72 member parks	5	A network of parks	5	Knowledge based service sector companies	5		3		2				🟢71
16 AINIA - Centro Tecnológico	3	>900 companies	5		5	Food sector	3	R&D concerns mainly manufacturing	3		1				🟡69
17 Parcbit Tecnological innovative park	2	120 member companies	5		5	Various	0	Not mentioned	1		3				🔴51
18 ITI - Instituto Tecnológico de Informática	3	Not mentioned, but seems to have a wide scope	5		5	IT	5	No1 mission	3		1				🟢75
19 United Kingdom Science Park Association (UKSPA)	4	Not mentioned but a lot of member associations	5	A body for science parks	5		3		3		1				🟢74
20 Nothern Island Science Park	2	200 tenants	5	Seems to only offer	5	Mostly HI tech and	0	Not mentioned	1		1				🔴49

Ranking of Clusters

Criterion and its weight (from 1 to 5)

Name	A Size	Comments	B Type of organization (SME association, ...)	Comments	C Business area compatibility (IT, ...)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - ...)	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1 **Cluster Information Technologies**	1	Not found on web	5		5		5		1	Tirol area	1		-5	Web pages only in	🔴 54
2 **INFOPOLE Cluster TIC**	2	170 members	5		5		5		1	Wallonia	1				🟡 64
3 **V-ICT-OR**	1	Web pages only in local language so the rating is just a guess.	5		5		5		1		2		-5	Web pages only in local language	🟡 55
4 **ICT Cluster**	3		5		5		3		3		1				🟡 69
5 **ICT CLUSTER-VARNA**	0	14 company members	5		5		5		1	Varna region	1				🔴 54
6 **The Association of Croatian ICT Clusters**	2	National association of regional clusters	5		5		3		3	Kroatia	1				🟡 64
7 **National Cluster Association**	3	A national platform	5		5		5	Aims to support EU research	3	Czech republic	2				🟢 76
8 **Copenhagen Finance IT Region**	3	A cluster covering 900 companies	5		3	Finance and IT	5		1	Copenhagen area (?)	1				🟡 63
9 **BrainsBusiness - ICT North Denmark**	2	120 company members	5	An ICT cluster	5	ICT	5	Strong collaboration with Aalborg university	1	Northern Denmark	1				🟡 64
10 **Estonian ICT Cluster**	1	90 members	5		5	IT & telecommunications	3		3	Estonia	1				🟡 59

Ranking of Clusters

Criterion and its weight (from 1 to 5)

	Name	A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global -	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	ICT Electronics and Metal Industry Cluster	1		5		3	Various fields of insdustry and services	3		1	Regional	1				🔴 47
12	Kajaani Data Center Cluster	0	20 company members + a 4 education and reseach org.	5	A cluster	5	ICT	5		1	Regional	2				🟡 55
13	PEBA	2	140 members	5	A cluster	5	IT cluster	5		3		1		-5	Web pages only in local language	🟡 65
14	NUMELINK	2	145 company (?) members	5		5	ITC	0	Not mentioned	1	Loire Valley	1				🔴 49
15	EURIPIDES	4	>20 members, e.g. research institutes	5	An EUREKA cluster	5	Electronic industry	5	The main point	5		1				🟢 86
16	SYSTEMATIC Paris Region	3	520 members	5		5	Systems & ICT	5		1	Paris region	2				🟢 70
17	Baden-Württemberg: Connected e.V. - bwcon	3	600	5		4	ICT + health care, innovative businesses	3	Research not mentioned	1		1		-3	Only the main page in English	🟡 57
18	Virtual Dimension Center Fellbach w.V.	2	> 100 members & partners	5		4	Virtual engineering & reality	3		3		1				🟡 61
19	Beyern Innovativ	5	Network of 40 000 companies	5		5	Various industries	3		2	National & regional	1				🟢 76
20	INNOSKART ICT Cluster	0	25 members	5	SME cluster	5	ICT	3		1	Regional	1				🔴 48
21	PANAC- Pannon automotive cluster	1	90 members	5		5	Automotive	3	Research not mentioned	1	Regional	1				🔴 53

Ranking of Clusters

Criterion and its weight (from 1 to 5)

Name	A Size	Comments	B Type of organization (SME association, ...)	Comments	C Business area compatibility (IT, ...	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - ...	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available ...	Comments	Total
	5		4		3		3		3		1		1		Green: ≥ 70 Yellow
22 **Fondazione Distretto Green and Hi-Tech of Monza Brianza**	0	14 partners	5		5	Green & HI tech	5		1	Monza-Brianza	1				🔴 54
23 **Torino Wireless Foundation**	1	Not mentioned	5		5	ICT	5		1	Piemonte	3				🟡 61
24 **Latvian IT Cluster**	0	35 members	5		5	ICT	3		3	Latvia	2				🟡 55
25 **Infobalt**	2	130 members	5		5	Use of ICT	3		3	Lithuenia	1				🟡 64
26 **Luxembourg ICT Cluster**	1	55 members	5	Cluster	5	ICT	5		3	Luxembu rg	1				🟡 65
27 **SynergIT Klaster Informatyczny**	0	30 members	5	Cluster	5	IT	5		1	Regional	1				🔴 54
28 **Wielkopolska ICT Cluster**	1	50+ members	5	Cluster	5	ICT	6	An extra point for being rewarded for ICT R&D	3	Poland	1				🟡 68
29 **ICT Eastern Cluster**	2	101	5	Cluster	5	ICT	5		1	Eastern Poland	1				🟡 64
30 **Mazovia Cluster ICT**	3	12 clusters	5	Cluster	5	ICT etc.	5		1	Warsaw area	1				🟡 69

Ranking of Clusters

	Name	A Size	Comments	B Type of organization (SME association, ...	Comments	C Business area compatibility (IT,	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global –	Comments	F Variety of communication means, 1	Comments	G Web page not available in English or not available	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
31	Inovaria	1	67 companies	5		5	ICT	5		1	Aveiro region Portugal	1				🟡 59
32	ICT Oltenia Cluster	0	22 members	5	SME cluster	5	ICT	3		1	Regional	1				🔴 48
33	Regional ICT Cluster - West Region Romania	0	35 members	5	ICT cluster	5	ICT	3		1	Regional	1				🔴 48
34	ICT Technology Network	0	40 members	5		5	ICT	5		3	Slovenia	1				🟡 60
35	Acs automotive cluster - GIZ ACS	1	57	5		5	Automotive	5		5	Slovenia	1				🟢 71
36	IDIA	0	42 members	5		5	Especially iCT	5		1	Aragon	1				🔴 54
37	Clúster Insignia Empresarial	0	21 members	5		5	ICT	5		1	Canary islands	1				🔴 54
38	Cluster TIC de Barcelona Digital	2	100+ members	5		5	ICT	5		1	Catalonia	1				🟡 64
39	AERTIC	1	51 members	5		5	ICT	3		1	Rioja, Spain	1		-5		🔴 48
40	Cluster 55°	2	110 members	5		5	ICT	3		1	Öresund	1				🟡 58

Ranking of Incubators

Criterion and its weight (from 1 to 5)

#	Name	A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow 55-69
1	Innovation Service Network	2	Not mentioned	3	Incubator	5	Various industries	5		3		1				🟡 62
2	iMinds	2	Not mentioned	4	An independent research institute / incubator & accelerator	5	ICT	5		1		1				🟡 60
3	Node 5	1	14 members	3	Incubator /accelerator	3	Various service, trade and industry	5		1	Prague	1				🔴 45
4	Startup Yard	1	Ca 10 yearly	3	Accelerator	5	ICT	3	Innovation only, not research	2	Prague /Poland	1				🔴 48
5	Tallina ettevotlusinkubaatord	1	40 companies	3	Incubator	3	Various	1	No research	2	Tallin/ Estonia	1				🔴 36
6	FranceDigitale	3	100+ members (?)	3	Accelerator?	3	Various	0	Research not mentioned	3		1		-5	Pages only in French	🔴 41
7	Paris Incubateurs	3	150	3	Incubator	3	Various	3		1	Paris	3		-5	Pages only in French	🔴 46
8	FoundersLink	0	?	2	Venture creation	3	Various	3		3		1				🔴 36
9	Hack Fwd	1	17 current or former companies	2	Pre-seed investment company	3	Various	3		3		2				🔴 42
10	iCatapult	0	Info not available	3	Accelerator	5	Technology	3		5	European	1				🔴 52

Ranking of Incubators

	Name	A Size	Comments	B Type of organization (SME association,	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow 55-69
11	Roma Startup	2	24 memebers, partly associations	3	Accelerator	5	Technology	3		1	Rome	1		-2	Pages mostly in Italian	🔴 48
12	H-Farm	1	47 members	3	Incubator	5	Internet starups	3		5	Global	2				🟡 58
13	Startup Highway	1	17 partners	3	Accelerator	3	Various	3		5	European, mostly Baltia	2				🔴 52
14	Gammarebels - Accelerator	1	10 startups yearly in Poland	3	Accelerator	5	Technology	3		3	Poland	3				🔴 53
15	Beta-i	0	<10 startups yearly	3	Accelerator	5	Technology	3		3	Portugal	1		-5	Pages only in Portugese	🔴 41
16	Startup Lisboa	3	62 companies, 40 partners + investors	3	Incubator	3	Various	3		1	Lisbon	2				🔴 50
17	MadanParque	1	39	3	Incubator	3	Various	3		3	Portugal (?)	1		-5	Pages only in Portugese	🔴 40
18	STING-Stockholm innovation & growth	1	10-15 companies yearly	3	Accelerator	5	Tehcnology / ICT oriented	3		3	Sweden	2				🔴 52
19	SISP Swedish Incubators & Science Parks	5	68 associations	3	Incubator &accelerator park	5	IT etc	5	Includes also academia	3	Sweden	1				🟢 77
20	Tech Hub	1	?	3	A hub	5	Technology	3		5	European	1				🟡 57

Ranking of National Associations and Federations

Criterion and its weight (from 1 to 5)

#	Name	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	Österreichischer Gewerbeverein (Austrian Association of SMEs)	1	?	5	?	2	?	2	?	2	?	1		-5	Pages only in German	🔴 39
2	BULGARIAN ASSOCIATION OF REGIONAL DEVELOPMENT AGENCIES AND BUSINESS CENTRES - BARDA	1	?	5	?	2	?	2	?	2	?	2		-5	The net page didn't work	🔴 40
3	CEED-Center for entrepreneurship and executive development	1	An estimate	5		3	Various	1		3	Bulgaria	1				🔴 47
4	Bulgarian small and Medium Enterprises Promotion Agency	2	An estimate	5	A government owned institutio	3	Various	1		3	Bulgaria	1				🔴 52
5	Business Innovation Center of Croatia	2	An estimate	5	governmental organization	5	Technology	5	Fostering R&D activities	3	Kroatia	1				🟢 70
6	Cyprus Information Technology Enterprises Association	1	About 50 members	5		5	IT	5	An important part	3	Cyprus	1		-1	English partly missing	🟡 64
7	Czech Centre for Science and Society	0	10 members	5	Organization to support research for SMEs	5	High tech	5	The most important activity	4	Czech but operates internationally	2				🟡 64
8	Czech ICT Alliance	2	150	5	An alliance to promote business	5	IT	1	Not among the key issues	3	Czech	1				🟡 58
9	Association of Small and Medium-sized Enterprises and Crafts	5	Represents 250 000 entities	5	Member of UEAPME	5	Mainly manufacturing SMEs	3		3	Czech	1				🟢 79
10	Danish Federation of SME's	5	Represents 20 000 SMEs	5	The most important SME rep.organization in Denmark	5	Mainly manufacturing SMEs	1		3	Denmark	1				🟢 73

Ranking of National Associations and Federations

Criterion and its weight (from 1 to 5)

	Name	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	EVEA - Estonian Association of SME's	4	1000 members	5	Member of UEAPME	5	Various	1		3	Estonia	1				🟡 68
12	FICom-Finnish Federation for Communications and Teleinformatics	0	28 members	5		5	ICT	3		3	Finland	1				🔴 54
13	Tekes – the Finnish Funding Agency for Technology and Innovation	5		5	The most important funding body for R&D research in Finland	5	Technology	5		3	Finland	4				🟢 88
14	Comité Richelieu, French Association of Innovative SMEs	1	?	5	?	3	?	5		3	France	1		-5	Pages only in French	🔴 54
15	AFIC-Association Francaise des investisseurs pour la croissance	1	?	3	Accelerator?	3	?	1	?	3	France	1		-5	Pages only in French	🔴 34
16	CONSEIL NATIONAL DES ECONOMIES REGIONALES	1	?	3	?	3	?	1	?	3	France	3		-5	Pages only in French	🔴 36
17	Bundesverband mittelständische Wirtschaft (BVMW)	6	3,3 million enterprises!	5	An important SME association	5	Various	1		3	Germany	1		-2	Only the main page in English	🟢 76
18	German Association of Innovation, Technology and Business Incubation Centres (ADT)	1	?	3	?	3	?	3	?	3	Germany?	1		-5	Pages only in German	🔴 40
19	SEPE-Federation of Hellenic Information Technology & Communications Enterprises	2	200+ enterprise members	5		5	IT	3		3	Greece	2				🟡 65
20	ICT Association of Hungary-IVSZ	2	350 company members	5		5	IT	4		3	Hungary	1				🟡 67

Ranking of National Associations and Federations

Criterion and its weight (from 1 to 5)

#	Name	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
21	Irish SME Association-ISME	5	8750 members	5		5	Various SMEs	1		3	Ireland	2				🟢 74
22	ICT Ireland	4	Not mentioned	5		5	ICT	1		3	Ireland	1				🟡 68
23	Latvian Information and Communications Technology Association - LIKTA	1	85 members	5		5	ICT	3		3	Latvia	1				🟡 59
24	Lithuanian Business Confederation	1	80 members	5		5	High tech	1		3	Lithuania	2				🔴 54
25	ICTLuxembourg	1	5 associations	5		5	ICT	1		3	Luxembourg	2				🔴 54
26	Luxinnovation-National Agency for the Promotion of Innovation and Research of Luxembourg	4	No members but a nationwide coverage	5		5		5		3	Luxembourg	1				🟢 80
27	Maltaenterprise	2		4		3	Various	3		3	Malta	2				🟡 55
28	Nederland ICT	3	550 members	4	Trade association	5	ICT	1		3	Netherlands	2		-1	Pages only partly in English	🟡 59
29	Polish Agency for Enterprise Development	3	Not mentioned	5	Governmental agency for SMEs	3	Various	2		3	Poland	1				🟡 60
30	IAPMEI - Portuguese Agency for SME and Innovation	1	?	5	?	3	?	1	?	3	Portugal ?	1		-5	No English websites	🔴 42
31	ADI – Portuguese Innovation Agency	2	158 partners	5	a state-owned agency	5	Technology	5	The main mission	3	Portugal	1				🟢 70
32	APSDI – Assoc. para a Promoção e Desenvolvimento Sociedade da	0	Not mentioned	5		5	IT	3		3	Portugal	1		-5	No English websites	🔴 49

Ranking of National Associations and Federations

Criterion and its weight (from 1 to 5)

	Name	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
		5		4		3		3		3		1		1		Green: ≥ 70 Yellow
33	National Agency for Development of SME	3	Not mentioned	5	SMEs	3	Various	2		3	Slovak	1				🟡 60
34	ICT Technology Network	2	?	5	?	5	ICT	5		3	Slovenia	1		-3	Web page doesn't...	🟡 67
35	Slovenian Business&Research Association	2	27 members, mainly institutions	5		3	Various	5	Integrating business & research	3	Slovenia	1				🟡 64
36	CEPYME-Confederación Española de la Pequeña y Mediana Empresa	3	Not easily understood in Spanish	5	SMEs	3	Various	3	?	3	Spain?	1		-5	Only Spanish	🟡 58
37	CDTI-Centro para el desarrollo tecnologico industrial	4	?	5		5	Technology	5		3	Spain, but aim is on intern. projects	1				🟢 80
38	ASOCIACION ESPANOLA DE AGENCIAS DE DESARROLLO REGIONAL	2	?	5		3	Various	1	Not easily understood in Spanish	3	Spain	1		-5	Only Spanish	🔴 47
39	AIDIMA - Instituto Tecnológico del Mueble, Madera, Embalaje y Afines	2	?	5		5	Technology	5		3	Spain	1				🟢 70
40	Tillväxtverket	5	?	5		3	Various	3		3	Sweden	1				🟢 73
41	The Finnish Information Processing Association, FIPA, (Tietotekniikan liitto ry)	4	28 member associations (500 company members)	5	IT association	5	IT	5		3	Finland	4				🟢 83
42	ISOC Finland - The Finnish Internet Association	1	Not mentioned	5	Internet association	5	Internet	1		3	Finland	4		-1	Only partly in English	🟡 55
43	The Finnish Society for Computer Science	1	400 members but mostly individuals	4		5	Computer science	5	The main mission	3	Finland	4		-1	Only partly in English	🟡 63
44	The Federation of Finnish Technology Industries	5		5		5	Technology	3		3		4				🟢 82
45	FIMECC, Finnish Metals and Engineering Competence Cluster	2	33 shareholders + 4 partner associations	5		5	Manufacturing	5	The main mission	3	Finland	4				🟢 73
46	TIVIT	2	46 shareholders	5		5	IT	5		3	Finland	4				🟢 73
47	Suomen Yrittäjät, The Federation of Finnish Enterprises	5	116 000 company members	5		3	Various	1		3	Finland	4				🟢 70

Ranking of Regional Development Agencies

Criterion and its weight (from 1 to 5)

#	Name	Country	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
			5		4		3		3		3		1		1		Green: ≥ 70 Yellow
1	ecoplus. Niederösterreichs Wirtschaftsagentur GmbH	Austria	3	17 business parks	3	Reg.development agency	3	Various?	3		1	Lower Austria	1				🔴 49
2	OBERÖSTERREICHISCHE TECHNOLOGIE-UND MARKETING GESELLSCHAFT	Austria	4	21 tech centers?	3	Reg.development agency	3	Various?	3		1		1		-5	Only German	🔴 49
3	AGENCE DE STIMULATION TECHNOLOGIQUE (AST)	Belgium	2	8 parks?	3	Reg.development	5	Technology?	3		1		1		-5	Only French	🔴 45
4	CETIC - Centre of Excellence in Information and Communication Technologies	Belgium	3	? Around 400 projects	5	IT research centre	5	IT	5		1		1				🟡 69
5	IWT-Flemish Institute for the Promotion of Innovation by Science and Technology	Belgium	1	?	5	Government agency	5	Technology	5		1		1				🟡 59
6	BUSINESS SUPPORT CENTRE FOR SMALL AND MEDIUM ENTERPRISES RUSE	Bulgaria	0	?	3	Bus.support center for SMEs	3	Various?	1	Not mentioned	1		1				🔴 28
7	SOUTH MORAVIAN INNOVATION CENTRE	Czech Republic	1	?	5	Innovation centre	3	Various?	5		1		1				🔴 53
8	ARITT CENTRE	France	3		3	Reg.development agency	3	Various?	4		1		2		-5	Only French	🔴 48
9	AGENCE REGIONALE DE DEVELOPPEMENT PARIS-ILE DE FRANCE	France	2	?	3	Economic devel agency	3	Various?	3		1		1				🔴 44
10	BRETAGNE DÉVELOPPEMENT INNOVATION	France	2	?	3	Reg.development agency	5	Incl.tech and IT	4		1		2				🔴 54

Ranking of Regional Development Agencies

Criterion and its weight (from 1 to 5)

#	Name	Country	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
			5		4		3		3		3		1		1		Green: ≥ 70 Yellow
11	MEDITERRANEE TECHNOLOGIES	France	1	?	5	Innovation centre?	5	Technology?	3		1		1		-5	Only French	● 48
12	NEXA - AGENCE DE DEVELOPPEMENT, D'INVESTISSEMENT ET D'INNOVATION	France	1	?	3	Reg.development agency	3	Various?	3		1		2		-5	Only French	● 35
13	NORD FRANCE INNOVATION DEVELOPPEMENT (NFID)	France	2	?	3	Innov&develop agency	5	Tech	5		1		2				○ 57
14	JOENSUU REGIONAL DEVELOPMENT COMPANY JOSEK Ltd.	Finland	0		3	Reg.development agency	4	Mostly tech?	3		1		1				● 37
15	JYVÄSKYLÄ REGIONAL DEVELOPMENT COMPANY JYKES Ltd	Finland	1		3	Reg.development agency	3	Various	3		1		1				● 39
16	TURKU REGION DEVELOPMENT CENTRE	Finland	1		3	Reg.development agency	3	Various	3		1		1				● 39
17	ASTER - AGENZIA PER LO SVILUPPO TECNOLOGICO DELL'EMILIA ROMAGNA	Italy	2	9 innov centers	3	Tech devel agency	5	Technology	5		1		1				○ 56
18	Trentino Sviluppo	Italy	2		3	Reg.development agency	3	Various	5		1		2				● 51
19	FONDAZIONE TORINO WIRELESS	Italy	2		4	Tech/ICT devel agency	5	ICT	5		1		1				○ 60
20	Veneto Innovazione	Italy	2		4	HI-Tech devel agency	5	Hi tech	5		1		2				○ 61
21	WESTERN DEVELOPMENT COMMISSION	Ireland	1		3	Reg.development agency	3	Various	3		1		1				● 39

Ranking of Regional Development Agencies

#	Name	Country	A Size (5)	Comments	B Type of organization (SME association, Business Angels, Clusters etc.) (4)	Comments	C Business area compatibility (IT, manufacturing industry etc.) (3)	Comments	D Involvement in research activities and innovation (3)	Comments	E Geographic scope (European/global - national - regional) (3)	Comments	F Variety of communication means, 1 point for each means. (1)	Comments	G Web page not available in English or not available at all (1)	Comments	Total (Green: ≥ 70 Yellow)
22	Amsterdamse Innnovatie Motor- Amsterdam Innovation Motor	Netherlands	1		2	Economic board	3	Various	3		1		1				🔴 35
23	NV INDUSTRIEBANK LIOF	Netherlands	2	?	3	Development and investment company	3	Various	1		1		1				🔴 38
24	INOVA-RIA – Associação Empresas para uma de Rede de Inovação em Aveiro	Portugal	1		3		5	Telecommunications	5		1		2				🔴 52
25	ADRAL - AGÊNCIA DE DESENVOLVIMENTO REGIONAL DO ALENTEJO S.A.	Portugal	1	?	3	Reg.development agency	3	Various?	3	?	1		1		-5	Only portugese	🔴 34
26	AGENCJA ROZWOJU REGIONALNEGO SA W BIELSKU BIAŁEJ	Poland	0	?	3	Reg.development agency	3	Various?	1	?	1		1		-5	Only in Polish	🔴 23
27	MAŁOPOLSKA AGENCY FOR REGIONAL DEVELOPMENT S.A.	Poland	1	?	3	Reg.development agency	3	Various	3		1		1				🔴 39
28	AGENTIA PENTRU DEZVOLTARE REGIONALA NORD-EST	Romania									1		1			The web page doesn't work	🔴 4
29	REGIONAL DEVELOPMENT AGENCY OF THE PREŠOV SELF-GOVERNING REGION	Slovakia	1	12 agencies and universities	4	A platform for joint initiatives	3	Various			4	Accross the borders in Eastern Europe	2		1	Pages in 9 languages!	🔴 45
30	AGENCIA DE INNOVACIÓN Y INVERSIÓN DE CASTILLA Y LEÓN	Spain	1	?	3	Innovation agency	3	Various	3		1		1		-5	Only Spanish	🔴 34

Ranking of Regional Development Agencies

	Name	Country	A Size	Comments	B Type of organization (SME association, Business Angels, Clusters etc.)	Comments	C Business area compatibility (IT, manufacturing industry etc.)	Comments	D Involvement in research activities and innovation	Comments	E Geographic scope (European/global - national - regional)	Comments	F Variety of communication means, 1 point for each means.	Comments	G Web page not available in English or not available at all	Comments	Total
			5		4		3		3		3		1		1		Green: ≥ 70 Yellow
31	AGENCIA DE INNOVACIÓN Y DESARROLLO DE ANDALUCIA	Spain	1	?	3	Reg.development agency	3	Various	3		1		1		-5	Only Spanish	🔴 34
32	INSTITUTO TECNOLÓGICO DE CANARIAS S.A.	Spain	1	?	3	Tech agency	5	Technology	5		1		1				🔴 51
33	MADRID EMPRENDE – Agencia de Desarrollo Económico	Spain	2	Not mentioned	3	Development agency	3	Various	1		1		1				🔴 38
34	SOCIEDAD PARA LA TRANSFORMACIÓN COMPETITIVA (SPRI)	Spain	1	4 associations	3	Business development agency	3	Various	2		1		1				🔴 36
35	Barcelona Activa S.A.	Spain	2	400 collaboration agreements	3	Economic policies development	3	Various	3		1		2				🔴 45
36	Madrid Network	Spain	3	750 partners	5	A network for innovation	5	Technology and infrastructure	5		1		2				🟢 70
37	Acc1o	Spain	1	34 business promotion centres	3	Organization to promote catalan business	3	Various	3		1		1				🔴 39
38	SCOTTISH ENTERPRISE	UK	1	Not mentioned	3	Organization to promote Scottish business	3	Various	1		1		1				🔴 33
39	South West European Partnership	UK	1	Not mentioned	3	Organization to promote South-West England business	3	Various	1		1		2				🔴 34

7.3   Annex III: M8 Webinar: Email invitation

INTEROP-VLab Communication (partner of the FITMAN project)

Invitation to the FITMAN FI-PPP Phase III Webinar (Nov. 19TH, 2013)

And to Specific Enablers Webinars (see schedule below)

Free online webinars

We would like to invite you to join the **FITMAN Phase III webinar on Tuesday 19 November 2013** at 12pm CET. The webinar is for FI-PPP Phase III participants who wish to build on FITMAN work and/or address ICT in manufacturing. It will provide information about FITMAN deliverables, methodologies for SME and web entrepreneur engagement, and other Phase III related information.

For a detailed agenda, please click here

For registration link, click here

If you are interested in engaging with Phase III in the area of ICT for Manufacturing, please book that date on your calendar and participate in the FITMAN Phase III webinar!

You can send any question about the FITMAN Phase III webinar to: fitman-phase-iii-info@txtgroup.com

Best regards,

The FITMAN Team

7.4 Annex IV: M14 Webinar: Email invitation

Dear Phase III Project Coordinator,

FITMAN, the FI-PPP Phase II project working on ICT in Manufacturing, plans a series of actions to support Phase III Accelerators. To this end, we invite you to join the FITMAN Phase III Support Webinar on Tuesday 13 May 2014 at 11am CET.

The webinar will provide information about FITMAN deliverables, methodologies for SME and web entrepreneur engagement, and other Phase III related information: a fuller listing of topics is below. The webinar will last for one hour, consisting of an overview of FITMAN resources followed by a question and answer session.

You may attend the webinar following this link: https://www.anymeeting.com/799-018-322

Best regards,
The FITMAN Team

7.5 Annex V: Guidelines for conducting the phone call

1. Contact Network: …………………………………………………………………….

Name of the person: ……………………………………………………………

Function: ……………………………………………………………………………

Phone number: ……………………………………………………………………..

Ask if they received the mail	If not, Ask for who to send the mail to -or- If they are available you can also present the project by phone (using the email template).
If Yes, Ask if they understand the topic and if they are interested in our initiatives? ……………………………………………	If not **Why?** ……………………………………………
If Yes Ask If they want to send to their **Members** information on the phase III package. Or If FITMAN team can contact them directly (in English?)	If not **Why?** …………………………………………
If Yes Which channel do they use ? -Mailing list -eNewsletter -Website news -social media -Other	………………………………………… ………………………………………… ………………………………………… …………………………………………
Define specific action together Fitman can provide by mail: • -Materials o PPT o flyer o short text announcement o Template mail	………………………………………… ………………………………………… ………………………………………… …………………………………………
Conclusion: In addition to the phase III support package, do you need other support from FITMAN for your organization or for your members?	………………………………………… …………………………………………

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