

Showcasing Innovative Greece

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Foreword

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

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

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

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

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

The strategy focuses on:

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

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

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

The expected impact of the proposed strategy will be:

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

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

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

Angela AVOURI
General Secretary - Region of Peloponnisos

Innovation at the heart of business

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

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

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

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

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

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

Dimitrios PAVLIS
President – Chamber of Arcadia

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

Aesthetic

Barometer

Cacophony

Decathlon

Ethnography

Forbivorous

Galaxy

Helicoid

Ideology

J

...

Labyrinth

Macroeconomics

Neuron

Oceanographer

Paradigm

Q

Rhinoceros

Sarcophagus

Tachograph

Utopia

V

W

Xenophobia

Yoctogram

Zoarchaeology

The Greeks kept one word for themselves:

Καινοτομία [kenotomia=innovation].

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Editorial

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

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

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

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

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

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

Christos BEZIRTZOGLU

Chapter I

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

Henry Miller

Introduction

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

Introduction

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

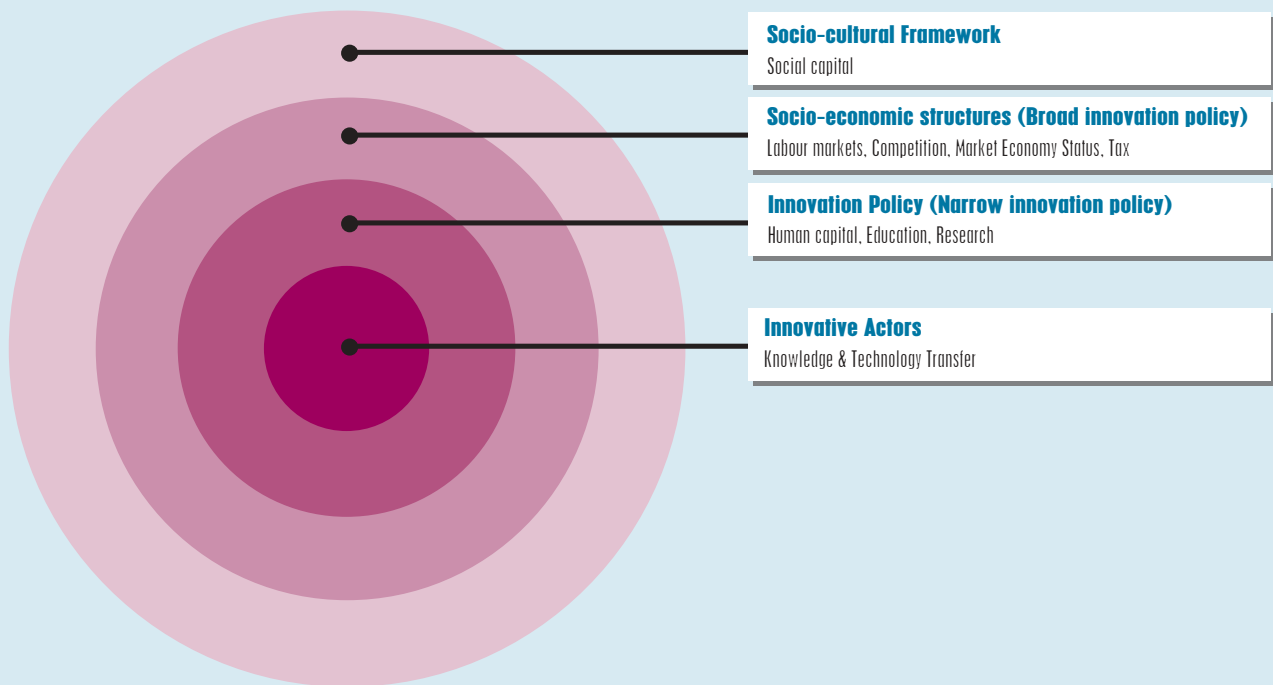
1. The European Regional Experiment

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

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

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

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



2. The European Regional Development Fund pilot schemes

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

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

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

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

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

3. Regional Programmes of Innovative Actions

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

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

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

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

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

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

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

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

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

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

¹ For more information: www.eriknetwork.net

² For more information: www.ianis.net

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6. Impact and Added-value of Greek PRAIs






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

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

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

7. Networking of Greek Regions

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

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

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

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

7.1 Participation in the Conference of Peripheral Maritime Regions of Europe



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

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

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

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

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

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

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

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

7.2 Participation to the Innovating Regions in Europe network



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

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

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

8. Other EU regimes that promote innovation

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

8.1 Redeploying State aid in an innovation-friendly way

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

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

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

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

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

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

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

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

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

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

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

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

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

8.2 Innovation 2010 Initiative

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

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

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

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

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

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

9. Population Innovation Readiness

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Chapter II

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

J S Brown

Clustering Greek Regional projects

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

Clustering Greek Regional projects

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

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

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

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

1. Examining regional economic activity by industry

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

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

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

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

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

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

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

2. The European Innovation Scoreboard approach

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

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

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

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

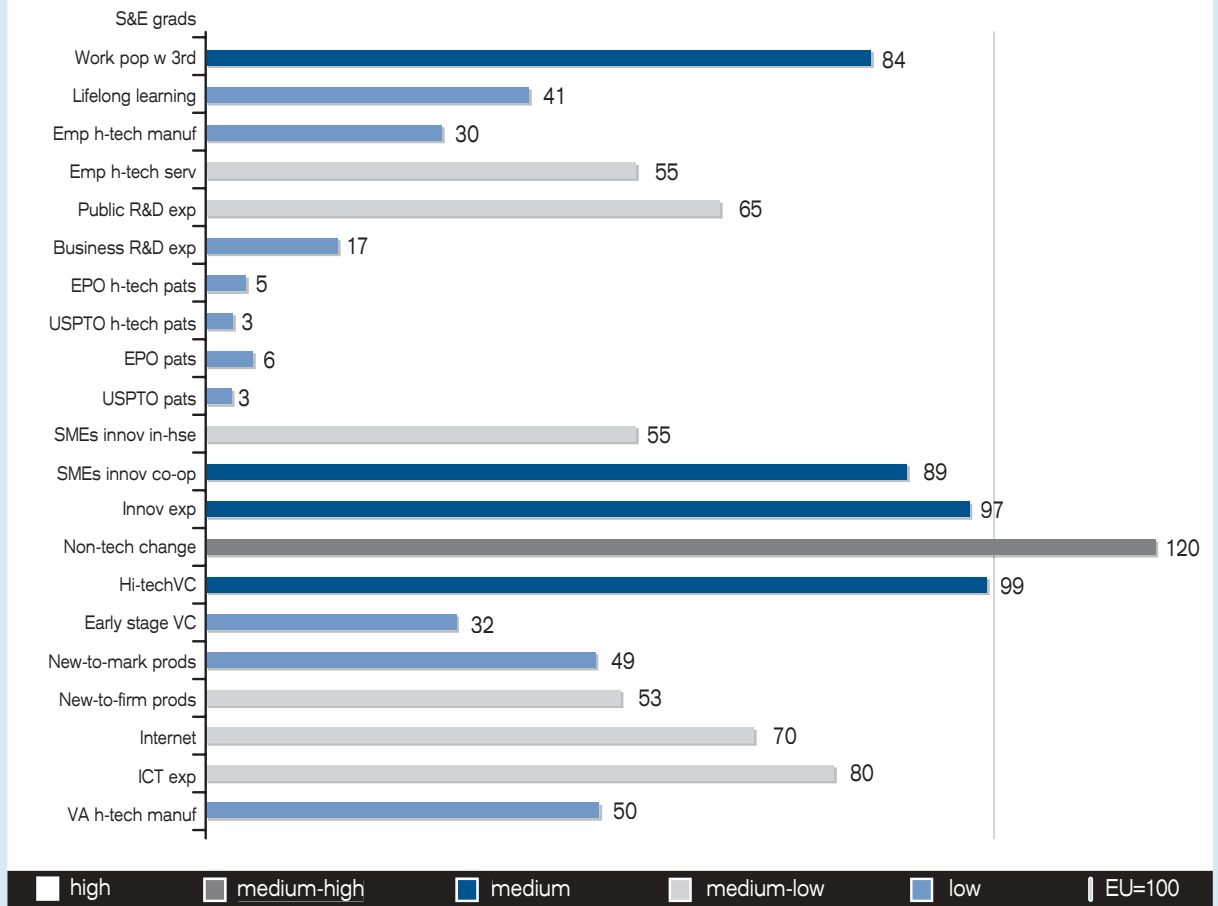
According to the fifth edition of the EIS the overall innovation performance classification of the European countries can be grouped in four clusters:

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

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

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

Innovation performance relative to EU25 - Greece



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

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

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

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

4. A view according to sectoral specialisation in regions

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

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

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

From the following table we can deduct that:

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

Factors of Attendance (QL) 1998

| QL | Agriculture Livestock Hunting Forestry | Fishing | Mines, Quarries | Manufac- turing, Industry | Supplying of Electricity | Construc- tion | Wholesale Retail | Hotels, Restaurants | Transport, Storage, Communi- cation | Finance and Credit Institutions | Real Estate Manage- ment | Public Admini- stration | Education | Health, Social Care | Other services | Domestic services | Extraterritorial Institutions and Organizations |
|------------------------------------|---|---------|--------------------|---------------------------------|--------------------------------|-------------------|---------------------|------------------------|--|---------------------------------------|-----------------------------------|-------------------------------|-----------|---------------------------|-------------------|----------------------|--|
| Anatoliki Makedonia & Thraki | ● | • | ● | | | | | | | | | | | | | | |
| Kentriki Makedonia | • | • | • | • | | | • | | | | • | | • | | | | |
| Dytiki Makedonia | • | | ● | • | ● | • | | | | | | | • | | | | |
| Ipeiros | • | | • | | • | • | | • | | | | • | • | • | | | |
| Thessalia | • | | | | | | | | | | | | • | | | | |
| Ionia Nisia | • | ● | | | | • | | ● | | | | | | | | • | |
| Dytiki Ellada | ● | | | | | • | | | | | | | | | | | |
| Sterea Ellada | • | ● | ● | • | • | • | | | | | | | | | | | |
| Attiki | | | | • | • | | | | • | • | • | • | • | • | • | • | • |
| Peloponnisos | ● | • | | | ● | | | • | | | | | | | | | |
| Voreio Aigaio | | ● | | | • | • | • | • | • | | | • | • | | • | | |
| Notio Aigaio | | • | ● | | ● | • | • | ● | • | | | | | | • | | |
| Kriti | • | • | | | | | | • | | | | | | | | | • |

Sectorial specialisation of Greek regions, circa 1998

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

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

5. The OECD innovation survey guidelines

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

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

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

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

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

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

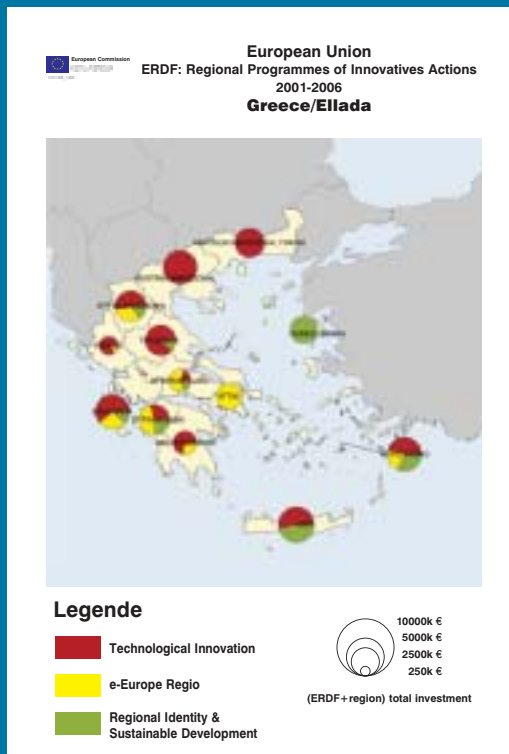
Marketing innovation is the implementation of a new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.

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

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

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

Chapter III



Schematisation of the Greek Regional Programmes of Innovative Actions

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

Schematisation of the Greek Regional Programmes of Innovative Actions

1. PRAI proposals per region

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

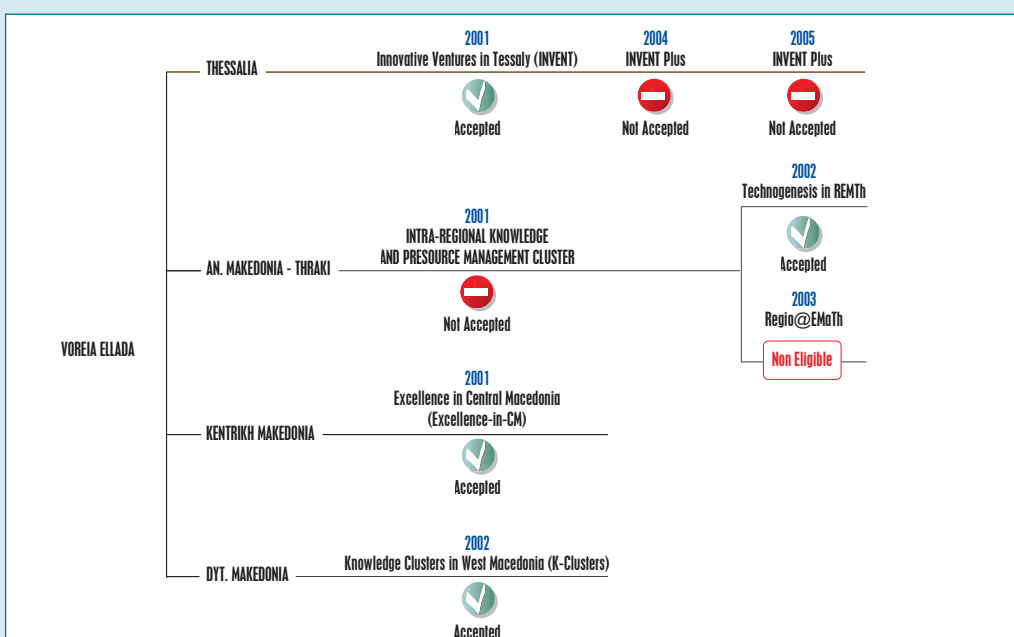
| Year | No of EU-15 regions submitting a PRAI | | No of Greek regions submitting a PRAI | | No of EU-15 regions obtaining a PRAI | | No of Greek regions obtaining a PRAI | |
|------|---------------------------------------|-----|---------------------------------------|-----|--------------------------------------|-----|--------------------------------------|-----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

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

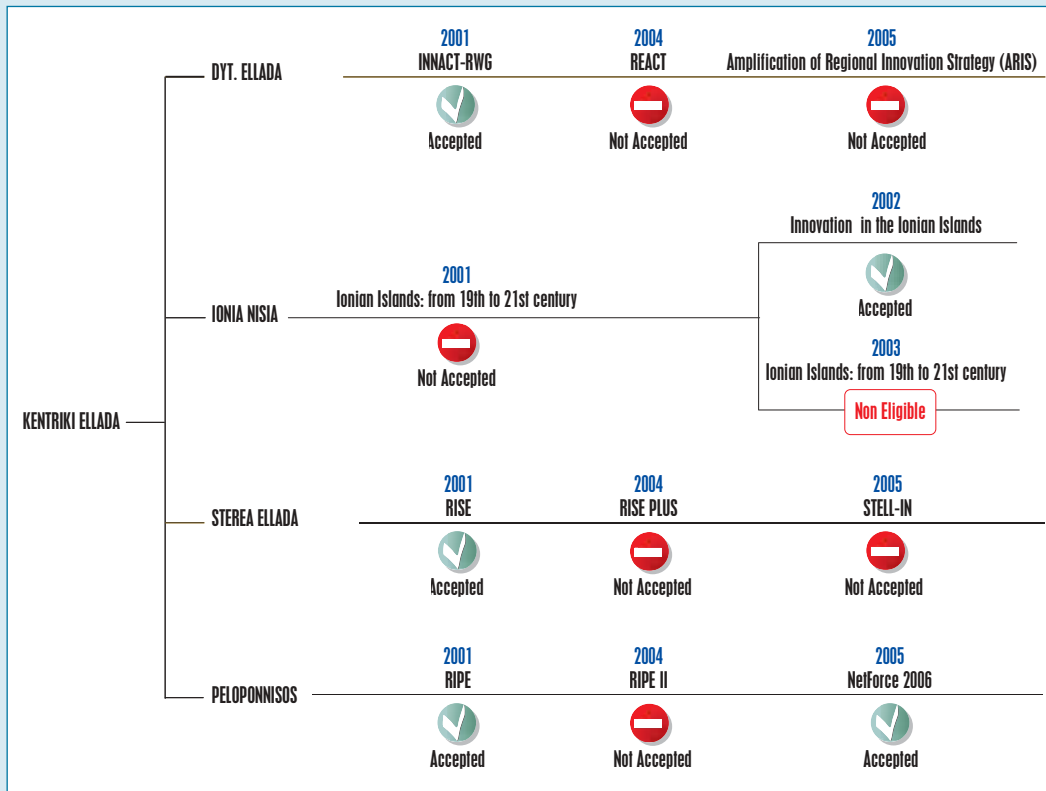
Four Greek regions finished their first PRAI on time and subsequently presented, albeit unsuccessfully, proposals for a second PRAI during the 2004 period. Five out of the six eligible Greek regions presented proposals for a second programme in the last possible period (2005) and two of them have been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

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

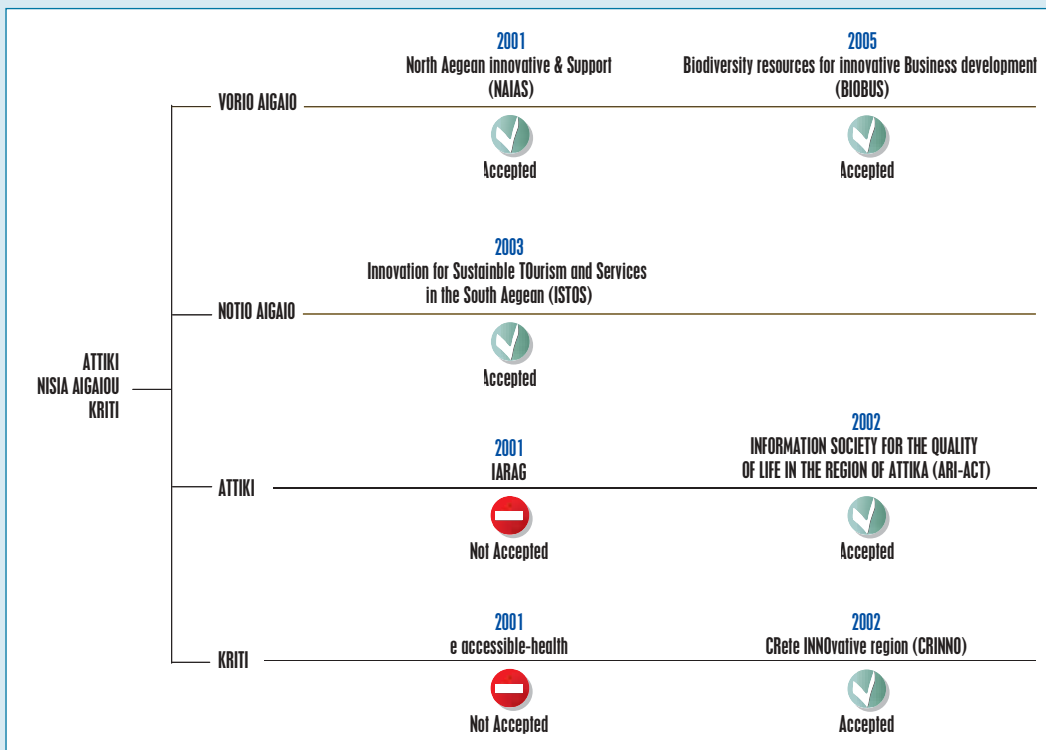
GR1 - Voreia Ellada



GR2 - Kentriki Ellada



GR3 - Attiki & GR4 - Nisia Aigaiou, Kriti



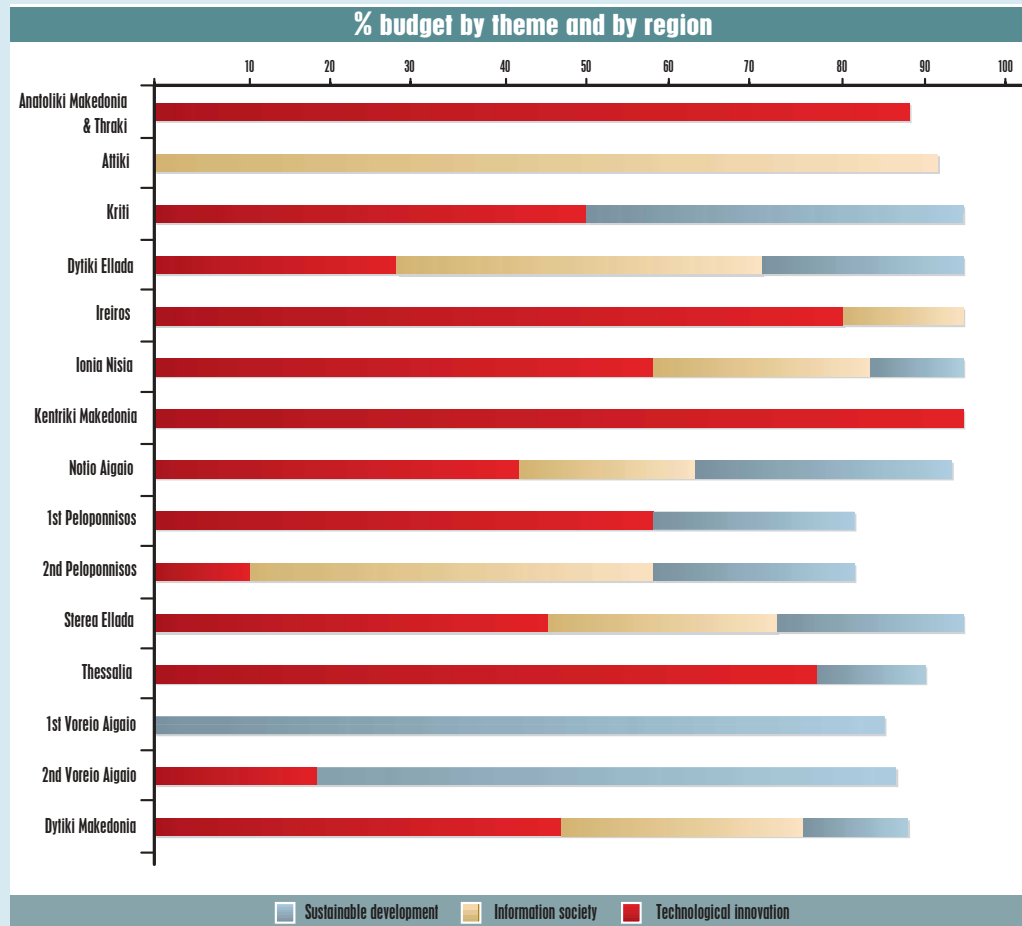
2. History of the Greek regional innovation projects

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

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

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

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



3.1 Analysis for 2nd generation PRAIs

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

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

¹⁷ Data as of November 2004.

4. Involvement of regional actors in PRAIs

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

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

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

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

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

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

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

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

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

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

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

www.vrc.gr

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

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

The Centre consists of four components:

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

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

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

www.innovate.gr/dc/

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

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

The action is composed of three interrelated components:

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

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

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

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

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

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

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

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

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

The principal components of this project are:

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

Chapter IV

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

Analysis of the Greek PRAIs

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

Analysis of the Greek PRAIs

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

1. The role of the EU

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

2. The role of the regional human and social capital

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

3. The role of Greek Regional Innovation actors

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

4. Time constraints

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

5. The role of the national legal framework

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

6. The role of the Managing bodies

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

7. Selecting the innovative actions of each strategic theme

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

Chapter V

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

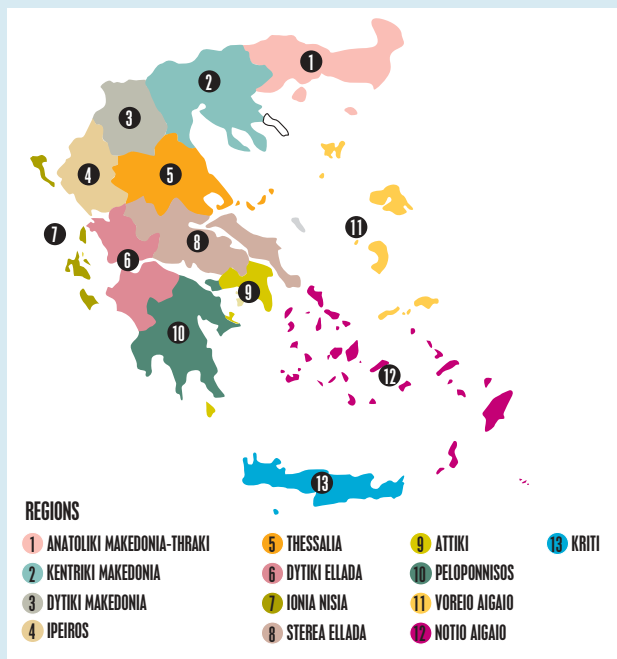
Michelangelo

The Greek PRAIs collection of Innovative Actions

1. The future
2. The present

The Greek PRAIs collection of Innovative Actions

1. The future



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

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

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

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

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

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

2. The present

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

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

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



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



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


WESTERN MACEDONIA

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


THESSALY

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


EPIRUS

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


IONIAN ISLANDS

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

WESTERN GREECE


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



CONTINENTAL GREECE

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

PELOPONNESUS

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


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

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

SOUTH AEGEAN

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

CRETE

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