



Knowledge Network

Management

in Technology Parks

Internal Newsletter No. 1

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# INTRODUCTION

Dear Know-Man Project Partners,

As half a year has past by since our Kick Off meeting in Berlin, it is time for a first summary of what we have achieved so far.

Together, we got Know-Man started with our three-days-meeting in Berlin. Despite the low temperatures outside, the meeting was a valuable opportunity to get to know each and to get to know our common road map for the years to come. Also the WISTA and the Humboldt University provided us with practical insights into their successful work. Nevertheless, the meeting was also the starting point for the work packages. During the exchange workshop, the partners provided us with first information on their good practices. Ideas like the Working Breakfast that Cartuja93 regularly organises or the scholarship scheme that RDA provides in Koroška, were discussed with great interest. After the seminar each partner individually started working on the good practices. In the end we received over 90 innovative and interesting good practices from which 43 have been chosen for detailed description. Also having two high-profile guest writers like Katja Reppel from the European Commission and Malcolm Parry, director of the Surrey Research Park, for the Good Practice Brochure, shows the relevance of the topics we are working on.

Taking the next big steps, the work on the demand analysis and the knowledge atlases began. The draft for the demand analysis was finalised in June with the feedback from all partners. Additionally, with active involvement from the participating regions, we developed a concept for the knowledge atlases.

During our second project meeting which took place in Rome in July, we enjoyed the summerly weather and fantastic Italian cuisine. Still we found enough time to continue our exchange workshop with the presentations of our Italian partners BIC Lazio, Municipality of Rome and Veneto Innovazione. Our first public event took place which gave us the opportunity to present our project and hear the approaches from representatives of the public sector, the research community and managers of Italian science parks. Furthermore BIC Lazio introduced us to their work and projects, like their cooperation with the European Space Agency. On the second day we found time for the seminars on the demand analysis and the knowledge atlases. Euroreg also provided us with a first glance at the project's webpage ([www.know-man.eu](http://www.know-man.eu)) which will launch in the middle of September.

The summer season was characterised by the first progress report, which made great demands on all our time and endurance. The next half a year will then be again focused on the content-related work. The demand analysis has to be carried out and basic work on the knowledge atlas should be finished.

In this last half a year we got the project rolling, thanks to good cooperation between all partners! We are sure that the good work will continue and that we are able to discuss many more success story in our next meeting in Wroclaw.

With best regards,

Suntje & Christina



# NEWS AND EVENTS

## INTERVIEW WITH SUNTJE SCHMIDT

Thanks to the initiative of Barbara Staib from the Berlin Senate, an interview with Suntje Schmidt on Know-Man was conducted for the Newsletter of the Oder-Partnership. The special focus of the interview lies on the integration of the aims of the Oder-Partnership, strengthening the relations between Germany and Poland, in Know-Man. The newsletter can be downloaded here [http://www.oder-partnerschaft.eu/files/file/Newsletter/OPNews0210\\_DE.pdf](http://www.oder-partnerschaft.eu/files/file/Newsletter/OPNews0210_DE.pdf)

## MEETING WITH DR. MARTINA MÜNCH, THE RESEARCH MINISTER OF BRANDENBURG

On May, 25th 2010 Dr. Martina Münch, the Research Minister of Brandenburg, visited the IRS in Erkner. During this visit Suntje Schmidt got the possibility to introduce Mrs. Münch to Know-Man. Suntje presented our first results and especially emphasized on the many interesting and innovative Good Practices we have collected so far.

## ARTICLE ON KNOW-MAN IN IRS AKTUELL

The next issues of the IRS's regular publication, the "IRS Aktuell", features an article on the launch of Know-Man. It will appear in September 2010.

## PRESENTATION OF KNOW-MAN IN INTERREG BROCHURE

The second collection of the INTERREG IVC brochure on Interregional Cooperation Projects includes a one-page project description of Know-Man. It can be downloaded under this link: [http://i4c.eu/publications\\_2nd\\_collection\\_low\\_res.pdf](http://i4c.eu/publications_2nd_collection_low_res.pdf)

Also the INTERREG IVC Information Point North, based in Rostock, Germany, is currently working on a new programme brochure. The publication's main focus will be on the synergies between INTERREG IVC projects and the EU Strategy for the Baltic Sea Region. Know-Man was asked to make a contribution to this brochure as well. We will inform you as soon as the brochure is published.

## PRESENTATION ON KNOWLEDGE ATLASES AT BALTIC SEA DYNAMICS

Christina Minninger will give a presentation on the Knowledge Atlases during the 15th Annual International Conference on Innovation "Baltic Dynamics". The topic of this year's conference is "Knowledge Flow in Innovation System: From Idea to Action". The conference will take place from September 15th to 17th, 2010 in Riga.

## KNOW-MAN WEB PAGE

The project web page has been launched. It can be found under: [www.know-man.eu](http://www.know-man.eu)

**KNOW MAN** Knowledge Network Management in Technology Parks

INTRANET

Home About Know-Man News Events **Partners** Press Links Contact

**> What is Know-Man?**  
Know-Man is an INTERREG IVC Project aiming to improve regional development and spatial innovation policies by using tools of regional Knowledge Network Management. With this aim, 15 partners from six European regions have joined their forces to improve the regional cooperation between public authorities, the research community and innovative small and medium sized enterprises. Know-Man implements Knowledge Management instruments (e.g. knowledge atlases, benchmarking, action reviews) to identify and connect regional cross-sectoral and cross institutional knowledge potentials within the participating regions. The focus of this project lies on triple helix structures – the interconnection between public authorities, economic actors represented by technology parks and academic representatives to create links between regional endogenous potentials in the knowledge economy. Know-Man specifically intends to improve policies in favour of innovative SMEs.

**> News**  
**INTERREG in Berlin** 2010-09-13  
On Sept. 14, 2010, the Department of Geography of the Humboldt-Universität Berlin is presenting the Know-Man project during a conference discussing mid-term results and future perspectives of the INTERREG Programme in Berlin. The states of Berlin and Brandenburg have invited multiple projects in the capital region Berlin-Brandenburg that participate in the A, B or C-Programme to outline their experiences and to elaborate on prospective challenges (focal points) of INTERREG.  
**New Web Page** 2010-09-08  
We are very happy to welcome you in our new web page. It is still under development. Soon you will find here everything about Know-Man

**> What is INTERREG IVC?**  
The Interregional Cooperation Programme INTERREG IVC, financed by the European Union's Regional Development Fund, helps Regions of Europe work together to share experience and good practice in the areas of innovation, the knowledge economy, the environment and risk prevention. EUR 302 million is available for project funding but, more than that, a wealth of knowledge and potential solutions are also on hand for regional policy-makers.  
For more information please visit: [www.interreg4c.eu](http://www.interreg4c.eu)

INTERREG IVC  
European Union  
Know-Man is co-financed by ERDF and made possible by INTERREG IVC Programme

## COMPONENT 1

### NEXT MEETINGS

Our next meeting will take place in the second week of [February 2011 in Wroclaw](#). There we will have a seminar on “Benchmarking Regional Knowledge Clusters” and on “Developing Service Blueprints”. Furthermore we will address the issue of constituting Expert Tandems.

Coordinator: Marshal's Office of Lower Silesia Voivodship and Wroclaw Technology Park

During our last meeting in Rome, we have already started to discuss the International Conference which will take place in Ljubljana in July 2011. Under the Topic “Good Practices in Regional Knowledge Network Management and the Need for Action” we will present our Good Practice Brochure and our first project results to an international audience. Also each region will present their knowledge atlas. The conference will finish with a policy workshop. Within the next months we will start thinking about possible speakers. So, please let us know if you have suggestions concerning the speakers.

Coordinator: Davorin Rogina

## COMPONENT 2

### FLYER

The work on the English version of the flyer is done, the flyer can be printed in September.

Coordinator: Agnieszka Olechnicka, Adam Ploszaj

## INTERNATIONAL NEWSLETTER

Our first International Newsletter will be published at the end of December. We will keep you up to date on its progress. For this newsletter we will update our address database. We will ask you for your input within the next months.

Coordinator: Adam Ploszaj, Christina Minniberger

General Reminder on Component 2: Please continue forwarding information on your dissemination activities to EUROREG!

## COMPONENT 3

### GOOD PRACTICES

The Good Practices are collected, thanks to the help of all of you. For the brochure on the Good Practices, each of your described Good Practice will be presented in a one page summary. With the innovative practices that we have collected, we could enthuse two high-profile guest writers: Katja Reppel and Malcolm Perry. Katja Reppel from the European Commission (DG Enterprise and Industry) will focus on Innovation strategies, smart growth and the importance of a trans-regional perspective. Whereas Malcolm Parry, the director of the Surrey Research Park, has long standing experiences in university technology transfer offices for innovative businesses in the knowledge economy and he will offer his perspective on the themes addressed by our project. The brochure will be published by the beginning of October. On September, 10th the Editorial Board (IRS, WISTA, TRC and EUROREG) will come together in Berlin to prepare the brochure.

Coordinators: Suntje Schmidt, Peter Zajc

### DEMAND ANALYSIS

The final version of the demand analysis' survey has just been developed. Important remarks and comments made during the 2nd workshop in Rome, among others, have been incorporated. In the next few weeks, the survey will be translated in each partner region and a comprehensive manual describing the implementation of the survey will be disseminated. In September / October 2010, the implementation of the survey will start.

Coordinator: Sascha Brinkhoff

### KNOWLEDGE ATLAS

After kicking of the work on the Knowledge Atlases during our project meeting in Rome, each region is now individually working on implementing this work package. The preparation phase in each region should be finished. Until the end of this year the focus will lie on collecting the necessary data. In order to keep each other up to date a feedback round is planned at the end of October 2010. During our next meeting in Wroclaw we will find time to discuss your results. Afterwards, it is time to focus on the visualisation of the atlases.

Coordinator: Christina Minniberger

# PARTNERS INFORMATION

## GERMAN PARTNERS

### Department of Geography, Humboldt University Berlin



The Department of Geography of the Humboldt University Berlin prepared the kick-off meeting in Berlin (along with IRS and WISTA). During the kick-off meeting it was responsible for the moderation of the seminars (along with IRS and WISTA). Also, a study visit at the Dept. of Geography of the Humboldt University Berlin was realized.

At the Humboldt University Berlin, we have identified five Good Practices. The project partners selected four of them for further description in detail. Relevant entities responsible for the development and implementation of the Good Practices were interviewed as well as additional data and information were gathered. So far, two descriptions have been completed.

Also, the Survey of the Demand Analysis has been developed in strong collaboration with IRS, WISTA and EUROREG. In this respect, a pre-test with three technology-oriented SMEs was conducted in the STP Berlin Adlershof in June 2010. The Draft of the Survey was distributed to all partners.

For the 2nd interregional workshop in Rome, the Seminars "The Concept of Regional Knowledge Network Management" and "Identifying regional demand for KNM services – Introducing survey" (along with IRS / EUROREG) were prepared.

## WISTA-MANAGEMENT GMBH



WISTA developed the draft C3 manual.

Kick-Off meeting was accompanied by 1st interregional event which

consisted of 2 exchange workshops (WS) and a seminar. 1st WS about "Existing regional policies supporting interaction between start up SME's and Universities/R&D", 2nd WS about "Existing measures to link start up SME's and public research/university institutions in Tech Parks (incl. examples for successful spin-offs out of HUB; clusters)" and the seminar about "Identifying KNM – good practices (policies and instruments)".

The 1st study visit took place in the Berlin Adlershof Science and Technology Park - incl. presentations from HUB, the Berlin Adlershof International Incubator, and Adlershof Projekt GmbH (development company of Adlershof).

Identification and short description of existing good practices in Berlin-Brandenburg region, focused on 4 categories: Human capital, Social environment, Networking, Decision-Making.

Development of Demand Analysis questionnaire/survey (mainly HUB, supported by WISTA).

First preparations for good practice brochures (together with IRS).

First companies to be interviewed were selected and contacted (companies of different development stages: start-ups, mature, new companies).

## Berlin Government, represented by Senate Department for Economy, Technology and Women's Issues



As a follow up of the first interregional event as well as the study tour and the exchange workshops taken place during the Kick Off Conference several interviews were conducted within

the Senate Department and with regional actors regarding innovation policy and implementation of technology transfer. By this in a first step several good practices were identified and described for the preparation good practice identification chart. Because of the fact, that the scan of good practice involves for a regional authority many actors, it became important, that the information flow and project update has to be delivered to those, whose good practices are reported. It will help on one hand to disseminate information on regional level about project outcomes and on the other hand enhance the trust and ownership of innovation agencies to acknowledge the project tools developed by KnowMan and ensure their use beyond project life cycle. Therefore Senate activities were also concentrated in identifying synergies between innovation projects and initiatives to ensure, they know from each other and to encourage cross-project cooperation.

Several project information was set up on webpage regarding regional innovation networks as well as cross border cooperation network Odra-Partnership. Within SenWTF monthly newsletter project

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information were disseminated and an interview conducted with lead partner Mrs. Schmidt for the Odra-Partnership newsletter..

Some initiatives were proposed to JoseFin, which already have responded to cross-project cooperation as well as to the Technical University Berlin, which actually is building a science network in close cooperation with the regional neighbourhood of West-Poland. To strengthen links between KnowMan and regional cross border activities within Odra-Partnership project activities were translated into Polish language and discussed on several meetings with polish partners. The aim is to extend the KnowMan approach to further activities within a wider range of polish regional partners.

## ITALIAN PARTNERS

### Municipality of Rome



### Comune di Roma

During this half a year of the project's realisation the Municipality of Rome was focused mainly on follow the activities of the project according to the division of responsibilities in the KNOW MAN project. The Municipality of Rome attended the Steering Committees in Berlin.

The Municipality of Rome has produced documentation on the "Good Practices" of the City of Rome; in this way, Rome has submitted three good practices: 1) "I = RP2 Innovation = Research x Projects x Persons - Agreements for Innovation". Aim of Good Practice is to promote previously co-planned

projects (by a research institution and a firm where it will be realized by a researcher in 12-18 months) of technological development in SMEs; 2) "Training courses for technology promoters". Aim of Good practice is to create new professional profiles with skills aimed to act as a broker between entrepreneurs and the academic world; 3) "The training course for a Spin-off and Innovative Business in Start-Up Tutor". Aim of Good Practice is to create competences for facilitating the start-up period and the incubation period especially for innovative firms and academic spin-off

Besides, in July, The Municipality of Rome has organized in Rome the second Steering Committee, in partnership with BIC LAZIO and has promoted a public conference entitled "Existing Good Practises in KNM Policies and Instruments".

Five press releases (in Italian) were made and published on the Municipality of Rome's website. The press releases were shared with BIC LAZIO and published also in the BIC LAZIO's website.

### Veneto Innovazione SpA



Veneto Innovazione prepared two press release about the project. Interactions has been set up with the Component Leader in order to support the definition of the different communication tools to be developed.

Moreover the projects implementation started with the following activities:

- participation to a Study Visit, two exchange workshops and a seminar in Berlin
- identification and description of six local Good Practices
- selection of four GP presented by other partners
- detailed description of two local GP requested by other partners

contribution to the initial discussion about Knowledge maps and Atlases. Preparation of supporting documents and participation to a conference call to deepen the Knowledge maps and Atlases topic.

### BICLAZIO



For component 1, BIC Lazio attended the 1st steering Committee meeting, where specific partner material has been distributed including Information on Auditing for each partner, time plan, manual for component 1, as well as the signature of the partnership agreement.

For component 2, BIC Lazio and its communication team have contributed to the promotion and dissemination of project activities by collecting information for the website, writing articles and press releases on the project events, as well as providing information for project flyers.

For component 3, Bic Lazio participated in the kick off meeting in Berlin, attending 2 study visits, 2 exchange workshops and 1 seminar. BIC Lazio selected 3 best practices to be offered to partners: 1)

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ESA Business Incubator at ESRIN for Italy aims to support the creation of start-up companies, whose business ideas derive from space technologies or systems, by supporting the companies up to an early state of their development. 2) ILO A24i: “the Motorway of Innovation” aims at creating an inter-regional Industrial Liaison Office, by strengthening the coordination among the already existing structures offered by the two universities and the businesses of the Lazio and Abruzzo regions, and the creation of a common technological platform. 3) University and R&D Centres business plan competition aims to offer a grant for promoting the diffusion of the technology innovation with the scope to convert the research results into new businesses.

The communication team of Bic Lazio has provided information for the website, prepared information for the project flyers and realized press releases on interregional event and on the starting of the project. Press releases have been published in BIC Lazio partners network website. The articles appeared in the following websites: Bic Lazio, Sviluppo Lazio, EBN - European Bics Network.

During the last study visits in Rome, BIC Lazio cooperated with ESA/ESRIN and Parco Scientifico Università Tor Vergata in order to host the consortium delegates. BIC Lazio received a positive feedback from the representatives of the two institutions for next further cooperation opportunities linked to Know-Man project. In particular the delegates of Parco Scientifico Tor Vergata and the Tecnopolo Tiburtino, the Technological Park where BIC Lazio ITech incubator is located, have been interested in knowing the futures project out-comes with focus

on the good practices exchange, knowledge atlases and knowledge cluster benchmarking and available in supporting the identification the regional demand for KNM services.

Through the activity carried out to favour creation and incubation of new innovative start-ups, BIC Lazio could assure a constant monitoring of local and regional initiatives on the technology transfer theme.

Through its own Enterprise Europe Network (EEN) Dpt BIC Lazio will be very interested in supporting internationalization initiatives for the regional companies that aim to establish commercial and technical cooperation with the companies from other participating regions.

On the new release of BIC Lazio website, at the link [hwww.biclazio.it](http://www.biclazio.it) it is possible to catch information about contact details (in Italian at the moment) of the companies tutored by BIC Lazio.

## POLISH PARTNERS

### Marshal's Office of the Lower Silesia Voivodship



Main activities during this period were related with the identification and description of good practices in our Region. As further result of our activities we established contacts with Wrocław Centre for Technology Transfer, Lower Silesian Innovation and Science Park (DPIN).

We published an article about KNOW-MAN in regional newspaper “Gazeta Wrocławska” and put information about Project on website:

[www.innowacje.dolnyslask.pl](http://www.innowacje.dolnyslask.pl). This autumn we are going to present KNOW-MAN Project in “Work-Business- Innovation” programme in regional TV channel.

Thanks to Lower Silesia Voivodship we’ve signed a contract with Project Josefin- Joint SME Finance for Innovation.

### Wrocław Technology Park



In the beginning of our cooperation within Know-Man we met at conference in Berlin. There we got to know partners from other countries. During the first period our work in Know-Man was focused on identifying and describing Good Practice in our Park and region as well. Due to the fact that in April 2011 a new WTP’s building will be built we were motivated to work on the Park development planning a number of new laboratories to take advantage of the available space.

Since we accessed the Know-Man we have put all information about Project in Wrocław Technology Park web site. In bookmark “Realizowane projekty”( <http://www.technologpark.pl/sub.php?p=81&lng=p> ) is a short presentation and reference to particular information. We also put contact information to us and our partners from Centre For European Regional and Local Studies University of Warsaw. On July 2010 WTP organized the contest “Company of the year” for companies from our Park. First award which was travel to Silicon Valley (USA) was

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won by Opticon Nanotechnology ([www.opticon-nanotechnology.com](http://www.opticon-nanotechnology.com)). We will cooperate with them when we will do a Know-Man survey.

We have really good contact with our regional partner, Lower Silesia Voivodship and we consider cooperation with them within other projects. For us, Know-Man is a way to promote activities realized in WTP. It is also good opportunity to introduce Good Practices from our partner – for example we organized working breakfasts which is usual for Science and Technology Park Cartuja 93.

## EUROREG



During this half a year of the project's realisation EUROREG was focused mainly on communication and dissemination

activities according to the division of responsibilities in the KNOW MAN project. EUROREG's activities were initialised by development of the Manual of Component 2 – a guide of the Component presenting the overall structure of the component and its main products together with timeplan with the detailed division of tasks among partners. Moreover the corporate design (logo and style sheets) as well as visual identification guidelines (brief description how to use style sheets) were developed by EUROREG team. C2 manual and corporate design have been introduced and discussed at the kick off meeting in Berlin. Representatives of EUROREG attended as well two Steering Committees (in Berlin and in Rome) as well as in meeting of the Editorial Board in Berlin.

One of the most important achievement was development of the project web page available at [www.know-man.eu](http://www.know-man.eu). The draft version of the web page was presented at the Rome meeting and developed afterward. The project flyer in English has been designed, discussed and prepared for printing by EUROREG. Additional versions in national languages are in preparatory phase.

Apart from this tasks EUROREG participated in the development of the methodology of demand analysis as well as EUROREG worked out on Good Practices developed by project partners under the coordination of HUB and IRS.

Two press releases (1 in Polish and 2 in English) were prepared and distributed by EUROREG.

EUROREG is going to organise the conference where among others the KNOW MAN project will be presented for Polish stakeholders and scientists in December 2010. Moreover the interactions with other projects (ESPON, URBACT) will be undertake during the conference.

## SLOVENIAN PARTNERS

### TRC Koroška – Technological Research Centre of Koroška



In the reporting period activities within Components 1, 2 and 3 have been carried out, activities within Component 4 are according to project plan foreseen to be implemented in the later stages. Within

Component 1 operational structure has been established, all procedures and templates for reporting on content and financial issues have been established, in collaboration with lead partner detail project plan has been prepared, 1st report has been prepared, 1st partner meeting (meeting of Steering Committee as well) has been held in Berlin. In Component 2 promotion of the project has been carried out and communication plan has been prepared. TRC Koroška prepared adopted communication and channelling plan as well which will be used as a road map for promotion activities in the later stages of the project. Within Component 3 TRC has been involved in screening of different methodologies related to best/good practice description and preparation of working documents for identification of good practices. Among good practices described by TRC two practices (Innovation 2020, INOREG) have been described in detail.

Press release was prepared and translated to Slovene language, dissemination was channelled through web site of TRC Koroška ([www.trc-koroska.si](http://www.trc-koroska.si)) and a TRC newsletter which is periodically sent to 229 e-addresses in the region. TRC Koroška presented the project at the international conference Dnevi slovenske informatike (Days of Slovenian Informatics) which was held on 14.- 16. April 2010 in Portorož, Slovenia. We participated in a section Decision support and operational research with a paper Use of Logistic Curve Laws for Decision Support in Innovative Environment of TRC Koroška. The article describes the decision making model in TRC Koroška for planned implementation of developmental activities, this opportunity was used to present importance of international projects like

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Know\_man to influence regional development and relevant stakeholders.

Since TRC Koroška, RDA Koroška and Municipality Prevalje are involved as a project partners, we believe that first precondition for wider regional promotion is fulfilled. According to national legislation TRC Koroška acts a business incubator and institution of innovative environment where currently 15 new start – ups / spin - offs are included in this ecosystem. Presentation of Know\_man and opportunities for networking with other partners were in this first period focused on these companies.

## Municipality Prevalje



Municipality Prevalje worked closely with regional partners TRC Koroška and RDA Koroška, internal project manager was assigned and all necessary procedures were carried out to enable start of the project activities. Municipality Prevalje was focused on defining its role as a public authority where through identification and description of good practices future measures how to influence development policies will be defined. .

Press release was prepared and translated to Slovene language, dissemination was channelled through web site of Municipality Prevalje. ([www.prevalje.si](http://www.prevalje.si))

Since TRC Koroška, RDA Koroška and Municipality Prevalje are involved as a project partners, we believe that first precondition for wider regional pro-

motion is fulfilled. Through its promotion activities Municipality Prevalje raised the awareness of local companies about the possibility of networking, TRC Koroška will identify possible project ideas which will have potential to be upgraded as international projects.

## RDA Koroška d.o.o., Regional Development Agency for Koroška Region



In the first reporting period activities were carried out in Component 1, Component 2 and Component 3.

Activities in Component 4 are planned for the later reporting periods. In the framework of the Component first Steering Committee was held in Berlin and first intermediate report for the first level control was prepared. In Component 2 promotion of the project has been carried out and communication plan has been prepared in cooperation with all project partners. Within Component 3 RDA Koroška was involved in screening of different methodologies related to Best/Good Practice description and in the preparation of "Working Document 1: PREPARATION GOOD PRACTICE IDENTIFICATION CHART. RDA Koroška described two Good Practices regarding regional policies in more detail: Regional scholarship scheme - Model of company co-financed scholarships (Koroška region); Koroška guarantee scheme - a financial instrument stimulating and easing an implementation of business ideas (Koroška region).

Are there any events you would like to inform the partners about? Did you present Know-Man at some kind of event? Did an article on Know-Man appear in the media?

RDA published news regarding Know-Man on our web page [www.rra-koroska.si](http://www.rra-koroska.si).

## SPAIN PARTNERS

### CARTUJA 93



Our main activities during this first period were about the Good Practices, We focused our work in searching within the activities developed in our park in the last years in order to find the best good practices to share with the rest of the partners. We tried to make a good detailed description of each one proposed.

## Agency for Innovation and Development of Andalusia (IDEA)



Agencia de Innovación y Desarrollo de Andalucía IDEA  
CONSEJERÍA DE ECONOMÍA, INNOVACIÓN Y CIENCIA

The incorporation of the Agency IDEA to the Know-Man project was late. For this reason there has been an initial gap compared to the rest of partners, which has led to a delay in the initial project activities.

During this first period of the project, Agency IDEA has focused primarily on the study and preparation of the Good Practices to share with the rest of

partners. Agency IDEA focused on relevant “success stories” developed in the last years, emphasizing Innovation and R&D support programmes.

Moreover, at the end of this period began the first steps of approximation to incorporate regional actors to the project. And as a result, some valuable stakeholders are keen to collaborate in the project.

# CONTACTS

Part. Nr.	Organisation	Second Name	First Name	E-Mail	Address	Telephone
1	Leibniz-Institute for Regional Development and Structural Planning (IRS)	Mrs. Schmidt	Suntje	SchmidtS@irs-net.de	Flakenstraße 28-31	+49 3362 793 172
		Mrs. Minniberger	Christina	Minniberger@irs-net.de	15537 Erkner	+49 3362 793 131
2	Senat Administration for Economics, Technology and Women's Issues	Mrs. Staib	Barbara	barbara.staib@senwtf.berlin.de	Martin-Luther-Straße 105	+49 (030) 9013 8111
		Mrs. Erdmann	Birgit	Birgit.Erdmann@senwtf.berlin.de	10825 Berlin, II C 1 Er	+49 (30) 9013 8424
3	WISTA-Management GmbH	Mr. Neumann	Helge	helge@wista.de	Rudower Chaussee 17	+49 30 6392 2230
		Mrs. Domann	Caroline	Domann@wista.de	D-12489 Berlin-Adlershof	+49 30 6392 2223
		Mrs. Plaschnik	Yvonne	plaschnik@wista.de		+49 30 6392 2240
4	Department of Geography at the Humboldt-Universität of Berlin	Mr. Kulke	Elmar	elmar.kulke@geo.hu-berlin.de	Humboldt-Universität zu Berlin	+49 30 2093 6814
		Mr. Brinkhoff	Sascha	sascha.brinkhoff@geo.hu-berlin.de	Geographisches Institut Abteilung Wirtschaftsgeographie Rudower Chaussee 16, 12489 Berlin	+49 30 2093 6859
5	Marshal's Office of the Lower Silesia Voivodship	Mrs. Bednarska-Wajerowska	Magdalena	Magdalena.bednarska@umwd.pl	Wybrzeże J. Słowackiego 12-14	+48 71776 93 91
		Mrs. Lindert-Zyznarska	Alicja	alicja.lindert-zyznarska@umwd.pl	PL-50-411	+48 71776 95 34
		Mrs. Lasak	Justyna	justyna.lasak@umwd.pl		+48 71 776 95 78
		Mr. Dynak	Zbigniew	Zbigniew.dynak@umwd.pl		
6	Wrocław Technology Park	Mr. Winkowski	Marek	winkowski@technologypark.pl	Muchoborska 18	+48 71 798 58 02
		Mrs. Kowalska	Agnieszka	kowalska@technologypark.pl	54-424 Wrocław	
		Mrs. Pawlus	Ewelina	pawlus@technologypark.pl		+48 71 7985814
7	Centre for European Regional and Local Studies (EUROREG), University of Warsaw	Mrs. Olechnicka	Agnieszka	a.olechnicka@uw.edu.pl	ul. Krakowskie Przedmiescie 26/28	+48 228261654; 124; -113
		Mrs. Wojnar	Katarzyna	k.wojnar@uw.edu.pl	00-927 Warsaw	
		Mr. Ploszaj	Adam	aploszaj@gmail.com	Poland	
8	Municipality Prevalje	Mrs. Gradišnik	Bernarda	bernarda.gradisnik@prevalje.si	Občina Prevalje, Trg 2a, 2391 Prevalje	+ 386 2 824 61 00
9	Technological Research Centre of Koroška	Mr. Rogina	Davorin	davorin.rogina@trc-koroska.si	Tehnološki razvojni center za Koroško Otiški vrh 53, SI-2373 Šentjanž pri Dravogradu	+ 386 2 87 87 330 / 331 / 332
10	RDA Koroška d.o.o., Regional Development Agency for Koroška region	Mrs. Sonjak	Karmen	karmen.sonjak@rra-koroska.si	RRA Koroška d.o.o., Regionalna razvojna agencija za Koroško	+386 2 872 0015
		Mr. Zajc	Peter	peter.zajc@rra-koroska.si	Koroška cesta 47, SI-2370 Dravograd	
11	Agency for Innovation and Development of Andalusia (IDEA)	Mrs. Sillero	Carmen	csillero@agenciaidea.es	C/ Torneo, 26	+0034955030721,
		Mr. Sernandez	Francisco	fsernandez@agenciaidea.es	41002 Sevilla	+0034955030389.
		Mr. Ruiz Ruiz	Pilar	pruiz@agenciaidea.es		
12	Science and Technology Park CARTUJA 93	Mr. Pérez	Luis	lpdiaz@cartuja93.eu	Cartuja 93, S.A.	+34 955 92 82 10
		Mrs. Martín Ruiz	Eva	emruiz@cartuja93.eu	C/ Leonardo da Vinci, 18 Tecnoincubadora Marie Curie 5ª planta. Parque Científico y Tecnológico Cartuja 93, 41092 Sevilla	+34 955 9282 13
13	Municipality of Rome	Mrs. D'Annibale	Silvia	silvia.dannibale@yahoo.it	Via Ostiense 131/L - corpo A, piano 5	+39 066710 2963
		Mrs. Curcio	Fiammetta	fiammetta.curcio@comune.roma.it	00154 Roma	+39 0667103097
14	BIC Lazio SpA - EIC IT 389	Mr. Belloni	Andrea	a.belloni@biclazio.it	Progetti Europei	+39 0680 368 242
		Mrs. Belluscio	Maria Teresa	knowman@biclazio.it	BIC Lazio SpA - EIC IT 389	+39 0680 368 256
		Mrs. Labruna	Raffaella	r.labruna@biclazio.it	00182 Roma - via Casilina, 3/T	+39 (06) 80368 256
15	Veneto Innovazione S.p.A.	Mr. Boesso	Ivan	ivan.boesso@venetoinnovazione.it	Via Torino, 105	+ 39 041 868 53 01
		Mrs. D'Orazio	Maria Sole	Mariasole.dorazio@venetoinnovazione.it	30172 Venezia Mestre	+39 041 8685301
JTS		Mrs. Lani	Marit	marit.lani@interreg4c.eu	Information Point North, Rostock	+49 (0) 381 45484 5292
		Mrs. Bačová	Martina	martina.bacova@interreg4c.eu	Finance Unit	+33 328 144 100
		Mrs. Bouchez	Dominique	dominique.bouchez@interreg4c.net	Les Arcuriales - Entrée D, 5e étage 45 rue de Tournai, 59000 Lille, FRANCE	+33 328 144 115