

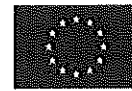
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InnoBridge – Bridging the innovation gap through converting R&D results into commercial success in a more effective and efficient way

Action Plan by

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Other partner organisations involved (if relevant)	Małopolskie Centre of Entrepreneurship
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1. Policy context

1.1 Aim of the Action Plan

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed:

The Regional Operational Programme for the Malopolska Region for 2014-2020, Investment Priority 1b – Promoting business investment in R&I; developing links and synergies (...)

Measure 1.2: Research and innovation in enterprises.

Action Plan is intended to improve the addressed policy instrument, and thus to bring Małopolska from moderate innovator to strong innovator according the Regional Innovation Scoreboard by 2030. That goal called the vision has been a result of the scenario building for Małopolska Region during the InnoBridge Interregional Learning Workshop in Kraków (20-22 March 2018).

1.2 SWOT Analysis of Policy Instrument tackled

1.2.1 Brief description of the measure

The “Measure 1.2: Research and innovation in enterprises” is the most important source of EU funding for enterprises interested in fostering their R&D and commercialization in the Małopolska Region. The measure is divided into three sub-measures:

- Sub-measure 1.2.1: R&D projects of enterprises – Main aim: support for the implementation of research and development projects of enterprises.
- Sub-measure 1.2.2: R&D infrastructure of enterprises – Main aim: support for the development of research and development infrastructure of enterprises.
- Sub-measure 1.2.3: Innovation vouchers – Main aim: reinforcing the cooperation between SMEs and R&D sector

All projects supported under the Measure 1.2 have to be compliant with Regional Innovation Strategy of the Malopolska Region 2020 (RIS3 strategy)

(<https://www.malopolska.pl/userfiles/uploads/RSI%20WM%202020%20-%20za%20C5%82%20C4%85cznik%20nr%201%20do%20Uchwa%20C5%82y%20nr%20995%20ZWM%20z%2030.06.2016.pdf>; in Polish). Besides RIS3 there is also a very detailed description of the Małopolska Smart Specialisation made by the Working Groups for Małopolska Smart Specialisation, the Małopolska Innovation Council in consultation with the Małopolskie Centre of Entrepreneurship. That document is called the “Smart Specialisation of the Małopolska Region. A comprehensive description of the areas identified and outlined in the Regional Innovation Strategy of the Małopolska Region 2020”. It was prepared in the process of institutionalized entrepreneurial discovery (<https://www.malopolska.pl/userfiles/uploads/5%20-%20Uszczegolowienie%20obszarow%20IS.pdf>; in Polish).

Support is focused on the SME sector, but large companies can also count on support under below rules:

- Preference is given to projects of large enterprises, which will be undertaken jointly with SMEs, universities, research units and NGOs or will establish such cooperation with these entities in the future.
- Ensuring that the financial contribution from European funds will not cause a substantial loss of employment in existing locations (in the large companies) within the European Union (e.g. big companies cannot use the EU funds for shifting production plants outside the European Union).

Sub-measure 1.2.1: R&D projects of enterprises

The Sub-measure 1.2.1. R&D projects of enterprises is implemented as a grant scheme for projects in line with the Małopolska Smart Specialisation (with possible exception¹).

What can be supported:

- Purchase of the know-how (results of the R&D activities);
- Prototyping;
- Setting-up demonstration/pilot installations;
- Validation of the prepared technological solutions;

¹ Non-smart specialisation projects can also be financed, but they can use max. 10 million EUR of the mentioned total allocation as well (this is possible under so called “experimentation mechanism”).

- First (experimental) production development;
- New product/process/service implementation.

The total allocation of the measure amounts to 100 million EUR, and the eligible beneficiaries are companies (with the focus on the SMEs sector) and consortia of companies, research units and business support organisations led by private sector representatives.

Big companies can use max. 10 million EUR of the total allocation (100 million EUR).

Sub-measure 1.2.2: R&D infrastructure of enterprises

The Sub-measure 1.2.2 R&D infrastructure of enterprises is implemented as a grant scheme for projects in line with the Małopolska Smart Specialisation (no exceptions possible)

What can be supported:

- Investments in the development of research infrastructure necessary for the R&D activities;
- Investments in the development of research infrastructure necessary for the accreditation as the "R&D Centre" according to the Polish Law requirements.

The pre-condition for funding is the presentation by the applicant a 'research plan' demonstrating that the planned infrastructure is relevant and suitable to the company's needs. The total allocation of the measure amounts to 40 million EUR.

Big companies can use max. 10 million EUR of the total allocation (40 million EUR).

Sub-measure 1.2.3: Innovation vouchers

The Sub-measure 1.2.3: Innovation vouchers is implemented as a grant scheme for projects in line with the Małopolska Smart Specialisation (no exceptions possible).

The measure is supposed to reinforce cooperation among regional SMEs and research units via financial support delivered in the form of vouchers. The vouchers are very simple and administrative-light tool usually treated as a first step for cooperation between SMEs and research units. Financial support for a single voucher is relatively low: up to approx. 12 000 EUR (small voucher); up to approx. 24 000 EUR (big voucher).

What can be supported with vouchers:

- Purchase of the R&D services aimed at design, development or implementation of the new products, services or processes;
- Feasibility studies for R&D projects;
- Advanced market research and analyses helping to prepare final deployment of a solution (based on interaction with final customers e.g. living lab methodology).
- Quality analysis, analysis to comply with standards and certificates;
- Legal services connected to the intellectual property protection (e.g. preparation for patents);
- Services to raise the technology readiness level (TRL) up to IX TRL.

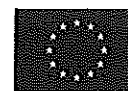
The total allocation of the sub-measure 1.2.3 amounts to 20 million EUR. The eligible beneficiaries are micro and SMEs (no big companies possible). The beneficiaries are responsible for the selection of the service providers from research units with a proven state accreditation (scientific category) or those units that are accredited as the R&D Centres.

1.2.2 SWOT Analysis of tackled policy instrument

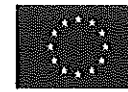
The SWOT analysis of the Małopolska Region policy instrument is a result of cooperation of Małopolska Region, the Małopolska Stakeholders Group, and especially with the InnoBrige project partners during the Peer-Review of the Małopolska and Alentejo policy Instruments in Evora (12.12.2016). The below matrix summarizes the results. The analyses of main findings given in the SWOT matrix can be found beneath.

SWOT matrix of the Measure 1.2: Research and innovation in enterprises

STRENGTHS		WEAKNESSESS	
S1	Grants	W1	Only pre-financing of project costs through beneficiary (in the case of innovation vouchers)
S2	High threshold funding		



S3	The high value of eligible expenditures in infrastructure projects	W2	Access to the R&D infrastructure financed from the EU funds can be limited depending from the state aid level
S4	The possibility of advance payment in the 1.2.1 and 1.2.2 sub-measure	W3	EU funds are the main financial source for R&D
S5	The frequent calls for proposals	W4	Bureaucratic effort in EU funded projects
S6	Quick decision on the payment of grants (in the case of innovation vouchers)	W5	Indirect involvement of universities and research organisations (focus on enterprises)
S7	Focusing the support on key specialisations in the region		
S8	Distribution of EU Funds under the 1.2.1 and 1.2.2 sub-measures are monitored in order to prevent the big companies domination. Thus the big ones will be able to use max. 20% of the allocated amount for the 1.2.1 sub-measure (i.e. up to 20 million EUR) and max. 25% of the allocated amount for the 1.2.2 sub-measure (i.e. up to 10 million EUR)		
S9	High budget up to 2020		
S10	Large critical mass (a lot of companies and strong public R&D)		
S11	Wide range of instruments supporting R&D i.e. diverse financial support		
S12	Good organization and sufficient capacity for implementation		
S13	Małopolska Working Groups for Smart Specialisation (140 members) engaged as a RIS3 platform of cooperation to		



<p>hear and meet the SMEs needs</p>	
<p>OPPORTUNITIES</p> <p>O1 Possibility to increase or decrease the allocation of support funds depending on the demand</p> <p>O2 New customers</p> <p>O3 Increase cooperation between business and science sector.</p> <p>O4 Increase innovation of enterprises in the region</p> <p>O5 10% of allocation for the 1.2.1 sub-measure can be distributed to the projects out of the smart specialisation list</p> <p>O6 Potential for development (high number of companies)</p> <p>O7 Creating a bigger critical mass of innovative companies and infrastructures for the future</p> <p>O8 The preparation aiming to improve procedures and decrease bureaucratic effort have been already initiated</p>	<p>THREATS</p> <p>T1 Small usage allocation in the call of proposal (especially for R&D infrastructure in enterprises)</p> <p>T2 The numerous external audits in providing support, as a result of which it will be possible to increase the formal requirements for applicants (the growth of bureaucracy)</p> <p>T3 Insufficient number of business experts (to select applications)</p> <p>T4 Financial resources for R&D after 2020</p> <p>T5 Innovation culture in companies need more time (after 2020) to be developed even better</p>

In general in the above SWOT there are quite a lot strengths, quite few weaknesses and quite similar number of opportunities and threats.

The Strengths section points out some very important assets of the Małopolska Region that are a base necessary for commercialization of research i.e. especially: large critical mass (a lot of companies and strong public R&D), and high budget of the EU support for commercialization until 2020 (including wide range of financial instruments supporting R&D i.e. diverse financial support).

Besides, there is a very interesting mechanism identified as a strength. It is about monitoring the distribution of EU Funds under the sub-measures: 1.2.1 and 1.2.2 in order to prevent the big companies domination. Thus the big ones will be able

to use max. 20% of the allocated amount for the 1.2.1 sub-measure (i.e. up to 20 million EUR) and max. 25% of the allocated amount for the 1.2.2 sub-measure (i.e. up to 10 million EUR).

Finally, The Małopolska Working Groups for Smart Specialisation (140 members) have been engaged as a RIS3 platform of cooperation to hear and meet the SMEs needs. The Groups are supposed to identify what the EU money for R+I should be invested in (as a part of the ongoing process of entrepreneurial discovery).

As for the weaknesses, the SWOT points out that the EU funds are the main financial source for R&D public stimulation. This is a real challenge for the regional innovation policy in the near future.

Some bureaucratic effort in the EU funded projects (identified as weakness) is usually demanding, but those are public money, so it is always about finding an appropriate balance.

As for the weakness: the "indirect involvement of universities and research organisations (focus on enterprises)", it should be mentioned that Małopolska Region decided deliberately to focus R+D financial support on enterprises (as stimulation of innovation of enterprises has been a real challenge). Universities and research organisations can benefit from that kind of support, but only in cooperation with companies. That kind of approach does not exclude the science sector, but rather it encourages and rewards business-science cooperation.

When talking about opportunities, a very promising thing is a potential for development with high (and even growing) number of companies. Those new companies together with already existing enterprises that are increasing their innovation can become new customers to innovation policy of the Małopolska Region. Apart from that it is worth to mention a flexibility mechanisms: a possibility to increase or decrease the allocation of support funds depending on the demand as well as 10% of allocation for the 1.2.1 sub-measure can be distributed to the projects out of the smart specialisation paradigm.

If it comes to threats, a big challenge is tackling the issue of financial resources for R&D after 2020. Another thing concerns innovation culture in companies that might need more time (after 2020) to be developed even better. This should be supported by region. Among threats of the current Małopolska policy instrument there are also: insufficient number of business experts to select applications and possibility of growing bureaucracy (due to some hypothetical results of external audits of a provided support).

To sum up, the Małopolska Region has a good potential and position for commercialization of research with growing number of companies and strong public R&D base (second-best in Poland). The big challenge is to make the most of it for a successful commercialization of R+D results.

2. Action 1: Improving access to EU funds

2.1 The Background

The Regional Operational Programme 2014-2020 (ROP 2014-2020) with the EU funds have been an invaluable tool for the Małopolska Region to transform many aspects of life in the region.

Still however preparing a good application for the EU funds under ROP 2014-2020 has been a real challenge for most companies (especially SMEs). Moreover, preparation and implementation of innovative projects under the EU funds has its own characteristics and challenges.

As a partner of the InnoBridge project Małopolska Region has been looking for modifications and new solutions that would make things easier and more user friendly both for applicants as well as for the Implementing Authority.

Lessons learnt from the project

The InnoBridge partners as a critical-friends during Peer Review pointed an important aspect that the bureaucratic effort in the EU funded projects (identified as weakness in Małopolska SWOT analysis)² is always a challenge, but those are public money, so it is always about finding an appropriate balance.

The Małopolska Region and especially the Małopolskie Centre of Entrepreneurship are trying to reduce the bureaucratic effort for applicants since fairly long time, but the voice of the InnoBridge partners in the Peer-Review was, that there is still more space for reduction of the bureaucratic burden, which was another motivation and encouragement for the Małopolska Region for further improvement.

The Małopolska Region identified also some InnoBridge Good Practices with reduced administrative effort/burden as further food for thought for own improvement:

- BG Sofia Public-Private Fund for Innovations
- FI Innovation Voucher
- IT Highly Qualified Personnel
- IT Start-up capitalisation
- SP Entrepreneurial Campus Contest
- SP University-Business Challenge Contest
- SP Market-oriented Prototypes Programme
- PT FabLab ÉvoraTech

Among the above mentioned examples, the Finnish Good Practices concerning the innovation voucher will be implemented in the Małopolska Region. There has been also and would be some implementations of improvements in procedures for innovation projects that are in line with the "InnoBridge voice". All the details on that have been depicted in 2.2 Action below.

² See 1.2.2 SWOT Analysis of tackled policy instrument, p. 7

Link to the SWOT analysis

Małopolska SWOT – weaknesses: W4 Bureaucratic effort in EU funded projects.³

2.2 Action

There are two sub-actions of the Action 1: Improving access to EU funds:

- **Sub-action 1.1: Adding brand new functionalities to the Małopolska on-line platform for innovation vouchers based on solutions applied in Tampere Region (Finland)**

The aim of the functionalities is to make a process of searching and selection of service providers far easier and more transparent for the Małopolska innovation vouchers applicants.

The new online functionalities will include:

- searching for and selection of services and service providers of innovation vouchers,
- prices comparison of services offered by service providers for the innovation voucher,
- evaluation of service providers and provided support (after a given innovation voucher would be finished).

As a result an entrepreneur applying for the innovation voucher, will be able to check online in a very convenient way the prices and the scope of services offered by different service providers for the innovation voucher. That would help an entrepreneur to make the most appropriate choice for her/him easily and quickly, because all the necessary information will be provided to her/him by the online platform. After the innovation voucher has been finished the entrepreneur would evaluate the quality of implemented tasks provided by the service provider. Numerous negative evaluations by different beneficiaries will automatically eliminate the service provider from the online platform (which means losing access to pool of customers). Positive results of evaluation will allow to keep the service provider on the platform.

That new solutions would:

- improve current Małopolska innovation vouchers online platform (called e-RPO) for the benefit of entrepreneurs (applicants) and service providers,
- guarantee better transparency thanks to clear description of innovation voucher services by service providers including prices,
- help the entrepreneurs applying for innovation vouchers to make the optimal choice of a service provider, scope of service and a price, more easily and quickly,

³ See 1.2.2 SWOT Analysis of tackled policy instrument, p. 7

- give service providers a powerful matchmaking tool for presenting their services and making them even more market-oriented;
- be in line with the InnoBridge partners recommendation for Małopolska on making bureaucracy less complicated and thus user-friendly (during the Małopolska Peer Review in autumn 2016).

What activities have already been taken?

- The Małopolska Region included the above described Action (i.e. adding a brand new functionalities to the Małopolska on-line platform for innovation vouchers based on solutions applied in Tampere Region) in the Regional Innovation Strategy of the Małopolska Region 2020 (Annex 4), updated on 2nd October 2018. That is the RIS3 of the Małopolska Region.

Next steps for the Małopolska Region and the Małopolskie Centre of Entrepreneurship will include:

- to analyse law aspects of introducing the Action (especially to make it possible for a recipient of a voucher not to bid for service providers under the Act on Public Procurement Law as it is in Tampere Region),
 - to analyse technical IT aspects of introducing the Action (especially to check the best way of implementation). The most probable is to add new functionalities to the current IT system called e-RPO (that is being used as the Małopolska on-line platform for innovation vouchers).
 - to develop the IT subsystem (or a new system) that will include the required functionalities described in the Action. The below main steps will take place:
 - analysis and design of the IT subsystem (define requirements, define details on functionality, techniques, and logic of the process);
 - coding (construction phase of the system whereas necessary codes are written);
 - integration and testing (the main aim of the testing phase is to ensure that the customer's requirements are met and overall customer satisfaction achieve);
 - implementation and deployment (hardware is provided, installation procedures are carried out)
 - operations and maintenance (fine-tuning the system, upgrade from time to time to adapt to changes)
 - to open calls for innovation vouchers with new functionalities provided to entrepreneurs
- **Sub-action 1.2: Improving procedures for innovation projects under the Regional Operational Programme 2014-2020, Measure 1.2 Research and innovation in enterprises**

The aim is to streamline procedures so that applying for EU funds and managing of them could be less complicated;

The new solutions:

- help entrepreneurs to focus on the implementation of the project, achieving the goal, rather than administrative procedures;
- help the Małopolskie Centre of Entrepreneurship (that is implementing Measure 1.2 Research and innovation in enterprises of the RPO 2014-2020) in smooth management and implementation of EU funds for innovation in the Małopolska Region;
- are in line with the InnoBridge partners recommendation for Małopolska on making bureaucracy less complicated and thus user friendly (during the Małopolska Peer Review in fall 2016).

What activities have already been taken?

Since October 2017 (the first draft version of the Action Plan) the following improvements have been implemented:

- The assessment process of the Measure 1.2 has been substantially modified. Before the October 2017 the procedure had consisted four stages (I level formal assessment, I level quality assessment, II level quality assessment, II level formal assessment). Since October 2017 the number of the assessment stages has been reduced from four to three following stages:
 - I level formal assessment (including formal verification focusing mainly on eligibility of the applicants and the projects).
 - quality assessment (the assessment of scientific and technology value as well economic and business value of the projects by the panel of experts including project presentation;
 - II level formal assessment (referring only to projects positively assessed from the quality assessment that got at least minimum required score in certain quality criteria and got at least 60% of points in quality criteria of the merit assessment.
- The eligible costs has been modified. The idea behind the changes was to make things more simple and convenient for applicants. The main changes concerned the eligible costs included:

- calculating indirect costs only as a flat rate 17% of total direct eligible costs of the project has been introduced, which has been important simplifying solution;
 - persons involved in the project that are employed on civil law contracts are no longer project staff. Their salaries are included now in subcontracting category and are not taken into account for the basis in calculation of the indirect costs.
- Duration of a call for proposals have been extended. In the case of research projects, the process of preparation of projects is extremely important and it determines the success. Extending time for preparing proposals is helpful for applicants. The recent call for proposal (RPMP.01.02.01-IP.01-12-004/18) has 5 rounds. The previous call for proposal (RPMP.01.02.01-IP.01-12-028/17) had 4 rounds. As a result applicants have now 205 days in total to apply for funds as compared to 183 days before.

The Małopolskie Centre of Entrepreneurship has been regularly fine-tuning procedures of implementation regarding the Measure 1.2 of the ROP 2014-2020. The example of that activities (introduced before October 2017) have been the following modifications:

- The introduction of so called "Fast track" in research projects. The "Fast track" solution is about introducing 100 days deadline for whole evaluation of projects.
- The introduction of eligibility of renting or leasing the research equipment costs. Currently, thanks to that it is possible to have eligible costs for renting or leasing research equipment in the case of research projects. This improvement applies to those entrepreneurs who do not use the equipment for the whole duration of the project and for which the cost of the purchase is too high).

Besides, the Małopolskie Centre of Entrepreneurship and the Małopolska Region have been caring for:

- easy language of application (bearing in mind that language of application, monitoring, reporting, evaluation is different from "business language" that is common among the applicants)⁴,
- finding "golden middle" of control (on the one hand the project has to deliver milestones for expected more disruptive innovation results, on the other hand one has to be aware of gaining next "innovation level" often difficult⁵.

⁴ Peer Review Document 30.01.17, p. 31

⁵ Peer Review Document 30.01.17, p. 31.

- maintaining further cooperation between regional and national level in order to avoid duplication of support⁶.

2.3 Players involved

- Małopolska Region; role: prepare and implement new functionalities to the Małopolska on-line platform for innovation vouchers based on solutions applied in Tampere Region (Finland).
- Małopolskie Centre of Entrepreneurship; role:
 - cooperate with Małopolska Region during preparations of new functionalities to the Małopolska on-line platform for innovation vouchers based on solutions applied in Tampere Region (Finland);
 - organize calls for proposal for innovation projects with improved procedures under the Regional Operational Programme 2014-2020, Measure 1.2 Research and innovation in enterprises.

2.4 Timeframe

Sub-action 1.1: Adding brand new functionalities to the Małopolska on-line platform for innovation vouchers based on solutions applied in Tampere Region (Finland)⁷

2 Oct. 2018	The Małopolska Region included the Sub-action 1.1 in the Annex 4 of the updated Regional Innovation Strategy of the Małopolska Region (that is the RIS3 of the Małopolska Region).
Apr. 2019 – Dec 2019	Elaboration of function sheet and law aspects for extend functionality of online platform
Jun. 2020 – Sept. 2020	Development of online functionalities
Oct. 2020 – Apr. 2021	implementation of online functionalities and testing
Apr. 2021 – Sept. 2021	evolution of improved online platform; adjustments if necessary;
Oct. 2021 – Dec. 2023	improved online platform with extended functionality operational; opening a pilot call for innovation vouchers on the improved online platform.

⁶ Ibidem, p. 31.

⁷ For more details see section "Next steps for the Małopolska Region and the Małopolskie Centre of Entrepreneurship will include:" on p. 12-13.

Sub-action 1.2: Improving procedures for innovation projects under the Regional Operational Programme 2014-2020, Measure 1.2 Research and innovation in enterprises

Feb. 2018 – Sept. 2018 Start of a call for proposals with improved procedures: Sub-measure 1.2.1. R&D projects of enterprises (RPMP.01.02.01-IP.01-12-004/18). Duration of the call: 28.02.2018 – 25.09.2018. Webpage of the call: <http://www.rpo.malopolska.pl/skorzystaj/nabory/poddzialanie-1-2-1--projekty-badawczo---rozwojowe-przedsiębiorstw-typ-projektu-a--projekty-obejmujące-badania-przemysłowe-i-prace-rozwojowe-albo-prace-rozwojowe---rpmp-01-02-01-ip-01-12-004-18>

The improvements included⁸:

Number of the assessment stages for Measure 1.2 has been reduced from four to three stages. As a result the assessment process of applications has been shortened. At the same time more projects than before can be presented in front of panels of experts during quality assessment.

Modification of eligible costs. As a result calculating of indirect costs has been simplified for applicants

Duration of a call for proposal extended from 183 days in 4 rounds to 205 days in 5 rounds: Duration of the first call of the Sub-measure 1.2.1. R&D projects of enterprises (RPMP.01.02.01-IP.01-12-028/17): **183 days divided into 4 rounds** that took place 31.03.2017 – 3.10.2017. Webpage of the call: <http://www.rpo.malopolska.pl/skorzystaj/nabory/poddzialanie-1-2-1--projekty-badawczo---rozwojowe-przedsiębiorstw---rpmp-01-02-01-ip-01-12-028-17>

⁸ For more details see the section “What actions have already been taken?” on p. 12-13.

Duration of the second call of the Sub-measure 1.2.1. R&D projects of enterprises (RPMP.01.02.01-IP.01-12-004/18): **205 days divided into 5 rounds** that took place 28.02.2018 – 25.09.2018. Webpage of the call: <http://www.rpo.malopolska.pl/skorzystaj/nabory/poddzialanie-1-2-1--projekty-badawczo---rozwojowe-przedsiębiorstw-typ-projektu-a--projekty-obejmujące-badania-przemysłowe-i-prace-rozwojowe-albo-prace-rozwojowe---rpmp-01-02-01-ip-01-12-004-18>

Nov. 2018 – Feb. 2019

Start of a call for proposals with the above described improved procedures: Sub-measure 1.2.1. R&D projects of enterprises (RPMP.01.02.01-IP.01-12-072/18). Duration of the call: 30.11.2018 – 19.02.2019. Webpage of the call: <http://www.rpo.malopolska.pl/skorzystaj/nabory/poddzialanie-1-2-1--projekty-badawczo---rozwojowe-przedsiębiorstw-typ-projektu-b--projekty-celowe-msp-obejmujące-prace-br-wraz-z-wdrożeniem---rpmp-01-02-01-ip-01-12-072-18>

Next call for proposals until 2021

2.5 Costs

Sub-action 1.1: Adding brand new functionalities to the Małopolska on-line platform for innovation vouchers based on solutions applied in Tampere Region (Finland)

Phase 1, as far as sub-action 1.1. is concerned, has been a period of time when all necessary informations have been collected by Małopolska Region from project partners (especially Tampere). According to information given by Tampere Region the on-line platform for innovation vouchers for Tampere costs around 200 000 EUR. Małopolskie Centre of Entrepreneurship have already contacted the responsible Department regarding improvement of current Małopolska innovation vouchers online platform (called e-RPO). However Małopolska Region is not able to give any approximate costs, because the actual shape of that platform will be a matter of discussions among stakeholders and the Management Board of the Małopolska Region.

Sub-action 1.2: Improving procedures for innovation projects under the Regional Operational Programme 2014-2020, Measure 1.2 Research and innovation in enterprises

All the above mentioned actions have already been implemented. 37,5M EUR have been influenced by the new rules and regulations. That amount of money have been granted to beneficiaries under new rules and regulations.

2.6 Funding sources

Regional Operational Programme 2014-2020 – Technical Assistance or regional budget

3. Action 2: Proactive approach to entrepreneurs to stimulate innovation

3.1 The Background

In Małopolska Region there are more than 370 000 entrepreneurs. Some of them are innovative companies, but a great deal of them are potential innovators and potential innovation developers.

The EU money for innovation and commercialisation can be invested efficiently and effectively, only if many good companies apply with many high quality projects.

The Małopolska Region as the InnoBridge partner has been looking for a way to have more and more innovative project applications of a really good quality. The solution came from Lower Austria, the InnoBridge Lead Partner with their proactive approach to entrepreneurs. That is supposed to help Małopolska both in increasing number of valuable innovative projects as well as in building innovation culture and better business-administration cooperation.

Lessons learnt from the project

The Małopolska Region has analysed the Good Practices provided by the InnoBridge partners. The most valuable for the region is Lower Austrian Technology and Innovation Partners Programme that has been implemented there since 1979. Since that time it was really fine-tuned and developed some sister programme the TIP innovation profiling.

The project partners pointed also the need to build even stronger innovation culture in companies. Some Good Practices on cultural change: entrepreneurial spirit and culture of open innovation in HEI/RTO/public administration include:

- AT TIP Innovation Coaching Programme
- AT Creative Pre-Incubator Program Lower Austria (Cpi La)
- FI Kampusareena – a new hub of science, research and technology at the heart of the Tampere University of Technology
- FI Situational Picture of Innovation
- FI Business Development with Open Data (through a Network of Public Business Services)

Link to the SWOT analysis

Małopolska SWOT – threats: T2 Innovation culture in companies need more time (after 2020) to be developed even better.⁹

Małopolska SWOT – opportunities: O1 Potential for development (high number of companies); O2 Creating a bigger critical mass of innovative companies and infrastructures for the future¹⁰

When talking about opportunities, a very promising thing is a potential for development with high (and even growing) number of companies. Those new companies together with already existing enterprises that are increasing their innovation can become new customers to innovation policy of the Małopolska Region¹¹.

3.2 Action

Introducing a brand new programme of proactive cooperation with entrepreneurs based on solutions applied in Lower Austria.

The aim of the programme is to proactively stimulate and develop the innovative potential of enterprises thanks to tailored innovation services offered at companies premises.

⁹ See 1.2.2 SWOT Analysis of tackled policy instrument p.7

¹⁰ Peer Review Document 30.01.17, p. 29.

¹¹ Małopolska Peer Review Report, p. 8.

The programme:

- opens up a new chapter of cooperation between the region and enterprises, as it is based on the entirely new approach of proactive identification of companies by the Małopolskie Centre of Entrepreneurship and on-site visits in companies to help them innovate through the network of experienced consultants;
- allows entrepreneurs to save their time, to better understand innovation services portfolio including funding opportunities, and match them in a most suitable way with the needs of the company in individual cooperation with consultants;
- allows the region to support enterprises in preparation of innovative projects;
- is targeted in smart specialisation projects of SMEs (but not only technology leaders);
- is a part of a bigger project (that is currently being prepared together by the Małopolska Region and the Małopolskie Centre of Entrepreneurship) called the Małopolska Innovation Bridge.

What activities have already been taken?

- The Małopolska Region included the above described Action (i.e. introducing a brand new programme of proactive cooperation with entrepreneurs based on solutions applied in Lower Austria) in the Regional Innovation Strategy of the Małopolska Region 2020 (Annex 4), updated on 2nd October 2018. That is the RIS3 of the Małopolska Region.
- The Małopolska Region and the Małopolskie Centre of Entrepreneurship have already included the Action in the draft proposal of a common project called the Małopolska Innovation Bridge. The project is supposed to be quite big regional support for: innovation in companies, R+D, and commercialisation of new technologies in line with smart specialisation. The Małopolska Innovation Bridge has been put into the project of a main regional development strategy called: *the Małopolska Strategy 2030*.

Next steps for the Małopolska Region and Małopolskie Centre of Entrepreneurship will include:

- to prepare the Małopolskie Centre of Entrepreneurship for new set of tasks and services that will include:
 - providing coaches/mentors (source: the high-qualified staff of the Małopolskie Centre of Entrepreneurship) dedicated to support large and highly innovative projects;
 - active searching for applicants (i.e. companies, especially those successful in exporting their products, fast-growing, emerging) interested in supporting their innovation projects;

- inviting those potential applicants to specially organized for them events/meetings (grouping them according to the problems they may have with size/sectors/smart specialisation);
- organizing individual meetings/trainings with selected companies (also at their premises) to bring closer the topics of R&D projects, and thus identifying really interested entrepreneurs in submitting application for EU co-funded innovation project;
- further assistance and works with the identified companies (also at their premises) to tailor innovation support for a company and prepare a successful application of innovation support;
- further assistance to applicants (i.e. companies) with negatively assessed application forms in order to improve their projects and forms (e.g. organising workshops with external experts in order to improve the knowledge about the Technology Readiness Levels (TRLs), preparing the mile stones in a project, etc.);
- further assistance and monitoring of those beneficiaries who received a grant/subsidy/support in order to minimise the risk of failure during their projects implementation (special assistance to big projects will be provided);

The services provided by the Małopolskie Centre of Entrepreneurship should be available for all potential applicants of the innovative projects under the Regional Operational Programme 2021-2027 (i.e. those measures of the ROP 2021-2027 dedicated to innovation where this model would be introduced).

3.3 Players involved

- Małopolskie Centre of Entrepreneurship; role:
 - Prepare and implement the necessary changes in the Małopolskie Centre for Entrepreneurship so that the institution could be ready to offer new services to customers
 - Offer to customers new services including those inspired by Lower Austrian TIP Programme
- Małopolska Region; role: cooperate with Małopolskie Centre of Entrepreneurship especially providing support regarding the TIP solutions to be implemented.

3.4 Timeframe

Jun. 2018	The Małopolska Region and the Małopolskie Centre of Entrepreneurship have already included the Action (i.e. introducing a brand new programme of proactive cooperation with entrepreneurs based on solutions applied in Lower Austria) in the draft proposal of a common project called the Małopolska Innovation Bridge. The project is supposed to be quite big regional support for: innovation in companies, R+D, and commercialisation of new technologies in line with smart specialisation. The Małopolska Innovation Bridge has been put into the project of a main regional development strategy called: <i>the Małopolska Strategy 2030</i> .
2 Oct. 2018	The Małopolska Region included the Action (i.e. introducing a brand new programme of proactive cooperation with entrepreneurs based on solutions applied in Lower Austria) in the Annex 4 of the updated Regional Innovation Strategy of the Małopolska Region (that is the RIS3 of the Małopolska Region).
Apr. 2019 – Dec 2021	Preparations of the Małopolskie Centre of Entrepreneurship to the new role.
Jun. 2022	First new services offered by the Małopolskie Centre of Entrepreneurship
Jun 2023	Full portfolio of new services offered by the Małopolskie Centre of Entrepreneurship.

3.5 Costs

Phase 1 ended for Małopolska Region with a very good insight into the Lower Austrian TIP Programme. All necessary details about the programme have been collected and proceed through players involved. Results obtained and actions will be presented to the Management Board of the Małopolska Region. The implementation process will be conducted in accordance with the information gathered from project partner (Lower Austria) and decisions of Management Board of the Małopolska Region.

3.6 Funding sources

Regional Operational Programme 2014-2020 – Technical Assistance

4. Indicators

In the Application Form of the InnoBridge Project there are two indicators referring to the Marshal Office of the Małopolska Region that need to be properly understood and interpreted:

1. Self-defined performance indicator (in relation to the policy instrument addressed):
 - Action 1: % of enterprises as beneficiaries of the addressed policy instrument that benefitted from the improved policy instrument (linked to OP IP 1(b) indicator) until 2020; Target (referring to Marshal Office of the Małopolska Region): 20.
 - Action 2: number of organized meeting preparing Małopolska Region to introduce TIP programme until 2021: 8
2. Result indicator: Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR); Target (referring to all InnoBridge partners including the Marshal Office of the Małopolska Region): 17902000.

Interpretation:

1. Self-defined performance indicator

Action 1: The Małopolska Policy instrument is the Regional Operational Programme for the Malopolska Region for 2014-2020, Investment Priority 1b – Promoting business investment in R&I; developing links and synergies (...).

As mentioned in the Application Form of the InnoBridge Project the Małopolska Region focuses in the InnoBridge project on the Measure 1.2 Research and innovation in enterprises which is a part of the above mentioned policy instrument. That is because the Measure 1.2: Research and innovation in enterprises is the most important source of EU funding for enterprises interested in fostering their R&D and commercialization in the Małopolska Region. In other words the Measure 1.2 corresponds best to the InnoBridge theme.

In that light the self-defined performance indicator should be understood the following way:

% of enterprises as beneficiaries of the addressed policy instrument (i.e. beneficiaries of the Measure 1.2 of the ROP 2014-2020) that benefitted from the improved policy instrument (i.e. the Measure 1.2 of the ROP 2014-2020) until 2020; Target (referring to Marshal Office of the Małopolska Region): 20

The date of first modifications of the Measure 1.2 of the ROP 2014-2020 that were the result of Małopolska participation in InnoBridge goes back to October 2017 (date of the first draft of the Action Plan for Małopolska Region). Improvements elaborated at that time resulted in implementation of the improved call for proposals regarding the Sub-measure 1.2.1. R&D projects of enterprises (RPMP.01.02.01-IP.01-12-004/18). Duration of the call: 28.02.2018 – 25.09.2018. Webpage of the call: <http://www.rpo.malopolska.pl/skorzystaj/nabory/poddzialanie-1-2-1--projekty-badawczo---rozwojowe-przedsiębiorstw-typ-projektu-a--projekty-obejmujace-badania-przemyslowe-i-prace-rozwojowe-albo-prace-rozwojowe---rpmp-01-02-01-ip-01-12-004-18> From that time on till 2020 the indicator should be counted.

Action 2: The whole process of introducing necessary functional and administrative changes to introduce TIP in Małopolska Region will begin in April 2019. The vital decision which have to be taken in that issue will be a matter of discussions among players involved meaning: The Management Board of the Małopolska Region, Małopolskie Centre of Entrepreneurship. Therefore meeting have to be organized with all the players involved to decide depth and width of the proposed changes.

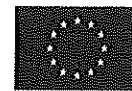
2. Result indicator

The Application Form of the InnoBridge Project mentions only accumulated target of the result indicator.

The precise target of the result indicator referring solely to the Marshal Office of the Małopolska Region: 6 917 000 EUR.

In that light (and the above mentioned information on Measure 1.2 as a policy instrument) the result indicator should be understood the following way:

Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR); Target (refereeing to Marshal Office of the Małopolska Region): 6 917 000 EUR.



The date of first modifications of the Measure 1.2 of the ROP 2014-2020 that were the result of Małopolska participation in InnoBridge goes back to October 2017 (date of the first draft of the Action Plan for Małopolska Region). Improvements elaborated at that time resulted in implementation of the improved call for proposals regarding the Sub-measure 1.2.1. R&D projects of enterprises (RPMP.01.02.01-IP.01-12-004/18). Duration of the call: 28.02.2018 – 25.09.2018. Webpage of the call: <http://www.rpo.malopolska.pl/skorzystaj/nabory/poddzialanie-1-2-1--projekty-badawczo---rozwojowe-przedsiębiorstw-typ-projektu-a--projekty-obejmujace-badania-przemyslowe-i-prace-rozwojowe-albo-prace-rozwojowe---rpmp-01-02-01-ip-01-12-004-18> From that time on till 2023 the indicator should be counted.



5. Signature

Date: _____

Signature: _____

Stamp of the organisation (if available):

Marta Malep-Lech
Województwa Małopolskiego
Młonek Zarządu