

Workshop report

IVC Capitalisation

Lot 1 and Lot 2

1 General introduction to the workshop

1.1 Context

On the 22 June 2012 INTERREG IVC has launched the Thematic Programme Capitalisation that aims to exploit the knowledge capital gained from projects working on a similar topic for the benefit of all regions in Europe. It focuses by definition on the thematic content and not on the interregional cooperation process.

The core actor of this mission is a specialised expert per topic that is analysing the projects' features and results and identifies their added value in their specific thematic field. For Lot 1 (Innovation Systems) and Lot 2 (Innovation Capacity of SMEs) the appointed experts are Peter Heydebreck and Philippe Deléarde from inno AG. The exercise is coordinated at the programme level by the Joint Technical Secretariat and the Information Points. The project partners contribute by providing relevant information and by participating in thematic workshops.

For Lots 1 and Lot 2, the Thematic Workshop has been organized on 30-31 October 2013 in Brussels, and the event and main outcomes are presented in this report.

1.2 Objectives

The objective of the Thematic Workshops organized within the scope of the "Thematic Programme Capitalisation" have the following objectives, which have been defined at Programme level by Joint Technical Secretariat:

- to present the state of play at EU level in the corresponding topic, in relation to regional policy
- to present to the participants the progress made by the expert
- to complete and to gather further information about the projects' objectives and activities
- to start an exchange process among the projects dealing with similar issues in particular through a brief presentation of each project
- to discuss the notion of the specific topic and clarify the possible different approaches

1.3 Methodology (agenda)

The Experts for Lot 1 and Lot 2 have prepared an agenda for the Thematic Workshop that has been based on the topics related to the work carried out during the first year of the capitalisation exercise. Two external speakers have been invited in order to add further to the discussion. The agenda of the event has been as follows:

Date	30 October 2013
Place	Committee of Regions – Room TRE 7701 25 Rue de Trèves, Bruxelles
Draft Agenda	<p>9:00 – 9:30 – Registration and welcome coffee</p> <p>9:30 – 10:00 - Interactive introduction of participants</p> <p>10:00 – 10:15 - Introduction to the Capitalisation Exercise by the INTERREG IVC programme (Erwin Siweris, Magdalini Anagnostou, Akos Szabo)</p> <ul style="list-style-type: none"> • Background and objectives of the second year <p>10:15 – 10:45 – Results of the first year capitalisation on innovation systems and approach of the second year (Peter Heydebreck, Philippe Delearde)</p> <ul style="list-style-type: none"> • What the experts have seen in the first year • What would be the main issues and topics to analyse in the 2nd year <p>10:45 – 11:15 –Validation of results and discussion through interactive exercise with participants</p> <p>11:15 – 11:30 – Coffee break</p> <p>11:30 – 12:30 – Regional innovation strategies : their deployment (content, methodology and governance)</p> <ul style="list-style-type: none"> • External speaker: Jean-Marie Pruvot, Director Nord France Innovation Développement • Interactive discussion with participants led by Philippe Deléarde and Peter Heydebreck <p>12:30 –13h30 – Networking Lunch</p> <p>13:30 – 15:00 – Smart specialization strategies: identification of practices (criteria used for the selection of the fields of specialization, number of fields, entrepreneurial discover, governance, public and private involvement, interregional cooperation...)</p> <ul style="list-style-type: none"> • Interactive discussion with participants moderated by Philippe Deléarde and Peter Heydebreck <p>15:00 – 15:15 – Collective synthesis on findings about RIS and S3</p> <p>15:15 – 15:30 – Coffee break</p> <p>15:30 – 16:15 - Growing importance of the financing in the development of SME: best practices, new initiatives...</p> <ul style="list-style-type: none"> • Interactive discussion with participants moderated by Philippe Deléarde and Peter Heydebreck <p>16:15 – 16:45 –Conclusions on innovation systems thematic and area of added value for a interregional cooperation</p>

	<p>16:45 – 17:00 – Introduction for the next day : brief presentation of the links between innovation systems and innovation capacity of SMEs</p> <ul style="list-style-type: none"> • <i>Presentation by Philippe Deléarde and Peter Heydebreck</i>
Date	31 October 2013
Draft Agenda	<p>9:00 – 9:30 - Registration of participants and welcome coffee</p> <p>9:30 – 10:15 - Results of first year capitalisation on innovation capacity of SMEs and approach of the second year (Peter Heydebreck, Philippe Delearde)</p> <ul style="list-style-type: none"> • <i>What the experts have seen in the first year</i> • <i>What would be the main issues and topics to analyse in the 2nd year</i> <p>10:15 – 10:30 – Validation of results and discussion through interactive exercise with participants</p> <p>10:30 -11:15 – Cluster approach: an advantage for SMEs in innovation and internationalisation. Creation of meta-Cluster at EU level.</p> <ul style="list-style-type: none"> • <i>External speaker : Christer Månsson, CEO Media Evolution</i> • <i>Interactive discussion with participants moderated by Philippe Deléarde and Peter Heydebreck</i> <p>11:15 – 11:30 - Coffee break</p> <p>11:30 – 12:30 - Key enabling technologies, Lead markets: how SMEs can increase their uptake</p> <ul style="list-style-type: none"> • <i>Interactive discussion with participants moderated by Philippe Deléarde and Peter Heydebreck</i> <p>12:30 – 13:30 - Networking lunch</p> <p>13:30 – 14:30 - A way to increase innovation capacity of SMEs: Open innovation (trends, partnership, IP...)</p> <ul style="list-style-type: none"> • <i>Interactive discussion with participants moderated by Philippe Deléarde and Peter Heydebreck</i> <p>14:30: 15:15 - Conclusions on the discussions, exchange on mutual learning impact, topics to focus on in the next steps</p> <ul style="list-style-type: none"> • <i>Interactive discussion with participants moderated by Philippe Deléarde and Peter Heydebreck</i> <p>15:15 - End of the workshop - coffee</p>

2 Workshop evaluation results

The workshop was evaluated through a paper feedback form (see Annex 2) distributed to the participants towards the end of the workshop on both day 1 and day 2.. The feedback form covered four areas (“Preparation for the meeting”, “Inputs during the meeting”, “Clear evidence in the event programme of real synergy with the overall objectives of the project” and “Overall Impression of the Workshop”). Each area comprised one or more specific aspects of the workshop that respondents were asked to give their satisfaction with by grading them from 1 = “poor”, 2 = “average”, 3 = “good” to 4 = very good. For each area the respondents were also invited to provide comments on a free text-basis.

In total 9 (day 1) and 7 (day 2) completed questionnaires were gathered and the answers given provide the basis for the discussion and analysis of the following section.

2.1 Area1 - Preparation for the meeting

Aspects related to preparations of the workshop comprise wide ranging issues such as registration, meeting location and facilities, preparatory material, etc. The general satisfaction of the participants regarding preparation aspects is high, averaging 3.6 for both days on the four-graded scale with no aspect receiving a particularly deviating score.

The detailed answers per aspects are showed in the figure below. The only free text comment received was in regards to venue itself; given the smaller number of participants a different size of room and change in seating arrangement was suggested by one respondent.

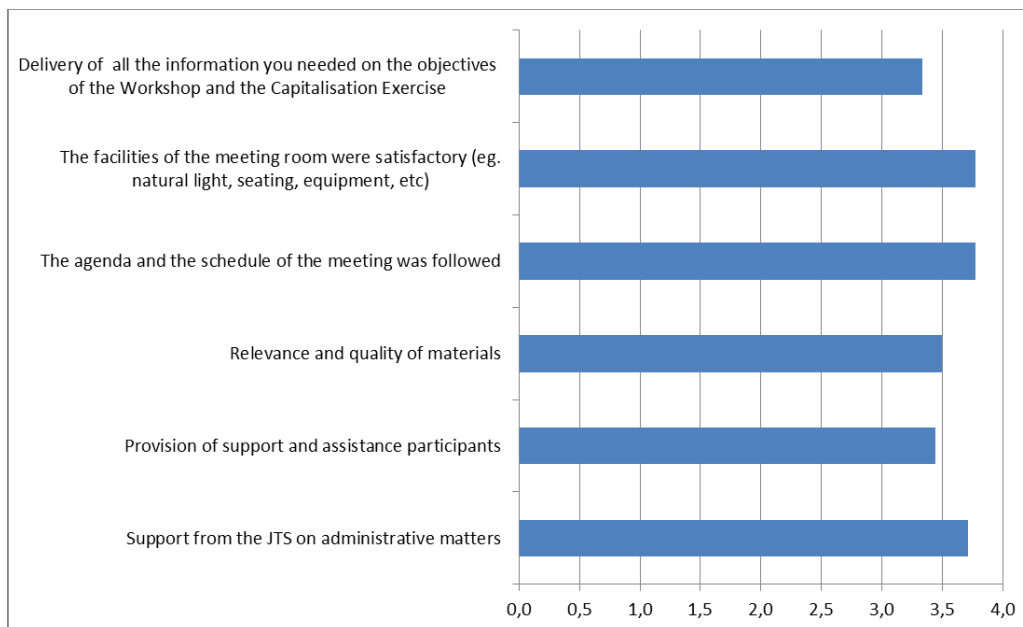


Figure 1 Average score for "Preparation for the meeting", day 1

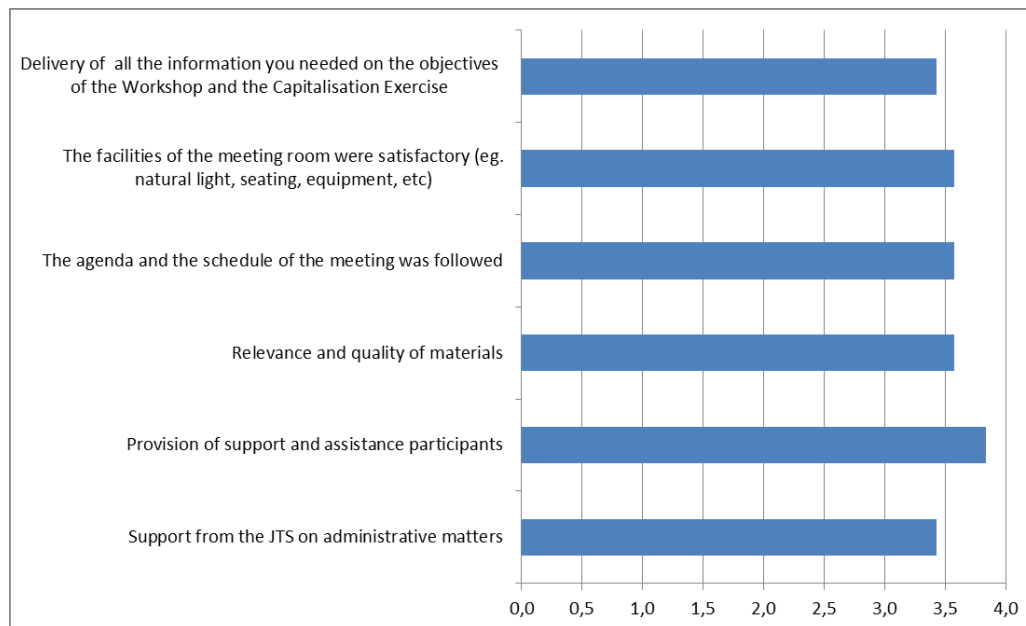


Figure 2 Average score for "Preparation for the meeting", day 2

2.2 Area 2 - Inputs during the meeting

Aspects related to this area included communication, participant interaction, the role of the capitalisation experts, participant contribution and general quality of presentations and inputs. As for the previous area the satisfaction with the workshop is generally high with an average score of 3.6 and 3.8 respectively for day 1 and day 2. Particularly noteworthy are the high marks given to "Interaction between members of the meeting was positive", a testament to the knowledgeable and committed participants and their role in fuelling the discussions.

The relevance of the experts, as well as the communication also received good marks. This may indicate that the experts succeeded in their role of steering the meeting and discussions, and provide to-the-point conclusions of what was being said, even when dealing with complex issues. The individual grading of the different aspects is illustrated in the figures below.

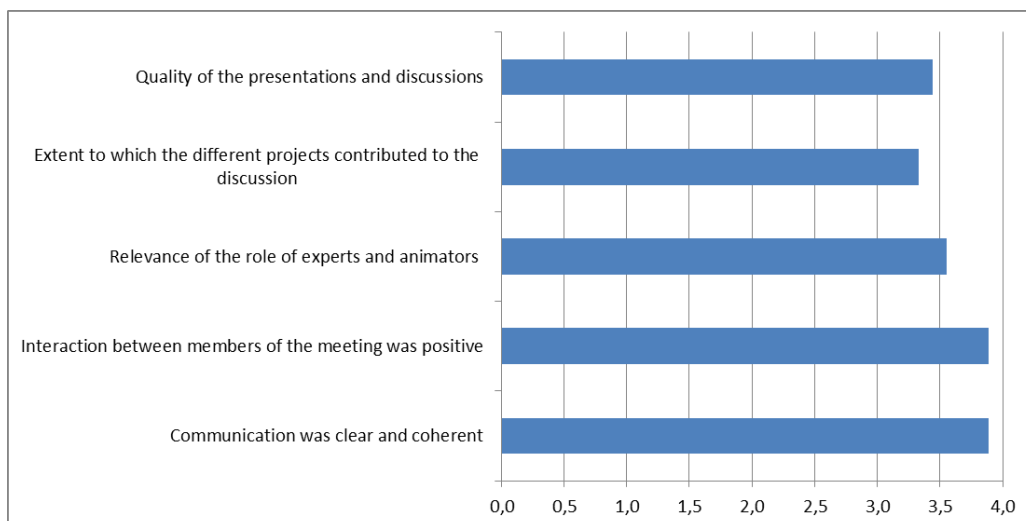


Figure 3 Average score for "Inputs during the meeting", day 1

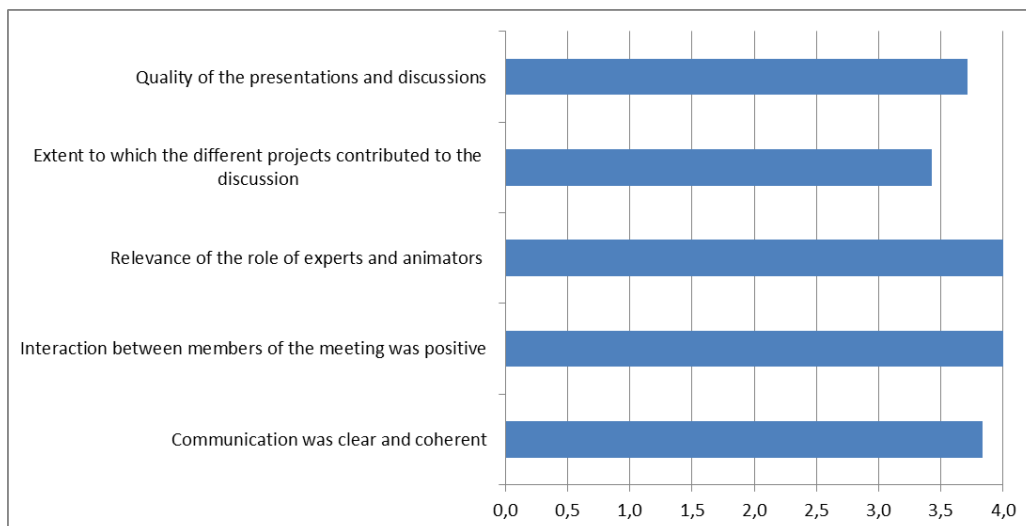


Figure 4 Average score for "Inputs during the meeting", day 2

No additional free text comments were provided by the respondents.

2.3 Area 3 - Clear evidence in the event programme of real synergy with the overall objectives of the project

This area comprises aspects such as relevance of workshop outcomes, networking effects, composition of the group of participants and general alignment of the workshop with purpose and objectives of capitalisation. Evaluation results averaged 3.3, i.e. slight lower compared to previous areas, and 3.6 respectively. The aspect that lowered the somewhat was the “The level of participation...” aspect, which most likely can be connected to the smaller than anticipated amount of participants. This shows the important contribution to the overall outcome that participants themselves provide.

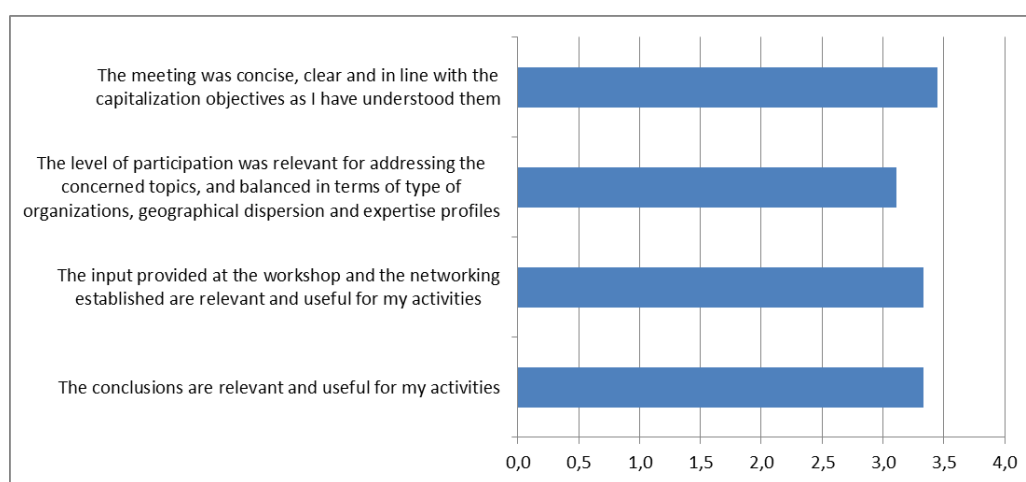


Figure 5 Average score for "Clear evidence in the event programme...", day 1

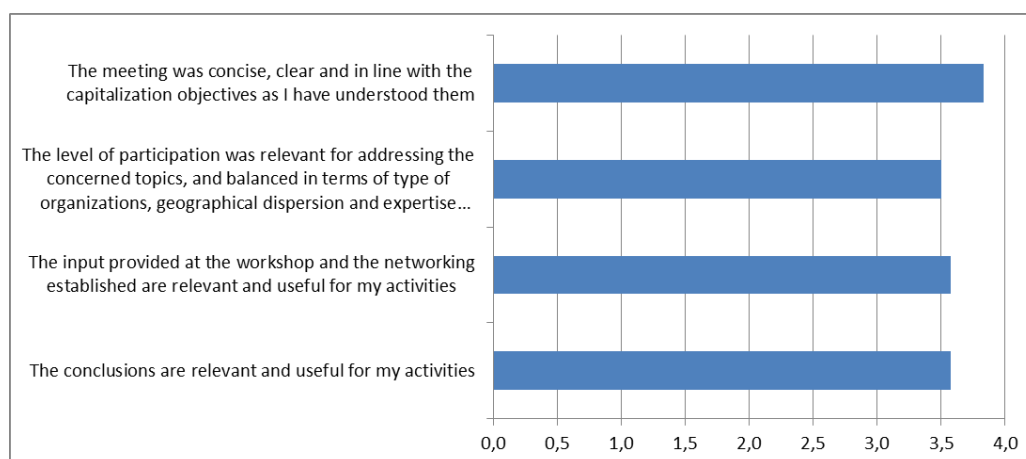


Figure 6 Average score for "Clear evidence in the event programme...", day 2

Two free text comments were given, as follows: "We were on a high level of abstraction, but the case of ASTRIDE was concrete and inspiring" and "More links need to be made with the outputs of projects outside the Interreg IVC programme, where such projects are relevant."

2.4 Overall impression

As final area of the feedback form the participants were asked to judge their overall impression of the workshop; the numbers presented here represent a combination of the day 1 and day 2 evaluations. As illustrated in the figure below the results are very positive, with more than two thirds of the answers stating the workshop to be “Very Good”, and no participants considering it to be “Average” or “Poor”.

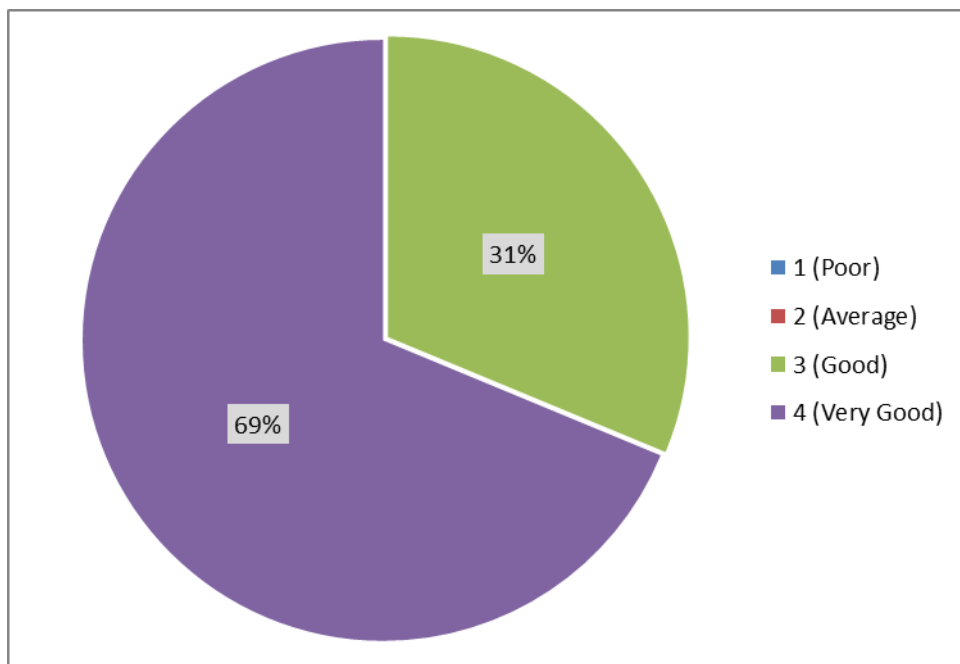


Figure 7 Overall impression of the Workshop

2.5 Summary of comments and conclusion

The following is a compilation of the most relevant comments expressed by participants in the feedback form:

- *"It would be interesting to present the good practices (or some of them) in a seminar."*
- *"Interactions between projects and networking of the participants need to be strengthened."*
- *"Very good atmosphere for discussion."*
- *"The Capitalisation should include a dissemination effort around a network of influencers that can have an impact into actual policy makers and live on in time regardless of where the experts are."*
- *"Bring in motivated people able to share & create new ideas and approaches on capitalisation. Let the time for discussion is very important; not to "fill" too much with external presentations."*
- *"Linkage between projects and dissemination are crucial and should be funded or part of the project funding."*
- *"Effort should be continued to support interregional cooperation in an increased way, which only ties Europe even more together."*

The comments reflect the participants will and interest in discussing and sharing experiences with each other, and further strengthen the networking among project participants. Overall the will for cooperation runs through the comments. These comments will be taken into consideration in the continuation of the Capitalisation Exercise.

3 Workshop outcomes Lot 1 and Lot 2

3.1 Workshop expectations

Before going in to the presentation and discussion section, the experts asked the participants to briefly share their expectations of the workshop, and what outcomes or take aways they would like to see from the two days to consider them rewarding and fruitful. The many topics voiced by the participants can be grouped into the following four categories:

1. Learn about the outcomes from the first year analysis and get ideas on how to improve regional innovation systems.
2. SMEs: How to include and engage them in the process of formulating strategies for setting up functional triple-helix systems? How to boost innovation in those firms, and not only in high-tech firms but also in SMEs of a more traditional character?
3. Knowledge: How to best share and transfer knowledge and how to learn as much as possible about the results of other regions? What can be done to help the access to good practices?
4. The future of Interreg: How will the programme be positioned relative to other relevant EU initiatives? What will be the role of universities and other triple-helix partners?

The experts highlighted the important role of the workshop and the contribution of the participants as input for guiding the direction of the continued capitalisation work and analysis in the second year.

3.2 Workshop presentations and main points of discussion

This section summarises the main points of the presentations and following discussions from each day of the workshop.

3.2.1 Workshop 30 October

Results of the first year capitalisation on innovation systems and approach of the second year

Based on the findings and analysis of the first year, the experts presented a number of traits that can be recognized in successful innovation systems. These include 1) dynamic and flexible structures and processes to facilitate diffusion of knowledge, 2) members that interact and learn in cooperation with each other, and create synergies and efficiencies, 3) both substantial resources and critical mass, and links to external systems of resources, 4) demand-orientation, providing knowledge and resources needed to succeed in innovation processes, and 5) balancing regional priorities with cluster and internationalization support.

The presentation was interspersed with questions and comments to and from the participants. Much of the plenary discussion revolved around the topic of Good Practices and the sharing of knowledge among regions.

Emphasis was put on the fact that implementation of Good Practices depends on personal connections; a meeting eye-to-eye where someone explains the rationale execution of an idea is more successful than just written material. A list of GPs is not useful enough for transfer purposes; preferably the region contributing the GP in question should also help others in the transfer process, however this is not always the case. The discussion also touched upon whether regions are willing to admit that there are areas of “weakness”. Unlike what might be the case when the actors are competitive companies, the conclusion was that regions in general have little hesitation in “lowering the guard” and communicating what weakness the region need to improve through the help e.g. a good practice from another region.

In summary, it was concluded that there also has to be a demand perspective on knowledge sharing; moving away from the common push philosophy and instead look into how to access, identify and integrate knowledge from institutions and other regions in one’s own region. The ongoing effort of Capitalisation should help the process of making personal contacts, and thereby be an instrumental part of improving the ways transferring good practices.

Regional innovation strategies: their deployment (content, methodology and governance)

Jean-Marie Pruvot, Director Nord France Innovation Développement, gave a presentation on his region’s innovation strategy which is based on six strategic fields of economic and academic strength. These fields are further concretized through seven smart specialties, represented by e.g. railway infrastructures, or organic textiles.

One feature in particular that attracted the participants attention and interest was “ASTRIDE”, the region’s secured information platform for use by public authorities and the network of regional stakeholders. ASTRIDE is the “official” tool for reporting all S3 activities with more than 3 000 users. The tool provides information on whether companies take part in public programmes or receive public funding. This can be used to analyse the penetration rate of programmes and actions, which helps to better focus when collective actions are applied to firms.

The ensuing discussion covered a variety of issues. Whether external stimulus in the shape of e.g. national funding schemes is necessary in regional strategy development, and if so, should it be a continuous support or a one off action? Or whether there are regions that manage on their own. Partners also shared how the organization dealing with strategy development is structured in their respective region, and what implications this has for what actors have influence or need to be influenced in connection with regional development.

Lastly, the topic of motivation and reasons for sharing knowledge was discussed. A general sentiment was that openness is required; you have to give in order to receive from others. Also, less developed regions should not be underestimated, these too have experiences to share and can contribute.

Smart specialization strategies: identification of practices

The discussion touched upon e.g. what criteria regions apply when selecting their fields of specialization, the number of areas incorporated in the smart specialization strategy, and the selection process.

Points raised included, firstly, that S3 strategies like other strategies always should have a life-span; they are valid for a specific period of time and it is important to attach a time-scale. Second, the question of selecting specialization areas is a balancing act between too few and too many areas. It was argued that in terms of selection schemes, these tend to follow one of three patterns: 1) the fields of smart specialization coincides with the focus of regional clusters of excellence, 2) the fields of smart specialization consists of a merge of the regional clusters of excellence, and 3) the fields are selected under strong influence of economic institutions.

The participants provided ample input to how one can shape the selection process. Supply chain structures should be a key feature of smart specialisation strategies; by understanding the underlying competences for each business area, one can see what is possible to achieve within each area. Each region should identify people that can think outside the box, their input is important to the smart specialization process. Also, it was argued that it is unfair to approach the specialization process with the demands of a business perspective, if not the tools of businesses also are available. Participants related the decision making conditions from their respective regions, e.g. decisions are based on identified niches and specific markets, with commercialization objectives in mind; it can also be that the decision making is highly political. When it comes down to deciding on the specific specialisation areas, stakeholders should be onboard both for the experience and competence they can contribute in the decision making, and because they in turn can be influenced in a kind of “good neighbourship”.

Furthermore, the question was raised to what degree regions attach financial incentives or sanctions to the fields of priority; prioritizing and focusing their specialization areas depending on the amount of investment money available.

Growing importance of the financing in the development of SME: best practices, new initiatives...

A key issue of financing is matching investors who lack opportunities to invest, with entrepreneurs that cannot find money to grow. SMEs have an increasingly difficult time to access money, as investments are put into the support of systems as a whole, perhaps to offer more favourable conditions for SMEs to participate in a cluster, rather than being given to SMEs directly. Also, SMEs may be faced with demand of higher risk margins by banks, or may lack the necessary focus on marketing efforts. The plenary discussion took its starting point in what options there are to overcome this situation.

Voucher-schemes was put out there as an effort that worked quite well in the MINI-EUROPE project, and is a model that could be rolled out in other areas as well. Mentoring was also added to the list of potential aid for SMEs; many of them go bust because of their technology focus and poor market and financial knowledge.

Furthermore, it was pointed out that when financing SMEs they cannot all be treated the same. There is a big difference in financing a limited growth capacity SME compared to a technology start-up with global market. There must be different solutions for different needs. In the same vein, the

focus is often on technology and production. One also has to tackle the idea of investment in companies that sell services; these enterprises have no assets to put against the risk. Lastly, the discussion turned to how entrepreneurs in creative businesses can manage IP, and how bigger companies can be intimidating when it comes to IP rights.

3.2.2 Workshop 31 October

Results of first year capitalisation on innovation capacity of SMEs and approach of the second year

Based on the information gathered from project reports and analyzed during the first year of Capitalisation, the experts presented their view on the innovation capacity of SMEs; how this type of firms represent a most important opportunity for job growth, while at the same time often find it difficult to innovate on their own resources, needing support.

The most commonly addressed thematic areas include 1) shortage of own financial/lack of access to finance, remedied by e.g. voucher schemes or venture capital funds, 2) insufficient marketing of innovation and of innovative products and services, 3) shortage in skills to manage innovation, IPR and knowledge, 4) lack of research capabilities, and 5) weaknesses in networking and co-operation, plenty of SMEs are not members of clusters for example.

The initial discussion raised the questions whether SMEs are faced with “discrimination” by external organisations, e.g. in the sense that higher education institutions educates students to go into large, multi-national companies, not for running SMEs; public procurement processes might be defined in a way that is not advantageous for SMEs, or that research institutions rather work with big companies smaller firms. Therefore there is a need for system building efforts. Furthermore, the subset of companies among SMEs that are micro-companies was focused on. They make up a large part of the economy, but are more interested in surviving rather than innovating and need to be addressed as well.

Discussion returned to the topic of experience sharing – how good practices best can be categorized and structured, e.g. by using key words, to make it easier to find the most relevant. It was suggested that a structure for contacting the originating regions, also in the case of concluded projects, is important to get first and information about experiences and problems encountered when originally implemented. Other input included the benefits of using videos for good practice presentations, case studies to see where results have been produced and also include “failures” to learn from, and to encourage some kind of peer rating mechanism for good practices.

Cluster approach: an advantage for SMEs in innovation and internationalisation. Creation of meta-Cluster at EU level.

Christer Månsson, CEO Media Evolution cluster in Malmö, Sweden, gave a presentation of the cluster, its members and business areas. The focus is on 1) meeting places, i.e. the basic idea of gathering people to find inspiration, 2) market creation through match making, open innovation and collaboration outside the media industry, and 3) competence in the form of e.g. business intelligence and the future of learning. Christer described the cluster’s strategic cornerstones as digital behavior, knowledge sharing, expansion, and societal benefit.

The discussion revolved around the importance of entrepreneurial thinking on the region’s part when picking up a new focus area; a willingness to take risks to convince politicians. Also, what can

be done if this entrepreneurial thinking is not in place? Risk aversion in companies, and whether people that are content with the current state can be energized to change, was also brought up. As for focusing on different-sized companies and where innovation should take place, the important role of Interreg-projects as a way to overcome borders between small, medium and large companies was emphasized.

Key enabling technologies, Lead markets: how SMEs can increase their uptake

The six Key enabling technologies (KETs) include Micro and nanoelectronics, Nanotechnology, Industrial Biotechnology, Photonics, Advanced materials, and Advanced manufacturing systems. Europe is competitive when it comes to patenting with in these areas, with roughly a 30% share of the patents (2008), but less successful when it comes to KETs-related production. There is plenty of knowledge that is not transformed into market applications. In Horizon 2020, approximately 6,7 BN € is set aside for KETs; the objective is to link with structural funds and combine sources of investment. Also, in the Lead Market Initiative from DG Enterprise the idea is to define markets where Europe can become a worldwide leader. As with smart specialization, competition and cooperation between regions is at the centre of attention.

The discussion brought up differences between European regions, i.e. that some are better for research while other are good at production, and that theses could and should work together. The value chain is also a part of smart specialization and Interreg may be able to help in connecting different parts of the value chain. Also, the trend of companies bringing production back from low-wage countries in e.g. Asia was highlighted.

Furthermore, the discussion returned to the smart specialization strategies and connection with sectors. On one hand “cash cow” sectors should be identified, but if the region is monopolized by these sectors, other sectors may be stopped in their development. The specialization strategy must allow regions to be sufficiently diversified. Intense specialization may create great efficiency gains, but could also become a lock-in factor.

3.3 Conclusions and next steps

The two days of the workshop offered an open discussion touching upon a range of topics with bearing on both Lot 1 and Lot 2. The capitalisation exercise as such was recognized as a highly relevant theme; to get a sense of the return on investment in order to help in prioritizing investments. The workshop highlighted the importance of a holistic approach when discussing innovation systems, not to only look at individual institutions but understanding the interlinking and the effects of external stimulus. In connection with this, the importance of adequate target group communication and accurate wording in this communication was reaffirmed.

The experts received valuable input and food for thought to carry into the progression of the capitalisation work. Firstly, focus should be kept on the practical level and the “How”-competence, not so much on an abstract frame of reference. Secondly, during the workshop the importance of mutual learning within and between regions was recognized. This also ties to the “How” – e.g. the region’s how-competence in transferring knowledge from one body to another, how to identify, access, and integrate this knowledge; also including actors like SMEs that can learn from each other. An important remark connected to SMEs, concerned the need to distinguish between different types of SMEs and not view them as a homogenous group. They are not only start-ups and high-tech firms,

but also traditional businesses. Thirdly, smart specialisation strategies were a recurrent topic during the two days of discussion. The upcoming capitalisation work should provide guidance for these strategies, e.g. how to strike a balance between areas of specialization, and how to treat non-focus areas and new fields.

The next steps of the capitalisation exercise will focus on:

1. Collection of new data, especially from on-going projects and satellite projects
2. Dissemination and access of Good Practices
3. Smart specialization strategies
4. Creation of a “policy tool box”: theme-specific targeted policy recommendations and tools for their up-scaling

Annex 1 List of participants (Lot 1 & Lot 2)

Surname	First Name	Organisation	Country
Anagnostou	Magda	INTERREG IVC	France
Castano Ambrosio	Isabel	Castilla y Leon Delegation to the EU	Spain
Dahlof	Carl Arvid	inno AG	Sweden
Delearde	Philippe	inno AG	France
Gonzalez Bootello	Daniel	RETA	Spain
Greenhalgh	Bill	Manchester Metropolitan University	United Kingdom
Heydebreck	Peter	inno AG	Germany
Karacsonyi	Zoltan	Centre for Environmental Management and Policy	Hungary
Ksiazek	Elzbieta	Adam Mickiewicz University Foundation, Poznan Science and Technology Park	Poland
Lovisa	Mouzaoui	Espace interrégional européen	France
Maiz	Damiana	Euromontana	Spain
Månsson	Christer	Media Evolution	Sweden
Matyba	Natalia	Regional Office of Silesia in Brussels	Belgium
Mazzone	Chiara	Représentation de la Région Provence-Alpes-Côte d'Azur à Bruxelles	Belgium
Mouzaoui	Lovisa	Espace interrégional européen	France
Muñoz-Abad	Gregorio	Junta de Castilla y León	Spain
Postoiu	Constantin	Committee of the Regions	Belgium
Privot	Jean-Marie	Nord France Innovation Développement	France
Ramaglioni	Ilaria	INTERREG IVC	France
Salgueiro	Isabel	Castilla y Leon Delegation to the EU	Spain
Siweris	Erwin	INTERREG IVC	France
Soulier	Laurent	CCI Nice Côte d'Azur	France
Suche	Frederic	EIE Bretagne Pays de la Loire Poitou-	France
Szabo	Akos	INTERREG IVC	France

Annex 2 Feed back form

Thematic Programme Capitalisation

Feedback form on the Capitalisation Workshop

Lot 1 – Innovation Systems and Lot 2 – Innovation Capacity of SMEs

Please rank your experience with 1 meaning “Poor”, 2 “Average”, 3 “Good” and 4 “Very Good” (and N/A where you are not able to assess)

1. Preparation for the meeting

Delivery of all the information you needed on the objectives of the Workshop and the Capitalisation Exercise	1	2 N/A	3	4
The facilities of the meeting room were satisfactory (eg. natural light, seating, equipment, etc)	1	2 N/A	3	4
The agenda and the schedule of the meeting was followed	1	2 N/A	3	4
Relevance and quality of materials	1	2 N/A	3	4
Provision of support and assistance participants	1	2 N/A	3	4
Support from the JTS on administrative matters	1	2 N/A	3	4

Additional Comments: _____

2. Inputs during the meeting

Quality of the presentations and discussions	1	2 N/A	3	4
Extent to which the different projects contributed to the discussion	1	2 N/A	3	4
Relevance of the role of experts and animators	1	2 N/A	3	4
Interaction between members of the meeting was positive	1	2 N/A	3	4
Communication was clear and coherent	1	2 N/A	3	4

Additional Comments: _____

3. Clear evidence in the event programme of real synergy with the overall objectives of the project

The meeting was concise, clear and in line with the capitalisation objectives as I have understood them	1	2 N/A	3	4
The level of participation was relevant for addressing the concerned topics, and balanced in terms of type of organizations, geographical dispersion and expertise profiles	1	2 N/A	3	4
The input provided at the workshop and the networking established are relevant and useful for my activities	1	2 N/A	3	4
The conclusions are relevant and useful for my activities	1	2 N/A	3	4

Additional Comments: _____

4. Overall Impression of the Workshop

Overall Impression of the Workshop	1	2 N/A	3	4
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To complete the assessment, please provide below a short (max 20 words) comment / recommendation on I4C Capitalisation activities based upon your experience from your specific project or your Interreg experience in general:

If you wish to be contacted by the Expert following your project within the next weeks in order to further discuss some issue raised at this workshop, please tick the box below and provide your contact:

☐

Contact: _____

If you were not able to submit this feedback form at the meeting, please mail to the contact below:

c.dahloef@inno-group.com