

# Transferring innovation: how the InCompass best practices toolkit can be used in your region

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## background

- incubators for Creative Industries: component of innovative urban or regional economy
  - recent practice: public support.
  - dependency on public money: vulnerable to austerity policy
- ⇒ InCompass: investigation into opportunities to adjust business models in order to reduce dependency.



**but**

“InCompass is not only about economy and business but also about society”

Astrid Severin, Greenovate Europe  
(InCompass final conference, 18/11/2014)

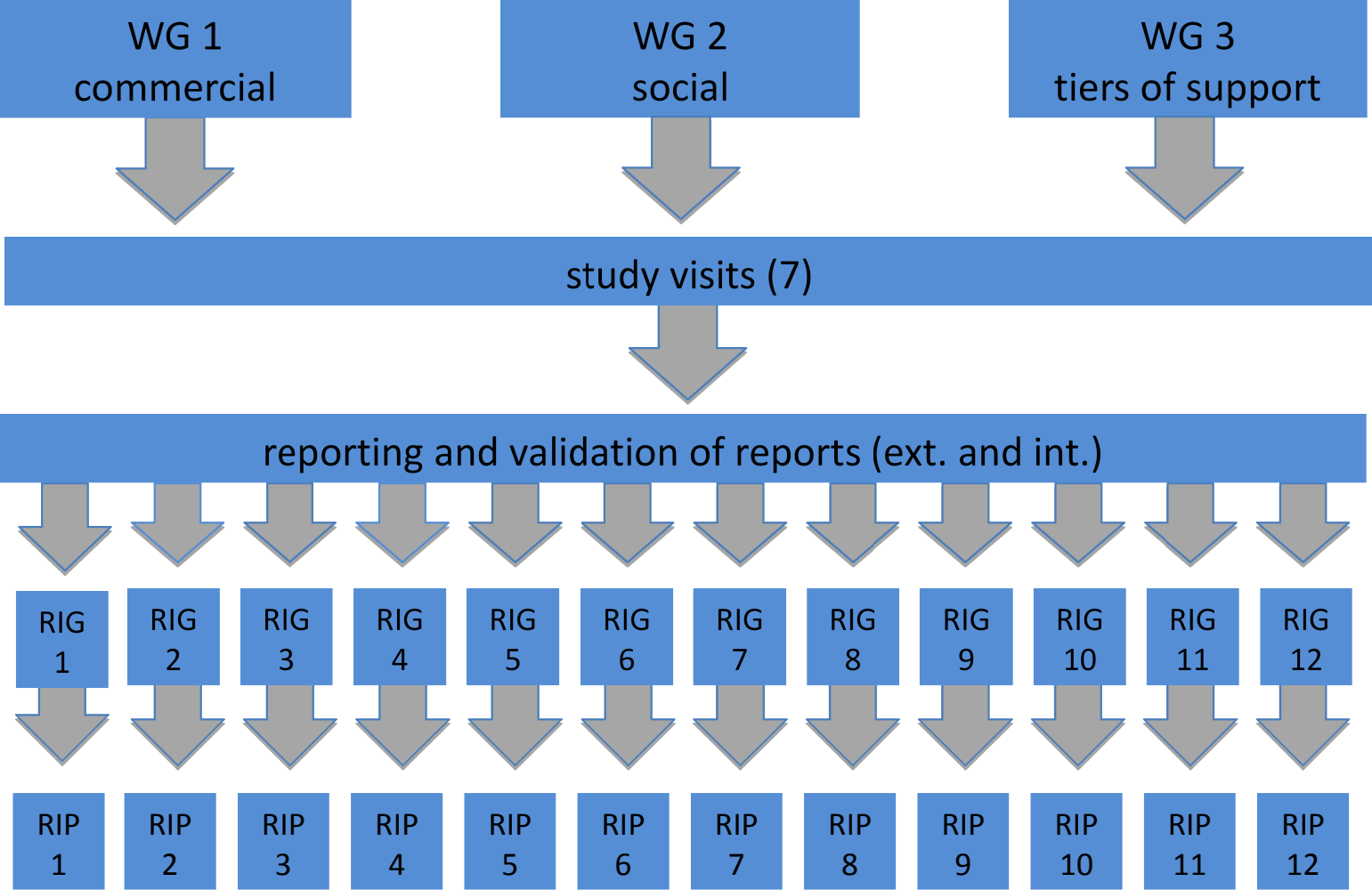
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1. project methodology
2. best practices and 'Best Practices Toolkit'
3. regional implementation plan Rotterdam - Delft
4. reflections on the transfer and implementation of practices









**1**  
**project methodology**

# project overview



# data collection

-  assessment of visit proposal by partners
-  site visits: introduction + presentation
-  in-depth interviews with managers, policy-makers, start-up entrepreneurs...
-  desk research to fill in gaps
-  validation (in host region and in R'dam-Delft)
-  discussion within project consortium

# 29 cases in 7 visits







**2**

# **best practices and 'Best Practices Toolkit'**

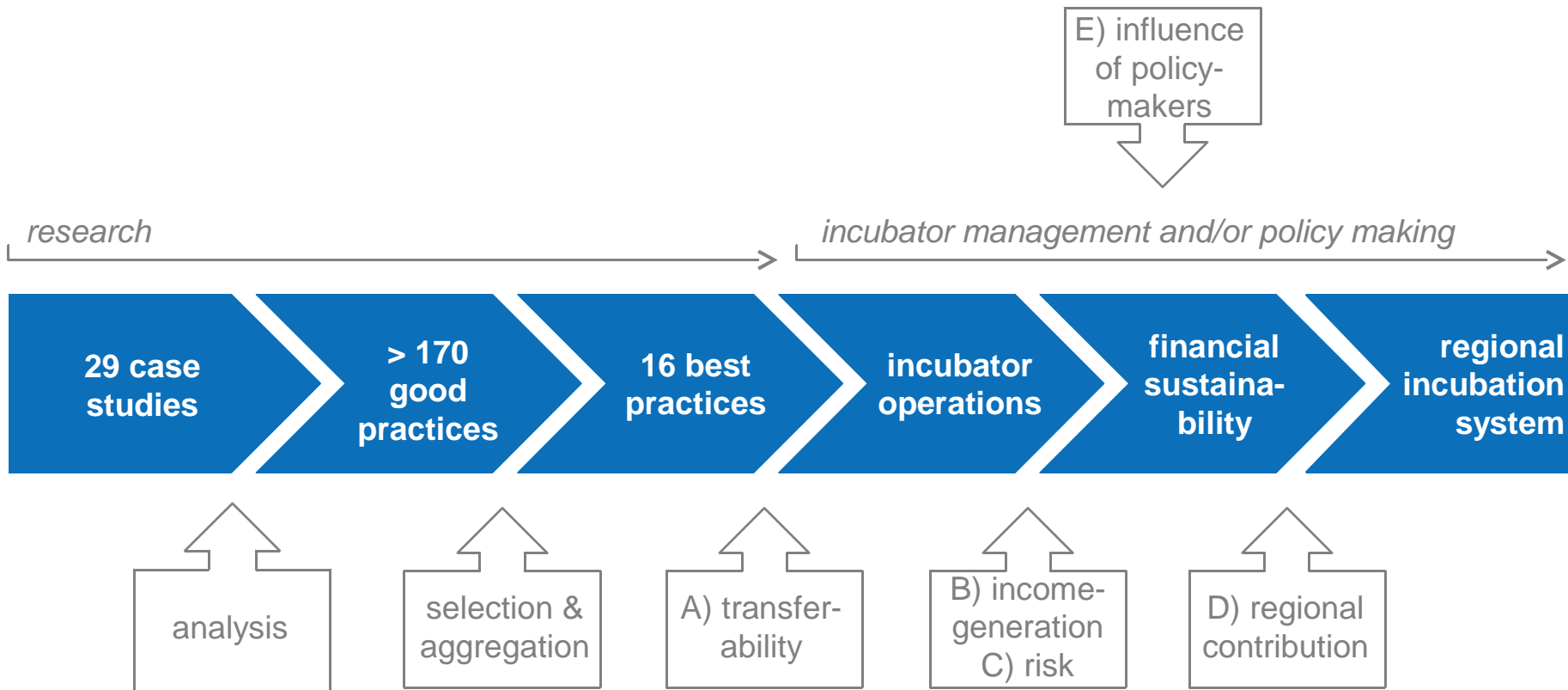
# >170 observed 'good practices'

social sciences	general	soft skills creative (consultancy, media, ICT)	ICT, media, design	media	high-tech, creative	creative	agriculture, forestry	ICT, web design	ICT, biotech, clean tech	ICT, pharma, renewable energy, chemical	decorations, stage props	nano electronics, space tech, gaming	general	artists, creators, ceramics, traditional arts	general	general	artists, ICT, innovative technology combined with traditional arts	generals	creative ind. web design, blogging, music, writing, programming	creative industries	craft-based, e.g. glass, ceramics, cards	factory		
check	340 members																	up to 1102 per 19500	43	90 (220 people)	100 in site/165 on both sites	> 350		
no	yes, optional	yes	yes	yes	yes	yes	laboratory	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	
yes	yes	no, stimulates incubatees to do so	only special events	yes	yes	yes	n.a.	only informal	yes	mostly informal	cultural events, workshops	yes	yes	yes	yes	yes	yes, building ecosystem	yes	yes	yes	yes	yes	yes	
yes	personalized support	yes	no	yes	no	yes	n.a.	personalized support	yes	yes	n.a.	yes	yes	yes	yes	yes, via third organisations	yes, technical & artistic	incubation, pre-education, education, public	yes, provided by external party	yes	yes	yes	yes	
private	private	public	public	public	mixed, by Media Evolution	mixed, by science park	private	private (by managers)	private	public	public	mixed	public	public	S.A. (programme of Asturias Institute of Women)	public (private management)	public	public	private (by directors)	private	private, social enterprise	private, by the	private, by the	
no	no	no	yes	yes	yes, via Media Evolution	yes	no	no	yes (municipalities as shareholders co-fund losses)	yes	yes	yes	yes	no	yes	yes	yes	yes (50%)	no (except tax exemption)	yes	no	no	no	
external parties	external non-profit parties			meeting spaces, to third parties			external organisations, outside office hours							artists in residence programme	organizations involved in support programmes	specialized work spaces (e.g. studios, multimedia workshop)	other buildings, to larger companies						numerous spaces e.g. studios, darkroom, theater	
e.g. social events	e.g. social events			events from external organisations										White Nights festival, Ceramic Competition			workshops, seminars					weddings, art exhibitions, workshops, performances		
entrepreneurs & existing firms	non-social enterprises			non-incubatees	small firms		to 'advanced incubatees'															cross-subsidy of start-ups by more mature firms		
yes	consultancy for third parties			consultancy for 3rd parties based on incubatees' experience; access to different funding sources due to mixed ME/MEC ownership			yes	kindergarten, in-kind payment of rent	funding by shareholders of Tagus Park	national & regional funds	sale of artworks, Carnival Card, focus on other regions	focus on clusters may attract clients + sum more than parts		use of social media to commercialise creations	potentially	renting out of infrastructure (e.g. 3D printing); consultancy; school projects	sale of educational methodology based on self-management & outsourcing	tax exemption, low-cost model	funding from levy for local businesses	funding from levy for local businesses	innovative low-cost construction of work spaces			
open, shared work spaces	common workspaces & kitchen			open spaces, only one coffee machine	open spaces, kitchen, building as 'city in the city'	common areas, e.g. restaurant	common spaces for informal interaction	common spaces for informal interaction	common spaces for informal interaction	common spaces for informal interaction	common spaces for informal interaction	common spaces for informal interaction	common spaces for informal interaction	common spaces for informal interaction	open building, rather than separate work spaces	common spaces for informal interaction							focus on 'community' building facilitates that	combination of open work spaces & on a event spaces
use of social media	workshops, host to organize meetings & 'make home'			e.g. fashion event	monthly 'Friday Evening' breakfast meetings, annual conference, external events	'backstage room' to discuss preliminary business ideas	community building by use of social media, open days	network events for firms in Tagus Park	retail 'graduates' within Tagus Park	synergy by special relation to Paris University local community, stimulus for local economy	anonymous goodwill & participation of clients, focus on training talent in region	strong ties to regional economy by focus on clusters, focus on training talent in region	events to link research & industrial partners	networking events	meetings & workshops with experts	public access to building, presentations & exhibitions	public presentations & exhibitions	City of Culture: opportunities for 1-2-1 contacts, training courses by 'amateurs' in local community	regional 'club of companies', contribution to entrepreneurial attitude in local community	through services & events, e.g. workshops, workout, film showings	involvement in neighbourhood improvement, pop-up shops, sharing responsibilities with public authorities	contribution to local community need to achieve rent reduction?	Open Studios, Coffee Lingo	
organize events with local (e.g. Chinese) community	accommodate public services, organize events with neighbourhood (e.g. Fashion Week)			restaurant open to general public			optimize mix of firms in different stages of incubation	exhibition area for start-up products	expanding international network by strengthening hospitality for artists in res.	informal focus groups	City of Culture: incl. regional organisations ('Knowledge & Innovation Mile') nearby	programme to link business & education												
partners provide free business services	support by consultancy firms (Avant?)	access to partners network (Milano, Metropoli, investors)		partners provide free business services	coaching by external firms	partners provide free or discounted support & services	key position in network of partnerships with regional agro-industry	sponsorship by telecom & internet provider	free support by telecom & partners e.g. Tagus Park shareholders	use local support & reputation to build structural partnerships	in-kind support (material) by Madrid museum	feeder for other regional incubators, gender equality plans for startups	support by partner organisations, accommodated in incubator	strong regional but also important national partners (MIT, Centre Pompidou)	businesses, regional & national authorities; regional incubation systems; optimal allocation of start-ups	start-ups make use of support program of Council	mentoring by local companies	agreement with Prince's Trust; network of advisors						
knowledge exchange startups & mature firms	knowledge exchange startups & mature firms			to Madrid University, training of coaches at Stanford University	to Lund University, via Science Park	to Beja Polytechnic Institute	to North-American institutes	to University of Paris & others	influencing of curricula, tips & events for potential start-ups	to local schools; courses for students, teachers & adult educators	local schools, MIT, Advanced Architecture of Catalonia	intensive involvement in education at all levels												
helps incubatees to raise money	venture capital (planned)			venture capital, via Airt Invest			mediate between incubatees & partners				50% co-funding of (tax-deductible) loans													

# assessment and aggregation

- qualitative and iterative process
- criteria:
  - a) transferable
  - b) long-term income generating
  - c) clear and manageable risk
  - d) contribute to regional incubation system
  - e) can be influenced by policy-makers
- ① criteria as guidelines (not required to meet all 5)

# from research to input for policy making



## best practices (1)

1. *rent out workspaces to non-start-up tenants to establish cross-subsidy*
2. *rent out other spaces than workspaces to third parties and for events*
3. apply for EU grants
4. financial benefits from public authorities, other than subsidy
5. *introduce equity sharing*

## best practices (2)

6. *market incubatees' knowledge / product as consultancy service*
7. sell incubation program
8. *valorise incubator's relation to neighbourhood*
9. relation to higher education institution
10. *involve alumni*
11. implement a trust to financially support start-ups in different incubators

## best practices (3)

12. *focus on mix of supply and externally provided 'outsourcing' of the assets workspaces, networking and support program*
13. focus on pre-incubation and raising awareness
14. invest in partnerships
15. apply mix of start-ups and mature firms
16. *focus on cluster development*

# Best Practices Toolkit

- provide dedicated 'tools' to local and regional policymakers (and other stakeholders)
- present results of InCompass in an accessible way to a broader audience



**INCOMPASS**  
REGIONAL POLICY IMPROVEMENT FOR FINANCIALLY  
SUSTAINABLE CREATIVE INCUBATOR UNITS

# Best Practices Toolkit

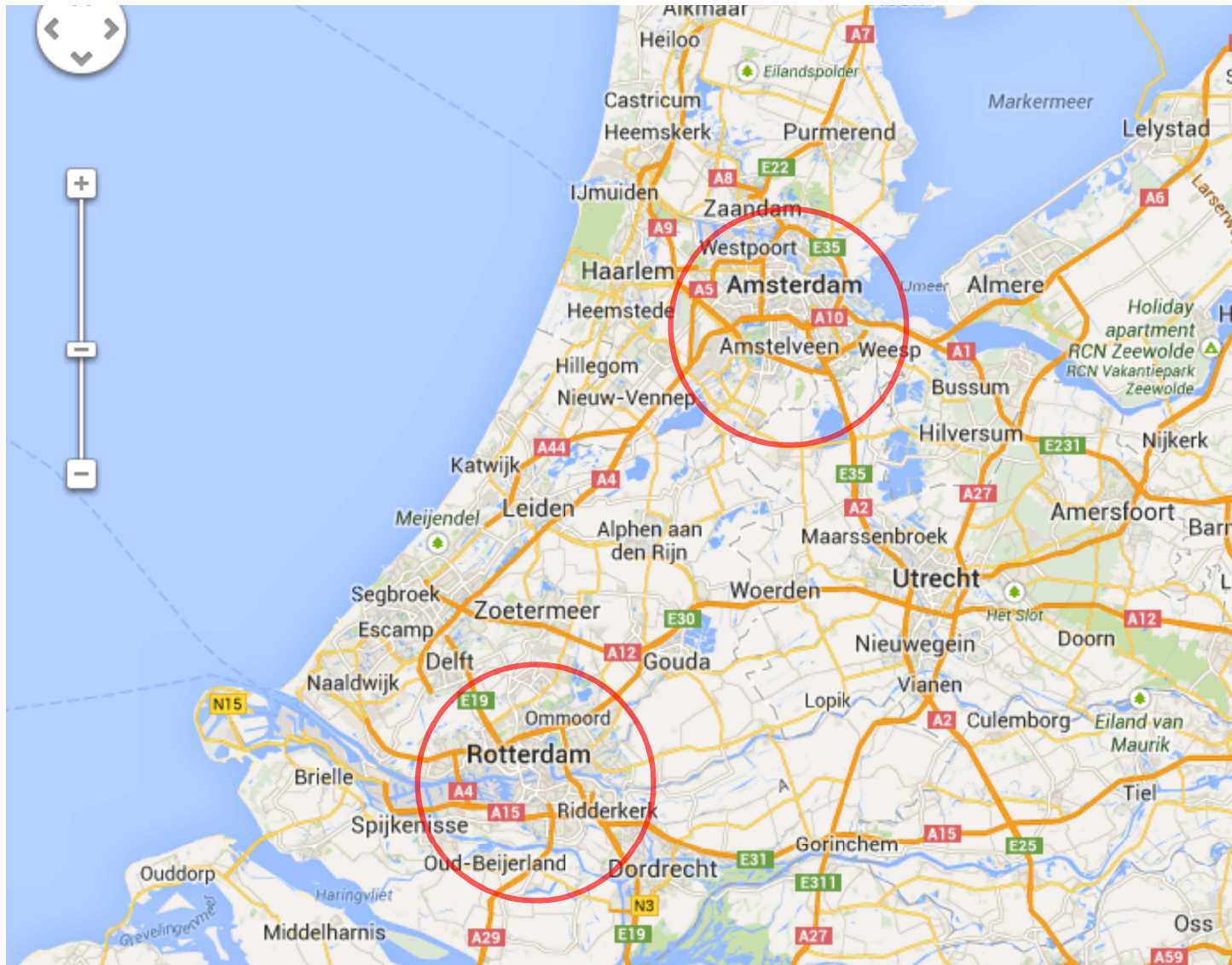
<a href="#">Introduction</a>	<a href="#">Background</a>	<a href="#">InCompass project</a>	
<a href="#">Research process</a>	<a href="#">Best practices</a>	<a href="#">Implementation</a>	
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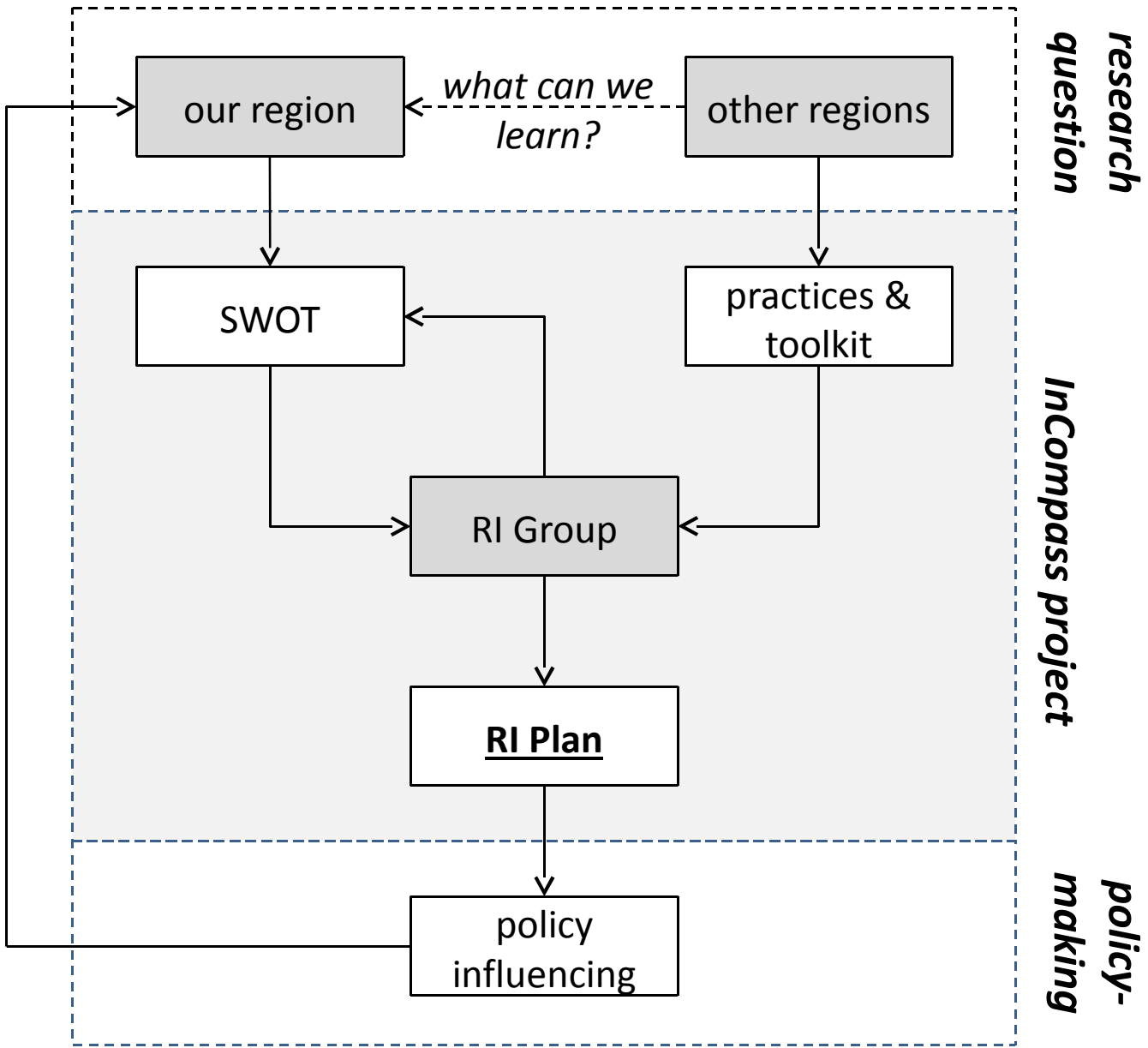


**3**

**regional implementation plan  
Rotterdam - Delft**



# methodology



## themes / areas of special interest for policy

1. role of government
2. relations with educational and knowledge institutes
3. relations with 'strong sectors': strengthening of regional clusters
4. local embeddedness of incubators
5. diversity of incubator models: "does the concept (still) exist"?
6. incubator develops into mediator or intermediary

4

# reflections on the transfer and implementation of practices



# dilemmas and lessons learnt

- interests of incubator versus interests of incubatees
- focus of Interreg on public policymakers versus implementation of practices by (mainly) incubators
- apply a regional perspective rather than focus on individual incubators

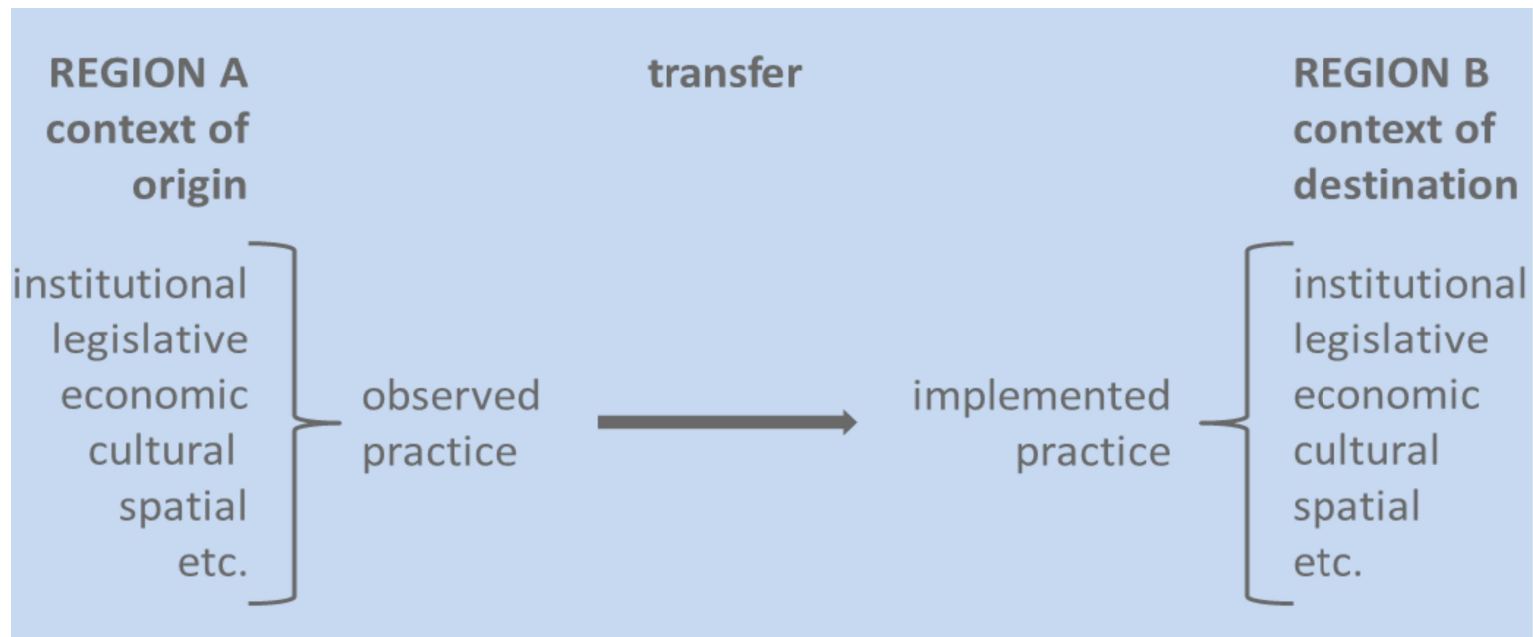
# learning by sharing

- sharing = transfer of practices between regions
- to be successful, transfer resists simple quantification or codification of practices
- successful transfer faces dual contextualisation:
  - understand why a practice is successful in region of origin – if it is?
  - assess if implementation in own region may be successful



# dual contextualization

in-depth knowledge needed of both origin and destination regions: of context of origin and context of destination



# dual contextualization in InCompass

by the work of Regional Implementation Groups!

- project partners + representatives of regional 'triple helix' stakeholders ...
- ... assess study visit reports from regional perspective(s)
- ... assess regional incubation system (SWOT, PESTEL)
- prepare Regional Implementation Plan

# 'afterlife': beyond InCompass

“how to ensure transfer and implementation of practices after project period and beyond project consortium?”

- monitoring (INTERREG Europe) limited to partner regions
- best practice guides etc. (incl. toolkit) can facilitate dual contextualization only to limited extent

=> development of dedicated tools - challenge for future projects?

# Thank you for your attention!

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