

Brussels, 18 December 2009

SUMMARY OF RESPONSES TO THE PUBLIC CONSULTATION ON
COMMUNITY INNOVATION POLICY

This summary together with all individual responses to the consultation (unless the contributor specifically requested otherwise) are available at:

http://ec.europa.eu/enterprise/policies/innovation/future-policy/index_en.htm

Disclaimer: this analysis was compiled by the Commission services, DG Enterprise and Industry. It does not necessarily reflect the opinion or position of the European Commission.

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1. Executive summary

In response to the European Commission's public consultation on innovation policy, 215 responses from universities and research institutions, companies, governments, non-governmental organisations and individuals from European Union and elsewhere have been sent. The following recurring themes emerge from the responses to the consultation:

- Broad agreement (90% of respondents) with the Commission's assessment of policies in support of innovation in recent years as set out in the Communication "Reviewing Community Innovation Policy in a Changing World".
- Simplification and streamlining of EU funding programmes to make them more user-friendly. The innovation programme landscape is believed to have too complex rules and too bureaucratic.
- Better cooperation, coordination and complementarities among regional, national and European innovation programmes. Stakeholders stress that the implementation of the European Innovation Plan should be synchronised at EU, national and regional level to unlock innovation potential.
- Research, innovation and education policies should be better aligned around the knowledge triangle to improve synergies and better nurture the EU's knowledge base.
- Stronger focus on SMEs. Responses point out the role that innovative SMEs play in the growth of the European economy. Therefore, the European Innovation Plan is called to pay specific attention to SMEs and facilitate their participation in funding programmes. Specific proposals include: giving a more pro-active role to EIB in support mechanisms, improving European venture capital markets, stimulating new and more effective innovation processes, facilitating access to innovation support schemes, and enhancing SME's participation in public procurement.
- Moreover, there is a strong support to orientate innovation policy towards addressing major societal challenges such as climate change and ageing. Education and training are also explicitly mentioned as fundamental drivers of innovation and as key elements of the knowledge economy. In contrast, there were divergent views on whether innovation policy should have a sectoral focus.

- o Stakeholders have highlighted the substantial potential for innovation in public services, and that new ways to foster innovation in the public sector and exchange best practice should be exploited.

2. Introduction

The European Council called in December 2008 for the elaboration of a European Innovation Plan to contribute to the competitiveness of the EU's industry and strengthen economic recovery. Since then, the European Commission has been undertaking preparatory work on possible policy measures. A public consultation was organised as part of this work.

The consultation referred to various preparatory policy documents, Communications and Staff Working Documents in particular, the Communication "[Reviewing Community innovation policy in a changing world](#)"¹ Other policy papers covered specific areas, such as design for innovation, innovation in services, access to finance, the Lead Market Initiative and Key Enabling Technologies. A [Business Panel on future European innovation policy](#) also provided a set of recommendations from a business perspective on priorities for future EU innovation policy.²

The consultation paper consisted in a questionnaire with 12 questions meant to guide respondents in their replies³ and opinions; it was launched on 16 September 2009 with a deadline for responses of 16 November 2009. Member States were also requested to provide written contributions.

¹ COM(2009) 442 final .Reinventing Europe in a changing world. Brussels, 2.9.2009

² http://ec.europa.eu/enterprise/policies/innovation/future-policy/business-panel/index_en.htm

³ See annex for the list of questions prepared for the public consultation.

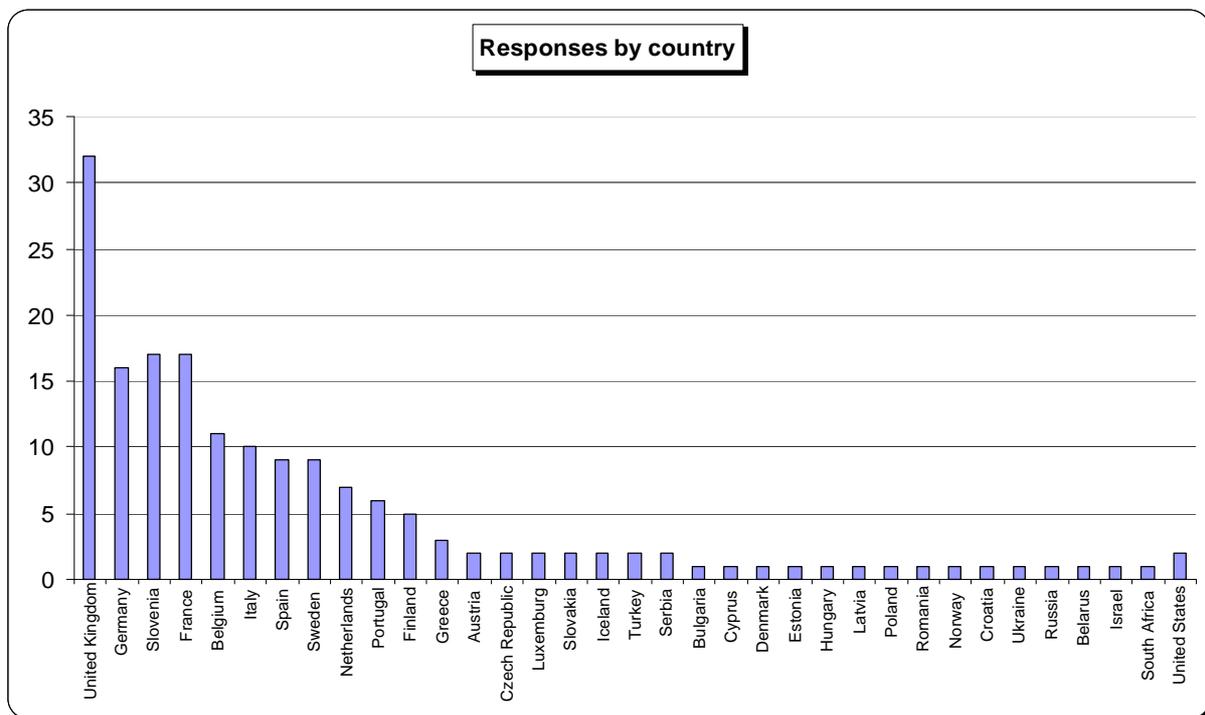
2.1 Typology of respondents

The public consultation on Community Innovation Policy raised a considerable interest among a wide range of stakeholders; a total number of 215 responses were received, which resulted in 146 different responses⁴.

Submissions have been received from 35 countries, of which 11 are non-EU countries. Within the EU, responses were received from individuals or organisations in all Member States except Malta, Lithuania and Ireland. The non-EU responses came mainly from other European countries, but also from South Africa and the US.

The largest participation came from UK, accounting for 18% of the responses, followed by Germany, France and Slovenia with around 10%. EU associations accounted for 20% of total responses.

Figure 1: Number of responses received by territory origin



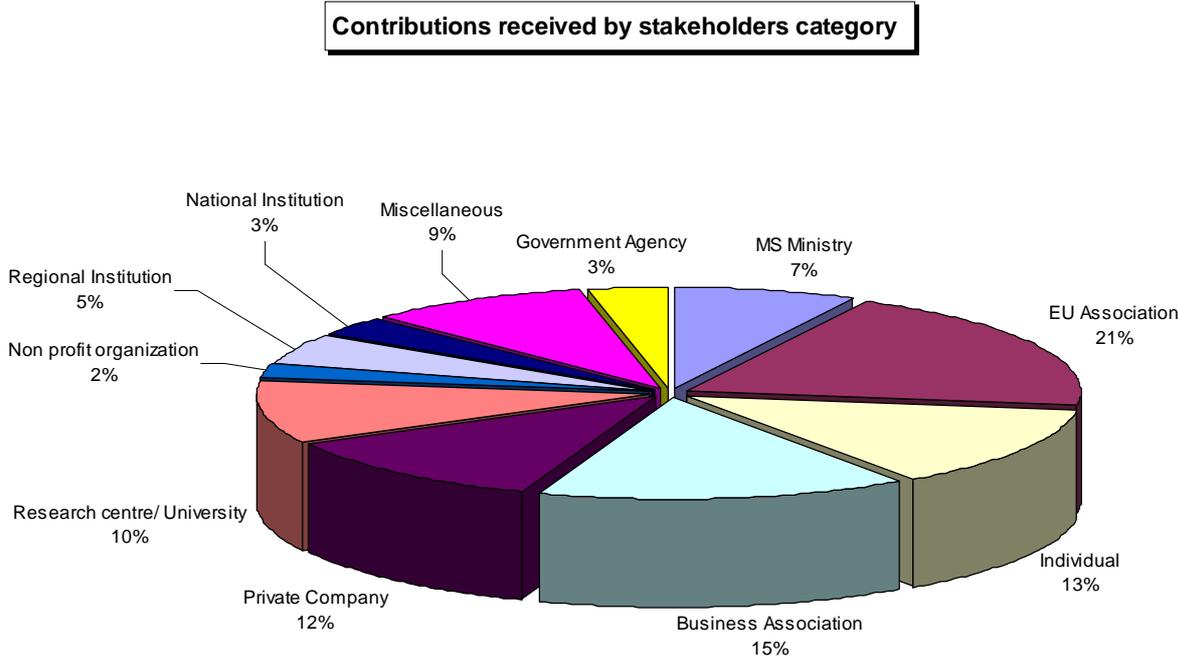
⁴ 70 responses consisted in the same text being sent by different actors in the creative industries

For statistical purposes, respondents have been classified in eleven main categories: Member States Ministries, EU Associations, Business Associations, Private Companies, Individuals, Research centres/University, Non-Profit Organizations, Regional Institutions, Government agencies and Miscellaneous.

As it can be seen in Figure 2, EU Associations is the category from which more responses have been received, with one out of five of the total number. This is followed by a large participation coming from national and regional business associations, as well as from individuals, which is the fourth largest contributing category. 16 responses were received from national ministries in Member States.

As regards the private sector there is a wide diversity of represented sectors. From pharmaceuticals to robotics or transport, many sectors responded to the consultation. A specific response came from the creative industries, where 70 individuals and organisations provided the same response showing a certain interest of this sector in innovation policy.

Figure 1: Number of responses received by stakeholder category



3. Responses to the consultation

3.1. General comments

The majority of submitted responses followed the questionnaire suggested by DG Enterprise and Industry, structuring their responses accordingly, although many answers were more open and interlinked, sometimes addressing multiple questions at the same time.

This report has been structured in such a way as to allow readers identify easily sections of particular interest, rather than follow the sequential order of questions in the questionnaire.

As a starting point, more than 90% of respondents that gave an explicit statement agreed that the Commission's assessment of the achievements and shortcomings of Community policies is broadly correct and that considerable progress had been made in enhancing the environment for innovation. Additionally, a number of respondents go in some detail to qualify specific aspects of the Commission's assessment, such as on the Joint Technology Initiatives, financial instruments, standards or barriers for SMEs participation.

Diverse stakeholders (research centre/ Universities, Government agencies, Private companies) mention the need to broaden the definition of innovation. A particular point is that the innovation concept should be revised and redefined in order to better capture the contribution of less technology-oriented sectors to innovative activity, as well as the role of innovation in addressing societal challenges.

3.2. Innovating Policy Governance

There is a general call for improvement of the over-all coordination among EU, national and regional level actions while taking into account the subsidiary principle. Frequently proposed actions to be undertaken are:

- Ensure that best practices, strategies and activities are being well disseminated at different levels.
- Facilitate a coordinated framework connecting the knowledge triangle, and ensuring the complementarity of programmes among regional, national and European level
- Guarantee that authorities at all levels are able to offer concise and consistent information about available programmes.

This demand for a better coordination is also extended to the various Commission's Directorate Generals dealing with research and innovation. A significant number of stakeholders consider that there is insufficient coordination between the Commission's Directorates General, particularly those responsible for enterprise, research, information society and education. For instance, it is often mentioned the existence of several Commissioners for SME related issues, and several EU instruments targeting similar policy issues related to SMEs and innovation (CIP, JEREMIE, Risk sharing Finance Facility, etc.) where the coordination of such programmes and instruments could be improved.

A strongly recurring concern, referred to by nearly all respondents, regards the simplification and streamlining of funding programmes. One proposal is that innovation programmes should be under a common umbrella which embraces all relevant policies. Moreover, it is strongly suggested to enhance coherence of EU programmes supporting innovation and ensure better coherence between funding programmes and other EU non-funding initiatives.

Of those responses advocating simplification, many refer specifically to the Framework Programmes rules, from the application procedures to the ex-post (audit) requirements. Respondents view the Framework Programmes rules to be too bureaucratic and strict, which deters them (especially in the case of SMEs) to participate fully in programmes addressing European competitiveness. Many stakeholders have pointed out their difficulties to keep up with the complexity of regional, national and international programmes; as a result, the most important claim is to make policies and instruments less complex, less bureaucratic, more easily accessible, more flexible and efficient in order to improve the linkages and synergies amongst them. "One stop shop" and similar rules for participation for all the R&D&I funding programmes are often presented as principles to be followed.

The insufficient and fragmented EU budget for Research and Innovation compared to the large EU budget that is devoted to agriculture, is a prevalent message amongst respondents. Responses from private companies, EU Associations, Business Associations, private companies, individuals and research centre/universities all express the need for a reallocation of EU resources to strengthen research and innovation.

Moreover, various respondents have reflected that innovation goes beyond technological innovation, meaning that the concept of innovation should be extended to other activities such as logistics or marketing, organisational innovation, business model innovation or

product design. They draw attention to the qualitative aspect of EU budget by stating that EU policies are not well balanced as regards innovation based on technological and innovation based on non-technological aspects. In particular, some respondents consider that the EU budget should be more oriented to support the production process and the transfer of knowledge.

The current 3% target for R&D&I expenditure was acknowledged to have put the R&D&I on the political agenda in EU and in Member States. For the future, many respondents propose to have a set of qualitative and quantitative targets, while proposals for this set of targets greatly vary among stakeholders. Also the EU level targets are suggested to be split down to realistic national level targets.

High level targets are proposed to be complemented with the set of more specific indicators to trace the effects of the policy actions. New indicators taking into account intangible features in combination with more traditional indicators have been underlined as the best way to measure the future of EU's innovation performance.

3.3. How should European policies be oriented

Over 80 % of the other respondents support the introduction of the societal challenges approach. Most part of respondents consider innovation as a key element for addressing major societal challenges, hence, agreeing that innovation policies should have a stronger orientation towards societal challenges.

However, precise views on societal challenges vary across and within respondents, especially with regard to prioritisation. Indeed, it can be seen that different stakeholders have different views on prioritising these grand challenges, where a large number of possible themes or topics was proposed. Some of the societal challenges most mentioned in the responses are: environment, energy security, employment, education, life-long-learning, ageing society or health care related topics.

The need to define the process how and at what level of detail the challenges will be identified (as well as which concrete actions to take), have been pointed out as aspects to be addressed when preparing the Innovation plan. The risks of defining a "fixed" list of societal challenges have also been mentioned. Choosing a strict number of societal challenges might lead to support only specific sectors disregarding other important sector, such as emerging sectors or traditional activities, which are also essential for the economy.

Aspects related to research policy have also been discussed in some of the received responses. By providing new relevant knowledge, research is considered to be a key factor in contributing to address major societal challenges. However, a number of respondents consider that research should take a more multidisciplinary approach in order to improve the identification of opportunities and allow the economy to be more responsive to changing market needs. Sharing the view that the European Research Area has been a positive factor in this respect, stakeholders consider that the overall coherence of the research and innovation systems needs to be improved requiring a more dynamic approach of research policy.

Responses provided divergent views on whether innovation policy should have any specific sector approach. Some respondents call for a non sector specific approach based on the argument that most promising innovations are often inter and trans-disciplinary. These respondents believe that European innovation policy should be considered as an integrated global and cross- sector policy. On the other hand, a similar number of stakeholders (especially creative industries and private companies) are calling for a sector approach by identifying sectors with high socio-economic and industrial relevance for Europe based on the rationale that one size fits all policies are not efficient. A recurring idea (58% of respondents) is to have an adequate equilibrium between sector and non sector approaches. This could be a flexible approach where some sector like services, pharmaceutical, or emerging ones can be further promoted without creating market distortion or artificial barriers.

Very many responses stress that the European Investment Bank should play a stronger role in financing innovation activities by business, , and especially SMEs, by facilitating access to finance and making it more transparent. Three actions identified most commonly by respondents are: to expand the risk-sharing instruments offered by the EIB, to facilitate SMEs access to loans and to expand the number of financial intermediary agents. .

In addition, there is a common message that more action is needed to stimulate venture capital. The fragmentation of the EU's venture capital markets is seen as a major obstacle which hampers companies from having adequate access to finance, particularly in their early stage.

Over and above facilitating access to finance, better access to training and advice programmes for SMEs is requested. It is underlined that in many cases SMEs are not aware of the opportunities that EU programmes can bring to their organisation, nor have

the required knowledge to decide which innovation strategy best fits their organisation. Therefore, there is a call for EU innovation policy to ensure the understanding and familiarity of SMEs with new and existing programs as well as on promising innovative business models.

Another issue which respondents underline regards the role that education plays as part of the knowledge triangle. Education is considered as a prerequisite for the consolidation of an EU's innovative culture. Many respondents (especially universities, research centres and private companies) view innovation policy to be insufficiently linked to education and that for innovation to flourish an appropriate mix of skills is needed. Therefore, in order to support education and training and create a highly skilled work force ready to meet the needs of industry and address societal challenges, it will be necessary to better integrate innovation aspects in education curricula.

As a final point, special attention has to be given to design. The collective response coming from the creative sector have stressed the fact that design should receive specific attention and support due to its pervasiveness and leverage effect on innovation performance in many different sectors.

3.4. Providing the appropriate Framework conditions

Respondents see the lack of implementation of a Community patent as still preventing favourable conditions for the development and diffusion of innovation, and anticipate breakthroughs in this field.

With regards the modernisation of EU's state aid rules, some respondents have highlighted that the practical implications at the implementation stage remain unclear. Guidance on the application of state aid, for instance in the form of handbooks, would be desirable for a number of respondents. Furthermore, efforts of the European Commission regarding standards, Public-Private Partnerships, and European platforms are welcome, as are the new Knowledge and Innovation Communities, and mainly considered to be on the right track.

Support to the EU's role in fostering innovation in clusters is addressed specifically by a limited number of responses and the opinions vary. There is, however, general agreement that EU efforts should focus on sharing best practice and removing barriers hampering cooperation at EU level while respecting the complexity in bringing together specific regional actors (with respect to national context).

A final point mentioned by a significant number of responses is the need for further fiscal incentives, in particular those coming from business associations and private companies.

3.5. Delivering innovation through public services

Respondents generally agree on the importance of mainstreaming innovative activity in public services, while recognising that this represents a major challenge for policy making and resource allocation. The purchasing power of governments is viewed as an opportunity to play a greater innovation role by stimulating business to maximise their innovation capacity. Various responses stress that the exchange of existing good practice in public services would facilitate the dissemination and effective implementation of innovation within the public sector. In addition, it is widely recognised that public procurement should be more open to SMEs and there are suggestions that the EU should establish a programme to complement national government's innovation contracts as well as introduce an US style SBIR scheme.

4. Other innovative responses

A number of responses elaborated on specific aspects of innovation and innovation policy not strictly covered by the questionnaire. Some of the proposals are long-standing ideas while others constitute original, or even controversial, proposals. Here are some of them:

Italian General
Confederation of
Enterprises,
Professional
Occupations and
Self-employment
(Confcommercio)

- o Grant patents for business models. This idea of patenting business models is already accepted in the legal framework of the United States. There, business models are a form of intellectual property and as such, they can be protected under patent law.

Design Council (UK)

- o Delivering user-centred public services: such as in a programme already being implemented in UK by the Design Council, where designers work directly with local communities to co-design and improve public services. Through this programme, public sector managers are able to understand the complexities of delivering a service from other perspectives (people who use it and provide it) through a grass root process.

European
Association of
Development
Agencies (EURADA)

- o Develop a European Business Angel status: the European Commission is asked to create a special status for those companies who provide capital for a business in the process of facilitation access to finance to SMEs.

UK Government

- o Fast track for green patent emphasising the importance of green-technologies in addressing societal challenges.

European Chemical
Regions Network
(ECRN)

- o It has been suggested to develop a European Innovation Performance index to benchmark innovation policy at international, national and regional level. The index should be based on sound statistical analysis, for example from the OECD, and it should be accompanied by a regular self-assessment scheme.

TuTech Innovation
GmbH (TuTech).

- o Starting grants for entrepreneurs financed by EIB. Having recognised the success of the European Research Council in providing grants to individuals, the same could be provided for innovators through grants for entrepreneurs, for example financed through EIB.

KfW Bankengruppe
Ministry of Economy,
Family and Youth
Austria
European
Association of Mutual
Guarantee Societies
(AECM)

- o Modernisation of state aid framework by increasing the de-minimis threshold. The de-Minimis threshold is a useful for public support for SME. The current threshold of aid equivalent of 200.000 € is too low. In particular, AECM and KfW have suggested to increase the threshold to 500.00 €

(1) Inoverzum TV.
(2) Finnish Funding
Agency for
Technology and
Innovation (Tekes)TV
(3) European Private
Equity & Venture
Capital Association
(EVCA)

- o Many responses have proposed to strengthen the EU venture capital market. In particular, the establishment of a mixed venture capital fund (1) – half private fund and half public funds- , the promotion of a Pan European venture capital Fund (2) or the creation of a privately managed funds-of-funds (3). This proposal reflects that made by the Business Panel on future EU innovation policy.

5. Next Steps

This consultation serves as an input to the development of future EU innovation policy, within the context of the forthcoming EU2020 strategy and more specifically for the preparation of a new European Innovation plan, due to be presented by the Commission by Spring 2010...

Interested stakeholders are invited to continue the debate on European Innovation policy and a specific online interactive forum, "Innovation Unlimited" has been launched for this purpose at: <http://blogs.ec.europa.eu/innovationunlimited/> This new site provides an opportunity for informal debate by citizens and stakeholders on a range of topics regarding innovation policy.

Annex

A. List of Questions:

- (1) Do you agree with the Commission's assessment of the main achievements and shortcomings of Community policies in support of innovation?
- (2) Should EU innovation policies have a stronger orientation towards addressing major societal challenges? If so, which ones should be prioritised?
- (3) Should innovation policy have any specific sector approach? If so, which sectors should be supported and which specific policy measures should be developed?
- (4) Do existing instruments to support innovation need to be adjusted to reflect the changing nature of innovation and integrate new innovation patterns (services innovation, open innovation, user-driven innovation etc...)?
- (5) What are the most important remaining obstacles for the EU to unleash its full creative and innovative potential, in particular through innovative SMEs?
- (6) What are the implications for research policy of the changes needed to policies in support of innovation (e.g. the goal of addressing major societal changes, etc ...)?
- (7) Which scope exists to better facilitate the consolidation of world-class innovation "eco-systems" or clusters in the EU at regional level, taking into account emerging industries?
- (8) How could the cooperation between regional, national and European innovation support programmes be reinforced to address the new challenges faster and more efficiently?
- (9) What could the EU do to provide adequate access to finance to SMEs and entrepreneurs?
- (10) Could the EU contribute to exploit the innovation potential in public services?
- (11) How could the Community funding programmes for innovation, including FP7, CIP and Structural Funds, be simplified and streamlined?
- (12) What could be realistic and meaningful quantitative and qualitative targets for future European innovation policy?

B. List of respondents

AUSTRIA	Designaustria, Professional Association of designers (DA)
	Ministry of Economy, Family and Youth
BELGIUM	Belgium Authorities, Affaires internationales.
	Région Wallonne, Direction Générale de l'Economie
	Flemish government, Department of Economy, Science and Innovation
	KEA European Affairs
	Festival des Arts
	Compagnie Irene K.
	Needcompany Brussels
	Arts Centre Vooruit Gent
	Margarita production
	Ultimavez
	Les ballets C de la B
BULGARIA	Institute of Economics , Bulgarian Academy of Sciences
CYPRUS	Ministry of Commerce, Industry and Tourism
CZECH REPUBLIC	Ministry of Industry and Trade
	CzechTrade, National Trade Promotion Agency of the Ministry of Industry and Trade of the Czech Republic
DENMARK	Danish Confederation of Trade Unions
ESTONIA	Estonian Association of Designers
FINLAND	City of Helsinki, Office of Economic Development
	Ministry of Employment and the Economy
	Finnish Funding Agency for Technology and Innovation (Tekes)
	Confederation of Finnish Industries
	Espoo City Theatre - The International Theatre of Finland
FRANCE	Government of France
	Alstom EU Delegation (based in France)
	French National Institute for Agricultural Sciences (INRA)
	UP-tex – Cluster specialized in advanced textile materials
	Président de la Fondation des Territoires de Demain
	Région Provence-Alpes-Côte d'Azur
	Assemblée permanente des chambres de métiers (APCM)
	French Chambers of Commerce and Industry (ACFCI)
	Confédération Générale dès PME
	Maison de la culture du Japon à Paris
	Le-Maillon ,Théâtre de Strasbourg
	Maison du Théâtre (Amiens)
	HorsLesMurs, centre national pour developement des arts
	Roberto Cimetta Fund, Artistic Mobility
	Pour Actes-Pro
	Region Ile-de-France
La Batoude, Centre des Arts du Cirque et de la rue	

GERMANY	Association of German Chambers of Industry and Commerce
	Ministry for Innovation, Research and Technology and Ministry for Economic Affairs and Energy North-Rhine Westfalia
	Robert Bosch GmbH
	ZAB The Brandenburg Economic Development Board (EEN Network partner Brandenburg Berlin)
	Federal Ministry of Economics and Technology
	KfW Bankengruppe
	TuTech Innovation GmbH
	Joint response from Enterprise-Europe-Network in Baden-Württemberg, Steinbeis Foundation, and Ministry of Economic affairs
	German Confederation of Skilled Crafts and Small Businesses (ZDH)
	Federal Association of Public German Banks (VOEB)
	Office of Land Berlin, Bureau du Land de Berlin auprès de l'UE
	Branth – Chemie
	ArtscenicoTheatre director
	German Centre of the International Theatre Institute (ITI)/ Part of the UNESCO organisation for theatre
Tanzcompagnie Oldenburg und Tanztheater Bremen	
GREECE	Ministry of Economy, Competitiveness and Shipping
	ARGO SA, Funding Director
	Ministry for Environment, Energy and Climate Change
HUNGARY	Regional Development Agency of North Hungary (NORDA)
ITALY	Numonyx, Funding Senior Director
	Innovation Unit, IPI-Institute for Industrial Promotion
	Provincia di Roma, International and European Affairs
	Stazione Sperimentale per la Seta, Textile research centre
	Stazione Sperimentale Carta, cartoni e paste per carta
	Università Politecnica delle Marche ,Dipartimento di Meccanica
	Gianrocco Giampietro
	Italian General Confederation of Enterprises, Professional Occupations and Self-employment (Confcommercio)
	Claudia Pelegrini
Associazione Inteatro, Dance and Theatre promotional Institution	
LATVIA	Ministry of Economics & Ministry of Education and Science
LUXEMBURG	Vidale-Gloesener sàrl
	Technology Innovation International
NETHERLANDS	Matthew Shears
	Coordinator EuropeDesk Deltares
	Kunstenaars&CO (Artists, Culture & Entrepreneurship)
	Ministry of Economic Affairs
	Sanja Maier-Hasagic, dancer and choreographer
Rozentheater Amsterdam	

	Theatre Company, Manager of Dood Paard
NORWAY	Ministry of Economic Affairs
POLAND	Ministry of Economy
PORTUGAL	Nuno Gama de Oliveira Pinto ,Team Europe Member
	Confederation of Portuguese Industry (CIS)
	Associação Portuguesa de Designers (APD)
	Ministry of foreign affairs, Directorate General European Affairs
	APGICO, CIEO, CRIA, Enterprise Europe Network
	Plateia Associação de Profissionais das Artes Cénicas (PLATEIA)
ROMANIA	Ministry of Industry
SLOVAKIA	Regional Chamber of Commerce
	Association of Slovak Theatre Professionals
SLOVENIA	Institute for innovation and dissemination of culture
	Inoverzum d.o.o., innovation management enterprise
	Government of Slovenia
	Ministry of Culture Slovenian national delegate in the Cultural Affairs Committee of the Council of EU
	Metka Stare, Senior Research Fellow
	DUM-association of artists
	Bria Jez, composer
	Mini teater
	Slovenian Sculpture Association
	Dusan Zidar, visual artist associate professor on University of Maribor, Department of Fine Art Education
	Museum Ljubljana
	Maja Murnik, freelance cultural worker
	Vesna Hrovat
	Artist & Professor of Fine Art
	SCCA, Centre for Contemporary Arts
Natasa	
SPAIN	High Council of Chambers of Commerce, Industry and Shipping of Spain
	Spanish Business Confederation of Social Economy (CEPES)
	ADEuropa Foundation, partner of the Enterprise Europe Network
	ONCE
	Association of Professionals Designs (ADP)
	Gabinete de Iniciativa Joven, public agency for the promotion of creative entrepreneurship
	INterfaces for RELations between Environment and people with DISabilities (INREDIS), technology company of the ONCE Foundation
	Sol Pico Cia de Danza
	Cooperacion cultural
SWEDEN	Almega

	Officer European & International R&D Collaborations, Region Västra Götaland
	Ministry of Enterprise, Energy and Communications
	Swedish Research Council
	Swedish Governmental Agency for Innovation Systems (VINNOVA)
	Svensk Teaterunion, ITI, the International Theatre Institute and member of the European theatre organisation IETM
	Riksteatern Norsborg
	Individual
	Teatercentrum Stockholm
UNITED KINGDOM	Business Adviser for Innovation
	British Council
	Vice-Chancellor, Aston University,
	Innovation Academy, University of Liverpool
	Vice-Chancellor, University of Bedfordshire
	Design Council
	Chris Coles, British inventor
	Director, Research and Enterprise Office, University of York
	Director, Research Support Services, University of Warwick
	Chartered Accountants in England and Wales (ICAEW)
	National Endowment for Science, Technology and the Arts (NESTA)
	London Chamber of Commerce and Industry
	Team Manager, Innovation Policy & Partner Relations, East Midlands Development Agency (EMDA)
	National Standards Body of the UK (BSI)
	UK Research Council's
	South West of England Regional Development Agencies
	School of Engineering ,University of Surrey
	Head of International Business, Research and Innovation, University of Strathclyde
	Aerospace & Defence Knowledge Transfer Network (UL)
	Frank McConnell, artistic director
	The Department for Business, Innovation & Skills
	National Drama
	ArtsAgenda
	Yorkshire Dance West
	Federation of Scottish Theatre
	Theatre Festival
	Promenade Promotions Limited
	Citizens' Theatre, Glasgow
	Wales Arts International (WAI)
	Planbcreative
	UK Higher Education Europe Unit
BELARUS	Free Theatre

CROATIA	Eurokaz, International Festival of New Theatre
ICELAND	Association of Independent Theatres in Iceland
	Association of Performing Arts
ISRAEL	Knowledge Center for Innovation– Israel Institute of Technology
RUSSIA	Theatre of dance and pantomime
SERBIA	Center of Fine Arts Belgrade
	Serbian National Theatre
SOUTH AFRICA	Performing Arts Network South Africa
TURKEY	Aydin Silier, Executive and Artistic Director
	Individual, Founder and Executive Producer
UKRAINE	Kyiv academical Molody theatre
UNITED STATES	Pfizer, Senior Director International Government Affairs
	Microsoft, innovation manager for Europe
EU ASSOCIATION	Europa Forum Norra Sverige, political network northern Sweden
	European Steel Technology Platforms (ESTEP)
	Business Europe
	European Chemical Regions Network (ECRN)
	European Game Developer Federation (EGDF)
	Network of European Regions (RAPIDE)
	European Association of Development Agencies (EURADA)
	European Financial Institutions for Small and Medium Sized Enterprises (NEFI)
	CEN-CENELEC
	European Steel Platform (ESTEP)
	EUROCHAMBRES
	European Association of Research and Technology Organisations (EARTO)
	European Cluster Policy Group (ECPG)
	European Chemical Industry Council (CEFIC)
	European Confederation of Pharmaceutical Entrepreneurs (EUCOPE)
	European Technology Platform for Water (WssTP)
	Medical technology industry in Europe (Eucomed)
	European Rail Research Advisory Council (ERRAC)
	The European Rail Industry (UNIFE)
	European Council of Arts (ECA)
	The European Private Equity & Venture Capital Association (EVCA)
	The Bureau of European Design Associations (BEDA)
	European Metalworkers Federation (EMF)
European Robotics Association (EUROP)	
European Association of Mutual Guarantee Societies (AECM)	
European Association of Biotechnology Industries (EuropaBio)	
Novartis European Public Affairs for pharmaceutical industries	

	European Regions Research and Innovation Network
	European Federation of Pharmaceutical Industries and Associations (EFPIA)
	INNO- Partnering Forum
	Social Economy Europe
	International network for contemporary performing arts (IETM)
	Independent music company association (IMPALA)
	European Association for the Transfer of Technology, Innovation and Industrial Information (TII)
	European Interest Group on Creativity and Innovation (EICI)
	The Association of Chartered Certified Accountants (ACCA)
	European Network of Cultural Administration Training Centres
	Federation of European Publishers (FEP)
	Réseau européen pour la sensibilisation à l'opéra et à la danse (RESEO)
	European Council of Literary Translators' Associations (CEATL)
	European Music Council
	The Association of Chartered Certified Accountants (ACCA)
	European Network of Cultural Administration Training Centres
	Network of European Museum Organisation (NEMO)