

STRATEGY for a transnational NETWORK of transfer promoters



Dresden - Ústí nad Labem - Wrocław

CONTENTS



VISION	5
DIAGNOSIS	11
STRATEGIC GOALS	17
INSTITUTIONAL PART	23
FINANCIAL PART	25

TAKING
COOPERATION
FORWARD

ABOUT TRANS³NET

Increased effectiveness of transnational knowledge and technology transfer through a transnational cooperation network of transfer promoters

Who we are?

Nine project partner from three regions are working together:

GERMANY (SAXONY)

- Technische Universität Dresden: CIMTT Centre for Production Engineering and Management (Lead Partner)
- Bautzen Innovation Centre
- Wirtschaftsförderung Erzgebirge

POLAND (Lower Silesia)

- Wrocław University of Science and Technology
- Marshal's Office of Lower Silesia
- Wrocław Regional Development Agency

CZECH REPUBLIC (Ústí Region)

- J.E. Purkyně University in Ústí nad Labem
- District Chamber of Commerce Děčín
- Economic and Social council of the Ústí Region



Fig.: Team of TRANS³Net in front of Bautzen Innovation Centre (©CIMTT).

The objective of TRANS³Net is the establishment of a transnational co-operation network of 'transfer promoters' in the border-region between Germany, Czech Republic and Poland. Transfer promoters operate in the initiation, implementation, and support of projects for knowledge and technology transfer between science and economy. They are to be found in scientific organisations (e.g. transfer offices), in organisations close to economy (e.g. chambers of commerce), in intermediary institutions (e.g. technology parks) as well as in public administrations (e.g. business development agencies). They help to overcome the various barriers between science and economy that are currently hindering their cooperation.



STRATEGY PROCESS

Our Roadmap to establish the transnational network of transfer promoters

2016	<p>Start of Central Europe Project TRANS³Net</p> <p>Kick off meeting and agreement on TRANS³Net-Reference model of knowledge and technology transfer process</p> <p>Elaboration of the map of transfer promoters (for the project region of TRANS³Net)</p>
2017	<p>SWOT-analysis to identify strengths, weaknesses, opportunities and threats in the national and transnational transfer process. The joint transnational SWOT-analysis is the foundation of the network's strategy</p> <p>Conduction of TRANS³Net strategy, responsible partner: Wroclaw Regional Development Agency (WARR)</p> <p>Consultations with regional policymakers in all three countries to receive hints and indicators to the prospective organisation as well as the institutional and financial framework conditions of the transnational network of transfer promoters</p> <p>Strategy-workshop collecting final inputs for the strategy of intended network, discussing objectives and framework conditions and finalisation of the strategy</p>
2018	<p>Collection of needed actions for supporting transnational transfer and cooperations between science and economy. Joint elaboration of an action plan (derived from the goals of the strategy)</p>
2019	<p>Development of a Cooperation Network Model (CRM) of the future transnational network of transfer promoters and establishment of the network</p>

VISION



VISION

Transnational cooperation network of transfer promoters in 2025

In the year 2025 the trinational border region including Saxony, Lower Silesia and the Ústí Region is characterised by a lively exchange of knowledge and new technologies. Polish, Czech and German universities and research institutes are jointly working together to bring the latest scientific findings and technologies into practice and industrial use in SMEs (small and medium enterprises) of the region. The digitally connected and minded economy as well as the science institutions are supported by a functional transnational innovation system. A network of transfer promoters provides a widely service portfolio for initialising new projects and cooperation of science and economy across the borders.

To reach this vision, the main objective of the project “TRANS³Net” is to significantly contribute to the emergence of a functional transnational innovation system in the trinational border region between Germany, Poland and the Czech Republic. This will be characterised by a self-sustaining cooperation network between transfer promoters and further actors of the scientific, economic and public sphere in order to initiate, implement and transfer new products, knowledge and technologies. Therefore, TRANS³Net aims to strengthen the links between science as well as economy and the public administration. It sets the framework for the emergence of a functioning innovation system across the borders and in turn fosters innovation capacity in Central Europe.



Fig.: Presentation of TRANS³Net at the Polish-German-Czech Cooperation forum for companies in Sklarska Poreba in November 2017 (© CIMTT)

UNTIL 2025

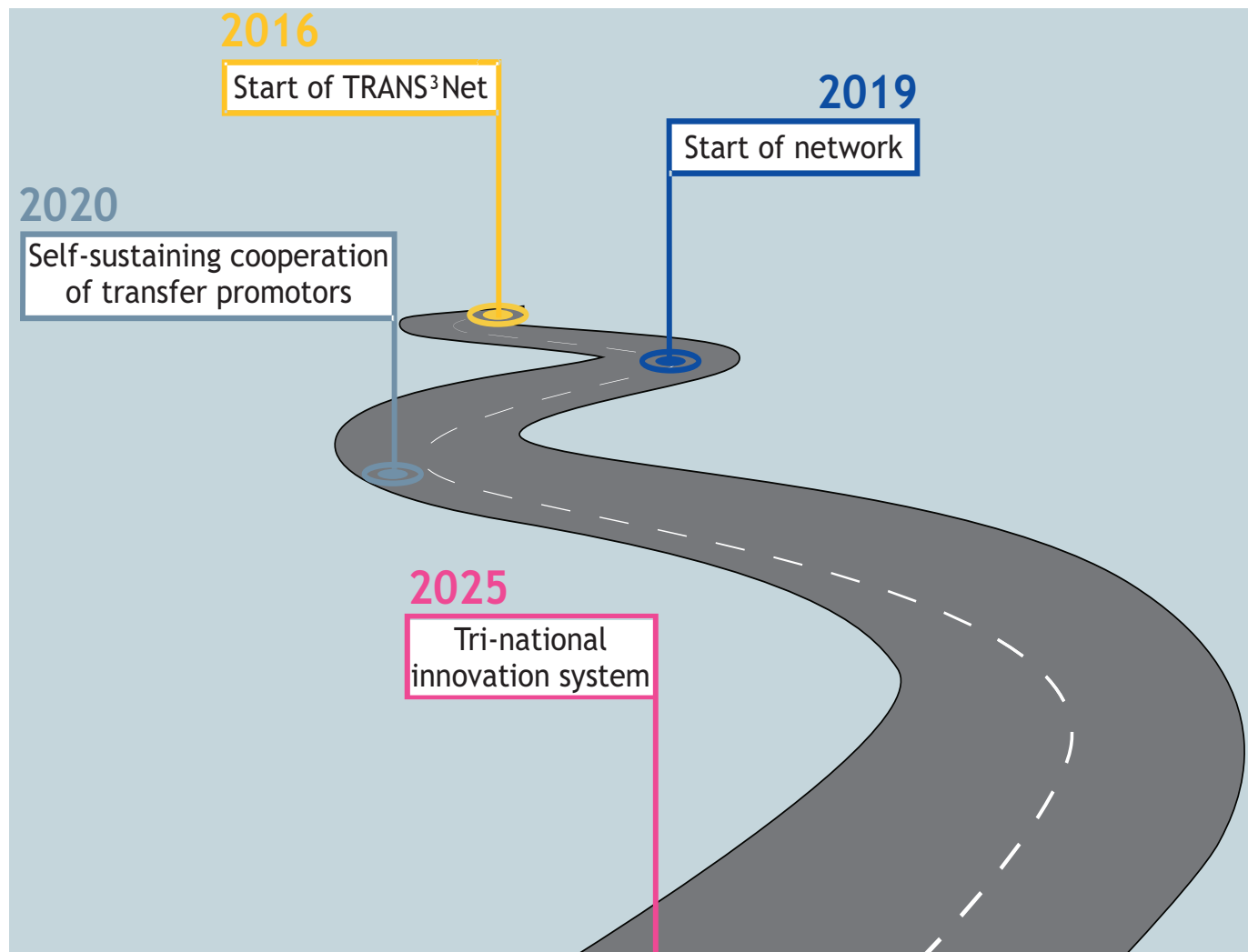


Fig.: Road from Start of TRANS³Net project 2016 until the trans-national network of transfer promoters becomes active and finally the innovation system benefits from the network (own presentation).



TECHNOLOGY TRANSFER

Common understanding of the process of knowledge and technology transfer and the significant role of transfer promoters

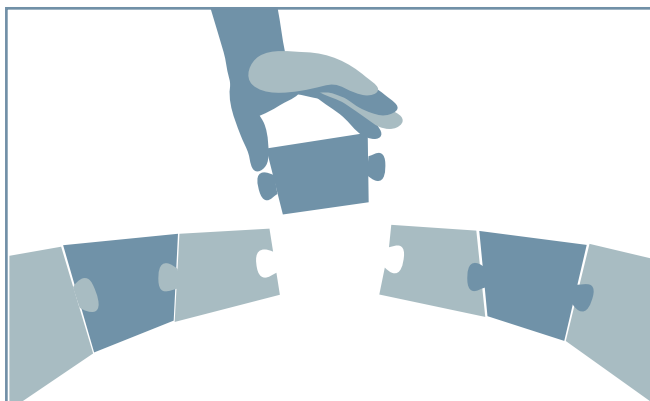


Fig.: Hand builds a bridge to demonstrate that transfer promoters are boundary spanners between science and economy (designed by Vector-arte - Freepik.com).

The vision is fed by former experiences collected with scientific, business and regional acting transfer promoters and their important role in the successful establishment of transfer processes.

Underpinning the findings from the reference model of transnational transfer processes, transfer promoters are responsible for the establishment and maintenance of interactions between technology supplier and importer (giver, taker). They look for suitable funding programmes, acquire potential partners and experts for processes of learning, organise further support e.g. for project management and moderation conflict.

This role of transfer promoters becomes more important for the transfer on transnational level because the use of national professional expertise is mandatory. An organisational framework strives to take effect of potential synergies for collaboration. At the end, this organisational framework ensures a trusting cooperation of all transfer promoters active in the border triangle region.

Approach of the project is, to build a transnational network of transfer promoters, who serve as key players in the transfer process in order to support the initiation and implementation of transnational cooperation between science and economy. The linkages of the transfer promoters will be based on trustful relations established within the project lifetime. The proposed network takes on a coordinating function, aims to make contact initiation more efficient. It bundles existing national support structures for innovation projects. Additionally, it develops pilot actions and implements support services which are currently still missing in the tri-lateral region.

Why is a network needed?

The network will set the formally secured frame for a cooperative transnational partnership of transfer promoters. The establishment of network structures offers numerous benefits for the members of the network, for example the use of synergies, reduction of costs through exchange, bundling of resources and strategic and political effect/awareness for the topic of transnational transfer. At the end, a realisation of an increasing number of transfer activities across borders will contribute to maximising the competitiveness of the TRANS³Net border region.

Transfer of knowledge and technology between economic and scientific sphere contributes to the development of innovation. Nevertheless, there are still many barriers, that hamper transfer between those two spheres. Therefore, it requires a systematic support through transfer promoters to overcome those obstacles.

Who are transfer promoters?

According to project`s assumptions, transfer promoters operate in the initiation, implementation, and support of projects for knowledge and technology transfer between science and economy. Transfer promoters are located in research organisations, associations close to economy, regional administrations and various intermediary institutions. On the one hand, they recognise needs of the economy and transmit them to scientific institutions. On the other hand, they act as boundary spanners, serve as links between the two spheres and contribute significantly to a functioning transfer of knowledge and the development of new technologies.



Fig.: Study visit at Chart Ferox in Děčín during the first TRANS³Net.training for transfer promoters in November 2017 (© CIMTT).



SWOT ANALYSIS

STRENGTHS

- excellent and strong landscape of research organisations
- economic potential of enterprises in all three regions
- common core branches in mining, health and medicine, raw materials, automotive
- large part of regional enterprises aware of the importance of innovation and technology transfer
- infrastructure for supporting transfer and cooperation between science and economy available (e.g. technology parks and innovation centres); specialised in the needs of regions
- transfer of technology and cooperation between science and economy is already taking place
- openness for cooperation in the development of innovation between science and economy exists
- well-educated workforce esp. in science is available

OPPORTUNITIES

- international funding programmes, esp. EU for cross-border and transnational cooperation
- increasing participation of different actors in EU funding programmes also connects actors of border triangle
- regional strategies emphasising technology transfer and innovation
- promotion of knowledge commercialisation out of scientific institutions by various programmes and initiatives
- already existing funding programmes supporting the transnational collaboration between transfer and innovation actors (e.g. EUREKA)
- geographic proximity of regional actors in the border triangle facilitates face-to-face encounters between potential partners (but currently especially the transport infrastructure between Poland and Czech Republic must be extended)

WEAKNESSES

- low propensity of enterprises to cooperate with research institutions
- lack of large and international business headquarters
- insufficient public support for transfer and innovation esp. in Poland and Czech Republic
- low availability of venture capital
- bureaucracy barriers when taking advantage of public financial support for innovation, low level of experience in using public support
- language and cultural barriers
- weak transportation system between Poland and Czech Republic

THREATS

- research and development (R&D) predominantly carried out in public research institutions
- low level of funding R&D from business sector
- focus on technical equipment, not on building linkages and networks between relevant innovation actors
- brain drain due to (e)migration
- lack of financial support for R&D and technology transfer between science and economy after the expiry of EU programmes

DIAGNOSIS



DIAGNOSIS

General information

Technology transfer promoters in Saxony are evenly distributed over the region even though there is a concentration in the big cities Dresden, Chemnitz and Leipzig. In the Ústí region, they are spread across a few locations (Ústí nad Labem, Most). Lower Silesia is characterised by the concentration of technology transfer promoters in the capital city of Wrocław. Lower Silesia is the second most developed region in Poland. It implies that it is less likely to receive any special financial support for technology transfer from central authorities as it might be the case in Saxony and the Ústí Region.

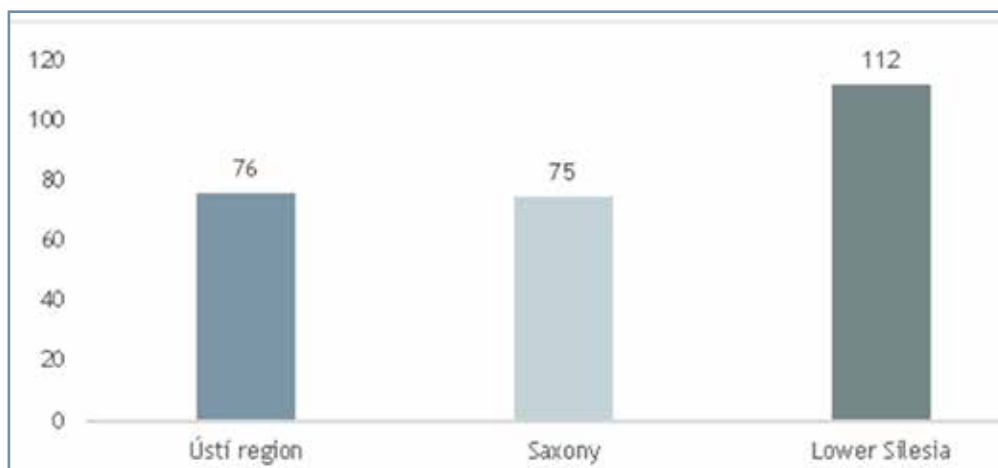
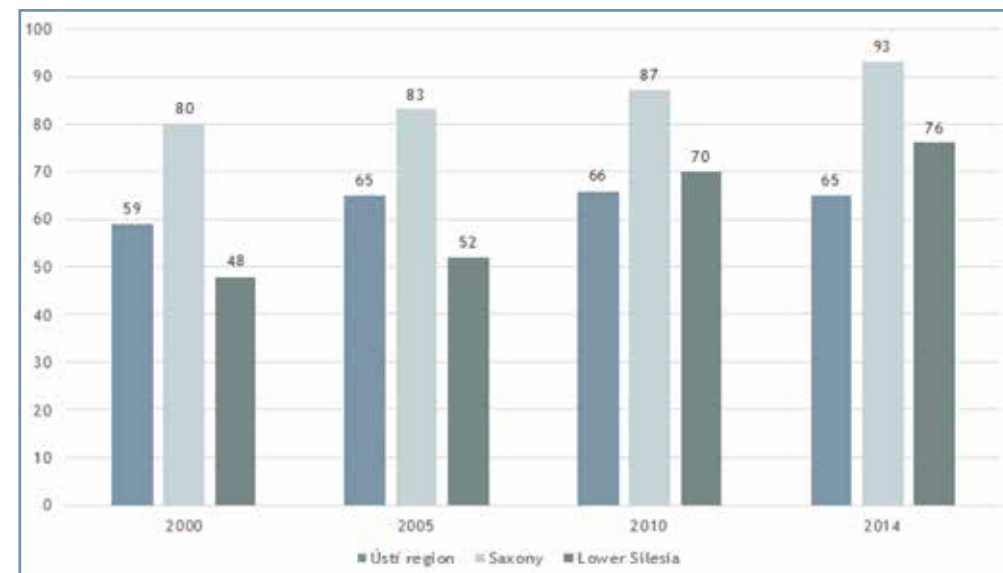


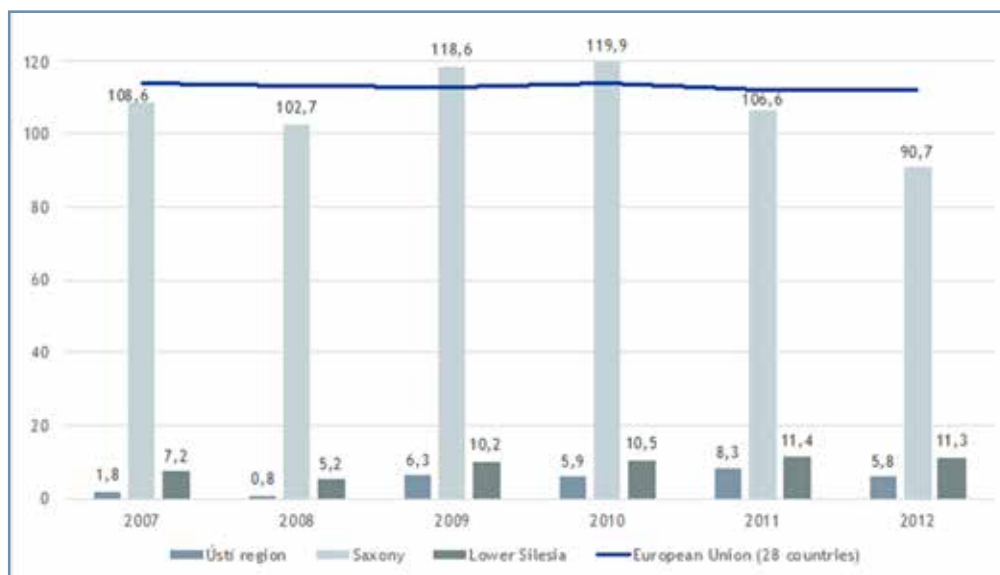
Fig.: GDP (gross domestic product) per capita in 2014 for the regions (in comparison to country = 100).
Fig. right side: GDP in PPS (purchasing power standard) per inhabitant as percentage of the EU average 2000-2014 (source: Eurostat).

Despite Saxony's GDP (gross domestic product) per capita is being below the EU average, it is still significantly higher than the GDP of Lower Silesia and the Ústí Region. Throughout the period 2000-2014, GDP in PPS (purchasing power standard) per inhabitant (EU28=100) in Lower Silesia increased by 28 percent. The change was twice as high as in Saxony (13 percent) and over four times as high as in the Ústí Region (6 percent). Hence, Saxony is a region with the greatest economic potential and capability to absorb and create innovation. Lower Silesia, in contrast to the Ústí Region, is characterised by the fastest dynamics of economic development which is likely to increase the demand for and the supply of innovation in the near future.



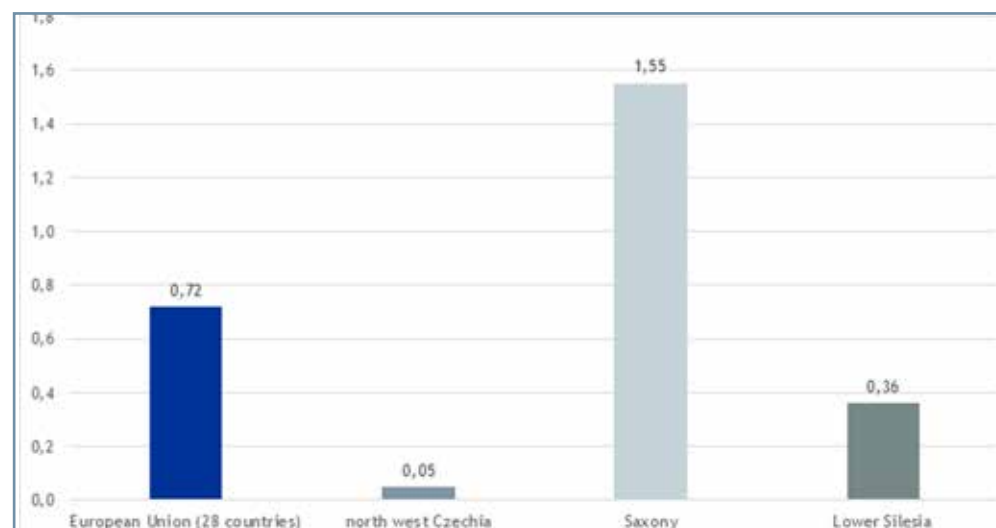
Infrastructure

Infrastructure for the creation of innovations (e.g. universities, technology or innovation centres) is well developed in Saxony and Lower Silesia. Innovative activities of research organisations and universities in Saxony fluctuate around or are above the EU average showing its relatively high potential to supply innovative technologies and products. It is especially visible in the case of research and development (R&D), patents and human capital. Lower Silesia ranks second, however, below the EU average. As far as the Ústí Region is concerned, the infrastructure lay out unevenly, but it does not make a barrier for development of transnational cooperation.



R&D activities of the supply side of technology transfer are constantly developing in all three regions. There is, however, still large capacity to make an effective use of the supply-side of technology transfer in Lower Silesia and the Ústí Region - especially when one takes a look at the relatively low level of R&D expenditures and patent applications in those two regions.

Fig.: Patent applications to the EPO (European Patent Organisation) per million inhabitants. right side: R&D expenditures in percentage of GDP (business sector excluded) in 2015. (source: Eurostat)



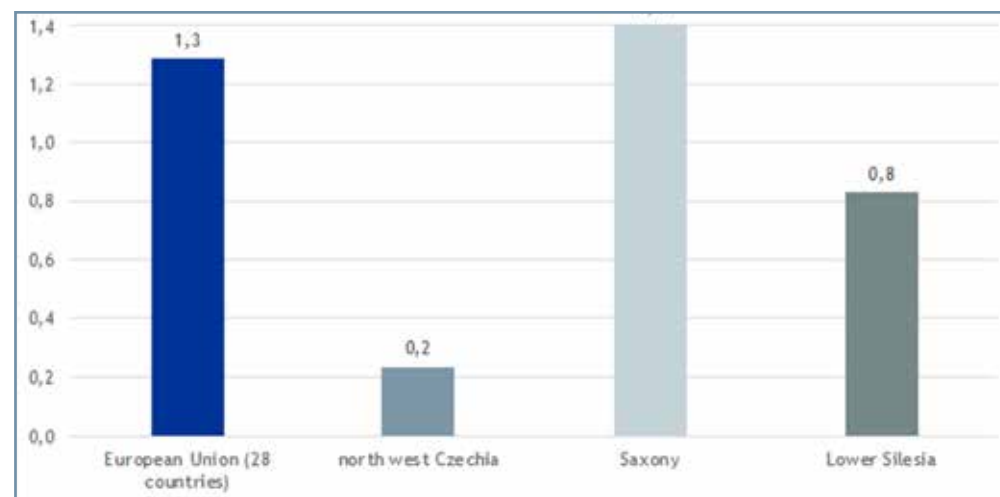
Demand-side of knowledge and technology transfer

SMEs account for the overwhelming majority of the business sector in all three regions (above 90 percent of all enterprises). SMEs have often insufficient financing, human capital, organisational capacity, information and experience to get involved in innovative projects. SMEs are afraid of the risks and the supposedly high costs of innovations.

Cluster activities are increasingly stronger in Saxony and Lower Silesia. Their impact on SMEs' propensity to become innovative (e.g. through the reduction of costs and risks, effects of scale) is of great importance. The most important clusters in Saxony are in microelectronics, mechanical engineering and medical sectors. In Lower Silesia, the most important ones operate in the fields of medicine, agriculture, mining, IT and telecommunication. According to the most recent information available, there is no active cluster in the Ústí Region. However, there are plenty of organisation there, which realise a number of "cluster character" activities (e.g. chambers, unions, associations).

The structure of the sources of R&D financing shows that in Saxony the private business sector does not play a dominant role in financing R&D. It might suggest an increasingly greater demand of businesses for innovation generated by other institutions (e.g. R&D centers, universities, etc.). The other extreme is the Ústí Region, where the vast majority of R&D expenditure is carried out by private companies. However, this expenditure tends to decline over time giving rise to a greater interest of private enterprises in external sources of R&D. All in all, the demand of private business for innovations is much lower in Lower Silesia and the Ústí Region in comparison to Saxony and the EU average. It implies that many of Czech and Polish companies still take advantage of relatively low labour costs. Their demand for innovations is still below capacity.

Fig.: R&D personnel and researchers in percentage of total employment (full-time equivalent) in 2013.
(source: Eurostat)



Transnational thematic business-science sectors

There is a high potential of thematically based knowledge and technology transfer cooperation between Lower Silesia, Saxony and the Ústí Region. However, there is a need to put more emphasis on cooperation to enable knowledge and technology transfer. The regions solve similar thematic problems, so they are well predestinated for cooperation. This potential is particularly evident in the fields of electronics, mechanical and material engineering (including the automotive sector) as well as environmental and biological sciences. Moreover, the intended network of transfer promoters can contribute to boost the rural area as innovation region and as a result help to narrow the gaps between innovative regions around a few cities and the rural areas.

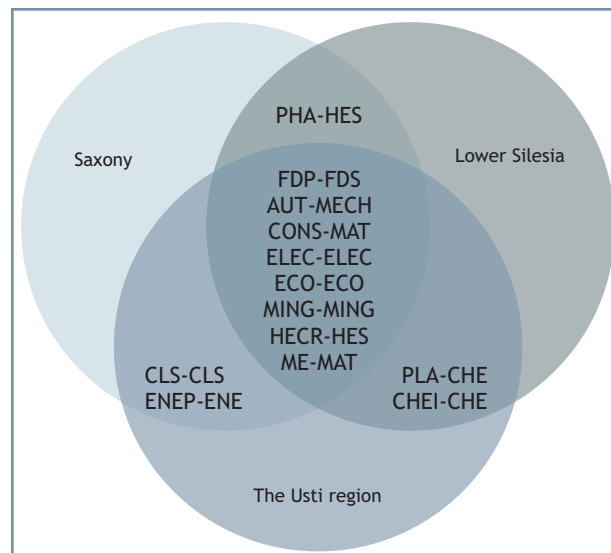


Fig.: Map of specialisation shows many overlaps in the business sectors of the three regions. (own presentation)

Specialisation of the business sector (including smart specialisations):

- AUT - automotive
- CHEI - chemical industry
- CLS - cultural and social services
- CONS - construction
- ECO - environmental and biology
- ELEC - electronics including microelectronics
- ENEP - energy production
- FDP - food production
- HECR - health care
- ME - metal products
- MECH - mechanical engineering
- MING - mining
- PHA - pharmaceutical industry
- PLA - plastic industry

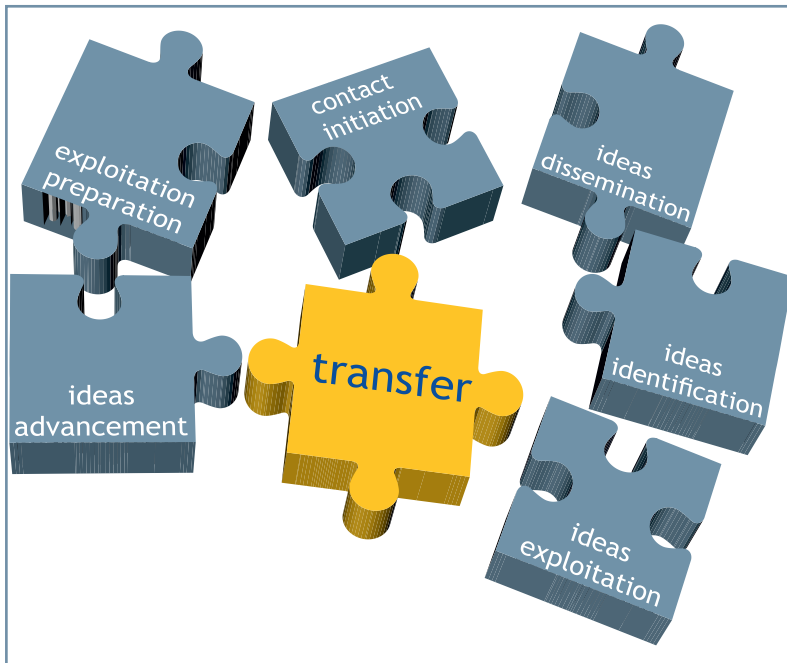
Specialisation of R&D organisations with economic applicability:

- CES - cultural and social
- CHE - chemistry
- ECO - environmental and biology
- ELEC - electronics including microelectronics
- ENE - energetics including alternative energy sources
- FDS - food science
- HES - health sciences
- MAT - materials including smart and nanomaterials
- MECH - mechanical engineering
- MING - mining



APPROACH

With this strategy we would like to ensure a concentration of efforts, time and resources. This is why we propose to focus on two fundamental dimensions of supporting transnational technology transfer: attitude and knowledge. Within those dimensions we put down potential activities that could contribute to the improvement of knowledge and attitude regarding implementation of technology transfer of the main stakeholders.



What we aim for

The **first strategic goal** has to be the creation and establishment of helpful framework conditions for functioning of the network of transfer promoters. In the intended network, all relevant groups of actors and organisations are represented. Their responsibility is the support of the economic development and prosperity of the region, especially the promotion of cooperations between enterprises and research institutions. The common objective is to activate, motivate and support technology providers from R&D for transfer activities (in terms of exploitation of research results).

The **second and third strategic goals** derived from that objective are to improve and activate the supply as well as the demand-side of technology transfer. It is evident that activities have to focus more on supply-side of transfer because science gives mainly the trigger for innovations.

And, as a direct consequence and **fourth strategic goal**, to improve the interlinking of science and business and to bring research fields and market needs together. These bundles of objectives can be adapted by network of transfer promoters.

Fig.: Puzzle of the scope of knowledge and technology transfer activities (own presentation).

STRATEGIC GOALS



FIRST GOAL

Establishment of helpful framework conditions for the functioning of the network

Building of a conducive setting for transregional transfer

Friendly legal acts, financial possibilities and infrastructure are key components for making transfer of technology successful. Without these arrangements, transfer of technology will stay forever a topic for discussion and will never come into practice. We believe that the network of transfer promoters including actors from local authorities can have really strong lobbying power.

- Lobbying for new legal acts favorable to transnational collaboration in the field of knowledge and technology transfer, e.g. consultations with lawyers and policymakers.
- Conclusion of transnational agreement on regional level supporting the collaboration from the policy level, common initiatives like Swiss-Swedish Innovation Initiative www.swii.org.
- Searching for regular financial resources for network functioning: encouraging decisions of policymakers to establish high risk technology funds (seed capitals, VCs) supported by public funds, raising new network funding project.
- Internationalisation of current regional funding schemes supporting technology transfer such as innovation vouchers.

Elimination of cultural and information barriers between partners

For facilitating cooperation between partners of network of transfer promoters, we should undertake actions to establish common rules of working and organise events that would help to get in touch with each other.

- Elaboration of modus operandi between partners taking part in the network to simplify establishment of contacts. The get-to-know actions of potential partners could be workshops, conferences, seminars, informal and also virtual meetings.
- Collection and dissemination of information necessary for effective transnational technology transfer (e.g. on legal and administrative differences).

Network of transfer promoters - serving as a “think tank” for development of knowledge and technology transfer between regions and expanding to other regions

The platform (online) of the network of transfer promoters should serve as a database of important information about transfer of technology in the three regions. It should also collect good examples of successful transregional cooperation serving as case studies.

- Establishment of a common understanding of knowledge and technology transfer, monitoring of transfer activities in the region.

Level the standards

Helping to level the standards that all three regions of TRANS³Net can meet on an equal footing means that the network can collect concerns and with the lobbying power raise awareness on the policymaking level.

- Informal meetings with policymakers or public discussions about problems regarding transnational knowledge and technology transfer.

SECOND GOAL

Improvement of demand-side of knowledge and technology transfer

Promotion of pro-innovative attitudes among entrepreneurs

Entrepreneurs, especially from SMEs, are mainly not willing or able to get involved into the transfer of technology process. They are not willing to take risks that are associated with this process. Our aim is to change this approach by promotion of transfer of technology as a method for successful development of companies.

- Raising of awareness among SMEs about benefits from transnational transfer in order to reduce risk aversion tendencies with for example topic-oriented workshops using formats such as JIC 120“(e.g. <https://www.jic.cz/en/events/jic-120-autonomous-vehicles-and-security/>)
- Promoting of examples of good practices and providing database of successful case studies.

Advancement of knowledge

Entrepreneurs are general unfamiliar with how to get in touch and start cooperation with scientists. Our actions will lead to make them more interested and more conscious about transfer of technology benefits.

- Identification of technology demands of common interest between two or three partner regions.
- Improvement of SME's knowledge on how to become as attractive as large companies for science (e.g. exchange programmes, visits, assistance with business plan preparations and marketing actions).



Fig.: Entrepreneurs and scientists on tour through the labs at the J.E. Purkyně University in Ústí nad Labem during TRANS³Net.visit in February 2018 (© CIMTT).



THIRD GOAL

Improvement of supply-side of knowledge and technology transfer



Fig.: Agata Zemska, Deputy Director in economy division at Marshall Office in Lower Silesia and Joanna Kuldo, Deputy Director for Research from Wroclaw Technology Park in conversation at the transnational transfer promotor event in Bautzen 2017 (© CIMTT).

Promotion of pro-commercialisation attitudes

Scientists are generally sceptical about cooperation with business representatives because they are afraid of being cheated and lose their findings in commercialisation process. Raising pro-commercialisation attitudes among scientists are a key aim to make transfer of technology happen.

- Launching promotional campaigns about benefits from commercialisation of intellectual property.
- Promotion of successful spin-off companies from the regions (e.g. database about their setting-up, functioning and benefits).
- Events to develop possible networks and market-oriented ideas especially for young scientists, e.g. in the form used in Spider (e.g. https://tu-dresden.de/forschung/services-fuer-forschende/european-project-center/epc-projekte/spider?set_language=en) at TU Dresden.

Advancement of knowledge

The network of transfer promotor should engage in actions informing scientists about benefits of technology transfer and about mechanisms that protect their interests in this process. Moreover, scientists should be empowered to think about exploitable ideas because every invention that comes into production is a success story.

- Informational campaigns about patents procedures and protection of intellectual property, e.g. TRANS³Net.training.
- Activities counteracting the brain drain, e.g. talent programmes/MSc and PhD scholarships for students launching innovation projects.

FOURTH GOAL

Interlinking of science and business: Matching research fields and market needs

Promotion of cooperation attitudes

Network's initiatives should focus on making business and scientists sides meet and start cooperating. The network of transfer promoters should be friendly space for such meetings.

- Identification and invitation of key partners in each region coming from local authorities, science, business organisations and transfer multipliers to the network. Creating alliances in the transnational region similar to Dresden concept (e.g. <http://www.dresden-concept.de/en/alliance/mission.html>)
- Promotion of common projects based on the collaboration between scientists and business representatives coming from at least two different regions.

Advancement of knowledge

Before starting cooperation, demand and supply side of technology transfer have to know their needs, offers and potentials. The network of transfer promoters with its platform should come across such requirements. Shaping new attitudes among scientists and entrepreneurs has to guide them to a common level where interactions will be possible to start.

- Creation of TRANS³Net.portal, innovation web platform and regular updating of online transregional database with available research results and business requirements for new technologies.
- Organisation of regular transnational events for exchange of experiences between science and business (workshops, conferences, innovation fairs) using of current events, e.g. Transfer Week at TU Dresden.

Combine cross-innovation approach with cross-border activities

Technology transfer cooperation happens in dedicated fields and sectors. The strategy has to define thematic priorities (future issues) where cooperations in the TRANS³Net-region are promising. This promising cooperation should help to bring strengths (of complementary branches) of the three regions together (e.g. smart systems, bioeconomy, digitalisation, health, energy)

- TRANS³Net.visit in research institutes or companies and invitation of scientists and SMEs from all three countries to that event. This offers the possibility for both sides to think about new projects.



Fig.: Electromobile at 5. Saxon Czech Innovation fair, Innovation centre Freital 2014 (© CIMTT).



ACTION FIELDS

Fields of action to implement strategic goals

The network of transfer promoters will implement strategic goals by realising concrete activities that can be assigned to specific fields of actions.

Network support

- Services that ensure the existence and further development of the network.

Cooperation

- Activities that foster collaboration of the network with other organisations.

Good practice

- Preparation of examples describing good practice of transnational transfer processes and supporting efforts to promote transfer.

Information

- Preparation and dissemination of information supporting transfer processes.

Lobbying

- Improvement of (political) framework conditions on transfer, cross-border and transnational level.

Training

- Different qualification offers on topic of transfer process.

Actions belonging to different fields of action

Implementation of pilot actions to foster transnational knowledge and technology transfer:

TRANS³Net.visit

TRANS³Net.show

TRANS³Net.dialogue

TRANS³Net.training

TRANS³Net.map

TRANS³Net.inno-platform

TRANS³Net.visit: visiting SMEs and research organisations to learn about working methods and starting points for future cooperation.

TRANS³Net.show: low-threshold exhibition of applicable research results as starting basis for potential collaborations and establishment of trustful relations between science and industry accompanied by transfer promoters.

TRANS³Net.dialogue: discussing political challenges in terms of transnational transfer with all members of the innovation system.

TRANS³Net.training: enabling transfer multipliers to professionally accompany transnational collaborations between science and economy.

TRANS³Net.map and TRANS³Net.inno-platform: online map and directory of transfer promoters in the project region for supporting search for partners. Web-platform containing collection of short descriptions presenting applicable research results as initials for cooperation.

INSTITUTIONAL PART



INSTITUTIONAL PART

Network Management

Monitoring indicator: The number of transnational technology transfer activities undertaken with the assistance of the Network (each bilateral project possibility between three regions must be put into effect): to be determined after establishing the network.

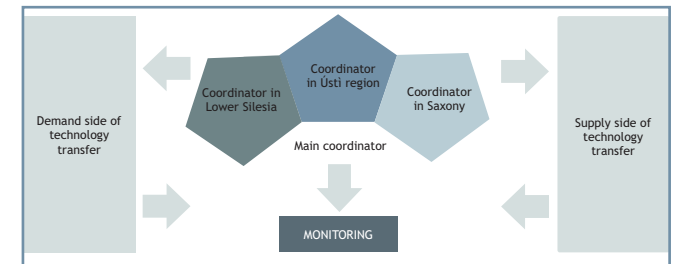


Fig.: Figure to show possible network management of the transnational network of transfer promoters (own presentation).

Roles of transfer promoters of the transfer process (result of own research, CIMTT)

- Contact arranger
- Driver
- Converter
- Supporter
- Moderator/ Translator
- Knowledge Manager

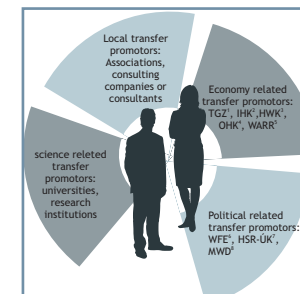


Fig.: Spheres where transfer promoters come from (own presentation).
Abbreviation: 1. Bautzen Innovation Centre 2. Chamber of commerce and industry 3. chamber of crafts 4. District Chamber of Commerce Děčín 5. Wrocław Regional Development Agency 6. Economic Development Corporation Ore Mountains 7. Economic and Social Council of the Ústí Region 8. Lower Silesian Voivodeship



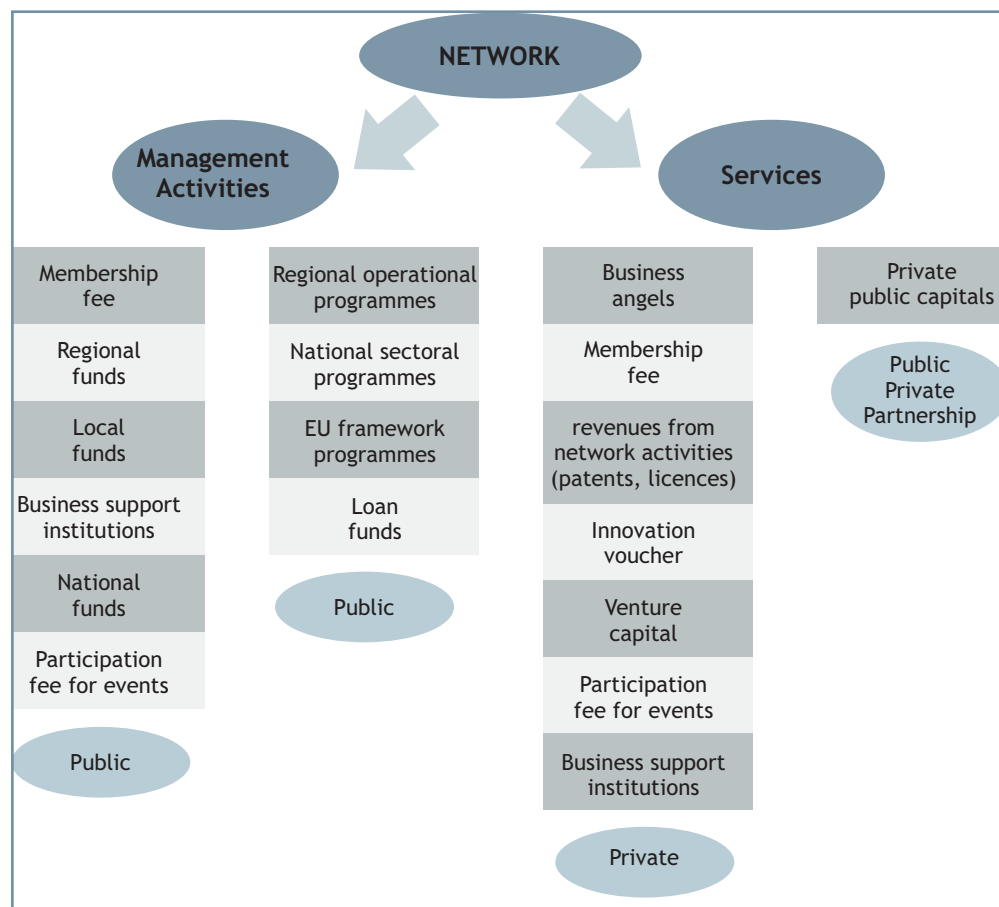
Fig.: At the Strategy workshop in October 2017 at Wrocław University of Science and Technology, the feedback from consultations with policymakers in all three regions was presented (© CIMTT).

FINANCIAL PART



FINANCIAL PART

Financial aspects of the network



The financing of the network is divided into management activities and services. Management activities involve maintenance of the network, updating of the service portfolio, maintenance and cultivation of relations between network partners, further development of the network.

The Network offers added values for its members. These added values are services (e.g. online database, events). Apart from the external funding for financing these services, each Network member can allocate resources to finance or enable realisation of specific event or service. For a successful imparted transregional transfer a profit-sharing is thinkable.

The Network has four potential funding sources, which include private funds, public-private resources, and public resources, which are divided into domestic and European funds.

There is considerable uncertainty about the EU funding after 2020. It is very important to find new sources of funding that can replace EU funds (e.g. tax reliefs, domestic public grants, PPP, etc.).

Fig.: Figure of possible financial sources for the transnational network of transfer promotors (own presentation).

Gratitude for supporting elaboration of the strategy:

GERMANY (SAXONY)

- Saxon Ministry for Economic Affairs, Labour and Transport
- Saxon Ministry of Higher Education, Research and the Fine Arts
- Saxon Ministry of the Environment and Agriculture
- VDI/VDE-IT GmbH
- Saxon deputy of the German parliament
- Director Euroregion Elbe-Labe
- chamber of crafts Dresden, contact person for Görlitz and Bautzen
- chamber of commerce and industry Dresden, technology and innovation unit
- Verbindungsbüro des Freistaates Sachsen in der Tschechischen Republik; Beauftragter des Freistaates Sachsen
- Deutsch-Tschechische Industrie- und Handelskammer Prag, Beauftragte der WFS
- University for applied sciences Zittau/ Görlitz, enterprise Europe network
- SIG - Sächsische Industrieforschungsgemeinschaft e.V.

CZECH REPUBLIC (Ústí Region)

- Ministry of Education, Youth and Sports of the Czech Republic (2 departments)
- Ministry of Regional Development of the Czech Republic (MMR ČR)
- Regional Authority of the Ústí Region (KÚ ÚK)
- Chamber of Commerce of the Ústí Region (KHK ÚK)
- Innovation Centre of the Ústí Region (ICUK)
- TRANSFERA.CZ

POLAND (Lower Silesia)

- Department of Strategy, Ministry of Economic Development
- Counsellor to the Minister in Ministry of National Education
- Director of Department of Regional Development, Marshall Office of Lower Silesia

Imprint

Technische Universität Dresden: CIMTT Centre for Production Engineering and Management (Lead Partner), www.tu-dresden.de/cimtt

Wrocław Regional Development Agency (responsible partner for developing the strategy), www.warr.pl

TRANS³Net - increased effectiveness of transnational knowledge and technology transfer through a transnational cooperation network of transfer promoters

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www.interreg-central.eu/TRANS3NET

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