Part 4
THE ACTION PLAN

The Action Plan summarises the strategy for innovation support in C. Macedonia.

Furthermore, it codifies the priorities and actions of the Regional Technology Plan.

13. RTP STRATEGY

The analysis of Central Macedonia's regional innovation system showed that the main problem in the region is that of the *latent integration* of industry and technology that characterises both technology supply and demand.

By *latent technology supply* we characterise the informal operation of the system for the technology supply and transfer, in which the in-flows of technology and innovation in the industrial sector are not recognized as distinct units. This is associated with three events:

- The main route by which businesses acquire new technology is through the purchase of mechanical equipment. In-house R&D departments are rare, although in some cases R&D is carried out by production and quality control departments.
- Inter-firm collaboration, which is a major source of technology know-how, is primarily in the form of subcontracting. The subcontractor works according to the plans, production methods and product specifications provided by the principal: this dependence seriously restricts motivation and the incentives for innovation.
- Technology dissemination and collaboration between industry and research are both limited. Research activity is primarily concentrated in university laboratories, and it is fragmented among numerous small units without any specific clear industrial goal or connection. This is a structure that does not allow for the development of complementarity, interdisciplinary activity or the constitution of large-scale poles of competences.

All three routes for technology supply in industry and in SMEs in particular (technology dissemination, technology exchange, technology purchase and licensing) are covered by broader activities and relationships: the purchase of technology by the purchase of equipment and machinery, the exchange of technology through subcontractual relationships between firms, and the technology dissemination via the loose relationships between industry and the universities. Academic activity, sub-contracting relations, and machinery purchase are buffers to actions aiming to introduce innovations and restructuring into the technology transfer and supply system.

By *latent technology demand* we characterise the lack of active technology demand and the low awareness in industry about the capabilities of new technologies to deal with production, competition and marketing problems. Lack of awareness and low information inputs bound the capacity of firms to understand their real needs and to develop adequate solutions to fulfil these needs. This concerns both the spheres of marketing and production.

- Market fluidity and globalisation of competition made information on market requirements extremely complex. Barriers for relevant and in time market information are sharper in firms that usually operate into regional and national markets. It is well documented that during the current industrial configuration, technology and innovation are market driven, as markets set productivity and product quality standards. However, there is a serious gap between markets and changing needs for product quality and specifications, as well as for flexible solutions to adapt the production processes. Peripheral firms have an additional difficulty to follow and fill this gap.
- On the other hand, a constant trend appears in firms of Central Macedonia to seek competitiveness through defence strategies of deskilling, low use of human resources, and exceed investment in equipment and automation. Innovation needs are concealed both in the production process, where automation problems prevail, and in product development where prevailing problems are those of quality than new product design and development.

Latent technology demand, with respect to market globalisation and defence production strategies of deskilling, undermine innovation initiatives developed on an entrepreneurial basis. It is documented by in depth technology audits that many private firms, offering R&D, technology and innovation services, have underestimate the effort needed to open the market and the difficulty to develop the SME's appetite for these services.

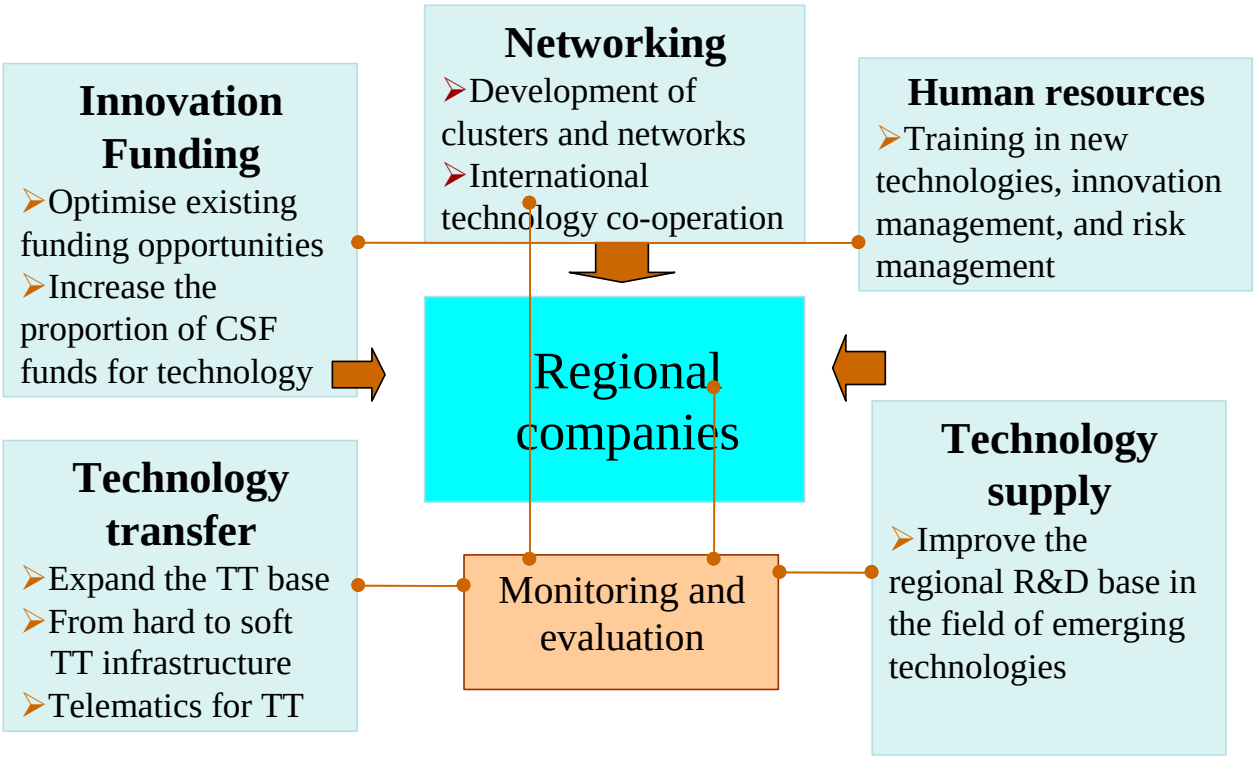
These are the real problems that the Regional Technology Plan is facing in Central Macedonia. In the supply side, the neglect of local research resources prevents regional firms from technology inputs based on local scientific skills and expertise. Low interfirm technology co-operation weakens technology inputs from an important technology transfer route, as well as local technological consolidation between producers and suppliers. Rationalisation of technology supply is poor as far as competition between technology suppliers remains low. Regional firms lack both in-house technology capacity and external input from their immediate environment. In the demand side, low active demand for technology and innovation services do not sustain a regional technology market to prosper, neither the clustering of innovative firms and the positive multiplication effects of a vivid regional technology pole. The private sector remains out of the R&D and innovation activity, and the innovation support system and services are placed exclusively under the public initiative.

At the centre of these weaknesses lies the region's *industrial firm* and its difficulties in following advanced business strategies. For the average European industrial firm, innovation is not an abstract concept, but is bound up with the firm’s ability to apply new methods and technologies to production (automated machinery, flexible workshops, horizontal shop-floor structures), to the product (new products, small batches, short production runs, quality circles, total quality control), to inter-firm relationships (Just-in-Time delivery systems, production networking, externalisation of services, steady producer/supplier relationships) and to the work force (flexibility, up-grading of skills, multifunctional work culture). The gap between firms in Central Macedonia and their counterparts in Europe's more advanced regions reflects in miniature the true technology

gap, which covers the fields of commercial strategy, technology in-flow and individual ingenuity in adapting to an ever-changing international environment.

The strategy of the RTP will therefore focus on Central Macedonia's industrial firms, and especially on their latent research and technology integration. These constitute the Plan's basic orientations for action. From this point of view the priorities finally established for the Central Macedonia RTP are grouped into 6 different areas, each with a distinct thematic objective and goal. Of these, five pertain to Central Macedonia's businesses and the factors affecting their ability to innovate, while the sixth covers monitoring, evaluation and adjustment of the actions of the RTP.

Diagram 1: Priorities set by the Central Macedonia RTP



- ***Increase funding for research, technological development and innovation*** both promotes the modernisation of existing businesses as well as encouraging the creation of new hi-tech firms. In numerous dynamic areas in Europe and the United States, forms of risk capital have greatly contributed to the development of high-tech industries. However, the actions recommended by the RTP have nothing to do with the creation of new institutions, like the venture capital measures included in the Operational Programme for Industry, but are rather addressed to direct utilisation of existing funding mechanisms. More specifically, actions were designed to utilise funds available under the 2nd Community Support Framework and the 4th R&D Framework Programme of the European Union.

- ***Support for technological co-operation among businesses*** constitutes a central priority for the expansion of innovative production methods and products. It is claimed that «businesses learn better from other businesses», and on this basis inter-firm relationships, supplier-producer relations and networks are all crucial factors in innovation. In this area, RTP actions focus on the one hand on the development of technological collaboration networks within specific industrial branches, and on the other to attracting technology-intensive foreign investments which would then act as initial poles for new industrial sectors. The actions included in this area are designed to complement the actions for business networks included in the programme of the Ministry of Industry «The future of Greek industry».

- ***Increase of human resource technology skills*** is designed to promote new business strategies that depend on the active participation and technology capability of the firm's executives and employees. The RTP emphasises in-house personnel training, and stresses the link between training and finding (or keeping) a job. Particular weight is given to training for entrepreneurs and senior executives on matters relating to innovation management, export promotion and risk management associated with investment in South-Eastern European countries.

- ***Support technology transfer and businesses access to external sources of technology*** deals with the external technology and innovation environment of firms. The complexity and rapidity of technological change have shown that external sources and technology transfer are important factors in the technological structure of any business, be it large or small. Especially in Central Macedonia, the limited development of in-house R&D departments makes turning to external sources of technology even more important. RTP actions in this area focus on two principal orientations: on the one hand, they aim at the development of horizontal technology transfer mechanisms, in which all those involved in research, technology and business would co-operate in order to cover broad technological sectors and, on the other, they seek to develop sectorial mechanisms for technology transfer, thus ensuring coverage of the technology requirements of the region's principal industrial branches.

- Supplementing these orientations is **the *support of endogenous technology supply and demand,*** which is concerned with the development of local applications within specific technology sectors (information technology, quality, environmental technologies, agro-technologies). A major problem to deal with is the latent technology demand. The RTP actions are designed to broaden the local market for a number of important technologies. However, these are actions that cannot be undertaken by the businesses themselves, since they require significant effort with no guarantee that they will pay off in the long run. Their effects are diffuse, making them collective actions from which all the businesses in the area will benefit, either as users or as providers of these technologies.

The five areas of priorities just mentioned focus on Central Macedonia's businesses. They promote innovations in the basic area of business strategies: in production methods, in products, in inter-firm relationships and in personnel and executive training. At the same

time, they facilitate access to various levels of technology: horizontal technologies, sectorial technologies, and specific technologies as well.

- The last priority area is different: it is associated with the application and effectiveness of the regional technology strategy promoted by the RTP. This includes monitoring the actions, developing criteria and evaluation coefficients and fine-tuning the Plan while it is being implemented. In this case, the sole action is the expansion of the RTP Observatory, as a mechanism for the monitoring, evaluation and adjustment of all actions pertaining to the up-grading of the innovation system in Central Macedonia.

14. RTP PROJECTS

The general structure of Central Macedonia Regional Technology Plan is defined by 6 priorities and 22 projects. Of these six priorities, three related to reinforcing the technology capability of firms (financing of innovation, inter-firm technology co-operation, training), one to boosting technology transfer, one to support the endogenous technology supply and demand, and one to the implementation and evaluation of the plan.

Each priority includes specific projects falling into two groups: lead projects, marking the character of the priority, and projects which fulfil the conditions for immediate implementation. Most projects are fairly elastic with respect to size: in other words, they can be implemented on different scales, from experimental through small to large. The extent of their application may be finalised once the initial stages of implementation have been completed and the evaluation by the recipients has been assessed.

Priority 1: INCREASE FUNDING AVAILABLE TO BUSINESSES FOR TECHNOLOGY AND INNOVATION

Lead project:

1. Funding Businesses for Technological Modernisation. (Financial support for Central Macedonia firms for technology audits and modernisation. Proposed by KEPA).

2. Funding Businesses for Research and Technological Development (Financial support for Central Macedonia firms for the hiring of Research & Development personnel and the assignment of R&D contracts. Proposed by KEPA).
3. Funding Businesses from European R&D Programmes. (Support for Central Macedonia firms enabling them to part in the European Commission's 4th R&D Framework Programme. Proposed by the Thessaloniki Technology Park.)

Priority 2: SUPPORT TECHNOLOGICAL CO-OPERATION AMONG BUSINESSES

Lead project

4. Foreign Direct Investment and International Technology Co-operation (Opening of an office for the purpose of attracting, supporting and encouraging local co-operation with multinational investments. Proposed by the Ministry of Macedonia-Thrace and the Region of Central Macedonia).

5. Networking in the Food Industry (Creation of a network and an action plan for firms in the food industry. Proposed by Branch Associations and the Prefectures of Central Macedonia).
6. Networking in the Textile Industry (Creation of a network and an action plan for firms in the textile industry. Proposed by Branch Associations and the Prefectures of Central Macedonia).

Priority 3: INCREASE OF HUMAN RESOURCE TECHNOLOGY SKILLS

Lead project

7. Employee Technology Training (In-house training and professional orientation in horizontal technologies. Proposed by the Macedonian Labour Institute).

8. Training in Innovation Management. (Training for businessmen and top-level executives in managing production and product innovation. Proposed by KEPA).
9. Training in Risk Management. (Training for businessmen and top-level executives in risk management and the South-East European investment environment. Proposed by the University of Macedonia and the Association of Industries of Northern Greece).
10. Training in Quality and Exports. (Training in quality, packaging and export promotion. Proposed by the Association of Northern Greece Exporters).

Priority 4: SUPPORT TECHNOLOGY TRANSFER AND BUSINESS ACCESS TO EXTERNAL SOURCES OF TECHNOLOGY

Lead projects

11. Technology Transfer Department at the Thessaloniki Technology Park. (Development of a department for technology transfer at the Thessaloniki Technology Park. Proposed by the Thessaloniki Technology Park), and
12. Textiles Institute of Northern Greece. (Proposed by the General Secretariat for Research and Technology and the Region of Central Macedonia).

13. Centre for Research Dissemination at the Aristotle University of Thessaloniki. (Development of a centre and infrastructure for the dissemination of research results. Proposed by the Research Committee of the Aristotle University of Thessaloniki).
14. Food Company S. A. (Proposed by the General Secretariat for Research and Technology).
15. Local Centres and Network for Technology Services. (Development and networking of local centres providing technology services at the Prefectural level. Proposed by the Prefectures and the Region of Central Macedonia).
16. Centre for Industrial and Developmental Studies of Northern Greece. (Proposed by the Association of Industries of Northern Greece).

Priority 5: SUPPORT THE ENDOGENOUS TECHNOLOGY SUPPLY AND DEMAND

Lead project

17. Association for Industrial Information Technologies. (Creation of an association including research units of the universities, technical institutes, and information technology local providers. Proposed by the Aristotle University of Thessaloniki, the University of Macedonia, the Technical Educational Institutes, and various firms).

18. Association for Anti-Pollution Technologies. (Creation of an association including research units of the universities, technical institutes, public R&D centres, and private firms in the

anti-pollution sector. Proposed by the Aristotle University of Thessaloniki, the Technical Educational Institutes and various firms).

19. Association for Automation Systems. (Creation of an association including research units of the universities, technical institutes, and local providers in the automation systems sector. Proposed by the Aristotle University of Thessaloniki, the Technical Institutes and various firms).
20. Association for Quality Control. (Creation of an association including research units of the universities, technical institutes, public R&D centres, and local firms in the quality control sector. Proposed by the Aristotle University of Thessaloniki and the Association of Industries of Northern Greece).
21. Association for Agro-technologies. (Creation of an association including research units of the universities, public R&D centres, and local firms in the farming and agrotechnology sector. Proposed by the Aristotle University of Thessaloniki and the Association of Industries of Northern Greece).

Priority 6: MONITORING AND EVALUATION OF RTP ACTIONS

Lead project

22. Expansion of the RTP Observatory. (Expansion at the level of Prefectures. Proposed by the Aristotle University of Thessaloniki, the Ministry of Macedonia-Thrace, Prefectures and the Region of Central Macedonia).

A brief description of each project follows, including its aim, the technology services provided, the actions necessary for its implemention, and the demand for the technology services offered found in Central Macedonia's businesses.

1. FUNDING BUSINESSES FOR TECHNOLOGICAL MODERNISATION

1. PROJECT GOALS

The project is addressed to small and medium sized manufacturing firms in Central Macedonia. Its purpose is to evaluate the level of technology used by the company and to formulate specific proposals/solutions for the modernisation of the company. The proposals should be feasible and suggest specific actions to improve the company's competitiveness.

2. RTP PRIORITY

Increase funding available to businesses for technology and innovation.

3. SERVICES OFFERED THROUGH THE PROJECT

- Support for Central Macedonia's small and medium-sized businesses for the purpose of carrying out technology audits and identifying organisational and technology deficits.
- Financing for businesses for the purpose of technology up-grading.
- Dissemination of best practice related to technology audits and company modernisation.

4. PROJECT DEVELOPMENT

- Proclamation of the action.
- Evaluation of proposals submitted by firms.
- Selection of the firms to receive support for technology audits.
- Funding of certain of these firms for further technological support, purchase of new equipment, change of production processes and new product development.

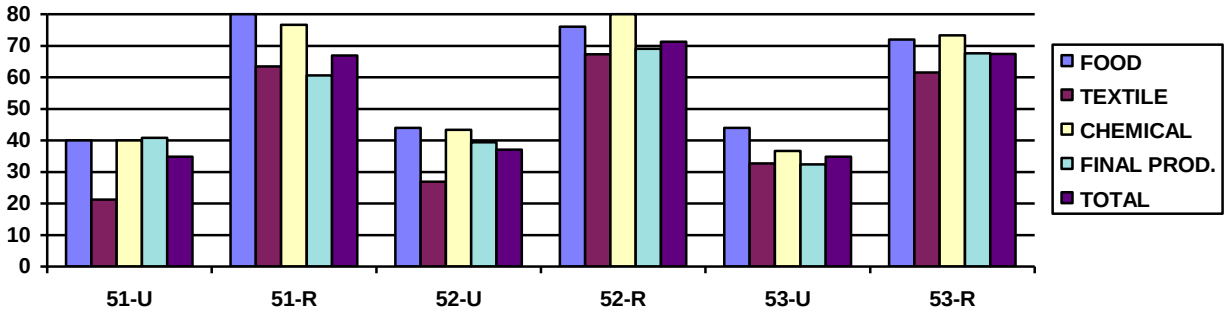
In the first phase of the project, that of the technology audits, about 500 firms in Central Macedonia will be included in the project. In the second phase, about 50 firms will receive modernisation funding, in accordance with the results of the technology audits. These firms will then function as centres for demonstration and best practice diffusion.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: KEPA

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.1.1), OP Industry (3.2.1, 3.2.2, 3.2.3, 4.2.7), OP SME (1.2, 3.1), OP RETEX (1.1, 1.2, 1.3)

8. DEMAND DIAGRAMS



51: Technology audits and identification of deficiencies (use-requirements)
52: Incentives and funding for modernisation (use-requirements)
53: Evaluation of the modernisation solutions (use-requirements)

2. FUNDING BUSINESSES FOR RESEARCH AND TECHNOLOGICAL DEVELOPMENT

1. PROJECT GOALS

The project is addressed to small and medium sized firms in Central Macedonia and is designed to improve their capacity for innovation and technology research and development. Specifically, it is designed to:

- increase the number of employees in R&D positions
- create in-house R &D departments
- increase spending on R&D.

2. RTP PRIORITY

Increase funding available to businesses for technology and innovation.

3. SERVICES OFFERED THROUGH THE PROJECT

- Funding of firms to increase their capacity for innovation.
- Contributing to the creation of new in-house posts for scientists and researchers.
- Contributing to the creation of in-house R&D departments.
- Contributing to co-operation with research institutes and encouraging assignment of research contracts to consulting firms.

4. PROJECT DEVELOPMENT

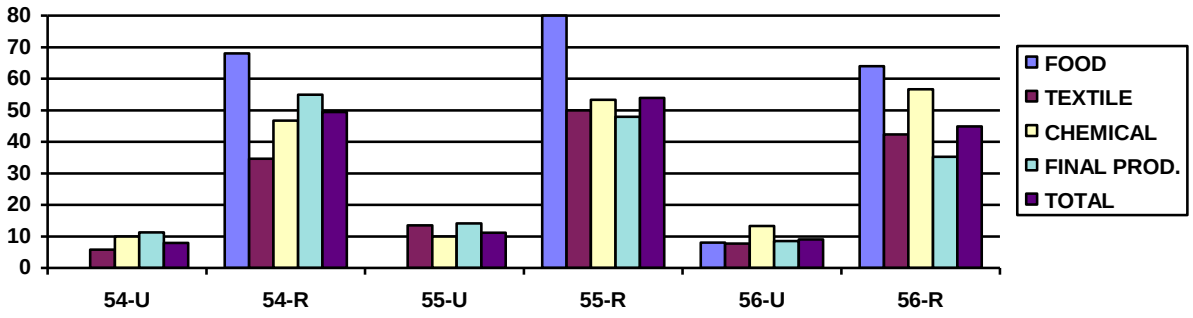
- Establishing a programme-framework.
- Proclamation of the programme.
- Selecting the firms to be included in the programme.
- Implementation and funding of firms.
- Monitoring and evaluation of the programme on the level of the recipient firms.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: KEPA

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.3), OP Industry (3.2.2), OP SME (3.2)

8. DEMAND DIAGRAMS



54: Funding for the hiring of research staff (use-requirements)
55: Funding for the creation of R&D departments (use-requirements)
56: Funding for out-contracting R&D projects (use-requirements)

3. FUNDING BUSINESSES FROM THE EUROPEAN R&D PROGRAMMES

1. PROJECT GOALS

The project is addressed to businesses in Central Macedonia wishing to participate in and be financed by the 4th European R&D Framework Programme. Specifically, it is designed to:

- expand the participation of regional firms in the 4th R&D Framework Programme
- provide funds for research and technological development through the 4th R&D Framework Programme
- improve firms' capacity for innovation through collaboration with research units, and particularly through international technology co-operation in the context of the R&D consortia.

2. RTP PRIORITY
Increase funding available to businesses for technology and innovation.

3. SERVICES OFFERED THROUGH THE PROJECT
Support for participation in 4th R&D Framework Programme projects through:

- information on projects and procedures in co-operation with the Innovation Relay Centers
- formulation and preparation of R&D project proposals
- establishing consortia
- submission of proposals
- management of successful proposals.

4. PROJECT DEVELOPMENT

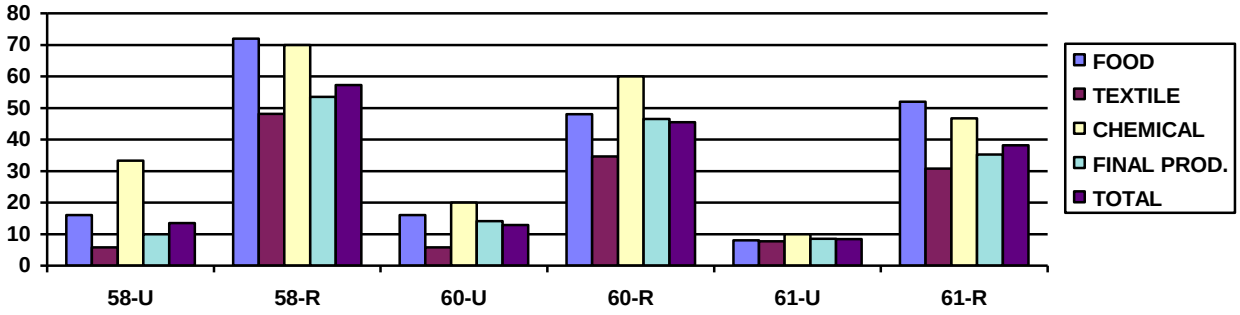
- Creation of an appropriate Unit at the Thessaloniki Technological Park.
- Subsidisation of the running costs of the Unit or of the cost of preparating and submitting of R&D projects.
- Monitoring and evaluation of the benefits from the unit's actions.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Thessaloniki Technology Park - Managing Company

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: OP RTD (2.3.2), OP ADAPT (1.1.2)

8. DEMAND DIAGRAMS



58: Participation in funded R&D projects (use-requirements)
60: Use of outside consultants for the drafting of research projects (use-requirements)
61: Use of outside consultants for the creation of co-operative ventures with research centres and for project execution (use-requirements)

4. FOREIGN DIRECT INVESTMENT AND INTERNATIONAL TECHNOLOGY CO-OPERATION

1. PROJECT GOALS

The project aims at expanding technology co-operation between foreign firms and firms in Central Macedonia. Specifically, the projects is designed to:

- attract foreign direct investment to Central Macedonia
- expand technology co-operation with the foreign firms through actions on both the domestic and the international market
- improve the innovation capacity of local firms through co-operation with multinational businesses.

2. RTP PRIORITY

Support technological co-operation among firms.

3. SERVICES OFFERED THROUGH THE PROJECT

One Stop Shop providing:

- Information about approval procedures and incentives for foreign investors.
- Promotion of the region with a view to attracting investment in industry and services.
- Support for foreign firms that do invest in the region, in the areas of management, education/training and networking with local businesses
- Support for co-operation networks linking foreign and local businesses.

4. PROJECT DEVELOPMENT

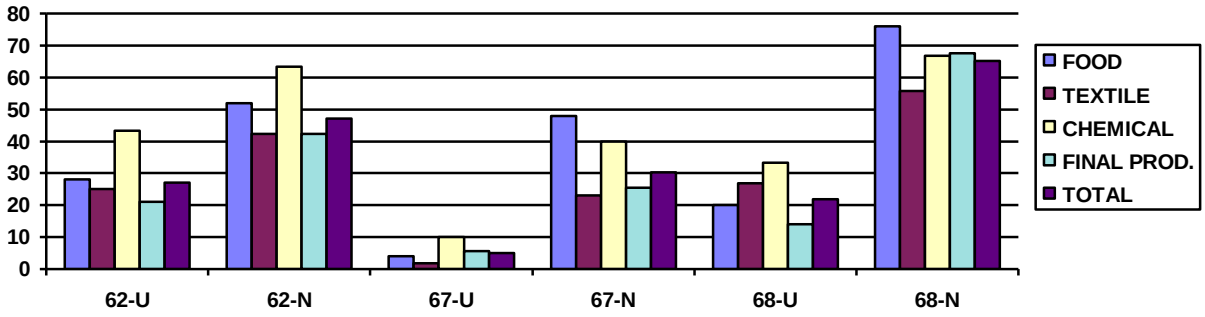
- Creation of an appropriate Unit at the Ministry of Macedonia-Thrace, in co-operation with the three regions of Macedonia and Thrace
- Training staff for this Unit
- Creation of a data base for foreign investors (procedures, incentives, existing investments, labour costs, markets)
- Development of a promotional programme to attract investment.
- Development of support services and local co-operation networks.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Ministry of Macedonia - Thrace

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: OP Industry (1.2), OP INTERREG II (4.3)

8. DEMAND DIAGRAMS



62: Productive co-operation with firms in the same branch (existing-needed)
67: Co-operation with foreign firms established in Central Macedonia (existing-needed)
68: Co-operation with foreign firms to access foreign markets (existing-needed).

5. NETWORKING IN THE TEXTILE INDUSTRY

1. PROJECT GOALS

The project's goal is to improve co-operation among businesses in the textile industry and to develop new types of production based on complementarity and reciprocity. Specifically, the project is designed to:

- broaden technology co-operation among businesses, and
- improve their capacity for innovation through co-operation and complementary activities.

2. RTP PRIORITY

Support technological co-operation among firms.

3. SERVICES OFFERED THROUGH THE PROJECT

- The business network that will be constituted will multiply the capacity of participating firms in the fields of innovation, co-operation in production and market access.
- The services supplied by the network will include joint co-operation in production, product development, distribution, marketing and opening new international markets.

4. PROJECT DEVELOPMENT

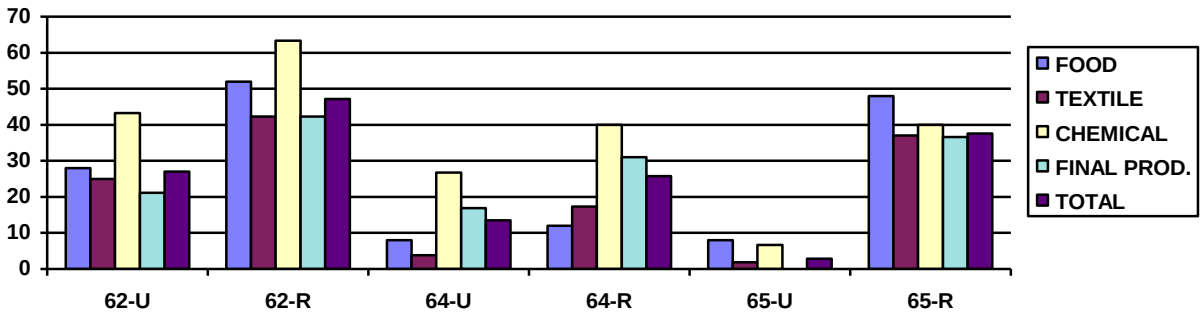
- Establishing the framework and the operation procedures of the network.
- Informing businesses and inviting their participation.
- Formulating a pilot co-operative action relating to the development, co-production, marketing and promotion of a new product on the international market.
- Providing information on the results of the actions.
- Broadening the scope and increasing membership of the network.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Association of textile and footwear firms

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: OP Industry (4.2.4), OP SME (1.1), OP RETEX (1.1), OP ADAPT (1.3.2)

8. DEMAND DIAGRAMS



62: Productive co-operation with business in the same branch (use-requirements)
64: Sub-contracting form Central Macedonia firms (use-requirements)
65: Co-production and technology co-operation (joint product development, joint research) with Central Macedonia firms (use-requirements)

6. NETWORKING IN THE FOOD INDUSTRY

1. PROJECT GOALS

The project's goal is to improve co-operation among businesses in the food industry and to develop new types of production based on complementarity and reciprocity. Specifically, the project is designed to:

- broaden technology co-operation among businesses, and
- improve their capacity for innovation through co-operation and complementary activities

2. RTP PRIORITY

Support technological co-operation among firms

3. SERVICES OFFERED THROUGH THE PROJECT

- The business network that will be constituted will multiply the capacity of participating firms in the fields of innovation, co-operation in production and market access.
- In particular, it will develop joint activities in the field of product development, quality control and access to new international markets.
- The services supplied by the network will include joint co-operation for opening new markets in Russia and East European countries.

4. PROJECT DEVELOPMENT

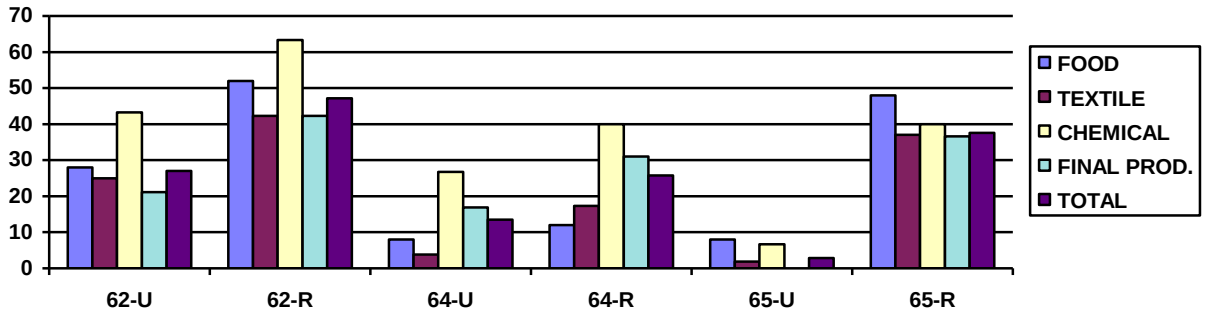
- Establishing the framework and operation procedures of the network.
- Informing businesses and inviting their participation.
- Formulating a pilot co-operative action relating to the development, co-production, marketing and promotion of a new product on the market of Russia.
- Best practice diffusion.
- Broadening the scope and increasing membership of the network.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: ELKOF - Association of caned fruit producers

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: OP Industry (4.2.4), OP SME (1.1), OP RETEX (1.1), OP ADAPT (1.3.2)

8. DEMAND DIAGRAMS



62: Productive co-operation with businesses in the same industrial branch (use-requirements)
64: Sub-contracting from Central Macedonia firms (use-requirements)
65: Co-production and technology co-operation (joint product development, joint research) with Central Macedonia firms (use-requirements)

7. EMPLOYEE TECHNOLOGY TRAINING

1. PROJECT GOALS

This project aims to improve the technology skills of the work force employed by Central Macedonia firms. The specific goals are:

- training in areas where there is a demand for employees specialised in new technologies
- linking employment and training
- creating new jobs.

2. RTP PRIORITY

Increase of human resource technology skills.

3. SERVICES OFFERED THROUGH THE PROJECT

- Training in real shop-floor production conditions.
- Providing employment counselling and job orientation services in relation to demand and trends in the job market.
- Creating specialisations in high value-added areas.
- Training in areas of industrial information technology, automation and quality.
- Guaranteeing jobs for a percentage of the participants in the training programmes.

4. PROJECT DEVELOPMENT

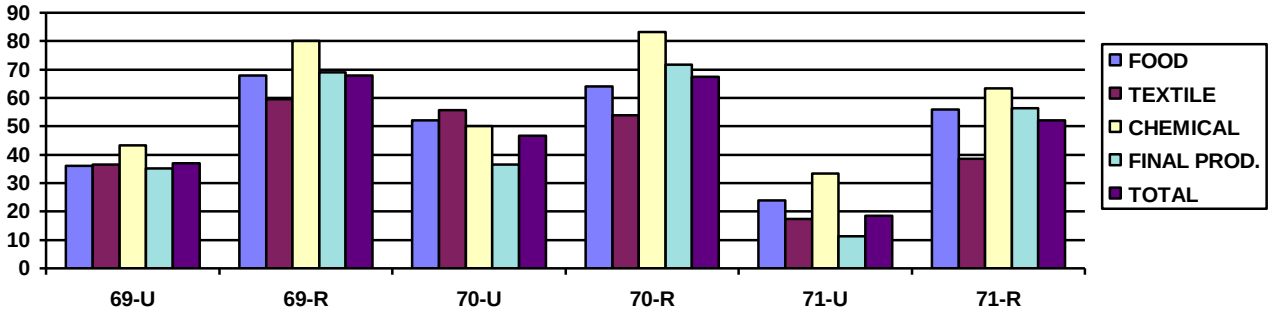
- Designing the training programme.
- Selecting the participants and the trainers with input from the firms concerned.
- Implementing the training programme in firms in Central Macedonia.
- Linking the training programme with the creation of new jobs and the employment of a number of the participants.
- Evaluation of the programme in relation to the specialisations and the new jobs created by the programme.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Macedonian Labour Institute

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (5.2), OP Industry (5.1), OP R&D (4.1), OP NOW-HORIZON (2.1), OP ADAPT (1.1)

8. DEMAND DIAGRAMS



69: Training of executives and personnel (use-requirements)
70: Training of employees in the factory (use-requirements)
71: Training of employees outside the factory (use-requirements)

8. TRAINING IN INNOVATION MANAGEMENT

1. PROJECT GOALS

The project is addressed to businesses of Central Macedonia wishing to improve the abilities of their employees and executives in the sphere of new production and management technologies, in the exploitation of technology transfer mechanisms and of the resources available in both the national and the European innovation environment.

2. RTP PRIORITY

Increase of human resource technology skills

3. SERVICES OFFERED THROUGH THE PROJECT

- Information on new technologies, institutional forms of innovation management, licensing, and innovation applications in specific industrial sectors.
- Helping small and medium-sized firms become more outward-oriented and providing information on various forms of joint production and co-operation.
- Linking identification of problems in productivity and competitiveness to the formulation and implementation of action plans.

4. PROJECT DEVELOPMENT

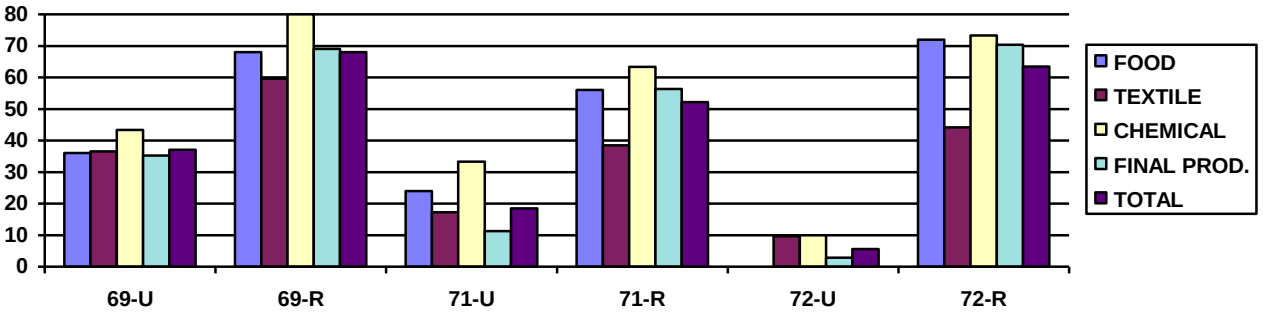
- For this specific project, a lot of the preliminary work has already been done by KEPA which, in collaboration with various other bodies, is actively promoting the creation of an «appropriate atmosphere for business acquaintanceships», intended to lead to the transfer, imitation, diffusion and absorption of know-how.
- Throughout the period of implementation of the programme, various participating experts will be visiting the firms and contributing to the training process by addressing specific problems. The programme may also include visits to firms or Organisations in other European countries or the participation of foreign experts. The Managing Director of each participating business is expected to take part in the training scheme.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: KEPA

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP-C. Macedonia (5.2), OP R&D (4.1), OP SME (4.3), OP ADAPT (1.1)

8. DEMAND DIAGRAMS



69: Training of executives and personnel (use-requirements)
71: Training of employees outside the factory (use-requirements)
72: Training of business executives in innovation management

9. TRAINING IN RISK MANAGEMENT

1. PROJECT GOALS

The project is designed to provide training for entrepreneurs and business executives in Central Macedonia on matters relating to the political framework and business conditions in countries of the Balkans, Central and Eastern Europe, and the Black Sea. It specifically aims to:

- provide training on management and investment methods in an uncertain business environment
- foster Greek investment in South East Europe through better information and understanding of the relevant investment environment

2. RTP PRIORITY

Increase of human resource technology skills.

3. SERVICES OFFERED THROUGH THE PROJECT

Short seminars (1 week - 1 month) taught by experts and politicians from Greece and abroad. The seminars will be addressed to businesses planning to invest in the Balkans and South East Europe, and will be attended by senior and top management from the public administration, businesses, consulting firms, research centres, etc.

4. PROJECT DEVELOPMENT

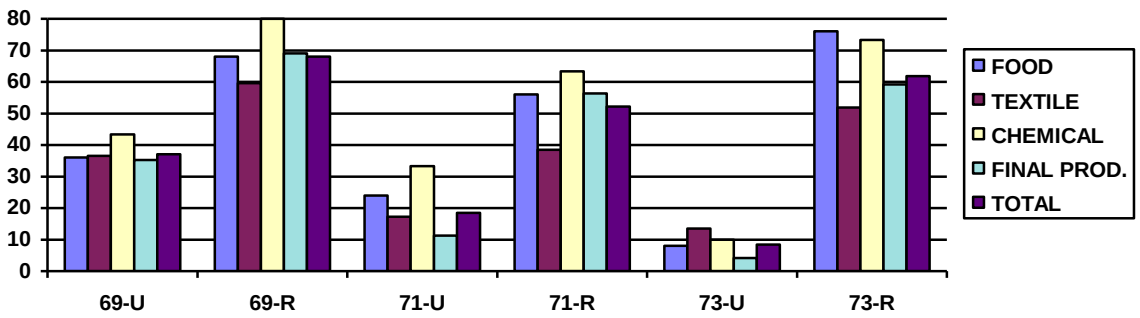
- Designing the programme.
- Establishing a co-ordinating body (University, business associations etc.) to provide technical and organisational support under the aegis of the University of Macedonia.
- Operation of the programme, after its initial stage, on the basis of tuition fees charged.
- Evaluation of the programme.

5. DURATION OF THE PROJECT'S IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AYTHORITY: University of Macedonia

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (5.2), OP SME (4.3), OP ADAPT (1.1), OP INTERREG II (6.2)

8. DEMAND DIAGRAMS



69: Training of executives and personnel (use-requirements)
71: Training of employees outside the factory (use-requirements)
73: Training of business executive in investment risk management (use-requirements)

10. TRAINING IN QUALITY AND EXPORTS

1. PROJECT GOALS

The project is addressed to Central Macedonia businesses seeking to increase their access to the international market and to improve the design and appearance of the products intended for this market. Specifically, this project aims to:

- provide training for employees and business executives on aspects of quality, packaging and access to international markets
- increase the exporting activities of regional businesses through access to better information on the conditions and characteristics of demand.

2. RTP PRIORITY

Increase of human resource technology skills.

3. SERVICES OFFERED THROUGH THE PROJECT

- Training in the use of information and data-bases on products, demand and international markets.
- Information on product standardisation and packaging corresponding to the demand in the Single European Market.
- Information on international quality standards.

4. PROJECT DEVELOPMENT

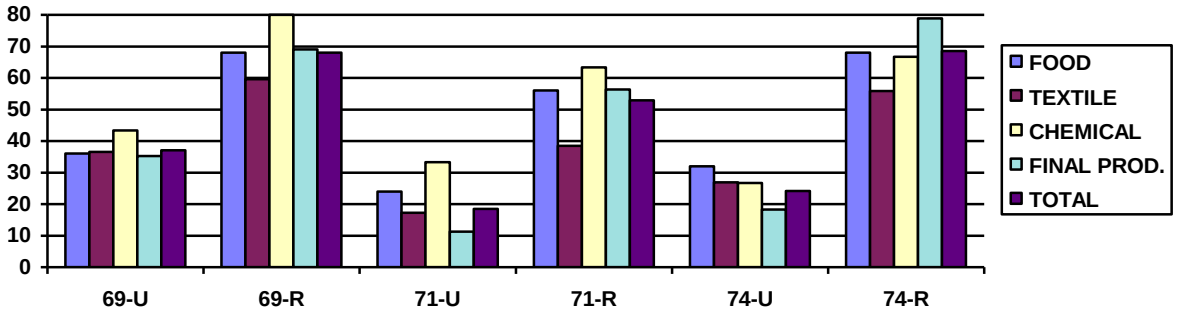
- Designing the training programme.
- Selecting participants and trainers in collaboration with the firms concerned.
- Implementing the training programme in the businesses.
- Linking the training programme with the creation of new jobs and the employment of a number of the participants.
- Evaluation of the programme with regard to the specialisations and the new jobs created.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Association of Exporters of Northern Greece

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (5.2), OP SME (4.3), OP ADAPT (1.1), OP INTERREG II (6.2)

8. DEMAND DIAGRAMS



69: Training of executives and personnel (use-requirements)
71: Training of employees outside the factory (use-requirements)
74: Training of business executives in quality, standardisation and packaging of export goods (use-requirements).

11. TECHNOLOGY TRANSFER DEPARTMENT AT THE THESSALONIKI TECHNOLOGY PARK

1. PROJECT GOALS

The project is designed to supplement the structure and operation of the Thessaloniki Technology Park by the development of a Technology Transfer Department. Specifically, this project aims to:

- supplement and expand the activities of the Park, and
- provide technology support for regional businesses**.**

2. RTP PRIORITY

Support business access to external sources of technology.

3. SERVICES OFFERED THROUGH THE PROJECT

- Information, including organisation of workshops, one-day seminars and technology days.
- Consulting, including technology audit, research on patents, and expert advise on matters relating to the laboratories of the Thessaloniki Technology Park.
- Provision of technology services, in quality control and measurements in the area of chemical technology and materials.
- Technology evaluation on high-tech investments, up-grading of production processes, and new product development.
- Technology brokering.

4. PROJECT DEVELOPMENT

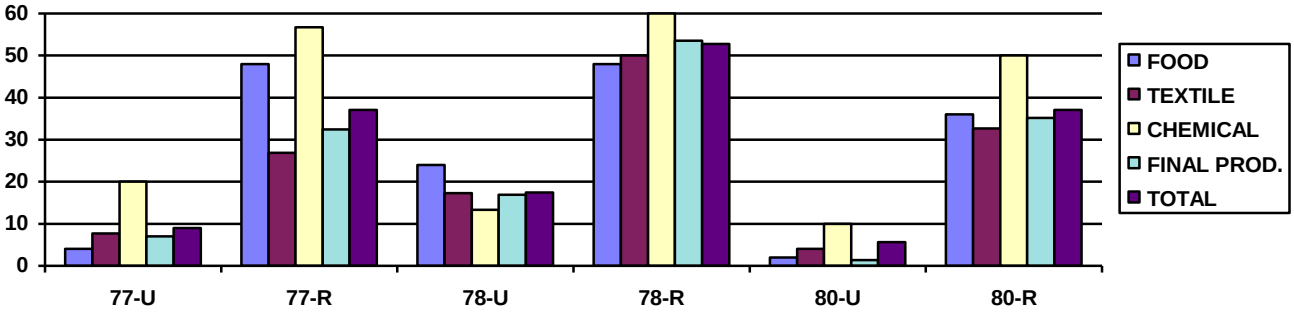
- Development of an organisation and action plan for the new Department.
- Development, standardisation and promotion of the services to be provided.
- Organisation of a network of outside technology consultants.
- Provision of supplementary equipment for technology transfer services.

5. DURATION OF IMPLEMENTATION: 1996-1997

6. IMPLEMENTING AUTHORITY: Thessaloniki Technological Park-Managing Company

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: OP Industry (3.2.5), OP R&D (2.3)

8. DEMAND DIAGRAMS



77: Participation in the purchase and sale of technology (technology brokering, licensing, royalties etc.) (use-requirements)
78: Co-operation with outside technology consultants (industrial property, product and process improvement, patents etc.) (use-requirements)
80: Co-operation with the technology parks (use-requirements)

12. TEXTILE INSTITUTE OF NORTHERN GREECE

1. PROJECT GOALS

This project pertains to the development of an institution to boost innovation and technology know-how in the textile and clothing industry. The project's goals are:

- to support applied research on production methods, new raw materials, chemical and mechanical finishing for threads and cloths
- to develop the skills of the work force in this sector
- to co-operate with similar institutes abroad
- to promote the use of domestic raw materials and new methods of processing.

2. RTP PRIORITY

Support business access to external sources of technology.

3. SERVICES OFFERED THROUGH THE PROJECT

- Monitoring service and electronic information to businesses and sectorial bodies.
- Training and consulting on production and markets.
- Transfer of technology and development of production methods and products.
- Seminars and short courses on fashion design.
- Quality control and certification.

4. PROJECT DEVELOPMENT

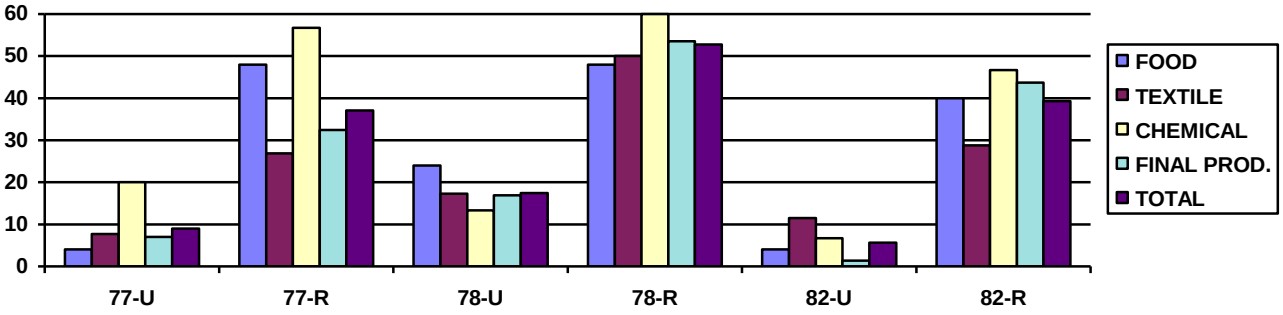
- Meeting of the founding members to ensure their financial contribution.
- Design and equipment of the location premises.
- Personnel training.
- Development of services.
- Promotion of the institution and encouragement of co-operation with firms.

5. DURATION OF IMPLEMENTATION: 1996-1997

6. IMPLEMENTING AUTHORITY: The Board of Directors of the Institute. The Presidential decree establishing the Institute has already been signed.

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.2.5), OP R&D (3.2), OP Industry (3.2.4)

8. DEMAND DIAGRAMS



77: Participation in the purchase and sale of technology (use-requirements)
78: Co-operation with external business technology consultants (copyright, improvement of products and processes, patents, etc..) (use-requirements)
82: Co-operation with technology support firms in the sector (ETAKEI, EANT, ETAT) (use-requirements)

13. CENTRE FOR RESEARCH DISSEMINATION AT THE ARISTOTLE UNIVERSITY OF THESSALONIKI

1. PROJECT GOALS

This project is designed to promote the diffusion and utilisation, by both businesses and the public administration, of research results obtained by the Aristotle University of Thessaloniki. Specifically, the goals of this project are:

- to support the activities of the Aristotle University of Thessaloniki in the field of research and technology supply, and
- to expand activities relating to the transfer of technology and research dissemination to the businesses of Central Macedonia.

2. RTP PRIORITY

Support business access to external sources of technology.

3. SERVICES OFFERED THROUGH THE PROJECT

- Promotion of the research work carried out by the AUTH.
- Convention centre, Industrial liaison office, Brokering office, Value focal point.
- Infrastructure for the implementation of research programmes and digital research communications.
- Housing of research association and contract research laboratories.

4. PROJECT DEVELOPMENT

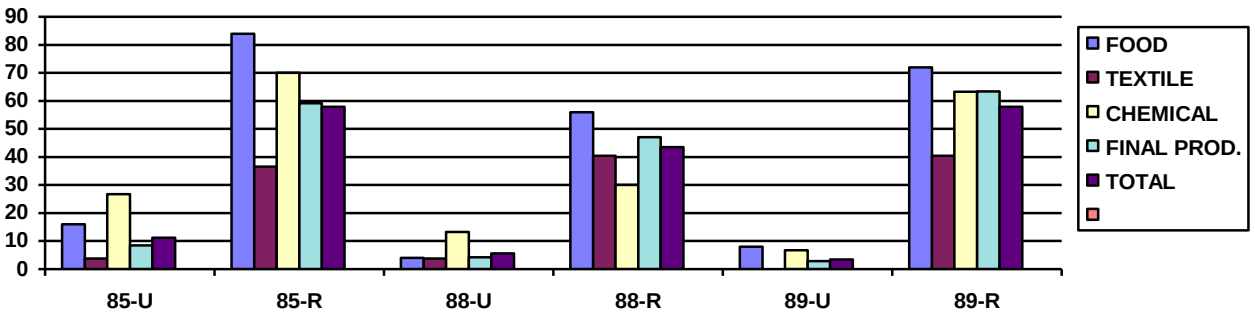
- Final study for the Centre, each of its actions and all its services.
- Development of the Centre and facilities for its several activities.
- Co-ordination of the activities and the services rendered. Creation of a co-ordinating body for the administration of the Centre.
- Development and standardisation of the joint technology services.
- Promotion of the Centre to all interested bodies.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Research Committee of the Aristotle University of Thessaloniki, which will provide the necessary national contribution for the project.

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (1.3, 2.3), OP R&D (2.3, 3.2), OP INTERREG II (4.7)

8. DEMAND DIAGRAMS



85: Co-operation with the Universities for product and production processes (use-requirements)
88: Co-operation with the Universities in finding staff for firms (use-requirements)
89: Co-operation with the Universities in the field of information on innovation and development (use-requirements)

14. FOOD INSTITUTE OF NORTHERN GREECE

1. PROJECT GOALS
This project pertains to the development of a sectorial association to provide research and consulting services to firms in the food industry. The activities of this company will focus on technology transfer and will endeavour to improve the competitiveness of Northern Greece's food products and firms.

2. RTP PRIORITY UMBRELLA
Support business access to external sources of technology

3. SERVICES OFFERED THROUGH THE PROJECT
- Laboratory testings and food quality certification.
- Industrial research and transfer of technology.
- Industrial information, market research and consulting.
- Human resource training.

It is important to evaluate the experience of the General Secretariat for Research and Technology's similar company, based in Athens, before the development of this project.

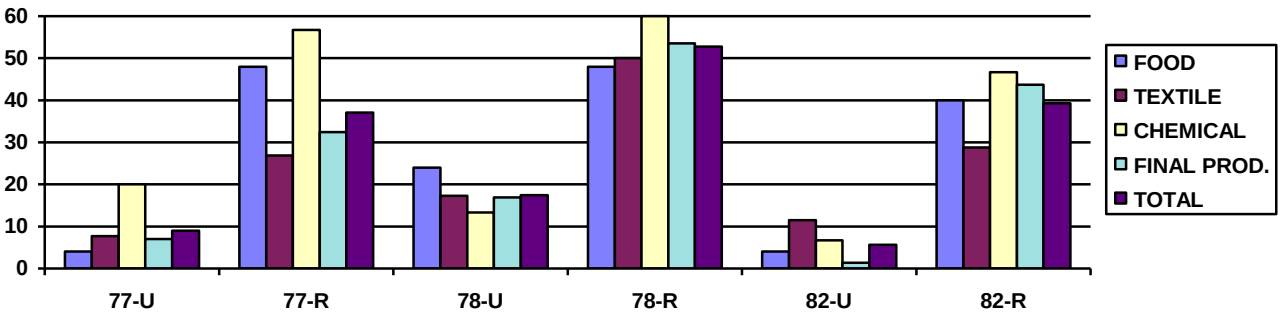
4. PROJECT DEVELOPMENT
- Establishment of the company as a S.A. with the participation of representatives from the branch and from individual firms.
- Appointment of a project manager.
- Design and equipment of the location premises.
- Personnel training.
- Development of services.
- Promotion of the institution and encouragement of co-operation with firms.

5. DURATION OF IMPLEMENTATION: 1996-1997

6. IMPLEMENTING AUTHORITY: The Association of the Food Industry in C. Macedonia

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.2.4), OP R&D (3.2)

8. DEMAND DIAGRAMS



77: Participation in the purchase and sale of technology (use-requirements)
78: Co-operation with outside technology consultants (intellectual property, improvement of products and processes, patents, etc..) (use-requirements)
82: Co-operation with technology support firms in the sector (ETAKEI, EANT, ETAT) (use-requirements)

15. LOCAL CENTRES AND NETWORK FOR TECHNOLOGY SERVICES

1. PROJECT GOALS

This project aims at the creation of local centres to provide technology services according to BICs. The project's specific goals are:

- to support technology and management services for businesses at the prefectual productive systems
- to decentralise the regional technology system in C. Macedonia.

2. RTP PRIORITY

Support business access to external sources of technology.

3. SERVICES OFFERED THROUGH THE PROJECT

- Administrative and organisational support for businesses.
- Information and brokering on technology and innovation.
- Provision of consulting services in the financing and setting of business plans.
- Housing for small and medium-sized firms in collaboration with the existing industrial areas.

4. PROJECT DEVELOPMENT

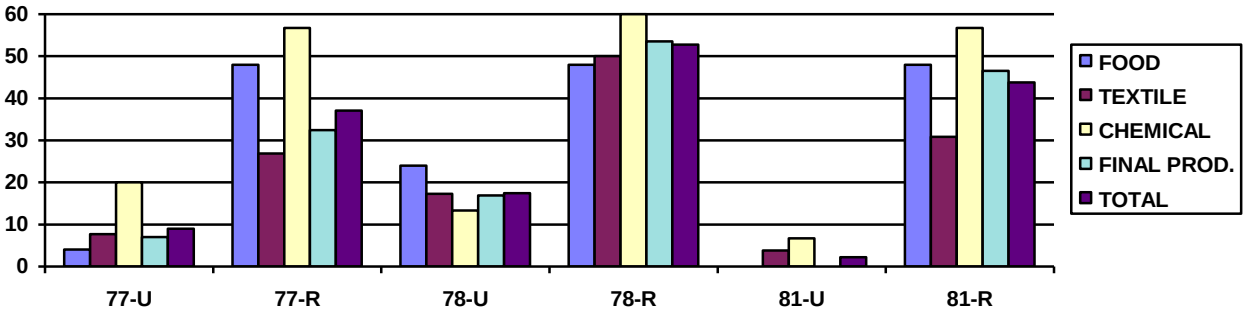
- Formulation of an action plan defining the special focus of each centre and their overall co-operation, in order to form multi-sector technology transfer network.
- Specialisation of the centres in different sectors and networking of the centres.
- Training of prefectural personnel for deployment to the centres.
- Link-ups with the Thessaloniki Technology Park, Industrial Zones and SMEs Parks.
- Development, standardisation and promotion of business and technology services.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: BIC of Serres and the Prefectures of Central Macedonia. The experience gained by the BIC of Serres could be used as a basis for the development and networking of other local centres

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP-C.Macedonia (2.1), OP R&D (2.3, 3.2), OP Industry (4.2, 4.2.1)

8. DEMAND DIAGRAMS



77: Participation in the purchase and sale of technology (technology brokering, licensing, royalties, etc.) (use-requirements)
78: Co-operation with outside technology consultants (intellectual property, improvement of products and processes, patents, etc.) (use-requirements)
80: Co-operation with innovation centres (use-requirements)

16. CENTRE FOR INDUSTRIAL AND DEVELOPMENTAL STUDIES OF NORTHERN GREECE

1. PROJECT GOALS

This projects aims to provide documented information on matters pertaining to the economic structure of Northern Greece, with particular emphasis on the industrial sector. The information will be collected on a continuous basis, on a very analytical level and the reliability of the data will be counter-checked. The data will be processed before it is made available.

2. RTP PRIORITY

Support business access to external sources of technology.

3. SERVICES OFFERED THROUGH THE PROJECT

- Conjuncture analysis, periodical reports, branch reports, collection and processing of statistical data.
- Specific target-groups will be identified as appropriate recipients of the data collected and processed and willing to pay the appropriate fee for this service.
- Once established as a reliable research centre in Northern Greece, the Centre will expand its activities to cover economic data on other Balkan states, countries in Central and Eastern Europe.

4. PROJECT DEVELOPMENT

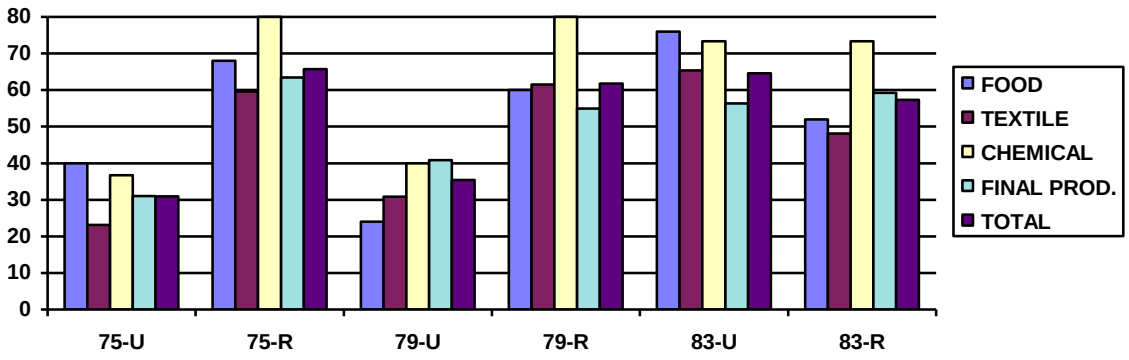
- The Centre will be administered by a three-member body according to the ideas of the New Industrial Strategy (public administration, employees, businessmen). There will be direct co-operation with other regional bodies (Chambers, Industrial Associations, the Centre for Productivity, Labour Centres, Labour Institute.)
- The Centre will be minimally staffed and will rely on outside collaborators: the Universities for research work and private consulting firms for studies.

5. DURATION OF THE PROJECT'S IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: The Association of Industries of Northern Greece

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.3), OP Industry (1.3, 4.2.1, 4.2.3)

8. DEMAND DIAGRAMS



75: Participation in technology information events (seminars, technology days, one-day conferences) (use-requirements)
79: Co-operation with outside management consultants on financing, management, business plans, market research and other matters (use-requirements)
83: Co-operation with Chambers, Associations and business groups (use-requirements)

17. ASSOCIATION FOR INDUSTRIAL INFORMATION TECHNOLOGIES

1. PROJECT GOALS

This project pertains to the creation of an association between private and public sector research units and firms for the purpose of expanding the market for and use of these technologies by enterprises. Specifically, the goals of this project are to provide technology services, to demonstrate application to businesses and the public sector, and to create a regional pole in this technology field.

2. RTP PRIORITY

Support the endogenous technology supply and demand

3. SERVICES OFFERED THROUGH THE PROJECT

- Applications of business information systems: MRP (Materials Requirement Planning), MIS (Management Information System), DSS (Decision Support System), MPS (Master Production Scheduling), Single product codification, etc.
- Applications of digital communications technologies (computer ordering, electronic data exchange, promotion on the Internet).
- Multimedia applications for product promotion.
- Systems applications for decision-making and expertise.

4. PROJECT DEVELOPMENT

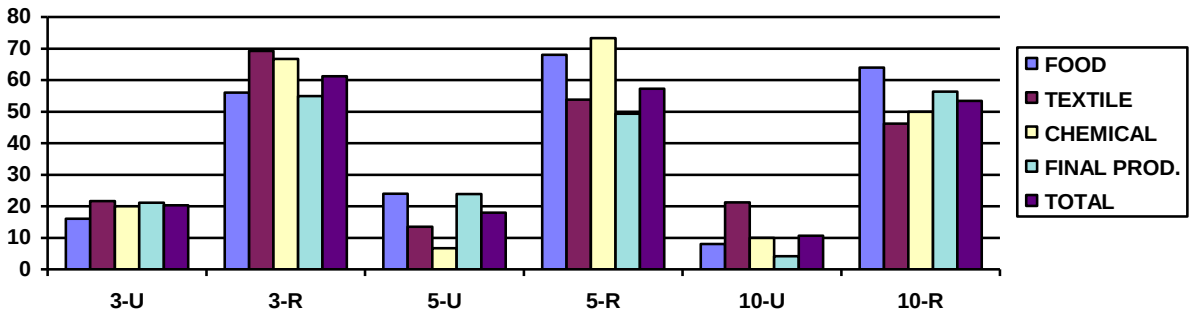
- Selection of the research laboratories at the Universities and Technical Institutes, public research centres, and private firms.
- Establishment of a Co-operative or Association as agent of co-operation.
- Formation of the administrative body of the new institution.
- Development and standardisation of the technology services.
- Equipment to provide the services.
- Promotion of the services provided. Approaches to businesses. Broadening of the regional market for industrial information systems.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Research Committee of the Aristotle University of Thessaloniki - Laboratories and Department of Computer Science

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C.Macedonia (2.3), OP R&D (2.4, 3.2), OP SME (3.2, 3.3)

8. DEMAND DIAGRAMS



3: Electronic system for economic planning (use-requirements)
5: Electronic system for long-term planning (use-requirements)
10: Product promotion via the Internet (use-requirements)

18. ASSOCIATION FOR ANTI-POLLUTION TECHNOLOGIES

1. PROJECT GOALS

This project pertains to the creation of an association between private and public sector research units and firms for the purpose of expanding the market for and use of these technologies by enterprises. Specifically, the goals of this project are to provide technology services, to demonstrate application to businesses and the public sector, and to create a regional pole in this technology field.

2. RTP PRIORITY

Support the endogenous technology supply and demand.

3. SERVICES OFFERED THROUGH THE PROJECT

- Waste management systems applications.
- Application of technologies for non-polluting boilers, furnaces and high efficiency motors/engines.
- Ecological Management Systems (EMAS)
- Ecolabel applications.
- Responsible care applications.
- Industrial Solid Waste Management.

4. PROJECT DEVELOPMENT

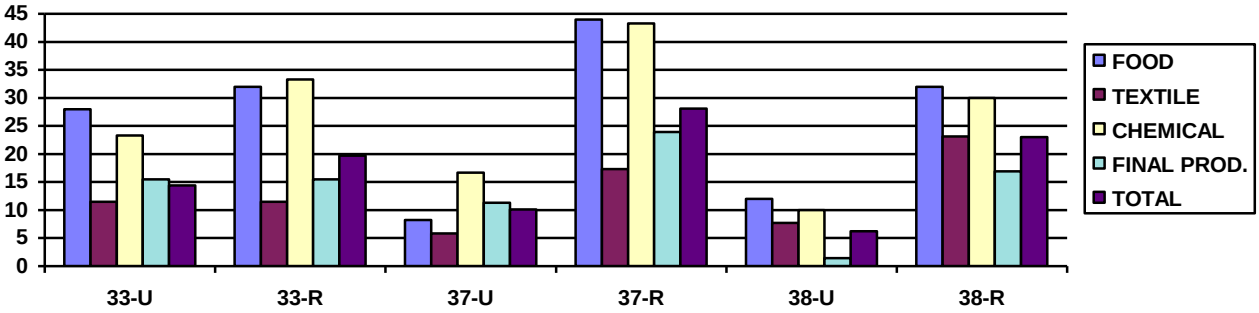
- Selection of the research laboratories at the Universities, Technical Institutes, public research centres, and private firms.
- Establishment of a Co-operative or Association as agent of co-operation-promotion.
- Formation of the administrative body of the new institution.
- Development and standardisation of the technology services.
- Promotion of the services provided. Approaches to businesses. Contracting for research and implementation. Broadening of the regional market for industrial information systems.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: The Research Committee of the Aristotle University of Thessaloniki - Environmental Research Network

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.3), OP R&D (2.4, 3.2), OP Industry (3.2.4), OP SME (3.2)

8. DEMAND DIAGRAMS



33: Applications for waste management systems (use-requirements)
37: Ecological management (use-requirements)
38: Ecolabel applications (use-requirements)

19. ASSOCIATION FOR AUTOMATION SYSTEMS

1. PROJECT GOALS
This project pertains to the creation of an association between private and public sector research units and firms for the purpose of expanding the market for and use of these technologies by enterprises. Specifically, the goals of this project are to provide technology services, to demonstrate application to businesses and the public sector, and to create a regional pole in this technology field.

2. RTP PRIORITY
Support the endogenous technology supply and demand

3. SERVICES OFFERED THROUGH THE PROJECT
- Automation of production and production machinery.
- Automation of installations and modules (CIM).
- Robotics applications.
- Automation of product design (CAD/CAM).
- Weighing and dosimetry systems**,** Quality automation.
- Central control systems (SCADA, LG production optimisation).
- Systems for optimum use of power consumption.

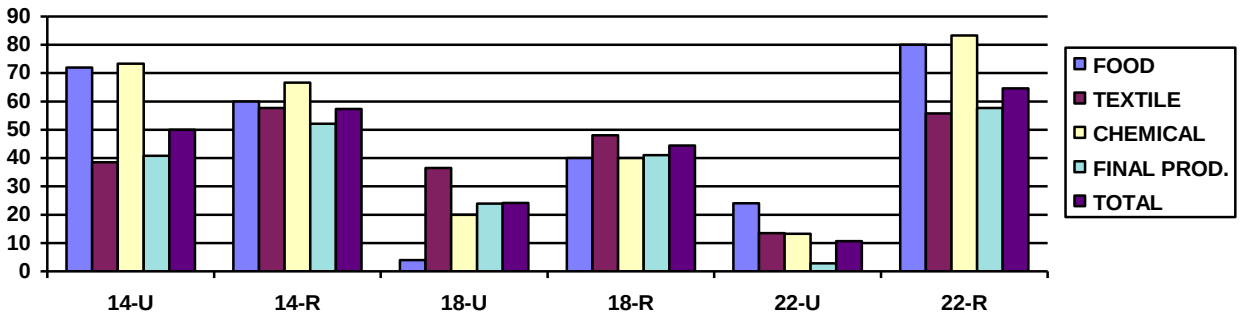
4. PROJECT DEVELOPMENT
- Selection of the research laboratories at the Universities, the Technical Institutes, and private firms, based on their ability to supply technology services.
- Establishment of a Co-operative or Association as agent of co-operation-promotion.
- Formation of the administrative body of the new institution.
- Development and standardisation of the technology services.
- Promotion of the services provided. Approaches to businesses. Broadening of the regional market for industrial information systems.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Research Committee of the Aristotle University of Thessaloniki - Automation Laboratories

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP-C. Macedonia (2.3), OP R&D (2.4, 3.2), OP SME (3.2)

8. DEMAND DIAGRAMS



14: Automation of production machinery (use-requirements)
18: Automation of product design, CAD/CAM (use-requirements)
22: Automation of quality control (use-requirements)

20. ASSOCIATION FOR QUALITY CONTROL

1. PROJECT GOALS

This project pertains to the creation of an association between private and public sector research units and firms for the purpose of expanding the market for and use of these technologies by enterprises. Specifically, the goals of this project are to provide technology services, to demonstrate application to businesses and the public sector, and to create a regional pole in this technology field.

2. RTP PRIORITY

Support the endogenous technology supply and demand.

3. SERVICES OFFERED THROUGH THE PROJECT

- Statistical control methods.
- Sample control and raw material and product testing.
- Employee participation in quality circles**.** Recognition of the role of employees.
- Certification according to international quality standards.
- Control and calibration of instruments in quality control laboratories.
- Control and calibration of instruments in the production line.

4. PROJECT DEVELOPMENT

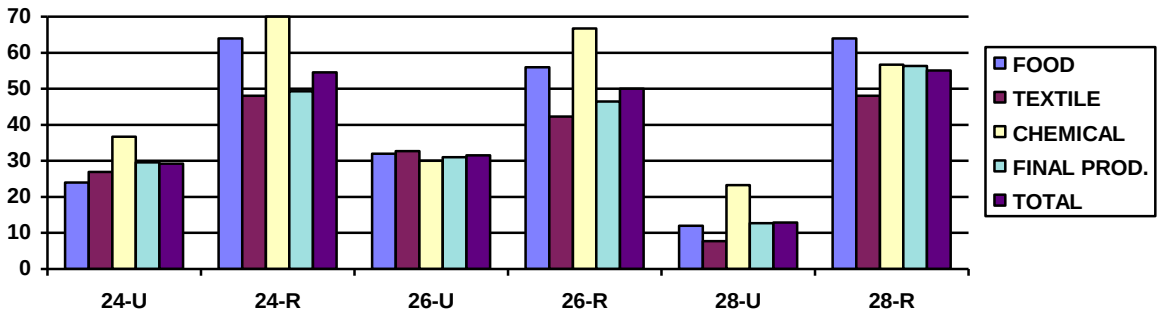
- Selection of the research laboratories at the Universities, the Technical Institutes, public research centres, and private firms.
- Establishment of a Co-operative or non profit Association.
- Formation of the administrative body of the new institution.
- Development and standardisation of the technology services.
- Equipment to provide the services.
- Promotion of the services provided. Contracting for research and implementation. Broadening of the regional market for industrial information systems.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: The Research Committee of the Aristotle University of Thessaloniki - Quality control laboratories

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP-C. Macedonia (2.3), OP R&D (2.4, 3.2), OP SME (3.2)

8. DEMAND DIAGRAMS



24: Statistical methods for quality control (use-requirements)
26: Employee participation in quality circles (use-requirements)
28: ISO 9000 certification (use-requirements)

21. ASSOCIATION FOR AGRO-TECHNOLOGIES

1. PROJECT GOALS

This project pertains to the creation of an association between private and public sector research units and firms for the purpose of expanding the market for and use of these technologies by enterprises. Specifically, the goals of this project are to provide technology services, to demonstrate application to businesses and the public sector, and to create a regional pole in this technology field.

2. RTP PRIORITY

Support the endogenous technology supply and demand.

3. SERVICES OFFERED THROUGH THE PROJECT

- Improvement of plant varieties.
- Plant diseases.
- Ecological agriculture.
- Hydro-production technologies.
- Genetic improvement of animals.
- Biotechnology applications.

4. PROJECT DEVELOPMENT

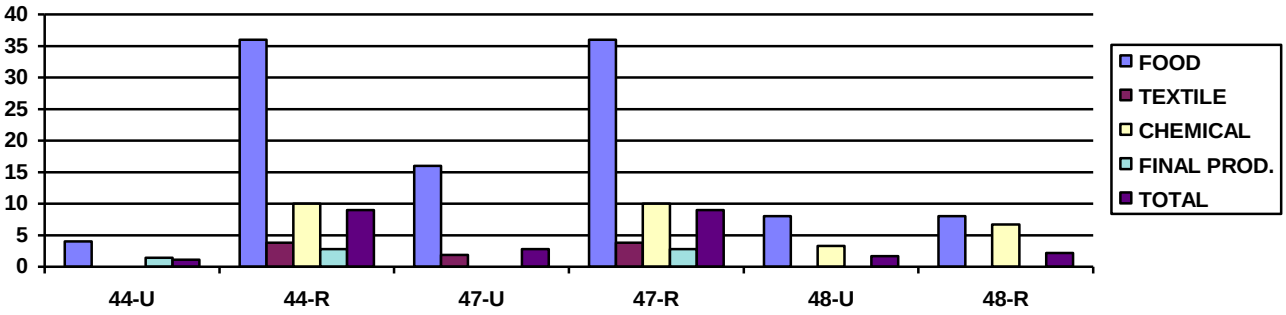
- Selection of the research laboratories at the Universities, the Technical Institutes, public research centres, and private firms.
- Establishment of a Co-operative or Association as agent of co-operation-promotion.
- Formation of the administrative body of the new institution.
- Development and standardisation of the technology services.
- Equipment to provide the services.
- Promotion of the services provided. Approaches to businesses. Contracting for research and implementation. Broadening of the regional market for industrial information systems.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: The Research Committee of the Aristotle University of Thessaloniki - Related laboratories

7. RELATED OPERATIONAL PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP-C. Macedonia (2.3), OP R&D (2.4, 3.2), OP SME (3.2)

8. DEMAND DIAGRAMS



44: Technologies for improving plant varieties (use-requirements)
47: Hydro-production technologies (use-requirements)
48: Technologies for the genetic improvement of animals (use-requirements)

22. EXPANSION OF THE RTP OBSERVATORY

1. PROJECT GOALS

The project concerns the expansion of the RTP Observatory as a point of co-ordination for the RTP projects during the implementation. Specific goals include: (1) the promotion of the implementation of the RTP actions, (2) the dissemination of best practice for regional innovation support, (3) the provision to the public and private sector in Central Macedonia with information on innovation and regional competitiviness and development.

2. RTP PRIORITY

Monitoring and evaluation of the Central Macedonia RTP.

3. SERVICES OFFERED THROUGH THE PROJECT

- Monitoring and adjustment of the RTP actions during the implementation.
- Evaluation of the developmental impact and synergy of the projects on the competitiveness of the Region.
- Providing information to interested bodies in Central Macedonia on the supply of and demand for technology services in the region and on the potential for local innovative development.

4. PROJECT DEVELOPMENT

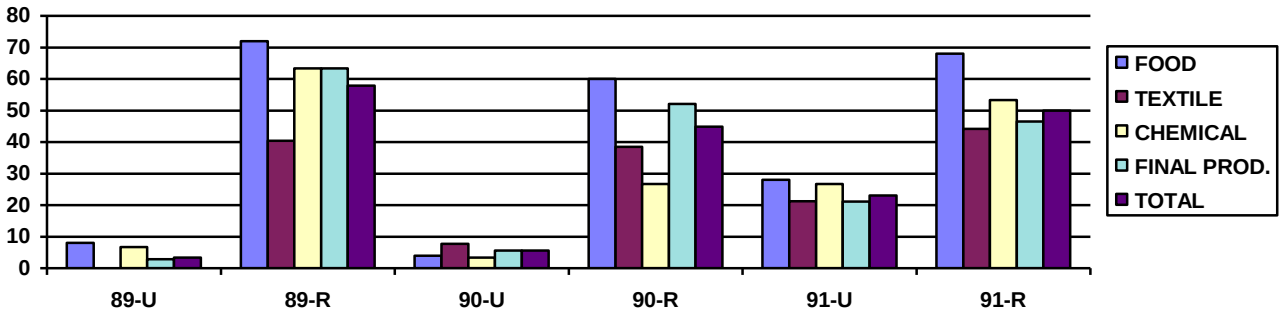
- Formulation of the business plan for the expansion of the observatory as a multi-centre system: Aristotle University of Thessaloniki, Ministry of Macedonia-Thrace, Region of C. Macedonia, Prefectures.
- Installation of observatory units in the various prefectures and training of personnel in the use, processing and up-dating of the data.
- Ensuring compatibility with and hooking the observatory's units and with other European technology information centres.
- Improving user access to the services of the network.

5. DURATION OF IMPLEMENTATION: 1997-1999

6. IMPLEMENTING AUTHORITY: Aristotle University of Thessaloniki, RTP Management Unit.

7. RELATED OPERATION PROGRAMMES FROM THE 2nd CSF & COMMUNITY INITIATIVES: ROP C. Macedonia (2.5), OP R&D (2.4), OP SME (3.3), OP ADAPT (1.2.1)

8. DEMAND DIAGRAMS



89: Collaboration with the Universities for innovation information (use-requirements)
90: Telematics infrastructure and applications (use-requirements)
91: Local information wire networks (use-requirements)