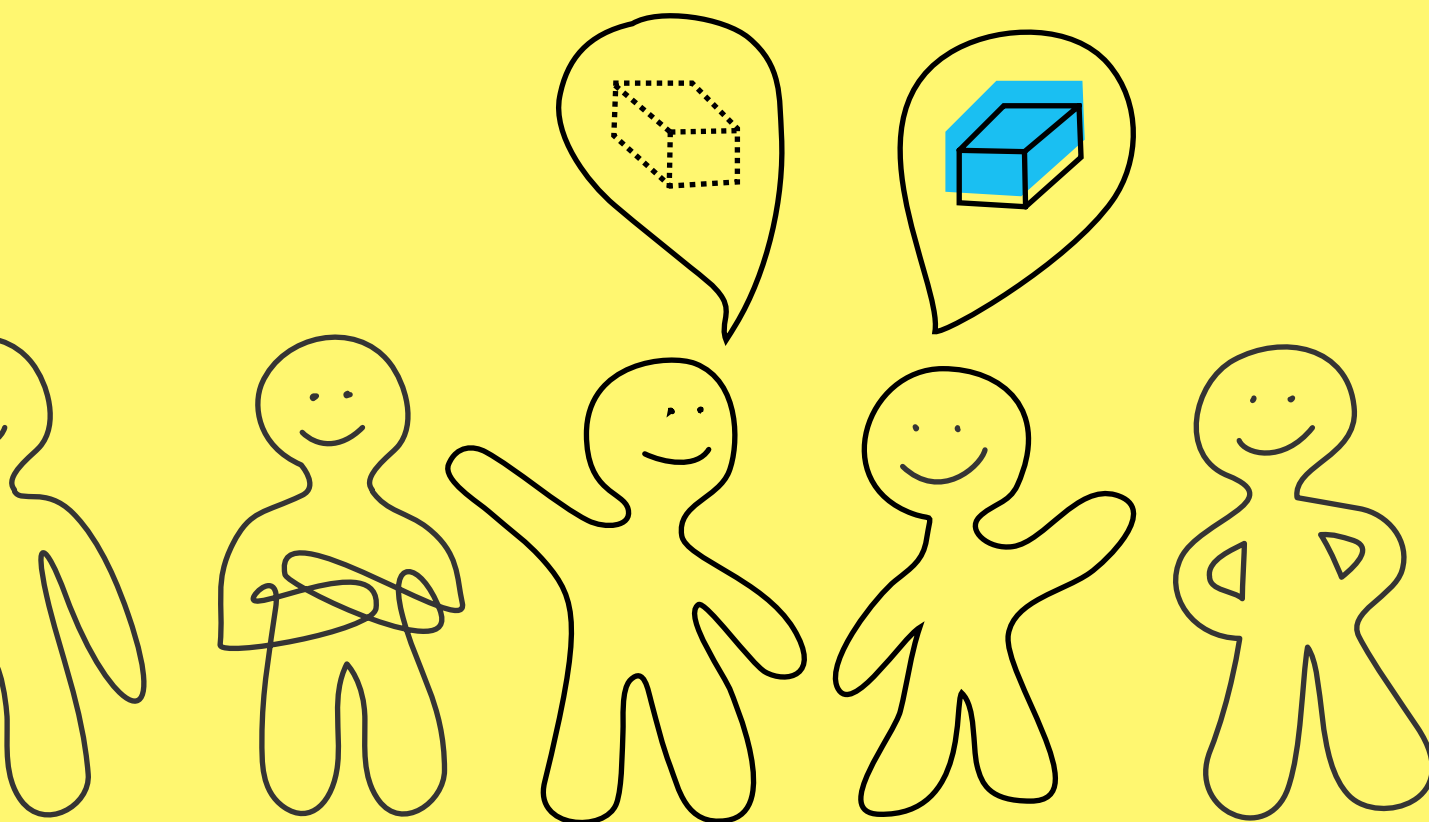


FADINS)

**INNOVATION** VOUCHERS  
IN CREATIVE INDUSTRIES.



**“THE FAD-INS PROJECT HAS BEEN A GULP OF FRESH AIR AND HOPE FOR THE DEVELOPMENT, CONSOLIDATION AND GROWTH OF OUR PROJECT”.**



**T**HE FAD-INS PROJECT (FASHION AUDIOVISUAL DESIGN INDUSTRIES INNOVATION SCHEMES) led by the Official Chamber of Commerce, Industry and Navigation of Barcelona has been financed by the DG Enterprise and Industry of the European Commission and the Competitiveness and Innovation Framework Programme (CIP).

The purpose of the project, as stated in its action plan, has been “to promote service innovation in creative industries, designing an action plan for the delivery of type A innovation vouchers, and implementing service innovation actions through pilot projects”.

The pilot test of the FAD-INS innovation vouchers scheme offered funding to a total of 27 companies, for up to 5000 € and not exceeding the 70% of the total of the project's costs. The funding consisted in individual vouchers with a schedule for execution set at 4 months following the award of the voucher.

The projects funded were implemented in two separate calls conducted between August – November 2012 and April – July 2013 and consisted in 22 and 5 funded projects respectively. The initiatives were addressed to firms active in Catalonia (Spain), and with specific regard for the Fashion Design, Industrial Design and Audiovisual sectors.

**T**he main objective of the FAD-INS initiative was to test and set the basis for **a flexible and non-bureaucratic innovation support system for creative industries based on the requirements expressed by SMEs and that should help surmount the obstacles for direct collaboration between SMEs and Innovation Service Providers.**

Finding easy access to sources of funding to implement innovative solutions has become an unavoidable requirement for SMEs in order to ensure their competitiveness in the market. In addition, the need to gather information on the market development and its development demands for a closer interaction among all the agents involved in the sector.

At its conclusion the project must “demonstrate the viability of innovation vouchers as key elements in innovation financing” and serve as a stepping stone for the development of a “long term voucher- based financing line”. The present report aims to assess its success and the viability of the innovation vouchers system.

The fad-ins specific objectives were:

- ✓ **IMPLEMENT AN INNOVATION VOUCHER SCHEME TARGETING THE FASHION, INDUSTRIAL DESIGN AND AUDIOVISUAL SECTORS.**
- ✓ **ENABLE NETWORKING AND MATCHMAKING.**
- ✓ **REDUCE ADMINISTRATIVE REQUIREMENTS.**
- ✓ **DELIVER “ON DEMAND” SUPPORT FOR INNOVATION.**
- ✓ **DELIVER MORE AND BETTER INNOVATION SUPPORT ACTIVITIES.**
- ✓ **ENSURE THE LONG TERM SUSTAINABILITY OF INNOVATION VOUCHERS.**



**“INNOVATION VOUCHERS ARE A PERFECT HOOK TO ATTRACT AND INTRODUCE SMALL AND MEDIUM ENTERPRISES TO INNOVATION AND DESIGN ISSUES”.**

**2 Calls for funding.**

**27 Funded Projects.**

**66 Handled Applications.**

**79.500€ Amount funded  
in the first call.**

**20.500€ Amount funded  
in the second call.**

**5.000€ Maximum funding  
per project.**

**70% Maximum percenta-  
ge of project funded.**

**33** Innovation Service Providers involved in the pilot test.  
**3** Months to implement the projects.  
**3** Target sectors.

THE PROJECT IN FIGURES  
**SETTING UP THE FOUNDATIONS FOR A LONG TERM INNOVATION VOUCHERS SYSTEM**

## EVALUATION CRITERIA

## DESCRIPTION

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**RELEVANCE****INNOVATION VOUCHERS SCHEME MANAGEMENT**

- To what extent are the tools and management mechanisms appropriate for ensuring the success of the initiative?
- Do the tools and the organisation of the innovation voucher system enhance the operational capabilities of the participant SMEs and ISPs?
- Has the methodology been organised in an efficient way, allowing a fluent interaction between the agents involved in the process?

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**IMPACT  
PROJECT RESULTS****IMPACT OF THE INNOVATION VOUCHERS  
SCHEME AND PROJECT RESULTS**

- In what manner has the project had an impact on the participant firms?"
- How the system final users (SMEs/service providers) have benefited and enhanced their competences by engaging in the innovation vouchers system?
- In what manner has the project contributed to improve the capacities and opportunities of SMEs and innovation service providers?

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**SUSTAINABILITY  
FURTHER DEVELOPMENT OPPORTUNITIES****ASSESSING FURTHER DEVELOPMENT**

- To what extent are the project achievements likely to enhance the future opportunities for development of SMEs?
- How can/should the long-term sustainability of the system be guaranteed?
- Are the update, consolidation and improvement of the methodology necessary when considering its long-term sustainability and what mechanisms are required to ensure its success?





**T**he present report has made use of several channels to collect data and information:

#### **QUESTIONNAIRES GATHERED DURING THE PILOT TESTS**

At the conclusion of the 27 pilot test actions conducted during the FAD-INS initiative, a questionnaire was handed out to the participants aimed at gathering the formers' feedback. These questionnaires have been used to analyse the participants' perception of the pilot test and the innovation vouchers system.

#### **INTERVIEWS WITH ALL THE ACTORS INVOLVED IN THE PILOT INITIATIVE**

The comments from representatives of the Official Chamber of Commerce, Industry and Navigation of Barcelona and the participant SMEs have provided valuable insight on those issues that require specific attention for the evaluation.

#### **INTERVIEWS WITH EXTERNAL AGENTS**

Agents and entities that might be interested in the development and future consolidation of an innovation voucher scheme have also been contacted in order to assess the availability of support mechanisms for the future development of the scheme.

## **“THANKS TO THE FAD-INS PROJECT WE HAVE HAD ACCESS TO PROFESSIONAL CONSULTANCY SERVICES, TO WHICH, OTHERWISE, WE WOULD NOT HAVE HAD ACCESS”.**

Innovation vouchers are grants that provide limited funding for (mainly) early stage companies to work directly with a service provider to overcome innovation challenges and to reduce the obstacles for interaction in a specific sector. Innovation vouchers are directly paid to a service provider to implement a specific service and to provide consultancy services on innovation-related topics.

Innovation vouchers are expected to reach the following objectives:

- To provide funding adapted to the real needs of small and medium enterprises.
- To offer firms an easy-to-access funding mechanism.
- To offer an immediate answer to the firm's pressing needs.
- To enhance mutual knowledge between firms and inno-

vation service providers.

- To promote the development of high-impact innovation-based projects.
- To enhance competitiveness among firms and innovation service providers.
- To enhance the business capacities of the participant firms.

The FAD-INS project has awarded a total of 27 innovation vouchers, provided in two different calls for action, targeting firms of the Fashion Design, Industrial Design and Audiovisual Sector. The vouchers were intended to cover SMEs' specific needs, by facilitating the access and immediate cooperation with regional innovation service providers and were expected to enhance the firms' business capacities and market development.



## THE FAD-INS VOUCHERS: A FUNDING TOOL AND CATALYSERS FOR THE SECTOR INTERACTION.

### INNOVATION VOUCHERS: ENABLING NETWORKING AND TRIGGERING MATCH-MAKING AMONG THE SECTOR AGENTS.

Innovation Vouchers allow firms and innovation service providers of the sector to identify the possibilities for collaboration and interaction existent within the sector.

The project managing authority ensures the interest and the participation in the project of regional SMEs and innovation service providers by developing an easy-to-access system and fostering inter-sector dialogue

#### SMALL AND MEDIUM ENTERPRISES

*27 Small and Medium Enterprises*

*Less than 100 staff members*

*Turnover of less than 20 million Euros*

*45 % first experience implementing innovation projects*

*65 % first experience in collaborating with an innovation service provider*

*Young companies*

#### INNOVATION SERVICE PROVIDERS

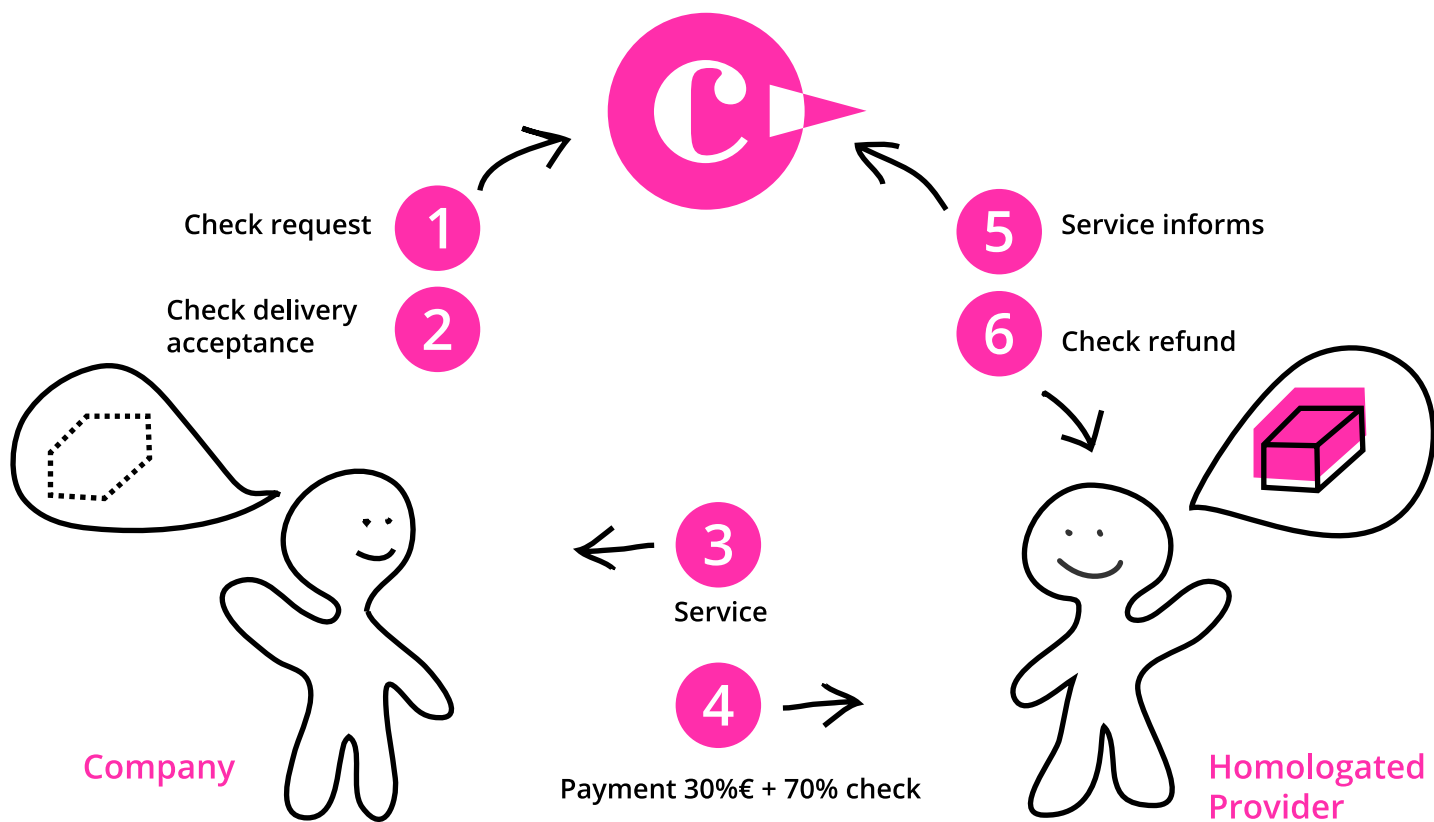
*33 Innovation Service Providers*

*Hold accreditation*

*Experience in helping SMEs implement innovation services*

*Relevant expertise in the project's field of action*

The matching and networking activities of the 27 specific projects, workshops, seminars and knowledge exchange initiatives have been the key mechanisms to foster inter-sector matching and networking processes.



## FAD-INS INNOVATION VOUCHERS STRUCTURE

### **INNOVATION VOUCHERS: ENSURING AN EFFICIENT AND FLEXIBLE APPLICATION PROCESS ADAPTED TO THE SECTOR DEMANDS**

**PUBLICATION OF THE FAD-INS PROJECT INNOVATION VOUCHERS INITIATIVE BY THE OFFICIAL  
CHAMBER OF COMMERCE, INDUSTRY AND NAVIGATION OF BARCELONA**



**PUBLICATION OF AN APPLICATION FORM TEMPLATE**



**ACCREDITATION OF THE SERVICE PROVIDERS BY THE GOVERNING AUTHORITY**



**APPLICATION FORMS HANDLED IN BY THE INTERESTED FIRMS**



**EVALUATION OF THE APPLICATION FORMS' COMPLIANCE WITH ELIGIBILITY CRITERIA**



**SELECTION OF THE AWARDED APPLICATIONS BY THE OFFICIAL CHAMBER OF COMMERCE, INDUS-  
TRY AND NAVIGATION OF BARCELONA**



**DEFINITION OF THE SERVICE REQUIREMENTS**



**MATCHING BETWEEN THE RECIPIENT COMPANY AND THE INNOVATION SERVICE PROVIDER**



**NOTIFICATION TO THE INNOVATION SERVICE PROVIDER**



**IMPLEMENTATION OF THE PROJECT**



**EVALUATION OF THE INDIVIDUAL PROJECTS' RESULTS**



**FINAL EVALUATION OF THE INNOVATION VOUCHER SCHEME**

**“THANKS TO THE FAD-INS INITIATIVE WE HAVE BEEN ABLE TO PUT THE FIRST STONE FOR OUR PROJECT AND TO PROVIDE OUR FIRM WITH A SPECIFIC ROAD MAP AND ACTION PLAN”.**



## BENEFICIARY

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**INVOLVE NEWTECH S.L.**  
**MARTEEN SPORT WAX**  
**IBERITAL DE RECAMBIOS**  
**CASA AMETLLER S.L.**  
**PARQUES Y JARDINES FÁBREGAS SAU**  
**FUNDICIÓN DÚCTIL FÁBREGAS**  
**SANGAKOO S.L.**  
**TIOMAN & PARTNERS S.L.**  
**ORTOGRAS S.L.**  
**LULA OUTLET GROUP S.L.**  
**ASSESSORAMENT INTEGRAL EN PROCESSOS S.L.**  
**KRIPTON OIL**  
**NUTCREATIVES S.L.**  
**EQUALID SOLUTIONS S.L.**  
**MAQUINA CENTER S.A.**  
**DINAMIC MANUTENCIÓ DEL BAGES**  
**INDUSTRIAS PLÁSTICAS TRIANA**  
**MESPACK**  
**OSONA INDUSTRIAL PLASTIC**  
**LOREFAR**  
**PROGUST S.L**  
**PYXIS SOLUTIONS SAU**  
**TIESTÖ**  
**GROUP LOVE STORE**

**LAFABRICADEKRTO**  
**SOFTWARE TÉCNICO SECTORIAL S.L.**  
**PIU ET NAU**

## PROJECT UNDERTAKEN

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*Ecosense*  
*Consultancy Services for the Development of Skiing gear*  
*Consultancy Services in the Development of a Coffee Machine*  
*Cross-channel strategies*  
*New product development*  
*New market positioning*  
*Market analysis*  
*New business model development*  
*New Business Model*  
*Cross-channel strategies in Retail*  
*Brand Management (Lean Optimise)*  
*Strategy diversification and product redefinition*  
*Design definition and new communication channels*  
*Creative methodology for Business Model*  
*Service Process definition*  
*Product redesign (Scannsoft)*  
*New product design (Dispenser)*  
*Feasibility study of the welding system process*  
*New product development (urban farm system)*  
*Design Product Management*  
*Product diversification and new distribution channels*  
*Market Internationalisation*  
*Marketing Plan Design*  
*Innovation of the commercialisation process by implementing cross-channel actions*  
*New Product Design*  
*New System Development*  
*Business Model Internationalisation*

| SERVICE PROVIDER                            | CERTIFIED SERVICE PROVIDED | INNOVATIVE STRATEGIES IN RETAIL | DESIGN INNOVATION | INNOVATION FOR CREATIVE ENTERPRISES | CREATIVE METHODOLOGIES FOR BUSINESS DEVELOPMENT | NATIONALITY    |
|---------------------------------------------|----------------------------|---------------------------------|-------------------|-------------------------------------|-------------------------------------------------|----------------|
| ACCENT ADVANCED SYSTEMS, SLU                |                            |                                 | ✗                 |                                     |                                                 | Spain          |
| BORN DEVELOPMENT SLU                        |                            |                                 | ✗                 | ✗                                   |                                                 | Spain          |
| CAPITAL ENTERPRISE                          |                            | ✗                               | ✗                 | ✗                                   | ✗                                               | United Kingdom |
| DREIBLAU, SL                                |                            |                                 | ✗                 |                                     |                                                 | Spain          |
| EL TINTER, SAL                              |                            | ✗                               | ✗                 |                                     |                                                 | Spain          |
| ENCO ENGINEERING & CONSULTING, SRL          |                            |                                 | ✗                 | ✗                                   |                                                 | Italy          |
| INGENIERÍA DE PROCESOS Y PRODUCTO I-MAS, SL |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain          |
| KINNO CONSULTANTS, LTD                      |                            |                                 |                   | ✗                                   | ✗                                               | Greece         |
| KNOW HOW TECHNOLOGIES, SL                   |                            | ✗                               | ✗                 | ✗                                   | ✗                                               | Spain          |
| LA PAGE ORIGINAL, SL                        |                            |                                 | ✗                 | ✗                                   |                                                 | Spain          |
| MANUEL REYES DISSENY GRÀFIC                 |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain          |
| MORILLAS BRAND DESIGN, SL                   |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain          |
| NOMON DESIGN, SL                            |                            | ✗                               | ✗                 | ✗                                   | ✗                                               | Spain          |
| NUTCREATIVES                                |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain          |
| OPTIMOCAMBEC, SL                            |                            |                                 | ✗                 |                                     |                                                 | Spain          |
| QUALINNEO                                   |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain          |
| TAMBAKUNDA, SL                              |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain          |



| SERVICE PROVIDER                  | CERTIFIED SERVICE PROVIDED | INNOVATIVE STRATEGIES IN RETAIL | DESIGN INNOVATION | INNOVATION FOR CREATIVE ENTERPRISES | CREATIVE METHODOLOGIES FOR BUSINESS DEVELOPMENT | NATIONALITY |
|-----------------------------------|----------------------------|---------------------------------|-------------------|-------------------------------------|-------------------------------------------------|-------------|
| TEMPUS FUGIT STUDIO               |                            |                                 |                   | ✗                                   | ✗                                               | Spain       |
| ÀNIMA DESIGN, S.L.                |                            |                                 | ✗                 |                                     |                                                 | Spain       |
| DESIGN RESEARCH INNOVATION, SLU   |                            |                                 | ✗                 |                                     |                                                 | Spain       |
| DIVUCIENCIA, S.L.                 |                            |                                 |                   | ✗                                   |                                                 | Spain       |
| FUNDACIÓ PRIVADA KIMBCN           |                            |                                 |                   | ✗                                   | ✗                                               | Spain       |
| FUNDACIÓ PRIVADA ASCAMM           |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain       |
| GLOBAL SOFTWARE PARTNER           |                            | ✗                               |                   | ✗                                   | ✗                                               | Spain       |
| IDOM INGENIERÍA Y SISTEMAS, S.A.  |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain       |
| INVINTIA CONSULTORS, S.L.         |                            |                                 | ✗                 | ✗                                   | ✗                                               | Spain       |
| DYD - JOSÉ MANUEL PÉREZ PASCUAL   |                            |                                 | ✗                 |                                     |                                                 | Spain       |
| KISS RETAIL MANAGEMENT CONSULTING |                            | ✗                               |                   |                                     |                                                 | Spain       |
| MAGMA DISSENY, S.L.               |                            |                                 | ✗                 |                                     |                                                 | Spain       |
| MUCHO DISEÑO, S.L.                |                            |                                 | ✗                 | ✗                                   |                                                 | Spain       |
| NURIA DURAN, S.L.                 |                            | ✗                               | ✗                 | ✗                                   | ✗                                               | Spain       |
| SAPIENS DESIGN, S.L.              |                            | ✗                               | ✗                 | ✗                                   | ✗                                               | Spain       |
| VIETA AUDIO, S.A.                 |                            |                                 | ✗                 | ✗                                   |                                                 | Spain       |

Certification of the appropriate service provider was conducted by the Official Chamber of Commerce, Industry and Navigation of Barcelona.

**T**o what extent have the core objective of the project and its mandate been achieved, giving specific attention to the tools generated and their operational set up?

*[FAD-INS Objective]*

### **IMPLEMENTING A FLEXIBLE AND NON-BUREAUCRATIC INNOVATION SUPPORT SYSTEM**

- 100% of the respondents considered the FAD-INS innovation vouchers system a fast, agile and easy – to –follow administrative process.
- All the respondents offered a very positive feedback on the management structures of the project.
- The process has been defined by almost all the participants as “bureaucratically simple”.

*[FAD-INS Objective]*

### **ENHANCING OPERATIONAL CAPACITIES OF PARTICIPANT SMES AND INNOVATION SERVICE PROVIDERS**

- 27 new projects were funded in the framework of the FAD-INS project.
- Most of the actions funded by the FAD-INS project resulted in the establishment of new collaboration initiatives.
- According to 90 % of the respondents the participation in the FAD-INS project was appropriate for the firms’ and innovation service providers’ operational requirements.
- For almost all the participants the amount granted was appropriate for implementing their projects.
- The innovation vouchers system is an effective way to fund the specific needs of the firms (27 different projects).

*[FAD-INS Objective]*

### **ALLOWING A FLUENT INTERACTION BETWEEN THE AGENTS INVOLVED IN THE INITIATIVE.**

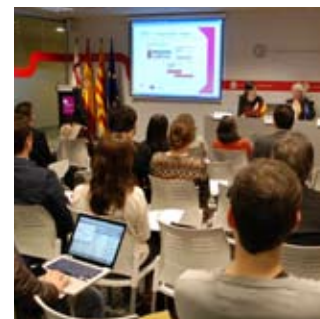
- Most of the firms involved in the project engaged in collaborative initiatives with innovation providers for the first time.
- The seminars and workshops organised in the project had a major impact than that expected by the organisers.
- The project activities have triggered knowledge exchange and cooperation actions outside the project framework.

*[FAD-INS Objective]*

### **PROVIDING SPECIFIC SUPPORT TO THE PARTICIPANT FIRMS'S SPECIFIC NEEDS.**

- 3 different typologies of vouchers were defined based on the amount funded.
- 4 typologies of services were funded in the framework of the FAD-INS project.

**“WE UNDERSTOOD THE SEMINARS AND WORKSHOPS OF THE FAD-INS PROJECT AS A KIND OF TRAINING AND NETWORKING ACTIONS IN THEMSELVES”.**



Innovation vouchers are highly efficient in providing concrete solutions for the firms' specific needs by providing direct funds for a variegated typology of services. As proof of these multiple possibilities, the table below shows the diverse typologies of service provided in the framework of the FAD-INS project:

**RETAIL CONSULTANCY SERVICES // VISUAL MERCHANDISING // CROSS CHANNEL RETAIL // E-COMMERCE DEVELOPMENT OR IMPROVEMENT // COMMUNICATION ISSUES // CREATIVE METHODOLOGIES FOR BUSINESS DEVELOPMENT // DESIGN CONSULTANCY SERVICES // PRODUCT PLACEMENT // DESIGN INNOVATION // TECHNOLOGY VALORISATION // MARKETING CONSULTANCY SERVICES // BRAND MANAGEMENT // PRODUCT MANAGEMENT // PRODUCT TESTING AND USERS APPROACH**

**“FOR US, THE MOST TANGIBLE IMPACT OF THE PROJECT WAS THE ENTHUSIASM THAT IT GENERATED AMONG THE MEMBERS OF OUR TEAM”.**

Allowing the company to clearly identify and define the service to be funded, helped them to implement well targeted and clear cut actions.

NEW OR EXISTING PRODUCT DEVELOPMENT



GENERAL CONSULTANCY ACTIVITIES



NEW OR EXISTING PROCESS DEVELOPMENT



STUDIES & RESEARCH ACTIVITIES



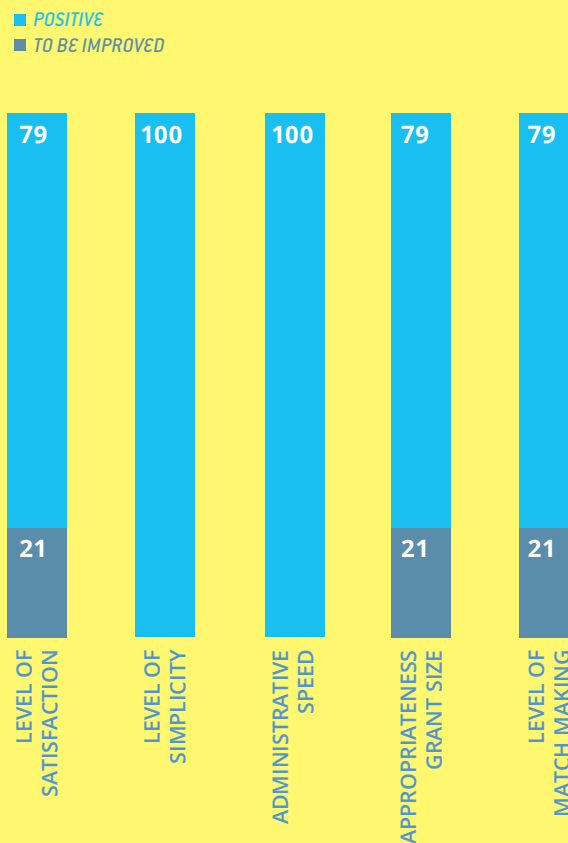
NEW OR EXISTING SERVICE DEVELOPMENT



The feedback from the participant agents show a significant level of satisfaction with the initiative activities.

Asked about the administrative requirements, application process and the management structures set up to coordinate the interaction between the firms and the innovation service providers, all the respondents offered a very positive feedback and ensured that the process was bureaucratically simple and easy to deal with.

To the question of whether the participants were satisfied with the amount provided for, most of the respondents expressed a positive feedback, although in some cases it was stated that the quantity was not sufficient considering the overall costs of the project. The argument raised by those who considered the amount insufficient was that a larger amount would lead to the development of a more efficient project.



The projects undertaken by means of the innovation vouchers system have had a significant impact on the operational development of the firms. Many benefits have been observed among the participant companies likely to positively influence the long-term activities of the firms. Among the benefits mentioned by the participants are the following:

- **ENHANCED BRAND RECOGNITION**
- **INCREASED NUMBER OF CLIENTS**
- **FIRMS HAVE HAD ACCESS TO SERVICES THAT OTHERWISE WOULD NOT HAVE BEEN AVAILABLE**
- **SUBJECTIVE IMPACT UPON THE FIRMS EMPLOYEES**
- **ENHANCED POSSIBILITIES FOR THE INTERNATIONALISATION PROCESS**
- **BETTER ACCESS TO EXTERNAL FUNDING**
- **FIRMS' IMPROVED ADMINISTRATIVE PROCESSES**
- **IMPROVED COMMERCIAL PROCESSES**
- **REDUCED COSTS**
- **ACCESS TO NEW CLIENTS**
- **ACCESS TO MORE INFORMATION ON THE MARKET**
- **ENHANCED TECHNOLOGY EXCHANGE**

The FAD-INS project has allowed the companies to identify the specific service to be funded, and has helped implementing well target and clear cut actions that will have an important impact on the development of the firm's activities.

Non-quantifiable benefits such as major publicity, increased credibility and new opportunities for technological exchange have been reported by the project participants as having significantly been generated by the FAD-INS project.

The wide variety of services provided in the framework of the innovation voucher scheme is a proof that the service has provided specific answers to the different needs shown by the firms.

Innovation vouchers have proven to be very successful in complementing and supporting the activities independently developed by innovation agents.

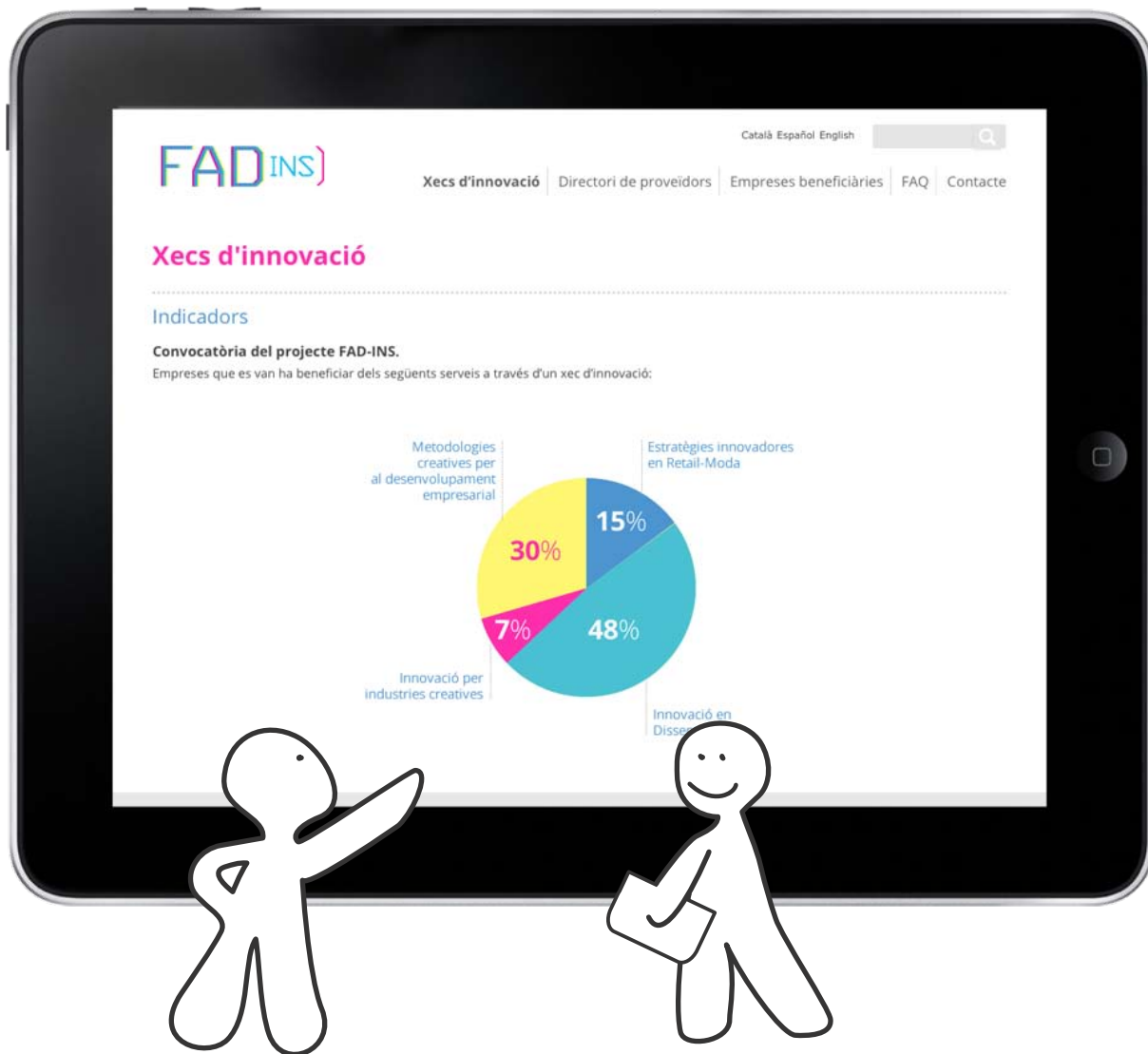
- **IMPROVED UNDERSTANDING OF THE BUSINESS REQUIREMENTS AND OPERATION DEMANDED FROM THE FIRMS.**
- **SHOWCASING OPPORTUNITIES FOR THE INNOVATION SERVICE PROVIDERS.**
- **IMPROVEMENT OF THE KNOWLEDGE EXCHANGE OPPORTUNITIES.**
- **STRENGTHENING OF THE SECTOR NETWORKS.**
- **IMPROVED CAPACITY TO PROVIDE “TAILOR-MADE” SOLUTIONS TO SMES.**
- **ENHANCED KNOWLEDGE ON THE SECTOR ABOUT THE SECTOR NEEDS.**

Innovation vouchers play a fundamental role in highlighting the role of innovation service providers and in placing them in “display”. This way, the sector firms can draw a clear picture of the support agencies acting in their field of activity.

**“THE IMPLEMENTATION OF THIS PROJECT ALLOWS US TO HAVE ACCESS TO KEY MARKETS FOR OUR GROWTH”.**

The fact that the projects implemented via innovation vouchers are specific in nature and clearly defined, allow innovation service providers to provide more effective and tailor-made services to the recipient companies.

Both the services provided as well as their impact seemed to have had a wider scope than that expected in initial phases of the project. This must be seen as a positive issue for the replication and sustainability of the initiative.





As reported by some of the interviewees, one of the aspects that were more positively regarded was the informational events conducted in the framework of the project. Five dissemination events were organised: Project Presentation, Two Workshops, a Project presentation in the “Brandery Summer Edition” and a Final Session.

In this sense, it might be argued that the FAD-INS project was not only successful in developing a valuable financial solution for the firms and service providers operating in the sector but also acted as a catalyser for promoting the sector interaction.

As an example of this, the participation in the seminars of a varied group of sector professionals, allowed the participants to be exposed to valuable information and to participate in fruitful debates on the sector development. Some of the respondents defined the seminars of the FAD-INS project as a “kind of training and case analysis workshops”.

**“BUSINESS SUPPORT SCHEMES NEED TO SEARCH FOR ADDITIONALITY, MEANING THAT VOUCHERS SHOULD HELP BENEFICIARIES TO DO SOMETHING THAT OTHERWISE THEY WOULD NOT HAVE DONE, AS FOR INSTANCE START COLLABORATION WITH FIRMS FROM OTHER SECTORS”.**

All the events conducted in the framework of the project were attended by a significant number of the sector’s representatives, what gives an indication of the interest shown for the development of networking activities.

The dissemination events developed in the framework of the FAD-INS project counted with the participation of an average participation of 80 to 100 participants

The project website has been conceived as a valuable tool to promote the project rationale and to raise interest among the agents of the sector.

## SUSTAINABILITY – FURTHER DEVELOPMENT OPPORTUNITIES

**T**o what extent can the system methodology implemented in this initiative offer opportunities for further development? Based on both quantitative and qualitative data a clear picture of the initiative's sustainability can be drawn.

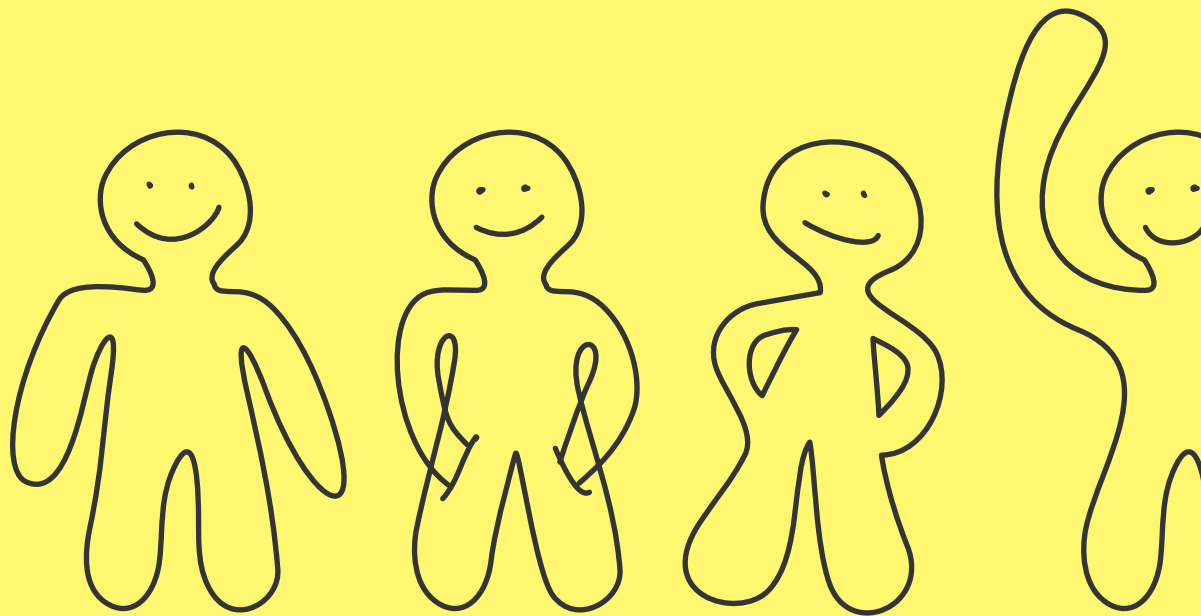
Following this data the authors would like to raise the following reflections on the sustainability of the initiative:

- ✔ **100 % OF THE FIRMS THAT TOOK PART IN THE IMPLEMENTATION OF THE FAD-INS PROJECT STATED THEIR INTEREST IN PARTICIPATING IN FUTURE CALLS OF THE INITIATIVE.**
- ✔ **ALL FIRMS CONTRIBUTED TO THE PROJECT IMPLEMENTATION WITH A MINIMUM OF 30% OF THE REQUIRED FINANCIAL PROVISION WHICH PROVES THEIR UNCONDITIONAL INTEREST IN PARTICIPATING IN THE PROJECT.**
- ✔ **THE PROVISION OF THE INNOVATION SERVICES HAS HELPED COMPANIES IN CONDUCTING INITIATIVES FRAMED IN THE PRIORITIES SET BY THE CATALAN GOVERNMENT (INTERNATIONALISATION, ACCESS TO NEW**

**SOURCES OF FUNDING, KNOWLEDGE TRANSFER ACTIVITIES, ETC.) THUS ENSURING ITS COMPATIBILITY WITH THE REGION'S POLICY PRIORITIES.**

- ✔ **ACCORDING TO THE PARTICIPANTS RESPONSES THE FAD-INS PROJECT HAS ALREADY TRIGGERED THE DEVELOPMENT OF KNOWLEDGE TRANSFER INITIATIVES THAT RESULTED IN EXTERNAL COLLABORATION INITIATIVES.**
- ✔ **IT IS DIFFICULT TO PREDICT THE FUTURE DEMAND FOR INNOVATION VOUCHERS; HOWEVER, THE EXPERIENCE GATHERED IN THIS PHASE OF IMPLEMENTATION ALLOWS THE AUTHORS TO THINK THAT THE LEVEL OF DEMAND WILL BE SIGNIFICANT ENOUGH AS TO GUARANTEE THE SUSTAINABILITY OF THE INITIATIVE.**
- ✔ **OVERALL, THE PARTICIPANTS HAVE PROVIDED AN OVERWHELMINGLY POSITIVE FEEDBACK ON THE PROJECT. SOMETHING THAT MUST BE TAKEN AS A PROOF OF ITS SUCCESS.**

- ✔ THE MAIN ORGANISATIONAL AND STRUCTURAL DESIGN OF AN EXTENDED INNOVATION VOUCHER SCHEME SHOULD FOLLOW THE SAME STRUCTURE OF THE FAD-INS PROJECT, ALTHOUGH IT MIGHT REQUIRE A LIMITED INCREASE OF THE BUDGETARY PROVISIONS.
- ✔ FUTURE CALLS OF THE INITIATIVE SHOULD BE ALSO GUIDED BY THE SAME PRINCIPLE OF EASY ACCESS TO THE FUNDS AND SIMPLE ADMINISTRATIVE PROCESS
- ✔ WHEN CONSIDERING A LONG TERM IMPLEMENTATION OF THE STRATEGY IT WOULD BE ADVISABLE TO PAY SPECIFIC ATTENTION TO THE SCALE OF THE FUTURE SCHEME (BOTH IN TERMS OF TIME AND PARTICIPATION).
- ✔ IT IS IMPORTANT TO INSTITUTIONALISE THE STRUCTURES AND MANAGEMENT TOOLS SHOULD A LONG-TERM INITIATIVE BE CONSIDERED.
- ✔ IN A LONG-TERM INITIATIVE IT MIGHT BE CONSIDERED TO EXTEND THE PERIOD FOR IMPLEMENTATION IN ORDER TO AVOID EXCESSIVE TIME-CONSTRAINTS. HOWEVER, EXTENDING THIS PERIOD MORE THAN REQUIRED MIGHT RESULT IN CERTAIN RELAXATION.
- ✔ AN EXTENSION OF THE INITIATIVE SHOULD CONSIDER THE EXISTENCE OF A MINIMUM GUIDANCE AND MONITORING SERVICE IN THE IMPLEMENTATION OF THE PROJECT.
- ✔ IT MIGHT BE CONSIDERED TO UPGRADE THE SERVICE BY ALLOWING VOUCHERS GROUPING. THIS WOULD FURTHER ENHANCE COOPERATION ACTIVITIES WITHIN THE SECTOR.
- ✔ THE CREATION OF A CONSOLIDATED POOL OF INNOVATION SERVICE PROVIDERS MIGHT ALSO ENHANCE THE PROMOTIONAL CAPACITIES OF THE FORMER.
- ✔ DETERMINANT FACTORS IN SCALING UP COULD BE THE NEED OF ADDITIONAL RESOURCES, TOOLS AND INFRASTRUCTURE, BUT ALSO NON-FINANCIAL CHALLENGES, SUCH AS THE SHORTAGE OF HIGHLY SKILLED PEOPLE, THE CONTINUITY OF POLITICAL SUPPORT OR THE SOCIOECONOMIC AND CULTURAL CONTEXT.



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