

FORM A - DESCRIPTION OF WORK

**CIP-EIP
CONSULTATION
ENT/CIP/12/B/N01C00**

**CONSULTATION OF THE ENTERPRISE EUROPE NETWORK PARTNERS ON THE WORK
PROGRAMME FOR THE PERIOD 2013-2014**

Project acronym:	EEN DK
Project full title:	Enterprise Europe Network Denmark
Proposal/Grant agreement number:	150121
Date of submission:	10th April 2012
Start date of grant agreement:	1st January 2013

Structure

- *All pages should be numbered.*
- *Each page should be headed with the project acronym, proposal number and drafting date.*
- *The document should not exceed 30 pages. The indicative number of pages per activity is 2.*

Section 1. Executive summary

The Danish consortium has developed into a well performing network, with high performance in key work areas, creating outcomes and impact. The network has consistently been among the very best with respect to PA per FTE and has done this despite requiring a minimum of two partner PA.

The Danish EEN partners' strategy has been to mainstream EEN services and to become a valued part of the overall service package to SMEs. This has been highly successful and the network has a strong and growing profile with Danish business support stakeholders, ranging from the grassroots Business Development Councils (Erhvervsråd), via the regional Business Links (Væksthuse), the approved Technological Service Centres (GTS) and Universities, to various governmental agencies. It should be noted that the Danish Agency for Science, Technology and Innovation has extended the contract for EEN services via the partner REGLAB which services the 24 national innovation clusters. There is national coverage via the EEN and a very efficient system of signposting between network partners in place. The agency has also included the EEN in the national signposting database "Vækstguiden", giving increased visibility to the network as well as giving the national stamp of approval to EEN services.

The overwhelming majority of activities run by network partners in Denmark, are joint actions with two or more EEN offices involved and there is a very co-operative and effective mutual understanding and assistance between partner offices.

EEN in Denmark has been at the forefront in terms of generating visibility of the network and has been highly successful with the concept of marketing success stories to regional stakeholders and SMEs. The network partner Business Development Centre Herning & Ikast-Brande won the network star award in 2011 and the Agro Business Park produced success stories publications and Tech Match issues are now distributed at national and Nordic levels. The overall marketing strategy of the EEN in Denmark will be to continue the sharp focus on success stories and telling our potential clients how we can help generate turnover and employment.

The Danish consortium is a major contributor to Network effect, with a very high participation level in all network activities including the Annual Conference, Viking Days and a number of working groups, sector groups and coordination groups. The Danish network was also the joint winner of the Best Practice for network activities in 2010. The network shares documents, information and ideas with other EEN offices at national and European level and takes part actively in improving the quality of network services.

On a practical level, the Danish network has opened a new office in Aarhus, Denmark's second largest city, staffed by personnel from the Agro Business Park. Partner 5 AluCluster has recently moved to the larger city of Kolding in South Denmark Region and expects to have a higher support from the business support networks in the area.

At present, the Danish network enters the period 2013-14 with a stable consortium, efficient and professional personnel and with a relatively high visibility level. For the coming period, there will be focus on maintaining the strong demand for network services among SMEs and Business Support Organisations (BSO) and in developing more targeted services to generate jobs and increase turnover in SMEs.

At all times, it must be remembered that the Danish network is one of the smallest in terms of FTE and network resources will be very carefully allocated to ensure the highest possible productivity in terms of employment and turnover in client companies.

Overall, the Danish EEN will continue providing high quality services to SMEs, with high growth potential. Focus areas for the period 2013-14 include:

- Continued work on individual innovation and internationalisation assistance to SMEs based on their individual needs, rather than general or collective services
- Increased co-operation with innovation support organisations in Denmark, including science parks and organisations such as the Innovation Networks.
- Direct assistance on matching international business, technology and research profiles with relevant Danish businesses
- Direct assistance with financing of high growth potential SMEs
- Commercialisation of research results and work with entrepreneurs – increased co-operation with university technology transfer centres to ensure commercial success from public funded research results. EEN in Denmark will provide professional start up assistance to selected high tech spin outs with the potential for creation of jobs and high income.
- Concentration on cluster organisations to build up dedicated business and innovation services for highly targeted groups with high growth potential.
- Increased co-operation with NCP on generating good quality research projects with commercial potential.
- Provision of professional quality marketing material demonstrating success stories of the EEN / Danish network, to ensure a steady through flow of SMEs to the network

The Danish EEN consortium has put together a work programme for the period 2013-2014 with an increased focus on Partnership Agreements and Success Stories, and with an investment in a little over 35.700 working hours (10.16 FTE), marginally lower than for the period 2011-2012, reflecting salary increases in Denmark and the higher experience of staff dealing with more complex issues.

Staff in the Danish EEN as of 10th April 2012 are as follows:

P3. NDEU

Hanne Bregendahl Brixen, Henrik Sørensen, Karen Rubæk Holm, Søren Bjerregaard Pedersen, Stig Berg Norsk, Audrey Wenyan Zhu, Keld B. Olesen, Julie Ringgaard Jensen, Ditte Glavind Pihl, Helle Duus Jørgensen, Karl Otto Nicolajsen, Peter Sloth, Anne Britt Larsson (12 total)

P4. Ehib

Thomas C. Andersen, Kurt Langkjær, Jens Ravn, Kenneth Mikkelsen, Conny Sørensen, Brian Krogh, Tanja Bøg Pedersen, Mette Gottlieb, Torben Henriksen (9 total)

P5. AluCluster

Michael Nedergaard, Christian Kjelde, Claus Holm Hansen (3 total)

P9. ABP (Coordinator)

Simon Poulsen, Erik Helmer Hansen, Mette Toft Christensen, Anders Skeem, Kathrine Vejgaard Stage, Lars Visbeck Sørensen, Jacob Mogensen, Anne-Luise Skov Jensen, Louise Krogh Johnson, Claus Mortensen, Gyda Bay, Henning Lyngsø Foged, Knud Tybirk, Marie Poulsen, Helle Lyngsø (15 total)

P10. NUS

Flemming Søndergaard, Uffe Nielsen, Susanne Skov, Connie Mikkelsen (4 total)

P11. REG LAB

Bjarne Jensen, Susanne Baden Jørgensen, Kaspar Nielsen (3 total)

Section 2. Project management and consortium co-ordination

1. Description of work and tools

The EEN Denmark consortium will maintain the overall project management and co-ordination methodologies used successfully during the period 2011-2012, with a small number of modifications.

The **overall project co-ordination** is run from the Agro Business Park, and includes financial and technical reporting to the EACI, overall targets and milestones established internally, referrals to decentralised training, mentoring of weaker partners, staff exchange, updating of Who's Who and Who does What, procedures with respect to profiles and communications and feedback to and from the SAG. The project co-ordinator will also deal with contract negotiations, official documentation with the EACI and the network's status with national authorities.

NDEU will now assist with **financial administration**, reporting and with collation of PES figures, and may take part in SAG meetings when the ABP coordinator is unable to do so. ABP as coordinator will of course maintain responsibility for the overall financial management as required by the contract with the EACI.

Although there is need for internal co-ordination within each office and with the individual host organisations, the overall management of EEN Denmark is very streamlined and is around 10% for each of the individual members.

Internal communications will be maintained within the group to ensure transparency of service and a continual improvement in service levels to SMEs. Internal communications are based on communications via the current DKE mailbox on First Class and more commonly email / telephone. There is regular (daily) contact between the network members at operator level, which has now worked effectively for the past 3½ years. Since network partners come from a broad variety of backgrounds and different host structures, no common CRM system is used, although several partners use the IMT system with great satisfaction. The network sees SMEs as clients of the entire network and not of the individual partner, and there is an efficient assistance between offices to ensure best service to client companies.

The Danish Enterprise Europe Network will continue taking part actively in the EACI organised surveys including **Benefit Survey** and **Client Satisfaction Survey**, where the network has consistently provided a high number of questionnaires compared with the small number of network partners.

Project management and consortium co-ordination includes **contacts to regional and national authorities** and the consortium will continue its strategy of integrating with national and regional business support systems. This has proven so far to be a major strength in certain offices, reducing the resources needed for identification of potential clients and marketing to clients, allowing the partners to concentrate on key productive services to generate jobs and income.

Several partners have now signed the **Code of Conduct**, and it is expected that all partners sign before the start of the new contract period on 1st January 2013.

Section 3. Activities

Activity 1. Promotion of the Network

1. Specific objective(s) of the activity

The specific objective of the activity is to ensure a high visibility of the network in Denmark to SMEs and organisations supporting SMEs. The network should be known as

the first stop shop for internationalisation and innovation and as a professional and effective network to create jobs and turnover in client companies. The network will continue with the strategy developed during the period 2011-12, showing success stories, and network benefits rather than promoting individual databases or services.

All partners must take part actively in promotion of the Network and the network will continue working on joint events and marketing where actions are carried out by groups of EEN partners rather than individually, to show cohesiveness and the strong “no wrong door” approach.

2. Description of work, methodology and tools

The promotion in Denmark will be done via a combination of several tools:

Internet website: The Danish EEN web site will be transferred to the coordinator Agro Business Park, which has dedicated trained communication personnel, although subpages can be updated by individual partners where relevant or appropriate. The website will be simplified and redesigned to be a dynamic site concentrating on Danish network core services of internationalisation and innovation. The main focus of the Danish network is helping clients obtain a match and the site will in future reflect this. More use will be made of social media than during the 2011-2012 programme period to ensure a more seamless promotion of relevant profiles to clients.

Other electronic media: NDEU Aalborg has built up contacts to the **electronic online daily newsletters** sent by Industry Supply. These include the specific Metal Supply, Food Supply, Energy Supply, Wood Supply, Building Supply and Electronic Supply. Commercial profiles are updated regularly to the site and sent out to the subscribing companies. The method generates a good number of EOI on commercial profiles and should be expanded in the coming programme period.

Stakeholder tool promotion: The network uses the stakeholder tool to promote profiles on the Danish EEN web site and will expand the use of the tool to other relevant business support organisations which are interested in promoting commercial, technology and research profiles to their member organisations.

Newsletters: Each of the partners produces local newsletters for circulation, usually in close co-operation with the host organisation. The EEN partners will provide specific EEN related information to these newsletters, including information on events, new legislation, opportunities etc under the provisions of additionality. Content of the regional newsletters varies from partner to partner and is tailored to suit the individual target groups.

The network led by Agro Business Park, produces additionally ten times per year, two specific technical newsletters which are exclusively EEN productions and which are distributed for the benefit of all Nordic regions. The two publications are **TechMatch Agribusiness & Environment** and **TechMatch Bio Pharma Medico**, which are distributed in Denmark to around 1500 users in total. Due to the success of the publication, the network is considering expanding to include TechMatch Industry and / or TechMatch ICT in the coming programme period. A limited number of Tech Match editions on other sectors may be produced in connection with a particular event. These special editions will be a joint co-operation between the ABP as producer and one or more EEN partners who can identify a suitable target group and sufficient good quality relevant profiles.

NDEU Aalborg publishes eight times a year on behalf of network members, a newsletter on **internationalisation**, which provides either a country or sector focus. The newsletter will include commercial profiles in the future to reflect the network's

concentration on productive marketing.

Success stories publications: Agro Business Park and Business Development Centre Herning & Ikast-Brande produce a success story publication in 2000 copies, which includes articles from clients which have created employment and increased turnover from using EEN services. Originally designed as a mid Jutland promotion campaign, the publications now include articles from all regions of Denmark and are marketed at national level. Feedback from the success stories has been excellent and the publications have replaced the traditional EEN brochure. Feedback from SME clients and from stakeholders has been very good and the method is promoted as a good practice within the network. The publication is available on the EEN website as a download. This will be continued during the period 2013-14 as an effective way of generating visibility of the network, with a very high replication in other print media.

Leaflets or brochures are published when needed on particular topics of interest or relevance to SMEs. These can typically be information sheets on particular funding programmes, opportunities with market access, etc.

Press releases. The network has a strong interest in building up contacts with the print and visual media and will continue the work started in 2011-2012, to promote EEN success stories in relevant publications.

Stands in fairs are an excellent method to reach out to SMEs. Experience has shown that taking part in an exhibition with presentation material, such as at the Herning Industry trade fair, provides a good chance to come into contact with businesses. This method provides fewer contacts than mass media, but provides a greater depth of discussion with SMEs. EEN Denmark will actively target participation in at least two trade fairs, provisionally the nationally oriented Herning Industry fair and Agromek. Both have been tried and tested and are strong events.

Increasingly the visibility of the network has increased to such an extent that EEN Denmark is requested by external organisations to provide matchmaking services in connection with events.

EEN Denmark is in the process of becoming a "mainstream" supplier of business services to SMEs by building up contacts to **business support organisations**. The network wishes to retain the position as agent for internationalisation of innovative SMEs for the 24 innovation networks in the country and to use EEN databases and services to encourage innovation network member companies to find new partners in other regions. The use of EEN services is encouraged by the Danish Agency for Science, Technology and Innovation which provides the network with unparalleled visibility within these high tech sectors and finances the Copenhagen based REGLAB office. Agro Business Park has formalised co-operation on behalf of the network with the Approved Technological Institutes and with the Association of Science Parks, giving greater access to high tech SMEs and start up companies. A similar co-operation promoting EEN matchmaking services within research, has just started with the NCP and will be continued and expanded during 2013-14.

All partners will contribute actively during **external events**, where there is an opportunity to promote Enterprise Europe Network activities. This can include short presentations of the network, direct information on particular network events or missions, panel debates, informal information stands etc. It can also include presentations in connection with cluster events in the regions. The network would expect to participate in up to 50 external events for the purposes of promotion during the period 2013-2014.

It goes without saying that the network marketing will maintain all mandatory elements

of the Enterprise Europe Network brand.

3. Beneficiaries

SMEs as the end user of network services, who will be more aware of opportunities arising via the EEN. There is a secondary target group of multiplier stakeholders and business support organisations.

Increasingly the network will work more closely with cluster organisations working with innovative businesses, which will increase the visibility of the EEN, reduce the time needed to market EEN services and enable more time to be used on productive work.

4. Role of each partner, need to subcontract if any, subcontractor

In the table below, describe the role of each partner implementing this activity, the special skills of each of them, and the main tasks attributed to them.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	General promotion of the network at events Promotion of the network via electronic online newsletters Creation of internationalisation newsletter	EEN, presentation and journalistic skills	Participation in events, promotion of EEN services via presentations Identification of relevant profiles, creation and marketing of publications	EEN personnel with some training in graphic design and journalism experience
4	General promotion of the network at events Co-production of success stories publication	EEN and presentation skills	Participation in events, promotion of EEN services via presentations	EEN personnel, journalism skills
5	General promotion of the network at events		Participation in events, promotion of EEN services via presentations	EEN personnel
9	General promotion of the network at events Management of EEN national web site Creation of TechMatch	EEN, presentation, graphic and journalistic skills	Participation in events, promotion of EEN services via presentations Identification	EEN personnel, including personnel with advanced graphic design skills, journalism

	newsletters		of relevant profiles, creation and marketing of publications	ability, presentation skills
10	General promotion of the network at events Co-production of success stories publication	EEN skills	Participation in events, promotion of EEN services via presentations	EEN personnel
11	General promotion of the network at events Promotion of the network to innovation networks in Denmark	EEN, presentation, graphic and journalistic skills	Participation in events, promotion of EEN services via presentations	EEN personnel

Explain the complementarities between partners to generate added value.

Explain the role of the subcontractors if any.

Describe the type of staff needed to implement the activity.

During the period 2011-2012, the partnership developed a number of effective promotion tools, which are in a continual process of improvement and which will be further developed during the period 2013-14. Network promotion is increasingly targeted towards smaller numbers of potential clients with a higher potential and the focus is less on general awareness raising and more on making sure that the network is known as a professional and effective partnering network. Focus will be on making best use of the limited number of EEN FTE available in Denmark and promoting EEN services to target clients where there is the highest possible response in terms of creation of employment and turnover.

All partners are actively involved in this overall activity, including the work on common events, regional newsletters and leaflets. However, most work on the common Danish EEN web site will be led and coordinated by Agro Business Park, which is also the main agent for the TechMatch newsletters and the Success Story Publications, which are distributed at national / Nordic level for the benefit of the whole network. NDEU Aalborg will be the producer of the Internationalisation newsletters and will maintain contacts to Industry Supply online marketing.

The stands at trade fairs will be provisionally led by EHIB, although all partners will be involved to some extent at one or both events.

Work with the Innovation Networks is coordinated by REGLAB, which has the official mandate at national level from the Danish Agency for Science, Technology and Innovation. The Danish network is pragmatic however and will use the most relevant available personnel to ensure professional service, taking into account sectoral knowledge as well as regional location.

Subcontracting may be used for particular services in connection with the web site, including design modifications, marketing etc and also with respect to stands in fairs, where professional external assistance may be purchased.

Promotion of the Network requires a variety of staff including personnel with:

- Graphic design skills

- Journalism and writing skills
 - ICT and communication skills
 - Sales skills during trade fairs
 - Organisational and management skills
 - Technical skills to follow up on direct contacts with innovation networks
- No single staff member has all of the above and this activity will utilise a number of personnel from all organisations involved.

5. Deliverables

- Functioning website with 100.000 visitors
- 20 Tech Match innovation newsletters covering Agribusiness and Environment, Bio Pharma Medico. At least 8 special editions or new topic (Industry or ICT) publications, with a total subscription of 2000 users
- 16 International newsletters, targeting 800 users
- 6 success story publications, total target of 16.000 circulation
- 2 Stands at trade fairs

6. Outputs, outcomes and impact

Outputs:
 # 1 Individuals reached by network promotion (166050), including:
 Functioning website(s) with 100.000 visitors
 20 Tech Match newsletters with 1000 subscribers
 ABP - 1500
 16 International newsletters with 400 subscribers
 NDEU – 800
 6 success story publications, total target of 16.000 circulation in total
 ABP / EHIB – 16.000
 2 Stands at trade fairs, and information at external events (1100)

- NDEU Aalborg: 250
- EHIB Herning: 250
- Alucluster Kolding: 150
- Agro Business Park Tjele & Aarhus: 150
- NUS Næstved: 150
- REG LAB Copenhagen: 150

Outcomes:
 Indirectly leads to:
 24) Success stories produced
 25) Success stories with Network partners
 26) Intra-consortia client assistances
 27) Contributions to good practices

Impact:
 Recognised Network Brand and Brand Culture leading indirectly to:
 # 29 Satisfaction of clients
 # 30 Increase of turnover
 # 31 Jobs created or preserved
 # 32 New products, services, business processes developed by clients through Network support
 #33 New clients in foreign markets
 #34 New markets

Activity 2. Organisation of local or regional events

1.Objective(s) of the activity

The objective of activity 2: Organisation of local and regional events is to plan, organise, recruit and implement events with a European dimension for SMEs and organisations to inform them of new opportunities, changes in regulations, legislation or other information relevant to them. The events should also lead to increased numbers of SMEs using EEN services, particularly those which generate impact.

Events should be organised across the country as a whole, to ensure that as many SMEs as possible can take part. Events can also include official EU campaign topics, information under Lead Market Initiatives, or where there is a cross-DG interest – e.g. Erasmus and Erasmus for Entrepreneurs, actions within Environment for SMEs etc.

All events will be evaluated and an average satisfaction rate of 80% is expected.

2.Description of work, methodology and tools

In the first phases of the EEN co-operation from 2008-2011, the implementation of a large number of events was a necessary condition for marketing of the network and a considerable number of events were run. EEN Denmark made changes during the second period from 2011-2012, to run more targeted events.

During the period 2013-2014, the network will target 58 SME oriented events of all types, including workshops, seminars and conferences. An average of around 20 participants is expected to take part in each event.

Each event may be run by a single EEN alone, or a group of EEN members or a combination of EEN and non EEN members, which again may increase market penetration and promotion of the network in general. In all cases, there will be substantial EEN involvement and the EEN logo will be prominently displayed so there should be no doubt that the event is organised by a network member.

Focus areas in the period 2013-2014 will include:

- Public tender information seminars – reflecting the increased focus on this topic during the financial crisis and Commission strategy
- Information on new markets, including non-European markets of strategic importance to European SMEs, not affected by the current economic climate
- Innovation events for SMEs, including assistance on financing of SMEs and FP7
- Information events for start up businesses to promote more high growth entrepreneurship with global potential

3.Beneficiaries

A minimum of 1160 SME and business / innovation support organisation participants will benefit from the 58 events.

4.Role of each partner, need to subcontract if any, subcontractor

Each partner will organise relevant events in their own region and may if appropriate or beneficial, request the assistance and participation of other EEN members.

Provisionally the 58 events anticipated will be based on the following breakdown:

- NDEU Aalborg 10 events
- EHIB Herning 12 events

<ul style="list-style-type: none"> • NUS Næstved 5 events • ABP Tjele and Aarhus 16 events • Alucluster Kolding 5 events • REGLAB Copenhagen 10 events <p>Organisation of local or regional events requires staff with:</p> <ul style="list-style-type: none"> • Organisational and management skills • Technical skills if EEN personnel are actively involved as trainers or speakers <p>For most events, only own internal human resources are needed, although each EEN has a separate budget to pay for external speakers where necessary. A time allocation of average 35 hours per event has been used for this activity.</p>
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Partner Number	Role	Special skills	Main tasks	Type of staff
3	Planning and implementation of events	EEN, marketing and presentation skills	Planning of events, contact with stakeholders, marketing material, implementation of events, feedback	EEN personnel
4	Planning and implementation of events	EEN, marketing and presentation skills	Planning of events, contact with stakeholders, marketing material, implementation of events, feedback	EEN personnel
5	Planning and implementation of events	EEN, marketing and presentation skills	Planning of events, contact with stakeholders, marketing material, implementation of events, feedback	EEN personnel
9	Planning and implementation of events	EEN, marketing and presentation skills	Planning of events, contact with stakeholders, marketing material, implementation of events, feedback	EEN personnel
10	Planning and implementation of events	EEN, marketing and presentation	Planning of events, contact with	EEN personnel

		skills	stakeholders, marketing material, implementation of events, feedback	
11	Planning and implementation of events	EEN, marketing and presentation skills	Planning of events, contact with stakeholders, marketing material, implementation of events, feedback	EEN personnel

5. Deliverables

Implementation of relevant high quality information and training events for SMEs with focus on generation of employment and income

6. Outputs, outcomes and impact

Outputs:

2 Participants in local and/or regional events:

58 local or regional events with at least 1160 participating SME or organisation participants

- NDEU Aalborg - 10 events with 200 participants
- EHIB Herning - 12 events with 240 participants
- Alucluster Kolding - 5 events with 100 participants
- ABP Tjele and Aarhus - 16 events with 320 participants
- NUS Næstved - 5 events with 100 participants
- REGLAB Copenhagen - 10 events with 200 participants

Outcomes:

Indirectly leading to

- #21 Business agreements
- #22 Technology transfer agreements
- #23 FP7 proposals
- #24 Success stories produced
- #25 Success stories with Network partners
- #28 Advisory Services Outcomes

Impact:

Recognised Network Brand and Brand Culture with 1195 participants actively taking part in EEN event, leading to indirect impacts:

- # 29 Satisfaction of clients
- # 30 Increase of turnover
- # 31 Jobs created or preserved
- # 32 New products, services, business processes developed by clients through Network support
- #33 New clients in foreign markets
- #34 New markets

Activity 3. Consultation of EU businesses to obtain feedback

1.Objective(s) of the activity

The object of the activity is to consult to get the views and feedback of SME and organisational clients and obtain their opinion on existing and forthcoming Community legislation. Activities will include contacting, informing, inviting, consulting clients and submission of cases to:

- SME Feedback database
- European Business Test Panel
- SME Panels organised by DG ENTR / EACI

2.Description of work, methodology and tools

Actions will be marketed separately in accordance with the target groups and action type:

All personnel working for EEN in Denmark should be aware of the SME Feedback database and European Business Test Panel and must name it to SMEs in the event that they have experienced problems with the internal market.

SME Panels will be marketed directly to relevant SMEs depending on the panel in question. Selected SMEs will be contacted directly by the EEN offices and interviewed by telephone or email.

Figures for SME Feedback and EBTP will not be targeted since the services are only used in response to market failure. Experience has shown a very low level of ca. 1 Feedback response per year on average.

The overall target for this work package for 2013-2014 has increased by 145% from the corresponding level from 2011-2012. The consortium has established individual targets for SME Panels, based on the following provisional allocation:

- NDEU Aalborg - 60 panel questionnaires
- EHIB Herning - 20 panel questionnaires
- ABP Tjele & Aarhus - 50 panel questionnaires
- NUS Næstved - 5 panel questionnaires

3.Beneficiaries

SMEs with problems in the internal market will benefit from access to SME Feedback mechanism. SMEs in Denmark will have the opportunity to provide input to existing or proposed European legislation.

4.Role of each partner, need to subcontract if any, subcontractor

Each partner will be responsible for marketing the information on SME Feedback directly to client companies

Four of the partners in the Danish EEN have a fixed target number of SME panel questionnaires during the period 2011-2012.

For each panel, the project coordinator will provide information to the network, including suggestions as to target SMEs, deadline, method of collection. SME Panels may be sector based, and therefore EEN members may not have sufficient companies in the target groups.

Subcontracting is not foreseen in this activity. An average of 15 hours total HR staff time has been used for each feedback response, including time spent advertising the service, general information, assistance to individual clients and actual feedback.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	SME Panels	EEN skills	Marketing of panels, contacts with companies, explanation and assistance with documents, feedback to IPM	EEN personnel
4	SME Panels	EEN skills	Marketing of panels, contacts with companies, explanation and assistance with documents, feedback to IPM	EEN personnel
9	SME Panels	EEN skills	Marketing of panels, contacts with companies, explanation and assistance with documents, feedback to IPM	EEN personnel
10	SME Panels	EEN skills	Marketing of panels, contacts with companies, explanation and assistance with documents, feedback to IPM	EEN personnel

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5. Deliverables
<p>Provision of information to SMEs on existence of SME Feedback systems and EBTP via direct contact</p> <p>Active direct contacts to relevant SMEs on SME Panels</p>

6. Outputs, outcomes and impact
<p><u>Outputs:</u></p> <p># 3 Clients in feedback related actions (135) based on:</p> <ul style="list-style-type: none"> • NDEU Aalborg: 60 • EHIB Herning: 20 • Alucluster Kolding: 0 • Agro Business Park Tjele & Aarhus: 50 • NUS Næstved: 5 • REG LAB Copenhagen: 0 <p><u>Outcomes:</u></p> <p># 27 Contributions to good practices</p> <p><u>Impact:</u></p> <p>Recognised Network Brand and Brand Culture and indirectly leading to:</p> <p># 29 Satisfaction of clients</p> <p># 30 Increase of turnover</p> <p># 31 Jobs created or preserved</p>

Activity 4. Answers to enquiries from SMEs and Network partners

1. Objective(s) of the activity
<p>The objective of this activity is to ensure that clients are provided with correct and helpful answers to their questions on EU topics, including internationalisation and innovation by the most relevant member of the network.</p> <p>Assistance given to SMEs and business support organisations on behalf of clients with respect to enquiries is often a first step in gaining a client for partnering services and is therefore considered a priority.</p>

2. Description of work, methodology and tools
<p>The network plays a vital role in answering questions on European issues, internationalisation and innovation. Questions include those received face-to-face during company meetings, trade fairs and similar, on the telephone or by email. Questions dealt with can come from:</p> <ul style="list-style-type: none"> • Network clients – SMEs and innovation organisations • Network partners – usually via First Class or by direct email contact

- Local actors – including intermediary business organisations, chamber type organisations etc.

EEN Denmark operates a no wrong door approach and there is an excellent co-operation within the network, which means that clients can be forwarded to the most relevant organisation, without internal conflict.

In principle, network partners deal with most questions received themselves, though may consult another partner before answering the client directly. This ensures that the client is dealt with as quickly and effectively as possible.

Clients with obvious technical demands will usually be forwarded to the most appropriate partner immediately. This would typically be the case for clients requiring technical information regarding agro-industrial sectors (ABP), aluminium or surface treatment (AluCluster), hydrogen technologies (Herning) etc. In most cases the question can be dealt with by the relevant specialists within the network, but may also be referred to an external organisation where appropriate.

Most questions concern funding and financing, access to new markets and market information and technical or legislative.

Due to the Google effect, the number of enquiries continues to reduce, but the complexity of information required is increasing.

3. Beneficiaries

SMEs benefit directly from access to a network of organisations, interested and able to answer their queries relating to European topics. Further beneficiaries include regional and national business intermediary organisations which can refer SMEs on to qualified network members.

4. Role of each partner, need to subcontract if any, subcontractor

Each partner in the network is expected to deal with incoming enquiries from SMEs and local partners within its own area of expertise or competence. Each partner should refer incoming enquiries to the most appropriate partner, if the query warrants more complicated technical information.

Each partner is expected to deal with a fair share of incoming enquiries from Network Partners via First Class and to ensure that questions in the "Denmark" mailbox are answered within 5 working days. The Danish network consults First Class every day, following the guidelines and responds to questions directed to the individual EEN member offices and to the conference "Denmark". General queries to the "I'm looking for" are dealt with if relevant and appropriate.

The network coordinator may forward mails to an appropriate partner if it is felt that the query is relevant to them and they have not yet responded.

No subcontracting is needed or expected for this activity. An average of 30 minutes per question is expected. More complex queries are often dealt with under activity 6: Provision of Internationalisation and Innovation Support.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	Dealing with	EEN skills	Communication	EEN

	enquiries from SMEs, EEN and Business Support Organisations		via FC and / or Merlin, dealing with complex enquiries, communication to SMEs and BSO	personnel
4	Dealing with enquiries from SMEs, EEN and Business Support Organisations	EEN skills	Communication via FC and / or Merlin, dealing with complex enquiries, communication to SMEs and BSO	EEN personnel
5	Dealing with enquiries from SMEs, EEN and Business Support Organisations	EEN skills	Communication via FC and / or Merlin, dealing with complex enquiries, communication to SMEs and BSO	EEN personnel
9	Dealing with enquiries from SMEs, EEN and Business Support Organisations	EEN skills	Communication via FC and / or Merlin, dealing with complex enquiries, communication to SMEs and BSO	EEN personnel
10	Dealing with enquiries from SMEs, EEN and Business Support Organisations	EEN skills	Communication via FC and / or Merlin, dealing with complex enquiries, communication to SMEs and BSO	EEN personnel
11	Dealing with enquiries from SMEs, EEN and Business Support Organisations	EEN skills	Communication via FC and / or Merlin, dealing with complex enquiries, communication to SMEs and BSO	EEN personnel

5. Deliverables

- 1480 Enquiries from SMEs answered
- 500 Enquiries from Network partners

- 460 Enquiries from SMEs answered to local actors

6. Outputs, outcomes and impact

Outputs

4 Enquiries from SMEs answered:

During the period 2013-2014, the EEN Denmark offices estimate on dealing with 1480 enquiries from SMEs:

- NDEU Aalborg: 400
- EHIB Herning: 300
- Alucluster Kolding: 150
- NUS Næstved: 50
- Agro Business Park Tjele & Aarhus: 480
- REGLAB Copenhagen: 100

5 Enquiries from the network answered:

The EEN network in Denmark would expect to answer 315 enquiries from Network Partners, predominantly via First Class:

- NDEU Aalborg: 50
- EHIB Herning: 30
- AluCluster Kolding: 10
- Agro Business Park Tjele & Århus: 150
- NUS Næstved: 25
- REGLAB Copenhagen: 50

6 Enquiries from SMEs answered to local actors:

During the period 2013-2014, the EEN Denmark offices estimate on dealing with 335 enquiries from local actors and business intermediaries:

- NDEU Aalborg: 75
- EHIB Herning: 10
- Alucluster Kolding: 25
- Agro Business Park Tjele & Århus: 160
- NUS Næstved: 40
- REGLAB Copenhagen: 25

Outcomes:

Indirectly contributes to:

- # 24 Success stories produced
- # 25 Success stories with Network partners
- # 26 Intra-consortia client assistances
- # 28 Advisory Services Outcomes

Impact:

Indirectly leads to:

- # 29 Satisfaction of clients
- # 30 Increase of turnover
- # 31 Jobs created or preserved
- # 32 New products, services, business processes developed by clients through Network support
- # 33 New clients in foreign markets

34 New markets

Activity 5. Meeting with companies

1.Objective(s) of the activity

The objective of activity 5. Meeting with companies is to visit or meet with an SME or innovation organisation to listen to their current requirements, assess their possible future needs and to present relevant Network Services.

Following the First Company Meeting (Output 7), companies requiring further EEN assistance may be referred to other activities.

2.Description of work, methodology and tools

As part of their daily work, each EEN office is regularly requested to take part in meetings with potential new clients. Meetings may be a direct result of individual contacts, may be referred by another EEN partner, external partner or via other EEN service such as participation in an event etc.

EEN personnel will usually qualify the visit beforehand to ensure that it is relevant, within the field of the EEN services and that the EEN person in question is the right person to deal with it. Meetings may take place at the premises of the EEN or at the company itself. The latter is usually preferable as it gives a better view of the company's facilities, but is not always possible due to time constraints.

Meetings with clients can include meetings with SMEs, organisations working closely with SMEs or on behalf of SMEs, private individuals interested in establishing their own business, or research and innovation organisations needing SME involvement.

Meetings should result in a clear idea of the needs of the client and may result in a solution e.g. a query dealt with on the spot, or may lead to new services offered to the client.

In a number of cases, the EEN person visiting the company, may be accompanied by another EEN staff member from another organisation or by an external contact, to ensure that all issues can be covered during the meeting.

Compared with 2011-12, the activity will be reduced slightly, reflecting the network's continued intensive work with fewer clients, designed to maximise results. This will be offset by the higher specialised services in activity 6.

3.Beneficiaries

Beneficiaries include SMEs, organisations working closely with SMEs or on behalf of SMEs, private individuals interested in establishing their own business, or research and innovation organisations needing SME involvement.

4.Role of each partner, need to subcontract if any, subcontractor

Each partner is responsible for meetings with their own individual potential clientele, but may request the presence or assistance of another network member if appropriate.

Typically, the organisations in the Danish EEN conduct meetings with clients based on the priorities of the individual host organisations – e.g. the EEN in Agro Business Park specialises in dealing with companies in the agriculture, bioenergy, environment and food processing areas and will usually try to concentrate on these sectors, irrespective of geographical position. NDEU in North Jutland as a generalist business support

provider, would prefer to cover all businesses in North Jutland, irrespective of sector.

In the network, the procedure for visiting a food processing business in North Jutland, could be carried out by both ABP and NDEU independently, but the two organisations would often carry out a joint meeting together in the company's best interests.

As meetings are a preliminary and necessary phase in assessing a client's current and future needs, subcontracting is not expected or budgeted.

The human resource allocation for this action is based on the experience that meetings normally take between 1-8 hours, depending on the level of assistance needed and the depth of information to be obtained during the meeting. Based on experience from the period 2011-2012, an average of 6 hours has been used.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	Meetings with companies	EEN skills	Planning meetings with companies, screening of company visits, implementation and follow up	EEN personnel
4	Meetings with companies	EEN skills	Planning meetings with companies, screening of company visits, implementation and follow up	EEN personnel
5	Meetings with companies	EEN skills	Planning meetings with companies, screening of company visits, implementation and follow up	EEN personnel
9	Meetings with companies	EEN skills	Planning meetings with companies, screening of company visits, implementation and follow up	EEN personnel
10	Meetings with companies	EEN skills	Planning meetings with companies, screening of company visits, implementation and follow up	EEN personnel
11	Meetings with companies	EEN skills	Planning meetings with companies,	EEN personnel

			screening of company visits, implementation and follow up	
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5. Deliverables

Deliverables are 950 company visits over the period 2013-2014 by all members of the Danish EEN with the intent of understanding the company's needs and requirements.

The 950 companies may be referred on to other network services where appropriate, including:

- # 2 Organisation of local and/or regional events
- # 3 Consultation of EU businesses and obtainment of feedback
- # 6 Provision of internationalisation and innovation support
- # 7 Organisation of brokerage events and company missions
- # 8 Provision of tailored alerting services
- # 9 Generation of partnership proposals

6. Outputs, outcomes and impact

Outputs:

- # 7 First company meetings:

The following meetings with companies are expected.

- NDEU Aalborg: 100
- EHIB Herning: 225
- Alucluster Kolding: 125
- Agro Business Park Tjele & Aarhus: 300
- NUS Næstved: 100
- REG LAB Copenhagen: 100

Outcomes:

First meetings with companies will indirectly lead to:

- # 21 Business agreements
- # 22 Technology transfer agreements
- # 23 FP7 proposals
- # 24 Success stories produced
- # 25 Success stories with Network partners
- # 26 Intra-consortia client assistances
- # 27 Contributions to good practices
- # 28 Advisory Services Outcomes

Total figures covered in activity 9

Impacts:

First meetings with companies will lead indirectly to:

- #29 Satisfaction of clients
- #30 Increase of turnover
- #31 Jobs created or preserved
- #32 New products, services, business processes developed by clients through Network support
- #33 New clients in foreign markets
- #34 New markets

Activity 6. Provision of internationalisation and innovation support

1.Objective(s) of the activity

Clients having undertaken a meeting with EEN project officers, may require specialised individual support on a number of topics. The objective of activity 6 is to ensure that clients receive specialised assistance and support requiring longer periods of time on technical issues which can include:

- Internationalisation
- Innovation
- IPR services
- Technology audits
- Business reviews
- Assistance with access to financing

2.Description of work, methodology and tools

Where appropriate, clients may be provided with individual specialised assistance on the broad topics of internationalisation and innovation, including:

- Support on all aspects related to IPR, including intellectual property audits, valorisation of intellectual property assets, advisory services on IP enforcement and IP counterfeiting, avoidance of IPR related problems etc.
- Technology audits or business reviews, including reviews of individual processes to assess the business or technical potential. This service will also include entrepreneurs.
- Assistance to organisations and SMEs with financing EU projects, with particular emphasis on CIP, FP7 and other technical / research related calls.
- Other types of intensive support related to internationalisation and innovation on issues such as standardisation (e.g. CE Marking), public procurement, legislation, (e.g. REACH), taxation, foreign investments, innovation management, globalisation of regional clusters, producing market and country reports

Work may be carried out on behalf of individual companies or for groups of companies where they share a common interest in a particular specialised them. For example, a group of four companies who are working together to develop a product to be marketed in Germany, may need collective assistance with VC financing, IPR protection, CE marking, distance selling directives in Germany, and indirect taxation. Work may be carried out by a single EEN office, or with a contribution from several different offices depending on the requirements and skills available.

Following on from a meeting with the SME, relevant companies will be advised by a qualified EEN officer. A small budget has been included for subcontracting, to allow professional specialist services to be contracted by the EEN on behalf of clients where the EEN skill level is inadequate.

In general, the lead partner Agro Business Park has access to highly skilled EEN personnel with considerable experience in IPR, Technology Audits, Business Reviews, Venture Capital, Financing SMEs, EU Funding programmes and taxation and legislation issues generally. These skills are supplemented by the partners in EHIB, NUS, NDEU, Alucluster and REG LAB who have access to personnel with internationalisation experience and issues may include standardisation, legislation, taxation, market and country reports.

A particular focus area of the Danish network will be services towards potential female entrepreneurs. At present, women form the largest section of university graduates but are seriously underrepresented as entrepreneurs, meaning that there is a large untapped potential. Women with new business ideas with international potential will be

prioritised and a number of “women only” intensive programmes may be run. These actions are a concrete problem identified during the implementation of the programme Specific Action on Female Entrepreneurship.

Another focus will be on servicing regional clusters and networks. Copenhagen based REGLAB is a dedicated cluster support organisation with the national mandate to support the internationalisation of the Innovation Networks, Denmark’s official clusters. REGLAB operates nationally to support all relevant clusters, using where appropriate other EEN partners as support

Several of the clusters have already a close cooperation with Enterprise Europe Network, and have undertaken joint events, missions, matchmaking etc.

3. Beneficiaries

SME clients needing more technical and intensive support on internationalisation and innovation topics. Potential entrepreneurs with international perspective, who can draw on intensive support from skilled personnel prior to start, to maximise company growth.

4. Role of each partner, need to subcontract if any, subcontractor

Each partner organisation has access to personnel with a variety of skills and the network has a principle of sharing expertise irrespective of geography / sector.

IPR support is offered by the Agro Business Park, which has operated on the Technology Transfer programmes for university based research and has access to IPR databases at professional level. ABP can be supported if necessary by qualified University of Aarhus personnel on this topic.

Business reviews are offered by all partners, while technology audits are primarily offered by Agro Business Park and REG LAB. ABP owns Agro Business Innovation, a VC investment company working with pre-seed capital and has strong contacts with other financing organisations including banks dealing with start up funding, other VC funds from public and private sectors. REG LAB membership includes financing organisations and the association is an professional analyst.

Agro Business Park, NUS and EHIB all work closely with entrepreneurship and have access to skilled personnel with other start up services, including experience with e.g. Erasmus for Entrepreneurs.

Assistance to organisations and SMEs with financing EU projects, with particular emphasis on CIP, FP7 and other technical / research related calls can be offered by several of the network partners. NDEU in Aalborg has built up a strong FP7 support network in North Denmark, while Agro Business Park and EHIB have worked with FP7 networks in Central Denmark for many years, as well as on a wide range of innovation programmes. Both ABP and NDEU are represented on national boards to co-operate with NCP for FP7.

Each of the partners has a number of internationalisation and innovation skills on topics as wide ranging as standardisation (e.g. CE Marking), legislation, (e.g. REACH), taxation, foreign investments, innovation management, globalisation of regional clusters, producing market and country reports.

Subcontracting may be foreseen for this activity which is based on use of 6 hours per client human resources. A small budget for external consultants has been added.

Partner Number	Role	Special skills	Main tasks	Type of staff
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3	Providing services on internationalisation and innovation to companies	EEN, business development and Horizon skills	Identification of problem for SMEs, identification of expert assistance, provision of assistance, follow up	Business and Research personnel
4	Providing services on internationalisation and innovation to companies	EEN, business development skills and Horizon skills	Identification of problem for SMEs, identification of expert assistance, provision of assistance, follow up	Business and Research personnel
5	Providing services on internationalisation and innovation to companies	EEN, business development skills	Identification of problem for SMEs, identification of expert assistance, provision of assistance, follow up	Business personnel
9	Providing services on internationalisation and innovation to companies	EEN, business development skills. Skills relating to IPR, technology transfer, Horizon and innovation	Identification of problem for SMEs, identification of expert assistance, provision of assistance, follow up	Business, Technology and Research personnel
10	Providing services on internationalisation and innovation to companies	EEN, business development skills	Identification of problem for SMEs, identification of expert assistance, provision of assistance, follow up	Business personnel
11	Providing services on internationalisation and innovation to companies	EEN, business development skills. Skills relating to the development of clusters	Identification of problem for SMEs, identification of expert assistance, provision of assistance,	Business and Technology personnel

		and innovation	follow up	
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5. Deliverables

Professional quality advice and support to SMEs, potential new SMEs, organisations in the research and innovation sector on topics which require greater investment of time and knowledge.

6. Outputs, outcomes and impact

Outputs:

#8 Clients receiving internationalisation and innovation support (955) Summary of points #9-#12

- NDEU Aalborg: 162
- EHIB Herning: 235
- Alucluster Kolding: 38
- Agro Business Park Tjele & Aarhus: 415
- NUS Næstved: 60
- REG LAB Copenhagen: 45

#9 Clients receiving IPR services (42)

- NDEU Aalborg: 12
- EHIB Herning: 10
- Alucluster Kolding: 0
- Agro Business Park Tjele & Aarhus: 20
- NUS Næstved: 0
- REG LAB Copenhagen: 0

#10 Clients receiving tech. audits or business reviews (335)

- NDEU Aalborg: 75
- EHIB Herning: 95
- Alucluster Kolding: 0
- Agro Business Park Tjele & Aarhus: 125
- NUS Næstved: 30
- REG LAB Copenhagen: 10

#11 Clients receiving financing services (245)

- NDEU Aalborg: 40
- EHIB Herning: 40
- Alucluster Kolding: 0
- Agro Business Park Tjele & Aarhus: 150
- NUS Næstved: 0
- REG LAB Copenhagen: 15

12 Clients receiving other services related to internationalisation and Innovation (333)

- NDEU Aalborg: 35
- EHIB Herning: 90
- Alucluster Kolding: 38
- Agro Business Park Tjele & Aarhus: 120

<ul style="list-style-type: none"> • NUS Næstved: 30 • REG LAB Copenhagen:20 <p><u>Outcomes:</u></p> <p>Direct outcomes include:</p> <p># 24 Success stories produced (14)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 2 • EHIB Herning: 1 • Alucluster Kolding: 2 • Agro Business Park Tjele & Aarhus: 5 • NUS Næstved: 2 • REG LAB Copenhagen: 2 <p>#28) Advisory Services Outcomes (16)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 2 • EHIB Herning: 2 • Alucluster Kolding: 2 • Agro Business Park Tjele & Aarhus: 6 • NUS Næstved: 2 • REG LAB Copenhagen: 2 <p>Indirectly leads to :</p> <p>#25) Success stories with Network partners (quantified in activity 9)</p> <p>#26) Intra-consortia client assistances</p> <p>#27) Contributions to good practices</p> <p><u>Impact:</u></p> <p>Direct outcomes include:</p> <p># 32 New products, services, business processes developed by clients through Network support</p> <p># 33 New clients in foreign markets</p> <p># 34 New markets</p> <p>Indirectly leads to:</p> <p># 29 Satisfaction of clients</p> <p># 30 Increase of turnover</p> <p># 31 Jobs created or preserved</p>

Activity 7. Organisation of brokerage events and missions

1.Objective(s) of the activity

The objective of activity 7. is to organise or part-organise for Network clients transnational brokerage / matchmaking events and/or company missions in a foreign country. The network in Denmark will also assist with incoming missions and will continue the successful strategy of running small scale events on behalf of other business support organisations.

2.Description of work, methodology and tools

Matchmaking events:
 EEN Denmark has established a very good reputation among business support organisations in Denmark as a professional organiser of matchmaking events. The network has access to its own matchmaking software and considerable experience in

running events ranging from large scale events with 200+ participants, to smaller informal events. The network will plan on running 4 matchmaking events, on behalf of targeted sectors, with expected participation of 156 participants. The advantage of this method of operation is the network becomes increasingly integrated into the business support structure and has a high effectiveness as resources do not need to be allocated to recruitment and organisation of the event, but can be used for the most important part, the follow up.

As these events are based on feedback from business support organisations, sectors and dates will be decided on closer to the time. In line with the EACI guidelines, events will be registered in the EACI events calendar to encourage the participation of other EEN regions.

EEN Denmark will actively recruit to at least 11 matchmaking events in other European regions during the 2 year project period. Experience from the 2011-2012 work programme has shown the necessity of having collective EEN partners working together to achieve a critical mass of companies and of selecting fewer, but larger scale events. Provisionally, these events would be expected to include as in the period 2011-2012 e.g. matchmaking events in connection with CeBit (IT), SIAL / Anuga (food), Elmia World Bioenergy (Biomass), Husum Wind (Wind Energy) and EcoBuild (Sustainable Construction).

Missions:

10 outward missions will be organised during the period 2011-2012 to regions relevant for Danish companies in a number of sectors. At least 3 of the missions may be to regions outside the EU including particularly BRIC regions and USA. EEN partners have expressed an interest in running missions to Russia, China and USA, where at present, there appears to be a demand by SMEs. However experience from the work programme in previous years, has suggested that target regions may be affected by other conditions and a final decision will be taken closer to the time. Missions will primarily be sector related and can include typically metalworking and machinery sectors, IT companies, environment and energy etc.

The network will also provide assistance to 5 incoming missions from Europe and overseas.

The network will use similar resources as for the period 2011-2012.

3. Beneficiaries

SMEs and organisations in Denmark looking to find new partners in other regions; SMEs in Denmark who are visited by companies from other regions as a direct result of EEN network effect.

4. Role of each partner, need to subcontract if any, subcontractor

EEN Aalborg, EHIB and REGLAB will be the main driving forces behind the matchmaking events in Denmark, although all Danish EEN offices will be actively involved, irrespective of geographic location. All partners have experience of organising matchmaking events and understand the role and time scales involved.

Agro Business Park will recruit and organise to at least 4 matchmaking events in other European regions, with the partners REGLAB and EHIB taking 2 each and NUS, AluCluster and NDEU taking 1 each. Events will be selected closer to the time and will be co-ordinated with the entire EEN network in Denmark to ensure that the events are well marketed and achieve critical numbers of participants. An average of 5 companies will take part in each of the matchmaking events in other regions.

The 10 outward bound missions will be provisionally organised by the Agro Business

Park (3), REGLAB (2) EHIB (2), NDEU (1), Alucluster (1) and NUS (1). Missions will involve an average of 7 companies and will be co-ordinated with all members of the EEN Denmark and other regional business support organisations to avoid duplication. Due to the increasing importance of the BRIC regions and the potential in the USA due to current investment conditions for e.g. environmental technologies where Denmark plays a leading global role, EEN Denmark will provisionally reserve at least 3 missions for regions outside the EU.

As part of the network effect, EEN Denmark will also provide assistance to incoming missions from other regions and a target of 5 incoming missions is expected. Incoming missions are expected to meet with 7 Danish companies.

All missions will use as much as possible other EEN partners for assistance, although a separate budget has been included for subcontracting as this may prove necessary in some markets and sectors. The HR allocation for this activity is based on 10 hours per company per mission / event.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	Matchmaking events and business missions	Contacts to companies, knowledge of sector requirements, event organisation skills	Marketing of events, recruitment of companies, organisation of practical details, matchmaking, follow up	Business personnel
4	Matchmaking events and business missions	Contacts to companies, knowledge of sector requirements, event organisation skills	Marketing of events, recruitment of companies, organisation of practical details, matchmaking, follow up	Business personnel
5	Matchmaking events and business missions	Contacts to companies, knowledge of sector requirements, event organisation skills	Marketing of events, recruitment of companies, organisation of practical details, matchmaking, follow up	Business personnel
9	Matchmaking events and business missions	Contacts to companies, knowledge of sector requirements, event organisation skills	Marketing of events, recruitment of companies, organisation of practical details, matchmaking,	Business personnel

			follow up	
10	Matchmaking events and business missions	Contacts to companies, knowledge of sector requirements, event organisation skills	Marketing of events, recruitment of companies, organisation of practical details, matchmaking, follow up	Business personnel
11	Matchmaking events and business missions	Contacts to companies, knowledge of sector requirements, event organisation skills	Marketing of events, recruitment of companies, organisation of practical details, matchmaking, follow up	Business personnel

5. Deliverables

316 Danish companies taking part in brokerage events and missions (156 in Danish Matchmaking events, 55 companies taking part in Matchmaking events in other regions, 70 Danish companies taking part in overseas missions and 35 companies meeting with incoming missions), with a total of 1264 meetings.

6. Outputs, outcomes and impact

Outputs:

15 No. of clients in brokerage events and missions (316)

- NDEU Aalborg: 64
- EHIB Herning: 35
- Alucluster Kolding: 10
- Agro Business Park Tjele & Aarhus: 68
- NUS Næstved: 17
- REG LAB Copenhagen: 122

16 No. of meetings at brokerage events and missions (1264)

- NDEU Aalborg: 256
- EHIB Herning: 140
- Alucluster Kolding: 40
- Agro Business Park Tjele & Aarhus: 272
- NUS Næstved: 68
- REG LAB Copenhagen: 488

Outcomes:

21 Business agreements

22 Technology transfer agreements

23 FP7 proposals

25 Success stories with Network partners (all quantified under activity 9)

Impact:

29 Satisfaction of clients

- # 30 Increase of turnover
- # 31 Jobs created or preserved
- # 33 New clients in foreign markets
- # 34 New markets

Activity 8. Provision of tailored alerting services

1.Objective(s) of the activity

EEN Denmark will ensure that SMEs and innovation organisations are provided with tailored alerting services to with the aim of giving them up-to-date and targeted information on business opportunities with potential Network Partners in Europe through direct contacts or through subscriptions. This will include Automatic Matching Tool, robots from EACI Databases, or equivalent services via Merlin as well as RSS news update feeds from the central web site, TED alert services, and newsletter update requests and so on.

2.Description of work, methodology and tools

All partners are actively involved in meeting with SMEs as part of their work. Companies looking for partners in other regions will be offered a search profile under either AMT or BCD robot or similar, to ensure that they are provided with relevant matching profiles as quickly and efficiently as possible. The Danish EEN will also investigate other methods of providing alerts on company searches which are more accurate and user-friendly than the current BCD robots, including using tools developed by other network partners.

All clients will be encouraged to use the Danish EEN web site as a central source of updated information. The site will include a number of sector specific RSS feeds, to ensure that all clients are updated with relevant information.

Compared with the period 2011-2012, a similar time allocation and target will be used.

3.Beneficiaries

SMEs and organisations looking for updated information on company and technology searches, news updates, opportunities with public tenders etc.

4.Role of each partner, need to subcontract if any, subcontractor

Main roles in updating AMT and BCD robots will be carried out by Agro Business Park, NDEU and AluCluster, which have large numbers of profiles for companies actively searching for new markets and technologies, although all partners may of course establish alert systems. Updating the newsletter lists for *Internationalisering* and *TechMatch* is carried out by NDEU and ABP

The updating of the central web site for Denmark RSS feeds will be predominantly carried out by ABP. The main provider of TED alert information in Denmark is carried out by NDEU in Aalborg

Partner Number	Role	Special skills	Main tasks	Type of staff
3	Updating and maintaining tailored alerting services	EEN skills	Awareness of company needs, updating automatic alerting	Business personnel

			services, follow up on companies	
4	Updating and maintaining tailored alerting services	EEN skills	Awareness of company needs, updating automatic alerting services, follow up on companies	Business personnel
5	Updating and maintaining tailored alerting services	EEN skills	Awareness of company needs, updating automatic alerting services, follow up on companies	Business personnel
9	Updating and maintaining tailored alerting services	EEN skills	Awareness of company needs, updating automatic alerting services, follow up on companies	Business personnel
10	Updating and maintaining tailored alerting services	EEN skills	Awareness of company needs, updating automatic alerting services, follow up on companies	Business personnel
11	Updating and maintaining tailored alerting services	EEN skills	Awareness of company needs, updating automatic alerting services, follow up on companies	Business personnel

5. Deliverables

We will provide an up to date alerting service using the most relevant ICT tools, to ensure that clients are given a professional and rapid access to relevant opportunities.

6. Outputs, outcomes and impact
<p><u>Outputs:</u></p> <ul style="list-style-type: none"> # 16 Expressions of interest received (quantified under activity 9) # 17 Expression of interest made (quantified under activity 9) <p><u>Outcomes:</u></p> <p>Indirect outcomes include</p> <ul style="list-style-type: none"> # 21 Business agreements # 22 Technology transfer agreements # 23 FP7 proposals # 28 Advisory Services Outcomes <p><u>Impact:</u></p> <ul style="list-style-type: none"> # 29 Satisfaction of clients # 30 Increase of turnover # 31 Jobs created or preserved # 33 New clients in foreign markets

Activity 9. Generation of partnership proposals

1. Objective(s) of the activity
<p>The main focus of the Danish EEN consortium is matching clients and creation of partnership agreements. The largest single source of PA is via dedicated searches of incoming profiles, or targeted placement of partnership profiles with selected network partners, as well with the BBS and BCD databases.</p> <p>This activity will lead to a number of expressions of interest made by other networks to the Danish partners and from Danish businesses in response to profiles from other regions.</p> <p>The objective is to achieve 70 documented contracts via network activities (PA) via partnership proposals and other methods.</p>

2. Description of work, methodology and tools
<p>The Danish network is focused on results, and will use resources in the most appropriate manner, to get the highest number of Partnership Agreements, and as a direct result, the highest number of impacts in terms of jobs and income.</p> <p>The network will concentrate on matching incoming profiles and search of existing profiles in each of the online databases, BBS, BCD and Merlin. This active concentration on existing profiles has a number of benefits for the network. Firstly, it reduces the amount of time used on non-productive activities such as generation of profiles and allows the network partners to use all their time to match profiles with the most relevant potential SME. A match is a match, whether it a Danish company is the initiator of a profile or not. Secondly, it improves the matching percentage of the network, ensuring that a much higher proportion of client SMEs are satisfied with network services. At present, there are still too many network partners focused on generation of profiles rather than creation of matches, which means that many network clients are not matched, and have therefore not experienced a benefit from the EEN.</p>

The Danish network will of course still keep generating profiles for the benefit of client companies, but this activity is subordinate to the actual matching process. As a result, activity 9, includes all relevant work needed to generate Partnership Agreements and all relevant outputs and outcomes are quantified in this work package.

EOI made are heavily depending on sufficient SME clients receiving potential partner profiles. The most effective method of getting an EOI is to hand pick profiles and send them to relevant businesses, although clients respond increasingly to AMT and Tech Match sent information. The network will also continue using the direct marketing via Industry Supply to market new BCD profiles to businesses, which will generate EOI made.

Each of the partners will complete a number of profiles on behalf of companies or organisations looking for partnership opportunities in other regions. Profiles created may be either technology based (BBS), business oriented (BCD) research based, or in Merlin, and partners will select the most relevant profile type, depending on the needs of the client. Both types of profile are equally important to businesses. It is considered that BBS cases take longer to formulate, approve and match, but there are more SMEs actively looking for sales and distribution than technical co-operation. The network uses EasyPP tool to create profiles, which allows companies to provide input on their own profile descriptions.

Compared with 2011-2012, the activity will be increased, particularly with respect to follow up phases, although there will be an internal reallocation of resources to reflect more EOI, more PA and fewer profiles.

3. Beneficiaries

SMEs and other network clients who are able to find a match resulting in partnership agreement.

4. Role of each partner, need to subcontract if any, subcontractor

Each partner is responsible for ensuring that their clients are matched as efficiently as possible with incoming profiles. Partners should build up strong working contacts with their client base and understand what the client is looking for to develop their business. In the event that the client also wants their own profile promoted via the EEN, the network partner should discuss with the clients, which system is more appropriate and ensure that the profile is written, validated and published as quickly and effectively as possible.

Partners with an innovation focus and with contacts to innovative businesses are expected to generate most BBS profiles – this includes Agro Business Park, AluCluster and REG LAB, although all partners may contribute BBS profiles where relevant.

The activity includes time used in searching databases for relevant incoming profiles, creating EOI, following up on EOI and work on Partnership Agreements. No subcontracting is anticipated for this activity.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	Generation of PA via work with matching profiles	EEN skills	Matching of incoming profiles, generation of profiles to databases,	Business, technology and research personnel

			validation and evaluation, follow up on EOI, PA documentation	
4	Generation of PA via work with matching profiles	EEN skills	Matching of incoming profiles, generation of profiles to databases, validation and evaluation, follow up on EOI, PA documentation	Business, technology and research personnel
5	Generation of PA via work with matching profiles	EEN skills	Matching of incoming profiles, generation of profiles to databases, validation and evaluation, follow up on EOI, PA documentation	Business, technology and research personnel
9	Generation of PA via work with matching profiles	EEN skills	Matching of incoming profiles, generation of profiles to databases, validation and evaluation, follow up on EOI, PA documentation	Business, technology and research personnel
10	Generation of PA via work with matching profiles	EEN skills	Matching of incoming profiles, generation of profiles to databases, validation and evaluation, follow up on EOI, PA documentation	Business, technology and research personnel
11	Generation of PA via work with matching profiles	EEN skills	Matching of incoming profiles, generation of profiles to	Business, technology and research personnel

			databases, validation and evaluation, follow up on EOI, PA documentation	
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5.Deliverables
<ul style="list-style-type: none"> • 205 Partnership proposals produced • 435 Expressions of interest received • 340 Expressions of interest made

6.Outputs, outcomes and impact
<p><u>Outputs:</u></p> <p>#15 Partnership Proposals produced (205)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 15 • EHIB Herning: 40 • Alucluster Kolding: 30 • Agro Business Park Tjele & Aarhus: 70 • NUS Næstved: 30 • REG LAB Copenhagen: 20 • <p>#16 Expressions of interest received (435)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 30 • EHIB Herning: 50 • Alucluster Kolding: 55 • Agro Business Park Tjele & Aarhus: 210 • NUS Næstved: 60 • REG LAB Copenhagen: 30 • <p>#17 Expression of interest made (340)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 70 • EHIB Herning: 80 • Alucluster Kolding: 40 • Agro Business Park Tjele & Aarhus: 105 • NUS Næstved: 15 • REG LAB Copenhagen: 30 <p><u>Outcomes:</u></p> <p># 21 Business agreements (25)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 3 • EHIB Herning: 7 • Alucluster Kolding: 3 • Agro Business Park Tjele & Aarhus: 6 • NUS Næstved: 3 • REG LAB Copenhagen: 3 • <p># 22 Technology transfer agreements (24)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 0 • EHIB Herning: 2 • Alucluster Kolding: 3 • Agro Business Park Tjele & Aarhus: 14 • NUS Næstved: 0

<ul style="list-style-type: none"> • REG LAB Copenhagen: 5 <p># 23 FP7 proposals (23)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 5 • EHIB Herning: 2 • Alucluster Kolding: 2 • Agro Business Park Tjele & Aarhus: 12 • NUS Næstved: 0 • REG LAB Copenhagen: 2 • <p># 25 Success stories with Network partners (22)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 4 • EHIB Herning: 3 • Alucluster Kolding: 2 • Agro Business Park Tjele & Aarhus: 10 • NUS Næstved: 1 • REG LAB Copenhagen: 2 <p># 26 Intra-consortia Client Assists (14)</p> <ul style="list-style-type: none"> • NDEU Aalborg: 2 • EHIB Herning: 1 • Alucluster Kolding: 1 • Agro Business Park Tjele & Aarhus: 4 • NUS Næstved: 1 • REG LAB Copenhagen: 5 <p><u>Impact:</u></p> <p>#29 Satisfaction of clients</p> <p>#30 Increase of turnover</p> <p>#31 Jobs created or preserved</p> <p>#32 New products, services, business processes developed by clients through Network support</p> <p>#33 New clients in foreign markets</p> <p>#34 New markets</p>

Activity 10. Participation in Network and consortia activities

1.Objective(s) of the activity

The objective of this activity is to ensure network effect , a close co-operation within the consortium, between the consortium and other consortia / partners and staff quality and engagement. To a great extent, the network works on the basis that the more one puts into the network, the greater is the benefit given in return.

2.Description of work, methodology and tools

Each partner in EEN Denmark will take part in intra-consortia activities and Network activities to benefit the EEN and their own clientele, and is expected as a minimum to include the following:

An **annual national meeting** held in Denmark for all EEN staff and directors of the host organisation during December of each year, with the inclusion of the project officer for Denmark from the EACI or a representative from DG ENTR. The annual meeting, known as Forum Danmark provides the opportunity for feedback within the group for improved understanding of network issues and from the EACI to the group including information on consortium performance, targets, budgetary issues etc. A second

meeting for all EEN project managers is held in summer each year, and there are of course a number of bilateral meetings between partners in connection with individual projects.

Participation in the **Annual Conference**, to build up network contacts, to learn from presentations and informal discussions, and to contribute actively to the improvement of network quality. There is a limit on numbers of participants to the Annual Conference, but the Danish network has traditionally sent higher numbers where possible, demonstrating the value of the event to network effect.

All new staff members to EEN Denmark shall take part in **Newcomers training**, to build a commitment to the network and a high quality standard of work.

In order to maintain the high contribution to network effect which the Danish EEN enjoys, it is *strongly encouraged* that the network partners take part in:

Nordic Conference and **Viking Days** which contribute to an improvement of the Scandinavian networks and are useful tools to enable exchange of good practice in partnering profiles and to build networks based on sectoral knowledge.

Sector group meetings and activities: The Danish network is an active member of the Sector Groups for Agro Food (ABP), Intelligent Energy (ABP), Biotechnology (REGLAB), Environment (REGLAB) and Health (NDEU) and will continue to contribute actively.

Working group and **contact groups**: The Danish EEN has always taken an active role in network development and improvement and has been a major contributor to work on impact, financial assessment, deliverables and the future of the network. At present, there are Danish EEN persons involved in WG on Clusters and FP7, as well as informal contact groups on Clusters, Financial Assessment and the recently closed Impact.

Official EU wide promotion campaigns and other events launched by the Commission such as the SME week

Staff Exchange and **Mentoring** schemes: The network has a lot to offer to other partners – and can learn as well from other regions and will continue to offer mentoring and staff exchange as much as possible.

Decentralised and EACI training: There are many training programmes organised by network partners and by the EACI which can improve the quality of services offered by individual personnel to SMEs and the Danish network is strongly encouraged to make sure that all personnel have the opportunity for self-improvement and development.

The network coordinator Agro Business Park is also expected to participate actively in the **Steering & Advisory Group** and other relevant network activities.

Compared with the period 2011-2012, the activity will be maintained. All partners are expected to contribute.

3. Beneficiaries

Direct benefit to the network itself and indirectly to SME clients, who benefit from the increased skills of network members.

4. Role of each partner, need to subcontract if any, subcontractor

All partners will take part actively in the network with respect to network effects, training programmes, campaigns etc and to contribute to the continual improvement of network services.

Each partner is expected to attend:

- Annual Conference – minimum 1 person from each EEN member and offices are encouraged to send more, subject to availability.
- National Conference – All operational personnel and CEO from all Danish EEN members take part in the national meeting Forum Danmark, which takes place each year in December

- National project managers’ meeting – All project managers from all Danish EEN members take part in a national meeting, which takes place each year in summer
- Newcomers training – mandatory for all new EEN staff

Human resource use on this action is based on previous experience, with the Agro Business Park – the largest individual EEN office working on e.g. SAG, SGIE, SGAF, Viking group as main organiser, national and annual conferences with all staff participating, decentralised training, centralised training, Newcomers etc, using an estimated 186 person days in total over a two year period.

The corresponding figures for the partners NDEU are 102 days, REG LAG and EHIB 62 days, Alucluster 38 days and NUS 32 days. No subcontracting is anticipated for this activity.

Partner Number	Role	Special skills	Main tasks	Type of staff
3	Active contribution to network activities	EEN skills	Annual conference, national meetings, SG Health, CG Financial Assessment, various training and other activities, contact group for financial reporting, Merlin Champion	All
4	Active contribution to network activities	EEN skills	Annual conference, national meetings, various training and other activities	All
5	Active contribution to network activities	EEN skills	Annual conference, national meetings, various training and other activities	All
9	Active contribution to network activities	EEN skills	Annual conference, national meetings, SG AgroFood, Intelligent Energy, CG Impact, WG FP7, various	All

			training and other activities	
10	Active contribution to network activities	EEN skills	Annual conference, national meetings, various training and other activities	All
11	Active contribution to network activities	EEN skills	Annual conference, national meetings, SG Biotechnology, Environment, various training and other activities	All

5. Deliverables

- Active network contributions
- Training, skilled and motivated personnel
- Improving network activities

6. Outputs, outcomes and impact

Outputs:

18 Active contributions to Network activities (124)

- NDEU Aalborg: 24
- EHIB Herning: 12
- Alucluster Kolding: 12
- Agro Business Park Tjele & Aarhus: 52
- NUS Næstved: 12
- REG LAB Copenhagen: 12

19 Active contributions to consortia activities (66)

- NDEU Aalborg: 10
- EHIB Herning: 6
- Alucluster Kolding: 6
- Agro Business Park Tjele & Aarhus: 32
- NUS Næstved: 6
- REG LAB Copenhagen: 6

Outcomes:

27 Contributions to good practices (11)

- NDEU Aalborg: 2
- EHIB Herning: 1
- Alucluster Kolding: 1
- Agro Business Park Tjele & Aarhus: 3
- NUS Næstved: 1
- REG LAB Copenhagen: 3

Impact:

Indirectly leads to:
29 Satisfaction of clients