

UM ESTUDO COMPARATIVO ENTRE QUATRO REGIÕES DO MEDITERRÂNEO OCIDENTAL: AS ESTRUTURAS DE INTERFACE NO ALGARVE, NA ANDALUZIA, NA SICÍLIA E NA ÚMBRIA.

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1

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ABSTRACT

As pequenas e médias empresas (PMEs) desempenham um papel muito importante nas economias europeias, em particular nos países mediterrânicos. São uma fonte importante de criação de empregos, de criação de riqueza e, portanto, de crescimento e desenvolvimento económico. Desempenham também um papel fundamental na introdução de inovações no mercado.

Este aspecto da inovação tecnológica e da introdução de inovações no mercado é particularmente relevante nas economias dos nossos dias.

Com a intenção de estudar o papel das estruturas de interface tecnológico (EIT) no fomento da criação de empresas e da investigação e desenvolvimento (I&D), realizou-se um estudo sobre quatro regiões mediterrânicas: o Algarve, a Andaluzia, a Sicília e a Úmbria.

Estas quatro regiões foram comparadas em termos da existência de EITs, como incubadoras de empresas, parques tecnológicos e empresas de capital de risco.

Compararam-se as diferentes regiões em termos das actividades económicas predominantes e do nível de inovação registado nos últimos anos, em termos de modernização de actividades existentes e de introdução de novas actividades.

As prioridades estratégicas das quatro regiões foram também comparadas, verificando quais são as actividades que cada uma pretende desenvolver.

As conclusões, com base nos objectivos anunciados e na comparação entre as quatro regiões, apontam para uma grande diversidade entre as quatro regiões, apesar do ambiente económico ser semelhante.

A actividade das EITs revelou-se também ser semelhante nas diferentes regiões, apesar das diferentes características das mesmas.

Esta comunicação baseia-se num projecto INTERREG chamado Technopolis, apoiado pela UE através da linha MEDOCC.

INTRODUCTION

Everyone agrees that we must develop the regions, support the creation of new businesses and support entrepreneurship (Allen and Weinberg, 1988, Reynolds, Storey and Westhead, 1994, Palich and Bagby, 1995, Shane and Venkataraman, 2000, Gartner, 2001, Reynolds et al., 2002 and Gaspar, 2007).

The problem is that we do not really know how to do it (Sociedade Portuguesa de Inovação, 2001 and Gaspar, 2006).

This subject is relatively new in management literature and we are still looking for policies to encourage entrepreneurship and the creation of new businesses.

It is known that interface technology structures (incubators, venture capital firms, universities, technology parks and others), or TIS, can have a very important role in this framework (Gaspar, 2006).

We also know that since the Second World War and until now, three generations of TISs have emerged, namely: - The generation of techno, years 50-70 of the last century; -- The generation of innovation ecosystems, years 80-90 - and the generation technopolis or clusters, which asserts itself presently (Dias, 2007).

We will assume that the development of the regions in question is the result of the efforts of local organizations, including companies and organizations of the "mesoeconomie." The transformation of each region will depend, however, on the projects of individual organizations, and it will be influenced by changes in other organizations in the region. This communication is, however, partially based on theories of trans-organizational development (Boje and Rosile, 2003).

This communication is the first "product" of a largest research project underway and that accompanies the participation of its authors in the MEDOCC Technopolis project - an INTEREREG III-B MEDOCC project involved in the launch of a network TISs type of "technopolis" in the vast regions of the Mediterranean.

It was started by 4 MEDOCC regions - the Algarve, Andalusia, Sicily and Umbria - but the objective is to expand the network to other regions of the Mediterranean, including European and African regions surrounding the Mediterranean Sea.

For the moment, we present the results of the 1st phase of an investigation (EIEE - Survey the Institutions, Business and Entrepreneurs), which is used to collect information on the situation in the regions and on their TISs (see document Appendix I).

To deepen our knowledge of the actual interface structures from different regions of the western Mediterranean and in the future, better the support for developing entrepreneurship, we will study and compare their reality at present. It is, of course, also important to study and characterize the regions and the public policies adopted in each region.

COLLECTION OF INFORMATION

The 1st phase of the survey was directed at leaders of organizations participating in Project MEDOCC Technopolis, namely:

- PTA - Technology Park of Andalusia, represents the region of Andalusia (Spain);
- the PSTS - Science and Technology Park of Sicily, which (with its several poles in various cities small and medium-sized) represents the entire region of Sicily (Italy);
- the Sviluppumbria - Regional Development Corporation of Umbria, which represents this region of central Italy;
- the Municipalities Lagos and Tavira, which represent the region of the Algarve (Portugal), who also have the support of the University of the Algarve;

It should be noted that the choice of partners for the project MEDOCC Technopolis was not done at random. The intention of the promoters was to create a network of organizations and Euro-Mediterranean regions with diverse experiences and representing several generations of TISs that have been created in Europe after the Second World War.

Indeed, there are, first of all, two technology parks that represent the first two generations of Interface Structures. The ATP - the park is the largest of Spain - is a "technopolis" classic, built by public authorities and in accordance with the standards of 50-70 years. The PSTS is an interface structure rather in the style of innovation ecosystems years 80-90 (second generation) with a lighter size and multipolar, in addition, it was created by the initiative of University of Sicily in partnership with businesses and local authorities in several cities in the region of Sicily.

Then there is a regional development center in Italy - Sviluppumbria - which is anchored in a highly developed economy and where SMEs have almost spontaneously organized into "clusters" and "ecosystems" dedicated to export. The ambition of its leaders now is to transform some of these ecosystems (the famous "industrial districts" in Italy) to "technological districts" - a typical Italian model structures interface such as "technopolis".

Finally, we have two municipalities in the Algarve - Lagos and Tavira - who have no previous experience in the field of TISs. They are trying to create from scratch an TIS of the last generation - the Algarve Technopolis - a multipolar character, and which will be dedicated in particular to renewable energy development and exploration of marine resources.

In short, given the heterogeneous nature of the partners and regions concerned, it was necessary to create a 1st phase in the work of the investigation where the objective is to contribute to the creation of a common heritage of ideas among the participants of the project, as regards the issue of TISs and their function as a tool of regional development.

Under these conditions, questions and answers of the 1st phase of the investigation assume a rather qualitative nature. They are trying to mobilize people who are in the process of forming the "hard core" of the network MED Technopolis to build a common strategic vision on the importance of TISs and the promotion of entrepreneurship in the development process of their regions.

RESULTS

The questionnaires were given answers that are very important to characterize the four regions in terms of policy development.

1. Major economic activities of regions

To start, we started by characterizing the main economic activities in each region. Regarding agriculture, if one takes the two Italian regions, one can see (Table 1) that, on a common basis - the Mediterranean countryside - there is a wide range of activities and economic structures.

Table 1 - Main economic activities - Agriculture

• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Textile sector •• Agro-alimentary sector •• Andalusia is the first olive oil producer on a worldwide scale. 	<ul style="list-style-type: none"> •• Culture of the olive-tree •• Culture of the vine •• Breeding of porcine and bovines •• Culture of the tobacco 	<ul style="list-style-type: none"> •• Horticulture and biological and conventional fructiculture, in full field and under greenhouse •• Vine growing •• Animal husbandry and dairy productions - cheese-making •• Cereal culture •• Culture of Olives •• Fish

Next we compared the industries (Table 2) and have found an even wider diversity.

Table 2 - Main economic activities - Industrie

• Algarve	• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Tourist real estate •• Construction and habitat •• Food industry •• Photovoltaic energies 	<ul style="list-style-type: none"> •• Tourist real estate •• Construction and habitat •• Telecommunications and development •• Sector of Bioinnovation and Biotechnologie •• Photovoltaic, Renewable, Wind energies... •• Sector of creativity 	<ul style="list-style-type: none"> •• Metallurgy and iron and steel industry •• Textile clothes industry (cashmere and hosiery high range) •• Advanced and mecatronic mechanics •• Chemistry •• Agroalimentary (oil, wine, meat, cheeses, truffles, pastes, pastry making, bread, provende for livestock) •• Paper, paper mill, edition 	<ul style="list-style-type: none"> •• Energy-generating products (oil, electric power...) •• Agro-alimentary products •• BTP •• Micro-electronics •• Data processing •• Textile, clothing, skins and shoes

Finally, we compared the services (Table 3). In all four regions, tourism is the most common, but there is a wide variety of other services.

Table 3 – Main economic activities - Services

• Algarve	• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Tourism (housing) •• Trade •• Restoration 	<ul style="list-style-type: none"> •• Tourism •• Services directed To the Tics •• Bioinnovation and Biotechnologie •• Energy renewable, photovoltaic, wind... •• Creativity •• Infrastructures of transport 	<ul style="list-style-type: none"> •• Tourism •• Logistics and Transport •• Advanced services with the companies •• University, research and high formation 	<ul style="list-style-type: none"> •• Tourism •• Trade •• Telecommunications •• Transport •• Mail service and banking

We must add that tourism and real estate have, in the Algarve, an exaggerated importance in relation to other economic activities. The other three regions are more diverse and, most importantly, they are hosting activities more advanced and more successful in international markets.

2. The knowledge economy in regions

The second theme of EIEE was the knowledge economy. It was asked to the executives running these organizations what is the meaning for them, of the term "knowledge economy". The answers are summarised in Table 4 below.

Table 4 – What's the meaning of « knowledge economy » ?

New phase of the economic history which, according to certain economists, we entered since the end of last century	0
The economy of knowledge sets up the knowledge, either like a factor of production, but like a production with whole share which makes of the innovation, not a stage of the accumulation of a stock of values, but like a continuous process determining the competing development	Algarve

Dynamics of the knowledge, knowledge management, collective intelligence... Three concepts which translate the increasing share of the immaterial one in the production of the richnesses and the economy of knowledge	Algarve
	Andalucia
	Umbria
	Sicilia
Other: All that relates to the technology transfer like Technological Parks, public administrations, universities, technological companies, centers... the called networks of knowledge acquire also a great importance.	Andalucia

The majority response is clearly the third. That is to say, one that combines the three concepts of knowledge economy (dynamic knowledge, knowledge management and collective intelligence) which reflect the increasing share of intangibles in the production of wealth. One can say that this is a relatively advanced concept, which also could be improved with elements salvaged from the other alternative answers...

Then we asked people to use the concept of "knowledge economy" to identify activities that were created in their region, in recent years. Tables 5, 6 and 7 summarize the responses received.

Table 5 - What knowledge economy activities were created in the last years? – Agriculture

• Andalucia	• Umbria	• Sicilia
<ul style="list-style-type: none"> • Modernization of the traditional sectors • Various companies of the traditional sectors, work in close cooperation with the university 	<ul style="list-style-type: none"> • Modes of treatment of the residues of oil • New knowledge in the sector of the provende and optimization of the conditions of breeding • Studies for the characterization of the properties of the olive oil virgin extra and its effects on health of the man • Studies for the use of energy cultures • Recovery and conservation of vegetable bio-diversity • Characterization of the minor components of the wines and study on the health of the man 	<ul style="list-style-type: none"> • Biological products • Products of niche • Typical products • Productions of quality • Production of agricultural and forest biomass

This difference in directions of development is even more evident to industry (Table 6).

Table 6 - What knowledge economy activities were created in the last years? – Industry

• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Technology transfer •• Financing of I+D •• Financing with d'entreprises creation •• Organization of employers' meetings 	<ul style="list-style-type: none"> •• Iron and steel activities: innovations of process and product of the stainless steels, the means and large forged for the energy production, of titanium (sheets, coils and tubes) •• Development of the vertical activities: production of stainless steel tubes, production of catalytic pots •• Agroalimentary industry (oil, wine, meats, fromages, truffles, pastes, pastry making, bread, provende for livestock) •• Chemistry: development of the plastics bio- dégradables, development of the plastics recycled for the production of biocarburant •• Chemistry: pole integrated for the production and the work of the propylene (node, wire, film) •• Mechanical engineering industry in connection with the sector of aeronautics and the aerospace one •• Mechanical engineering industry in connection with the sector of the car and the production of components. 	<ul style="list-style-type: none"> •• Electronics •• Microphone and nano systems •• Agro-alimentary

We also compared the main knowledge economy activities in the four regions (Table 7). There are also large differences between them.

Table 7 – What knowledge economy activities were created in the last years? – Services

• Algarve	• Andaluca	• Umbria	• Sicilia
<ul style="list-style-type: none"> • Implementacion of the technologies of communication and information to the services public • Tavira DIGITAL • Lagos DIGITAL • etc 	<ul style="list-style-type: none"> • Relationship to l university • Systems of pre incubation • Systems d incubation • Internationalization of the companies • Encouragement with the development of employers' collaboration. • Close connections between the university and the world of the company 	<ul style="list-style-type: none"> • Consultation and assistance in the innovation of process and product; • Consultation and assistance for the support of process of internationalization • Consultation and assistance in the selection and the staff training • Development of logistics and the infrastructures 	<ul style="list-style-type: none"> • Telecommunications • Foreign trade

In face of this information, we find that there is a clear difference between Umbria and the other three regions, regarding the level of overall economic development and dissemination of the knowledge economy in particular. This conclusion is reinforced by responses to questions 3 and 4 coming on.

3. The activities that are being modernized in the regions

Tables 8, 9 and 10 have answers on activities that were most modernized in the four regions, in recent years.

The activities that were most modernized in recent years (Table 8) are also very different between the regions.

Table 8 - Which activities were the most modernized in the last years? – Agriculture

• Algarve	• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none">•• Aquiculture•• Horticulture in greenhouse•• Fleuriculture in greenhouse	<ul style="list-style-type: none">•• Modernization of the food sectors•• Modernization of the textile sectors	<ul style="list-style-type: none">•• Modes of harvest of the tobacco•• Modes of harvest of the grape•• Modes of harvest of olive•• Process of the working methods of olives with oil•• Irrigable systems•• Techniques of care of the tobacco•• Monitoring of phenology•• Techniques of the management of the ground	<ul style="list-style-type: none">•• Vine growing•• Culture of Olives

The same thing happens to industry (Table 9).

Table 9 - Which activities were the most modernized in the last years? – Industry

• Algarve	• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Construction •• Food industry 	<ul style="list-style-type: none"> •• Development software •• Biotechnological development •• Medical Bio development •• Help in potential of telecommunications •• Infrastructures of telecommunications 	<ul style="list-style-type: none"> •• Iron and steel activities: innovations of process and product of the stainless steels, the means and large forged for the energy production, of titanium (sheets, coils and tubes) •• Development of the vertical activities: production of stainless steel tubes, production of catalytic pots •• Agroalimentary industry (oil, wine, meats, fromages, truffles, pastes, pastry making, bread, provende for livestock) •• Chemistry: development of the plastics bio-dégradables, development of the plastics recycled for the production of biocarburant •• Chemistry: pole integrated for the production and the work of the propylene (node, wire, film) •• Mechanical engineering industry in connection with the sector of aeronautics and the aerospace one •• Mechanical engineering industry in connection with the sector of the car and the production of components. 	<ul style="list-style-type: none"> •• Agro-alimentary products •• Artisanal products •• Manufacturing products

Finally we also registered the same divergence in the service sectors that are being modernized (Table 10).

Table 10 – Which activities were the most modernized in the last years? – Services

• Algarve	• Andalucia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Tourism/Hoteles •• Services public local elections •• Logistics 	<ul style="list-style-type: none"> •• Services d innovation •• Financing with I+D •• Contribute to the financing of the creation of company •• Access to the international market 	<ul style="list-style-type: none"> •• Consultation and assistance in the innovation of process and product; •• Consultation and assistance for the support of process of internationalization •• Consultation and assistance in the selection and the staff training •• Development of logistics and the infrastructures 	<ul style="list-style-type: none"> •• Tourism (Agriturismo, Rural Tourism, gastronomical Tourism) •• Trade electronic •• Transport

It is clear that there is a region - Umbria - which presents a dynamic modernization which is typical of advanced economies. And there are three other less advanced regions, trying to mix the modernization of traditional Mediterranean activities with the creation of "cutting edge" activities... In any case, as we shall see in the next point, these activities have not yet a sufficient "critical mass" ...

4. The creation of new activities

Tables 11, 12 and 13 have basic information on new activities that have been created recently in the three areas of conventional economic regions in question. Regarding Agriculture (Table 11), the responses have told us that the regions have created new activities completely different.

Table 11 - What new activities were created in the last years? – Agriculture

• Andalucia	• Umbria	• Sicilia
<ul style="list-style-type: none">•• Promotion of Mediterranean alimentation•• Promotion on an international scale of companies of the primary sectors	<ul style="list-style-type: none">•• Creation of energy dies•• Introduction of the culture of the flax•• Creation of short dies in the agroalimentary one and animal husbandry•• Development of rural tourism•• Culture of varieties autochtones in process of extinction•• Network between local and foreign companies	<ul style="list-style-type: none">•• Productions of quality•• Typical productions•• Productions of niche•• Biological productions•• Production of agricultural and forest biomass

The same thing happens in the industry (Table 12) and services (Table 13).

Table 12 - What new activities were created in the last years? – Industrie

• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Photovoltaic sector •• Sector of Bioinnovation •• Renewable sector d'énergie •• Telecommunication, wifi, wireless, wimax 	<ul style="list-style-type: none"> •• Electromagnetism applied to the diagnostic apparatuses •• Plastic panels with special film for mural preparing and floors •• Rooms for simulation of the ambient conditions, apparatuses for the cold applied to research in the laboratories of biology, universities and hospitals •• Production of biodegradable plastics to start from vegetable components •• Technologies of solar energy photovoltaic and thermodynamic •• Production of long titanium products •• Sector of the electronic and electromechanical installation •• Mechanical components for the aircraft industry and aerospace •• Technologies and services for mobile telecommunications. Production of apparatuses for mobile telephony and multimedia contents sector telephony and televised sector 	<ul style="list-style-type: none"> •• Agro-alimentary •• Advanced biology •• Renewable energies

Table 13 – What new activities were created in the last years ? – Services

• Algarve	• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• Renewable energies 	<ul style="list-style-type: none"> •• Development and services intelligent hearths •• D'aide creation with the financing of I innovation •• Help in potential of the technological basic companies 	<ul style="list-style-type: none"> •• Center European for the nanotechnologies •• Research center for the cells staminales •• Research center on technologies of the car 	<ul style="list-style-type: none"> •• Cultural goods •• Transport •• Communication and Information technologies

To complete our evaluation on the "critical mass" of new activities in the regions, we requested information about R & D activities. In tables 14 and 15, participants rated sectors regarding the research that is going on as low (f), strong (F) or very strong (TF).

In conclusion, there are major differences between regions as regards the themes of Table 14 and Table 15.

Table 14 – Research done in the region

• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• TF - Tics •• TF - Bio-innovation •• TF - Energy renouvable, photovoltaic, wind 	<ul style="list-style-type: none"> •• F - Iron and steel industry •• F - Chemistry •• F - Pastry making and food industry •• F - Textile industry •• F - Mechanical engineering industry 	<ul style="list-style-type: none"> •• F - Agriculture •• F - Industry •• F - Services

Table 15 - Companies working on those sectors who can use the research

• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> •• TF - Tics •• TF - Bio-innovation •• TF - Energy renouvable, photovoltaic, wind 	<ul style="list-style-type: none"> •• F - Iron and steel industry •• F - Chemistry •• F - Pastry making and food industry •• F - Textile industry •• F - Mechanical engineering industry 	<ul style="list-style-type: none"> •• F - Agriculture •• F - Industry •• F - Services

5. Regions and their future plans

Finally, we asked the partners of Technopolis what are the sectors that the local authorities want to develop.

The answers (Table 16) show that there is not too much in common among the four regions.

Table 16 – What sectors local authorities want to develop

• Algarve	• Andalusia	• Umbria	• Sicilia
<ul style="list-style-type: none"> • Energies renouables • Industry (Creation of a zone industrielle) • Renewable energies • Exploration of the resources of the sea • Creation of a multipolar technological park • Cultural and medical equipment of quality 	<ul style="list-style-type: none"> • Sectors of Telecommunication • Projects of R&B, Multisector • Contribute to the creation of the basic companies technological • Encouragement of the I+D (investigation and development) 	<ul style="list-style-type: none"> • Die of cultural and éco-bearable tourism • Search and development for new materials • Sector of the mechanics of précision and the mécatronique one • Strengthening of the points of excellence of traditional productive fabric (iron and steel industry, mechanics, textile, food) 	<ul style="list-style-type: none"> • Human resources, Research, Innovation and Technology transfer, Energy and environment • Social services, territorial attractivity, natural resources and cultural, mobility • Productive systems and employment, systems urban, attraction of the investments, governorship

The last question was to quantify how many interface structures exist in each region, in this case, venture capitalists and incubators (Table 17).

The figures, in this case, are not too different among the four regions.

Table 17 – Technology Interface Structures

Regions	Risk Capitals	Incubators
Algarve	4	4
Andalucía	6	4
Umbria	1	2
Sicilia	1	4

The future projects of the four regions are not so different from each other. In addition, the TISs that already exist are a similar number... Except the case of Umbria, who believes more in the lines of "technological districts" models, typically Italian, rather than the standards of other European regions.

CASE STUDY

The second phase of the research consisted in carrying out case studies of TISs representative of each region.

In Spain two cases were studied, the BIC and ASIT, in Italy one case study was done in Umbria and Portugal have made the study of two cases IEFP and NERA.



A description of these cases follows.

1) ASIT - Asociación al Servicio de la Investigación y la Tecnología

The ASIT runs a pre-incubator in the Technology Park of Andalusia. Five startups have already been created.

Table 18 – ASIT, Andalucía



The pre-incubator attracts projects with stimuli to the spin-offs of academics and develops its own activities with that purpose.

The ASIT doesn't give more importance to a specific group of selection criteria, all are important for them, and the same thing about the criteria to evaluate the performance of startups.

Table 19 - ASIT details

• Seek startups:	•• Spin off Program •• Own activity
• Criteria of selection of projects::	•• touts equal
• Management Support Services:	•• NOT
• Rate of survival:	•• 100%
• Criteria of performance evaluation:	•• touts equal

The startups that have been created in the incubator of ASIT are all active, none has closed.

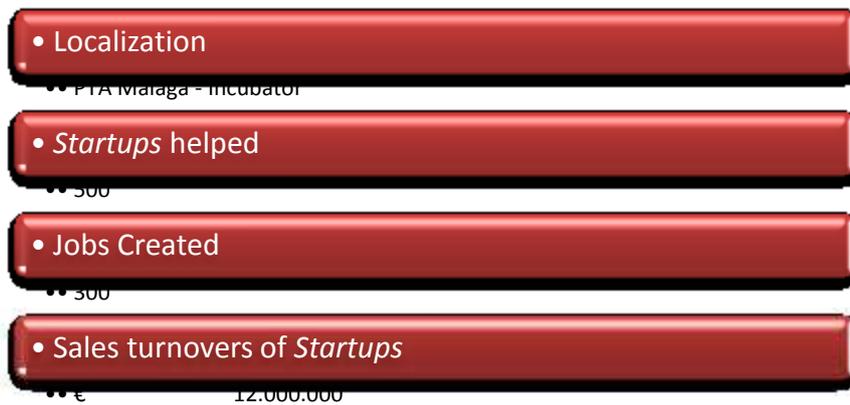
2) BIC EURONOVA

The BIC EURONOVA is a business incubator that is installed at PTA, the Technology Park of Andalusia, Malaga.

It belongs to the network European Business and Innovation Centre (EBIC).

The BIC EURONOVA has seen five hundred startups, with a survival rate of 75%.

Table 20 - BIC EURONOVA, Andalucía



The strategies used by EURONOVA to attract new projects are the use of its web site and building a strong connection to the pre-incubators and other entities in the park.

The selection of projects is made with a very strong attention to the criteria of innovativeness of the project, the human capital of the entrepreneur and market potential.

There are no management support services to the startups and 75% of these companies survive after entering the market.

Table 21 - BIC EURONOVA details

• Seek startups:	<ul style="list-style-type: none">• • Web site• • university Pre-incubator• • Entities of Technological Park
• Criteria of selection of more important projects:	<ul style="list-style-type: none">• • Character overall innovating produced C/service• • Innovating character of the productive lawsuit• • Unravel psychological of the contractor• • Growth potential of the market• • Experiment of management of the contractor• • Dismantle of competition at the market <i>target</i>• • Threaten of entry of the new candidates
• Management Support Services:	
• Rate of survival:	<ul style="list-style-type: none">• • 75%
• Criteria of performance evaluation - more important:	<ul style="list-style-type: none">• • Profit

The BIC EURONOVA is evaluating the performance of startups especially in terms of their profit.

3) COMPILATO UMBRIA

The COMPILATO is an incubator located in Umbria, which has already helped 80 startups.

To attract startups they have a very important relationship with a pre-incubator non-university and they also develop territorial animation activities, which means, actions to promote entrepreneurship.

The business plan projects have been made in 75 days, on average.

The COMPILATO helps entrepreneurs to contact the banks to finance their projects.

Table 22 - OMBRIE

• Localization
• Startups helped
• Jobs Created
• Sales turnovers of Startups

Table 23 - OMBRIE, details

• Seek startups:	• animation territorial • pre nonuniversity incubator
• Criteria of selection of projects:	• Quality of the plan of businesses • Character overall innovating produced C/service • Innovating character of the productive lawsuit
• Services of Support to Management:	• Yes
• Rate of survival:	• ?
• Criteria of performance evaluation:	• Return on Equity

To select the projects, COMPILATO focuses on innovation and on the quality of the business plan.

To assess the performance of the startups COMPILATO uses mainly return on equity.

4) NERA - Associação Empresarial da Região do Algarve

The NERA is an entrepreneurial association that runs an incubator in the city of Faro, the capital of the Algarve.

The incubator has already helped five startups and survival is 90%.

The NERA is the only TIS in this research that has made contributions to the original idea of projects. The business plans have been made in an average of 90 days.

The NERA helps entrepreneurs to contact the banks to finance their projects.

To attract projects NERA offers courses of entrepreneurship.

The selection of projects is made focusing on human capital of the entrepreneur.

Table 24 - NERA, Algarve

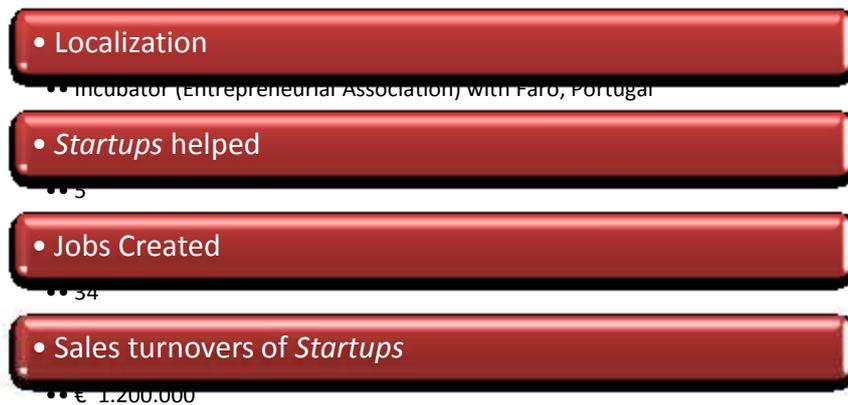
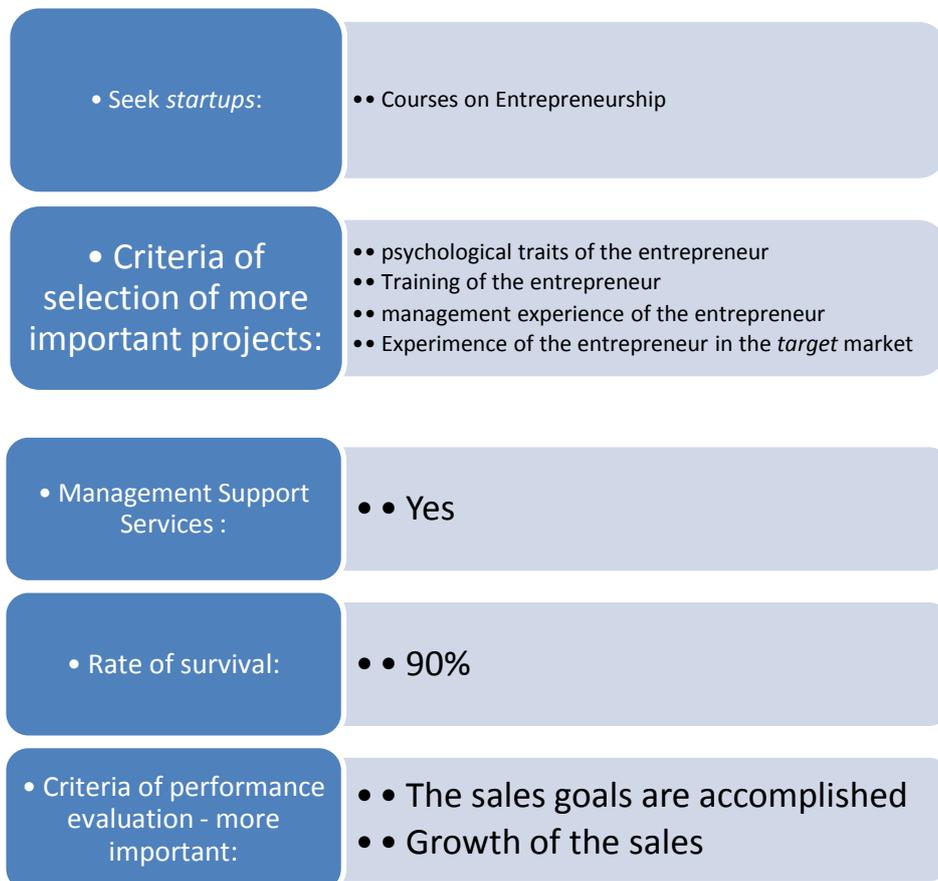


Table 25 - NERA, details



The evaluation of the performance of startups is made primarily with an assessment of sales.

5) IEFP - CACE Algarve

CACE Algarve is an incubator of IEFP (Institute of Unemployment and Professional Formation), located in Loulé.

Fifteen startups have already been created at CACE Algarve.

To attract startups CACE Algarve uses advertising on television and in posters and brochures. The CACE Algarve also makes divulgation sessions in schools, universities and incubated businesses.

The business plans have been made in 35 days, on average.

The selection of projects is made with more attention to their innovative nature, to the market potential, to the human capital of the entrepreneur and to the quality of the original business plan.

Table 26 - CACE, Algarve

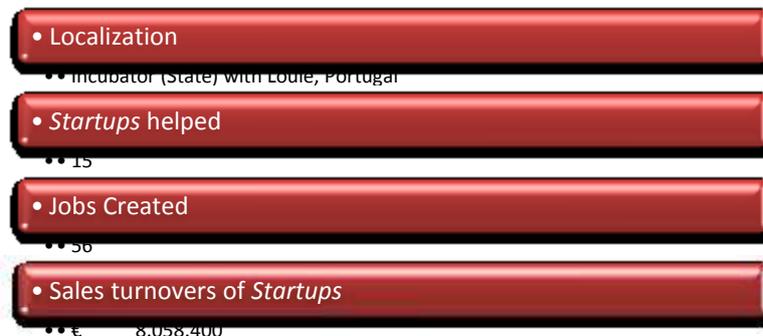


Table 27 - CACE, details

<ul style="list-style-type: none"> • Seek startups: 	<ul style="list-style-type: none"> •• Publicity on TV •• Sessions disclosure at the schools and universities •• Sessions disclosure with the incubated companies •• Posters and booklets
<ul style="list-style-type: none"> • Criteria of selection of more important projects: 	<ul style="list-style-type: none"> •• overall innovating Character of the product •• Innovating character of the productive lawsuit •• Innovating character of the project at the geographical market target •• Growth potential of the market •• Training of the contractor
<ul style="list-style-type: none"> • Criteria of selection of more important projects: 	<ul style="list-style-type: none"> •• management experience of the entrepreneur •• Experience of the entrepreneur with the market target •• Quality of the plan of businesses presented •• Level of competition at the market target

The evaluation of the performance of startups is made with special attention to its profit.

The incubator provides management support services to the startups and the survival rate is very high (90%).

<ul style="list-style-type: none"> • Management Support Services : 	<ul style="list-style-type: none"> • • Yes
<ul style="list-style-type: none"> • Rate of survival: 	<ul style="list-style-type: none"> • • 90%
<ul style="list-style-type: none"> • Criteria of performance evaluation - less important: 	<ul style="list-style-type: none"> • • Profit

In analyzing these cases studies it can be said that the strategies used to attract projects are different without much in common.

The selection of projects is made with different criteria, but there is a special attention to innovation and to the entrepreneurs' human capital.

Most technology interface structures, analyzed in these cases, provide support services to management.

The strategies used and the selection criteria result in a very high survival rate (75 to 100%), but the analysis of the performance of startups is made with very different criteria.

The five cases studied show success strategies used by different Technopolis regions. One can learn with all, but the main conclusion is that there are different roads to arrive at success and it is possible to choose the path best suited to each region.

DISCUSSION AND CONCLUSION

This study was the first of three phases of the EIEE. The information obtained on the current reality and emerging trends in all regions participating in Project MEDOCC Technopolis, has a preliminary nature.

In the following phases, there will be a work of testing and consolidating this information, on the basis of direct consultations with the "living forces" of each region, using appropriate statistical samples.

For the moment, it is possible to conclude that these four MEDOCC regions have characteristics very diverse in their economic and social fabric. In any case, the cleavage between Umbria and other three regions is clear, and it seems that its Mediterranean traits are less clear.

Regarding the knowledge economy and its future development in the four regions, ideas are much closer. By the way, the interface structures that already exist in such regions are in similar numbers...

Of course there is the exception of Umbria. It opposes its model of "technological districts" to the solutions tried by other countries and regions in Europe. In any case, this opposition is more apparent than real, given that the new generation of "technopolis" is sufficiently comprehensive to include imaginative and valid solutions as those of Italy.

One of the ambitions of the project MED Technopolis is precisely to serve as an experimental basis for the consolidation of ideas and models of the new generation of interface structures such as "technopolis" or "poles of competitiveness".

The technology interface structures in the Technopolis regions use strategies to attract projects, to select projects and to assess startups' performance, very different, but apparently it does not prevent the success of all studied cases, with a very high survival rates of the young companies created with the support of TIS.

For the future, the Project Med Techopolis must use the examples of success to develop a network of technology interface structures capable of contributing to local development with good strategies.

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