# Analysis of a further multiplication of DTCs in Danube Region

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Analysis of a further multiplication of the DTC in Danube Region (D5.18)

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<th>Description</th>
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<td>D</td>
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<tr>
<td>Danube-INCO.NET</td>
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<td>Description of Work</td>
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<td>Dr.</td>
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<td>DTC</td>
<td>Danube Transfer Centre</td>
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<tr>
<td>EEN</td>
<td>Enterprise Europe Network</td>
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<tr>
<td>e.g.</td>
<td>exempli gratia</td>
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<tr>
<td>EoI</td>
<td>Expression of Interest</td>
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<tr>
<td>EUSDR</td>
<td>European Union Strategy for the Danube Region</td>
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<tr>
<td>i.e.</td>
<td>id est</td>
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<tr>
<td>I&amp;TT</td>
<td>Innovation and Technology Transfer</td>
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<tr>
<td>JRC</td>
<td>Joint Research Centre</td>
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<td>KTC</td>
<td>Knowledge Transfer Centre</td>
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<td>LoC</td>
<td>Letter of Commitment</td>
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<td>LoI</td>
<td>Letter of Intent</td>
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<tr>
<td>LT</td>
<td>long-term</td>
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<td>Ltd.</td>
<td>Limited (Public limited company)</td>
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<td>max.</td>
<td>maximum</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>Mr</td>
<td>Mister</td>
</tr>
<tr>
<td>MT</td>
<td>medium-term</td>
</tr>
<tr>
<td>PA</td>
<td>Priority Area</td>
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<td>Prof.</td>
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<td>R&amp;D</td>
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<td>SEZ</td>
<td>Steinbeis-Europa-Zentrum</td>
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<tr>
<td>SME</td>
<td>Small and Medium-sized Enterprise</td>
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<tr>
<td>ST</td>
<td>short-term</td>
</tr>
<tr>
<td>tbc</td>
<td>to be confirmed</td>
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<td>TT</td>
<td>Technology Transfer</td>
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<td>TTC</td>
<td>Technology Transfer Centre</td>
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<td>WP</td>
<td>Work Package</td>
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1 Executive Summary

The main objective of D5.18 is an analysis of a further multiplication of the so-called Danube Transfer Centre (DTC) concept in the entire area of the European Union Strategy for Danube Region (EUSDR). In this respect, the deliverable specifically addresses the challenge of innovation & technology transfer (I&TT) trying to establish more DTCs in the region. It is consciously based on the last deliverable D5.8 “Concept for Danube Technology Transfer Centres including a tool-kit on DTC creation & implementation”. Against this background, the analysis for a further multiplication of DTCs in the Danube region includes four steps:

Step 1 Definition of target values: Three criteria seem to be helpful to define target values for the DTC network:

a) Coverage of all 14 EUSDR countries: All 14 countries belonging to EUSDR should be covered.

b) EU-membership\(^1\): It is probable that the creation of a DTC is easier in EU member countries than in non-EU member countries of EUSDR.

c) Country size: If a EUSDR-country has less than 3 million inhabitants, one DTC seems to be sufficient. If a country has more than 3 million inhabitants, two DTCs should be established. Taken these criteria, **22 DTCs should exist altogether in the 14 EUSDR countries**.

Step 2 Identification of existing DTCs: The experience from the Steinbeis project, used as a model, shows that DTC candidate organisations should meet certain requirements. Organisations which fulfil these criteria are eligible in principle. Yet, they must complete four additional steps to be operational as a DTC: a) Signing of an agreement with SEZ; b) Analysis of the organisational environment; c) Analysis of host organization and d) Qualification of DTC staff regarding DTC centre management and other relevant activities. Based on these criteria, **six DTCs exist**. They are in Bratislava, Nitra, Cluj-Napoca, Ruse, Vukovar and Novi Sad.

Step 3 Identification of 16 DTC candidates: Consequently, **16 DTC candidates** have to be identified. We focus here primarily on existing structures and do not intend to start ex nihilo. Naturally, also these existing candidates differ in their probability of creating a DTC. The following categories of DTC candidates exist:

a) **“High potentials”**: Three organisations belong to this category - they fulfil the basic eligibility criteria and have signed an agreement with SEZ (Organisations in Slovenia, Hungary and Romania).

b) **“Interested organisations”**: Four organisations can be assigned to this category - they meet the basic eligibility criteria and have expressed their interest in an informal manner (Organisations in Hungary, Austria, Ukraine and Croatia).

c) **“Question Marks”**: Seven organisations seem to fulfil the basic eligibility criteria. They have already collaborated with SEZ in a reliable manner or have been recommended by partners (Organisations in Austria, Bosnia-Herzegovina, Czech Republic, Montenegro, Moldavia and Bulgaria).

d) **Special cases**: Two organisations represent special cases - SEZ Karlsruhe & Stuttgart. They may function as a head of the DTC network.

Step 4 Action plan for different categories of DTC candidates: In accordance with the four identified categories of DTC candidates, action plans are formulated in accordance with the DTC tool-kit (Deliverable D5.8).

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\(^1\) At the moment of writing this document, 28 countries were member of the European Union: [http://europa.eu/about-eu/countries/member-countries/](http://europa.eu/about-eu/countries/member-countries/)
a) “High Potentials” should search for funding to be able to pursue their efforts. Only then, their environment as well as the host organisation itself could be assessed and in the aftermath, DTC staff can get trained.

b) “Interested Organisations” should be encouraged to sign an agreement with SEZ to express their interest in a formal manner as well as to look for funding in a next step. The agreement will practically upgrade them to the “high potential” category.

c) “Question Marks” should be contacted and assessed regarding their real suitability as a DTC location. If they really fulfil the selection criteria, the next step should be an expression of interest.

d) The special cases of SEZ Karlsruhe and Stuttgart must think about the procedure of network coordination. In this respect, they need to assess several aspects of network coordination together with the partners of a DTC network.

If this approach proves to be successful in the Danube region, stakeholders may think about using the DTC concept as a model for other regions such as Mediterranean and Eastern partnership countries as well as the Alpine space.
2 Introduction

The context of this deliverable is Task 5.2 “Danube Transfer Centres” belonging to Work Package 5 “Promoting Innovative and Inclusive Danube Societies” in the Danube-INCO.NET project. As such, this deliverable is part of the EUSDR which aims at boosting the development of the Danube area. EUSDR addresses a wide range of issues among which Priority Area (PA) 8 focuses on the promotion of the region’s competitiveness. This document contributes to this goal by tackling the challenge of I&TT. Its main objective is an analysis about the possibility of a further multiplication of the so-called DTC concept in other Danube adjacent countries. This analysis would like to provide a general and comprehensible methodology of how to develop a DTC network. Therefore, the document should constantly evolve over time. At the same time, it should provide clear targets and recommendations for the moment to be able to boost the concrete development of a viable network now.

The main idea of a DTC network has been elaborated during the DTC initiative of Steinbeis – a project lasting from 2011-2014 which created three technology transfer centres (TTCs) in the Danube region (Bratislava, Nitra, Cluj-Napoca). The result of this pilot project was not only the establishment of three single entities but the envisioning of a DTC network. The main role of a DTC network is to bridge the gap between universities, research organizations and the economy of the macro-region. The specific difference to the Enterprise Europe Network (EEN) is that the DTC network focuses on the most significant stakeholders of the research arena, connecting them in a transnational network, making them cooperate both in knowledge creation and in knowledge transfer to industry. The underlying belief of this conception of the DTC network is that for today’s economy, knowledge is like blood. To give life and prosperity, knowledge has to be continuously renewed through research and innovation and to circulate continuously among those who generate it - universities and research institutions - and those who use it - namely business. Therefore its mission is to contribute to the knowledge-based, sustainable and competitive development of the Danubian economy. Based on this vision, the goals of the DTC network are summarized below:

Table 1: Goals of DTC network

<table>
<thead>
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<th>Goals of DTC network</th>
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<tbody>
<tr>
<td>Facilitating transnational research to support knowledge growth.</td>
</tr>
<tr>
<td>Connecting people and organisations for promoting cross-border knowledge flow.</td>
</tr>
<tr>
<td>Facilitating the conversion of knowledge into innovative solutions to foster prosperity.</td>
</tr>
<tr>
<td>Stimulating a culture of responsibility for the wellbeing of society among all stakeholders of knowledge creation and circulation.</td>
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DTC network model and structure: There are mainly two configurations that could be taken into account as models for a DTC network.

First of all, a heterogeneous, uncoordinated network, a mixture of large and small, independent DTCs, territorially scattered is conceivable. These singular entities should influence an entire region in a way that knowledge & TT gets as a matter of course. The independent, unconnected entities would only be dependent upon their own commitment. Yet, they are constrained by the limits of their own resources. Each centre would “fish” for its own resources and be in competition with other, similar struc-
tures. The only obligation would be the compliance with a common code of conduct. The main disadvantages resulting from the uncoordinated activity in the network are:

- Missing motivation and low contribution to common efforts for network development;
- Lack of reliable information about knowledge needs and existing potential;
- Increased competition, decreased cooperation.

Confronted with such problems, the managers from existing DTCs strongly advocate a coordinated network. Their experience from the DTC project has shown that an entry point concept should be favoured. This model proposes that a small number of organizations can together form a regional DTC. Such a DTC can gather several offices created at universities, research organisations but also clusters and in public authorities. The diverse entities can act independently but benefit from certain synergies & a common marketing effect. The DTC group establishes a systematic coordination (Code of Conduct, common instruments, etc.), is the legally representing body and can share resources and efforts for common development. This approach can be compared to the initiative of “Knowledge Transfer Centres” (KTCs) of the Austrian Ministry for Science, Research and Economy which also foresees to establish regional hubs comprising several institutes\(^2\). The advantages of an entry point model are as follows:

- The entry point model prevents fragmentation.
- It ensures the accumulation of relevant know-how.
- It provides a central point of contact for potential customers.
- Finally, it may function as a marketing tool as several competences/entities are unified under one umbrella.

The proposed development scheme is found in the figure below.

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it understands itself as a preliminary suggestion which must always be open for practical feedback. As such, it proposes a structured summary for the maturation and institutionalization of a DTC network and for its future development and expansion. Besides, it tries to include similar activities such as the Technology Transfer (TT) Offices Cycle from Joint Research Centre (JRC) of the European Commission as well as EEN (see above). Thereby, it aims at using synergies between existing infrastructure and future activities. The establishment of new TTCs all over Europe, in the sense that new infrastructure has to be established, is declined. The concept of this document strongly advocates to build on existing infrastructure and to further promote them. The physical creation of new DTC offices is then only a subordinated option.

The following document is split in several chapters to explain the determinants of decision for DTC network development. First of all, it is necessary to set out clear, if possible measurable and realistic targets for the development of a DTC network. In a second step, existing DTCs will be identified. Thirdly, the present document looks for DTC candidates; i.e. focusing primarily on existing structures that might create a DTC on-site. These DTC candidates naturally differ in their probability of creating a DTC. This is why this document will afterwards deduce action plans for the different categories of DTC candidates. Finally, this document will briefly summarize the main insights from the entire document and give an outlook.

3 Definition of target values for a DTC network

The pilot project has shown that three criteria seem to be helpful to define target values for a DTC network:

a) Number of EUSDR countries: The concept of a DTC is closely connected to EUSDR (see chapter 2 Introduction). Therefore all 14 countries of EUSDR should be covered by a DTC network: Austria, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Germany, Hungary, Moldavia, Montenegro, Romania, Serbia, Slovenia, Slovakia and Ukraine. The coverage of the entire Danube region according to EUSDR implies at least one DTC in each country. SEZ experience from “Danube Transfer Centre” project (2012-2014) have shown that it is useful to have not too many contact points in a country to avoid fragmentation and thus endanger service quality at this relatively early stage of the development of a DTC network (see chapter 2 Introduction).

Figure 2: Countries of EUSDR
b) **EU-Membership:** It is probable that the creation of a DTC is easier in EU member countries than in non-EU member countries of EUSDR. Therefore and in line with SEZ experience, it is intended to establish 2 DTCs as entry points in EU member countries of EUSDR and 1 DTC in each EUSDR country which is not part of the EU. Five countries within the Danube region are not part of the EU: Bosnia-Herzegovina, Moldavia, Montenegro, Serbia and Ukraine.

c) **Country size:** Finally, it is recommendable to take into account country size. If a country has less than 3 million inhabitants, one DTC seems to be sufficient. This is the case for Slovenia.

Consequently, **22 DTCs are the overall target:** 6 x 1DTC + 8 x 2DTCs = 6 + 16 = 22.

<table>
<thead>
<tr>
<th>EUSDR country</th>
<th>Target value</th>
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<tr>
<td>Austria</td>
<td>2</td>
</tr>
<tr>
<td>Bosnia-Herzegovina</td>
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</tr>
<tr>
<td>Bulgaria</td>
<td>2</td>
</tr>
<tr>
<td>Croatia</td>
<td>2</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>2</td>
</tr>
<tr>
<td>Germany</td>
<td>2</td>
</tr>
<tr>
<td>Hungary</td>
<td>2</td>
</tr>
<tr>
<td>Moldavia</td>
<td>1</td>
</tr>
<tr>
<td>Montenegro</td>
<td>1</td>
</tr>
<tr>
<td>Romania</td>
<td>2</td>
</tr>
<tr>
<td>Serbia</td>
<td>1</td>
</tr>
<tr>
<td>Slovakia</td>
<td>2</td>
</tr>
<tr>
<td>Slovenia</td>
<td>1</td>
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<td>Ukraine</td>
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<td><strong>14</strong></td>
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<td><strong>22</strong></td>
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</table>

Special attention should be paid to **Ukraine** given the tense political relationship with Russia since 2014\(^3\). Ukraine is part of the Danube Region but depending on the approach taken, either (a) the entire country or (b) just the Danube adjacent region participates in EUSDR\(^4\). If the latter, basin-oriented approach is applied, the administrative territories of Odessa, Chernivtsi, Zakarpattia and Ivano-Frankivsk are comprised. Yet, at the moment, the status of some administrative territories of Ukraine is not clear in international law. Especially Odessa was hit by the latest tensions between EU, Ukraine and Russia. Therefore it is doubtful if DTC creation can be recommended in the near future in these regions. Together with Ukrainian partners, it must critically be assessed if DTC creation may be feasible in Danube adjacent regions, for instance in Odessa. If insecurity and instability is estimated as potentially threatening, DTC partners may also think about creating a DTC in Kyiv being the political centre of the country. This objective would then be in the framework of the idea that the entire country Ukraine is part of EUSDR.

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\(^3\) Reuters (2015): Russia rules out handing back Crimea, expands war games
http://uk.reuters.com/article/2015/03/17/uk-ukraine-crisis-crimea-russia-idUKKBN0MD0ZA20150317

\(^4\) Environment, People, Law (2014): Public vision of Ukraine’s participation in the EU Strategy for the Danube Region.
4 Identification of existing DTCs

The approach taken in this document strongly advocates the promotion of existing infrastructure when it comes to the development of a DTC network. This is the reason why preferably relevant existing infrastructure is identified hoping to create synergies. With this end in mind, this dissociates itself from considerations to establish new infrastructure, such as buildings, for new TTCs all over Europe. The promotion of this kind of capacity building which starts ex nihilo is not intended in this document. Rather, this deliverable tries to embrace relevant activities in the context of TT. Efforts such as the TT Offices Cycle from JRC of the European Commission or EEN are taken into account. Yet, the main starting point is the DTC initiative of Steinbeis. This project lasted from 2011-2014.

This pilot project defined DTCs as structures that aim at fostering the competitiveness of the Danubian industry by supporting I&TT and by creating synergies and links with existing TT activities in the Danubian area. DTCs can be located at universities or other organizations which are especially active in applied research and which have strong ties to the business sector in general. Their mission is to link industry and research and to build transnational networks in order to ensure the involvement of international experts at any stage. Furthermore they are regional hosts for common projects regarding I&TT. The latter aspect clearly distinguishes a DTC from EEN.

In order to fulfil the above mentioned functions, organisations interested in creating a DTC on-site should meet the following selection criteria (see also deliverable D5.8):

1. The DTC candidate is a university, research institute or scientifically oriented organisation. This means that research on a scientific basis must be the raison d’être, the very fundamental mission of this organisation.
2. The DTC candidate is a leading scientific organization at national and regional level. A research organisation should have a certain reputation in its region due to the quality of the research it conducts. A university for instance can be prestigious thanks to its numerous well-known researchers it has (educated) and the outstanding scientific excellence of the papers they produce.
3. The leading research organisation should be at a mature stage to be a DTC candidate as it is then able to promote the following:
   a. International integration: cooperation and projects with relevant R&D and/or TT institutions and/or academic networks, known at European and/or international level;
   b. National and regional integration: cooperation and projects with other national universities and research institutions as well as with organizations and institutions that have an official mission to manage R&D and/or national TT (e.g. Ministries, National Agencies) and regional (Regional Agencies and Councils, Chambers of Commerce etc.);
   c. Integration with the respective regional economic environment: collaboration with and professional assistance to economic organizations (significant in number, duration and amount), for instance clusters or science and technology parks, etc.
4. The DTC candidate is capable of developing a DTC network by allocating sufficient human and financial resources for the initial DTC creation.

If organisations are regarded as eligible based on these selection criteria they must complete four steps to be operational as a DTC. All these steps are clearly explained in detail in deliverable D5.8 “Tool-kit on DTC creation & implementation”.

a) Mutual agreement on integration into a DTC network with SEZ such as a Letter of Intent (LoI) and/or Letter of Commitment (LoC) and/or Memorandum of Understanding (MoU).
b) **Analysis of the environment of DTC** regarding political, socio-cultural, economic, technological and environmental and legal aspects is indispensable.

c) **Analysis of the host organization of DTC** which are preferably universities.

d) **Qualification of DTC staff**: Training with SEZ of (future) DTC staff about DTC standards, networks and structures.

All steps of DTC creation & implementation are shown in the table below. This table clearly depicts the first four steps which together form the preparation respectively set-up phase of a DTC. An organisation which meets the principle selection criteria and which has completed these four steps can be regarded as ready to start its DTC activity.

<table>
<thead>
<tr>
<th>Preparation / Set-up</th>
<th>Consolidation / implementation</th>
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<tbody>
<tr>
<td>1. Mutual agreement on integration</td>
<td>7. Development of growth strategy</td>
</tr>
<tr>
<td>3. Analysis of host organization of DTC</td>
<td>5. Adjustment of legal structures</td>
</tr>
<tr>
<td>4. Qualification of DTC staff</td>
<td>4. Qualification of DTC staff</td>
</tr>
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</table>

**Table 3**: Steps of DTC creation & implementation

In principal: suitability (fulfilment of selection criteria)

Taken the above mentioned criteria, six DTCs exist at the moment.

Within the framework of the DTC pilot project, three DTCs could be established:

- **DTC Cluj-Napoca**: Technical University of Cluj-Napoca and Babes-Bolyai University signed a LoC at the 1st Annual EUSDR Forum in Regensburg (Germany) in November 2012 and a MoU at the 2nd Annual EUSDR Forum in Bucharest (Romania) in October 2013. Besides, the founding members of DTC Cluj-Napoca filled in the questionnaire for the analysis of the environment and the host organization and submitted it in December 2012. Finally, the members of the DTC have passed training sessions during DTC project regarding several topics: DTC Centre Management, Management of Interdisciplinary Research Projects, Transnational Partnership, Best Practices in Innovation and Proposal Writing.

- **DTC Nitra**: The Slovak University of Agriculture signed a LoC at the 1st Annual EUSDR Forum in Regensburg (Germany) in November 2012 and a MoU at the 2nd Annual EUSDR Forum in Bucharest (Romania) in October 2013. Furthermore, the founding members of DTC Nitra filled in the questionnaire for the analysis of the environment and the host organization and submitted it in December 2012. Plus, it has got through training sessions during DTC project regarding two topics: DTC Centre Management and Proposal Writing.

- **DTC Bratislava**: The Slovak University of Technology signed a LoC at the 1st Annual EUSDR Forum in Regensburg (Germany) in November 2012 and a MoU at the 2nd Annual EUSDR Forum in Bucharest (Romania) in October 2013. Additionally, the founding members of DTC Bratislava filled in the questionnaire for the analysis of the environment as well as the host organization and submitted it
in November 2012. Moreover, DTC Nitra was trained by SEZ during DTC project regarding DTC Centre Management.

During the DTC pilot project, University of Novi Sad also signed agreements with SEZ. Yet, due to budget limitations, only the three above listed organisations could receive special DTC seminars from Steinbeis in the framework of the project. Only afterwards, with the help of the funding through Danube-INCO.NET, training sessions for the University of Novi Sad were possible:

- **DTC Novi Sad**: University of Novi Sad signed a LoC at the 1st Annual EUSDR Forum in Regensburg (Germany) in November 2012 and a MoU at the 2nd Annual EUSDR Forum in Bucharest (Romania) in October 2013. In addition, the founding members of DTC Novi Sad filled in the questionnaire for an analysis of the organisational environment and the host organization, submitted it in December 2012 and updated it within Danube-INCO.NET project in January 2015. Aside from that, DTC Novi Sad passed training sessions from SEZ during Danube-INCO.NET project on DTC Centre Management and Proposal Writing in March 2015.

At the same time, the DTC initiative had already attracted a great deal of attention in the Danube region proved by the fact that more and more organisations expressed their interest in creating a DTC on-site. Two had turned out to be appropriate for DTC creation (based on the selection criteria outlined above):

- **DTC Vukovar**: Eko-Sustav Ltd. in Vukovar signed a LoI at the 2nd Annual EUSDR Forum in Bucharest (Romania) in October 2013. In the framework of Danube-INCO.NET, the (potential) staff of DTC Vukovar filled in the questionnaire for analysis of its environment and the host organization in January 2015. Also in the context of this project, SEZ trained DTC Vukovar in March 2015.

- **DTC Ruse**: University Angel Kanchev in Ruse signed a LoI at the 2nd Annual EUSDR Forum in Bucharest (Romania) in October 2013. Besides, it filled in the questionnaire for analysis and submitted it to SEZ in January 2015. In the context of Danube-INCO.NET project, SEZ could train DTC Ruse on DTC Centre Management and Proposal Writing in February 2015.

The six existing DTCs and their completion of the foreseen stages are listed in the following table.

### Table 4: List of existing DTCs including fulfilled criteria

<table>
<thead>
<tr>
<th>#</th>
<th>DTC (Country)</th>
<th>1. Mutual agreement</th>
<th>2. Analysis of environment &amp; 3. host organisation</th>
<th>4. Qualification of DTC staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Nitra (Slovakia)</td>
<td>LoC, MoU</td>
<td>December 2012</td>
<td>DTC Centre Management, Writing a successful EU proposal</td>
</tr>
<tr>
<td>3</td>
<td>Bratislava (Slovakia)</td>
<td>LoC, MoU</td>
<td>November 2012</td>
<td>DTC Centre Management</td>
</tr>
<tr>
<td>4</td>
<td>Novi Sad (Serbia)</td>
<td>LoC, MoU</td>
<td>December 2012, Update January 2015</td>
<td>DTC Centre Management, Proposal Writing</td>
</tr>
<tr>
<td>5</td>
<td>Vukovar (Croatia)</td>
<td>LoI</td>
<td>January 2015</td>
<td>DTC Centre Management, Proposal Writing</td>
</tr>
<tr>
<td>6</td>
<td>Ruse (Bulgaria)</td>
<td>LoI</td>
<td>January 2015</td>
<td>DTC Centre Management, Proposal Writing</td>
</tr>
</tbody>
</table>
Below, the current contact points from these organizations are shown:

**DTC Nitra**
- Contact person: Prof. Dr. Dušan Húška
- Host organization: Slovak University of Agriculture
- Address: 5 Trieda A.Hlinku 2, 94976 Nitra, Slovakia
- Phone: +421905799652
- Email: dusanhuska@gmail.com

**DTC Bratislava**
- Contact person: Prof. Dr. Robert Redhammer
- Host organization: Slovak University of Technology, Ilkovičova 3, 812 19 Bratislava
- Phone: +421(2)60291654
- Email: rector@stuba.sk

**DTC Cluj-Napoca (entry point model)**
- Contact person: Prof. Dr. Sorin Gabriel Popescu
- Host organization: Technical University, 102-105 Muncii Blvd. 400641 Cluj-Napoca, Romania
- Phone: +40744565369
- Email: sorin.popescu@muri.utcluj.ro

Mihaela Neamţ: Contact at Babes-Bolyai University
- Phone: +40264405300
- Email: mihaela.neamt@ubbcluj.ro
- Address: 7-9 Universitatii Str., Room 30, 400091 Cluj-Napoca, Romania

Dr. Calin Vac: University of Agricultural Sciences & Veterinary Medicine
- Phone: +40264596384
- Email: calinvac@yahoo.com
- Address: 3-5 Calea Manastur, 400372 Cluj-Napoca, Romania

Dr. Ioana Neagoe: Iuliu Hatieganu University of Medicine and Pharmacy
- Phone: +40264597256
- Email: ioana.neagoe@umfcluj.ro
- Address: 8 Victor Babes Street, 400012 Cluj-Napoca, Romania

Dr. Gabriel Vladut: S.C. IPA CIFATT Craiova S.A
- Phone: +40251418882
- Email: office@ipacv.ro
- Address: 12 Stefan cel Mare Street, Craiova, Romania

Prof. Dr. Claudiu Kifor: Lucian Blaga University of Sibiu
- Phone: +40269217278
- Email: claudiu.kifor@ulbsibiu.ro
- Address: 10 Victoriei Boulevard, 550024 Sibiu, Romania

**DTC Novi Sad**
- Contact person: Prof. Dr. Miroslav Veskovic
- Host organization: University Novi Sad, Trg Dositeja Obradovica 5, 21000 Novi Sad, Serbia
- Phone: +381216350760
- Email: rektorat@uns.ac.rs

**DTC Vukovar**
- Contact person: Mihail Nagy
- Host organization: EKO-SUSTAV Ltd, Vukovar, Croatia, Zupanijska 9, 32000 Vukovar, Croatia
- Phone: +385989098207
- Email: mihajlo.nagy@eko-sustav.hr
Analysis of a further multiplication of the DTC in Danube Region (D5.18)  

DTC Ruse
Contact person  Svilen Kunev  
Host organization  University of Ruse “Angel Kanchev”, 8 Studenska Street, 7017 Ruse, Bulgaria  
Phone  +359887934639  
Email  snkunev@uni-ruse.bg

These organisations are already actively interacting and exchanging with the help of TIN portal: http://www.muri.utcluj.ro/dtc/tin-portal/.

5 Identification of DTC candidates

22 DTCs should exist altogether and six are already operational. Thus, 16 additional organisations have to be identified that might be interested or promising for creating the missing DTCs. As outlined above, the approach taken in this document strongly advocates the promotion of existing infrastructure when it comes to the development of a DTC network and mainly emanates from the DTC pilot project of Steinbeis. This project has shown that certain criteria should be considered for the selection of organisations that will host DTCs and that four steps must be completed by these organisations (see previous chapter): a) Mutual agreement with SEZ; b) Analysis of environment; c) Analysis of host organization and d) Qualification of DTC staff. Consequently, the more an organisation is close to fulfil these criteria, the more probable the creation of a DTC seems to be.

DTC candidates naturally differ in their probability of creating a successful DTC. These categories of DTC candidate organisations have been identified:

a) “High Potentials” have already very close connections to the DTC initiative. They have completed “Step 1 Mutual Agreement” of the tool-kit for DTC creation & implementation; i.e. those organisations that have expressed their interest in creating a DTC on-site. They have emphasized their will to create a DTC by actively looking for funding. So, they not only sign an agreement but really try to animate it. Funding is crucial throughout the entire DTC set-up and consolidation phase. This is why they have submitted proposals aimed at financing their DTC aspirations. Even more, they write these proposals as coordinators what shows their commitment. They all fulfil the selection criteria mentioned above. Three organisations belong to this category in which DTC creation seems possible in the short term (ST = max. 2 years):

- University of Maribor (Slovenia): During SEZ’s visit in the beginning of June 2014, the university expressed its interest to create a DTC. In coherence, it has signed a LoI at the 3rd Annual Forum of EUSDR in Vienna in June 2014. Finally, the University of Maribor has made efforts to find funding such as the proposal DO-IT – Establishing Danube Open Innovation Technologies” for START facility and a proposal for INTERREG Central Europe.

- Pannon Business Network Association (Hungary): It has expressed its interest during the 1. Eastern European Innovation Partnership High-Level Meeting in Stuttgart in May 2014. In accordance, it signed a LoI at the 3rd Annual Forum of EUSDR in Vienna in 2014. Furthermore, Pannon Business Network Association has actively tried to find funding and submitted for example the proposal “CheckIN Danube - Developing Transnational Innovation Check System in the Danube Area” for START facility.
Technical University of Bucharest (Romania): The university expressed its interest shortly after the DTC project had started. This is why it signed a LoI at the 2nd Annual EUSDR Forum in Bucharest in 2013. It has not yet submitted a proposal which is specifically targeted at a DTC creation but the university has experience in proposal writing for FP7 and Horizon 2020.

b) Interested Organisations: Some organisations fulfil the selection criteria and have already been in contact with SEZ regarding a possible DTC creation. Yet, these organisations have not yet signed a mutual agreement with SEZ expressing their will to create a DTC. They have only made an informal Expression of Interest (EoI) regarding the DTC initiative and vis-à-vis SEZ, e.g. during a meeting or an event. A DTC creation may seem possible in the medium term (MT = max. 4 years) for such organisations. Five organisations can be assigned to this category:

- Depending on the future political development in Ukraine, a decision has to be made between two “Interested Organisations” in this country. If the Danube adjacent part is stable and able to participate, the Centre for TT of Odessa National Polytechnical University can be the first option. The contact was established thanks to Oleg Rubel from IMPEER NASU with Mr. Tillmann Heß. Mr Heß has already expressed his interested towards SEZ to join a DTC network. More information on this TTC can be found on http://www.ctt.opu.ua/?q=en. On the contrary, if the political situation in Odessa, as a Danube adjacent part of Ukraine, gets even tenser, National Technical University of Ukraine “Kyiv Polytechnic Institute” is the first DTC candidate in the country. High representatives from the university met Daniela Chiran (SEZ) in Kyiv in November 2014 in the framework of NoGAP project and expressed their interest to create a DTC at the university (Annex 1).

- KTC East (Austria): In the context of regular cooperation with SEZ, the university expressed its interest to create a DTC. In the meantime, the Austrian Ministry for Science, Research and Economy has started its KTC initiative which aims at creating three regional KTCs in the country in total. This approach has substantial overlaps with the DTC initiative. Therefore, the analysis of potential synergies seems to be worth considering. The KTC East comprises several eight universities. As the overall approach, outlined at the beginning, is to make use of synergies, this regional KTC East should be definitively taken into account when considering a DTC in Austria.

- Bay Zoltán (Hungary): In the context of regular cooperation with SEZ, the organisation expressed its interest to create a DTC. Moreover, Bay Zoltán has submitted a proposal for the INTERREG Central Europe facility in which its plans to create a DTC on-site.

- University of Zagreb (Croatia): It has participated in the 1. Eastern European Innovation Partnership High-Level Meeting in Stuttgart in May 2014 and has expressed its interest to create a DTC at the university.
## Questions Marks: Given the target values and the location of both existing DTCs as well as of “High Potentials” and “Interested Organisations”, it can be seen that DTC candidates are missing for the following countries: one for Austria, one for Bosnia-Herzegovina, one for Bulgaria, two for the Czech Republic, two for Germany, one for Moldova and one for Montenegro. In order to identify possible DTC candidates in these countries, SEZ pursued a twofold approach. First of all, it has received suggestions from other Danube-INCO.NET partners and has checked its contacts to possible candidates in these countries. For instance, it has examined if it has already collaborated in a reliable manner with Czech universities in another context. Additionally, it has verified if these organisations may fulfil the selection criteria (see chapter 4). Organisations which seem to be capable of successfully creating a DTC on-site because they might fulfil the selection criteria will be called “Question Marks” from now on in this document. Obviously, it remains open if these organisations really meet the eligibility requirements and turn out to be interested. Seven organisations are part of this category in which a participation in a DTC network gets possible only in the long term (LT = max. 6 years):

- Austria – KTC West: With respect to Austria, EUSDR pertains especially to the regions of Upper & Lower Austria. As described above, the Austrian Ministry for Science, Research and Economy has started the KTC initiative which aims at creating three regional KTCs in total. This approach has substantial overlaps with the DTC initiative. In accordance with the basic selection criteria, universities are preferred as host organisations for DTCs and this KTC includes six universities. In order to make use of synergies, this regional KTC West should definitively be taken into account when considering a DTC in Austria.

### Table 5: Categories of DTC candidate organisations

<table>
<thead>
<tr>
<th>Category</th>
<th>Organisations</th>
</tr>
</thead>
</table>
| High Potentials           | • Pannon Business Network Association  
                          | • University of Maribor  
                          | • University of Bucharest |
| Interested Organisations  | • National Technical University Kyiv OR TTC at Odessa Polytechnical University  
                          | • Regional KTC Eastern Austria  
                          | • Bay Zoltán  
                          | • University of Zagreb |
| Question Marks            | • Technical University Moldova  
                          | • Regional KTC Western Austria  
                          | • University of Sarajevo  
                          | • GIS TTC  
                          | • Czech University of Life Science  
                          | • Brno University of Technology  
                          | • University of Montenegro |

Two Special Cases: SEZ Karlsruhe & Stuttgart
• Bosnia-Herzegovina – University of Sarajevo: the university seems to be a competent and promising DTC organisation as it may fulfil several fundamental selection criteria. Firstly, being a university its raison d’être is research and science. Plus, it is the largest university within the country\(^5\)\(^6\) and ranked as the best one in the entire country according to statistics\(^7\), so there is good reason to assume that it is also a leading one within the country. Thirdly, it is also the oldest university within the country. As a consequence, we can assume that this research organisation is mature enough to have a regional, national and international network established as well as strong ties to its economic environment.

• Bulgaria – GIS-TTC network: GIS TTCs are a Steinbeis initiative and have been established in Bulgaria. SEZ thinks that it is good option to cooperate with this initiative as overlaps with the DTC concept can be observed. The next step would then be to identify a suitable GIS-TTC such as the GIS in Sofia, e.g. GIS-TTC on Renewable Energy Sources and Energy Efficiency.

• Czech Republic – Brno University of Technology: the university seems to be a competent and promising DTC candidate as it may fulfil several fundamental selection criteria. Firstly, being a university its raison d’être is research and science. Secondly, it is among the top four Czech universities in international rankings\(^8\). Thirdly, Brno University of Technology was founded in 1899 and it may be mature enough to be a competent and promising DTC organisation. Not to forget: the university has already a TT Office (http://www.vutbr.cz/en/ctt).

• Czech Republic – Czech University for Life Science: SEZ was already in contact with this organisation and appraises it as a potential DTC organisation. In addition, the university already has a Centre for I&TT which was founded as a strategic key unit in 2012.

• Moldova – Technical University of Moldova: this organisation belongs to the “Question Marks” because it meets at first sight several basic selection criteria. Firstly, it is a university, ergo a research organisation. Secondly, it is the best ranked technical university within the country\(^9\), so it’s also probable to be the leading one. In addition, SEZ was already in contact with this organisation and appraises it as a potential DTC organisation.

• Montenegro – University of Montenegro: the university seems to be a competent and promising DTC organisation as it may fulfil fundamental selection criteria. Firstly, it is a university - therefore a research organisation. Secondly, it is the oldest as well as the only public university within the country, so might also be the leading one. Being such a quite unique entity within the country, its outreach is supposed to be the most promising one among all national research organisations. Thirdly, it is the oldest research institution within the country and therefore seems to mature enough to be competitive, including good network contacts at several levels. Last but not least, the university has already a Research & Development Service Centre which might be suited to function as a DTC and therefore seems to have enough resources.

d) Special Cases: Two organisations represent special cases – the ones proposed for Germany: SEZ Karlsruhe & Stuttgart. As SEZ was coordinator for the DTC project it has per se a stake in DTC network development. A DTC centre in Germany would be structured as a head office for the entire network and is therefore a special case.

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\(^4\) Ranking of universities (2015).
6 Action Plan formulation

Based on the previous analysis, a clear action plan for “High Potentials”, “Interested Organisations” “Questions Marks” and the “Special Cases” is outlined. As described in chapter 4, four steps must be completed by DTC candidates in the set-up phase: a) Mutual agreement; b) Analysis of environment; c) Analysis of host organization and d) Qualification of DTC staff. The more an organisation is close to fulfill these criteria, the more probably the creation of a DTC seems. The action plan for each category of DTC candidate is thus targeted at the fulfilment of these steps. Therefore, a completion of one step represents the main milestone/indicator of success in the respective action plan. The following recommendations tend to suggest all necessary steps to meet these expectations in a defined period of time and as such, promote DTC network development in a timely manner.

Actions for “High Potentials”: It is recommended to particularly encourage the University of Maribor and Pannon Business Network Association in Györ. Both organisations have expressed their interest not only informally but also in a formal way by signing a LoI. Most importantly, they have proved to be competent and reliable partners having submitted proposals as coordinators. The most promising DTC in addition to these two locations seems to be the University of Bucharest. The organisation has signed a LoC and has participated as a partner in proposals. These candidate organisations can create DTCs on-site in the ST (max. 2 years) if the following actions are pursued:

- **Continue efforts to get funding**: Existing DTCs should support these “High Potentials” to find funding, e.g. by referring to promising calls. SEZ is currently in close contact with University of Maribor that writes as coordinator a proposal for INTERREG Central Europe. This proposal foresees the promotion of TT activities at the university and can be an important step in the direction of DTC creation. The University of Bucharest should be encouraged more to write proposals for DTC funding.

- **Assess DTC candidate (Step 2 & 3)**: SEZ has to assess 1) the environment and 2) the potential host organisation itself in detail as shown in the DTC tool-kit structure below. In order to get all those details, it is recommended to send out the DTC model questionnaire to the respective “Question Mark” (Template for universities can be found in Annex 2). In the past, this step has always been in very close connection to the upcoming training/qualification of DTC staff. Normally, the answers in the questionnaire indicate the main weaknesses respectively areas for improvement of the organization with regard to its DTC functioning.

- **Train the DTC staff (Step 4)**: “High Potentials” should receive training sessions from SEZ regarding DTC Centre Management and other relevant DTC activities as soon as the funding for it is secured. SEZ conducts these seminars in each organisation to ensure a standardized DTC network quality as well as to introduce new DTCs to the network. Having participated in a training session for DTCs is the main indicator of success for “High Potentials”. Having completed the set-up phase, they can know how to operate and interact with their external and internal environment. As soon as these “High Potentials” are trained and briefed about DTC standards, they should be encouraged to sign a MoU with SEZ at the next occasion possible (e.g. Annual Forum of EUSDR). This will help to deepen their collaboration with other DTCs via TIN portal, in common proposals and events or simply by exchanging experiences. As such, network integration is boosted which is vital for its overall impact and success.
### Analysis of a further multiplication of the DTC in Danube Region (D5.18)

#### Table 6: Next steps for “High Potentials”

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Mutual agreement on integration</td>
</tr>
<tr>
<td>2.</td>
<td>Analysis of environment of DTC</td>
</tr>
<tr>
<td>3.</td>
<td>Analysis of host organization of DTC</td>
</tr>
<tr>
<td>4.</td>
<td>Qualification of DTC staff</td>
</tr>
<tr>
<td>5.</td>
<td>Adjustment of legal structures</td>
</tr>
<tr>
<td>6.</td>
<td>Optimization of operational structures</td>
</tr>
<tr>
<td>7.</td>
<td>Development of growth strategy</td>
</tr>
</tbody>
</table>

#### Table 7: Next steps for “Interested organisations”

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Mutual agreement on integration</td>
</tr>
<tr>
<td>2.</td>
<td>Analysis of environment of DTC</td>
</tr>
<tr>
<td>3.</td>
<td>Analysis of host organization of DTC</td>
</tr>
<tr>
<td>4.</td>
<td>Qualification of DTC staff</td>
</tr>
<tr>
<td>5.</td>
<td>Adjustment of legal structures</td>
</tr>
<tr>
<td>6.</td>
<td>Optimization of operational structures</td>
</tr>
<tr>
<td>7.</td>
<td>Development of growth strategy</td>
</tr>
</tbody>
</table>

### Actions for “Interested Organisations”:

These candidates have expressed their interest and can be good DTCs if cooperation will be intensified in the future. We propose the recommendations below to make DTC creation possible in the MT (max. 4 years):

- **Get a formal agreement (Step 1)**: The next step would be to sign a LoI with these organisations. Therefore, SEZ will try to intensify contacts with those organisations (visits, phone, email etc.) and offer them the possibility to sign a LoI at the next Annual Forum in Ulm in October 2015.

- **Inform about funding possibilities**: After having signed a LoI, “Interested Organisations” should be encouraged to read the DTC tool-kit on creation and implementation. This will help them to align their services with customers needs and in this way, to get access to an important financial resource. Besides, “Interested Organisations” should be encouraged to participate in the DTC networking (e.g. events, TIN platform) as this helps to get informed about funding opportunities. After this stage, candidates can be regarded as “High Potentials” and the aforementioned steps can be followed.
Actions for “Question Marks”: SEZ is going to act according to the action plan below to make DTC creation possible for these organisations also if it can only be in the LT (max. 6 years):

- **Contact “Question Marks”:** SEZ has to contact “Question Marks” to present and discuss the DTC concept. With these organisations, SEZ will try to get in contact during events connected to EUSDR. The following events have been identified as relevant for acquisition:
  - Annual Forum of EUSDR in Ulm on 29 and 30 October 2015.
  - Meetings of PA8 Competitiveness of EUSDR which is led by Baden-Württemberg and Croatia. PA8 comprises several Working Groups (WGs) and so, diverse opportunities to get in contact with potential DTC candidates are given. For instance, the back-to-back workshop PA7/8 planned for October 2015 at the Annual Forum in Ulm.
  - The 2nd Eastern European Innovation Partnership High-Level Meeting (date and location tbc). SEZ has organized the “1. Eastern European Innovation Partnership High-Level Strategy Meeting” for all stakeholders of TT and organisations interested in DTC initiative in Stuttgart, Germany, on 22 and 23 May 2014. About 25 persons (rectors, researchers, DTC managers, business and political representatives from Croatia, Germany, Hungary, Romania, Serbia, Slovenia and Slovakia) have participated. This event gave the opportunity to the DTC partners to meet and exchange and the chance to interested parties to get first insights into the DTC model.

All these events can be used to get in contact with identified “Question Mark” and if they express their interest there, SEZ will ensure a proper follow-up with telephone calls, email exchange and on-site visits.

Furthermore, SEZ will use its regular business exchanges with “Interested Organisations” for raising awareness of DTC project at DTC candidates and to see if there is interest.

- **Check selection criteria:** The “Question Mark” organisations have been identified on the basis that they seem to fulfil the selection criteria for a DTC (see chapter 4). Yet, theory and reality might differ and therefore it is definitely necessary to check if the requirements are really met by the candidate. This can be done in an informal conversation with one or several persons from the DTC candidate organisation. Basically, it is important to get a feeling if this organization is really sufficiently connected and would be able to operate as a real knowledge centre within its environment.

### Table 8: Next Steps for “Question Marks”

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Mutual agreement on integration</td>
</tr>
<tr>
<td>2.</td>
<td>Analysis of host organization of DTC</td>
</tr>
<tr>
<td>3.</td>
<td>Analysis of environment of DTC</td>
</tr>
<tr>
<td>4.</td>
<td>Qualification of DTC staff</td>
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</tr>
<tr>
<td>7.</td>
<td>Development of growth strategy</td>
</tr>
</tbody>
</table>

**In principal: suitability (fulfilment of selection criteria)**

**Continuous funding**

**Break-even**

---
Get formal agreement (Step 1): The next step should be to get an EoI from these organisations to prepare a signing of a LoI with SEZ (formal EoI). After this stage, candidates can be regarded as “Interested Organisations” and the recommendations mentioned above can be followed. If the assessment shows that the identified DTC candidate organisation is not suitable, it is of course necessary to contact other existing TT&I infrastructure and evaluate them.

Actions for “Special cases”: The special cases do not follow the steps of the DTC tool-kit as the process for them is completely different. These organizations should/could operate as the coordinating centre of the DTC network. For the future, it is important to think about such network coordination. The representatives from the existing DTCs have strongly advocated the idea of a coordinating body during the Informal Meeting of DTC Project in Stuttgart on 11 December 2013 (see Annex 3). This also seems to be more effective with respect to the goals of DTC network (see Introduction). In this case, the following aspects of network coordination must be tackled:
- Rules of organization and functioning (general and specific to each country and host organization);
- Common working procedures for key activities;
- Ways to evaluate the activity of DTCs. SEZ has elaborated a preliminary monitoring system for existing DTCs in order to be able to evaluate their degree of activity and connectedness to their innovation environment. This preliminary system can be found in the table below.

Table 9: System for monitoring success of a DTC

<table>
<thead>
<tr>
<th>Key priority</th>
<th>Type of activity</th>
<th>Monitoring indicators</th>
</tr>
</thead>
</table>
| Business cooperation | Creation of sector clusters | • Number of cooperation projects on R&D between companies in each cluster and DTC  
• Number of cooperation projects on R&D between clusters |
| Innovative culture | Campaign on innovation in respective Region | • Number of R&D actions developed |
| | Diffusion and dissemination of action oriented to respective Region Cooperation with innovation centres | • Number of diffusion actions developed  
• Number of companies participating |
| TT | TT in Region | • Number of pilot project of TT  
• Number of innovation audits  
• Number of technology offers  
• Number of technology requests  
• Number of beneficiary companies  
• Number of company missions |

Source: Steinbeis-Europa-Zentrum

- Coordination strategy concerning participation in projects aimed to contribute to the development of a DTC network;
- Coordinated participation in national and international events;
- Common code of conduct;
- A complete and complex instrument (tin portal) for mapping and matching the research potential with the need for knowledge, availability for cooperation and assistance;
- Network communication tools (virtual) and procedures for creating interoperability;
- Virtual instruments for training and sharing of know-how;
- Strategy for public communication to ensure the visibility and attractiveness of the initiative;
- Website for the network;
- Conducting own events (e.g. international conference on transnational I&TT) and own publications (scientific, newsletter, virtual and/or printed);
- Attracting regional and European leading actors to events and activities of the network (institutions and their leaders, politicians, well known scientists, scientific organizations and networks etc.)

7 Conclusion and Outlook

The above outlined concept for a further multiplication of DTCs is a snapshot for future application. It shows how the DTC pilot initiative of Steinbeis can be further developed based on the experience of the participating partners. This analysis for a further multiplication understands itself as a preliminary suggestion for action. It is a deliverable which is constantly evolving. New experiences which could be gained must be integrated into the concept and new obstacles identified in practice ask for new answers. In order to be always up-to-date, this theoretical document therefore requires constantly input from practice. Moreover, as a useful guideline to further promote DTC network, this document may also generate synergies with PA8’s Working Group I&TT where SEZ is coordinator. As such, it is can boost PA8 of EUSDR as a whole.

If DTC network proves to be successful in Danube region, stakeholders may think about a replication to other regions such as Mediterranean countries, countries of Eastern partnership and the Alpine space. SEZ has already received an EoI from the Centre of Ideas and Technologies in Armenia. Besides NoGAP project partners in Minsk (Republican Centre for Technology Transfer) and in Tbilisi (International Centre for Advancement of Research, Technology and Innovation) have expressed their interest.

This would also be in line with ambitions of the European Commission that is working on a TT Office cycle. A concept note from SEZ in this respect can be found in Annex 4. In general, it must always be born in mind that numerous TTCs already exist in all Danube countries. Therefore, all stakeholders of DTC network must work and proceed in a diligent way to be able to generate synergies with these existing entities rather than duplicate them. This can be the only way to value achievements appropriately and to promote I&TT in the Danube region successfully.
8 Bibliography

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9 Appendices

Annex 1: First Agreement between SEZ and National Technical University Kyiv

Dear Professor Rector Zgurovsky,

Steinbeis-Europa-Zentrum is happy that our colleague Daniela Chiran had the opportunity to meet you in person at National Technical University of Ukraine - Kyiv Polytechnic Institute on 5 November 2014. We have appreciated the discussion with you as a very constructive one and were impressed by Kiev Polytechnic Institute’s prestigious history and modern orientation. The Science Park and similar initiatives encouraging innovation and technology transfer at your institute prove that we share a common vision about the mission of research organisations to support economic growth.

In line with this, Steinbeis-Europa-Zentrum is looking forward to cooperating with National Technical University of Ukraine Kyiv Polytechnic Institute. We consider the cooperation with Kiev Polytechnic Institute as a valuable opportunity to further develop transnational knowledge and technology transfer and we think that various promising possibilities exist to realize our common ambitions.

Yours sincerely,

Prof. Dr.-Ing. Norbert HÖPTNER
Director of Steinbeis-Europa-Zentrum
Commissioner for Europe of the Minister of Finance and Economics of Baden-Württemberg
Annex 2: SEZ Questionnaire for DTC candidate organisations

Please provide information that allows to answering following questions. As much as possible please add available documents, e.g. presentations, existing studies, descriptions, reports, etc.

Remarks:
- Basic information about your university is available already. Any facts that are not presented yet like rankings, prognosis, strategies, etc. are welcome to be submitted additionally.
- The grouping of questions should help to understand what information is needed. The grouped questions are a guide to provide relevant information.
- In case that some facts are not available please indicate an average or mention estimated figures.

1. Analysis from the perspective of the partner Universities
   a. What are the key competences of your institution? What is your university known for in business sector (in companies)?
   b. What was the contribution of your university to make companies innovative?
   c. What success stories about technology transfer to business sector exist? (Exemples of successful stories)
   d. Are such projects published? (Exemples)
   e. What kind of enterprises, e.g. regarding size, industrial sector, location, make use of services, technologies, etc. of your university? (Exemples)
   f. Who becomes owner of intellectual property rights if results of research allow to do a registration? Can companies get licenses?
   g. How many patents have been sold to enterprises? (Exemples of successful stories)
   h. In what way are results of research and developed technologies recorded in your university? Do companies have access to such database?
   i. What is the strategy of your university regarding demand driven research, the commercialisation of research and of its results? Is that strategy known by professors?
   j. Is technology transfer in your university established as a third function beside education and research?
   k. How many professors have established business relationships with enterprises?
   l. Do the professors report their activities? To whom? (brief description of the procedure)
   m. How many professors have established their own company?
   n. What incentives does the university offer to professors for transferring knowledge or technologies to industry? What other incentives exist for professors to provide services for enterprises?
   o. What is the work program of professors per week? How many hours a professor has to teach? Hours of research?
p. What permission from university or from a state institution does a professor need to open his own company? Is the professor obliged to report the setting up of his company to university?

q. Did/do professors ask administration/management of university for support in organising technology transfer? What are the main questions? What support do the professors look for?

r. Does an agency or service center exist that support Professors in developing and doing business outside of your institution?

s. What trainings or seminars are offered to professors regarding innovation, technology transfer, marketing, entrepreneurship, etc.? How many professors participate? Do professors have possibilities to go abroad for on-site training?

t. What programs exist to develop technology transfer from university to enterprises? Who inform companies about such programs? Do professors know about such programs?

u. With whom do interested companies get in touch when looking for technologies? Do you have a central unit that collects and manages inquiries, expressions of interest, etc. from industry? Is that unit actively promoting technology transfer and how?

v. Does your institution have a Project Cycle Management for companies, interested in collaboration? What are the standard procedures within your institution for answering expressions of interest, submitted by companies?

w. What are the major conferences about innovation, technology transfer and related subjects that are organised by or with your institution? How many companies participate?

2. Analysis from the perspective of the Regional Economical context

a. What are the major industrial sectors in your region? What are the most innovative companies in your region?

b. Please provide us the SWOT Region analysis

3. Analysis from the perspective of the Regional/National funding relevant for Technology Transfer (Danube Transfer Center)

4. Analysis from the perspective of the Legal aspects relevant for the Technology Transfer and the new Danube Transfer Center
To: Steinbeis Europa Zentrum
Attn: Dr. Er. Nat Jonathan Loeffler - Managing Director

Dear Mr. Jonathan Loeffler,

We are honored to request to be member of the Danube Transfer Centers – DTCs Network and our Centre to became a DTC Centre, in order to stimulate regional technology transfer capabilities in the region and to position this importante initiative strategically and develop it in a sustainable manner, in Romania.

We has already cooperated successfully with you in this context and as members of the Enterprise Europe Network. We are therefore convinced that with our local expertise, and yours coordination, methodology and models we can attempt to increase the region's overall competitiveness together.

Please find attached our short presentation and the CV’s representative.

Best regards
Gabriel Viadut
Director

Craiova, Romania, 9th of May 2014
Annex 4: SEZ concept note for European TTC network

Developing a TTC network – a draft concept

Europe needs to stay competitive and innovative, enhance its economic position and needs to exploit its full potential. Technology Transfer Centres (TTCs) are working towards by transferring the research results towards the market. Their mission is to link industry with research and function, especially for small and medium-sized companies, as a one-stop-shop (Technology offers, requests, trainings, partner identification...). Unfortunately, the offices existing as well as their processes are very fragmented and diverse within Europe. This is why the EU’s Innovation Union flagship initiative underlines to strengthen knowledge transfer offices through trans-national collaboration. Though there is not one proven way how to do technology transfer, we propose to boost innovation through a European TTC network based on the following ideas:

1. **Invest in existing contact points of competence instead of new infrastructure:**
   a. *Enterprise Europe Network (EEN)* established by the European Commission.
   b. *Danube Transfer Centre (DTC)* network established by Steinbeis Innovation gGmbH
   Of course, Steinbeis-Europa-Zentrum always evaluates potential TTC locations and if it seems necessary after a thoroughly analysis, new offices have to be created.

2. **Cluster TTCs according to regional focus and professional competence**: TTC in EaP/Med/etc. countries should cluster. At the same time, a European TTC network may unite its members in line with their professional core competences: health care, energy issues, transport technologies, Information & communication technologies etc.

3. **Connect existing and potential TTCs using ICT**: during DTC project, a special communication portal called TIN-portal has been established: [www.muri.utcluj.ro/tin-portal/](http://www.muri.utcluj.ro/tin-portal/). By matching new, weaker partners with leading counterpart, the network partners form a constantly growing knowledge community.