



**Application form**  
**European Entrepreneurial Region (EER) Label**

**EER 2014**

**Chapter 1 Contact details**

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**Political commitment**

This EER application for the EER label 2014 is initiated by the regional authority, the Executive Board of the Province of Noord-Brabant. Separately enclosed you will find the 'declaration of political commitment'. The main actors and partners mentioned in the EER application have expressed their commitment and collaboration for the initiatives mentioned in this proposal. You will find support letters of some of them with this application.

Being appointed by the EER jury as a European Entrepreneurial Region would give an enormous boost to our (some already planned) activities. And it would support and strengthen our ambition to bring the entrepreneurial quality of Brabant and Europe to a higher level.

**Enclosed with our application by email:**

Factsheet Province of Noord-Brabant

Declaration of political commitment by the Executive Board of the Province of Noord-Brabant

Letters of support by stakeholders from Brabantstad Cities

**Video of Brabant:** *Brabant, heart of smart solutions*

<http://www.youtube.com/watch?v=jw5a9UQIWl4>

## Chapter 2 Vision

### **Brabant, Europe's heart of smart solutions**

Noord-Brabant is a Dutch region located right in the heart of Europe and plays a prominent role in the economy of the Netherlands. Its share in the Dutch gross national product, the number of companies, the number of people it employs, and the number of patents, inventions, and innovations it produces each year is far above the Dutch average. Noord-Brabant is also the home of the Eindhoven/Brainport area, Europe's third leading technological region.

Because of the current economic and financial crisis, there is an overall need for new, innovative, entrepreneurial ideas, methods, and strategies. They are needed to deal effectively not only with today's economic challenges, but also with ongoing demographic and environmental developments.

What enables Noord-Brabant to deal effectively with this needs, is that it is grounded in a traditional, but very competitive manufacturing sector but also has a strong innovative sector (e.g., high tech, logistics, and design). Tradition and technology, the combination of high tech & high touch, is so abundant in Brabant that it is the foundation for success. No wonder that Brabant is the powerhouse of the Dutch knowledge economy. The unique combination of traditional and modern companies that have a keen eye for entrepreneurial innovation enables Noord-Brabant to be Europe's heart of smart solutions, also in times of economic crisis.

The Province of Noord-Brabant is applying for the EER label for several reasons: to encourage the further developing of innovative enterprises and entrepreneurship, especially for the small and medium sized enterprises (SME's). But also to inspire other regions with our already established good practices. Finally, Brabant strongly supports the idea of 'partnership approach' and building up a Pan-European network of regions that can serve as a laboratory for cross-border cooperation for the promotion of entrepreneurship.

### **Economic Program Brabant 2020**

In recent years, Brabant has developed a series of economic programs to further develop its innovation strategy and enhance its entrepreneurial power. For example, the three Innovative Action Brabant (IAB) Programs that were initiated some time ago have now been continued regular provincial and national policy programs, as well in regional European Objective programs.

It is Brabant's aim to be one of the most innovative regions of Europe and to be recognized as the region that is Europe's heart of smart solutions. To pave the road to this goal, Brabant has developed an Economic Program of organizational structures, plans, events, and innovations that need to be implemented by the year 2020. This Program is described in *Economic Program Brabant 2020*, based on the Triple helix+ approach (see below: 'Brabant approach'). It is set up by and agreed upon all the governmental bodies of the Brabant region. The execution of this program is also a joint effort. However, Brabant recognizes that to successfully implement the *Economic Program Brabant 2020*, support is also needed from extra-governmental institutions and organizations. After all, the goals that Brabant has defined for itself go beyond the instalment of governmental projects, procedures, and regulations. Brabant can facilitate and inspire innovative entrepreneurial activities, but to effectively implement such activities, non-governmental stakeholders (such as the BOM, Brainport, universities, network companies) need to be involved. That is why Brabant is actively involved in bringing (international) non-governmental stakeholders together to come to a broadly-grounded vision and broadly-shared agreements, .

The *Economic Program Brabant 2020* is based on the guiding principles of the Europe 2020 strategy:

\* *Economic Program Brabant 2020* focuses on Inclusiveness: For effective, innovative entrepreneurship it is essential that not only economic partners are involved but also organizations and institutes that focus on education, citizenship, culture, such as schools, universities, and cultural institutions. Innovative entrepreneurship needs to be taught, learned, and embedded in the society at large.

\* *Economic Program Brabant 2020* focuses on Smart Solutions: For innovative entrepreneurship to be effective, it needs to be modern, up-to-date, knowledge-based, but also societal relevant: the economic and societal challenges need to be embedded in knowledge and innovative institutions, such that smart inventions solve real problems: smart solutions.

\* *Economic Program Brabant 2020* focuses on Sustainability: Brabant recognizes that special attention to ecological problems and sustainable solutions can be an extra motor for innovative developments and vice versa: Attention to sustainability inspires innovative solutions that are able to meet long-term goals.

In the context of several regional, national, and European innovation and economic investment programs, the following economic clusters have been given extra attention in Brabant development programs: food, life/health sciences, biobased economy, high-tech systems and materials, logistics, maintenance. These economic clusters have been selected to be given extra attention because

- Brabant has always been and continues to be strong in these clusters;
- These Brabant clusters show high promises in international markets;
- In association with each other, these Brabant clusters can be combined in unique market advantages (e.g., biobased food innovations for the health industry).

### Smart Specialization Strategy S3

To realize its ambitions it is necessary that Brabant specializes in certain economic activities. It's the only way to be able to attain its goals, to become a distinctive European force in the market. Ideally, these choices are complementary to the choices other European regions made. Brabant incorporated the Smart Specialisation Strategy (S3) in its *Economic Program Brabant 2020*. The S3 strategy enables Brabant to focus on the unique interaction between its manufacturing industry and its high-tech knowledge-based to address several, societal important challenges. Brabant identified the following areas as especially worthwhile and relevant.

*Smart mobility*: Focus on smart solutions for transporting people as well products and goods that score high on accessibility, safety, and sustainability. Challenges for SME: In the labour market there is a deficit of a highly-educated workforce with a technological background

*Sustainable energy*: Anticipate on the challenges of climate changes and the energy issues that arise as a consequence: Solar energy solutions. Challenges for SME: Brabant is not well-known as a region that scores high on sustainability. Brabant cities can do better. Brabant stake holders need to be stimulated to start pilot projects for sustainable energy solutions and to integrate existing sustainable energy projects to deepen their impact. Look at best practices from other EER regions to inspire Brabant SME.

*Sustainable agrofood*: Agrofood is about the development, production and distribution of agricultural food and non-food products, including the supply-chain of products and services that is involved in this. Challenges for SBE: create economic utility and new business models to bring agrofood solutions successfully to the European marketplace.

*Active & Healthy Ageing*: Focus on innovative solutions to address demographic changes. The elderly and chronically ill want to stay longer at home. Innovations in cure and care are needed to be able to sustain quality of life. Challenges for SME: Find innovative solutions for changing demographics. Keep developing knowledge for active & healthy ageing projects. Further use of European networks.

### SWOT analysis

The economic programme and within the programme, the S3 strategy, is based (among other things) on this swot analysis. Weaknesses and threats are transferred into actions in the Economic programme. And strengths and opportunities are stimulated and empowered to reach a higher level.

Strengths	Opportunities
<ul style="list-style-type: none"> <li>• Strong economic impulses by multipliers National government and EC.</li> <li>• Triple helix approach</li> <li>• Economic activities are very strong</li> <li>• Region and non-governmental stakeholders share goals and ambitions</li> <li>• Brabant scores high on EU and international rankings that concern patent development and innovation strength</li> <li>• Brabant is very visible in culture and sports activities</li> <li>• Dynamic interaction manufacturing industry and knowledge-based technology</li> <li>• Centrally located region with perfect infrastructure (trains, planes, cars, cargo)</li> </ul>	<ul style="list-style-type: none"> <li>• Triple helix +: expand Triple Helix network with new economic and citizen-stakeholders</li> <li>• International companies increasingly see Brabant as location for their business.</li> <li>• Culture and creativity as a catalyst for the innovation of the SBE's</li> <li>• Increasing cooperation with other European regions</li> <li>• Elderly workforce and population creates new business opportunities</li> <li>• Young and novel innovative businesses increasingly prefer Brabant as a location for their activities</li> <li>• Brabant is green and lively cities and countryside, nice place to live</li> </ul>
Weaknesses	Threats
<ul style="list-style-type: none"> <li>• Valorisation of innovations and solutions is not as strong as it could be</li> <li>• Important business decisions are sometimes taken outside of the region, on a national or pan national level</li> <li>• Structural shortage of technical employers and staff</li> <li>• MKB business has a problem securing capital for growth, innovation, and development</li> <li>• Manufacturing economy is especially vulnerable for volatility economic crisis</li> <li>• No strong tradition in profitable sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Direction and success of new innovations are unclear</li> <li>• Growing competition from surrounding countries</li> <li>• Continuing economic crisis</li> <li>• Surrounding European regions are becoming stronger</li> <li>• Workforce is becoming older</li> <li>• National government cuts region-spending</li> </ul>

### The Brabant approach:

Considering the SWOT analysis, the key for creating a successful entrepreneurial environment is not only about 'what we do' but also 'how we do it'. There is a strong tradition of collaboration between different social partners. Strategic alliances are easily made. That is the Brabant approach: working together to ensure the common good and to increase economic profit. This unique quality will be used to give all the activities for the EER-label effective grounding.

*Triple helix +:* In Brabant an important aspect of the entrepreneurial mentality is focused on cooperation and collaboration. On a business level as well as on a social level, Brabant entrepreneurs operate in strongly embedded social networks. The Brabant government tries to strengthen and use the well developed social networks of entrepreneurs in the region via The Triple helix + approach. The traditional triple helix assumes that the potential for innovation and economic development in a knowledge society is used best when the knowledge and ideas that are coming from government, education, and industry institutions are integrated and hybridized. By organizing and institutionalizing formal and informal meeting grounds where government, education, and industry officials can freely exchange ideas and knowledge, new institutional and social formats for the production, transfer and application of knowledge will develop (Stanford University, Triple helix research group). Brabant has extended its triple helix network by also attracting new, economic partners such as hospitals, transportation companies, or energy companies, and civilian groups.

*Open innovation:* In a world of widely distributed knowledge, companies cannot afford to rely entirely on their own research. They should instead buy or license processes or inventions from other companies. In addition, internal inventions not being used in a firm's business should be taken outside the company (e.g. through licensing, joint ventures or spin-offs). So open innovation is almost always multi-disciplinary. Since cooperation and trust in one another is critical in open innovation, the high degree of trust Dutch people place in other people goes some way to explain why this is so successful in the Netherlands. Especially in Brabant where cooperation is a steady and structural aspect of (social) society.

*Proeftuinen:* 'proeftuin' meaning 'experimental garden', can be the incubator for new developments. Many times, innovative projects are being hindered by several 'stops' (regulations, financing problems etc). By bringing these entrepreneurs together in a 'proeftuin', their innovations and business solutions will reach the markets more easily.

*The government as enabler:* Brabant region aims to act more as an enabler, as a facilitator of new, innovative, entrepreneurial initiatives. Rather than hampering economic and technological innovations by setting up all kinds of rules and regulations, Brabant aims to facilitate new developments by providing knowledge, infrastructures, people, and environments that may help to increase the success rate of such developments. Also, Brabant seeks to enable entrepreneurial initiatives by financially supporting them, for example by buying electronic buses

*Funds:* Because of the economic and financial crisis it has become more and more difficult for small entrepreneurs to secure funds and/or to finance the production innovative solutions. That is why Brabant has decided to set up funds for entrepreneurial initiatives that evolve the following four themes, innovation, energy, nature development, and broadband solutions

## Chapter 3 Action Plan

The Brabant approach to implementing EER activities consists of the following actions, designed to fulfil our political vision. All Brabant EER activities

- have a triple helix+ character (involve interactive dynamics between education organizations, government, business, health and utility-focused institutions)
- are being organized, if possible, in a ‘laboratory’ or ‘testing ground’ setting with an open innovation approach;
- involves settings in which the government can serve as an ‘enabler’ or background facilitator of goal-oriented initiatives;
- may involve fund-seeking exercises when financial support is the appropriate incentive.

When it concerns EER label, Brabant identifies six main activity areas. They are described in the coming paragraphs below.

### 3.1 Implementing and enabling the SBA principles to strengthen the entrepreneurial environment in Brabant

#### *Funds*

As mentioned above, the Brabant government has set up four funds that are aligned with EER principles. These funds encompass the following themes: *innovation*, *broadband*, *energy*, and *environmental development / green solutions*. They all have a so-called “revolving” character. This means that the fund managers’ goal is that the fund is never depleted and remains in existence. Money that is spent should also be earned. Where possible, these funds will be focused especially on private rather than public partners. The four funds will have start their operations in 2013 and increase their activities throughout the EER years.

\* *Innovation*: Especially because of the current financial crisis, banks and investment institutions have become more and more resistant to provide beginning, innovative entrepreneurs with the necessary start-up funds. This attitude of the traditional investment parties hampers Brabant’s growth potential, which is likely to result in a competitive backlash on a European level. Brabant aims to start its own innovation fund, together with private investors, to increase the innovation and growth opportunities of small, entrepreneurial companies. Brabant will focus its funding of innovation activities in the clusters that it has defined as the so-called ‘top clusters’: high-tech, life science, biobased, agrofood, logistics, maintenance and creativity. On top of that Brabant also wants to support innovative initiatives in the following areas that are of special social relevance: smart innovations in health and care, smart mobility, innovations in land and country management, and investments in leisure activities (Brabant is well-known for its innovative leisure industry).

\* *Energy*: Also in the domain of innovative energy solutions, Brabant aims to take up an inspiring and motivating role by setting up an energy fund. Again, this fund will be grounded in funding that is provided by private as well public partners. By setting up this fund and providing start-up capital, Brabant hopes to increase the likelihood that other, private partners will join in. Also, with the set-up of this fund, Brabant hopes to be able to provide developmental and entrepreneurial expertise for initiatives that have an important idealistic and long-term investment character, such as investments in research into novel energy solutions and sustainability-oriented solutions.

\* *Broadband*: With the broadband investment fund, Brabant aims to speed up the development of broadband network solutions. Especially in areas where the private sector is hesitant to invest in because the returns on investment have a long term scope and therefore seemingly less attractive. By investing in region-wide broadband solutions, the probability that innovative small businesses will follow with smart solutions for broadband-based solutions in mobility, agrofood, and health care will increase.

\* *Environmental developments / green solutions*. Brabant aims to set up a ‘green’ investment fund to aid in the development of the ecological main structure. This fund aims to bring together a number of different financial initiatives and funding exercises from private as well as public parties to obtain a ‘multiplier effect’. By bringing different streams of investment initiatives together, the sum of their impact will be bigger than the power of its constituting elements.

#### *Company-focused regulations*

The Operational Programme for South-Netherlands 2007-2013 that is part of the European Regional development Funds (ERDF) initiative is one of the major incentive structures designed to aid entrepreneurial innovation in the Brabant region. This programme is particularly known for its tailor-made approach towards aiding SME’s and quite successful in enabling SME’s to increase their entrepreneurial and innovative success. Under the current programme more than 600 projects have been launched of which 400 projects have been initiated by SME’s. In the EER period, Brabant aims to strengthen the special position of SME’s even further via this program.

### ***Networking financials (BNF)***

The Brainport Networking Financials (BNF) initiative aims to promote the start and growth of young, fast-developing technology and knowledge-based companies in the Brabant region by providing help with financing and long-term investment solutions. Where the private partners in the current economy is especially focused on short-term returns on investments and cannot allow itself to look too many years ahead, public partners (such as the Brabant region) can help to guide starting companies through the complete developmental cycle and invest in projects that take a longer time to succeed and provide return on investment. In the BNF initiative there is thus extra attention for investment and other development problems that young, innovative entrepreneurs face in an environment that is especially risk avoiding.

### ***Next OEM***

In the Netherlands in general, but in the Brabant region in particular, there is a growing need for more high tech original equipment manufacturers (OEM's). The Netherlands are now too dependent on a small number of OEM's that operate in a volatile and uncertain environment. But OEM's are essential to initiate, guide, and direct innovative solutions that may aid in addressing the problems societies of the 21st century face, such as material and immaterial well-being issues and environmental. On a not-for-profit and social responsible basis, NextOEM aspires to accelerate the growth of 10 young high tech industrial companies. If they have passed proof of concept and preferably landed their first and launching customer, we will boost their business by professional industrialisation, internationalisation, business planning, intellectual property protection and financing. It will be launched in 2013.

### ***Brabant SME and Europe Funding Opportunities***

Brabant is a region full of entrepreneurial activities. To make these activities more successful, to increase their life expectancy, the Brabant Government has started an initiative to raise the consciousness of SME's that they should broaden their horizon, to start to look more outward (towards the rest of Europe) rather than inward (towards their own region). It is clear that such a new perspective will open up new possibilities. One of the activities that have been developed in light of this "looking towards Europe" initiative is the start-up of 'a think-tank'. This has been developed to investigate the new European funding scheme that starts in 2014. It provides opportunities to help Brabant SME's with focusing their eyes more outward, more on Europe and other specific European regions. In this think-tank, that will start at the end of 2013, the following partners participated: Brainport Development, 5-stars Noordoost Brabant, Strategic Board Zuidwest Nederland, Province of Noord-Brabant, and the Chambers of Commerce of South-West Netherlands.

## **3.2 Integrating the Europe2020 strategy with Brabant's smart specialization strategy to make it more inclusive, smart, and sustainable**

### ***Smart mobility***

When it concerns social mobility, there are two important clusters within the Brabant region. There is the cluster of automotive-related companies in the south-eastern part of Brabant (Helmond city and surroundings) and there is the cluster of logistics companies, centred around Top Institute Dinalog in the western part of Brabant. In these dynamic and inspiring environments where work and education are well-integrated, new mobility techniques and logistics are developed for the automotive sector. The Brabant government helps in sparking these developments by implementing these techniques and services in the construction and maintenance of government-owned roads, highways, and other infrastructure-based mobility solutions. Brabant's main goal in applying these solutions is to increase the number of mobility solutions that have an eye for technical, economic, and ecological sustainability. Examples of such solutions are 'spitsmijden' (flexible work hours possibilities to avoid traffic hour travel) and 'electronisch rijden' (electronic mobility). Because of its strong position in the development of smart mobility solutions, there is a lot of mobility know-how that can be marketed and valorised, not only in the Brabant region, but also in the rest of Europe. Brabant has developed itself into a laboratory or testing ground for smart mobility solutions and is therefore able to develop products and services that can be aimed at providing smarter and more sustainable traffic solutions. Brabant aims at bringing these different and divergent, innovative solutions together to increase their implementation and application impact. One of the most successful ways in which this is done is with the Smart Mobility Testing Ground. In this laboratory setting new innovations are presented to potential producers, investors, and consumers. The strategic partners involved in this Smart Mobility Testing Ground initiative are the Automotive campus, the cities of Breda, Tilburg, Den Bosch, Eindhoven and Helmond, Dinalog, Technical University of Eindhoven, Brainport, DITCM, TNO, NXP and BOM.

### ***Sustainable energy***

Brabant invests in an open innovation environment with innovation and development and valorisation labs and testing grounds as its routes to more sustainable ways of living. By investing in technology and knowledge aimed at sustainable energy solutions, Brabant wants to make the development and production of sustainable energy solutions as one of its main economic corner stones. Within its sustainable energy program, Brabant focuses on 3 clusters: solar energy,

electronic mobility / smart networks, and biobased economy. In these areas, Brabant invests in developing knowledge (schools, campuses, universities) and valorising knowledge (applying and implementing knowledge). Prospects show that these clusters may provide ample opportunities for the Brabant economy, that may lead to 25.000 extra jobs in 2020 and a major boost (estimates of 4 billion Euros) to the Brabant economy. The Brabant energy fund (see above) will be used to aid these initiatives. To date, 30 million Euros are reserved for investment initiatives in the domain of sustainable energy solutions. The European research programs FP 7 & 8 and Horizon 2020 are also important for obtaining funding.

### ***Healthy ageing: Brabant, region of Smart health***

In comparison to many other countries, the quality of Dutch healthcare is quite high. However, the past decade, costs have been raised and the demands for healthcare reforms are rising. New, innovative solutions are needed. The Brabant region hopes to be able provide these solutions because its unique availability of manufacturing, innovative, and technology solutions. One of Brabant's answers to the Dutch health problem is the launch of the Brabant's Smart Health Testing Grounds. In these Testing Grounds, smart product and service solutions are developed and tested that make it possible to move healthcare from healthcare institutions such as hospitals to people's direct environment, their home. To make its innovation goals for the healthcare environment concrete and attainable and thus more inspiring, Brabant has set-up the following Healthcare Agenda for the coming years towards 2020:

- Brabant has a strong international reputation as a 'region of smart health'. In 2020 this reputation should be more salient and stronger;
- In 2020 the number of Brabant citizens working in healthcare should not be higher than 18 per cent: Healthcare solutions should become more intelligent and less labour-intensive;
- Innovate healthcare solutions, such as "bringing care home" should increase the perceived physical and mental well-being of and self-efficacy of the Brabant population significantly, at least with 15%;
- The economic value that the Brabant healthcare industry adds to the total Brabant economy should be increased from 8.5 tot 12 %;
- At least 80 new SME's work together with 'healthcare organizations';
- Smart Healthcare solutions should lead to an increase in the valorisation of healthcare knowledge and technology, i.e., in the development in concrete products, processes and services that are commercially sustainable.

#### *How can the route to Brabant Health Care Innovation Goals be started? (2013-2015)*

The Brabant agenda for the development of new Healthcare practices demands a different type of healthcare professional. Brabant aims to first raise the consciousness of this need via projects and programs on all levels, regionally, nationally, and on a European level. By initiating these projects and programs, Brabant aims to position itself as a forerunner in this new development.

Digital Agenda & Care Lab and Health@homeLab: Brabant will also take the initiative to start two big Smart Healthcare labs in which new 'bringing healthcare home' initiatives can be tested and presented to potential stakeholders. Both these Healthcare labs will be focused on implementation in real life healthcare solutions.

*Smart care in Europe:* During the past years, Brabant has invested in strong (knowledge) networks to promote the development of smart health solutions. For example, as part of Brabant Development Programs, initiatives such as Smart Care, Innovative Actions Brabant, Innovation4welfare, Fasilis en PEOPLE have been started. Brabant has also invested in building stronger relationships within existing European networks, such as the Assembly of European Regions (AER, 2012) to see how Brabant's expertise in the domain of Smart care can be used and furthered in European Funding Opportunities. Brabant participated in the initiative to build a European smart health network with other, innovative, European regions, the so-called, CORAL network. Brabant has also been very active to involve Brabant stakeholders in the In2Lifesciences Program of the European AAL Joint Programme and Brabant participates in the EIP AHA (European Innovation Partnership Active Healthy Ageing).

### ***Agrofood: the smartest and most sustainable region of Europe in 2020***

The Brabant region is the biggest Agrofood region in the Netherlands. Agrofood is here defined as entailing everything "from soil till mouth", thus including non-food products that have an agro-basis. It is Brabant's ambition to be the smartest and most sustainable agrofood region of Europe by the year of 2020. On a societal, ecological, and economic level, the agrofood sector is currently going through some very rough times. That is why the Province of Noord-Brabant is trying especially hard to strengthen the agrofood economy and to establish a modernization transition that will enable this part of the region's economy to still be an important and relevant economic and societal partner in 2020. Developing and facilitating innovative entrepreneurship is an important building block for Brabant's efforts to support and strengthen the agrofood economy. Together with other important stakeholders, Brabant will start the following initiatives:

- Brabant has accomplished that a large number of stakeholders in the agrofood economy has signed an agreement that

should ban the non-sustainable production of meat by the year 2020 and that will reduce the use of antibiotics in the production of meat products to zero (0) by that same year. An independent controlling institute (the “Verbond van Den Bosch) will guide and monitor the route to attaining these goals.

- Brabant will organize ‘living labs’ in the EER years (innovation-oriented conferences, seminars and get-together) to facilitate the execution of innovative agrofood ideas
- The “revolving” investment fund for innovation (see 3.1) will also be used to stimulate economic activities in the agrofood economy.
- Brabant will facilitate the excellent role models that are successful in the agrofood economy in their innovative activities: with pilot for new types of companies, such as innovative cross-overs between High Tech and agrofood ideas, services, and products.
- Brabant will make (young) consumers extra aware of innovations in the agrofood economy by facilitating innovations in computer-aided communication and promotion techniques and by improving communication when it concerns agrofood-related production processes.
- Brabant will seek funding opportunities within EU funds (e.g. OP Zuid en POP) to strengthen the innovative and competitive strength of Brabant’s complete (primary and secondary) agrofood economy.

### **3.3 Developing Education and Working Campuses to enlarge Brabant’s entrepreneurial potential**

#### *The development of education and working campuses*

To facilitate open innovation initiatives Brabant supports the development of campuses that are oriented towards R&D as well as campuses geared towards integrative entrepreneurship, that is locations where people from different companies come together to develop, produce, and market new products. The development of these two types of campuses is part of the Triple helix+ way of working that Brabant promotes. Brabant develops physical and structural solutions (locations, work spaces, meetings, projects, grants) to make such combinations possible. Brabant develops work campuses (industrial locations, business parks) and hopes to facilitate the triple helix+ philosophy by ensuring that the companies and organizations that are located at such work campuses are diverse as well as complementary. Brabant also participates in the Brabant Development Agency (BOM) that is responsible for facilitating and initiating viable innovative initiatives. The coming years, the following campus will be (further developed) as part of EER activities:

*Pivot Park Oss Health & Farma:* Focused on life sciences and health. This is a campus that started recently to facilitate open innovation for young Brabant companies in the domain of Health and Pharmaceutical solutions. This campus has state-of-the-art R&D and meeting facilities for initiatives in the life sciences. The campus is an initiative of MSD and is co-financed by the Brabant government, Oss City, the Brabant Development Agency (BOM), and the national government. In the EER year, this initiative will be expanded further.

*Automotive Campus Helmond:* Focused on automotive and mobility. This campus provides a home for companies, education institutes as well as public and private research centres and test facilities in the field of automotive technology and smart mobility. The campus also functions as the knowledge centre of a larger smart mobility ecosystem in the top technology region Brainport Eindhoven and a one-stop-shop for research, engineering and testing of automotive and mobility solutions.

*Metal valley Drunen:* Focused on non-ferro metal solutions. This campus focuses on entrepreneurial development in the metal industry. It’s a cluster of non-ferro metal companies that have formed a consortium called Metal Valley Netherlands. Metal Valley Netherlands is aiming to boost innovation and developments in High Tech non-ferro production solutions and to develop a knowledge centre in non-ferro Research & Development. In the campus cluster, the three main commercial companies are founding fathers LDM, Sapa, and Wärtsilä. Non-profit partner are Heusden city, the Province of North Brabant, and several education institutions, such as high schools and universities.

*Aviolanda in Woensdrecht:* Focused on aviation and maintenance. Aviolanda is an integrated area development around one of the largest military air bases in Brabant. Thanks to a considerable contribution by the province of North Brabant and the Dutch institute for World Class maintenance, this initiative has been able to grow considerably, the past few years. Companies as the Dutch Air and Space laboratory, DutchAero Services, Terma, European Knowledge Centre for Composite repair, Boeing, Elbit systems of America, and Aircraft End of Life Solutions now have offices and shop floors here. A joint Venture was set up allowing new aviation companies to establish themselves in the vicinity of the landing strips. Plots that used to belong to Fokker Aerospace have been prepared to build on. That area is now called Business park Aviolanda.

*Dinalog Campus Breda:* Focused on logistics, supply chain governance, and innovation. This is a new campus that will be built in the logistics centre of the Netherlands, the Breda area. This centre for logistics innovations will be called Dinalog Campus. On this campus there will be hospitality suites, meeting rooms, presentation spaces, shared labs, and demonstration and testing ground areas. The ambition of the Dinalog Campus is to become 'the place to be' for the Dutch and international logistics industry with regards to development and application of logistics and supply chain innovations. The development of the Dinalog Campus is an initiative of the City of Breda. The Province of North-Brabant is one of the key partners in this development, together with several major logistics companies.

*High Tech Campus (Solliance):* The High Tech Campus is what some people call "the smartest km<sup>2</sup> in The Netherlands" with more than 100 companies and institutes, and some 8,000 researchers, developers and entrepreneurs working on developing future technologies and products. The Campus helps to accelerate (entrepreneurial) innovation by offering easy access to high tech facilities and international networks. Campus companies strategically decide what knowledge, skills and R&D facilities they share in order to achieve faster, better and more customer-oriented innovation in the application fields Health, Experience and Energy. In the coming EER years, special focus will be on the development of Solliance. Solliance is the alliance of TNO, TU/e, Holst Centre, ECN, Imec and Forschungszentrum Julich for research and development in the field of thin film photovoltaic solar energy (PV) in the ELAT-region (Eindhoven-Leuven-Aachen triangle). One of Solliance's most eye-catching ambitions is to strengthen the position of the region as a world player in thin film PV. Solliance creates synergy among more than 250 researchers with this common goal. Solliance is supported by the province of Noord-Brabant.

*Green Chemistry Campus in Bergen op Zoom:* Focused on biobased economy which is one of the top clusters in Brabant. The demand for sustainable green-based raw materials is ever increasing. West-Brabant is home to many SME's, especially agricultural and chemical firms. These firms can enter new markets by renewing their traditional products and processes in innovative ways like packaging made of potato skin and natural fibres in dashboards,. The target group of the Green Chemistry Campus consists of business-to-business companies with a focus on 'agro-meets-chemistry'. Most of these companies are in the product development or market development stage. The common aspect is always the use of agricultural rest streams as a base for new green raw materials. Green Chemistry Campus is supported by the province of North-Brabant.

#### ***Brabant / Brainport Centre of Entrepreneurship:***

The two Brabant universities, Eindhoven University of Technology and Tilburg University have launched a unique partnership, the Brabant Centre of Entrepreneurship (BCE) to foster entrepreneurial skills among both students and staff. BCE promotes entrepreneurship as part of the Brabant academic experience. The goal is to prepare students and staff for becoming active entrepreneurs, who can then conquer the international market with a resourceful, forward-thinking vision. The educational emphasis is on knowledge entrepreneurship: certificate programs, lunchtime lectures for entrepreneurs, workshops, summer school programs, elevator pitch training, challenges and guest lectures. BCE coordinates all of the programs and events for both universities. In the EER years, they will organise several events.

#### ***Supporting Beginning entrepreneurs: BrightMove en Starterslift***

*BrightMove* is a project to support young entrepreneurs with the start-up of their company that is initiated in cooperation with the Eindhoven University of Technology and is particularly focused on high-tech start-ups.

*Starterslift* is a project to support young entrepreneurs with the start-up of their company that is initiated in cooperation with the Tilburg University and is particularly focused on health-based, business-based and economics-based start-ups.

Goals of BrightMove and Starterslift are to:

- *Support Innovative, Young Entrepreneurs:* Scouting, screening young potentials and then facilitate them with building a viable and financially realistic business plan, as well helping them with financing this plan, finding "launching customers", and introducing these young potentials with teams of business developers, patent experts financial experts;
- *Knowledge transfer:* Transferring knowledge from Brabant knowledge institutions, companies with Research & Development units, and knowledge organizations to young potentials, starting entrepreneurs, such that researchers, entrepreneurs, and experienced business experts can learn from each other and build bridges between different fields of expertise. These 'Living Labs' should increase the success rate of start-ups and lead to more sustainable economic growth in the region;
- *Stimulate entrepreneurship:* Encourage an entrepreneurial attitude in people.

#### ***Inspiring Adolescents: Centres for Entrepreneurship (CVO)***

The Brabant centres for entrepreneurship are founded to promote an entrepreneurial attitude in especially youngsters. The main aim of these centres, organised within schools for higher (vocational) education (Fontys, Summacollege and Avans), is

- to strengthen the competitive advantage of the Brabant economy by giving more attention to entrepreneurship within high schools;
- to increase the accessibility of knowledge about the entrepreneurial attitude, needs, and ideas to Brabant companies and organizations, so that they can increase the commerciality of their workforce;
- to increase knowledge of the psychology and sociology of entrepreneurship by doing research.

The Centres for Entrepreneurships collaborate with the following partners: Brabant Chambers of Commerce, Province of Noord-Brabant, Rewin, Syntens, Brightmove, Starterslift.

### ***Tickling Children: The Little researcher's House***

Brabant also aims to give young children the opportunity to develop their inquisitive minds to the greatest extent. Currently, Brabant is developing The Little researcher's House to introduce small children (3-12) with the possibilities of modern-day technology and entrepreneurial adventures. The main goal of this project to teach develop children's innovative, inquisitive, and entrepreneurial attitudes and to have them discover that research, technology, logic, and creativity are essential for finding new solutions for important questions and problems. Brainport is the main initiator of this project. In the EER years, Brabant hopes to be able to fund this project and "build" the actual house that children can then visit and get entertained and educated in.

### **3.4 Setting integration and cooperation standards to make EER-associated activities available and profitable for everyone**

#### ***Brabant pact:***

One—if not the—most valuable asset in a knowledge-based innovation-gear economy is "human capital". Thus, for Brabant region, especially in these harsh economic times, it is crucial that its labour potential is used to the fullest extent. This means that in the labour and education market there should be a constant focus innovation / improvement / flexibility. People who are educated 20, 30 years ago are likely to have a high need for extra training and reschooling if they want to be able to participate in the innovative, hi-tech economy of today. Because all partners of Brabant's triple helix+ project are very aware of this aspect of the Brabant economy, they have formed 'Brabant Pact' to address this problem. In 2012 this pact has started its activities. The goal of all partners (schools, government, companies, unemployment centres, social security institutions, re-schooling institutions, HRM firms) that have participate in this pact is to increase all activities that are focused on improving the fit between the skills, attitudes, and type of education of Brabant's population and the needs of Brabant's growing knowledge economy. In the execution of Brabant Pact, Brabant hopes to use EU grants and programs (ESF en EFRO) to increase Brabant Pact's success. Also, partners in Brabant Pact will visit similar Belgian initiatives in 2013.

#### ***Brabant goes for Technology (Brabant voor Techniek)***

The goal of the 'Brabant goes for technology' program is to ensure the availability of sufficient high tech labour potential for Brabant's innovative manufacturing and high-tech companies. The Brabant Government supports five, subregional initiatives that organizes projects for small children to make themselves acquainted with the worlds of the hard sciences as well as innovation and technology.

The Brabant government has facilitated the development of these educational technology platforms and made sure that the complete Brabant is now covered. The goal of this project is to keep increasing the number of students who obtain high-level technology/science diplomas. The success of the programme is monitored on a yearly basis.

#### ***'Het techniekpact' Dutch technology Pact***

In January 2013, the Dutch national government also decided to initiate a 'Pact' to increase the number and quality of technology-educated people, such that there will be less of a shortage of technology experts in the future. Brabant participates in this Pact with the initiatives outlined above. As discussed before, the Brabant approach to ensuring the future technology-based, innovative entrepreneurship centres on the Triple Helix+ approach.

#### ***The Factory of the Future***

The Factory of the Future is a cooperative project that is initiated by the Brainport Development group in associated with VKW Limburg, a consortium of Belgian Employers. This project aims to help SME's in the Belgian Limburg region and the Eindhoven Brainport region to acquire knowledge as to how they can more easily transform their companies and industries into "factories of the future". A positive by-product of this initiative is that the knowledge about innovative factory design and modern manufacturing solutions crosses borders from Belgium to The Netherlands and vice versa.

This helps the companies and factories involved to obtain a more international, outward-looking focus. This makes it easier for the companies involved to form strategic alliances and secure sustainable growth of their businesses.

### **3.5 Fostering growth for ‘quality of life’**

Core to Brabant’s mission is fostering growth for the quality of life in Brabant by facilitating and developing entrepreneurial attitudes and activities. Brabant is a world leader in innovative, technology-based solutions, but is also more than keenly aware of the fact that these big technological innovations and inventions are grounded in an entrepreneurial attitude that is focused on social capital, on social bonding, and on intensive cross-fertilization between all partners of the Triple Helix+. To facilitate and foster this success, the “human size” and the “human side” of companies, organizations, and innovations is essential. This is why EER activities of the Brabant region will also focus on sports & technology and cultural & leisure activities. After all, sports and culture are ideal places where people can meet and make new plans. But more importantly, in the Brabant region, sports and culture are important areas of innovative entrepreneurial activities.

#### ***Sports & Technology***

The Brabant region excels in applying technological innovations in sports environment, especially in the Eindhoven / Brainport region. These sports innovations’ aim is to increase the number of people who engage in sports activities and to improve sports performances and to increase sports-related entrepreneurial activities. Cooperation within the Triple Helix+ in so-called ‘sport-focused field labs’ is a core activity herein. The most well-known example of this is InnoSportLab® de Tongelreep. In InnoSportLab® sports, science, and business people come together to develop innovative training facilities and schedules. Another example is the Sports & Technology Foundation (founded and funded by Eindhoven city and the Province of Noord-Brabant) also tries to facilitate this type of Triple Helix collaborations. The Sports & Technology Foundation involves a growing network of more than 100 organizations (most of them SME). Activities that are set up for the coming years are:

- Intensifying the collaboration between science and business to develop innovative sports activities and instruments
- Communication of Sports & Technology goals and activities via the NOLIMITS magazine and the yearly ‘National Sports Innovation Conference’
- Stimulate projects based on fieldlabs in hockey, soccer, equestrian sports, and athletics (the major Brabant sports).

#### ***Eindhoven European Capital of Culture 2018***

The city of Eindhoven is a candidate for becoming European capital of Culture 2018. As part of bidding for this prestigious European title Eindhoven has set up several projects that are focused on making arts and culture activities more entrepreneurial and business oriented. Traditionally, arts and culture have been passively consumed. Eindhoven hopes to enable a shift from passive consumption of arts and culture to active participation by entrepreneurs in the creative sector. This sector will strengthen and renew the arts and culture section, make society participate more in arts and culture activities, and give the arts and culture a more sustainable, outward focused approach. This should in the end lead to an arts and culture sector that is more likely to fund itself with Triple Helix+ solutions, attract new audiences, and be less dependent on public funding. (see [www.2018eindhoven.nl](http://www.2018eindhoven.nl)).

### **3.6 Successful implementation so this will all work**

For all the activities mentioned above, Brabant will initiate and install specific monitoring and reporting processes and plans. However, it is important to note that Brabant already has several important and strategic and monitoring boards that are responsible for the monitoring of the ‘Brabant approach’ during the coming years. Besides that Brabant will set up a special EER committee for the organization and communication of all EER-related activities.

#### ***Triple Helix+ Committee***

A successful example of the Brabant Triple Helix approach is the strategic board of the department Public Affairs that is focused on monitoring this approach. With this strategic board, commercial companies, governments and Knowledge Institutes, are working together. These collaborating partners have set the goal to make Brabant a region well known for its high quality of innovations and commercial activities. This strategic board has already been quite successful because it successfully sets the agenda for new projects and initiatives and because it actively invites new (creative) partners to join in and help. Smaller groups and work units come together more often to work on special topics and projects with partners that have common interests. One example of the success of this collaborative approach to creating innovative and smart solutions is the joint production of a strategic schedule for trade missions (see below).

### ***Development and execution of the International Labour Market Agenda***

Another work unit that is based on the Brabant Triple Helix approach and that is quite successful concerns the development and execution of new ways to stimulate Brabant's participation in the international labour market. The goal of the International Labour Market Agenda is to define problem areas that hamper Brabant's successful role in the international labour market (difficult to attract foreigners to work in the Brabant region and vice versa) and to set specific goals that will address this problem in the future. This agenda will be finalized in March 2013 and before the end of 2013, the problem areas that have been defined should be successfully addressed. This work unit has come together for the first time in November 2012. Stakeholders are Chambers of Commerce Brabant region, Tilburg University, Eindhoven University, The Expatcenter South Netherlands, the Province of Noord-Brabant, and Brainport Development.

### ***Actively involving SME's and big businesses in Strategic Diplomatic (trade)***

The Province of Noord-Brabant aims to increase the participation of small, medium and large businesses in strategic and diplomatic foreign trade missions that the province organizes to engage the rest of the world in Brabant activities. It is the province's policy to not only involve business partners in these trade missions but also strategic education partners (e.g., universities). Brabant also works together with its Triple Helix+ partners and the Dutch government to define a strategic agenda for collaborative trade missions to make sure that Brabant partners can grasp each and every opportunity to present themselves to the rest of the world. By the end of 2013, this strategic trade mission agenda should be ready to be implemented.

# Chapter 4 Communicating the Brabant EER-Label

## 4.1 Introduction

Brabant, situated in the heart of Europe, is Europe's top region in terms of knowledge and innovation. This is where we, as Brabanters, work together in order to enhance the strength of Brabant: tradition and technology. This combination of high tech & high touch is abundant in Brabant and therefore the foundation for success. Entrepreneurship, inventiveness, cooperation, sharing know-how, making a difference and quality of life. Tradition, curiosity, innovation and hospitality. The motor of the knowledge economy. That is what comes to mind when people think of Brabant.

The province of Noord-Brabant aims its economical policies at maintaining and strengthening these characteristics of Brabant. And communicating Brabant's economical assets is part of that. In this chapter we suggest ways in which we would communicate the Brabant EER-Label.

## 4.2 Communication strategy

The Brabant communication strategy in European context is open and connecting. We represent this strategy with the phrase "Europa werkt in Brabant", which is an idiom meaning Europe makes a difference in Brabant. For the Brabant EER-Label the province communicates along two parallel tracks: one a specific EER-track and the other incorporated in the Brabant Brand, Corporate and European Communication. These tracks enhance and strengthen both the European and the Brabant economical message. The instruments employed in these tracks are listed below.

Yearly, this strategy will be worked around in a plan for communication activities, based on the goals and requirements of Brabant and the EER-Label-partners. This approach is developed in alignment with the Midterm Review.

## 4.3 Communication Activities and Instruments

In this paragraph we suggest the activities and instruments for the two parallel tracks along which Brabant intends to communicate its EER-Label.

### Track 1: EER-Label

- Press release in writing and video concerning the awarding of the province of Noord-Brabant with the EER-Label aligned with the EER-communication strategy.
- Communicating the EER-logo in Brabant mail, email and other communications amongst which the Brabant website, press releases and video's.
- Initiating a EER-gathering: a yearly gathering of the EER regions, in cooperation with the other EER2014 regions: to connect on an economical, cultural and environmental level, to share knowledge, best practices and to capitalize on being awarded the EER-Label.

### Track 2: EER-label incorporated in the Brabant Brand, Corporate and European communication

Incorporate the Brabant EER-Label in Brabant's Brand, Corporate and European communication strategies. For the Brabant Brand this involves integrating the EER-Label in the Brabant, Europe's heart of smart solutions-communication which works on a regional, national and since January 2013 on an international level.

For the Brabant Corporate communication strategy this means that communicating about the province's organization is communicating about the Brabant EER-Label. Furthermore, the province of Noord-Brabant communicates the Brabant EER-Label as a central theme in the campaign for the local and the European elections in 2014.

And incorporating the EER-Label in the Brabant European communication strategy involves communicating the EER-logo and EER-communication strategy in our communication activities and instruments, including these yearly recurring EU-open door-projects, gatherings and meetings for governments, knowledge institutes, entrepreneurs and citizens:

- European Days: A European and national open door-project aimed at communicating the European values to the triple helix and citizens.
- Global Entrepreneurship Week: aims at enabling young entrepreneurs
- Dutch Technology Week: aims at strengthening the knowledge economy through involving knowledge institutes, citizens and students in today's technology
- Dutch Design Week: aims at enabling young designers, students and entrepreneurs
- Regional Business Days: aims at enabling entrepreneurs in a regional context
- Brabant Investor's Day: aims at enabling entrepreneurs in an international context

Other instruments include: Video's and television broadcasts and The European section of the Brabant website.

These activities and instruments shown in a matrix target the groups listed:

Targetgroups-instruments matrix for the Brabant EER-Label

	<i>European Committee</i>	<i>Dutch members of the EU-parliament</i>	<i>European programme-partners</i>	<i>EER-Label-partners</i>	<i>(inter)national triple helix</i>	<i>Brabant citizens</i>
<b>Connecting instruments</b>						
EER-Gathering	X			X	X	
Global Entrepreneurship Week	X	X	X	X	X	
Dutch Technology Week		X	X	X	X	X
Dutch Design Week		X	X	X	X	X
Regional Business Days		X		X	X	
Brabant Investor's Day		X	X	X	X	
European Days		X	X		X	X
<b>Audio/visual instruments</b>						
Video press releases		X		X	X	X
Videos	X	X	X	X	X	X
Television broadcasts		X		X	X	X
<b>Digital instruments</b>						
Brabant website	X	X		X	X	X
Brabant Magazine	X	X		X	X	X
European section of the Brabant website	X	X	X	X	X	X
<b>Campaigns</b>						
Local election campaign						X
European election campaign						X