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# EUREKA IMPACT EVALUATION

EFFECTS OF SWEDISH PARTICIPATION IN EUREKA PROJECTS



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# EUREKA Impact Evaluation

Effects of Swedish participation in EUREKA-projects

Sigrid Hedin, Henrik Mattson & Peter Sandén - Sweco EuroFutures AB





## Foreword

This report presents the results of an Analysis investigating the impacts of participation in EUREKA industrial R&D projects on Swedish actors. In particular, the study focused on impacts from projects finished during the period 2001 – 2009. EUREKA is a pan-European network for market-oriented and industrial-related R&D. It supports the competitiveness of European companies through international collaboration and by creating linkages and networks of innovation. VINNOVA is the coordinator of EUREKA's activities in Sweden.

Innovation activities are increasingly international in nature. Swedish companies and research organizations develop and utilize worldwide know-how, networks and partnerships in their innovation activities. Sweden is also a well-known and attractive location for R&D and innovative businesses. VINNOVA believes that Swedish companies and research organizations produce greater results through mutual cooperation with key global partners.

The results show that EUREKA plays a unique role in the Swedish and European public R&D investment portfolio. Only a small share of the respondents expressed the opinion other alternatives would have helped them to develop and market new or improved products in a similar or better way. EUREKA plays an important role in helping Swedish firms reach new markets in Europe and internationally. EUREKA is important for Swedish networks of research organizations and also for bridging the academia-industry divide.

SWECO EuroFutures AB was commissioned to carry out the study with Sigrid Hedin, Henrik Mattson and Peter Sandén as principal investigators. We wish to extend our thanks to the evaluators and also those who have contributed through interviews and in other ways.

VINNOVA in September 2012

*Charlotte Brogren*  
Director General

*Jenni Nordborg*  
Acting head of Health Division



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# Preface

EUREKA is an intergovernmental network, aimed at supporting market-oriented R&D and innovation projects carried out by industry (mainly SMEs), research centres and universities across all technological sectors. It was established by a Conference of Ministers of 17 countries and Members of the Commission of the European Communities, meeting in Paris on 17 July 1985. Today EUREKA is composed of 40 members, including the European Community and offers a decentralised network which gives project partners access to skills and expertise across Europe and its national public and private funding schemes. The aim of the program is:

*“Raising the productivity and competitiveness of European businesses through technology. Boosting national economies on the international market, and strengthening the basis for sustainable prosperity and employment.”<sup>1</sup>*

Since 2001, the Swedish Ministry of Enterprise, Energy and Communications (Näringsdepartementet) is responsible for Sweden’s participation in the EUREKA-network, and has commissioned the Swedish agency for innovation systems – VINNOVA – to represent Sweden in this network. VINNOVA mainly considers EUREKA as a tool for preparing Swedish firms for international competition. In the governmental appropriations for 2011, VINNOVA was commissioned to map Swedish participation in EUREKA projects.<sup>2</sup>

In the fall of 2011, Sweco Eurofutures AB was commissioned by VINNOVA to carry out an evaluation of the impacts of the EUREKA-network on Swedish participants. The present document is the report from this project. The evaluation was designed and carried out by Sigrid Hedin, Henrik Mattsson and Peter Sandén at Sweco Eurofutures, in close collaboration with VINNOVA. Professor Charles Edquist advised the consulting team on methodological and theoretical issues. The conclusions and recommendations made in the report are those of Sweco Eurofutures.

Sweco EuroFutures AB

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<sup>1</sup> <http://www.vinnova.se/sv/EU-internationell-samverkan/Europasamarbete/EUREKA/>

<sup>2</sup> VINNOVA, 2011, Det svenska EUREKA-deltagandet, Dnr 2010-02898.

# Executive summary

This is the report for Sweco Eurofutures AB's impact evaluation of Swedish participation in the EUREKA network for the period 2001-2009. EUREKA supports market-oriented R&D- and innovation projects carried out by industry (mainly SMEs), research centres and universities across all technological sectors in the EU – mainly by helping relevant competence and research resources, from across the EU, connect and interact in solving common challenges.

Two types of impacts are at the centre of the evaluation: (i) economic impacts in the participating organisations, which include for example new products or changes in turnover, and; (ii) network impacts, including for example new partners, clients and competence being added to the participating organisations' networks. Additionally, the evaluation also identifies and discusses some impacts that are perhaps not as direct as the aforementioned ones, but that are still considered of interest to the evaluation. This includes, for example, different knowledge-related impacts that arguably constitute an important change in the basis for long-term productivity and competitiveness of participating organisations. The evaluation does not cover the EUREKA process as such.

The evaluation uses a subjective counterfactual approach. In basic terms, this means that EUREKA-participants are asked to make subjective judgements regarding any specific impacts that project participation has had on various parts of their activities. They are also asked to assess to what extent EUREKA has been important in achieving observed impacts. The main purpose of the approach is to capture the additionality of the EUREKA intervention – that is, the net contribution that EUREKA makes, in line with its objectives, compared to alternative scenarios and interventions. Information is gathered through online surveys and contextualised through interviews.

In terms of economic impacts, the evaluation finds that:

- EUREKA is a crucial component for the creation of a substantial number of new or improved products or processes. Participants generally join EUREKA in order to carry out specific technology development projects and often end up doing precisely that. EUREKA is particularly important in terms of acceleration additionality – that is, for speeding up processes that would perhaps have happened anyway;
- EUREKA is also important for the Swedish participants' ability to launch new products and processes and thereby increase performance. In particular, EUREKA speeds up market launch of new products and processes that may have happened anyway, and;

- EUREKA plays an important role in helping Swedish firms to reach international markets.

In terms of network impacts, the evaluation finds that:

- Networks are more prerequisite than impact. That is, new networks are rarely created by EUREKA-participation, but pre-existing networks are commonly seen as a necessary factor in projects being approved for participation. Especially in terms of the national setting, networks tend to form during the initiating phase as a means to build a strong project application, rather than in later stages as an impact of the project. This means that participants sooner form alliances within existing and proven networks than build new, risky constellations. However;
- EUREKA seems to play an important role for bridging the academia-industry divide. Overall, EUREKA seems more important for the networks of research organisations than for firms, although, different ways of thinking and using networks in industry and academia respectively warrants some caution in interpreting this pattern.

Furthermore the evaluation finds that there are a number of important unexpected impacts – specifically in terms of general knowledge development and access to strategic information. Such impacts contribute significantly to the participants’ long-term competitiveness.

Finally, the evaluation finds that EUREKA plays a somewhat unique role in the Swedish and European intervention portfolio. Only in one fifth of cases did respondents have other alternatives that would have helped them develop and launch new or improved products and processes in similar or better ways than EUREKA.

Based on the evaluation, Sweco makes the following recommendations:

- Continue to encourage Swedish EUREKA participation since the network clearly has some positive and specific impacts on development of new or improved products and processes in the participating firms and research organisations. Especially ensure that more public actors and potential participants in Sweden find out about EUREKA.
- Continue to co-finance Swedish firms since it cannot be excluded that successful projects are dependent on co-funding
- Continue to encourage Swedish actors to be main participant, since this is the single most efficient way for participants to influence the EUREKA
- Consider ways to increase the size of the applicant-pool. The evaluation cannot say for certain that this pool is suboptimal, but there are some indications that this is the case.
- Extend the scope of partner-searches to also include non-EUREKA related parts of VINNOVA

- Create better conditions for project follow-up, for example by continuously updating contact information. Consider making co-funding payments pendent participant collaboration on these issues.

Gather data from participants so that the intervention can be evaluated continuously. In doing so, consider finding a balance between data completeness on the one hand and SBA-principles on lowering report burdens for EU SMEs. One way forward may be to gather less “objective” data and more subjective counterfactual data in line with the present evaluation.

# Svensk sammanfattning

Föreliggande dokument presenterar Sweco Eurofutures AB:s effektutvärdering av det svenska deltagandet i EUREKA-nätverket under perioden 2001-2009. EUREKA stödjer marknadsorienterade FoU-och innovationsprojekt som utförs av industrin (främst små och medelstora företag), forskningscentra och universitet i medlemsländerna – huvudsakligen genom att koppla samman relevanta kompetenser och forskningsresurser i projekt som syftar till att lösa gemensamma problem.

Effektutvärderingen inriktar sig främst på två typer av effekter: (i) ekonomiska effekter i de deltagande organisationerna, till exempel nya produkter eller förändringar i omsättning, och; (ii) nätverkseffekter, till exempel att deltagarna får nya partners och kunder eller fördjupar samarbeten i existerande nätverk. Dessutom identifierar utvärderingen andra effekter som kan anses utgöra en viktig förändring i de deltagande organisationernas långsiktiga produktivitet och konkurrensförmåga – exempelvis olika typer av kunskapsförhöjande effekter. Utvärderingen omfattar inte EUREKA-processen som sådan.

Utvärderingen använder en subjektiv kontrafaktisk metod. Detta innebär att EUREKA-deltagarna ombeds att göra subjektiva bedömningar om eventuella effekter som projektdeltagandet har haft på olika delar av verksamheten. De uppmanas också att bedöma i vilken utsträckning EUREKA har varit betydelsefullt för att uppnå de observerade effekterna. Har EUREKA exempelvis bidragit till ett snabbare eller ett mer omfattande förlopp än vad som annars varit möjligt? Hade det överhuvudtaget varit möjligt att uppnå de observerade resultaten utan EUREKAs hjälp? Det huvudsakliga syftet med detta tillvägagångssätt är att fånga EUREKA-nätverkets additionalitet. Utvärderingens empiri samlas in genom internetbaserade enkäter och intervjuer.

Med avseende på ekonomiska effekter av det svenska EUREKA-deltagandet, finner utvärderingen att:

- EUREKA är en viktig komponent för att skapa ett betydande antal nya eller förbättrade produkter och processer. Svenska deltagare ansluter sig ofta till EUREKA för att genomföra specifika tekniska utvecklingsprojekt. EUREKA-deltagandet är särskilt viktigt i bemärkelsen att det påskyndar förlopp som antagligen skulle ha ägt rum ändå.
- EUREKA är viktigt för de svenska deltagarnas förmåga att lansera nya produkter och processer på marknaden och att därmed, i olika bemärkelser, öka sin konkurrenskraft. I synnerhet snabbar Eureka upp lanseringen av nya produkter och processer som skulle ha lanserats ändå.

- Eureka spelar en viktig roll för att hjälpa svenska företag att nå internationella marknader.

Med avseende på nätverkseffekter finner utvärderingen att:

- EUREKA sällan bidrar till att skapa nya nätverk, utan att starka befintliga nätverk snarare ses som nödvändig framgångsfaktor i ansökningsprocessen. Särskilt för de nationella nätverken gäller att projektnätverken tenderar att bildas redan under ansökningsprocessen, som ett sätt att bygga en stark projektansökan, och att deltagarna då oftare förlitar sig på beprövade konstellationer än nya allianser.
- EUREKA verkar spela en viktig roll för kontaktskapande mellan akademi och industri. Sammantaget tycks forskningsorganisationer se större nätverkseffekter av EUREKA-deltagande än företag. Emellertid bör denna skillnad tolkas med viss försiktighet eftersom de företag och akademiker som besvarat undersökningen också tycks ha olika syn på dels vem som räknas som en del av det professionella nätverket, dels vad som är en betydelsefull förändring i detsamma.

En rad oväntade effekter observerades dessutom i utvärderingen - i synnerhet med avseende på deltagarnas allmänna kunskapsutveckling och tillgång till strategisk information. Sådana effekter bidrar troligen till deltagarnas långsiktiga konkurrenskraft.

Slutligen visar utvärderingen att EUREKA spelar en, i viss mån, unik roll i den svenska "stödförteckningen". Endast i en femtedel av fallen ansåg de tillfrågade att det fanns andra alternativ som på ett liknande eller bättre sätt än EUREKA skulle ha kunnat hjälpa dem att utveckla och lansera nya eller förbättrade produkter och processer.

Baserat på utvärderingen, rekommenderar Sweco följande:

- Fortsätt att uppmuntra det svenska EUREKA-deltagandet, eftersom nätverket i många fall har en positiv effekt på utvecklingen av nya eller förbättrade produkter och processer i de deltagande företagen och forskningsorganisationerna. Tillse särskilt att fler offentliga aktörer och potentiella deltagare i Sverige får kännedom om EUREKA.
- Fortsätt att medfinansiera svenska företag eftersom det inte kan uteslutas att sådan finansiering är en viktig framgångsfaktor.
- Fortsätt att uppmuntra svenska deltagare att vara huvudprojektpartner. Detta tycks vara det enskilt mest effektiva sättet för deltagarna att öka sitt inflytande i projekten
- Överväg olika strategier för att öka antalet sökande. Utvärderingen kan inte säga helt säkert att antalet sökande är suboptimalt, men det finns vissa tecken på att så är fallet.
- Utvidga partnersökningsstödet till att även omfatta övriga delar av VINNOVA.

- Skapa bättre förutsättningar för projektuppföljning. Till exempel genom att kontinuerligt uppdatera kontaktuppgifter. Överväg att göra medfinansieringsutbetalningarna beroende av viss rapportering från deltagarna.

Samla in data från deltagare så att insatserna kan utvärderas kontinuerligt. Hitta dock en balans mellan att å ena sidan få in nödvändiga uppgifter och att, å den andra, inte lägga alltför tunga rapporteringsbördor på deltagarna (se exempelvis EUs Small Business Act). Överväg att bygga datainsamlingen med utgångspunkten i den subjektivt kontrafaktiska utvärderingsmetod som används i den föreliggande utvärderingen.

# 1 Introduction

This is the report for Sweco Eurofutures AB's impact evaluation<sup>3</sup> of Swedish participation in the EUREKA network. EUREKA supports market-oriented R&D- and innovation projects carried out by industry (mainly SMEs), research centres and universities across all technological sectors in the EU – mainly by helping relevant competence and research resources, from across the EU, connect and interact in solving common challenges. As is furthered discussed in the following sections, the evaluation has two main purposes: (i) to identify and document impacts of EUREKA participation in the activities of Swedish firms and other Swedish organisations, and; (ii) to describe the role EUREKA participation plays for innovations processes in these – when possible, in comparison to interventions like the EU Framework Programme and various national R&D programmes. The report at hand also provides some general conclusions and recommendations for future Swedish EUREKA participation. These are summarized in chapter 7.

The point of departure from the Swedish perspective is that EUREKA mainly is a tool for preparing Swedish firms for international competition – either by helping them access or develop new knowledge, product or processes, or by extending the scope of, and facilitating, their search for international partners and clients. This does not negate, of course, the overarching aim of EUREKA, which is to strengthen the European economy through technology development and innovation in its businesses, but it restricts the focus of the present evaluation to include only impacts on Swedish participants. More information about EUREKA and the scope of this evaluation is given in chapter 2. Chapter 3 presents a background and some descriptive data on Swedish EUREKA participation during the evaluated period.

Two types of impacts are at the centre of the evaluation: (i) *economic impacts* in the participating organisations, which include for example new products or changes in turnover, and; (ii) *network impacts*, including for example new partners, clients and competence being added to the participating organisations' networks. Additionally, the evaluation also identifies and discusses some impacts that are perhaps not as direct as the aforementioned ones, but that are still considered of interest to the evaluation. This includes, for example, different knowledge-related impacts that arguably constitute an

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<sup>3</sup> Here, "impact evaluation" serves as English translation of the Swedish term "effektutvärdering". A more direct translation of effektutvärdering would be "effect evaluation". However, while both the English term *effect* and the Swedish term *effekt* can be defined as a phenomenon that follows and is caused by some previous phenomenon, Sweco Eurofutures finds that *impact* is a better translation of the intended contextual meaning of *effekt* in *effektutvärdering*, and also more in line with internationally established terminology in this field.

important change in the basis for long-term productivity and competitiveness of participating organisations. Economic-, network-, and other impacts of the EUREKA network are discussed in chapters 4, 5, and 6 respectively.

In general, impact evaluation can serve as a powerful tool for improving public policy interventions like the EUREKA program. Not only can this kind of evaluation inform improvement of specific programs, it can also help determine relative importance within intervention portfolios. Furthermore, impact evaluation can form a solid basis for decision-making with regard to allocation of public funds and, not the least, for motivating such spending to the tax payer. But although the concept of impact in itself may seem quite straightforward, it is often a complicated matter to properly identify and assess the significant impacts of public policy interventions. In comparison to many other types of studies, this challenge must be addressed in relation to methodology and study design – but also throughout the empirical work and the analysis. The remaining part of this introductory chapter, therefore, dwells at some length this issue, so that the results of the evaluation presented below may be better appreciated. The following section also presents in more detail the questions and purposes formulated by VINNOVA that form an important basis for the evaluation.

## **1.1 Purpose of the evaluation and specific questions under investigation**

VINNOVA formulates three aims for the evaluation, two of which have already been introduced above. Each of these aims, in turn, is broken down into a number of specific questions. The first aim is to: identify and document impacts of EUREKA participation in the activities of Swedish firms and other organisations.

Questions for aim 1:

- 1 To what extent did EUREKA participation result in new or improved products or processes in firms? *This question is answered in sections 4.1 and 4.2.*
- 2 In cases where EUREKA participation has generated new or improved products or processes, how large are the economic impacts of this (e.g. on sales, licencing, exports, employment and profits)? *This question is answered in section 4.3.*
- 3 What international network impacts have EUREKA participation had for firms (e.g. in terms of connections to external R&D units, suppliers, clients, competitors and partners)? *This question is answered in section 5.1.*
- 4 What do participating firms think about EUREKAs usefulness as a tool for getting access to foreign organisations? *This question is answered in section 5.1.*
- 5 Is EUREKA participation responsible for any other impacts, other than the aforementioned economic- and network impacts? *This question is answered in chapter 6.*

- 6 What are the impacts on the operation and networks of participating public organisations (e.g. universities, institutes and hospitals)? *This question is answered in chapter 4 and section 5.2.*

The second aim is to: describe the role EUREKA participation plays for innovation processes<sup>4</sup> in comparison to the EU Framework Programme and national R&D programmes.

Questions for aim 2:

- 7 In what ways do participating firms use the EUREKA network, EU's framework programme and national R&D programmes in their innovation processes, and do different programmes yield different results? *This question is answered in section 4.4.*
- 8 Has the Swedish influence in international EUREKA consortia (e.g. with regards to project direction and team selection) suffered due to a lack of VINNOVA funding, and if so, has this affected other impacts? *This question is answered in section 3.2.*

The third aim is to: provide recommendations for how VINNOVA should cooperate with other national agencies and international public actors in order to enhance positive impacts of Swedish EUREKA participation.<sup>5</sup>

Question for aim 3:

- 9 How may VINNOVA's collaboration with other national agencies, such as the Swedish Agency for Economic and Regional Growth, and the Swedish Energy Agency, be developed in order to strengthen Swedish EUREKA participation.

## 1.2 How to study impact – methodological note

There are several different approaches to impact evaluation currently being applied by government agencies, international organisations and private firms around the world – and the debate regarding their respective pros and cons are far from settled. What seems clear, however, is that in the context of public policy intervention, it is always challenging to accurately assess the impact of such interventions, regardless of the approaches we choose. The challenge is threefold:

First, there is *external factor spill-over*. Are observed changes actually caused by programme participation, or are they caused by something else? Under EUREKA,

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<sup>4</sup> In one sense, the introduction of new products and processes are, of course, innovation processes. The difference between the first and the second aim is that the former focuses on more quantitative aspects of innovation impact, while the latter is more interested in the process resulting in said impacts, particularity in comparison to other interventions.

<sup>5</sup> During the course of the evaluation, it has been decided that this part of the evaluation will be addressed at a seminar with VINNOVA-selected actors, once the report has been published.

firms and researchers join forces to solve technological problems and convert the solutions into products and processes. But EUREKA is not the only input into the mix. Participants interact in rich dynamic landscapes containing a multitude of partners, clients, funders and information, who all to a larger or lesser extent feed into the participant's EUREKA-process. To make matters worse, external factor spill-over goes both ways – meaning that the EUREKA process may also contaminate potential control-group samples. One of the main challenges of the present evaluation is therefore to understand what role EUREKA has played for the participants, vis-à-vis other components of their milieus and networks.

Second, there is the *counterfactual*. Is the impact of program-participation positive, even if the evaluation subtracts the difference to results of counterfactual alternatives? Consider, for example, evaluating the impact of a marriage on happiness: partners may very well state that they are happier together since they married, but if they, in an alternative marriage, would have been happier with someone else, then their actual marriage, counterfactual events considered, must be understood to have had a negative net-impact on their happiness. Similarly, an evaluation of EUREKA may observe a positive change over time in certain variables, for example in turnover or employment, but the program could only be considered to have a positive net impact on those variables if that change would not have happened anyway, or if it would have happened to a lesser extent without EUREKA-participation. A counterfactual approach is necessary in order to determine the additionality of the intervention. The intervention must contribute with an added-value, in the form of, for example, a faster process (acceleration additionality<sup>6</sup>), or an expanded volume of activities (scale additionality). The main problem with this is that it is only possible to observe the factual. The counterfactual remains unobservable and must be studied indirectly.

Third, there is *time*. Some impacts pan out faster than others, which mean that some impacts are likely to fall within the temporal scope of evaluations, while others are less likely to do so. Especially in the context of interventions like EUREKA, that aim at promoting technological development, experience clearly shows that it often takes quite some time before investments bear fruit. Since the present evaluation is carried out relatively soon after the fact, so to speak, this issue is an important point of concern in the data interpretation phase.

As becomes evident in subsequent sections of this report, these challenges do not mean that it is futile to engage in impact evaluation of programs like EUREKA. There are a number of established and well-tried ways to deal with the above-described issues. Which ones to use depend, among other things, on access to, and quality of, data. All such things considered the present evaluation opts for a *subjective counterfactual*

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<sup>6</sup> See for instance Bergman, K. *et al*, 2010, Effects of VINNOVA programmes on small and medium-sized enterprises – the cases of Forska & Väx and VINN NU, VINNOVA ANALYSIS 2010:09.

approach. In basic terms, this means that participants are asked to make subjective judgements regarding any specific impacts that project participation has had on various parts of their activities.

A common alternative to the chosen approach is to use control-groups in order to compare impact between participants, on the one hand, and firms and organisation that have not participated but who are in other relevant aspects similar to the participants, on the other. This approach is not used here, for three reasons: (i) the required data is not available; (ii) it is not possible to control for contamination by EUREKA, or other interventions like it, in the control group, and; (iii) EUREKA represents unacceptable problems of selection bias – that is, since participation is based on selection among applicants, those that come to participate are probably stronger than unsuccessful applicants, and therefore would perhaps have done better anyway, without the intervention. It could also be that EUREKA-applicants in general are weaker than non-applicants (since the latter group does not “need” help), which would put participants at a hidden disadvantage vis-à-vis the control group. There is no way of knowing these things in the present case, so they cannot be controlled for. The only feasible way to work around these problems is to rely on subjective accounts.

Furthermore, the subjective counterfactual approach also helps in establishing the factual, which is just as important as establishing the counterfactual. For example, it offers a “best-available” solution for dealing with external factor spill over, by subjectively controlling for changes that occurred for other reasons than EUREKA. It also, to some extent, helps control for impacts falling outside of the temporal scope of the evaluation by gathering interview data on the planned trajectories of new products and processes.

The main weakness of the chosen approach is that it is subjective. Respondents may either make mistakes or misremember things. More importantly, they may also not be competent to assess some of the things that they are asked to assess – as in, they may not have been working in all parts of the project, or they may not be familiar with all aspects of it. The first two points are commonly balanced by inter-subjectivity, that is, many subjective accounts taken together tend to help distinguish some common traits and stories. The lack of respondent competence, however, requires special measures. First, the present evaluation is forced to simply accept that lack of competence has some consequences for the empirical design of the evaluation. This means, for example, not using compulsory questions in the online surveys even if such questions normally yield better data completeness, since forcing respondents to answer questions they cannot answer would simply lead to incomplete or inaccurate surveys. Second, lack of data size and completeness must be compensated through data depth, or so called data contextualisation.

Contextualisation here refers to the empirical and analytical process of mapping the links and components of causality chains. Instead of just looking at input (the

intervention) and output (e.g. new products), layers of information are added to the analysis, mainly through interviews and document studies, until a more detailed picture emerges about how (if) input (actually) led to output. The aim is to arrive at an empirical dataset that, while by necessity being characterised by patches of missing or unusable data, as a whole is still useful.

As a rule, the report at hand only identifies impacts that, in Sweco's opinion, have been established through the above-described process of validation.

### **1.3 Applied methods - document analysis, web based survey, and interviews**

Due to the complexity of impact evaluation discussed in previous sections, a mix of three empirical methods is used in the evaluation. This approach is a well-tried way of increasing contextualization and "triangulation" of collected data.

First, analyses of documents and register data are used in order to get an overview of Swedish EUREKA participation during the period 2001-2009, and the objectives and organization of the EUREKA network. This overview also enables the evaluation to establish the context in which the projects have been performed. Interviews with key actors responsible for coordinating EUREKA applications in Sweden are used to further verify and strengthen these analyses.

Second, data on results and impacts of EUREKA participation are collected through web-based surveys. Two slightly different surveys target firms and research organisations respectively. About 300 EUREKA participants from projects that finalized during the 2001-2009 period received the surveys. VINNOVA was responsible for identifying respondents as either firms or research organisations. The latter are generally universities and higher education institutions or research institutes. A small number of public actors such as state agencies, as well as one county council, who had participated in EUREKA projects were also categorised as research actors, due to their actual function in EUREKA being of this nature.

The main aim of the surveys is to get an overview of the kind of impact that EUREKA-participation may have, and to collect data that is more suitably provided in writing, thereby freeing up room for other foci in the interviews. The surveys also allow some data collection about variables that are not easily found in secondary sources. The majority of the questions, however, are related to EUREKA-impacts of different kinds. See appendix X for full versions of the surveys.

The surveys were sent to every "contact person" for the EUREKA projects under study. However, due to the fact that some of the projects were completed many years ago and that, subsequently, some of the contact information had become obsolete; it was not possible to reach everyone, in particular from the older projects. Efforts were made to trace these people through calls and internet searches, and some obsolete contact

information could be updated through these efforts. Yet, it was impossible to find updated contact information for all projects. It is difficult to fully assess the consequences of this for the evaluation. On the one hand, no significant changes have been made to the network during the period, so there is, in this sense, no reason to assume that younger projects would be less representative than older. On the other hand, there is probably some sort of “survival bias” at play here, meaning that “failed” projects are less likely to be taken into account by the evaluation. To compensate for this, the evaluation targets specifically some “failed” projects in the respondent population for in-depth study.

The evaluation’s main method for in-depth study and contextualization is semi-structured interviewing (see appendix 2 for the interview guide). All in all, 24 firms and 10 research organisations were interviewed. Interviewees were selected based on analyses of survey responses and the aim was to get a fair distribution between: (i) individual and cluster projects; (ii) smaller and larger firms; (iii) firms and research organisations, and; (iv) participants that either received or did not receive financing from VINNOVA as part of their EUREKA participation. Firms that claimed, in the survey, that EUREKA-participation had resulted in: (i) patent application; (ii) spin-off; (iii) increased turnover due to new or substantially improved products or processes; (iv) failure/early exit, or; (v) worse results than similar programmes, were of particular interest. VINNOVA also made some specific requests regarding interviewee-selection based on register data analysis.

Selection of the 10 research organisation representatives were made in similar ways, with the addition of some research-specific parameters, being added or replacing firm-specific ones. For example, instead of selecting organisations of different sizes, a distinction was made between higher education institutions and research institutes. Furthermore, EUREKA projects resulting in licence agreements and prototypes/demonstrators were added to the list of interest described above.

## 2 The EUREKA network in short

Since EUREKA's inception in 1985, substantial public and private funding has been mobilised to support research and development carried out within the network. The member states contribute with a yearly fee to the EUREKA secretariat, based on a share of their respective GDP. The Swedish Ministry of Enterprise, Energy and Communications pays around 600 000 SEK annually to the network and VINNOVA funds some of the Swedish participants (15 MSEK is allocated to individual projects and 30 MSEK to cluster projects, see chapter 3 for further details). Today the EUREKA secretariat has around 20 employees, whereof nine people are allocated for working with the EUROSTAR-network – which is not part of this evaluation. See figure 1 for an overview, and Appendix 4 for a more detailed description, of EUREKA's organisation.

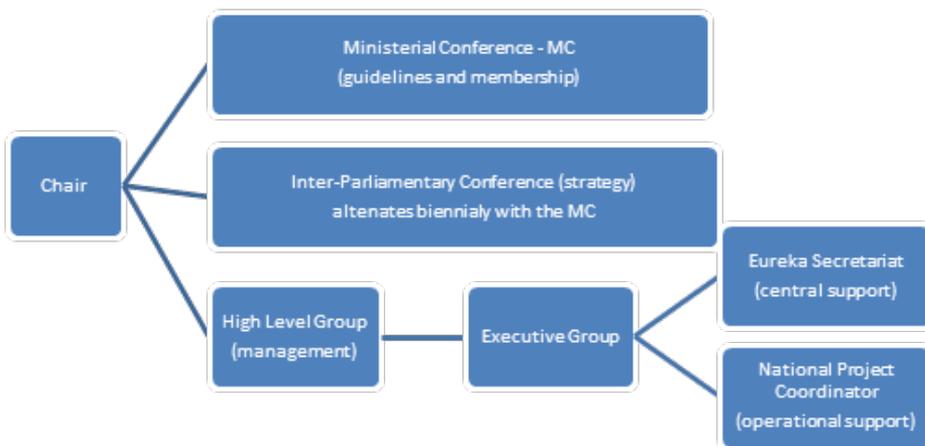
The EUREKA chair rotates among member countries. It is responsible for organising and chairing, in the chair-country, the two alternating biennial conferences that decide guidelines, membership issues and strategy for the network. It also chairs the networks executive units. Project applications, however, are for all intents and purposes handled nationally. The rotating chair system has been criticised for letting national agendas influence the network too much, and an option has been discussed which would have a permanent organization of civil servants chairing the network. In Finland, the chairmanship was seen as a way to promote EUREKA domestically<sup>7</sup>. Sweden has for all intents and purposes never had the chair.

The EUREKA network supports three types of projects, two out of which are included in this evaluation: (i) individual projects, and; (ii) cluster projects.

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<sup>7</sup> Kanninen, S. (2006), Finnish Evaluation of EUREKA and COST, TEKES.

**Figure 1 Overview of the organisation of the EUREKA network**



## 2.1 Individual projects

The EUREKA individual project is a market-oriented R&D project labelled by EUREKA. This project type is based on a bottom-up approach and involves partners from at least two EUREKA member countries, often SME-led. At least one of the participants must be a firm. In an individual project, the project consortium develops new products, technologies, and/or processes for which they share the Intellectual property rights along pre-established agreements, and build partnerships to penetrate new markets.

There are no thematic priorities for individual projects and participants themselves define the content of the project, along with partner responsibilities and cost-sharing. Participants take full ownership of any new IP being created by the project. Individual projects allow partners to access and develop new knowledge and share risks. Not all projects are financed by the EUREKA network but all accepted projects get the EUREKA-label, which is intended to signal quality, thereby potentially increasing market impact and facilitate financing. Through EUREKA it is also possible to influence existing and new European technology standards.

Some individual projects are so called “umbrella projects”, meaning that they run under one of EUREKA’s thematic networks (umbrellas) focusing on specific technology areas or business sectors. The aim of an umbrella is to stimulate new cooperation and facilitate contacts within a specific target area in order to generate new projects – for example through brokerage events which organises meetings between different competences and resources. Umbrella activities are coordinated and implemented by a working group consisting of EUREKA representatives and industrial experts.

The application procedure for an individual project is as follows:

- 1 Discussion between potential partners
- 2 Discussion with National Project Coordinator (NPC). VINNOVA is the Swedish National Project Coordinator since 2001<sup>8</sup>
- 3 Development of project proposal
- 4 Partner search, using the EUREKA data base if needed
- 5 Submission of a project proposal to the NPC of the main participant
- 6 Consultation between the concerned NPCs regarding co-financing
- 7 Approval or dismissal by concerned NPCs
- 8 Formal approval by the High Level Group
- 9 EUREKA label and implementation of project
- 10 Formal co-financing decision from VINNOVA, if applicable

The application form can be downloaded from EUREKA's homepage. In the application the project and partners must be described, for example in terms of aim, partner competences and expected results. The main participant is responsible for the application. Project costs, as well as cost-sharing between countries, must be stated in general terms in EUROS and percentages.

Applications are scored by relevant NPCs under coordination by the NPC of the main participant. NPCs use an on-line tool, scoring different aspects of the application. When all concerned NPCs have made their assessments, they are summarized and a proposal of the final assessment is made. If all NPCs agree on this proposal the application scores are "locked". At this stage, the application along with the NPC assessments of it is presented to all remaining EUREKA NPCs. If an NPC thinks that firms in their country may be of relevance for the project, the application may be opened in order to add participants, as long as the original participants agree to this. Following this step, the formal decision-making is passed on to the EG/HLG and finally to the Ministerial Conference for a formal announcement.

Generally, two people from VINNOVA, including one thematic expert, meet Swedish applicants during the preparation phase of the application and make a preliminary decision regarding co-financing. VINNOVA considers, in particular, to what extent the applicants would be able to achieve the project objectives without VINNOVA-financing and how interesting the project is to Sweden. Normally, VINNOVA also analyse cost-sharing between partners and overall project-feasibility. Ideally, participating higher education institutions and research institutes are to be an asset to the whole consortium and not only serve the needs of a specific partner.

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<sup>8</sup> This competence was transferred from NUTEK

After an approval of an application, VINNOVA makes a formal decision regarding their co-funding of the Swedish participation. Positive decisions are pending due diligence of the applicants, such as a credit check and insuring that they have the necessary staff for implementing the project.

How long it takes to establish an individual project depends to a large extent on the participating countries. If all participants come from countries where NCPs are also authorized to make co-funding decisions, the whole process may take a couple of months. For applications involving other countries, the project start may be delayed significantly due to participants having to apply for co-funding from a vast range of uncoordinated sources – some of which require the project to be EUREKA labelled before starting the process.

## **2.2 Cluster projects**

Clusters projects are in a sense like individual projects but are decided and carried out within long-term, strategically significant industry initiatives – or clusters. Cluster projects usually have a large number of participants, and aim to develop generic technologies of key importance for European competitiveness, primarily in ICT and, more recently, in energy and biotechnology.

Clusters are initiated by industry representatives in close collaboration with national funding authorities. Each cluster has a technological roadmap defining the most important strategic domains. Specific goals are achieved through scores of cluster projects. A key asset of EUREKAs cluster network is considered to be its flexibility, where roadmaps and projects continuously can be adapted to rapidly changing technological environments and markets. Clusters are managed by plans that define the focus areas and administrative procedures for each specific cluster. Each cluster has its own secretariat that administrates the cluster and stays in contact with the EUREKA secretariat and the concerned public authority.

In order to create a cluster, industry has to take the lead. A firm must function as main partner and hold the financial support of both research organisations and NPCs. Cluster proposals approved by the relevant NPC are assigned a Cluster and EUREKA label for a period of 4-6 years and receive funding guarantees from participating private and public organisations with regards to planned cluster projects to be performed within the cluster. Cluster projects within a cluster are generated and approved by the cluster projects board of managers, normally consisting of industry representatives. Cluster project budgets typically range from 1, 5 million EURO to 50 million EURO. Sweden has so far been involved in the following clusters:

- CELTIC - telecom orientated ([www.celtic-initiative.org](http://www.celtic-initiative.org))
- ITEA 2 – research and development regarding programme intensive systems and services ([www.itea2.org](http://www.itea2.org))

- EURIPIDES – smart system and technology, for instance micro and nano-system and technologies of interconnection, packaging and integration of Smart-Systems (<http://www.euripides-eureka.eu/>)
- CATRENE - nano-electronics ([www.catrene.org](http://www.catrene.org))

As should be clear, cluster projects are generated within EUREKA clusters. The procedure for approving such projects is as follows:

- 1 Call within the cluster, invitation to submit project outline
- 2 The cluster secretariat may perform an information event
- 3 Discussion between potential partners and the concerned cluster secretariat
- 4 Discussion with concerned public authorities (PA)<sup>9</sup>
- 5 Submission of project outline to cluster secretariat
- 6 Final scores of outlines and invitation to submit a full proposal
- 7 Consultations with PA / co-financiers and submission of full proposal
- 8 Final scores and consultation with PA regarding full proposal
- 9 Approval of project (EUREKA and Cluster-label)
- 10 Formal co-financing decision from VINNOVA, if applicable.

Approximately 8 in 10 project outlines submit a full proposal to the cluster secretariat. PAs coordinate with the cluster secretariat regarding potential interest in co-funding. In Sweden, VINNOVA assesses all proposals with Swedish participation and makes a decision regarding which participants they may be able to finance, but it is the cluster that makes the decision regarding cluster- and EUREKA-labelling. Compared to other countries, for example France, Sweden has less money allocated for co-financing cluster projects. One of the objectives of the evaluation at hand is to see whether this has a negative impact on Swedish participant influence in cluster projects.

## **2.3 VINNOVA's co-funding of Swedish EUREKA participation**

All in all, VINNOVA allocates about 87 MSEK yearly to EUREKA, out of which 15 MSEK is allocated to individual projects, 30 MSEK to cluster projects and 45 million to EUROSTAR. Over the last decade VINNOVA's total budget for EUREKA funding has increased, in particular for cluster- and EUROSTAR projects.<sup>10</sup> On average, an individual project budget totals about 1.5 Million EURO for project that last about 2-

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<sup>9</sup> For cluster projects, these are not always the national project coordinator (it is the case in Sweden, but it varies between member countries). However, it is always a public authority of some sort.

<sup>10</sup> See also VINNOVA, 2011, Det svenska EUREKA-deltagandet, Dnr 2010-02898 and VINNOVA's yearly reports 2001-2009.

2.5 years. The average number of participating countries is three and 75 per cent of expenses may be allocated to one country.

VINNOVA may co-finance participants along the following guidelines

- At least one Swedish firm must participate and make at least in-kind contributions to the project
- Small and medium-sized enterprises (SME), according to the EU definition<sup>11</sup>, may apply for funding covering 50 per cent of their expenses
- Large firms may apply for funding covering 30 per cent of their project expenses
- Universities, higher education institutions, and research institutes may apply for funding covering 100 per cent of their expenses
- The total share of Swedish participation funded by VINNOVA must not exceed 50 per cent of total expenses if an SME is participating, or 40 per cent if an SME is not participating. It should be noted here that, if participating research organisations claim compensation for their full costs in accordance with the preceding point, less money can be allocated to participating firms

Expenses that may be covered include salaries, material, travel, premises, sub-contractors, overhead and equipment. With regards to the latter, VINNOVA takes into account whether renting would be a better option than buying. Travel expenses incurred during the preparation phase may be covered by VINNOVA for one (1) meeting, up to a ceiling of maximum 25 000 SEK for maximum two participants. In total, approximately 100 000 SEK, or 0.1 per cent of VINNOVA's budget is annually used for this purpose. Most participants cover their own travel costs during the preparation phase of the project.

## **2.4 VINNOVA Staff Resources**

The NPC belongs to the department of International Collaboration and Networks at VINNOVA. However, other parts of VINNOVA are involved in project procedures. In total, 3-4 full time equivalents (distributed on about 10 people) positions are dedicated to EUREKA, whereof 2-2,5 are connected to individual and cluster projects and the other to EUROSTAR. The role of VINNOVA in the EUREKA network is specified in government appropriations where VINNOVA is commissioned to: (i) disseminate information about EUREKA; (ii) assist Swedish partners in finding appropriate partners in other countries; (iii) prepare Swedish EUREKA applications; (iv) help designing projects; (v) provide travel support during the preparation phase of a project, and ; (vi) co-finance Swedish participation in EUREKA projects.

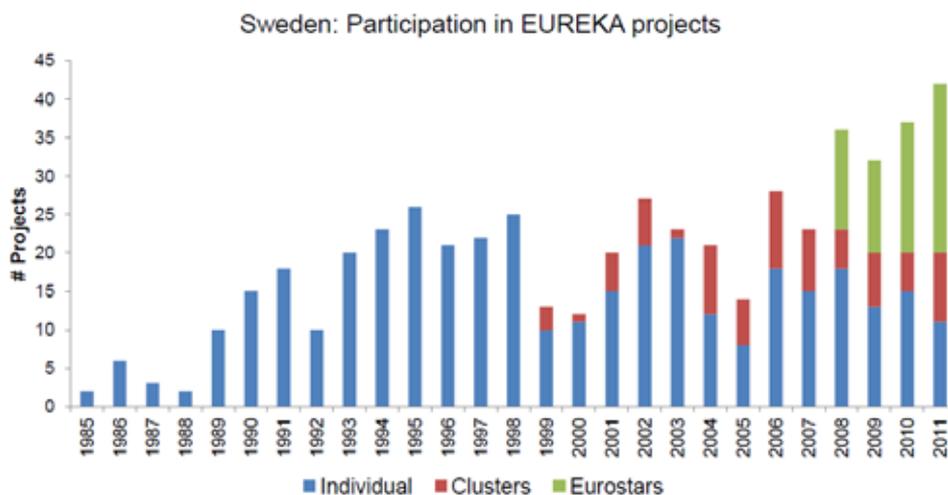
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<sup>11</sup> That is a firm with maximum 250 employees, a turnover of maximum 50 million euro and that is not owned by more than 25% by another firm.

### 3 Overview of Swedish participation in EUREKA projects 2001-2009

Swedish participation in EUREKA projects has varied over the years (see figure 2)<sup>12</sup>. In 1999, the cluster projects were introduced and their share of the Swedish projects has also varied over the years. Looking at the studied period, 2001-2009, it can be noted that it took some time to establish Swedish participation in cluster projects, but from 2004 and onwards the number of cluster projects are rather stable. At the end of the studied period, in 2008, the EUROSTAR projects were introduced. In 2011, these projects constituted almost half of the Swedish on-going EUREKA projects. EUROSTAR is not covered by the present evaluation since impacts cannot be seen at this early stage.

Figure 2 Swedish participation in EUREKA projects



Source: EUREKA Secretariat, 2011, EUREKA 1985-2010. Doing business through technology, 25 year country report 1985-2011

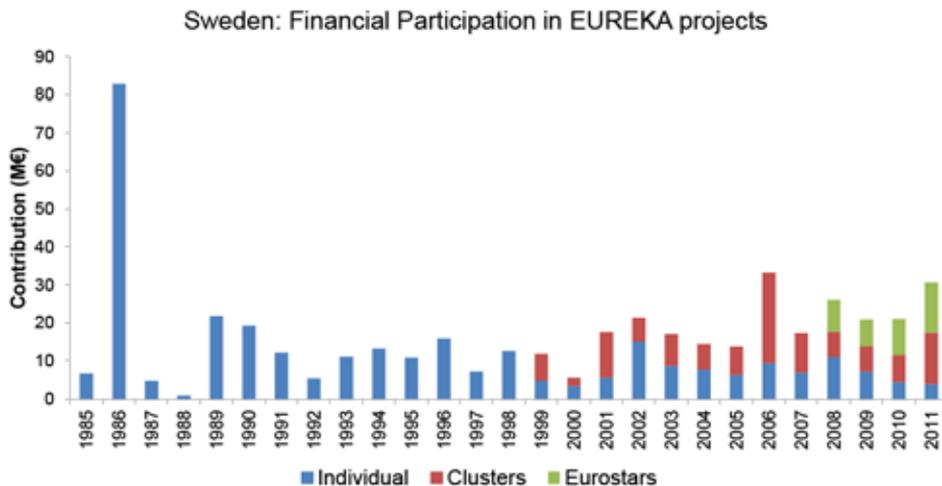
In terms of financial participation, the emergence of cluster projects as a dominant receiver of total funding, from 1999 and onwards is evident (see figure 3). Almost all

<sup>12</sup> Before 1999, EUREKA was run at two departments at NUTEK. The project implementation was performed in two phases, a definition phase and an implementation phase. In the implementation phase only SMEs could participate. The two phases were changed when VINNOVA became responsible for EUREKA, implying that the universities may participate during the whole project. However, it is emphasized from VINNOVA, that the role of the university is to perform activities that are of benefit for the participating companies.

increase in total EUREKA funding is claimed by cluster projects, and eventually by EUROSTARS.

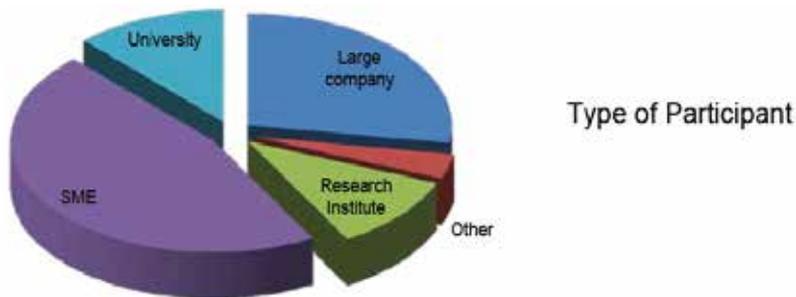
In terms of type of participants, EUREKA projects have changed during the last years. In the early days of the EUREKA network, most of the participating firms were rather large. Today SMEs dominate. Due to the nature of EUREKA projects, R&D-intensive firms are rather well represented in the projects. Firms are largely located to the three major city regions in Sweden, which are the counties of Stockholm, Västra Götaland and Skåne<sup>13</sup>. Furthermore, it is rather evident that in most cases the project partners come from countries close to Sweden (see figure 5). Biotechnology, ICT and industrial technology dominates in terms of technology area (see figure 6).

**Figure 3** Sweden's financial contribution to EUREKA. N.B. the bar for 1986 is correct but shows an aggregate of costs that have not be properly divided over the initial years of the network's existence



Source: see figure 2

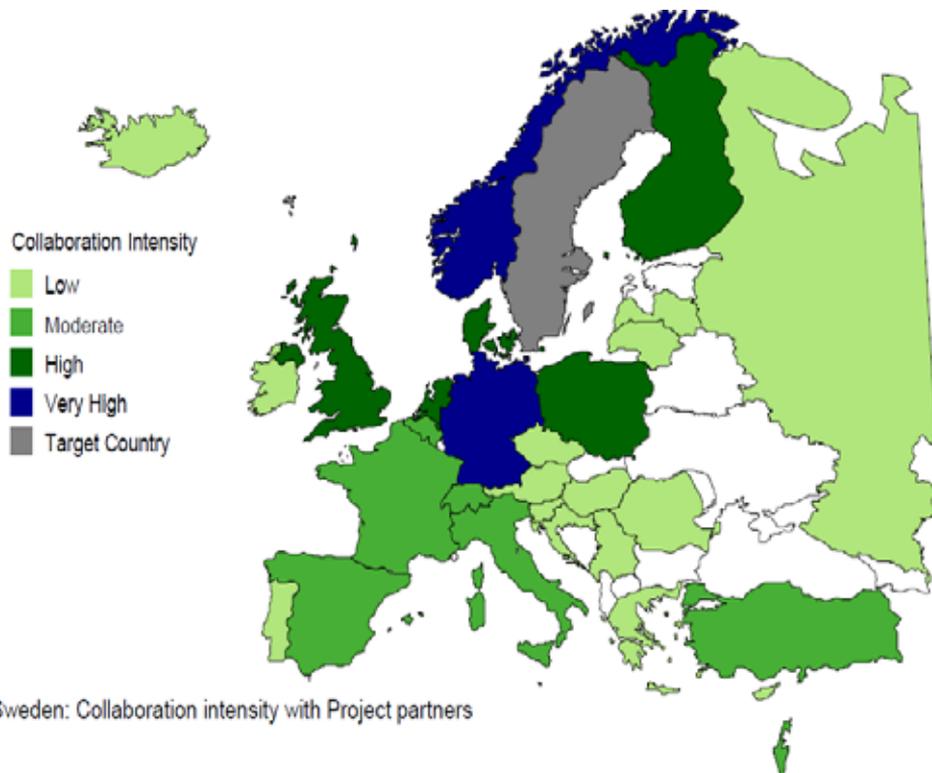
**Figure 4** Participant distribution on type, share of total number of participants



Source : see figure 2

<sup>13</sup> VINNOVA, 2011, Det svenska EUREKA-deltagandet, Dnr 2010-02898.

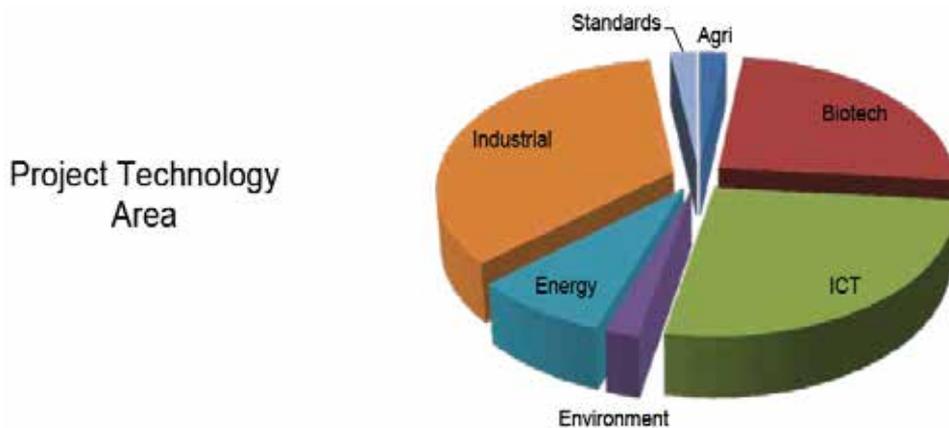
**Figure 5 National location of Swedish partners**



Sweden: Collaboration intensity with Project partners

Source: see figure 2

**Figure 6 Project distribution by technology area, share of total number of projects**



Source: see figure 2

### 3.1 Background information about projects and participants 2001-2009

In order to provide an overview of the Swedish participation during the studied period, the remaining sections of this chapter presents register data provided by the EUREKA secretariat and descriptive statistics from the surveys.

A total of around 300 EUREKA projects (individual and cluster, not EUROSTARS) had Swedish participants during the studied period. A majority of these participants are firms (see table 1).

**Table 1 Target population of the evaluation and response rates**

|                                      | Individual project |           |                 | Cluster project |           |                |
|--------------------------------------|--------------------|-----------|-----------------|-----------------|-----------|----------------|
|                                      | Total              | Responses | Response rate % | Total           | Responses | Response rate% |
| Firm                                 | 147                | 55        | 37,4            | 56              | 23        | 41,1           |
| Research organisations <sup>14</sup> | 58                 | 24        | 41,3            | 38              | 21        | 55,2           |
|                                      | <b>205</b>         | <b>79</b> | <b>38,5</b>     | <b>94</b>       | <b>44</b> | <b>46,8</b>    |

Overall, the response rates in relation to the Swedish target population are satisfying. However, since the present evaluation uses follow-up questions that sometimes run rather deep into the specifics of projects, it is important to keep in mind that there is often a diminishing statistical representativeness of answers. For example, respondents that claim to have developed a new product are asked if EUREKA-participation was an important factor in doing so, and, in turn, those that say yes are asked if they could at all have developed the new product without EUREKA-participation. The last subgroup of respondents in this chain is sometimes very small. Strictly speaking, therefore, the answers and experiences presented in this report represent only the firms and research organisations that answered the specific question at hand. However, what is lost in quantitative representativeness due to the chosen approach is often compensated for by gains in qualitative depth and contextualisation. In practical terms this means that while the survey results should not be used to, for example, extrapolate the total number of new products and processes that have been created in the target population, it does provide valuable insight into the varying degrees and channels of influence that EUREKA has had on different impacts for the Swedish participants.

Most of the firm respondents represent small and medium-sized firms, with an emphasis on the former – and working at the management level of the firm, for instance being the CEO, R&D manager, or business unit manager. Regarding research actors

<sup>14</sup> 68 higher education institutions, 23 research institutes, 3 state agencies, 1 county council and 1 foundation.

most of the respondents represent higher education institutions (29) and research institutes (11). Around 40 per cent of the respondents in this group have the academic title “professor”. Most of the respondents (89 per cent) are men – perhaps due to the strong emphasis on technology development in EUREKA projects, which is a male-dominated area both in business and academia.

A majority of respondents (both for firms and research organisations) say that their projects were carried out during the second half of the 2000s. The implications of this are discussed in section 1.3. Around half of the projects have had five or more participants from 2-3 countries. Almost all research organisation respondents (95 per cent) and somewhat fewer firm respondents (85 per cent) have received EUREKA funding from VINNOVA<sup>15</sup>. This implies that VINNOVA funded participants are slightly overrepresented in the study.

For firms, 44 per cent of respondents were the main participant of the project, while the same portion for research actors is 15 per cent. This is in line with the guidelines of the EUREKA network which promotes firms taking project lead.

### **3.2 Influence on the consortium and focus of the project**

Respondents were asked if the Swedish “sub consortia” in projects have had less influence on the project design in terms of focus and participants, due to limited or total lack of VINNOVA funding. Similar questions are posed to participant in individual projects in order to understand how participant in general perceived their influence on project focus and project participant selection.

All in all, 79 per cent of the **firms** state that they have had a rather strong or strong influence on the focus of the project. Almost all of the main participant firms state that they have had a rather strong or strong influence in this regard, as compared to 60 per cent of other firms. Seven in ten firms that received VINNOVA funding claim that this had a rather big or big impact on their influence over the project focus.

In terms of influence over project participant selection, 65 per cent of firm respondents claim to have had a rather strong or strong influence on project participant selection. Almost all of the main participants claim to have had a rather strong or strong influence, while only 60 per cent of other firms make the same claim. Among VINNOVA funded firms, 54 per cent of respondents say that this had a rather big or big impact on their influence over project participant selection.

For **research organisations**, 74 per cent say that they have had rather strong or strong influence on the focus of the project. Almost all respondents have received funding from VINNOVA and of these 63 per cent claim that this funding had a rather big or big

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<sup>15</sup> Not all EUREKA projects receive funding from the NPC. Those that do not either fund their own participation or are funded by other sources.

impact on their influence. Regarding influence over project participant selection, 43 per cent state that they have had a rather strong or strong influence. The importance of VINNOVA funding is more or less the same (57 per cent). Since only a few research organisations were the main participant it has not been possible to compare this dimension in terms of influence over project design.

## 4 Direct economic impacts

This chapter presents and discusses identified direct economic impacts. There are two main types of such impacts: (i) new or substantially improved goods, services or processes, and; (ii) positive change in firm performance indicators (e.g. turn-over, employment or profit) due to the introduction of such novelties. As discussed in section 1.X, it is not possible to study these impacts through financial data provided by firms, since such data is not sorted to distinguish the specific contribution of products or processes developed in connection with EUREKA from other sources in the firms' operations. Instead, the evaluation must rely on subjective counterfactual accounts of firm representatives. These accounts are built in three steps. First, respondents are asked if there have been any positive change in a range of variables. Second, they are asked if EUREKA mattered for the change. Finally, they are asked to what extent they would have been able to create the change without EUREKA.

The survey forms the basis for this part of the evaluation, but the results are also contextualized through in-depth interviews with firm representatives. Such contextualization is helpful in building confidence in observed results. By, for example, mapping the links in the causality chain from participation to impact, instead of just discussing input and output, it is possible to not only further understand how EUREKA-participation came to have an impact, but also to ground the data gathered by the survey, thereby strengthening its probative value.

Following sections describe observed impacts according to impact type, and compare EUREKA to similar interventions (e.g. EUFP and national R&D-programmes). No significant differences were noted between project types (individual versus cluster projects), which is probably due to the fact that Swedish cluster projects are not very different from individual projects, other than the thematic focus and size. The thematic focus does not affect the impacts under study in this evaluation, and the fact that almost all cluster project respondents are main participants may have negated any project size effect in terms of participants being peripheral. In other member countries, selection processes differ more between individual and cluster projects, which may yield other results.

### 4.1 Few patents

Innovation in the form of new products or processes, constitutes a fundament for increased productivity, sales and competitiveness in firms, and is therefore an important potential impact of EUREKA-participation. At data level, this kind of impact

is expressed in things like patents, licenses, new products and new production processes<sup>16</sup>.

Patents are often used to measure innovation, but have also been criticized for being too simplistic an indicator. While patents can only be granted in cases where the applicant has actually invented something new and significant, far from all patents will ever impact the competitiveness of firms. First, a patentable product is not per definition marketable, which means that not all patented things are innovations (i.e. something new that is economically significant<sup>17</sup>). Second, firms sometimes strategically patent as a means to block competition from developing new products in areas where the firm feels that it cannot yet compete (so called “carpet patenting”, a paraphrase of “carpet bombing”). The latter kind of patenting may, in a sense, increase the firm’s competitiveness vis-à-vis firms whose innovation processes are blocked, but it arguably does so in a way that simultaneously negates the overall purposes of the EUREKA intervention. Nevertheless, since it is not possible, a priori, to know the specific patenting behaviours of EUREKA-participants, patenting was included in the present evaluation and discussed in the interviews.

As it turns out, 17 per cent of respondents have filed patent applications but only a few of these have been granted. The main reason for the low number of patents seems to be that patenting either was never possible or was never the desired outcome in the project. As one firm puts it:

*“Software patents are notoriously weak and are not a priority.”*

Or as a research organisation put it:

*“We write articles, not patents”*

In cases where patenting took place, respondents say that EUREKA often helped speed up the process but that they would have patented anyway.

## **4.2 New or substantially improved products and processes**

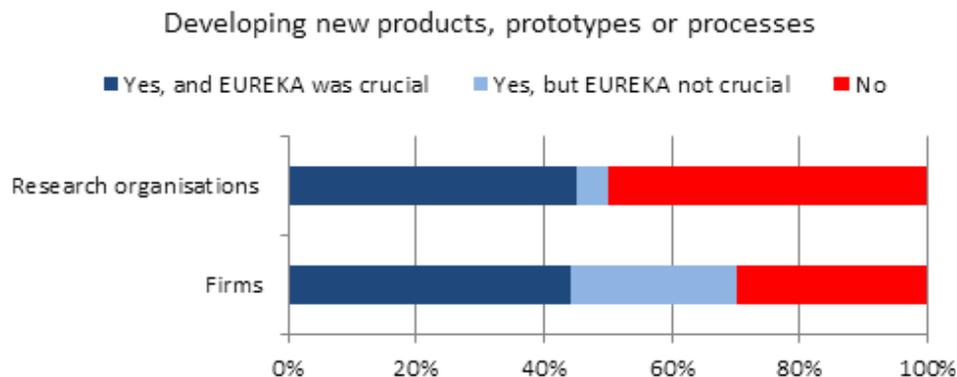
A more significant impact is observed with regards to new or improved products and processes. Seven in ten respondents say that their firm developed either a new product or process, or substantially improved existing products and processes while participating in EUREKA. In almost all of those cases (87 per cent) respondents claim that EUREKA significantly speeded up the process.

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<sup>16</sup> See the surveys in appendix 1 for more information on empirical data capture.

<sup>17</sup> Schumpeter’s definition

**Figure 7 EUREKA impact on new or improved products and processes in firms and research organisations**



As one interview respondent puts it:

*“EUREKA was important in speeding up the process, which is very important! We would have done it anyway, but this really helped. Our firm lives on being at the technical forefront of a current technological regime shift, so being fast is vital”*

In 63 per cent of the cases where a product or process have been developed, respondents claim that the firm could not have done this without EUREKA (see figure 7).

A vast majority of research organisations (84 per cent) say that EUREKA speeded up development processes. Furthermore, just above half of the research organisations claim that the project resulted in a demonstrator or prototype, and that in 90 per cent of those cases, they would not have been able to develop the demonstrator/prototype without EUREKA. It thus seems that research organisations do not develop new product and processes as frequently as firms, but when they do, they are more dependent on EUREKA (see figure 7).

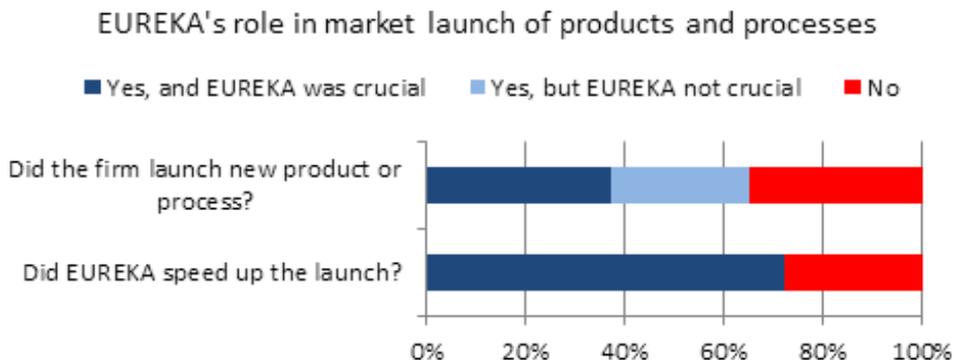
### 4.3 Increased firm performance

As discussed in section 1.2, the benefits of technological development may pan out over long periods of time. This section discusses EUREKA-impacts that directly influence firm performance through market introduction of new products and processes. Such impact may be manifested in, for example, increased sales, employment growth<sup>18</sup>, or higher profits. Again, for abovementioned reasons, the

<sup>18</sup> It is, of course, possible that new or improved products or processes are labor saving and may therefore actually lead to decreased employment in the short or long term, while still being good for firm competitiveness. Also product and process innovation have different dynamics and may have contradictory consequences for some variables. These possibilities have been covered in both survey design and interviews and should be kept in mind when reading the sections regarding these types of impacts.

present evaluation does not measure this by using financial data, but asks respondents to assess the extent of impact related to EUREKA.

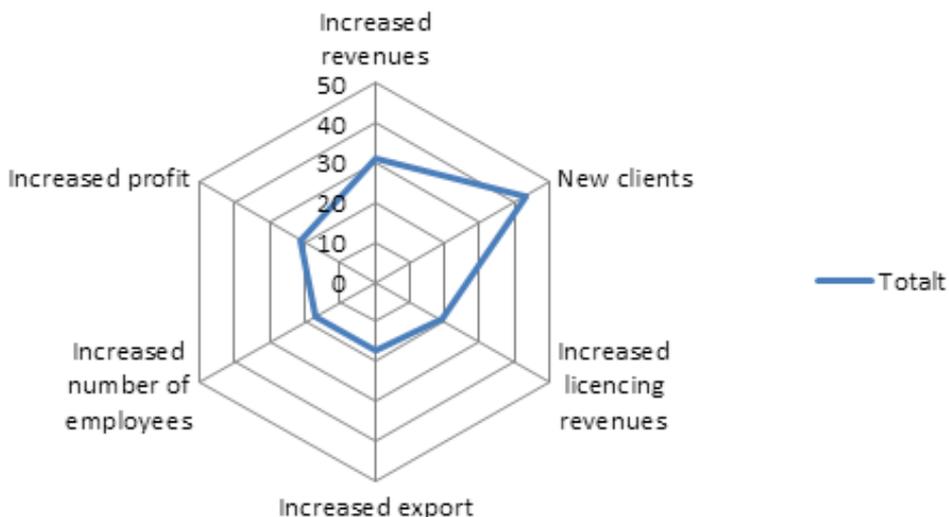
**Figure 8 EUREKA role in enabling firms to launch new products and processes on the market**



As figure 8 shows, in 65 per cent of cases, firms claim that the EUREKA project has resulted in actual or imminent product or process launch on the market. In most of these cases (83 per cent) the product or process has been launched on the international market. EUREKA has speeded up the launch in 72 per cent of cases. In 57 per cent of cases, respondents assess that the firm could not have achieved such increases in performance, or would have had a hard time doing it, without EUREKA.

The respondents that said that they had launched a new product or process on the market were asked about any specific impacts that this have had on firm performance. In one out of five cases, new products or processes being launched due to EUREKA led to significantly increased: *total revenues; licencing revenues, or; profits*. In slightly fewer cases (17 per cent of cases), it led to: *new employment; more exports, or; higher productivity*. The launching of new products also led to significant increases in *sales* (29 per cent of cases), and number of *clients* (43 per cent of cases). Figure 9, illustrates this distribution.

**Figure 9 Performance impact, distribution of type**



A deeper look into specific cases shows, in particular, that new or improved product or processes coming out of EUREKA-projects sometimes generate all revenues in SMEs. For these firms, of course, EUREKA has had a vital impact and has made a direct contribution to the interventions overarching targets. Interviews also show that external factors, mainly related to the last financial crisis sometimes negate the impact of EUREKA-participation.

*“The product increased the revenue, profit, export and productivity in 2008. In 2009, the financial crisis hit and forced our client to stop production of the instrument that our product was a component of. Consequently the sales of our product ended.”*

Among the firms that state that launching a new or substantially improved product or processes has not been possible, the main explanations are that the technology is not yet mature; that competitors have been faster in their development work and conservative attitudes among consumers. However, there are also cases where EUREKA was not even close to having an impact, according to respondents:

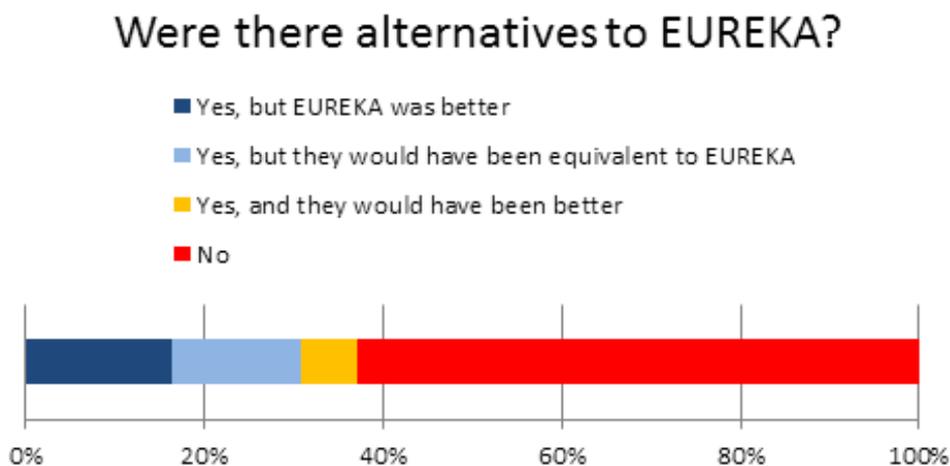
*“For EUREKA to have had any influence at all, we would have needed 20 times the received financing”*

In order to provide further insight into this complexity the text boxes in figure 11 and 12 presents two cases, which illustrates how projects that overall must be considered a success also contains partial failure and potential areas of improvement.

## 4.4 Comparison to similar interventions

Two thirds of EUREKA-participants also participated in other similar programmes. National R&D-programmes like “Research and Grow (Forska Väx)” and FFI<sup>19</sup> are most common, but EUREKA-participants also took part in international interventions like EUs Framework Programme (FP). Respondents were therefore asked about the possibility to use alternative interventions for achieving the same results. As is evident in figure 10, 37 per cent said yes. Most of these, in turn, claim that EUREKA is an either better or equivalent way to achieve the same results compared to other interventions. This result probably means that EUREKA for the most part fills a unique function in the intervention portfolio available to firms, and that it is comparing well to other interventions in cases of overlap.

Figure 10 Alternatives to EUREKA



The interviews add some depth to this pattern by clarifying some of the pros and cons with the EUREKA network, experienced by the respondents.

*“EUREKA implies less politics, less complexity and more concrete product development / process development, and research than EUs Framework Programme, it [EUREKA] is easier and more about value creation and production.”*

Another firm emphasise the rather close connection to commercialization:

*“[EUREKA is] better or equally good. I think that the EUREKA idea is very good - from the start one gets partners who are commercially*

<sup>19</sup> Collaboration between the state and automotive sector including jointly financed research, innovation and development activities.

*orientated. The application process and evaluation [of the application] seem to be very serious and good. I experienced a high competence level in the EUREKA network straight through compared to other financiers.”*

The most commonly stated reason for thinking that other programmes are better, however, is that other programmes offer more funding, which does not necessarily relate to other aspects of programme performance. Experience from similar evaluations and analysis shows that respondents almost always say that they need more money – even those that are arguably among the most successful examples. For the intents and purposes of the present evaluation, lack of funding can arguably only be considered a problem if it actually in a significant way hinders positive outcomes. Since 7 out of 10 evaluated EUREKA-projects have resulted in a new or substantially improved product or process, and 1 in 5 of those have led to a significant increase in firm performance, it is reasonable to conclude that lack of EUREKA-related funding is not a big obstacle to direct economic impacts in the EUREKA network.

**Figure 11 A successful individual project**

### **A successful individual project**

The interviewed firm has around 100 employees and participated in an individual EUREKA project that lasted for 3 years during the Mid-2000s. In all 10 actors, representing SMEs, the research sector and a foundation from four neighbouring countries participated in the project. The interviewed Swedish company was the main participant and states that in the project they cooperated with partners they already knew. The company states that it was able to influence the participants as well as the focus of the project to a high degree. The company received financing from VINNOVA, but does not consider this being important for their influence over the focus of and project participants. Regarding the project design, the company stresses a commonly mentioned challenge, namely that the participating countries have different system for financing EUREKA projects.

The product development performed in the EUREKA project was to be made by the company anyway. But the EUREKA project speeded up the development (acceleration additionality) and the financing was very helpful during the start-up phase when a lot of investments were needed (scale additionality). A challenge in the project was that a common standard was lacking for the product development. Consequently, a common standard had to be developed by the project and this work took a year to perform. The Swedish participant declares that cultural differences, even if the partners were coming from neighbouring countries, to some extent caused misunderstandings and hampered the development of the project. It is also emphasised that the researchers involved could have been a little more committed to the project. Instead, they had other engagements and interests, not always in line with the aim of the project, which they preferred to prioritise.

A prototype was developed. After the project ended the project participants continued to develop and improve the prototype into a product in a jointly owned company (spin-off) and succeeded in launching this product on the market. The launch of the product is considered to have been quicker thanks to EUREKA, but could probably been performed without the EUREKA project. The launched product has had an impact on the turnover, sales and number of employees in the company. Except the product, the company could also use the project findings in their counselling work. The project findings were also published in a book. Despite the international dimension in EUREKA projects, the Swedish company is still rather focused on the national market. However, the interviewed representative is convinced that an international perspective is needed in order to be competitive in the future. Thanks to EUREKA they also got attention for the project and product from other European actors in their business, which had found information about the project on the homepage of the EUREKA network. However, due to limited resources the company has not have had time to follow up these business opportunities yet.

The company is very satisfied with the support from VINNOVA and states that the agency is very service-minded. Also the quick response on the application from the EUREKA-network is highly appreciated. Compared to for instance national agencies funding projects in their sector the time needed to process the application is considered to be remarkable fast. The assessment of the application is also valued, since it offered an opportunity to increase the ambition of the project and to develop some weaker parts of the project plan.

**Figure 12 A successful cluster project**

### **A successful cluster project**

The company was rather newly started when it participated in the project. Today has around ten employees and is mainly active on the Swedish market. The cluster project the company was involved in lasted for 3 years and was implemented during the Mid 2000s. In all, the project had 22 participants from 6 countries. The company received financing from VINNOVA and the company contributed with in-kind financing in the project. The VINNOVA financing is considered to be crucial for the participation in the project. Since the project was rather large the company states that their influence on the focus of and the project participants was rather limited. The project was however considered to be very central for the company, implying that the work performed in the project may have been performed anyway. But thanks to EUREKA the technology was developed much faster (acceleration additionality).

During the project the participants and the company managed to develop a product. The company has used this product in all other products the company have developed later. Consequently the product has contributed to an increased turnover and possibilities to employ new staff. The participation did also imply new international customers.

Regarding the cooperation the company states that there were some difficulties since too many actors were involved. In addition, it felt like some of the participants did not share information and knowledge to a degree that they wanted due to a lack of trust. Regarding network impacts, above all cooperation with a Swedish research organisation and companies located in other parts of Sweden was improved thanks to the project, and they have continued to cooperate with these after the end of the project.

When the company compares EUREKA to other public support programmes it can conclude that other programmes seem to be designed further away from the core business of the company, while EUREKA offers the opportunity to work with concrete technology development of direct importance for the company.

## 5 Direct network impacts

From the Swedish perspective, EUREKA may play an important role for improving networks of participating organisation, especially in terms of adding international nodes and establishing links between industry and academia. Networks may, of course, have both positive and negative impacts on the organisations that they connect. It is reasonable to assume, however, that firms and researchers for the most part, and especially over time, make rather well-informed decisions with regard to which partners that can help them become more competitive. In any case, lack of choice is arguably a more common problem for organisations than making bad choices within an abundant population of alternatives.

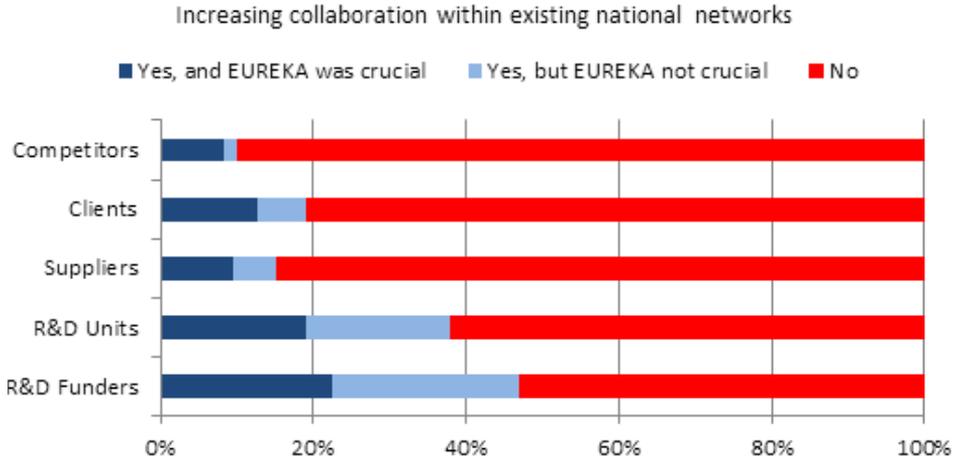
Therefore, if EUREKA adds relevant connections to participants' networks this should be considered a relevant impact. This chapter presents observed direct network impacts of EUREKA-participation for firms and research organisations respectively. Four types of network impacts are studied: (i) strengthened utilization of existing national links; (ii) added national nodes in network; (iii) strengthened utilization of existing international links, and; (iv) added international nodes in network.

As noted and explained in chapter 4, no significant differences were noted between individual projects and cluster projects.

### 5.1 Network impacts for firms

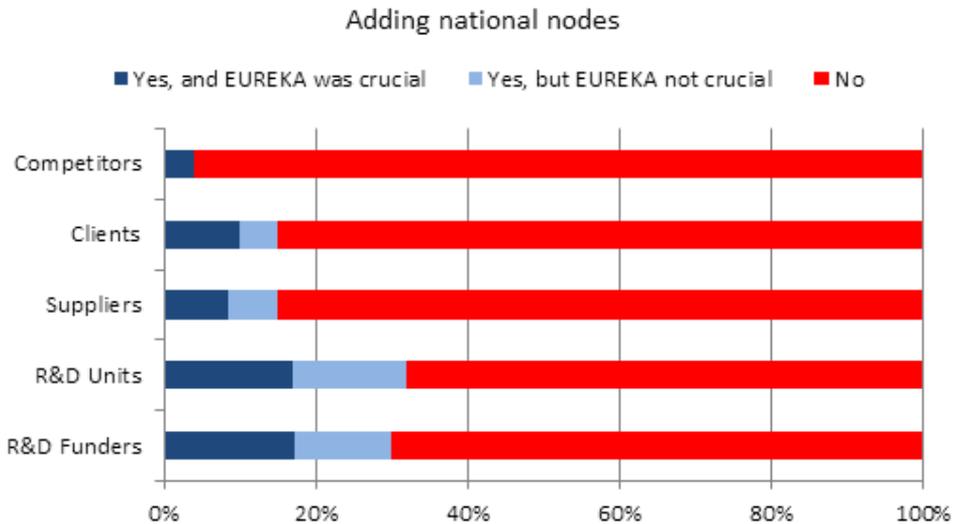
Most firms (90 per cent) experienced some sort of significant network impact during their EUREKA participation – half of those that did, claim that this impact would not have come about without EUREKA. As is evident from figures 13 through 16, the most common type of network impact is an increase in collaboration or networking across the industry-academia divide – either with R&D units or with R&D funders.

**Figure 13 National network impact (firms) in terms of increased collaboration**



A noteworthy variance between national and international impacts is that the latter are more diverse. While increased industry-academia collaboration and networking clearly dominates the national picture, increased collaboration and networking with clients and suppliers are almost as common in the international setting. The overall frequency of networking impacts is higher in the international networks, but if only those impacts where EUREKA was crucial are accounted for, there are no big differences between national and international networks.

**Figure 14 National network impact (firms) in terms of added nodes**



An interesting difference between national and international networks is that EUREKA seems to matter more for already existing networks than for new networking at the national level, while there is no such difference at the international level. In-depth analysis reveals that this most likely has to do with the application procedure. Many respondents claim that they felt they needed to showcase a strong national consortium in the application, which meant that they relied on existing networks, rather than risking to appear less strong in the application by creating new ones.

*“[For us there was] no effect on network. In order to create a strong enough application, you must already have a strong network.”*

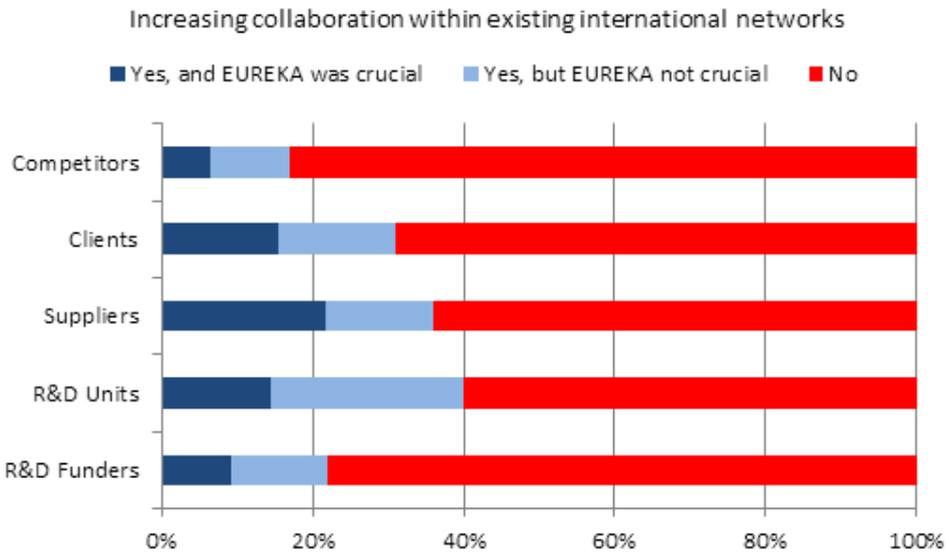
*“Network is not an effect, but a prerequisite.”*

Still, even when this was the case, new networks could develop over the course of the project:

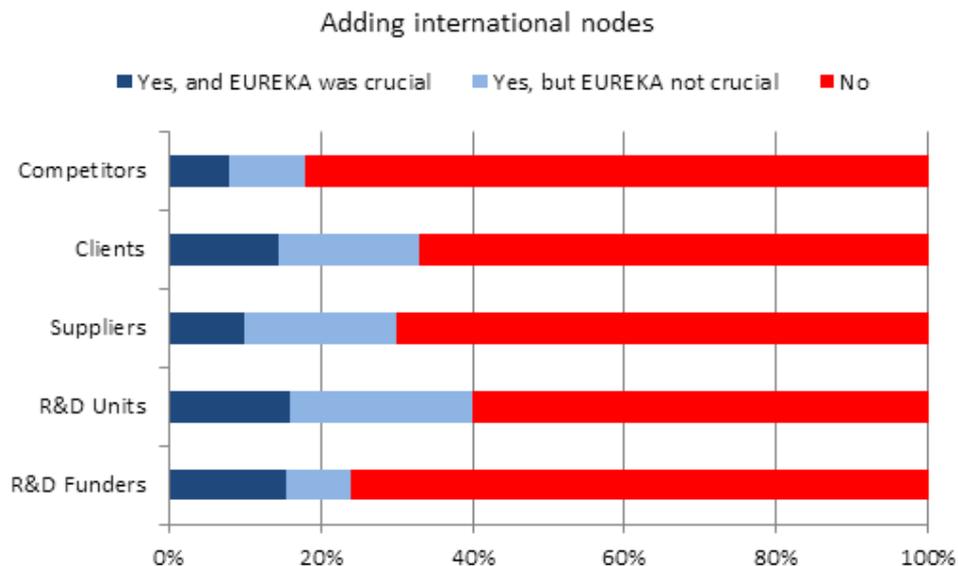
*“Our key international partner was already present in the network but during the course of the project our technology development work was picked up by a new international client and this was very positive – so there is exposure.”*

*“We used our already existing network. But the project also established an arena for network reproduction which takes on a life of its own.”*

**Figure 15 International network impact (firms) in terms of increased collaboration – note the D-shape compared to the L-shape of the national setting**



**Figure 16 : International network impact (firms) in terms of added nodes**

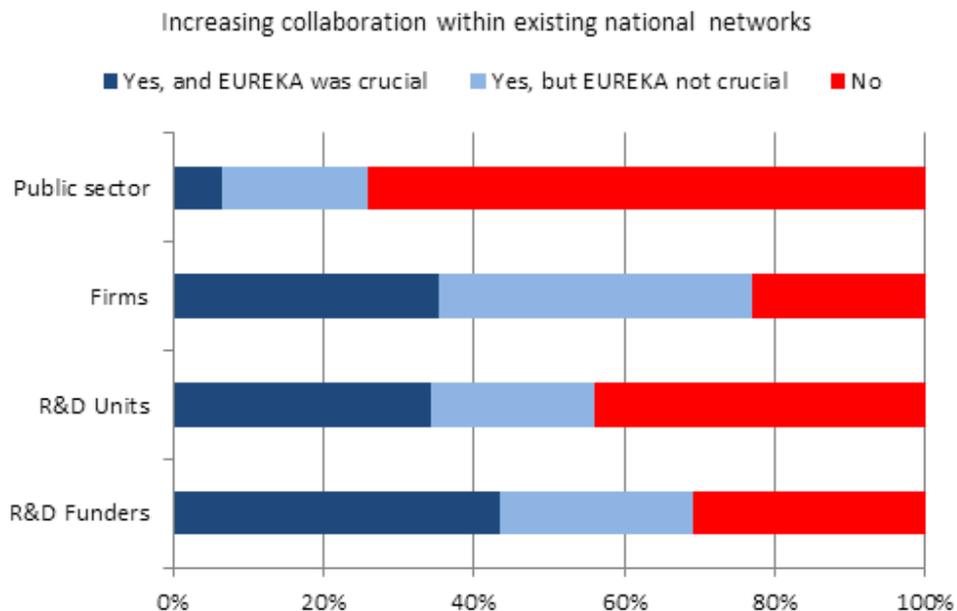


## 5.2 Network impacts for research organisations

Overall, EUREKA seems to create more network impact for research organisations than for firms. This is the case for both national and international networks. With the exception of impact in terms of increased collaboration within existing international networks, the single largest impact is in relation to new and increased interaction with firms. This pattern is also confirmed in the interview, as is further explained in figure 21.

Figures 17-20 also shows that, like for firms, EUREKA is more crucial for national network impacts – even though the overall impacts are stronger in the international setting. The most striking result is that none of the research organisations that claim to have added national R&D units to their network (just over 30 per cent of all respondents) think that they could have done this without EUREKA. EUREKA is also particularly important for the research organisations’ ability to create new or increased collaboration with national R&D funders.

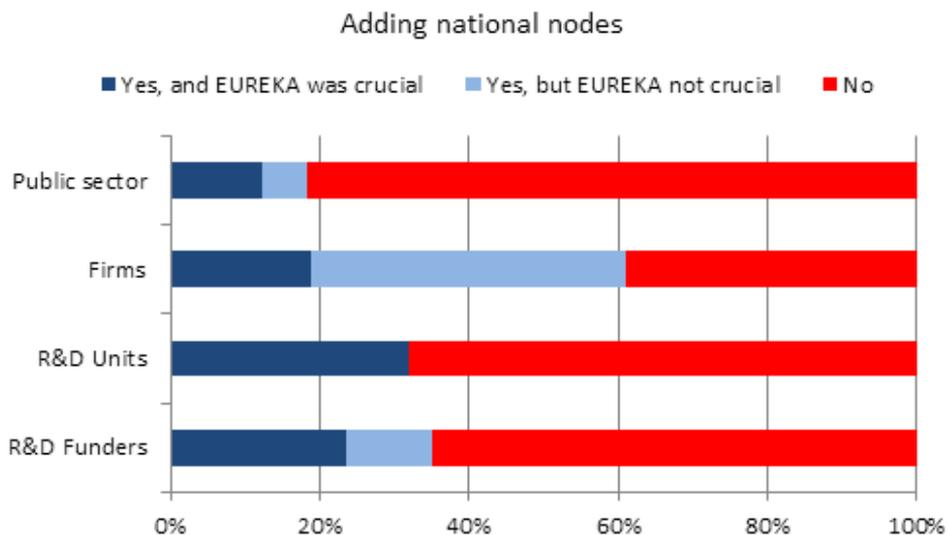
**Figure 17 National network impact (research organisations) in terms of increased collaboration**



The international impact patterns are in some aspects confusing. It seems like EUREKA participation in a majority of cases increased collaboration in already existing networks and/or added new nodes to the respondent’s international network. At the same time, a majority of research organisations claim that such impacts would have happened regardless of EUREKA. Both of these patterns stand in rather stark contrast to the corresponding patterns for firms.

It is, of course, possible that this contrast can be explained by actual differences in EUREKA impact for the two groups, but it is more likely that it, at least to some extent, is caused by differences in how the two groups think about networks. Since, the research community in general is characterised by a larger degree of “weak international links” than firms – that is, relations to peers that have been established through international conferences and so on, but that have never been manifested in specific collaboration or common projects – it is reasonable to assume that firms use more excluding criteria when asked about their networks than academics.

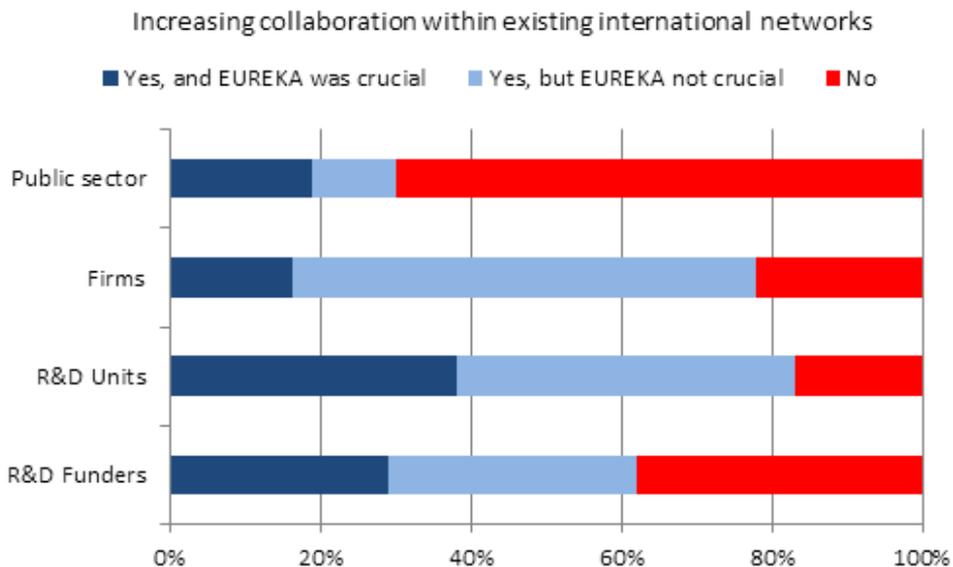
**Figure 18 National network impact (research organisations) in terms of added nodes**



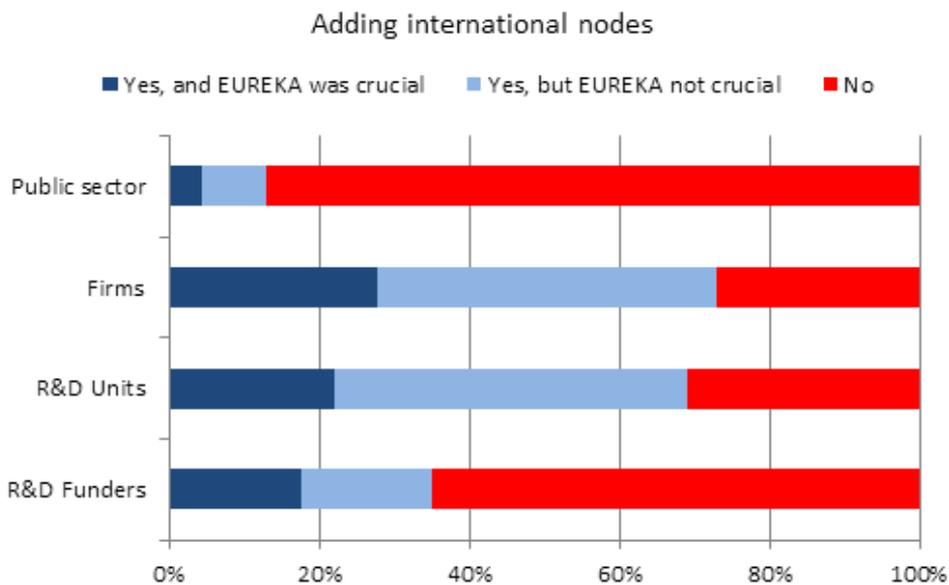
This does not necessarily mean that research organisation overestimate the size of their networks compared to firms, but it could mean that they underestimate the importance of EUREKA for taking existing networks to a new level.

For both firms and research organisations, network impact always presumes mutual interest and agendas between the respondent on the one hand, and the new or existing nodes on the other. Just because, the respondent would have tried to establish new links, or increase the use of existing ones, regardless of whether they participated in EUREKA or not, does not mean that the node on the other side of the link would have wanted to, or would have been able to, do the same. Therefore, while subjective counterfactual accounts should be given the benefit of the doubt, the evaluation should be careful in interpreting the types of EUREKA impact that depends on more actors than the respondent – for example network impacts. In order to further illuminate how EUREKA may impact participant networks, the textboxes in figure 21 and 22, describe some results from the in-depth studies.

**Figure 19 International network impact (research organisations) in terms of increased collaboration**



**Figure 20 International network impact (research organisations) in terms of added nodes**



**Figure 21 EUREKA as an opportunity for international collaboration**

**EUREKA - An opportunity for international cooperation**

International cooperation is an added-value in the EUREKA projects. The participation in a EUREKA project can be seen as a means for getting new international contacts. But in some of the interviews it becomes evident that the cooperation between the partners in the consortium had existed before the EUREKA project. In order to be able to submit a competitive application a rather established and sound cooperation between the partners must also exist.

But there are some examples of projects based on new contacts and constellations. Often it is a contact to a contact that has been included in the consortium. But it is also mentioned during the interviews that some of the companies have been approached by other companies with enquiries about EUREKA participation during fairs or contacted by companies which have found them on the Internet. A company states that they were informed about EUREKA by a newsletter including information about financing opportunities compiled by a consultancy firm. Also research organizations are stated to be facilitators and disseminators of information about the EUREKA network. Research institutes funded by member fees are for instance informing their member companies about the possibilities of participation in EUREKA.

In the interviews it is stressed that international cooperation is not an aim in itself, instead it is considered as a means for achieving something. A company is stating that they are selling on the international market thanks to the EUREKA project and that the EUREKA project was a gate opener to start cooperation with a sub-contractor. The EUREKA-project is also seen as a way to test a product in greater context, especially since the Swedish home market is rather limited. Especially some of the interviewed research actors also stress the importance of being connected to the international arena in respect of knowledge development, since it is there the knowledge development takes place. But that the cooperation brings some kind of added-value is also confirmed by that the cooperation between the participants often continues in other shapes and forms after the EUREKA-project.

In the interviews it is revealed that in a larger company international cooperation sometimes are reserved to some specific people implying that it is difficult to disseminate contacts and project results internally in the company. It also mentioned that it sometimes is challenging to apply new knowledge acquired in the projects in the own organization due to rather rigid systems.

**Figure 22 EUREKAs role in bridging the industry-academia divide**

**EUREKA - An opportunity for cooperation between industry and research**

Many of the interviewed researchers participating in EUREKA projects are used to cooperating closely with the industry. It is stated the personal contacts and trust are of great importance for having this cooperation. Some of the people involved in EUREKA projects also seem to have double roles, implying that they are employed both at a university and in a company. It is also stated that the research organisations function as a middle-man between companies and facilitate the cooperation between competitors.

The researchers often appreciate the participation and contact with larger companies in the projects since this is a way to learn how these are thinking about the future knowledge development. The interviewed researchers do not consider that their academic careers have been hampered by participating in a EURKEA project. Instead, the project enables them to publish articles in scientific journals based on the project findings. However, it is stressed that at universities in general, collaboration with industry is still considered to have low prioritisation. But it seems that a EUREKA project in most cases is regarded as a 'win-win' project for the different types of participants.

### **5.3 Duration of network impacts**

On a final and more speculative note with regard to network impacts, the duration of such impacts should be considered. As mentioned, the temporal scope of the evaluation means that observed impacts are only snapshots of unfolding events. In order to extend the observation window, the evaluation therefore gathered subjective accounts on projected impacts of various kinds.

Both firms and research organisations often claim that network impacts linger on after the EUREKA project has ended, which seems to suggest that EUREKA leaves a more long lasting mark on the activities of its participants. At the same time, impacts are typically sustained by specific processes, rather than by more general exchanges. For example, more than half of the respondent that claim to have had long-term impacts of this kind, say that this takes the form of concrete technical collaboration or joint research projects. In one sense, this means that the long-term impact is tangible, which is positive. In another sense however, it means that the impact on long-term ability for more explorative work (or innovation) may be limited.

Research organisations are less likely to say that they no longer have any contact with networks established during the EUREKA project, but again, a research organisation's definition of what constitutes research collaboration is probably more forgiving than a firm's definition of what qualifies as technical collaboration.

## 6 Other impacts

It is important to not only look for impacts that are in line with EUREKA's objectives. First, interventions almost always trigger unforeseen processes that may either support or negate the intervention's intentions; or be of no relevant consequence at all. Second, people rarely do things for only one reason and human motives are more often than not egocentric. Subsequently, the evaluation at hand must assume that all EUREKA applicants come into the process with multiple agendas, not all of which are fully aligned with the intentions of the intervention. This is not to say that evaluations should assume foul play – it is rarely about extreme or destructive deviations – but rather that evaluations should actively engage with these issues as empirical matters. This chapter presents the results from the part of the evaluation that studies other impacts than economic- and network impacts. It also presents results from questions concerning motives for participation since such motives often provides an important context for understanding “unexpected” impacts.

### 6.1 General knowledge impacts

In order to shed some light on participant agendas and expectations, respondent were asked about their motives for joining the EUREKA project. The most common motive is perfectly aligned with the overall objectives of the EUREKA network, namely: to develop new or substantially improved product or processes (see figure 23). There are some differences with regard to specific interests in either goods; services; processes; or all of these, but this is to be expected because of different operational specificities of respondent firms (for example, firms that produce goods (a majority of respondents) are interested in developing new or improved goods and processes, and so on). As one firm put it:

*“We really wanted to join potential subcontractors in leading the development of interesting technologies and processes, and to learn something about their practical usefulness.”*

A more unexpected result is that project participants, despite EUREKA's aim to support specific projects for developing and commercialising new or improved products and processes, often join the network with more long-term knowledge development objectives in mind. Almost 70 per cent of firms list “getting access to new knowledge” – including knowledge about different ways to perform developing work – as a motive for project participation, which makes this the second most common motive overall. As one firm put it:

*“[We wanted] updated and improved knowledge about user-involvement in open innovation processes.”*

Also more general forms of knowledge development can be directly important for firm competitiveness:

*“If the firm has sound finances and access to general information, superior theoretical knowledge will lead to success.”*

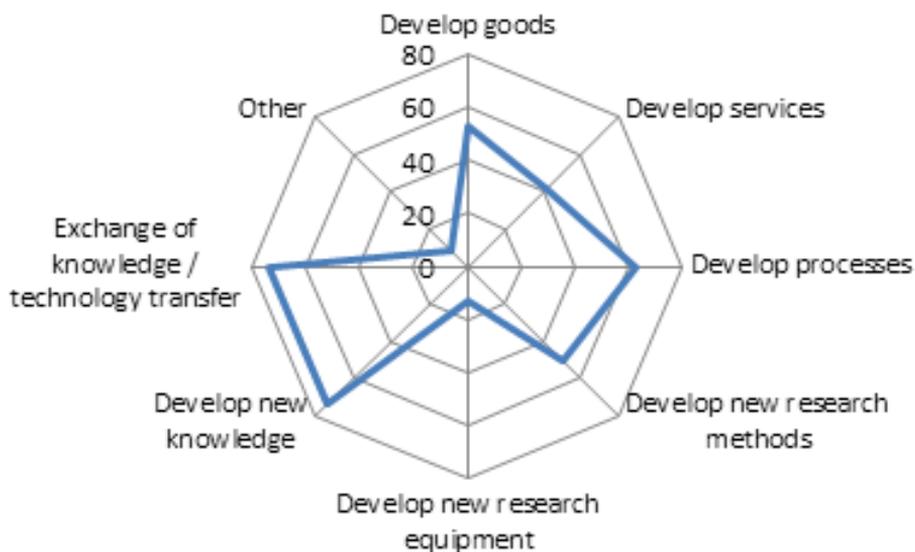
**Figure 23 Main motives for EUREKA participation (firms)**



However, it should be noted that firms often have more than one motive for joining EUREKA – it is rarely about either practical or theoretical knowledge development. Indeed, as the following quite illustrates, participant motives are generally complex.

*“The aim was to improve productivity in software development processes, in particular with regards to smarter, faster and more efficient requirements handling for quality requirements such as, for example, performance, reliability, and usability. Another goal was to deepen our collaboration with the partner university and their software development. The project enabled us to employ a researcher part-time, who helped us lead a research focused software development project within the firm.”*

Figure 24 Main motives for EUREKA participation (research organisations)



Larger firms tend to more frequently value the general knowledge impacts of EUREKA, while smaller firms mention more specific knowledge impact gained through technology development processes.

Participating research organisations evidently participated in EUREKA projects for slightly different reasons than firms, but also shared some common motives (see figure 24). Most noteworthy, research actors often wanted to contribute to the development of new or substantially improved products and processes:

*“The projects goal was ‘from idea to product in six months’ and the focus was more on agile processes and developing practices for distributed development of complex products. We have specifically looked at a wide range of process aspects and tested process systems.”*

However, to develop new scientific knowledge and to exchange knowledge / technology transfer, were the most popular motives for EUREKA participation among research organisations:

*“We wanted to have a presence on the European research front.”*

*“The project aimed to develop substantially improved knowledge about fundamental processes as well as contribute to evidence-based measures for limitations of negative environmental and health effects.”*

## 6.2 Strategic information impacts

Another important impact of the EUREKA network is that participants have been able to access and gather strategically important information. Such information is not ubiquitous and can form an important basis for competitiveness for firms.

Half of the respondent firms claim that EUREKA participation gave them valuable information about potential clients and their needs, and a third say that the EUREKA project allowed them to build an important understanding about their competitors.

Some respondents develop this in the interview to also include more general impacts related to getting new perspectives on what is important information. As one large firm puts it:

*“Just the fact that you suddenly find yourself in a totally different context is a very valuable thing”*

For research organisations, EUREKA also contributed in terms of providing information that could be considered strategically important, if not to the main activities of the researchers, then at least for their ability to commercialise research results. Most respondents (74 per cent) say that EUREKA gave them a better understanding about how research results may be used in an industrial- or business context. Lack of such understanding is widely seen as an important obstacle to technology transfer processes between academia and industry.

In the textboxes in figures 25 and 26, it is further described how EUREKA may play a role in more general knowledge development and how unmet expectations may lead to early exit.

**Figure 25 Knowledge development in EUREKA projects**

**EUREKA – an opportunity for knowledge development**

Some of the interviewed companies stated that for different reasons, for instance lack of demand and changed of market conditions, a concrete product could not be developed and launched in the EUREKA project. But in some of these projects it was stated that the project was important in terms of knowledge development. Participation in EUREKA is also regarded as a way to be active in a knowledge development process. In a case it is for instance stated that the knowledge developed in the project was so specific that it could not easily be put directly into a product development. Several examples of that knowledge were generated during the project that can be further used in development processes can be found, implying that that projects contribute to adding pieces to a knowledge development puzzle in specific sectors.

Especially representatives from larger companies express that EUREKA projects have an important role for the general knowledge development in the sector. A representative from a larger company which frequently has participated in EUREKA projects states that the participation in a EUREKA project is a way to “acquire” new knowledge to the company and intelligence how competitors and customers are thinking about the knowledge development in the sector. Another larger company participating in a cluster project states that the project offers a common platform for actors interested in knowledge development in their field. Of course the company’s own interest is the most important driving force for the participation but also a genuine curiosity regarding knowledge development is important for justifying the participation. During the interview we also get an indication that regarding R & D expenditures, larger companies have shortened the time horizon during the last 10-15 years, implying that research funding must result in concrete must faster today.

**Figure 26 Some reasons for quitting EUREKA projects**

**Projects that have been finalised in advance**

A pattern that can be observed for the projects that have been finalised in advance is that the project did not bring the benefits the participating actors had hoped for. In one case, a small Swedish company joined the project since they wanted to develop a new process for their production. As the project progressed the company realised that they could develop this process without the help of the project participants. Consequently, they left the project. However, the other project participants continued the project and used the equipment the Swedish company has provided, which was necessary for working out the solution and the project succeeded in developing the intended product.

In a cluster project the participating company discovered that the conditions in one of the participating countries did not turn out to be as expected, mainly related to lack of participation from an important actor. Consequently, they left the project after they had compared how much efforts and costs they would have to put into the project to the potential benefits of it. A research actor did also quit a project in advance since the Swedish company decided to leave the project. In another case the finalisation was related to an internal management decision, where a prioritisation among the company's R & D activities had to be made due to economic constraints. In order to be justified, the R & D activities needed to be explicitly connected to business opportunities (see also text box EUREKA – an opportunity for knowledge development). A company also confirms that if a project not is central enough for a company the priority is rather low, implying that staff is redrawn from the project if they are better needed in other company activities. Finalisation of project participation in advance is not considered to be a problem in terms of administration. For instance VINNOVA accepts to finance costs already appeared in the project.

## 7 Conclusions and recommendations

In this final chapter, the main findings of the present evaluation are first presented from the perspective of the different phases in a typical EUREKA-project. Second, some general conclusions are drawn with regards to the impacts of the EUREKA network. Finally, some recommendations for the future are provided.

### 7.1 Initiating phases of a project

One goal of the evaluation is to find out to what extent Swedish participants can influence the focus and partner selection of the project – as well as understanding to what extent VINNOVA funding influences this aspect. The evaluation finds that **being the main participant is more important than having VINNOVA funding – in particular with regard to influence over project focus**. However, neither should VINNOVA funding be considered unimportant for Swedish influence, nor should this conclusion be extended to the general importance of project co-funding for Swedish impacts.

A reflection with regards to Swedish influence is that this should not be seen as a goal per se. In projects like EUREKA, where the main purpose is to explore the unknown and develop new things, it may sometimes be better to be influenced by new perspectives and competences than to dominate the agenda.

Furthermore, the evaluation finds that **networks are more prerequisite than impact**. That is, new networks are rarely created by EUREKA-participation, but pre-existing networks are commonly seen as a necessary factor in projects being approved for participation. Especially in terms of the national setting, networks tend to form during the initiating phase as a means to build a strong project application, rather than in later stages as an impact of the project. This means that participants sooner form alliances within existing and proven networks than build new, risky constellations.

Finally, the evaluation finds that **there seems to be an overrepresentation of participants that already receive support from other interventions**. This raised questions about potential barriers to entry. Do firms and research actors have to be very familiar with the support system in order to initiate EUREKA projects? And if so, does this mean that Swedish project selection is not made from an optimal pool of candidates?

### 7.2 Creation of new and improved products and processes

The evaluation finds that **EUREKA is a crucial component for the creation of a substantial number of new and improved products and processes**. Participants

generally join EUREKA in order to carry out specific technology development projects and often end up doing precisely that. **EUREKA is particularly important in terms of acceleration additionality** – that is, for speeding up processes that would perhaps have happened anyway.

The evaluation also finds that **there are a number of important unexpected impacts – specifically in terms of general knowledge development and access to strategic information**. Such impacts contribute significantly to the participants' long-term competitiveness.

### **7.3 Market launch and increased participant performance**

The evaluation finds that EUREKA in a substantial number of cases is crucial to the Swedish participants' ability to launch new products and processes and thereby increase performance. In particular, **EUREKA speeds up market launch of new products and processes, which may have happened anyway**.

Additionally, **EUREKA plays an important role in helping Swedish firms to reach international markets**.

Finally, **EUREKA plays a somewhat unique role in the Swedish and European intervention portfolio**. Only in one fifth of cases did respondents have other alternatives that would have helped them develop and launch new or improved products and processes in similar or better ways than EUREKA.

### **7.4 Networking**

**Overall, EUREKA impacts on participant networks must be considered as fairly low**. EUREKA does help Swedish participants to connect to new international partners and to increase interaction in existing networks, but for most networks and partner-types this impact was uncommon and only to a limited extent dependent on EUREKA.

One exception that stands out in this respect is that **EUREKA seems to play an important role for bridging the academia-industry divide**. Overall, EUREKA seems more important for the networks of research organisations than for firms, although, different ways of thinking and using networks in industry and academia respectively warrants some caution in interpreting this pattern.

### **7.5 Recommendations**

Based on the evaluation, Sweco makes the following recommendations:

- Continue to encourage Swedish EUREKA participation since the network clearly has some positive and specific impacts on development of new or improved products and processes in the participating firms and research organisations.

Especially ensure that more public actors and potential participants in Sweden find out about EUREKA.

- Continue to co-finance Swedish firms since it cannot be excluded that successful projects are dependent on co-funding
- Continue to encourage Swedish actors to be main participant, since this is the single most efficient way to enhance participant influence in EUREKA projects
- Consider ways to increase the size of the applicant-pool. This evaluation cannot say for certain that this pool is suboptimal, but there are some indications that this is the case.
- Extend the scope of partner-searches to also include non-EUREKA related parts of VINNOVA
- Create better conditions for project follow-up, for example by continuously updating contact information. Consider making co-funding payments pendent participant collaboration on these issues.
- Gather data from participants so that the intervention can be evaluated continuously. In doing so, consider finding a balance between data completeness on the one hand and SBA-principles on lowering report burdens for EU SMEs. One way forward may be to gather less “objective” data and more subjective counterfactual data in line with the present evaluation.

# Appendix 1 – Surveys to firms and research organisations

## Bakgrundsinformation om respondenten

1. Namn:

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2. Telefonnummer:

---

3. Vilken funktion har Du i företaget?

VD

Affärsområdes-  
/Divisionschef

Forsknings- och  
utvecklingschef

Projektledare/forskare

Annan, vänligen ange  
vilken!  \_\_\_\_\_

4. Hur länge har du haft denna funktion? (antal år)

---

## **BAKGRUNDSINFORMATION OM FÖRETAGET/AFFÄRSOMRÅDET OCH EUREKA-PROJEKTET?**

Beträffande den första delen av enkäten som innehåller bakgrundsfrågor om företaget och projektet kan det vara bra att ha tillgång till dokumentation om företaget och projektet för att lättare kunna besvara frågorna.

**Definition:** Med affärsområde avser vi del av ett produktmässigt diversifierat företags verksamhetsfält till vilket det forsknings- och utvecklingsarbete som genomfördes i EUREKA-projektet kan relateras till.

5. Vilken huvudsaklig typ av produkt producerade företaget eller det berörda affärsområdet vid projektstarten?

Varor

Tjänster

6. När deltog företaget eller det berörda affärsområdet för första gången i ett EUREKA-projekt?
- 

7. Vilket år startade [sml Action="PrintRespondentProperty" Variable="Projekttitel"]?
- 

8. Vilket år slutade [sml Action="PrintRespondentProperty" Variable="Projekttitel"]?
-

**9. Hur många medarbetare hade/har företaget eller det berörda affärsområdet...**

...när projektet startade?

---

...när projektet slutade?

---

...idag?

---

**Kommentar (t ex om företaget eller affärsområdet har berörts av organisatoriska förändringar, förvärv, fusioner etc., när inträffade de i sådana fall):**

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**10. Hur stor omsättning (uppskattningsvis) hade/har företaget eller det berörda affärsområdet...**

...när projektet startade?

---

...när projektet slutade?

---

...idag?

---

**Kommentar (t ex om företaget eller affärsområdet har berörts av organisatoriska förändringar, förvärv, fusioner etc., när inträffade de i sådana fall):**

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---

---

**11. Hur många deltagare hade [sml Action="PrintRespondentProperty" Variable="Projekttitel"], exklusive ert företag?**

- |     |                          |
|-----|--------------------------|
| 1   | <input type="checkbox"/> |
| 2   | <input type="checkbox"/> |
| 3   | <input type="checkbox"/> |
| 4   | <input type="checkbox"/> |
| 5   | <input type="checkbox"/> |
| 6-9 | <input type="checkbox"/> |
| 10  | <input type="checkbox"/> |

**12. Hur många av dessa var?**

- Små och medelstora  
företag, dvs < 250  
anställda \_\_\_\_\_
- Storföretag, dvs >  
250 anställda \_\_\_\_\_
- Universitet eller  
högskola \_\_\_\_\_
- Forskningsinstitut \_\_\_\_\_
- Ideella organisationer  
eller stiftelser \_\_\_\_\_
- Annat, vänligen ange  
vad! \_\_\_\_\_

**13. Hur många av projektets partners var svenska?**

\_\_\_\_\_

**14. Hur många länder var representerade i projektet?**

- 1
- 2
- 3
- 4
- 5
- > 5

15. Vilka var dessa?

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16. Hur stor var projektets totala budget i Euro?

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17. Hur stor var företagets/det berörda affärsområdets projektbudget i Euro?

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## FÖRETAGETS ROLL I PROJEKTET

18. Vilken roll hade företaget i projektet?

Huvudpartner/projektledare  
(Main participant)

Partner (Participant)

19. Vilket inflytande hade företaget/det berörda affärsområdet beträffande...

|                               | Inget inflytande         | Litet inflytande         | Ganska stort<br>inflytande | Stort inflytande         |
|-------------------------------|--------------------------|--------------------------|----------------------------|--------------------------|
| ...projektets<br>inriktning   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> |
| ...val av<br>projektdeltagare | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> |

Utveckla gärna dina synpunkter nedan:

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**20. Har företaget fått finansiering av VINNOVA för att delta i EUREKA-projektet?**

Ja

Nej

**a. Om JA, dvs företaget har fått finansiering...**

|  |                          |                          |                             |                          | Kommentar |
|--|--------------------------|--------------------------|-----------------------------|--------------------------|-----------|
|  | Ingen<br>betydelse       | Liten<br>betydelse       | Ganska<br>stor<br>betydelse | Stor<br>betydelse        |           |
| ...vilken betydelse har finansieringen haft för företagets inflytande beträffande projektets inriktning? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | _____     |
| ...vilken betydelse har finansieringen haft för företagets inflytande beträffande projektdeltagare?      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>    | <input type="checkbox"/> | _____     |

**b. Om NEJ, dvs företaget har inte fått finansiering...**

Kommentar

|  | Ingen<br>utsträckning    | I liten<br>utsträckning  | I ganska<br>stor<br>utsträckning | I stor<br>utsträckning   |       |
|--|--------------------------|--------------------------|----------------------------------|--------------------------|-------|
| ...i vilken<br>utsträckning<br>anser ni att en<br>finansiering från<br>VINNOVA skulle<br>ha kunnat<br>påverka ert<br>inflytande över<br>projektets<br>inriktning?          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/> | _____ |
| ...i vilken<br>utsträckning<br>anser ni att en<br>finansiering från<br>VINNOVA skulle<br>ha kunnat<br>påverka ert<br>inflytande<br>beträffande val av<br>projektdeltagare? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>         | <input type="checkbox"/> | _____ |

## MOTIV FÖR DELTAGANDE

### 21. Vad ville företaget uppnå med deltagandet i EUREKA-projektet? (det är möjligt att kryssa i flera alternativ)

- Utveckla nya/förbättrade varor
- Utveckla nya/förbättrade tjänster
- Utveckla nya/förbättrade processer
- Tillgång till nya internationella marknader
- Starta ett nytt företag/nytt affärsområde
- Tillgång till ny kunskap
- Ökad marknadsandel
- Annat, vänligen ange vad!  \_\_\_\_\_

**Utveckla gärna dina svar nedan:**

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## RESULTAT OCH EFFEKTER

### Innovation och ekonomi

22. Resulterade EUREKA-projektet [sml Action="PrintRespondentProperty" Variable="Projektitel"] i att företaget eller det berörda affärsområdet har sökt patent?

Ja

Nej,

kommentar:

\_\_\_\_\_ HOPPA TILL FRÅGA 23

a. Om ja,

hur många patent?

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Hur många av dessa patent har beviljats?

---

|  |                          | Till liten del           | Till ganska stor del     | Till stor del            | Kommentar |
|--|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
|  | Inte alls                |                          |                          |                          |           |
| Vad tycker du? Har deltagandet i EUREKA-projektet bidragit till att företaget snabbare har kunnat söka/erhålla patent?             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____     |
| Vad tror du? Skulle företaget / det berörda affärsområdet ha kunnat söka / erhålla patent utan att ha deltagit i EUREKA-projektet? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____     |

**23. Har företaget eller det berörda affärsområdet inom ramen för EUREKA-deltagandet lyckats ta fram en ny eller förbättrad vara, tjänst eller (tillverknings)process, till exempel i form av en prototyp?**

Ja

Nej,  \_\_\_\_\_

kommentar: HOPPA TILL FRÅGA 25

**a. Om JA, Om företaget har lyckats ta fram en ny vara/tjänst eller (tillverknings)process...**

|   |                          |                          |                          |                          | Kommentar |
|---|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
|   | Inte alls                | Till liten del           | Till ganska stor del     | Till stor del            |           |
| Vad tycker du? Har deltagandet i EUREKA-projektet bidragit till ett snabbare framtagande av en ny eller förbättrad vara, tjänst eller process?      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____     |
| Vad tror du? Skulle företaget / det berörda affärsområdet ha kunnat ta fram vara, tjänsten eller processen utan att ha deltagit i EUREKA-projektet? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____     |

**24. Resulterade EUREKA-projektet i att företaget eller det berörda affärsområdet lanserat en ny eller förbättrad vara, tjänst eller process på marknaden?**

- Ja
- Nej, men lansering på marknad planeras ske inom de närmsta åren
- Nej, inte alls

**a. Om ja, vilken är den huvudsakliga marknaden?**

- Lokal/regional
- Nationell
- Internationell, vilka länder?  \_\_\_\_\_

Till ganska  
 Inte alls    Till liten del    stor del    Till stor del

**Om ja på internationell marknad**, Skulle lanseringen på den internationella marknaden ha kunnat göras utan deltagande i EUREKA-projektet?

**Om JA på ny vara, tjänst eller process ovan: Har den nya eller förbättrade varan, tjänsten eller processen som tagits fram inom ramen för EUREKA-projektet lett till...**

Till ganska stor  
 Inte alls    Till liten del    del    Till stor del

|                               |                          |                          |                          |                          |
|-------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| ...ökade försäljningsintäkter | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...ökat antal kunder          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...ökade licensintäkter       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...ökad export                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...ökat antal anställda       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...ökad vinst                 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...ökad produktivitet         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**Kommentar:**

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**Ungefär hur stor andel av omsättningen i företaget/ affärsområdet/ produktsegmentet under det senaste verksamhetsåret kom (uppskattningsvis) från den lanserade produkten, tjänsten eller processen? Svara på det/de alternativ som är relevanta.**

|                | 0-2%                     | 3-5%                     | 6-10%                    | 11-25%                   | 26-50%                   | 51-75%                   | 76-100%                  |
|----------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Företaget      | <input type="checkbox"/> |
| Affärsområdet  | <input type="checkbox"/> |
| Produktsegment | <input type="checkbox"/> |

**Utveckla/kommentera gärna dina svar nedan:**

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**Vad tror/tycker du:**

|  | Inte alls                | Till liten del           | Till ganska stor del     | Till stor del            | Kommentar |
|--|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
| Har deltagandet i EUREKA-projektet bidragit till en snabbare lansering av den nya eller förbättrade varan, tjänsten eller processen på marknaden?    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____     |
| Skulle företaget / det berörda affärsområdet ha kunnat lansera varan, tjänsten eller processen på marknaden utan att ha deltagit i EUREKA-projektet? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | _____     |

**25. Vid företagets / det berörda affärsområdets inträde i EUREKA-projektet, fanns det andra program, organisationer och/eller andra finansieringsmöjligheter som hade kunnat stödja framtagandet av en ny eller förbättrad vara/tjänst/ (tillverknings)process?**

Ja, vänligen ange vilka  \_\_\_\_\_

Nej, vänligen kommentera  \_\_\_\_\_  
HOPPA TILL \_\_\_\_\_  
FRÅGA 26 \_\_\_\_\_

**a. Om ja, Bedömer du att de andra alternativen skulle ha varit bättre, sämre eller lika bra jämfört med EUREKA-projektet?**

Bättre

Sämre

Lika bra

## Nätverkseffekter - ökat samarbete

26. Vad tycker du? Har EUREKA-projektet inneburit att företaget/det berörda affärsområdet fått ett ökat samarbete med redan befintliga kontakter såsom...

|  | Om ja, hade detta skett utan deltagande i EUREKA-projektet? |                          |                          |                          |
|--|---|--------------------------|--------------------------|--------------------------|
|  | Ja  | Nej                      | Ja                       | Nej                      |
| ...nationella FoU finansiärer  | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella FoU utförare (universitet, högskolor, forskningsinstitut)      | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella underleverantörer  | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella kunder   | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella konkurrenter   | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...annan typ av nationell aktör  | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella FoU finansiärer   | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella FoU utförare (universitet, högskolor, forskningsinstitut) | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella underleverantörer   | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella kunder  | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella konkurrenter  | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...annan typ av internationell aktör   | <input type="checkbox"/>                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Utveckla/kommentera gärna dina svar nedan:

**27. Vad tycker du? Har EUREKA-projektet inneburit att företaget/ det berörda affärsområdet etablerat samarbeten med nya samarbetsaktörer såsom...**

|  | <u>Om ja, hade kontakten kunnat etablerats utan deltagande i EUREKA-projektet?</u> |                          |                          |                          |
|--|--|--------------------------|--------------------------|--------------------------|
|  | <b>Ja</b>  | <b>Nej</b>               | <b>Ja</b>                | <b>Nej</b>               |
| ...nationella FoU finansärer   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella FoU utförare (universitet, högskolor, forskningsinstitut)      | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella underleverantörer  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella kunder   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...nationella konkurrenter   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...annan typ av nationell aktör  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella FoU finansärer  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella FoU utförare (universitet, högskolor, forskningsinstitut) | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella underleverantörer   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella kunder  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...internationella konkurrenter  | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ...annan typ av internationell aktör   | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Utveckla/kommentera gärna dina svar nedan:

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---

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**28. Har EUREKA deltagandet inneburit fortsatt samarbete med projektdeltagare på något sätt efter projektets slut? (flera alternativ är möjliga)**

Tekniskt samarbete

Marknadssamarbete

Annat, vänligen ange vad  \_\_\_\_\_

Nej, vänligen kommentera  \_\_\_\_\_

**DELTAGANDE I ANDRA PROGRAM SYFTANDES TILL ATT STÖDJA FÖRETAGETS / DET BERÖRDA AFFÄRSOMRÅDETS INNOVATIONSPROCESS**

**29. Har företaget/det berörda affärsområdet under perioden 2001-2009 deltagit i andra program för att utveckla eller förbättra varor, tjänster eller processer?**

Ja

Nej, vänligen kommentera  \_\_\_\_\_  
HOPPA TILL FRÅGA 30

**a. Om JA, Om företaget/det berörda affärsområdet under perioden 2001-2009 har deltagit i andra program, vilka?**

Nationella program, vänligen ange vilka  \_\_\_\_\_

EUs ramprogram

Andra internationella program, vänligen ange vilka  \_\_\_\_\_

**b. Om JA, I vilket skede av innovationsprocessen har företaget / det berörda affärsområdet huvudsakligen deltagit i dessa program? (flera alternativ är möjliga)**

Idé- och kunskapsutveckling

produktutveckling

Kommersialisering

**c. Om JA, Hur bidrar deltagandet i dessa program till företagets/det berörda affärsområdets innovationsprocess? (flera alternativ är möjliga)**

- Finansiering av FoU-arbete
- Skapa nätverk/samarbete med kunder
- Skapa nätverk/samarbete med konkurrenter
- Skapa nätverk/samarbete med FoU aktörer
- Skapa nätverk/samarbete med privata finansiärer
- Skapa nätverk/samarbete med offentliga finansiärer
- Rådgivning, t ex beträffande patentansökningar
- Marknadsföring/kommersialisering

**d. Om JA, Vad tycker du? Är deltagandet i dessa program bättre, sämre eller lika bra för att ge stöd i företagets/det berörda affärsområdets innovationsprocess jämfört med deltagandet i EUREKA-projektet?**

- Bättre
- Sämre
- Lika bra

**Utveckla gärna dina synpunkter nedan:**

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## ÖVERGRIPANDE BEDÖMNING

**30. Har deltagandet i EUREKA-projektet bidraget med andra resultat utöver samarbetet att ta fram den nya / förbättrade varan, tjänsten eller processen? (det är möjligt att kryssa i flera alternativ)**

- Avknoppningar, nya företag har startats
- Ökad kännedom om konkurrenter
- Utveckling av normer/standard
- Licensöverenskommelser
- Ökad kännedom om kunder och deras behov
- Annat, vänligen ange vad  \_\_\_\_\_
- Nej, vänligen kommentera  \_\_\_\_\_

**Kommentar:**

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## Övergripande bedömning av företagets deltagande i EUREKA-projektet

### 31. Har deltagandet i EUREKA-projektet betydelse för företagets/det berörda affärsområdets... (flera alternativ är möjliga)

...kunskapsutveckling

...produktutveckling

...marknadsutveckling/  
kommersialisering

#### Kommentar:

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### 32. Motsvarade deltagandet i EUREKA-projektet företagets / det berörda affärsområdets förväntningar?

Inte alls

Till liten del

Till ganska stor del

Till stor del

**Kommentar:**

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**REKOMMENDATIONER**

**33. På vilka sätt skulle svenska företags deltagande i EUREKA-projekt kunna förbättras för att få större resultat för företagens utveckling av nya/förbättrade varor, tjänster eller (tillverknings)processer? (flera alternativ är möjliga)**

- Ändrade finansieringsregler
- Bättre stöd och information från VINNOVA
- Bättre stöd och information från andra aktörer
- Partnersökning
- Myndighetssamverkan
- Annat, vänligen ange vad  \_\_\_\_\_

**Utveckla gärna dina synpunkter nedan:**

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· **EUREKA – FRÅGOR TILL FORSKNINGSAKTÖRER**

· **Bakgrundsinformation om respondenten**

1. Respondentens namn: \_\_\_\_\_

2. Respondentens kontaktuppgifter:

Telefonnummer: \_\_\_\_\_

E-post: \_\_\_\_\_

3. Vilken funktion har Du i Din organisation? (*flera alternativ är möjliga*)

- Professor
- Forskningsledare
- Forskare / Projektledare
- Doktorand
- Annan, vänligen ange vilken!

4. Hur länge har Du haft denna funktion?

Antal år: \_\_\_\_\_

· **Bakgrundsinformation om aktören och EUREKA-projektet**

5. När deltog Din organisation för första gången i ett EUREKA-projekt?

År \_\_\_\_\_

Vet ej

6. Vilket år startade projektet? \_\_\_\_\_

7. Vilket år slutade projektet? \_\_\_\_\_

8. Hur många medarbetare har deltagit i projektet från Din organisations sida? \_\_\_\_\_

Kommentar:

**Hur många företag och andra organisationer deltog i projektet exklusive Din organisation?**

- 1
- 2
- 3
- 4
- 5
- 6-10
- 10

§ Hur många av dessa var?

· Små och medelstora företag, d v s < 250 anställda

· Storföretag d v s > 250 anställda \_\_\_\_\_

· Universitet eller högskola \_\_\_\_\_

- Forskningsinstitut \_\_\_\_\_
- Ideella organisationer eller stiftelser \_\_\_\_\_
- Annat, vänligen ange vad, \_\_\_\_\_

9. Hur många av projektets partners var svenska? \_\_\_\_\_

10. Hur många länder var representerade i projektet?

- 1
- 2
- 3
- 4
- 5
- >5

Vilka var länderna? \_\_\_\_\_

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11. Hur stor var projektets totala budget i Euro? \_\_\_\_\_

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12. Hur stor var Din organisations projektbudget i Euro? \_\_\_\_\_

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· **Organisationens roll i projektet**

13. Vilken roll hade Din organisation i projektet?

- Huvudpartner / projektledare (Main participant)
- Partner (Participant)

14. Vilket inflytande har Din organisation haft beträffande ....

|                             | Inget inflytande         | Litet inflytande         | Ganska stort inflytande  | Stort inflytande         | Kommentar |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
| ... projektets inriktning?  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ...val av projektdeltagare? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |

Kommentar: \_\_\_\_\_

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**15. Har Din organisation fått finansiering av VINNOVA för att delta i EUREKA-projektet?**

Ja

|   | Ingen betydelse alls     | Liten betydelse          | Ganska stor betydelse    | Stor betydelse           | Kommentar |
|---|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
| Om ja, vilken betydelse har finansieringen haft för Din organisations inflytande beträffande projektets inriktning? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |
| Om ja, vilken betydelse har finansieringen haft för Din organisations inflytande beträffande projektdeltagare?      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |

Nej

|  | Ingen utsträckning alls  | I liten utsträckning     | I ganska stor utsträckning | I stor utsträckning      | Kommentar |
|--|--------------------------|--------------------------|----------------------------|--------------------------|-----------|
| Om nej, i vilken utsträckning anser Du att en finansiering från VINNOVA skulle ha kunnat påverka Din organisations inflytande över projektets inriktning?          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> |           |
| Om nej, i vilken utsträckning anser Du att en finansiering från VINNOVA skulle ha kunnat påverka Din organisations inflytande beträffande val av projektdeltagare? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> |           |

Kommentar: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

• **Motiv för deltagande**

**16. Vad ville Din organisation uppnå med deltagandet i EUREKA-projektet?  
(det är möjligt att kryssa i flera alternativ)**

- Bidra till att utveckla nya / förbättrade varor
- Bidra till att nya / förbättrade tjänster
- Bidra till att nya / förbättrade processer
- Utveckla nya eller väsentligt förbättrade forskningsmetoder
- Utveckla ny eller väsentligt förbättrad forskningsutrustning
- Ta fram ny vetenskaplig kunskap
- Utbyte av kunskap / teknologiöverföring
- Annat, vänligen ange vad

Kommentar: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

• **Resultat och effekter på organisationens verksamhet**

**17. Har Din organisations deltagande i EUREKA-projektet resulterat i ....?**

|   | Ja                       | Nej                      | Kommentar |
|---|--------------------------|--------------------------|-----------|
| ... att existerande forskningsmiljö / forskningscentra stärkts, t ex att fler forskare är verksamma | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... att en ny forskningsmiljö / forskningscentra har etablerats                                     | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... akademisk befordran för den personal som deltog projektet                                       | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... artiklar i vetenskapliga tidskrifter  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... doktorsavhandlingar   | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... licentiatavhandlingar   | <input type="checkbox"/> | <input type="checkbox"/> |           |

Kommentar: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

• **Innovation och ekonomi**

**18. Resulterade EUREKA-projektet i att Din organisation eller någon enskild forskare vid Din organisation har sökt patent?**

Ja

Hur många? \_\_\_\_\_

Hur många av dessa har beviljats? \_\_\_\_\_  
 \_\_\_\_\_

|   | Inte alls                | Till liten del           | Till ganska stor del     | Till stor del            | Kommentar |
|---|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
| Om ja, vad tycker du? Har deltagandet i EUREKA-projektet bidragit till en snabbare möjlighet att kunna söka / erhålla patent? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |
| Om ja, vad tror du? Skulle man ha kunnat söka / erhålla patent utan att ha deltagit i EUREKA-projektet?                       | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |

Nej

Kommentar: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**19. Har Din organisation inom ramen för EUREKA-deltagandet lyckats ta fram en demonstrator / prototyp?**

Ja

|  | Inte alls                | Till liten del           | Till ganska stor del     | Till stor del            | Kommentar |
|--|--------------------------|--------------------------|--------------------------|--------------------------|-----------|
| Om ja, vad tycker du? Har deltagandet i EUREKA-projektet bidragit till ett snabbare framtagande av demonstratorn / prototyp?   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |
| Om ja, vad tror du? Skulle Din organisation ha kunnat ta fram demonstrator / prototyp utan att ha deltagit i EUREKA-projektet? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |           |

Nej, kommentar, \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Nätverkseffekter**

**20. Vad tycker du? Har EUREKA-projektet inneburit att Din organisation fått ett ökat samarbete med redan befintliga kontakter...**

|                                 | Ja                       | Nej                      | Om ja, vad tror du? Hade Din organisation fördjupat denna kontakt utan att ha deltagit i EUREKA-projektet? | Ja                       | Nej                      | Kommentar |
|---------------------------------|--------------------------|--------------------------|--|--------------------------|--------------------------|-----------|
| <b>Nationella aktörer</b>       |                          |                          |  |                          |                          |           |
| .... nationella FoU finansiärer | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |

|   |                          |                          |  |                          |                          |  |
|---|--------------------------|--------------------------|--|--------------------------|--------------------------|--|
| ... nationella FoU utförare (universitet, högskolor, forskningsinstitut)      | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... nationella företag  | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... nationella offentliga aktörer   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... annan typ av nationell aktör, vänligen ange vilken                        | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| <b>Internationella aktörer</b>  |                          |                          |  |                          |                          |  |
| ... internationella FoU finansiärer   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... internationella FoU utförare (universitet, högskolor, forskningsinstitut) | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... internationella företag   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... internationella offentliga aktörer  | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |  |
| ... annan typ av internationell aktör, vänligen ange vilken                   |                          |                          |  | <input type="checkbox"/> | <input type="checkbox"/> |  |

**21. Vad tycker du? Har EUREKA-projektet inneburit att Din organisation etablerat samarbeten med nya samarbetsaktörer såsom ...**

|   | Ja                       | Nej                      | Om ja, vad tror Du? Hade Din organisation etablerat denna kontakt utan att ha deltagit i EUREKA-projektet? | Ja                       | Nej                      | Kommentar |
|---|--------------------------|--------------------------|--|--------------------------|--------------------------|-----------|
| <b>Nationella aktörer</b>   |                          |                          |  |                          |                          |           |
| ... nationella FoU finansiärer  | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... nationella FoU utförare (universitet, högskolor, forskningsinstitut)      | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... nationella företag  | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... nationella offentliga aktörer   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... annan typ av nationell aktör, vänligen ange vilken                        | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| <b>Internationella aktörer</b>  |                          |                          |  |                          |                          |           |
| ... internationella FoU finansiärer   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... internationella FoU utförare (universitet, högskolor, forskningsinstitut) | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... internationella företag   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... internationella offentliga aktörer  | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |
| ... annan typ av internationell aktör, vänligen ange vilken                   | <input type="checkbox"/> | <input type="checkbox"/> |  | <input type="checkbox"/> | <input type="checkbox"/> |           |

Kommentar: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**22. Har EUREKA deltagandet inneburit fortsatt samarbete med projektdeltagare på något sätt efter projektets slut? (flera alternativ är möjliga)**

- Forsknings-samarbete
- Tekniskt samarbete
- Marknadssamarbete
- Annat, vänligen ange vad \_\_\_\_\_
- Nej, vänligen kommentera \_\_\_\_\_

Kommentar: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

• **Deltagande i andra program syftandes till att stödja innovationsprocesser**

**23. Har Din organisation under perioden 2001-2009 deltagit i andra program för att utveckla eller förbättra varor, tjänster eller processer tillsammans med företag?**

- Ja
  - Om ja, (flera alternativ är möjliga)
    - Nationella program, vänligen ange vilka \_\_\_\_\_
    - EUs ramprogram
    - Andra internationella program, vänligen ange vilka \_\_\_\_\_!
  - Om ja, i vilket skede av innovationsprocessen har Din organisation huvudsakligen deltagit i dessa program?
    - Idé- och kunskapsutveckling
    - Produktutveckling
    - Kommersialisering
  - Om ja, hur bidrar deltagandet i dessa program till Din organisations verksamhet? (flera alternativ är möjliga)
    - Finansiering av FoU-arbete
    - Skapa nätverk / samarbete med företag
    - Skapa nätverk / samarbete med FoU aktörer
    - Skapa nätverk / samarbete med privata finansiärer

- Skapa nätverk / samarbete med offentliga finansiärer
- Rådgivning, t ex beträffande patentansökningar
- Annat, vänligen ange vad \_\_\_\_\_

· Vad tycker du? Är deltagandet i dessa program bättre, sämre eller lika bra för att ge stöd till Din organisations verksamhet jämfört med deltagandet i EUREKA-projektet?

- Bättre
- Sämre
- Lika bra

Kommentar: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- Nej, vänligen kommentera

Kommentar: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### · Övergripande bedömning

**24. Har deltagandet i EUREKA-projektet bidraget med andra resultat utöver samarbetet att ta fram den nya / förbättrade varan, tjänsten eller processen? (det är möjligt att kryssa i flera alternativ)**

- Avknoppningar / nya företag har startats av forskare
- Utveckling av normer / standard
- Licensöverenskommelser
- Ökad kännedom om hur forskningsresultat kan tillämpas i industrin / näringslivet
- Annat, vänligen ange vad! \_\_\_\_\_

- Nej, vänligen kommentera \_\_\_\_\_

Kommentar: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**25. Motsvarande deltagandet i EUREKA-projektet Din organisations förväntningar?**

- Inte alls
- Till liten del
- Till ganska stor del
- Till stor del

Kommentar: \_\_\_\_\_

\_\_\_\_\_

• **Rekommendationer**

**26. På vilka sätt skulle svenska företags och organisationers deltagande i EUREKA-projekt kunna förbättras för att få större resultat för företagens / forskningsaktörers utveckling av nya/förbättrade varor, tjänster eller (tillverknings)processer? (det är möjligt att kryssa i flera alternativ)**

- Ändrade finansieringsregler
- Bättre stöd och information från VINNOVA
- Bättre stöd och information från andra aktörer
- Partnersökning
- Myndighetssamverkan
- Annat, vänligen ange vad \_\_\_\_\_

*Kommentar:* \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Appendix 2 – Interview guide

## Semi-strukturerad intervjuguide

|  |  |
|--|--|
| <p>· <b>Bakgrundsinfo om företaget / organisationen</b> (att fylla i inför intervjun)</p> <p>Typ av projekt: Individuellt <input type="checkbox"/> Kluster <input type="checkbox"/></p> <p>VINNOVA finansiering: Ja <input type="checkbox"/> Hur mycket? Nej <input type="checkbox"/></p> <p>Antal partners: Deltagande länder:</p> <p>Startår: Slutår:</p> <p>Kort sammanfattning av projektet (t ex outline från Eurekas hemsida)</p> <p>Kort sammanfattning av enkätsvar:</p>   |  |
| <p><b>1. Om företaget / organisationen (forskningsaktören)</b></p>   |  |
| <p>· <b>Företag</b></p> <p>· <b>Berätta om Ditt företag...</b></p>   | <p>· <b>Forskningsaktör</b></p> <p>· <b>Berätta om Din organisation ...</b></p>  |
| <p>· <b>Checklista:</b></p> <ul style="list-style-type: none"> <li>· Grundat (år)</li> <li>· Grundare</li> <li>· Ägare (tidigare / nuvarande)</li> <li>· Eventuella organisationsförändringar (i relation till när projektet pågick nuläge)</li> <li>· Huvudsaklig verksamhet / ev affärsområden (vad gör de) (nuläge)</li> <li>· Ungefärlig omsättning (nuläge)</li> <li>· Antal anställda (nuläge)</li> <li>· Betydande kunder (nuläge)</li> <li>· Betydande marknader (lokal/regional, nationell, internationell, länder) (nuläge)</li> </ul>   | <p>· <b>Specifika frågor / checklista:</b></p> <ul style="list-style-type: none"> <li>· Grundat (år)</li> <li>· Grundare</li> <li>· Ägare</li> <li>· Huvudsaklig aktivitet (när projektet pågick/ nuläge)</li> <li>· Antal anställda (när projektet pågick/ nuläge)</li> <li>· Eventuella organisationsförändringar (i relation till när projektet pågick nuläge)</li> </ul> |
| <p><b>2. Om deltagande i EUREKA projektet</b></p>  |  |
| <p>· <b>Övergripande fråga: Hur och varför deltog ni i ett Eureka-projekt?</b></p>   |  |
| <p>· <b>Checklista:</b></p> <ul style="list-style-type: none"> <li>· Hur kom företaget / organisationen i kontakt med EUREKA?</li> <li>· Vem i företaget / organisation tog initiativ till deltagandet?</li> <li>· Har företaget / organisationen haft kontakt med VINNOVA (ev NUTEK före 2001), EUREKA / KLUSTER sekretariat för att rigga projektet? Om ja på vilket sätt? Hur har kontakten fungerat?</li> <li>· Hade företaget / organisationen tidigare kännedom eller någon relation till VINNOVA (ev NUTEK före 2001), EUREKA / KLUSTER sekretariatet?</li> <li>· VINNOVA finansiering             <ul style="list-style-type: none"> <li>○ Ansökte ni och erhöll finansiering från VINNOVA för att delta i EUREKA projektet? Hur och varför ansökte ni?</li> <li>○ Om finansiering erhållits, vilken betydelse hade VINNOVA finansieringen för att kunna delta i projektet?</li> </ul> </li> </ul> |  |

|  |   |
|--|---|
| <b>3. Om projektet</b>   |   |
| <ul style="list-style-type: none"> <li>• <b>Övergripande fråga: Berätta om projektet som du deltog i...</b></li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• <b>Checklista:</b> <ul style="list-style-type: none"> <li>• När startade respektive avslutades projektet? Pågick det längre eller kortare än planerat? Varför i sådana fall?</li> <li>• Hur många partners deltog i projektet?</li> <li>• Hur uppfattade du syftet med projektet?</li> <li>• Vilka möjligheter hade företaget / organisationen att påverka <ul style="list-style-type: none"> <li>○ projektets syfte och inriktning?</li> <li>○ vilka företag, organisationer etc. som deltog i projektet?</li> </ul> </li> <li>• Vilken betydelse hade VINNOVAs finansiering alternativt avsaknad av VINNOVA finansiering för att kunna påverka projektets inriktning och deltagare?</li> <li>• Vilka 'motiv' hade företaget / organisationen för att delta i EUREKA projektet?</li> <li>• Var det ett "stort" eller "litet" projekt för företaget eller organisationen? (relation till vad som är ett "normalt" projekt för företaget / organisationen)</li> <li>• Hur mycket pengar fick man från VINNOVA eller annan finansör för att delta? Hur mycket bidrog organisationen själv med för att delta, t ex manår?</li> <li>• Var det ett "centralt" eller "perifer" projekt för företagets / organisationens "normala" aktiviteter?</li> <li>• Har företaget / organisationen haft kontakt med VINNOVA (ev NUTEK före 2001), EUREKA / KLUSTER sekretariat under genomförande av projektet? Om ja, på vilket sätt? Hur har kontakten fungerat?</li> <li>• Skulle det arbete som genomfördes i projektet gjorts ändå? Om projektet hade genomförts ändå, ändrades sättet (positivt eller negativt) projektet genomfördes på något sätt p g a deltagande i EUREKA?</li> </ul> </li> </ul> |   |
| <b>4. Om projektet haft effekter och inneburit förändringar för företaget / organisationen [ALLA FRÅGOR ÄR VIKTIGA]</b>  |   |
| <ul style="list-style-type: none"> <li>• <b>Övergripande fråga: Vilka resultat och effekter har deltagandet i Eureka-projektet haft för företaget / organisationen?</b></li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• <b>Företag</b></li> <li>• <b>Checklista:</b> <ul style="list-style-type: none"> <li>• Har deltagandet inneburit att nya eller väsentligt förbättrade varor, tjänster eller processer tagits fram? Om ja, vad?</li> <li>• Har deltagandet inneburit att patent(ansökningar) tagits fram? Om ja, hur många och för vad?</li> <li>• Har deltagandet inneburit tillgång till nya kunder / marknader? Om ja, vilka?</li> <li>• Har deltagandet inneburit att nya alternativt existerande affärsområden, har utvecklats? Om ja, vilka?</li> <li>• Har deltagandet inneburit ökad omsättning / ökade försäljningsintäkter på något sätt? Om ja, varför och hur stor andel?</li> <li>• Har deltagandet inneburit att fler har kunnat anställas? Om ja, hur många?</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Forskningsaktör</b></li> <li>• <b>Checklista:</b> <ul style="list-style-type: none"> <li>• Har deltagandet inneburit att nya eller väsentligt förbättrade varor, tjänster eller processer tagits fram? Om ja, vad?</li> <li>• Har deltagandet inneburit att demonstrator / prototyp tagits fram? Om ja, vad och hur många?</li> <li>• Har deltagandet inneburit att patent(ansökningar) tagits fram? Om ja, hur många och för vad?</li> <li>• Har deltagandet inneburit att nya alternativt existerande forskningsområden(miljöer) har utvecklats? Om ja, vilka?</li> <li>• Har projektdeltagandet resulterat i akademisk befordran för den personal som deltog projektet? Om ja, hur många?</li> </ul> </li> </ul> |

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|---|---|
| <ul style="list-style-type: none"> <li>· Har projektdeltagandet resulterat i spinn-off företag? Om ja, hur många?</li> <li>· Vad har hänt med eventuella projektresultat under årens lopp, har de utvecklats ytterligare?</li> </ul>  | <ul style="list-style-type: none"> <li>· Har projektdeltagandet resulterat i artiklar i vetenskapliga tidskrifter? Om ja, hur många?</li> <li>· Har projektdeltagandet resulterat i doktorsavhandlingar? Om ja, hur många?</li> <li>· Har projektdeltagandet resulterat i licentiatavhandlingar? Om ja, hur många?</li> <li>· Har projektdeltagandet resulterat i spinn-off företag? Om ja, hur många?</li> <li>· Har projektet bidragit med ökad kompetens hos deltagare från organisationen på något sätt?</li> </ul> |
| <p><b>Nätverkseffekter</b></p> <ul style="list-style-type: none"> <li>· Hur gick samarbetet mellan aktörerna till (arbetade de deltagande aktörerna tätt ihop kring uppgifter eller arbetade var och sin med sitt)?</li> <li>· Samarbetade man med aktörer som var "bättre" / "sämre" aktörer än er själva?</li> <li>· Har deltagandet i EUREKA-projektet inneburit att företaget fått <u>nya</u> kontakter med olika typer av aktörer? Om ja, vilka? (Se exempel nedan) <ul style="list-style-type: none"> <li>○ nationella / internationella FoU finansierare</li> <li>○ nationella / internationella FoU utförare (universitet, högskolor, forskningsinstitut)</li> <li>○ nationella / internationella företag</li> <li>○ nationella / internationella offentliga aktörer</li> <li>○ annan typ aktör, vänligen ange vilken</li> </ul> </li> <li>· Har EUREKA deltagandet inneburit fortsatt samarbete med projektdeltagare på något sätt efter projektets slut?</li> </ul> |   |
| <ul style="list-style-type: none"> <li>· Vad tror du, hade dessa resultat och effekter kunnat nås utan deltagande i EUREKA?</li> <li>· Fanns det andra program / stödåtgärder som hade kunnat ha bidra till att nå de resultat / effekter som nämnts? På vilket sätt skulle dessa ha varit bättre / sämre?</li> </ul>   |   |
| <p style="text-align: center;"><b>Övergripande fråga: På vilket sätt upplever Du att företaget / organisationen har förändrats som ett resultat av EUREKA- deltagandet?</b></p>   |   |
| <p><b>Checklista:</b></p> <ul style="list-style-type: none"> <li>· Har deltagandet inneburit positiva / negativa / inga skillnader för företaget / organisationen på något sätt?</li> <li>· Har deltagandet inneburit att attityder bland anställda har förändrats beträffande att delta internationella samarbetsprojekt? Om ja, hur?</li> <li>· Har deltagandet i Eureka-projektet inneburit att företaget / organisationen fått ökad kunskap om hur olika aktörer kan stödja er innovationsverksamhet på olika sätt?</li> </ul>  |   |
| <p><b>5. Om övergripande bedömning av projektdeltagandet</b></p>  |   |
| <p style="text-align: center;"><b>Övergripande fråga: Vilken övergripande bedömning skulle Du göra beträffande företagens / organisationens deltagande i EUREKA-projektet?</b></p>  |   |
| <p><b>Checklista:</b></p> <ul style="list-style-type: none"> <li>· Hur ser Du på "nyttan" (additionalitet) Eureka-deltagandet har inneburit för Ditt företag?</li> <li>· Var deltagandet "mödan värd" (mervärdet kan även vara negativt)?</li> <li>· Har projektets resultat varit tillfredsställande sett till den insats, arbetstid, pengar osv, organisationen har lagt in i projektet?</li> <li>· Har deltagandet i EUREKA inneburit att andra planerade projekt inte har kunnat genomföras?</li> <li>· Kan Du lista framgångsfaktorer för att få fram resultat / effekter av ett deltagande i Eureka projekt?</li> <li>· Hur bedömer du att VINNOVA bidraget till projektets resultat / effekter?</li> </ul>   |   |

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| <ul style="list-style-type: none"> <li>· Deltar Ditt företag / Din organisation i andra program för att arbeta med innovationsprocesser? Om ja, vilka? På vilka sätt är Eureka bättre / sämre?</li> </ul>   |
| <p><b>6. Om ett framtida svenskt deltagande i EUREKA-projekt</b></p>  |
| <ul style="list-style-type: none"> <li>· <b>Övergripande fråga:</b></li> <li>· På vilka sätt skulle svenska företags och organisationers deltagande i Eureka-projekt kunna förbättras för att få större resultat för företags / forskningsaktörers utveckling av nya/förbättrade varor, tjänster eller (tillverknings)processer?</li> </ul>   |
| <p><b>Checklista:</b></p> <ul style="list-style-type: none"> <li>· Ändrade finansieringsregler</li> <li>· Bättre stöd och information från <ul style="list-style-type: none"> <li>○ VINNOVA</li> <li>○ Andra aktörer</li> </ul> </li> <li>· Partnersökning</li> <li>· Myndighetssamverkan</li> <li>· Annat, vänligen ange vad</li> </ul> <ul style="list-style-type: none"> <li>· Skulle resurser som sätts in i EUREKA-deltagande kunna användas bättre på något annat sätt för att nå likvärdiga eller bättre resultat?</li> <li>· Om organisation har erfarenhet från deltagande andra program med offentligt stöd, hur fungerar det jämfört med EUREKA, bättre / sämre, på vilket sätt? Vilka för- och nackdelar har EUREKA jämfört med dessa?</li> </ul> |

## Appendix 3 – Development and organisation of the EUREKA network

During the years 1985-88 the principles of the EUREKA framework and the procedures and infrastructure were outlined. 221 new projects were generated and two Umbrellas created.

1989-1995 the network was opened for members from Central and Eastern Europe and 887 projects were generated and three Umbrellas created. During the period 1996-2001 guidelines for Cluster projects were introduced and 999 projects were generated and six Umbrellas and eight Clusters were created. In 2001 national evaluation procedures were scrutinized and 171 projects generated and two Umbrellas created.

In 2002-2003 a common understanding on the quality of EUREKA projects was reached implying that the efficiency of EUREKA's organization and decision-making increased. 168 projects were generated and one Umbrella created.

In 2003-2004 emphasis was put on working towards the EU 3% Barcelona objective, that is that at least 3 per cent of the GDP are spent on research and development in the EU Member States. The support to SMEs was also enhanced through an agreement with a European network of business angels. The EUREKA's decision-making procedures were amended and unanimity was replaced by qualified majority. 206 projects were generated and six Clusters created.

During the period 2004-2005 EUREKA aimed at improving complementarities with EU Research Framework Programme. In addition, political and industrial dialogue was established in order to improve overall EUREKA performance. Furthermore, a permanent independent external project evaluation to strengthen EUREKA quality label was established. 181 projects and 57 Cluster projects were generated and three Umbrellas created.

During 2005-2010 I AM EUREKA campaign started aiming at bringing EUREKA closer to the public. In addition, the EUROSTARS program in partnership with the European Commission was launched (see below).

### **Chair**

The EUREKA Chair rotates yearly among EUREKA's member countries, with a mandate running from July to June the following year. It implements a three-year rolling network in cooperation with the previous and future Chairs (the 'Troika'). Its role is to sustain the momentum of the work of EUREKA, organise in the chair country the Ministerial Conference (MC) or Inter-Parliamentary Conference (IPC), as well as High-Level Group (HLG), Executive Group (EG) and National Project Coordinator

(NPC) meetings (see below), which it also chairs. The Chair represents EUREKA externally and agrees with the Eureka Secretariat (ESE) on the level of support it should provide, which is then incorporated into the ESE's business plan.

### **Ministerial Conference - MC**

The Ministerial Conference (MC) is the political body of EUREKA where the ministers agree upon political guidelines, decide on further developments, approval/dismissal of members and officially announce the new EUREKA projects endorsed during the Chairmanship year. It gathers biennially the ministers from each EUREKA member country and a Commissioner from the European Commission (EC). Major countries as France, Germany and Spain do normally send ministers. Sweden is represented by a civil servant and an ambassador.

### **Inter-Parliamentary Conference - IPC**

The Inter-Parliamentary conference takes place alternate years with the MC. The IPC raises the public awareness of EUREKA's role and possibilities and makes recommendations on strategic issues to be presented to ministers. In Sweden the invitation is sent to the speaker of the parliament. Normally, members of the Committee on Education and the Committee on Industry and Trade participate.

### **High-level group (HLG)**

The high-level group (HLG) is the key decision-making body of EUREKA. The ministry responsible for EUREKA in each member country names its High-Level Representative (HLR) which in turn endorses new EUREKA projects, takes decisions on the management of EUREKA and prepares new EUREKA policy discussions for the MC.

### **Executive Group - EG**

The Executive Group (EG) is a small group comprising members from the Troika countries meeting at least eight times a year. It reports and implements the decisions taken by the HLG. It represents a balance of EUREKA members, whose role is to act as an executive body on behalf of the HLG. An EC member is also invited to attend EG meetings. The EG is also responsible for debating key policy issues, deciding on topics delegated by the HLG and advising successive Chairs.

### **National Project Coordinators (NPC)**

National Project Coordinators (NPC) are running National EUREKA Offices at an operational level and are responsible for project generation, national and international support and follow-up. They are the direct contact with project participants facilitating the setting-up and running of a project. The NPCs meetings take place 4-5 times annually and are a forum for exchange of experiences and best-practice discussions.

**EUREKA secretariat (ESE)**

The Eureka secretariat (ESE) is based in Brussels and an international association acting as the central support unit for the network. The ESE manages the EUREKA project database and undertakes marketing, communications and network-development activities. It is also responsible for the collection and dissemination of information on projects, and in cooperation with the Chair and the National Offices promotes the EUREKA philosophy. The ESE acts also as the implementing body of the Eurostars joint programme with the European Commission.

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October 2012

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