



Digital Business Ecosystem

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Short Description:

This report aims to describe the present DBE implementation stage from the very specific point of view of the social capital. Thanks to the social network analysis methodology we can therefore describe relations, links, complex social matrix of Driver SMEs, RCs and other local actors and describe the three DBE regions (Aragon, Tampere and West Midlands) from this specific perspective.

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Executive Summary

This report aims to describe the present DBE implementation stage from the very specific point of view of the social capital. Thanks to the social network analysis methodology we can therefore describe relations, links, complex social matrix of Driver SMEs, RCs and other local actors and describe differences and analogies among the three DBE regions (Aragon, Tampere and West Midlands) from this specific perspective.

At the same time this report is a further description of the precedent deliverable Del 31.3 focused on regional DBE readiness and a first step, a methodological groundwork, for future research on SMEs recruitment process.

In this early stage of ecosystem building it can be useful to describe the three territories from a relational perspective. This will consent the consortium to:

- Map the current stage;
- Understand the actors' context;
- Recognise possible missing links among local actors;
- Describe the relation between the social capital and the Digital Business Ecosystem growth.

With regards to the second point, one of the research hypotheses is that, beside RCs, other key actors, able to become gatekeepers and sponsors of the DBE, can be recognised; this can facilitate the project' sustainability.

The research findings demonstrate, once more, the central role of the RCs and their recognition as territorial leader for innovation. Differences among the three territories are obviously present as well. The relational attitude of SMEs varies from actor to actor, but local situations have an important influence on that. Generally speaking, Driver SMEs show diversified and vital informal networks (relations based upon personal contacts). To the contrary, more structured forms of collaboration between SMEs and other local stakeholders are also present but showing light and shadows. A key question possibly leading to future researches is how much DBE will facilitate the SMEs in building new and more stable collaborations aiming to sustain enterprise's competitiveness and innovation. This first analysis can give a first, partial positive answer. The process of network building is at its early stages; nevertheless very positive signs are present. The next research step focalising on Drivers, Implementer and User SMEs will give us the possibility to verify this first conclusion.

Introduction

The aims of this report are as follows:

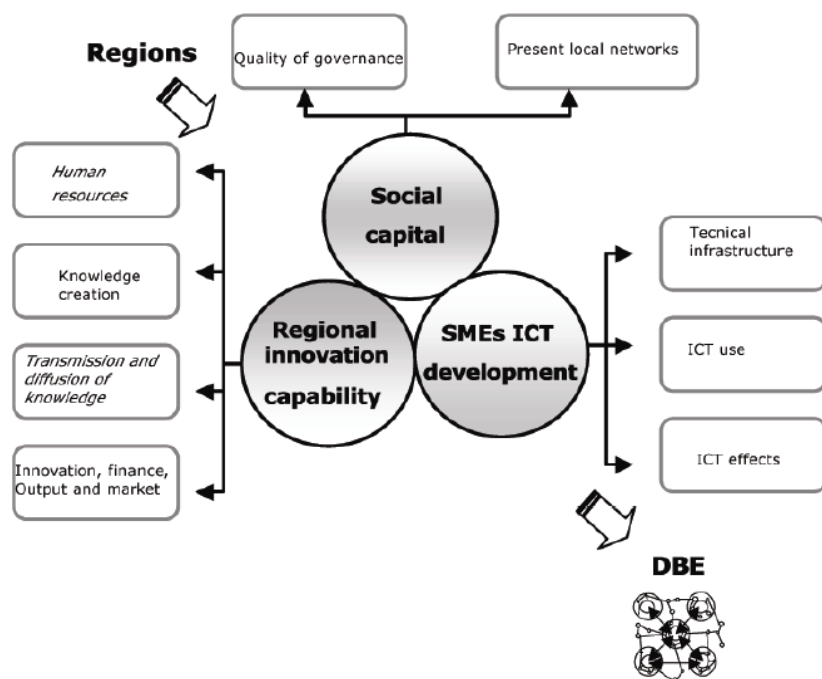
- To describe the relation between social capital and the Digital Business Ecosystem growth
- To describe the process of SMEs engagement (in its first stage) from the perspective of social capital
- To recognise, in the territorial networks, possible missing links among local actors
- To describe the relationship between differences and analogies among DBE local networks.

In the wider context of the DBE project this work serves to:

- To better understand effects and outcomes of the regional engagement phase 1 and feed back into the overall action planning of the Business Domain for the next phases
- To provide other social analysis partners in the Business Domain on more specific community issues such as trust and regulatory mechanisms with contextual field data from early engagement
- To provide the Science and Computing Domain with starting conditions for simulations of further DBE growth stages that are grounded in the reality of the early stage DBE community formation.

It is important to stress the relationship that this report has with the preceding report, as well as with future reports yet to be issued. In Deliverable 31.3 "Innovation Cluster Benchmark Report" we describe a tool to evaluate the readiness of the regions for DBE implementation (RMG). That tool, represented by the diagram shown below, is based on a combination of three main factors: Social Capital, Regional Innovation Capacity and SME ICT Development. Although Regional Innovation Capability and SMEs ICT development are a composite of structural data, and therefore not subject to short-term modification, the other variables - which are more closely aligned to the DBE project - need to be updated constantly. This report may be considered a closer view on the Social Capital variables, with particular regard to what we have defined as 'present local networks'.

Fig. 1 Regional Maturity Grade, theoretical diagram.



Source: Censis, 2005

An initial definition of social capital is required here in order to understand the rapid conversion from social capital to networks. In accordance with Bourdieu, we may define social capital as “the sum of resources, actual and virtual, that accrue to an individual or a group by virtue of possessing a durable network [...] of mutual acquaintance and recognition” (Bourdieu, 1980:22).

We intend, then, to describe and evaluate the multiple networks in three separate territories: Aragon, Tampere and the West Midlands. We shall analyse the Driver SMEs networks with the RC network, and, in the process, we shall have the opportunity to delineate potential future development of the DBE territorial network. The key questions here are as follows:

Is the DBE in a position to reinforce pre-existing social networks? Is it able to build up new links? Does it have what it takes to promote collaboration amongst local actors in order to boost their levels of social capital? To what extent patterns of ecosystem-building do exist and are useful for the transferability of the DBE?

These questions may not receive definitive answers in this report, but the report should prove influential for current and future research on the part of Censis in WP27. The recruitment of User SMEs (“Territorial Social Capital and User SMEs”, deliverable set to be issued by November 2006) is an important turn point. In this context, the report at hand represents the first stage in a dynamic process of DBE network-building. The next research phase will, in fact, involve the Drivers together with the Implementers and Users SMEs. In the next phase the research will go deeper in mapping the Drivers’ networks and will, therefore, enlarge the matrix including more and more nodes.

Evaluating the networks in terms of social capital is essential for at least two reasons:

1. The networks, being relational infrastructures between actors, are, invariably, a useful way of defining the context in which those actors operate, and describe – at the same time - the actor’s characteristics
2. Describing how the network is composed can help the consortium to understand which are the important actors that should be included in the DBE in order to make the ecosystem grow and reach the critical mass needed to be self-sustaining.

We stated above that one of the aims of the report is to analyse the relationship between the RC’ and Driver’ networks. This target is very closely related to our theoretical position and methodological approach, and will be described in detail in the following paragraphs.

Research framework

Social Capital, collaboration and innovation

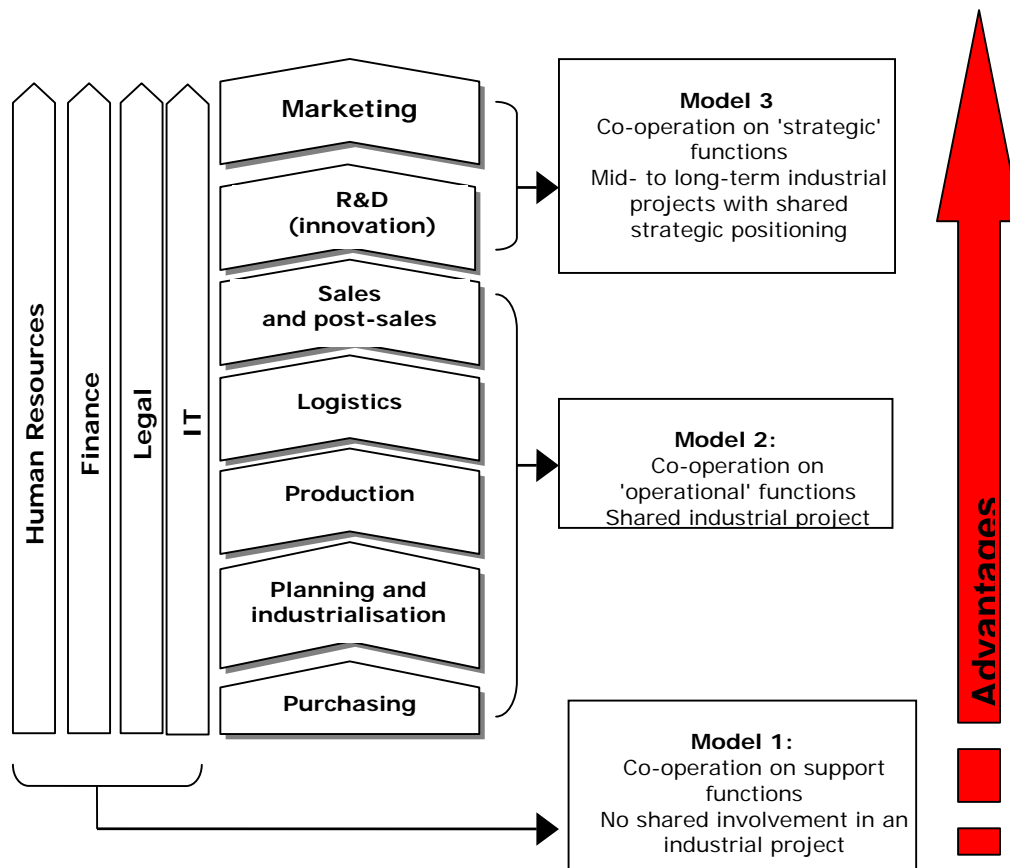
When analysing results from a range of different research projects, it emerges clearly that the capacity to collaborate and take advantage of social capital is a decisive factor in the diffusion of innovation within a given local production system and in its SMEs.

However, the latest research carried out by Censis indicates the pressing need to abandon the use of slogans and focus, instead, on the various levels of collaboration, delineating which corporate functions lie at the heart of collaborative processes, highlighting which models they give rise to and which benefits they can bring to companies implementing them.

An approach of this type makes it possible to analyse the concept of collaboration more systematically, highlighting the way in which SMEs are still too often involved in so-called ‘*limited-horizon collaborations*’ that are implemented through the use of shared services and base-level IT platforms, through participation in trade fairs and by accessing shared credit services (fig. 2, model 1). We use the term ‘*limited temporal horizon*’ to underline how this type of initiative - even when formalised and persistent over time - does not face up to the problem of company development in project terms. This model can guarantee

economic benefits in the short term but should not be considered suitable as a facilitator for product or process innovation.

Fig. 2 Corporate functions and collaboration models



Source: Censis, 2005

The advantages of collaboration increase in proportion to two factors:

1. The centrality of the corporate functions engaged: what is being collaborated on?
2. The heterogeneous complexity of the network: who is the collaboration between?

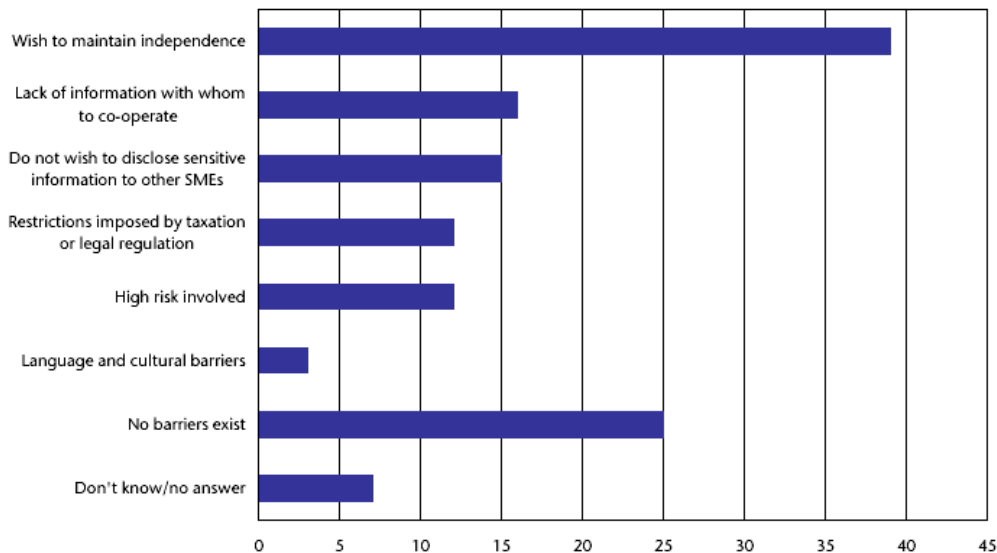
In other words, the advantages for companies increase as they move from collaboration on support functions to collaboration on strategic functions. Only by collaborating on R&D and marketing can companies build up corporate infrastructures that have the capacity to take advantage of economies of scale and scope. It is only by means of collaboration through which strategic information and resources are exchanged that the structural limits of small companies can be overcome, thus allowing those SMEs to access far larger markets, differentiate themselves from foreign competitors, release new products and act decisively to refine production processes. Such a collaboration as shown in fig. 2, model 3 is central to any interaction with research centres, universities, employers' associations, venture capitalists, banks and other decision-makers. Equally important is the involvement of intermediaries. To clarify why this differentiation between co-operating partners is so important, it is necessary to analyse the nature of the obstacles that limit the collaborative capacity of a business.

Within the competitive system in which all companies are constrained to operate, sharing resources and sensitive information is a way of developing a mid- to long-term development plan, sharing strategies and operating as an integrated company. That said, even if the need for such an operation is clear - and the advantages are those described

above - this model of collaboration does still run certain risks that SMEs cannot afford to underestimate.

The data shown below provides a snapshot of the situation in Europe, which is perfectly aligned with Censis data for Italy, highlighting that, for SMEs, retaining their independence persists as a main priority.

Fig. 3 The obstacles to collaboration, percentage of European SMEs*



Source: ENSR, 2003 (*two answers allowed).

It is evident from the above that there is a major role to be played by the intermediaries referred to previously. These intermediaries are fundamental in promoting a systematic, territory-based collaboration model by building a climate of trust and supplying the technical and cultural expertise that is essential in supporting SME collaboration projects. Taking on this role means, for local stakeholders, catering to the requirements of those SMEs that feel the lack of information on collaboration is one of the principal obstacles to the setting up of such partnerships (fig. 3). The difficulties of initiating collaborations cannot be reduced to a mere question of cultural differences, even though such differences are extremely salient - rather, advanced collaboration requires the establishment of infrastructures, the exchange of specialist knowledge, project planning and financial support.

The relevance of the intermediate actors

An analysis of the relationships that bind the businesses and intermediaries (institutional and otherwise) within a given territory - constituting the 'sponge' around which businesses operate and through which the production value chains are delivered - is shown to be extremely important in any endeavour to build up an understanding of the processes of innovation.

Within the context outlined above, the DBE should be viewed from two different, but complementary angles - i.e. the project and the product.

From both of these perspectives, one of the value-adds of the DBE lies in the creation of communication and exchange links between companies at local and European level. At this point, it is worth taking a moment to consider which type of collaborations the DBE can help promote and how it can be utilised at local level.

In terms of the planning phase, the DBE links the world of academic and private research to the SMEs. The Regional Catalysts (RCs) play a crucial role in this connection, since they are local entities that are firmly rooted in the regional production system, allowing them to ensure that any research being carried out is aligned with the needs of the SMEs. The Regional Catalysts, for their part, are not limited to the channelling of useful information from the SME's to the research sphere - on the contrary, the RCs also work to create a climate of reciprocal trust in order to promote the development of the platform, first, and, then populate it with relevant information. It is the RCs that engage the SMEs, co-ordinating their training programs in order to support their technical systems and monitor their activities.

For a small company, participating in the DBE project constitutes, in and of itself, a competitive advantage, since it allows the company to come into contact with innovative technologies as they develop. If we then look at the DBE as a product, we see that it offers SMEs opportunities that are proportionate to the usage patterns and requirements of the company itself. These include opportunities to source suppliers, compare different offers on a given product or service, find partners for collaboration in a range of fields, and, last, develop *ad hoc* services for the platform.

As has been stated previously, in order for SMEs to make the decision to collaborate on strategic functions such as R&D and marketing, it is essential that they feel they can count on intermediaries with the capacity to facilitate the process of network building. In relation to the DBE, it is necessary for the SMEs in question to be the first to embrace the project, thus ensuring that the system is populated effectively and used efficiently in the initial phase. This permits them eventually to refine and perfect the system over time, allowing it to grow to include all the principal subjects of innovation. Together with the RCs, then, the services of other intermediaries should also be engaged to benefit from their pivotal contribution to the collective diversity of the skill sets on offer. This is a complex task, and the RCs are already working on it - to complete it successfully will take continual monitoring and the implementation of appropriate communication systems. The intermediaries based in Aragon, Tampere and the West Midlands should function as sponsors of the DBE to help create a consensus and develop an atmosphere of trust. Indeed, some of these intermediaries could actually offer technical support to the RCs by operating as implementation units of the DBE platform, working to ensure effective operational management, covering the infrastructural requirements, providing technical services and consultancy solutions. By involving local chambers of commerce, trade associations, consultants and universities, two fundamental objectives can be reached. The first of these is to increase the number of SMEs that are actively exploiting the existing social networks, while the second is to engage those intermediaries that can offer SMEs new tools and methods through which to reach their own objectives.

For intermediaries, adopting the DBE and treating it as a product allows them to have not just another important instrument for aligning their own missions but also one that is sufficiently innovative to permit the implementation of a process of collectivisation. The DBE project can become the centre around which different subjects can be encouraged to use the platform to initiate new collaborations and research projects.

When discussing these possibilities, we are referring both to the areas that are already involved in the DBE project and those that will purchase it as a product and, therefore, contribute to determining its sustainability. Looking at the DBE as a European project for the development of a hi-tech product, it emerges as essential that the DBE remain a project around which SMEs and other companies can attain critical mass.

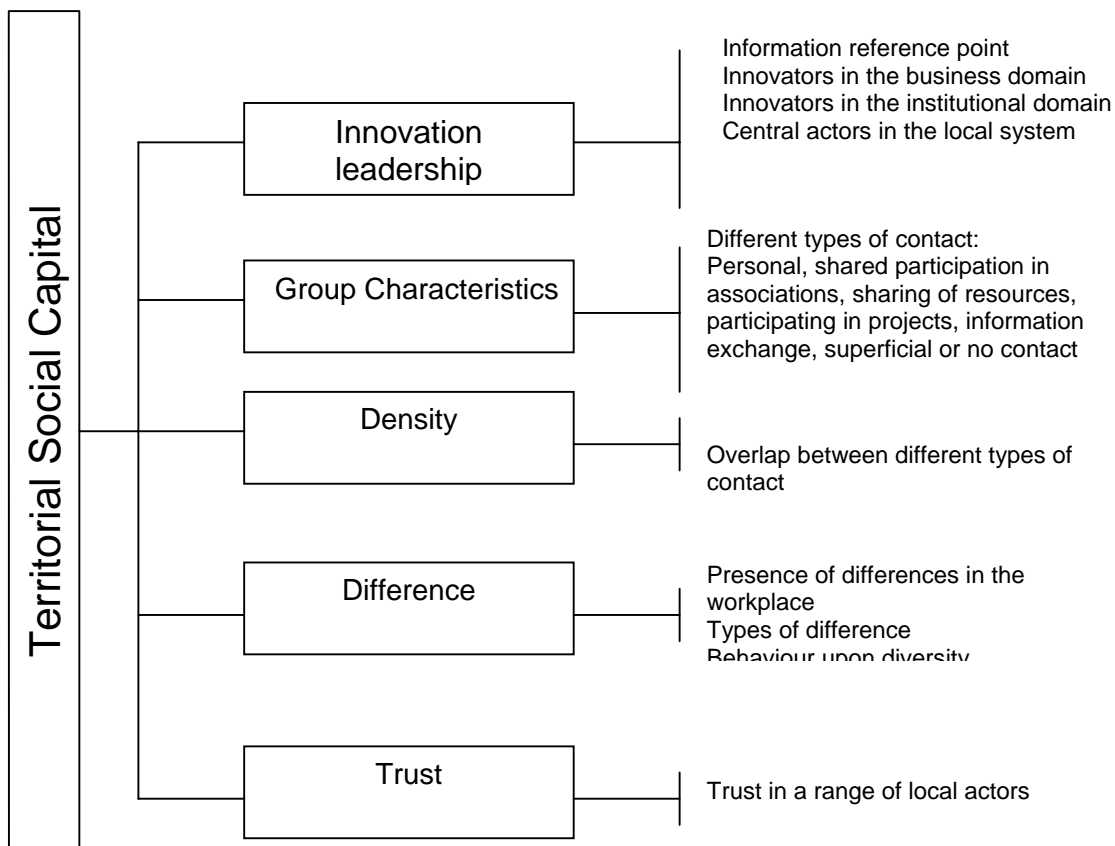
A digital business ecosystem that strives towards being systematic in its approach needs to start by engaging companies, but should not stop there - rather, it is fundamental that intermediaries and policy-makers are aware of how to make all those that can provide the companies with value-add services engage with the platform. Resources should be dedicated not just to respond to their stated needs but also to guiding them towards more

complex forms of planning. If the platform is populated by research centres, business incubators, consultants and venture capitalists, it will succeed in delivering solutions that go well beyond the short term needs of the SMEs, leading them towards collaborative growth projects that are highly knowledge-based.

Methodology

Figure 4 describes the relationships between the theoretical dimensions of social capital and the questions included in the questionnaire (the full questionnaires are available in Appendix A,B and C).

Fig.4 Questionnaire diagram: dimensions of social capital



Source: Censis, 2005

Before describing the research process in detail, it is important to take some time to reflect upon an important element: that of group characteristics. In this regard, we have explored the possible types of contact that can be considered as different types of collaboration. The potential answers were as follows: personal contact; participation in associations or institutional bodies; participation in projects; sharing of resources; information exchange; and no contact, meaning “I am aware of their existence but have no contact with them”. By diversifying the types of contact, we were able to conduct important research into:

- Formal contact vs informal contact
- Intensive relationships, i.e. highly focused collaboration projects vs extensive collaboration (sharing of information and/or resources)
- Presence or absence of subgroups and types of subgroup: associations, working groups, clusters

Interviewees were given the opportunity to provide more than one answer for each relationship, meaning that Drivers may indicate different types of contact for the same actor. Overlaps of this nature, when they occur, are very interesting because they can function as a tool with which to measure network density. Indeed, as Portes has stated, "an intrinsic characteristic of social capital is that it is relational. Whereas economic capital is in people's bank accounts and human capital is inside their heads, social capital inheres in the structure of their relationships. To possess social capital, a person must be related to others, and it is these others, not himself, who are the actual source of his or her advantage" (Portes, 1998). In short, social capital exists only when it is shared. But is not simply a matter of the extent to which people are connected to others, but the nature of those links. Social capital benefits grow together with the growth of network density. While social capital is relational, its influence is most profound when the interaction occurs between heterogeneous clusters. From an economic perspective, several recent studies conducted as part of the World Bank's Local Level Institutions Study (Grootaert and Narayan, 2000) confirm the importance of heterogeneity in group membership and economic outcomes. Among other, Florida also confirmed that the dimension of diversity is strongly connected to the innovation level of a given group or region. In these studies, the capacity of a group to include a high level of diversity comes across as crucial, since a high "level of tolerance", as the author puts it, makes it easier for that group to innovate and, consequently, become more competitive. Making further reference to the metaphor of the ecosystem, it may be said that biodiversity is one of the most important conditions for sustaining the life of the system.

In light of this, we introduced the question of diversity. We asked participants to grade the level of diversity in their workplaces, in order only, at this stage, to help us build up a snapshot of Driver SMEs from this particular perspective. The interviewees were asked to consider a variety of factors such as differences in levels of education, wealth, social status, gender and ethnicity, age group, party/political affiliation or religious beliefs and length of residency. In addition to the internal level of diversity described above, the level of network diversity (i.e. the number of actors with which SMEs interact and the 'nature' of those actors) is also important.

In recent years, some scholars have proposed an additional conceptual classification. Called "linking" social capital (Woolcock 1999; World Bank, 2000), this dimension refers to a given individual's ties to people in positions of authority, such as representatives of institutions, public (police, political parties) and private (banks) alike. Whereas the operation of bridging social capital is, as the metaphor implies, essentially horizontal (that is to say, it connects individuals of more or less equal social standing), linking social capital is more vertical, connecting individuals to key political (and other) resources and economic institutions - in other words, across power differentials. Importantly, it is not the mere presence of these institutions (schools, banks, insurance agencies) that constitutes linking social capital, but rather the nature and extent of social ties between such different actors. Defined as such, access to linking social capital is demonstrably central to producing economic wealth.

The survey also explores respondents' subjective perceptions of the trustworthiness of key institutions that shape their lives as a crucial dimension in the potential for collaboration, and this is closely related to the concept of linking social capital discussed above: reciprocal trust is a precondition for collaboration and is the 'glue' that makes it possible to engage with the risks and benefits of long-term projects.

The process

The first draft of the current questionnaire was composed on the basis of studies of relevant literature, of existing and previous questionnaires used by Censis in other social capital research projects. This initial draft was sent to the RCs for two reasons:

- To complete the list of local actors, i.e. map the local actors in three fields: institutions, businesses, and R&D domain (development agencies, universities, research centres, etc). (question 4)
- To test-run the questionnaire

In some cases, certain items/actors have been added using the results of previous Censis research in the regions (Deliverable 31.3). Thanks to the matching of RCs and local actors, the network maps are relatively diverse and extensive. Nevertheless, this is still a closed system. Numerous local SMEs are included, but the list is by no means exhaustive, for this reason important relationship between Drivers and other SMEs may not clearly emerge in this survey. The next research step, indeed, will start from the Drivers in order to map - in a more extensive way - their relationships with other actors. In the forthcoming survey, when Implementers and User SMEs will subscribe to the DBE project, it will be interesting to see the level to which the "new SMEs" were already on the list. In such cases, it can be hypothesised that the relationship between RCs and Implementers-Users is a direct and solid one, otherwise the contribution of the Drivers would be all the more important. At the moment of writing the second proposition seems the more probable.

Looking again at the current survey, it should be noted that questionnaires were submitted online. A presentation letter accompanied the questionnaire explaining the aim of this research project, the role of Censis and the way this research integrates with the DBE project. Full explanatory information about how to answer the questionnaire was also given and a personal contact have been engaged via email and telephone.

All the 11 Driver SMEs were invited to participate, and we received back questionnaires from all of them, so the present survey can take advantage of this. We interviewed 4 SMEs in West Midlands, 3 in Tampere and 4 in Aragon. The three RCs were also interviewed.

The methodology deployed is based on social network analysis, while the data analysis is qualitative and interpretative. The limited number of actors involved in the project at this stage was influential in the decision to use such an approach. UCINET 6 data processing software was used, allowing us to visualise the networks and to consider certain network attributes.

As Moreno pointed out - thus giving rise to a whole new methodology - representation cannot be set apart from analysis, since the visualisation and description of networks are inextricable. "We have first to visualize....A process of charting has been devised by the sociometrists, the sociogram, which is more than merely a method of presentation. It is first of all a method of exploration. It makes possible the exploration of sociometric facts. The proper placement of every individual and of all interrelations of individuals can be shown on a sociogram". (Moreno, 1953: 95).

In addition to the graph, we also take into consideration three categories useful in analysing a network: level of connectivity, network density and degree of centrality.

We can define density, as the proportion of ties that actually exist out of all those that could potentially exist. Centrality refers to the number of ties a given actor has. The former measure gives us information on the extent to which the network is compacted, as well as how interlinked and coherent it is, while the second measure shifts the focus from the network to the node. It is important to differentiate the two types of centrality: 'in-degree' and 'out-degree'. An actor with a multitude of links is said to have high prestige. Actors who have high levels of 'out-degree' are motivated to conduct exchanges with others and to be influential. The measure of centrality is important in this survey because

it can indicate which are most prominent actors and which of them are most open to information exchange. These measurements are going to guide our interpretation and description of the networks. In order to build synthetic and metric indexes would require the interviewing of all the local actors, of which there are a total of around 50 in each territory. This has not, thus far, been possible, but we have elected to introduce this approach now in order to be able to trace its development in parallel with the enlargement of the ecosystem when more quantitative analysis will be applied.

As stated above, the boundaries of the network are those indicated by answers provided by the RCs. There are two ways to set boundaries to a network: emic and etic. The emic approach is based upon relational criteria - researchers ask the actors who they are in contact with for the purpose of building up a matrix, and the actors duly indicate who is in and who is out of the network, then the researcher will interview actors indicated from the first and will include them in the matrix (snowball effect). In the etic approach, the network is closed before the actors come into play - the results can be interesting for learning about the relationships inside a given local area/group. Of course, the actors are also in touch with people based outside the local area/group, but such relationships will not form part of the network per se.

This research is based on a hybrid approach; we used an emic approach with the RCs and an etic approach with the Drivers. In other words, it is the RC network that determines the boundaries of the network. This choice gives us the possibility to understand the relationship inside the current "DBE group" in which the role of RCs is crucial. Those boundaries are going to be changed during the next research phase, when the Implementers and the User SMEs will be interviewed, and so we will include more and more actors in the matrix. In order to do this, in the next research phase, we will build the matrix starting from the Drivers, so all the links among Drivers and other actors, possibly missed in the present research phase will be included. We will use, then, a emic approach with the drivers and a etic approach with the Implementers-Users SMEs. In the second stage Drivers will be crucial as RCs are in the present stage, i.e. we'll draw a full picture of the Drivers' network. Generally speaking, the operation of closing a matrix is always an action of selection but replying the research in a step-by-step way, enlarging the matrix when new actors come into play, make the research trustable. The process described is coherent to the research aim that is that of studying not the overall territorial condition but the process of SMEs engagement in the selected territories.

The networks being studied here differ in size. The Aragon network is composed of 69 actors, in the West Midlands there are 51, whereas there are 43 hypothetical nodes in Tampere.

Not all of these nodes are shown in the graph, since only those actors that are in contact with the interviewees (i.e. that have been chosen by them) are considered as nodes. All the others (pending or isolated) were eliminated from the graphic representation of the network. Nevertheless, it is important to indicate the possible ties, as this gives an initial measurement of the effective network dimension.

The table below shows the distribution of the actors across the three categories of: institutions, business domain and R&D domains.

Tab.1 Eligibles nodes

	Institutions	R&D Domain	Business Domain	Total
West Midlands	8	16	27	51
Tampere	7	19	17	43
Aragon	13	11	45	69

Source: Censis, 2005

The hypotheses

In focusing on RCs and Driver SMEs, this project falls into the category of descriptive research. For this reason, the following hypotheses are highly generic in nature, being based less on causal relationships than on the exploration of multiple variables. The overarching hypothesis - which informs the research carried out by Censis in relation to WP27 amongst others, and is by definition conjectural in nature - is that there is a connection between the population dynamics of the DBE platform, the characteristics of the social networks operating within the territory, and the quality and density of the RC and Driver SME networks.

For the moment, the project is not concerned with producing this type of hypothesis - what matters here are descriptive hypotheses. The descriptive hypothesis looks at phenomena in terms of quality, quantity and distribution. Consequently, the intention is to examine in which ways and to what extent:

- The number and identity of the innovation leaders in the territory varies and how they are relating to the Drivers varies as well. Leadership within a given territory is not based exclusively on objective criteria, since reputation plays a crucial role. In other words - objective data such as turnover, number of patent applications, number of employees, etc. notwithstanding - it is important for the DBE project to identify which actors the SMEs involved consider to be innovators so as to engage these actors in the role of opinion-leaders and sponsors of the project itself
- The level of trust of local stakeholders and the level of diversity in the workplace vary from one region to another and whether these two variables are co-related
- The nature of the networks varies from one region to another and which models predominate. Relationships can take various forms, so their diffusion and capacity for overlap is worth looking at to evaluate which approaches can be used to promote the most important dynamics for the DBE
- It is felt that, alongside RCs, there are other intermediaries that have the expertise to bring companies and other entities together
- We feel that the DBE has increased and differentiated the level of relationships active within the territory.

Findings

Innovation leadership

The issue of territorial leadership in innovation is strictly linked to what we have defined as a high 'in-degree' of centrality - i.e. an actor that is identified by several interviewees as an important player on the local scene. We are talking, then, about prestige. We asked the interviewees who they think is at the cutting edge but did so by means of an open-ended question, i.e. without offering multiple answer choices - this allowed us to be informed about those subjects, that may even be external to the network of interviewees, with which there is no contact whatsoever but which are, nonetheless, considered as being influential and as being leaders. The importance of identifying these leaders lies in their capacity to exert influence on the surrounding environment through the choices they make. One of the easily observable dynamics in relation to the spread of innovation - and one that is most often written about - is the 'trickle-down' phenomenon. A pivotal subject, an opinion-leader adopts new technologies or new organisational structures and this action is then copied by other businesses in the area.

Given the limited number of actors studied as part of this phase - and also given the open-ended nature of the question - we are not in a position to name a single leading actor, or even to say if such a phenomena currently exists. We can, however, indicate to which sectors the actors highlighted as leaders belong, raising the question of whether it is

possible to talk about institutional leaders or if it is the business domain that is of primary importance. It will also be interesting to evaluate Drivers' perceptions of the role played by intermediaries in relation to innovation. Eventually, once the territorial networks have been fully analysed, we may then be able to discern whether leadership is earned in the field or whether it corresponds to a network of contacts and current interactions.

Each interviewee was asked to identify innovators, reference points and possible partners for innovation-led projects. These answers were processed to determine the concept of leadership as described above. Interviewees were asked to sub-divide them in accordance to whether they belong to the business domain, the research and association sector or the world of the institutions.

Below, you will find a summary of the actors selected by interviewees, divided by region. The most often nominated names are at the top of each list.

Tab.2 Local innovation leaderships		
Tampere	Aragon	West Midlands
Nokia	ITA	Advantage West Midlands
Metso	Universitat de Zaragoza	Chamber of Commerce
Sandvik Tamrock	Warwick Technology Park
COSS	DGTSI	UCE
Consultancies	IAF
.....	Camera de Zaragoza	GOWM
Regional Council of Pirkanmaa	Departamento de Ciencia	Natas
City of Tampere	Tecnologia y Universidad	Apple
National board of patent and registration	Asociacion de Empresarios de Sabinanigo	Jasper report
Suunto	Asociacion Comarca del Alto Gallego	Object management group
Hermia	Ayuntamiento de Sabinanigo	British computer society
University of Tampere	Gobierno comarcales	Business link
VTT	Gobierno regionale	Blain Pritchard
TUT	Wonderlab	Hyfinity
HUT	Net2u	Objectivity
Yucatan	Barrabes Internet	Domain solution
Piippunaakka	General Motors	Virgin
Dialogi	Telefonica	Wolverhampton
Protie	Sun	Press computer system
	Microsoft	Albrighton
	Savia	Stasys
	Walqua	Graffica Ltd.
	Inza	Qinetiq
	Going Investment	AWM Media Cluster
	Diputacion General de Aragon	WMITA
		Keel university
		3i
		BT
		Data Network Ltd
		Polar IT Ltd
		Graffica
		Family Ske Company Ltd
		Worcester Electrical Distributors
		Network Institution
		National b2b centre
		Birmingham University

Source: Censis, 2005

It is immediately evident from the table that the leader list is considerably more varied and lengthy for Drivers in the West Midlands and in Aragon than in Tampere. The leadership in Tampere seems more structured and easily recognisable. It is, however, possible to say that within each of the three regions there is a no monopoly on leadership – and this is a positive remark - each region proposing a range of different names, a diffused leadership. If we compare the subjects selected in the three regions, it is clear that the choices made reflect the structural characteristics of each region. Previous studies had reached the same conclusion (Cfr. deliverables for WP31), finding Tampere to be characterised by leading companies and business development and research centres such as Hermia,

while in Aragon the focus is more on the public sector and the West Midlands is really diversified.

The role of the regional catalysts is clearly recognised in all three regions. UCE and ITA are the subjects that are most often optioned, and, although Hermia is not directly mentioned, the role of the RC is, however, confirmed by the number of mentions for OSS, a networking and business development programme for Open Source companies that is being operated by Hermia. The rating of OSS above Hermia can be easily explained in terms of the nature of the Finnish Drivers, which belong to the Open Source community.

As will be described in more detail in the concluding remarks, it is essential to keep these indications in mind in order to better orient the recruitment strategies of other SMEs and also of eventual opinion-leaders. If, in a region like Aragon, it is likely that involving local government will be a priority, it is probable that in the West Midlands it would be more effective to concentrate on the chambers of commerce, whereas in Tampere it would be more appropriate to work with business consultancies and universities.

Companies such as Nokia, then, are more than just leaders in the perception of the interviewees - they occupy a position of centrality in terms of the economy and of innovation in the region. As such, the presence of such companies in the answers given can almost be taken for granted.

Two drivers SMEs are then recognised as innovation leaders. This is a really interesting and important outcomes. Barrabes Internet in Aragon and Domain Solutions in West Midlands are those prominent actors. It will be interesting to see if their position in the list is confirmed by an analysis of the networks - if this was revealed to be the case, it would then be interesting to note the impact of this presence in the subsequent phase of SME recruitment. In other words, it will be worth asking - in order to ascertain the potential transferability of the DBE into other regions - which types of Driver have the most impact in engaging other SMEs or in influencing the population of the digital ecosystem.

Trust and diversity

We have described the importance of trust to the expansion of collaboration. We asked the interviewees - in relation to SMEs only - to rate the levels of trust they have in different local stakeholder representatives. The actors included as options were the following:

- Local government
- Central government
- Local development agencies
- Local entrepreneurs
- Research centres
- Universities.

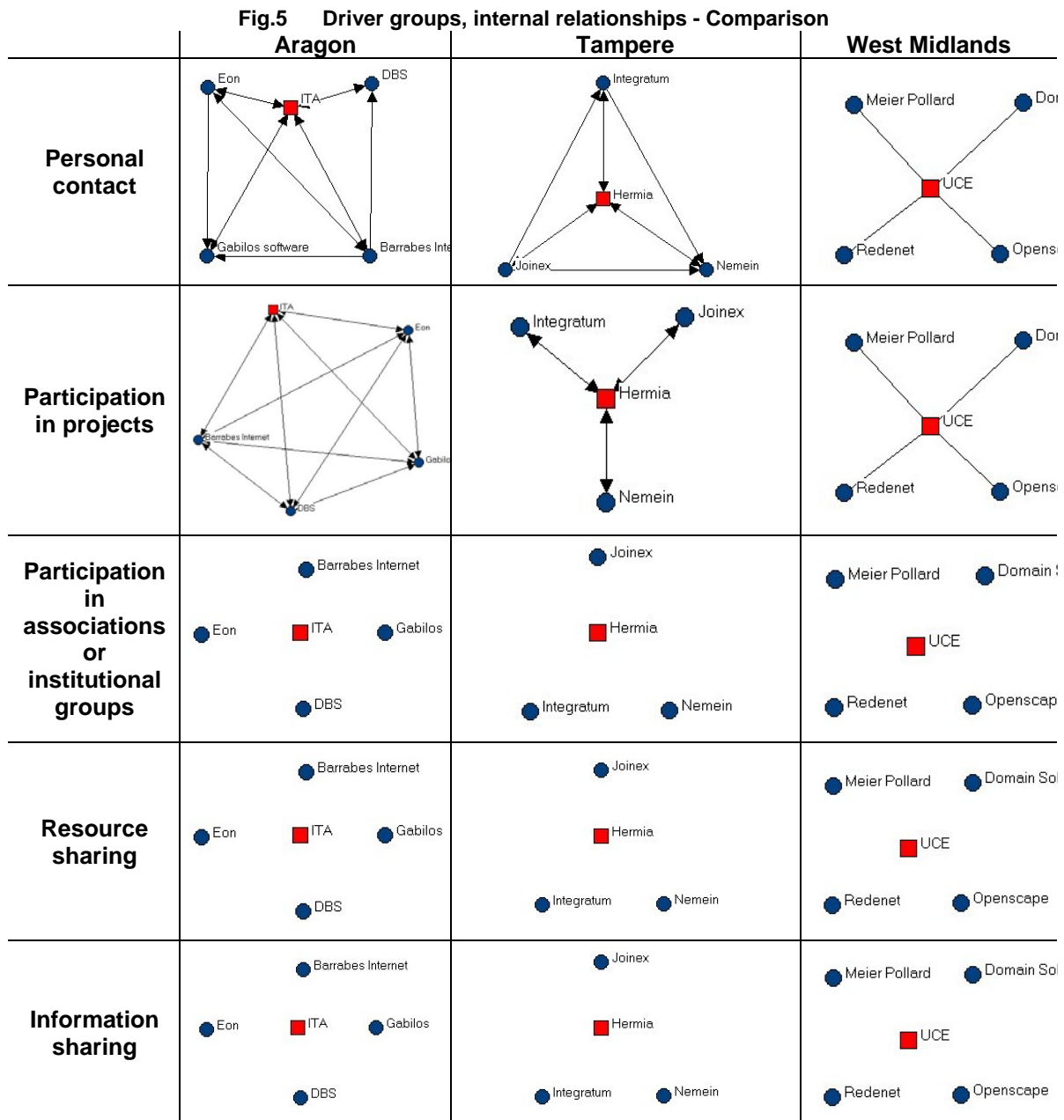
The range of the answers given is wider in the West Midlands than in Tampere or Aragon, and, moreover, Drivers in the West Midlands appear to be more critical, with ratings ranging from 1 to 4 against 2 to 5 in Tampere and Aragon. It is important not to generalise excessively about results that, after all, have to be considered as merely qualitative, and it should also be borne in mind that we are dealing with an extremely small number of actors. That said, taking in consideration the pivotal role of Driver SMEs, we should pay close attention to the opinions expressed about local actors and remain acutely aware of their possible scepticism in terms of co-operating with different actors. In addition, it should be stated that the RCs engender higher levels of trust and diversity in the workplace.

In relation to the issue of diversity, all the SMEs interviewed awarded very low scores - it appears that workplaces are much the same across the three territories in this regard. Here too, we are not addressing the issue of the diversity levels being much higher in the West Midlands than in the other two regions, but rather, that of the workplace Drivers. Generally speaking, is not surprising that small companies do not feature a high level of diversity. Among the different types of diversity that the interviewees were allowed to choose, there are some unlike representation. The West Midlands registered a degree of

difference ranging from 1 to 3, slightly higher than the other regions. Differences are in education, property ownership and cultural/ethnic background. Age group and wealth differences also exert an influence.

In Tampere, the most evident differences are in education, income levels, length of residency and age group. For Driver SMEs in Aragon, diversity in the workplace is not a significant factor. Their workplace is represented as homogeneous. One of our hypotheses addressed a positive correlation between difference degree and trust level. This hypothesis is not verified by the fact that diversity is not recognised as a meaningful variable of driver characteristics.

Moving on to the second part of the diversity issue, we focus not on internal diversification within the workplace but on the subjects that compose the network into which the Drivers are integrated. They will be analysed in relation to the three categories of actors indicated above - R&D domain, business domain, and institutions when speaking about the territorial networks.

Types of relationship and collaboration in the Driver groups

Source: Censis, 2005

In the synoptic table shown above, there are graphic representations of the group composed by RCs and Driver SMEs in each of the three territories. These graphics show the current state of the DBE work group, i.e. in the SME recruitment phase. What are the relationships like among Drivers and between Drivers and RCs? First off, it should be stressed that the network density decreases as we move from types of contact that are informal or aimed at a precise target to those that are more formalised, such as the sharing of strategic resources or information. The relationships are based on shared projects, of which the DBE is the most important.

Given the absence of shared information and resources and no participation in associations, it is possible to say that the DBE project is an opportunity to formalise hitherto informal relationships or to consolidate a working relationship based on other projects. The DBE as networking opportunity; DBE is developing a new network.

If we look for a moment at the relationship between the Drivers (participation in projects), it is interesting to note the difference between the graphic for Aragon, in which all the actors select other are partners, and those for Tampere and the West Midlands, where that tendency is far less marked; the Aragon's graph shows, in fact, the maximum level of density.

If we then make a vertical comparison within the territories, it appears that the DBE has increased the levels of the relationships between the Drivers in Aragon, formalising pre-existing personal contacts on the one hand and building up an additional link on the other. This tendency is also recognisable in West Midlands even if with less power. The graphics for Aragon show that, in terms of personal contacts, the region is aligned with the others, but in terms of projects there is a higher level of density compared to the others. As we have said, density is a measure of the relationship between possible and actual connections linking the social actors. A higher level of density indicates an increased level of reciprocal links between subjects, it can be related to differences in engagement management and/or to territorial characteristics. In Aragon, the RC decided to work with Drivers developing group activities, while in Tampere and West Midlands the activities were more on a one-to-one basis.

It is our feeling that, as the project proceeds, the relationships between Driver SMEs will intensify of its own accord, and yet, it is important to pay special attention to the salient aspects of the relationships between these Drivers. Instilling a sense of belonging and clarifying the shared objectives that link SMEs to the DBE is clearly. Creating an atmosphere of shared trust among the work group cannot but help, in the sense that promoting the undertaking of tasks and responsibilities in relation to the project itself and gleaning positive feedback for this first phase of the platform may well prove instrumental to its future development.

As could logically have been expected, the RCs emerge as occupying a position of absolute centrality in the networks, both in relation to personal contacts and to shared projects. This centrality is currently due to the methods of engagement between the Drivers - i.e. to the methods of the first call- but, that aside, the centrality of the RCs across the territory as shown on the graph corresponds absolutely to the actual situation. As we have seen above, and as the following graphics will confirm, the RCs in each of the three territories are considered local leaders in innovation. The centrality of the RCs had already been shown by previous research at local level (Del 31.1 and 31.3), but the fact that this phenomenon is not only objectively verifiable but also perceived by the subject guarantees that the RCs will be able to continue to operate in a context in which they are considered influential and trustworthy. The RCs can count on the 'power' of their reputation and on the personal relations that they have clearly developed.

Territorial networks

Let us now look at the relationships between individual SMEs and the territory, shifting our focus from the relationships inside the Driver group to their relationships with intermediaries and other companies. It's important to remark that this first survey has been based on a matrix build with the collaboration of RCs, starting from their relations and point of view. We cannot consider the network as exhaustive of the territorial network, but are a first, important, ensign on the recruitment process. Our analysis will be structured as follows:

- Active nodes vs. total potential nodes;
- Personal contacts vs. shared projects in each territory;
- Features of those subjects that appear in the extended network;
- Missing (but potentially important) subjects.

One piece of data, in particular, emerges clearly and, as such, warrants our attention. As we have seen in the preceding sections, there was a wide range of types of possible relationship, encompassing everything from personal contact through participation in

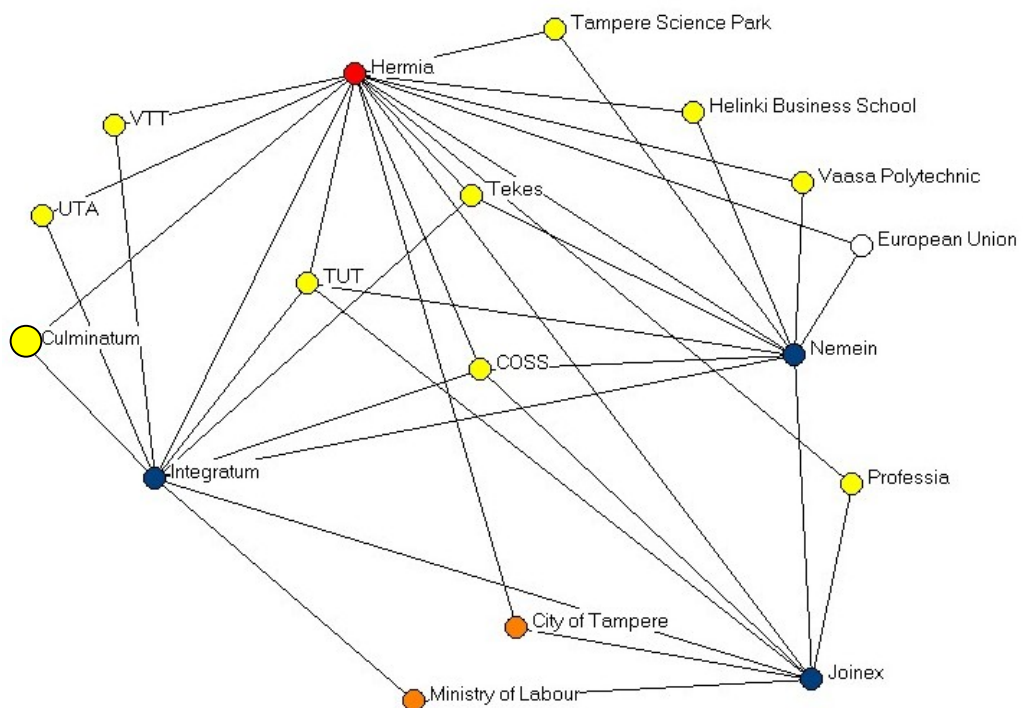
projects, institutional associations and groups, all the way to the sharing of strategic resources and information. Now, the SMEs interviewed are involved in an array of different informal relationships, but - just as we saw when we looked at restricted networks of Drivers and RCs, the level of the relationship between networks decreases as the relationship becomes formalised. Most of the SMEs interviewed co-operate with different subjects on shared projects, but those in the West Midlands appear more isolated in this sense. However, West Midlands SMEs also appear to belong to associations. The SMEs in Aragon show themselves to be well-placed in relation to territorial networks, with shared projects, collaboration with associations and the sharing of information and resources all commonplace. As we have stated previously, autonomy is fundamental for SMEs in a competitive context, yet it is the more formalised and stable forms of collaboration that deliver consistent competitive advantages. This element is especially important because it refers to Driver SMEs that should, in future calls, blaze a trail for the more numerous User SMEs.

We shall return to this data later on in the concluding section - it will be interesting to see if, and, if so, how, the DBE will play out as a tool for network building.

For now, we shall concentrate on the 'personal contact' and 'project participation' graphics for the three territories. First, let us describe the two networks that there are for each territory before moving on to other kind of collaboration.

The graphic below displays personal contacts and relationships based on shared projects merged together. Comparing relationships based on personal contact with those based on project collaborations (fig.7) allows us to highlight to correspondence between formal and informal relationships.

Fig.6 Tampere: Drivers' personal contact and participation in projects¹



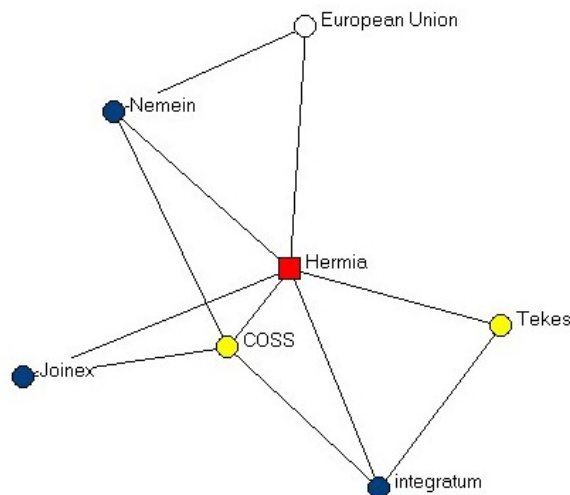
Source: Censis, 2005

¹ In the following graphs red represent RC, blue SMEs (not only drivers), yellow is for intermediate actors and orange is for governance level' representatives.

The 43 local actors listed in the questionnaire - i.e. those with which the interviewees could demonstrate active relationships - are the subjects with which they form relationships. Out of 43 possible nodes, 17 are currently active in fig. 6. It is interesting to note that a network that arises such as this does not demonstrate the pattern of an intra-company network (as could be a vertical network of subcontractors) but, rather, a grid structure that binds the SMEs to research centres, universities, consultancies and business development specialists. In this context it's clear that the SMEs can benefit from the presence of many stakeholders active in the R&D sector. The usage of colours helps noting this pattern.

As the graphics show, it is these actors, which we may refer to as 'intermediaries', which bring companies together. Once again, it emerges clearly that Hermia performs the function of gatekeeper, and yet, nevertheless, it goes through COSS and Tekes in order to reach the SMEs. In other words, Hermia can, indeed, reach the SMEs directly but can also reach them through these two additional channels. On the one side lies COSS, an association of businesses belonging to the national Open Source community, while on the other, lies Tekes, the national centre for technological research and development. It is the intermediaries that could provide the DBE platform with services that are useful for the development of User SMEs such as consultancy, training, orientation and partnership building, as well as real, targeted research.

Fig. 7 Tampere: Drivers' participation in project

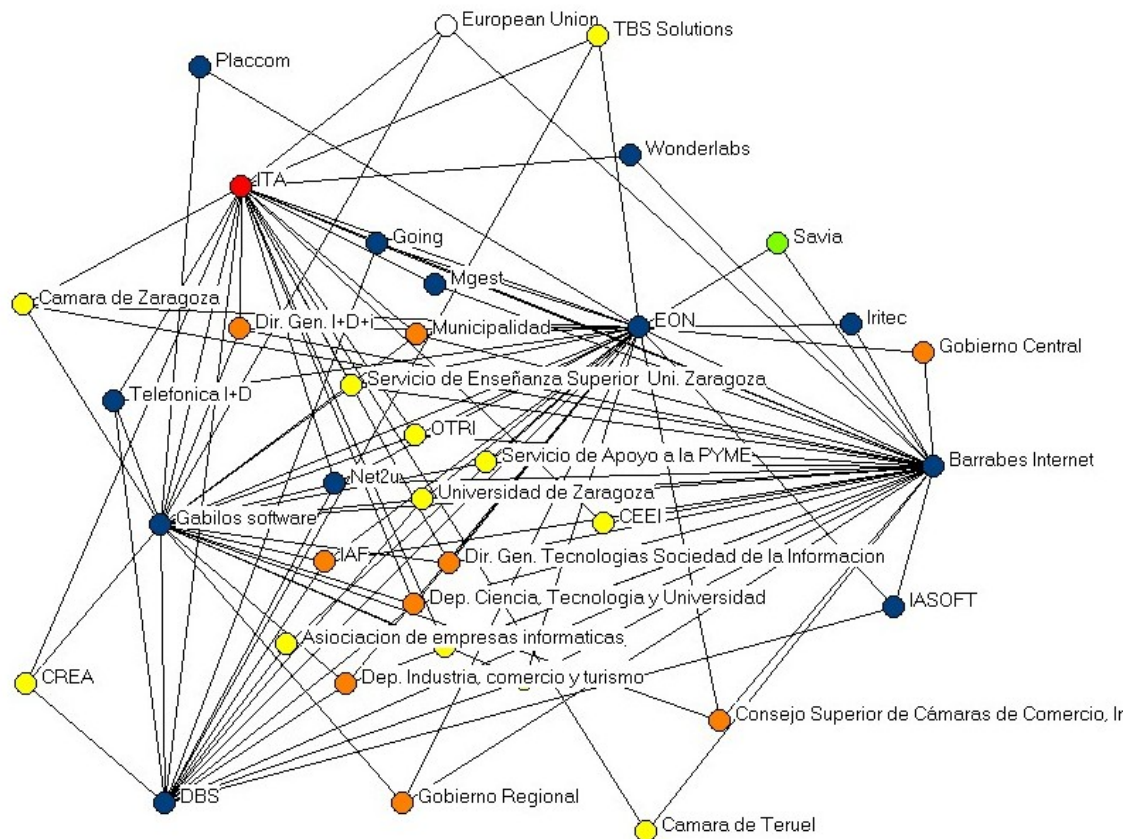


Source: Censis, 2005

As far as the relationship between informal contacts and formalised collaborations is concerned, it is evident that personal contacts are held to be more important, yet they do not develop automatically into shared projects, the nodes decrease from 17 to 7.

When look at project networks of Aragon we may note important differences that would be interesting to link with territorial characteristics. One of the most important statement of the DBE project is the willingness and the capability of the project to interact with the local situation and adjust instrument and process to territorial needs, so differences among local network should be carefully observed in order to build (in the next research phase9 a sort of territorial typology.

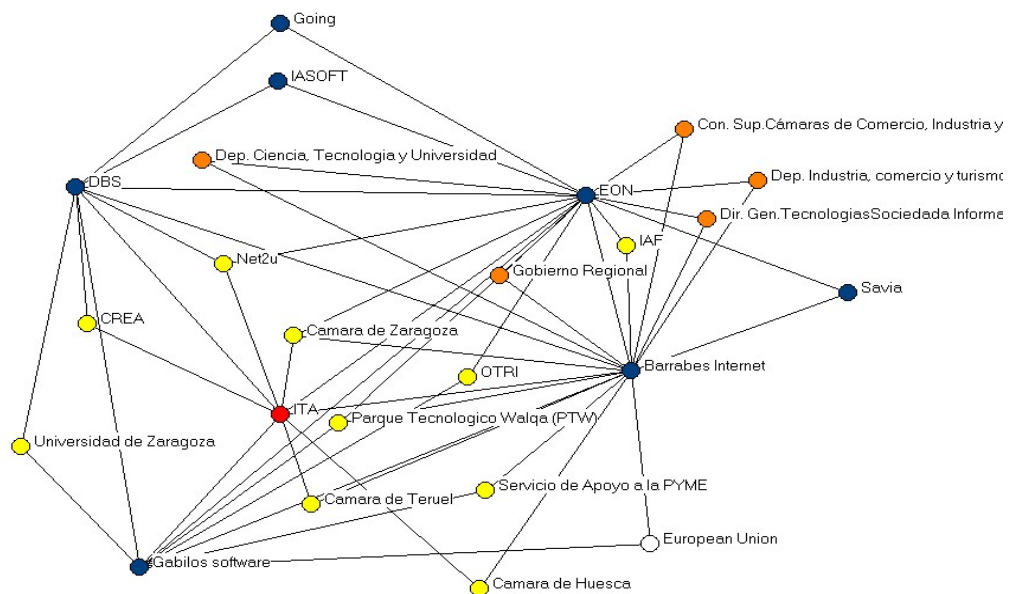
When looking at Aragon network, the level of transience of the nodes remains high, at 35 out of 69. The discrepancy between formal and informal relationships is still quite high, at 24 out of 35. The project-based network is both more dense and more diversified that the one of Tampere, the node are linked with a higher number of links. For this reason, it is possible to say that SMEs in Aragon have a higher level of social capital on which to rely but have not so many representatives from the R&D sector, so have also a *different* social capital.

Fig.8 Aragon: Drivers' personal contact and participation in project

Source: Censis, 2005

The differences in quantity and identity of nodes reflect the diversity of the two regions in terms of production infrastructure, business development strategy, governance and social capital. Please refer to deliverable 31.3 for a detailed description - in this document, it is sufficient to take note of the fact that there are major differences. The Aragonese nodes include three chambers of commerce, three agencies specialising in collectivisation initiatives and support for public and semi-public SMEs, some SMEs and one university (the European Union is also included as a link between two SMEs involved in the DBE project, but we cannot ascertain if the link is based on this project or other projects). Several representatives from the governance level are present as well. In the network of Tampere, as we pointed out, we meet more universities and research centres and less representatives from the governance level. This is related to the specificity of the regions but also with the engagement strategies. In Tampere the RC is working with the Open Source community, the SMEs belonging to that community share business model but work in different business domain, i.e. have clients from different markets. The drivers of Aragon, indeed, come from the same business sector (tourism) that is a more classical and consolidated sector.

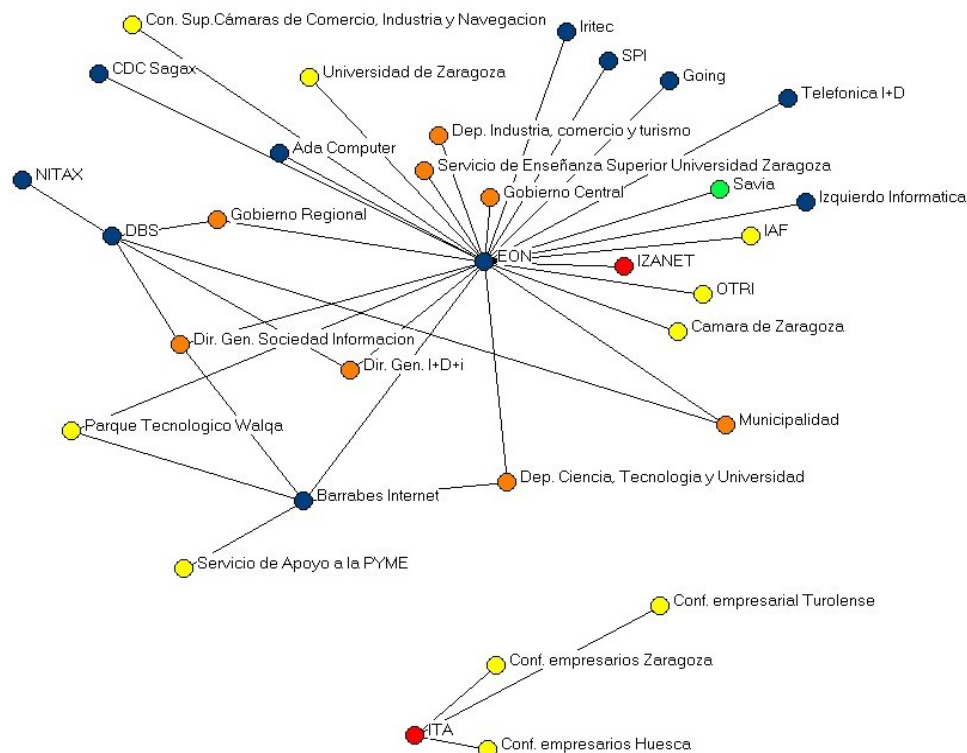
Fig.9 Aragon: Drivers' participation in projects



Source: Censis, 2005

Another important outcomes is the presence in Aragon, of information and resources sharing. Also in this context, the differences among Driver are clear. Barrabes Internet shows to have a more institutionalised role with direct link with regional government, when EON shows to have a own network partially shared with other Drivers (Fig.10) Those networks can have a vital role in the DBE growth if positively engaged.

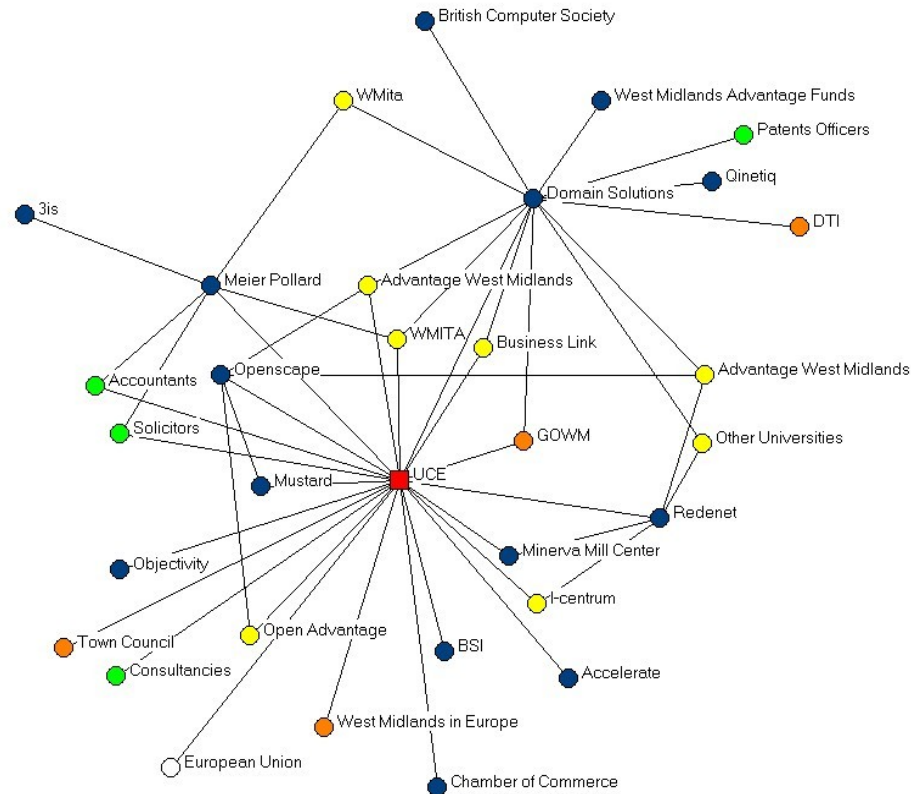
Fig.10 Aragon: sharing of information and sharing of resources



Source: Censis, 2005

Let us now consider the networks of the West Midlands, highlighting the distinctive features where appropriate. First of all, we can notice the levels of transience of the nodes - out of a possible 51, 32 were selected, making the West Midland network the most highly populated (in proportion) of the three regions.

Fig.11 West Midlands: Drivers' personal contact and participation in projects

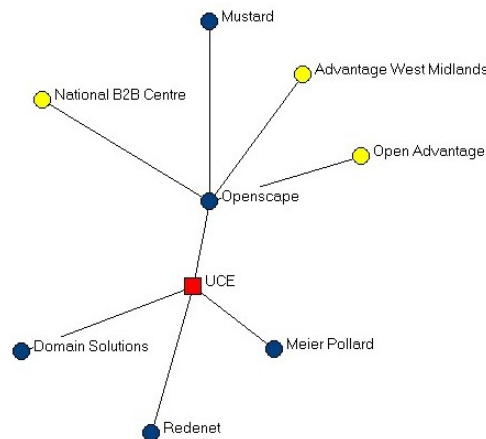


Source: Censis, 2005

If, however, we eliminate the connections made exclusively by UCE, we lose 8 nodes immediately, whereas would not lose any in the networks of Aragon or Tampere. This result confirms, on the one hand, the centrality of UCE, but also, on the other, the low level of inter-SME relationships; at the very least, it can be said that the overlapping of UCE and SME networks is not prevalent.

An evaluation of their social capital, similar to the ones we have carried out for other SMEs on the basis of the number of links, shows that personal contacts range from 5 to 14. In number terms, then, we cannot consider the social capital of the SMEs to be especially high, but we should also bear in mind that, aside from those with UCE (which, in all probability, refer to the DBE project), there is a low rate of project-based relationships. From this perspective, the SMEs appear quite isolated, as the following graphic demonstrates, again this data need to be validated by the next research phase.

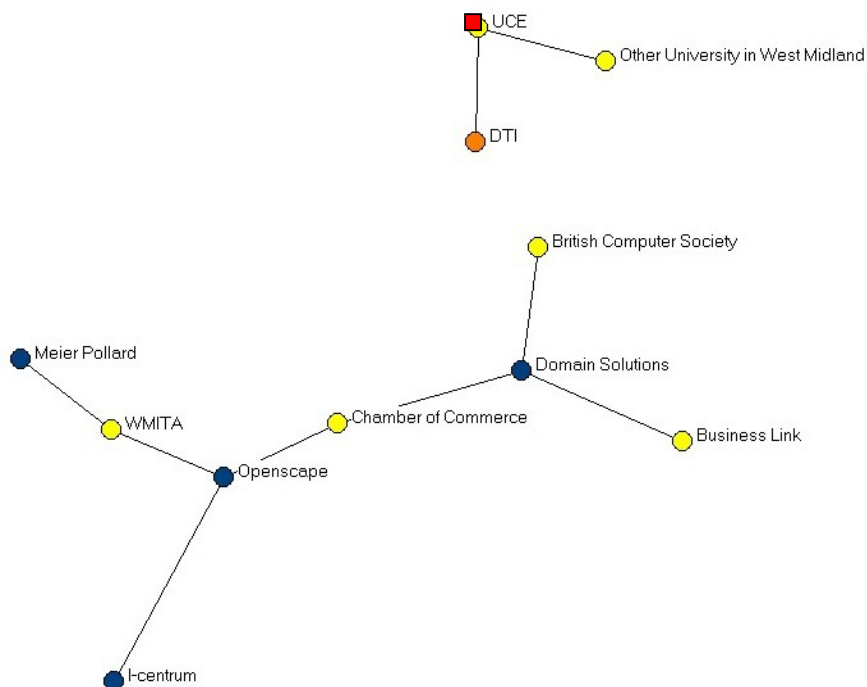
Fig.12 West Midlands: Drivers' participation in projects



Source: Censis, 2005

The data relating to participation in associations can help us to glean a better understanding of the situation in the West Midlands. In this type of collaboration, there are interesting links between the SMEs and other actors such but here too, the company networks do not intersect with those of UCE, and vice versa. From this first survey, seems that network of UCE are quite distant from those of Driver SMEs; in this sense will be interest to observe if DBE will bring the two network closer. Moreover, the Drivers do share participation in associations or institutional groups (Fig.13). The holes in this matrix are of great interest for us. Giving a name of this association will be a good strategy to engage other SMEs; Chamber of Commerce can be a medium for sure beside others. This needs further researches.

Fig. 13 West Midlands: Drivers partaking in association or institutional groups



Source: Censis, 2005

In order to identify other intermediaries with the capacity to bring SMEs together, supply a series of services that integrate with the RC and, together with it, support the population of the ecosystem, we need to look in detail at the personal contact graphic.

Let us now attempt to identify possible gatekeepers, without neglecting the need to initiate formalisation processes. One of the most salient candidates is Advantage West Midlands - along with its different specialised agencies (WMITA and WEAF) and projects (i-Centrum) - which is a regional development agency that performs the functions of encouraging the launch and sustaining the growth of SMEs, providing support (including financial support) to business start-ups and support in terms of training and networking.

From the graphic, it emerges that Advantage West Midlands is an important and widely recognised intermediary. The nature of intermediate actors in West Midlands is not dissimilar to those chosen by the SMEs in Aragon and Tampere, and yet the graphic contains an element that is absent from the other networks - i.e. solicitors and consultancies². From the latest research carried out by Censis in Italy (Censis, 2004 a and b), the increasing importance of individual consultants and solicitors working with and supporting SMEs come across clearly, and the graphic appears to confirm a similar level of importance in the West Midlands. These subjects, which are not normally taken into consideration when thinking about collectivisation or territorial development strategies, could perform a crucial function in populating the DBE platform alongside other, more institutional, subjects.

One final area remains to be discussed, and it relates to the absence of a certain element from these networks - credit agencies - which are missing not only in the SME links but also in the RC links. This surprising absence could be more adequately explained in terms of the presence of development agencies and subjects with the capacity to create clusters, since the intermediaries could also perform a function of financial mediation in relation to the SMEs. It would also be interesting to understand more fully the connections between RCs and venture capitalists, which do not emerge clearly from our preliminary analysis. In the West Midlands network, venture capitalists do not feature at all, while in Aragon, two out of three SMEs have connections with a venture capitalist (*Going*) and a public-private venture capital project (*Savia*). Yet, the character of this contact cannot be discerned simply from the fact that it exists. Both banks and venture capitalists are absent from the Tampere network. The purpose of analysing the gaps in a network is not to explain missing interrelations so much as to raise questions about the path of future in-depth research. To underline the importance of another element that relates to underrepresented subjects, we should refer to the other SMEs in the territory. But, before we look at this element, we need to refer to the questionnaire document itself, since it includes only a selection of local companies from which to choose contacts - the optional answer "other" could have been used to add to nodes to the network, but this did not occur. This by way of introduction to explain that the companies represented in the grid were not selected on the basis of statistical criteria - rather, as we stated when we looked at the question of methodology - by an overlapping of the selections made by the RCs with our own experience in the field. That said, it is, nonetheless, interesting to note the differences in the number of companies with which our Drivers collaborate. In this instance, it is the network in Aragon that appears as the most dense and highly differentiated, with 48 different contacts between Drivers and other companies (the presence of Barrabes is high but not entirely consistent).

² Green in the graph

Conclusions

The analysis taken in their totality contains the real conclusions of a descriptive research, like this one is. Nevertheless is possible to summarize some of the more important outcomes.

First of all is important to stress the centrality of RCs, Hermia, UCE and ITA. Those are not only some of the most relevant nodes of the territorial networks (this is a confirmation of our previous researches) but are also recognised as a point of reference for Drivers SMEs. They are definitely actors to be trusted when thinking about projects of development and innovation leaders. Then if we consider the RCs and Driver SMEs from a wider perspective, new connection nodes are also quite clearly recognised. In other words nodes that are shared among RCs and Drivers SMEs do exist; those are of great importance for us. We're speaking about Universities, development agencies, Chambers of Commerce, Science Parks and consultants. These intermediate actors clearly demonstrate to be important links in the local socio-economic structure, and could be important also for the DBE for two reasons:

- They can be additional sponsors and catalysts for SMEs
- They can offer their services by using the platform, develop new ones and, in this way, anticipate the needs of local SMEs.

As we pointed out at the beginning of this report, such actors can give, together with RCs, additional "products" such as training courses, networking possibilities, prototyping tools and so forth. In this way they can give an added value to the platform by offering to the SMEs methods and modalities for further and better cooperation and innovation.

The nature of these intermediate actors is multiple and varies from region to region reflecting the characteristics of each territory, but -thanks to the network analysis - is clearly recognised.

In order to engage these actors it is important to develop proper forms of communication, i.e. scenarios dedicated to them and specific networking activities.

If we pass now to consider the Driver SMEs we notice that their reciprocal relations are not so strong as their link with the third actors. With regard to their reciprocal relationships we notice that relations among Drivers SMEs can be reinforced both in Tampere and West Midlands, while in Aragon the feeling of belonging to a group is already strong. This difference can be related to pre-existing contacts among SMEs or to the different methodology used by RCs in presenting and manage the process (more group oriented). In any case strong relationships and a high level of trust among DBE partners can be an important variable for the project sustainability.

To the contrary all the interviewed SMEs show numerous links and contacts with local stakeholders and the Drivers are well integrated in the local social matrix. Nevertheless this integration diminishes if we consider more formal relationships as information or resources sharing. Each pattern of collaboration have lights and shadows. Differences are related to regional characteristics, RC nature, engagement strategies and business domain of reference. For example, Aragon's Drivers are engaged in stable collaborations with other local actors than the Drivers belonging to the other two regions. An intricate network as this one can offer good opportunity for ecosystem population but may need extra time to activate and a more complex management activity. In West Midlands SMEs can take advantage from the participation in association and ecosystem population can pass by those associations; in Tampere the Drivers, even if with a low rate of association, belong to the Open Source community and have high ICT skills. Surely, as the engagement process will proceed further, the matrix of Drivers SMEs will become more complex and diversified; nevertheless this is not going to misrepresent the present research. Because of the actors – node introduced in the present research - we're able to say that not all the possibilities of networking are fully used and that the social capital of most Drivers can be improved.

The DBE in this sense can play a crucial role by promoting occasions of collaboration and by developing common goals. At the present stage the DBE project already gave to the SMEs a new occasion to collaborate, and to strengthen pre-existing contacts. In doing so is important to take in consideration the Driver's level of trust for local stakeholder and entrepreneurs as category and fund methods for sustaining the trust. Trust is, in fact, a precondition for collaboration, which at the present stage is fair but can be improved. The level of trust shown by RCs is visibly higher and this suggests us that positive occasions of contact and mutual partnership with bright and clearly shared objectives can make a difference.

The last point is represented by open questions arose from this first social network analysis. One of them is related to the role of consultants in the SMEs innovation. The presence of consultants in the local collaboration matrix is sustained also by the already mentioned research of Censis, that suggest considering single consultant and consultancy agency as important player in the SMEs everyday life. How and how much these actors can be relevant also for DBE is something that needs to be further investigated. In fact in some cases, these actors can substitute or duplicate the role of local development agencies as well as public incubators and innovation promoters.

The second question points out the relative low presence of banks and venture capitalist in the networks. For both the SMEs and DBE sustainability can be important to build or reinforce the links with these actors. A hypothesis for this lack is that local development agencies, aggregators, association and so forth act also as mediator for financial issues. In order to investigate this important hypothesis further analysis is needed.

The next step of the present research will be focused on the social capital of Implementers and Users SMEs and their positions in the local networks built in this first survey. The second research stage will start with a further analysis on Drives' networks and will include other important actors in the matrix; it will expand the empirical data base and provide a reliable step-by-step analysis of Ecosystem population. In this context it will be interesting to reconsider the capability of DBE in building new links, foster cooperation and evaluate the quantity and the quality of the actors engaged.

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Annex 1 Interview outline – Aragon

El network analysis revela la organizaciòn informal, el liderazgo, la cohesiòn interna y la intesidad de las relaciones con Network. Aplicado a la economìa local subraya las relaciones entre actores institucionales y el ambiente empresarial revelando fuerzas lideres tras el desarrollo local.

Nombre _____

Compañia _____

Occupation en la compa˜ia _____

1. Nombre tres de referencia local para informaciòn importante o que alerten a su organizaciòn (Ej. Instituciones de entrenamiento, universidades, asociaciones de comercio, consultorias, profesionales, agencias locales) *(en orden de importancia)*

Puntos de Refrencia Local

1. _____
2. _____
3. _____

2. Nombre tres businesses y actores que usted considera innovativos. *(En orden de importancia)*

Businesses

1. _____
2. _____
3. _____

Actores Locales

1. _____
2. _____
3. _____

3. Si usted tuviera que crear un network local para expandir innovaciones tecnològicas y para reforzar las competencias locales con quien le agradarìa colaborar? Nombre tres de cada categoria *(en orden de importancia)*.

Negocios

1. _____
2. _____
3. _____

Actores Locales

1. _____
2. _____
3. _____

4. Señale los actores y la instituciones con las que usted tienes contactos (o ha estado en los últimos tres años)

Universidades, fundaciones, asociaciones sin fin de lucro, consultorías profesionales, agencias locales	Contacto personal	Participación in asociaciones o grupos institucionales	Condivision de recursos (de personal, de oficinas, de equipage, de ecc..)	Participación in proyectos	Intercambio de informaciones	Otros tipo de contacto (por favor especificar)	Los conosco pero no tengo relaciones o contactos con ellos	No los conozco
ITA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio de Apoyo a la PYME	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Departamento de Ciencia, Tecnología y Universidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dirección General de Investigación, Innovación y Desarrollo (I+D+i)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dirección General de Tecnologías para la Sociedad de la Información	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Centro de Investigación y Tecnología Agroalimentaria (CITA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio de Enseñanza Superior – Universidad de Zaragoza	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Universidad de Zaragoza	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oficina de transferencia de resultados de Investigación (OTRI)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parque Tecnológico Walqa (PTW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INZA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Otros	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Istituciones	Contacto personal	Participación in asociaciones o grupos istitucionales	Condivision de recursos (de personal, de oficinas, de equipage, ecc..)	Participación in proyectos	Intercambio de informations	Otros tipo de contacto (por favor especificar)	Los conosco pero no tengo relaciones o contactos con ellos	No los conosco
European Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gobierno Central	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gobierno Regional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipalidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instituto Aragonés de Fomento (IAF)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Departamento de Industria, comercio y turismo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consejo Superior de Cámaras de Comercio, Industria y Navegación	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camara de Zaragoza	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camara de Huesca	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camara de Teruel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confederación de Empresarios de Aragón (CREA)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confederación de empresarios de la provincia de Huesca	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confederación de empresarios de Zaragoza (CEZ)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confederación Empresarial Turolense	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Otros	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Representatives de business, asociaciones empresariales, empresas, capital di riesgo y bancos	Contacto personal	Participación in asociaciones o grupos istitucionales	Condivision de recursos (de personal, de oficinas, de equipage, ecc..)	Participación in proyectos	Intercambio de informationes	Otros tipo de contacto (por favor especificar)	Los conoscozco pero no tengo relaciones o contactos con ellos	No los conosco
CEEI (Confederacion de Empresas Eurpeas para la Innovacion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Going	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Savia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barrabes Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wonderlabs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Net2u	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seinteco, S.L.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camina	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gabilos software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Izquierdo Informatica	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ada Computer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Memorandum Multimedia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DBS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IASOFT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IZANET	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TBS Solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pronet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telefonica I+D	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CDC Sagax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mgest	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EON	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
eComputer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Placcomm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Iritec	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Embou	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Representatives de business, asociaciones empresariales, empresas, capital di riesgo y bancos	Contacto personal	Participación in asociaciones o grupos istitucionales	Condivision de recursos (de personal, de oficinas, de equipage, ecc..)	Participación in proyectos	Intercambio de informations	Otros tipo de contacto (por favor especificar)	Los conoscozco pero no tengo relaciones o contactos con ellos	No los conosco
Appser	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seri365	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raxon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Centro de Calculo bosco	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Idenet Internet &Multimedia Consulting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NITAX	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multitec	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S.Coop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INSYNERGY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Micro IGN	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eurosistema	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IBM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ayanet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Director Comercio Electronico Global	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ing. y Telecommunication ADI TELECOM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asiociacion de empresas informaticas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Puede usted pensar a alguna actividad o grupo en la que usted participó a través de contacto con otras personas o grupos. (por ejemplo usted conoció alguien que le sugirió de participar en una actividad en la cual ahora trabaja)?

Persona (por favor indique las organizaciones de referencia, se hay algunas)	Primera ocasion de contacto	Occasiones de contacto actual

6. Hay personas que conoce o con las cuales está en contacto que encuentra en mas de una situación (por ejemplo hay personas que encuentra en las reuniones de una asociación de empresarios y en partidos de futbol o con la cuales trabaja y frecuenta el mismo gymnasio tambien)

	Grupo/actividad 1	Grupo/actividad 2	Grupo/actividad 3
Persona 1			
Persona 2			
Persona 3			
Persona 4			
Persona 5			

7. Frequentemente hay diferencias entre personas que trabajan en la misma empresa. Por ejemplo diferencia de status social, in nivel economico, appartenencia cultural, religiosa, de orientacion politica, edad, sexo. In que grado esta diferencias caraterizan su lugae de trabajo? (atribuya un valor de 1 a 5 donde uno es un grado bajo y cinco es un grado muy elevado)

8. Estas diferencias son causa de problemas?

☐ Si

☐ No

9. Quales de estas diferencias caraterizan mas su lugar de trabajo?

- Diferencia in nivel de educación
- Diferencia in nivel economico
- Diferencia de status social
- Diferencia de sexo
- Diferencia de edad
- Diferencia entre personas que risieden en el pays da mucho tiempo y personas de recente migración
- Diferencia de orientación política
- Diferencia de religión
- Diferencia cultural
- Otras diferencias

10. Que nivel di confianza tiened en....

(atribuya un valor de 1 a 5 donde uno es un grado bajo di confianza y cinco es un grado muy elevado)

	Puntaje
Funcionarios de gobierno local	
Funcionarios de gobierno central	
Funcionarios de agencias de desarrojo	
Empresarios locales	
Funcionarios de los centro de investiogacion	
Profesores de la universidad	

Annex 2 interview outline – Tampere

Name: _____

Role in the Company: _____

Company: _____

1. Name up to three local points of reference for important information or advice for your organisation (e.g., training institutions, university, trade associations, consultancies, professionals, local agencies...) *(in order of importance)*

Local reference points

1. _____

2. _____

3. _____

2. Name up to three businesses and local actors you consider innovative. *(In order of importance)*
- Businesses**

Local actors and institutions (University, associations, trade unions, university, research centres, etc...)

3. If you had to create a local network to spread technological innovation and reinforce local competitive ability whom would you collaborate with? *Name up to three for each category (in order of importance).*

Businesses

1. _____

2. _____

3. _____

Local actors and institutions (University, associations, trade unions, university, research centres, etc...)

1. _____

2. _____

3. _____

4. Please indicate actors and institutions with who your organization is in contact (or it has been in the last year).

University, foundations, trade unions, associations, no-profit sector representative	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments, etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
TUT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UTA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tampere Polytechnic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pirkanmaa Polytechnic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FinnMedi Research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tampere Science Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tekes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helinki Business School	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vaasa Polytechnic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University of Jyväskylä	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University of Oulu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
VTT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Centres of Expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
University of Turku	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Culminatum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT Turku	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innopark	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology Centre Hermia Ltd.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Institutions	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments , etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
European Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City of Tampere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Council of Pirkanmaa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ministry of Trade and Commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Ministry (labour)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipalities in the Tampere Region (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Representatives of business domain. Entreprises, entrepreneurs association, venture capitalist and Banks	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments, etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
Tampere Chamber of Commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment and Development Economic Centre of Tampere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COSS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nokia Corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Metso Corporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sandvik Tamrock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nemein	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integratum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Joinex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tamlink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tamgalss	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Takk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anilinker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investintampere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Oy Media Tampere Ltd.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bank (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Venture Capital Organization (many)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Can you think of any of your current involvement in a group, working team or association that came from your involvement in another group (e.g. you met someone there who suggested you become involved in another activity and you went along to give it a try)?

Person (please indicate the organization of reference if any)	First occasion of contact	Current occasion of contact

6. Are there people you know and have contact with that you meet in more than one situation (e.g. they are at the entrepreneurial association meeting and you meet them at indoor netball, work together on a political campaign and go out to a meal together or see them at the gym, etc.)?

	Group/activity 1	Group/activity 2	Group/activity 3
Person 1			
Person 2			
Person 3			
Person 4			
Person 5			

7. There are often differences in characteristics between people working in the same enterprise/organization. For example, differences in wealth, income, social status, ethnic background. There can also be differences in religious or political beliefs, or there can be differences due to age or sex. To what extent do any such differences characterize your working place?

(Use a five point scale where 5 means to a very great extent and 1 means to a very small extent).

8. Do any of these differences cause problems?

9. Which two differences, characterize mostly your working place?

No	Yes
----	-----

- Differences in education
- Differences in landholding
- Differences in wealth/material possessions
- Differences in social status
- Differences between men and women
- Differences between younger and older generations
- Differences between long-term and recent residents
- Differences in political party affiliations
- Differences in religious beliefs
- Differences in cultural/ethnic background
- Other differences

10. How much do you trust.....

(Use a five point scale where 5 means to a very great extent and 1 means to a very small extent).

	Score
Local government officials	
Central government officials	
Local development agency officials	
Local entrepreneurs	
Research center's representatives	
University's professors	

Annex 3 interview outline – West Midlands

Name _____
Role in the Company _____
Company _____

1. Name up to three local points of reference for important information or advice for your organisation (e.g., training institutions, university, trade associations, consultancies, professionals, local agencies...) *(in order of importance)*

Local reference points

1. _____
2. _____
3. _____

2. Name up to three businesses and local actors you consider innovative. *(In order of importance)*
- Businesses**

1. _____
2. _____
3. _____

Local actors and institutions (University, associations, trade unions, university, research centres, etc...)

1. _____
2. _____
3. _____

3. If you had to create a local network to spread technological innovation and reinforce local competitive ability whom would you collaborate with? *Name up to three for each category (in order of importance).*

Businesses

1. _____
2. _____
3. _____

Local actors and institutions (University, associations, trade unions, university, research centres, etc...)

1. _____
2. _____
3. _____

4. Please indicate actors and institutions with who your organization is in contact (or it has been in the last year).

University, foundations, trade unions, associations, no-profit sector representative	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments, etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
Advantage West Midlands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WMITA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I-centrum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accelerate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mustard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warwick Technology Park/Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DTI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
British Computer Society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Angel Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Qinetiq	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UCE West Midland	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other University in West Midland	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Minerva Mill Center	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BSI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Institutions	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments , etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
European Union	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
West Midlands in Europe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GOWM – Government Office West Midlands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chamber of Commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patents Officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism Board for West Midlands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Birmingham City Council Tourism office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade partners UK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Representatives of business domain. Enterprises, entrepreneurs, venture capitalist and Banks	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments, etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
Business Link	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open Advantage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Venture Capitalist (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National B2B Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accountants (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consultancies (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Solicitors (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WMita	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
West Midlands Advantage Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mustard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Venture Capital Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IdeasFactory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Midven	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alchemy Patners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Birmingham Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Westport Private Equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WM Collaborative Commerce Marketplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hyfinity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objectivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domain Solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Openscape	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DBE Project (Contract n° 507953)

Representatives of business domain. Entreprises, entrepreneurs, venture capitalist and Banks	Personal contacts	Membership in associations or institutional bodies	Sharing of resources (personnel, offices, equipments, etc..)	Partaking in project	Information sharing	Other (please specify)	I know them but I have no relationship or contacts with them	I do not know them
Redenet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meier Pollard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banks (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Can you think of any of your current involvement in a group, working team or association that came from your involvement in another group (e.g. you met someone there who suggested you become involved in another activity and you went along to give it a try)?

Person (please indicate the organization of reference if any)	First occasion of contact	Current occasion of contact

4. Are there people you know and have contact with that you meet in more than one situation (e.g. they are at the entrepreneurial association meeting and you meet them at indoor netball, work together on a political campaign and go out to a meal together or see them at the gym, etc.)?

	Group/activity 1	Group/activity 2	Group/activity 3
Person 1			
Person 2			
Person 3			
Person 4			
Person 5			

5. There are often differences in characteristics between people working in the same enterprise/organization. For example, differences in wealth, income, social status, ethnic background. There can also be differences in religious or political beliefs, or there can be differences due to age or sex. To what extent do any such differences characterize your working place?

(Use a five point scale where 5 means to a very great extent and 1 means to a very small extent).

13. Do any of these differences cause problems?

 Yes

 No

14. Which two differences, characterize mostly your working place?

- Differences in education
- Differences in landholding
- Differences in wealth/material possessions
- Differences in social status
- Differences between men and women
- Differences between younger and older generations
- Differences between long-term and recent residents
- Differences in political party affiliations
- Differences in religious beliefs
- Differences in cultural/ethnic background
- Other differences

15. How much do you trust.....

(Use a five point scale where 5 means to a very great extent and 1 means to a very small extent).

	Score
Local government officials	
Central government officials	
Local development agency officials	
Local entrepreneurs	
Research center's representatives	
University's professors	