REGIONAL INNOVATION STRETEGY

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Regional Innovation Strategy for South Transdanubia

Final Report

November 2004

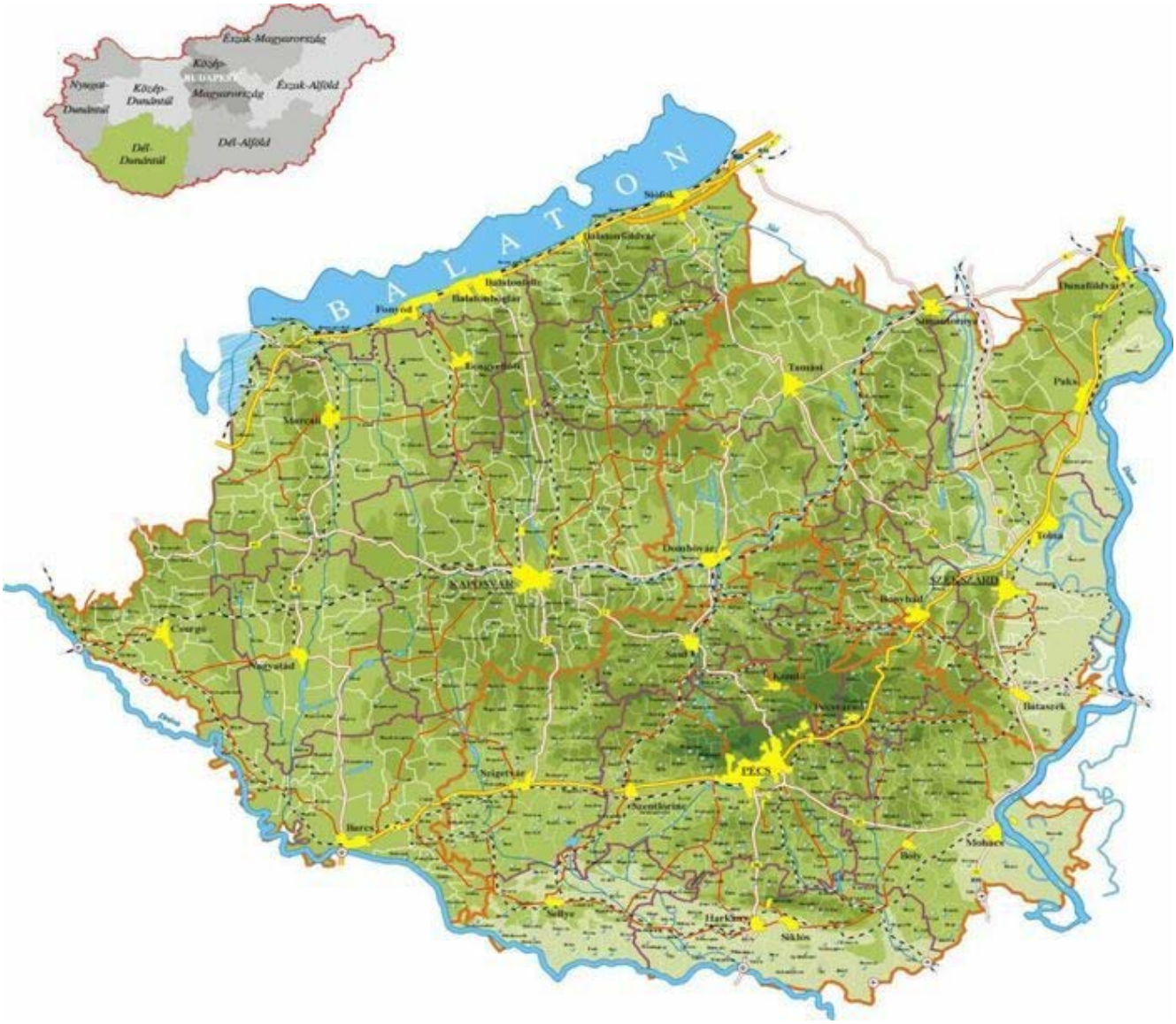
Contents

Annexes:

1. Background - The South Transdanubian Region

The South-Transdanubian Region is located in the Southern part of Hungary; in the North, the region is bordered by Lake Balaton, in the East River Danube serves as natural border, while in the South the region has common border with Croatia. The region is composed of Baranya, Somogy and Tolna counties, inhabited by nearly 1 million people (9,8 % of the total population of Hungary), lies over an area of 14,169 km^2, which constitutes 15,2 % of the total territory of Hungary

Fig. 1. The South Transdanubian Region



With a per capita GDP of less than 75 % of the national average (39% of the EU15 average), South Transdanubia belongs to the less developed regions of the country. In the early nineties, the region has been severely struck by the sudden decline of coal mining and the

Slav War. The average investment level is low, with the per capita investment standing at only 2/3 of the national average. The per capita foreign direct investment is the lowest in Hungary, a mere 18,1 % of the national average.

Within the economy, the role of industry is relatively modest, as compared to the other regions of Hungary: the per capita industrial production of the region (which already includes the production of the Paks nuclear power plant!) is less than 60 % of the national average. Share of processing industry of gross national product is the lowest of all Hungarian regions (only 18%). The most important sectors within industry are food industry, machinery, generation of electricity, and textile and garment industry.

The importance of agriculture in the regional economy is well reflected in the fact that the share of agriculture in the gross added value is twice the national average, and the share of agricultural employment is the highest in Hungary (9,8%, as opposed to the national average of 6,2%). The region is the prime producer of maize, and it also among the leaders in wheat production. Forestry is also very important in the region, and the region is famous for its quality wine production, as well (5 of the 22 Hungarian wine regions are located here).

The service sector employs 49 % of the regions employed population, which is higher than the national average (excluding Budapest). Tourism is considered a key sector of increasing importance of the regional economy: the number of tourist arrivals is the third highest in Hungary, or the second highest not counting Budapest.

The number of operating enterprises per thousand inhabitants in the region is lower than the national average, but higher than the average of the regions (excluding Budapest). The majority of the enterprises can be characterised by the lack of competitive business and entrepreneurial skills. In addition, many of the enterprises – mainly the SME-s – struggle with lack of capital and problems arising from the use of outdated technology.

The activity rate is somewhat below the national average (50,5% as compared to 53,3%), whilst the rate of unemployment is among the highest in Hungary at 7,8%. Out of the 30 most underdeveloped Hungarian small regions 5 can be found in South-Transdanubia; in fact, at least half of the small regions of South-Transdanubia can be considered backward, or stagnating. In addition, the average gross income of the employed is among the lowest in Hungary.

2. The RIS-ST project (November 2001 – September 2004)

Aims and objectives

The Regional Innovation Strategy in South Transdanubia (RIS-ST) program has been a 3 year project supported within the 5th Framework Program of the European Union. The program was co-ordinated by the South-Transdanubian Regional Development Agency (STRDA), the members of the consortium were: Transdanubian Reseacr Institute, Yorkshire & Humberside Regional Technology Network Ltd. and Shannon Development.

The goal of the project was the elaboration of a flexible framework programme that allows the increase of the competitivness of South Transdanubian enterprises through the optimisation of infrastructures and regional innovation policies.

Main results of RIS-ST

- **RIS-ST** has undertaken a comprehensive analysis of the SMEs of the region which identified special regional competencies and made recommendations for future clusters and possible ways of SME-SME and SME-large companies co-operation
- **RIS-ST** has thoroughly analysed the innovation capacities of the region's SMEs, revealed the obstacles of innovation and with the help of EU partner regions identified best practice to determine possible ways of removing these obstacles
- **RIS-ST** has maped the structure of the current business support infrastructure and revealed possible gaps between SMEs and the business support infrastructure and parallels between the innovation support institutions.
- The idea of innovation has been promoted throughout the whole project and encouraged the SMEs to get to know the idea of innovation, its possible applications and advantages.
- The designing of **RIS-ST** can be seen as a community development exercise aiming at creating a suitable environment for a region to successfully apply innovation.
- The creation of **RIS-ST** was a powerful tool in the region for influencing regional innovation policies. Close attention has been given to involve decision-makers from the regional and national level during the project.
- During the implementation of **RIS-ST** the SMEs of South Transdanubia had the opportunity to tap into European networks and to have access to the latest information on innovation and business co-operation. Measures has been identified to ensure the sustainable flow of knowledge between regions.
- The implementation of the **RIS-ST** encouraged the SMEs to actively take part in the project and thus made them acquire the attitude of "enlightened self-interest" (Y & H Report) which is absolutely crucial in the realisation of business co-operation.

3. The project structure

The project lasted 35 months in total. The work was divided in 3 successive steps.

STAGE 0: CONSENSUS BUILDING

The period lasted 12 months and enabled us to carefully define the aims and objectives and the detailed work plan of the project and to set up the organisational structure of the project as well.

In the preparatory stage surveys were conducted on the innovation potentials of the region's economy, and the findings were used as a basis for the selection of the following *sectorial groups:*

1. Cultural industry
2. Health industry
3. Environmental industry
4. Food industry and agricultural innovation
5. Mechanical engineering and metal works
6. Textile and leather industries

At the same time the following *horizontal fields of action* were identified for all the sectors::

1. University-economy relations
2. Inter-company relations, networking
3. Development of entrepreneurial skills, innovation management
4. Technology transfer
5. Financing of innovation

STAGE 1: THE ANALYSIS

The second period lasted 12 months and included the analysis of the regions innovation potential:

- Survey on the infrastructure available for enterprise development: to get a clear picture of the infrastructure and support services available for the enterprises in the region.
- Assessment of the demand for innovation of the SMEs in the region: to get detailed information on the financial and non-financial support required by the enterprises in order to better exploit opportunities for innovation.

This phase has been the most eventful as the surveys had to be carried out and confronted with the views of the local actors. Several workgroups, seminars and discussion groups were organised to arrive at a comprehensive strategy based on broad consensus.

STAGE 2: THE IMPLEMENTATION

The last phase lasted 10 months and enabled the region to establish regional priorities and, on the basis of these, to design and carry out concrete actions. It has been a crucial phase in the implementation of the RIS, as this was the time when the Regional Innovation Strategy had to be elaborated in order to create a framework and directives for the development of the region's economy in the years to come. The elaborated Strategy provides a practical vision for the long-term development of the innovation support infrastructure in the region.

4. The management structure of RIS-ST

RIS-ST has realised a rather simple and focused management structure. The main decision making body of RIS-ST was the **Steering Committee** (SC), which was truly representative of the whole regional supply system. The Steering Group included members from:

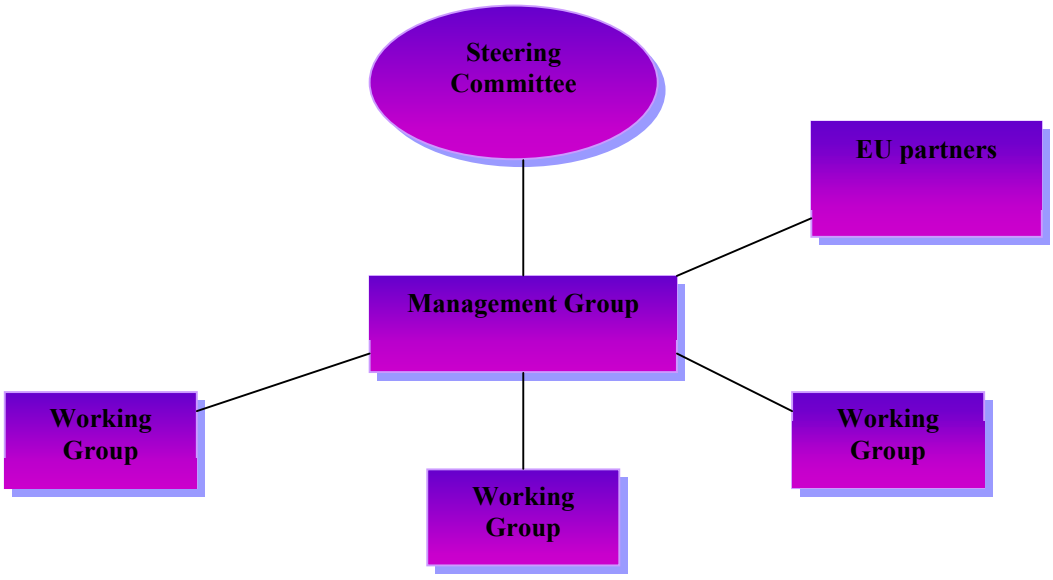
- 3 county governments making up the region
- 3 cities of county rank
- Universities and other Technology Centres
- representatives of financial entities
- representatives of industry and of SME
- Local Enterprise Agencies
- Chambers of commerce and industry
- representatives of organisations of the interface structure (Technology Transfer organisations, Science parks – business incubators, etc.)

The operative body of RIS-ST was the **Management Group** (MG). The MG was made up of the employees of the two Hungarian partners of the RIS-ST consortium. The MG was responsible for co-ordinating the implementation of the project on a day-to-day basis, to launch and co-ordinate the information gathering and the studies, to organise and animate the process of consensus building, to organise public events of all kinds, to provide a secretariat to the project, to maintain and establish links with the European Commission and other RITTS/RIS regions. The MG took part in trans regional meetings and other network activities organised by the RITTS/RIS network secretariat.

The RIS-ST has involved a well-known and well-respected businessman as **Project-director**, who – besides giving professional guidance to the MG – used his regional network to promote the project and involve other people in it through personal communication.

The RIS-ST process has rested upon the extensive usage of sectoral and horizontal (thematic) **Working Groups**. They provideed an important tool for refining the findings of the general analyses and defining the most important intervention areas for the Strategy.

Fig.1. The Management Structure of RIS-ST



5. The Regional Innovation Strategy (2004-2010) – main objectives

Based on the results of the sectoral working groups and on the outcomes of the surveys on the innovation potential and innovation support services the RIS Managment Group developed the System of objectives and priorities of the RIS-ST following the programming methodology of the European Union. The sectoral and horizontal priorities aim to attain the defined objectives.
The structure of the RIS aimed to create a coherent, midterm (for the period until 2010) innovation- oriented strategy for the enterprise promotion, which includes operative, concrete and detailed measures as well. These measures may serve as the basis of future proposals of the enterprise development.
In the development of the Strategy, a fundamental principle was to make it suitable for the programming structure of the European Union and to the European rules and methodology of the programming of the Structural Funds. To meet these requirements the RIS has to be a programming document, which includes both strategic and operative elements. According to this the following Structure was defined and elaborated:

The complex Regional Innovation Strategy of South Transdanubia (2004-2010) is attached to tha report as a hard copy version and is available on the project website (www.ris.ddrft.hu) electronically.

System of objectives of the RIS of South Transdanubia

OVERALL OBJECTIVES

Efficient co-operation between the economic and institutional actors interested in innovation

The innovation-oriented operation of enterprises in the region requires the development of closer and more efficient forms of co-operation and their co-ordination. Enterprises should be encouraged to establish network-type co-operation both at the market and in various professional fields and they should be guaranteed the flow of information and knowledge, which is indispensable for innovation. In order to efficiently exploit the knowledge potentials found in the region it is imperative to establish concentrated knowledge centres, which can make a connection between the universities and research centres in the region on the one hand, and the enterprises, on the other. The enterprises in the region need support in having easy and flexible access to the services that are provided by the regional knowledge bases and meet the market requirements.

Adaptive and flexible services in support of the innovation process

The exploitation of the innovation potentials of the economy in South-Transdanubia is not possible without the development of the appropriate business services and their efficient operation. In accordance with the principle of knowledge-based economy it is imperative to support the operation of the advisory and training systems which are necessary for the

extensive dissemination of up-to-date expertise and technical knowledge. Innovation cannot be successfully applied without flexible economic and financial services being available for the enterprises in the region.

Economic sector groups capable of generating high profits and improving the population's quality of life

In order to create and maintain a high quality living environment and the population's good quality of life it is indispensable to provide special support to the service industries which foster the sustainable, environment-conscious and competitive operation of the other industries on the one hand, and, on the other, ensure an attractive cultural environment and healthy living conditions for the population of the region.

The competitive, market-oriented operation of the key industries in the region

The competitive operation of the traditional industries, which are of key importance in the economy of South-Transdanubia and its employment level can only be maintained if the enterprises are made capable of flexibly reacting to changes in the market. Support should be given to the manufacturing of innovative products which represent high value added and meet the consumers' needs as well as to the development of the efficient forms of manufacturing and distribution as required by the actual market situation.

HORIZONTAL OBJECTIVES

Concentrated knowledge bases and research potential, efficient and interactive flow of information between the actors of the various sectors and the knowledge bases

It is a worldwide trend that every region seeks to attain the highest possible concentration of expert knowledge that is not possible in the other regions. This knowledge concentration should go together with the development of the formal and informal channels between the knowledge bases and the well organized economic networks so that the unimpeded flow of this knowledge could be guaranteed in order to enhance innovation on the one hand, thereby improving the competitiveness of the economy and, on the other hand, to make the work of the knowledge creating sector more flexible and practice-oriented.

Development of network-type co-operations among the enterprises in the fields of manufacturing, procurement, and sales based primarily on the use of information technology

Regional division of labour and the strengthening of co-operation can greatly contribute to the network-type development of the economic organizations in South-Transdanubia. The actors of the economy have so far operated in isolation, without communicating with one another. The way this situation should be changed is by initiating dialogues among the actors and establishing the channels or forums, which can guarantee the flow of information and contribute to the development of confidence, which is indispensable for good co-operation.

In most areas the application of information technologies can be a cost-efficient instrument of developing co-operation among the enterprises and connecting them to the knowledge centres.

Development and operation of the vocational training, retraining and flexible training systems that meet the needs of the industrial sectors.

High quality and productivity cannot be achieved without well-trained labour continuously retrained in order to meet the newest requirements. The vocational/professional training system has not kept pace with the recent technological developments therefore students are often transferred obsolete, useless knowledge or skills. This is the reason why the vocational training system should be transformed in such as way as to become capable of transferring up-to-date knowledge and guarantee high quality of training. This is only possible if practical training (apprenticeship/traineeship) can also be ensured depending on the employers' needs.

Development of an advisory system to foster the successful application of innovations.

The enterprises in the region can be successful at the market only if they are supported by an easily available, efficient system of specialized consultants as well as a business advisory system. It is particularly the small and medium-sized enterprises that need support for high quality production and competitive operation. The instruments to be used for this purpose include the development of (innovation) management, marketing and company management skills on the one hand, and, on the other, the development of sector-specific consulting, business advisory systems in order to make the information on changing regulations, new technologies, specialized marketing and the related services available to the widest range of the enterprises.
In addition to all these it is also necessary to develop business advising with focus on exploring the ways and opportunities of successful industrial co-operations, collecting background information about the market and elaborating strategies for development and conflict management, especially in the case of declining industries that can only survive on contract production at present.

Customized system to finance the innovation related activities

Lack of capital is one of the main problems that hinder the development of small and medium-sized enterprises in the South Transdanubian region. The implementation of innovative developments is therefore particularly difficult, because it requires a significant capital investment in most of the cases, while return on this investment is rather uncertain as compared to the core activities of the enterprises. Consequently it is necessary to provide customized schemes for financing innovative development projects of enterprises in the region.

SECTORAL OBJECTIVES

A model region of high environmental quality with a competitive environmental industry providing innovative services and products

The environmental regulations which take effect after our accession to the EU will present several new challenges for the economic actors in the region. Although the grants available from the EU can contribute to the emergence of solvent demand in this field, there is a danger that these resources will be obtained by environmental enterprises outside the region. In order to offset these trends, to obtain a market share and strengthen their market positions the small and medium-sized enterprises in the region should be given strong support in organizing networks and connect these networks with the interdisciplinary research bases. Environmental services are still absent from the region but their establishment can be encouraged indirectly with support given to the development environment-conscious producing systems.

Cultural industry with high profit generating capability

The profit generating capability of the cultural industry can be increased by transforming the cultural endowments of the region into high quality products because cultural attractions tend to play a more and more decisive role in the choice of tourist destinations. It is therefore important to have well co-ordinated, adequately managed cultural programme packages with a uniform image in the region to which other kinds of high quality, complex services can be linked.

On the other hand, the development of creative industries producing intellectual goods will make the services producing high value added and increasing business competitiveness available for enterprises in the other industries of the region both in the field of manufacturing and marketing activities. Up-to-date information and digital technologies need to be supported so that the actors of the economy should have the special information they require at their disposal.

Health industry capable of the multilateral economic utilization of the findings of research in life sciences

The coordinated exploitation of the research potential available in the region in the field of life sciences should contribute not only to the development of the health services that meet consumer demand but the development of the related manufacturing enterprises as well. The development of the services based on findings of the life sciences will also contribute to the development of a health-supporting environment and the reduction of the harmful effects of consumer goods. The development of a life-style industry meeting the demands of health-conscious consumers can also increase the profit generating ability of this sector. The development of a regional research base capable of producing marketable findings, together with the development of the services that can help to channel these findings into the industry should support the 'high-tech' health industry based on the findings of life sciences and biotechnological research.

Food industry producing high value added and manufacturing healthy foodstuffs

Besides the large food processing companies that operate in the region, the small and medium-sized food companies should also be given the opportunity to take their share of the domestic and international markets and be able to meet the strict quality and safety requirements that come into force after Hungary's accession to the EU. This requires a well established technical advisory system providing information on state-of-the-art manufacturing processes, technologies and management to the manufacturers and entrepreneurs. These enterprises need assistance in developing co-operations and vertical integrations that would enable the efficiently working food industry to put the agricultural sector of the region on a new course of development towards a knowledge- and labour-intensive model.

Oenology capable of preserving the traditional values of wine culture, making high quality products and having a stable market share

Viticulture and oenology have long traditions in the region but need to be made more competitive in the face of the new challenges in the European Union and at the world market. This will require the integration of the small vineyards to make the use of high technology possible in production, processing and sales and to enable the small plantations to survive. It is also necessary to establish and disseminate regional level systems for origin protection in order to increase the share of quality wines with high added value and enhance the reputation of the region as an excellent wine district. There is also a need to create a system of wine marketing for the region's community, with a view of strengthening its market positions and finding or enlarging the proper distribution channels. It is equally important to preserve the traditional culture and values of the wine districts and to strengthen the local channels of distribution by developing the wine routes in the region and integrating them into a regional system. The ultimate goal is to develop a complex regional package of wine tourism with complementary elements, which is competitive both at the domestic and foreign markets, generates additional income for the population of the wine districts and prevents migration.

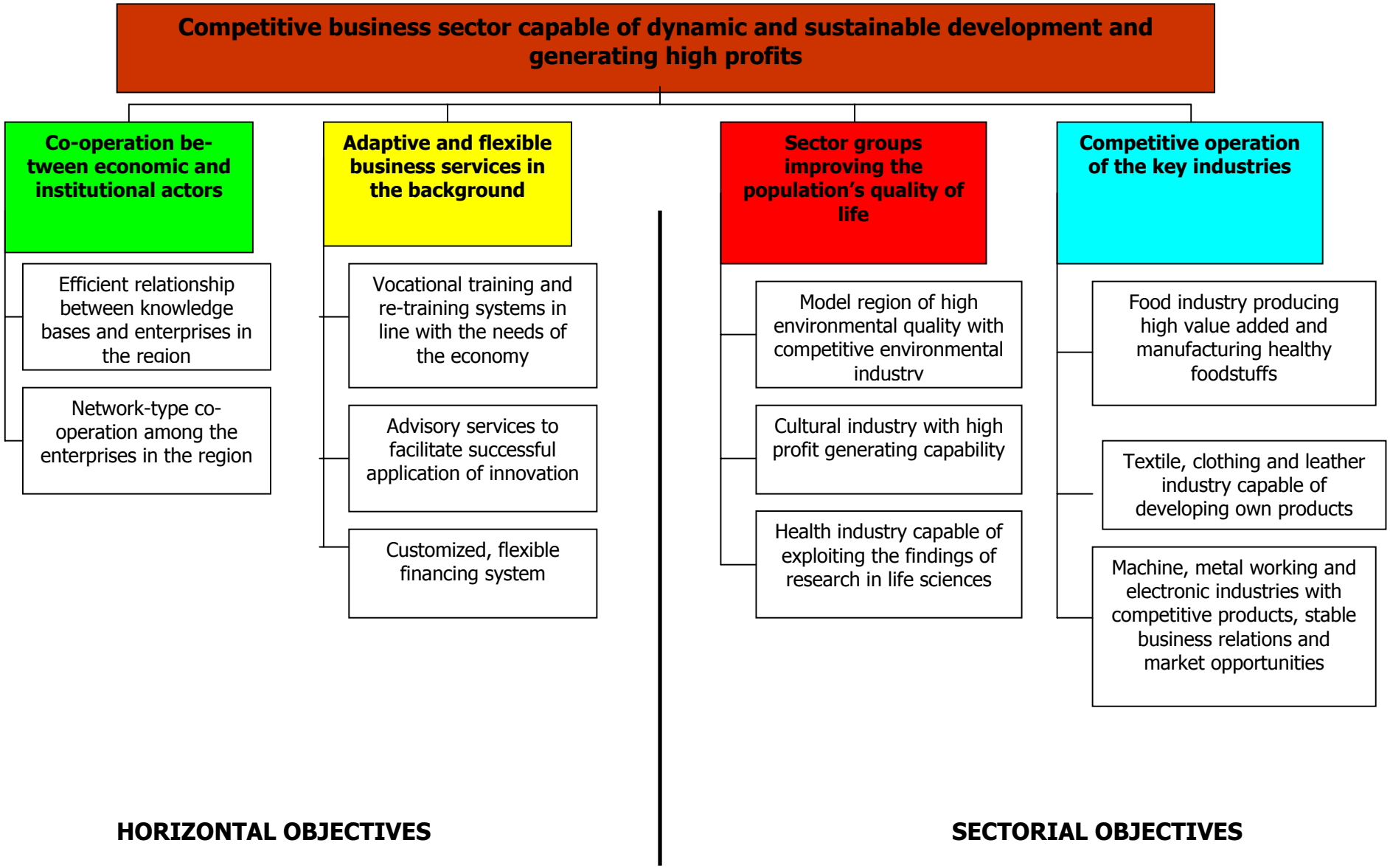
Textile, clothing and leatherwear industry capable of developing own products

The majority of the enterprises in the textile and leather industries produce for Western companies on a contractual basis. Experts believe that contract production will cease in the Hungarian light industry within 10-15 years. As a temporary solution it seems reasonable to manufacture small scale products to perform very short-term orders that oriental countries are not yet able to do for the time being. In the long run, however, only the manufacturing and marketing of own products can be the right solution. This requires expertise, market information, technology and marketing skills. Preparation should be started as soon as possible by the establishment of an organization capable of playing a co-ordinating role for the enterprises within the sector and manage the transfer of market and technological information as well as provide the training required.

Machine, metal working and electronic industries with competitive products, stable international business relations and market opportunities

Of all the machine industrial enterprises in the region only those have hope to survive which can secure their position in one of the company networks competing at the market of the region and prove capable of taking part in strategic alliances. Therefore it is imperative to prepare these enterprises for building such networks and participate in them as reliable partners, able to flexibly react to customer demands. This is not possible without stable, reliable quality and delivery on schedule, which requires highly qualified personnel, excellent product management and high technological level.

THE SYSTEM OF RIS OBJECTIVES IN SOUTH TRANSDANUBIA



6. Future perspectives

The RIS-ST project was co-ordinated by the Regional Development Agency of South Transdanubia (STRDA), which is the operative body of the Regional Development Council (STRDC) – the constitutional body of the regional development policies.

The Regional Development Council approved the Regional Innovation Strategy of South Transdanubia, so the strategy became a legitimate programming document of the region. During the 3 years of implementation of the project the STRDA gained experiences and a lot of connections to the enterprises and the innovation support institutions as well. These advantages enable the organisation to play an important role in the implementation of the strategy and the concrete actions.

In the governmental concept about supporting and development of innovation the regionalisation of the innovation development, and the implementation of the Regional Innovation Strategies elaborated by the regions in Hungary are present. In order to support the innovation the National Innovation Fund was set up, which is treated by the National Office of Research and Technology. 25% of the yearly budget of the Innovation Fund is going to be allocated with the involvement of the Regional Development Councils according the elaborated RIS strategies.

Actions in order to continue the RIS-ST process and to support the implementation of the strategy:

- The STRDC will set up the ***Regional Committee of Innovation and Business***, where the members of the RIS-ST SC will be delegated. The Committee aims to be a forum of all the stakeholders of the regional innovation policy and continues the professional control of strategy building and the building of the regional consensus.
- In October 2004 the STRDA submitted a project proposal to the call of the National Office of Research and Technology, which aims the establishment of the South ***Transdanubian Regional Innovation Agency***, and the regional innovation system. The project aims to involve already existing organisations boosting the co-operation between them and ensuring both the geographical and the professional representation of them, so the SME-s in the region can get to the innovation services quick and easy. During the project the RIA will be established as a division of the South Transdanubian Regional Development Agency, further the InnoNet network will be set up with a standardised operational framework. The network operates a common innovation information system and database. Members of the network are the RIA, a chamber of commerce, a local enterprise agency, innovation transfer organizations, and both universities of the region. The objectives of the network are to operate a complex, easy-to-reach system of services with guarantied quality which supports the innovative development of the SMS-s; to increase the technology transfer capacity of the universities and to develop the innovation services - based on the Regional Innovation Strategy.

ANNEX I

Members of the RIS-ST Steering Committee

Name	Institution
Dr. Németh Péter	Chairman University of Pécs, Institute of Immunbiology and Biotechnology
András Gerber	Chairman, VIDEOTON Corp.
Gábor Váradi	Managing director, Váradi és Tsai Ltd.
Frankné dr. Szilvia Kovács	Council for Territorial Development of Tolna County
Dr. Ferenc Kékes	General Assembly of Baranya County
Dr. István Gyenesei	Council for Territorial Development of Somogy County
Dr. László Toller	City of Pécs
Károly Szita	City of Kaposvár
Imre Antal Kocsis	City of Szekszárd
Dr. István Kéri	Chamber of Commerce of Baranya County
József Varga	Chamber of Commerce of Somogy County
Dr. Sándor Fischer	Chamber of Commerce of Tolna County
Dr. József Tóth	University of Pécs
Dr. Péter Horn	University of Kaporsvár
Dr. Imre Sánta	University of Pécs
Dr. Péter Szekeres	University of Pécs
Dr. László Babinszky	University of Kaporsvár
Dr. Gyula Horváth	Regional Research Centre, Hungarian Academy of Sciences
Irma Sigora	Local Enterprise Agency of Baranya County
Gábor Daxner	Local Enterprise Agency of Somogy County
Ferenc Tóth	Local Enterprise Agency of Tolna County
Tamás Frey	South Transdanubia Regional Development Corporation
Ferenc Kleinheincz	Minisrty of Education, Under-secretariat for R&DF
Antal Nikodémus	Ministry of Economy
János Udvari	MEH National Office for Regional Development
Dr. Béla Sárkány	Centre for Innovation and Technology
Dr. Norbert Pap	University of Pécs
Dr. János Pakucs	National Association of Innovation
Loránd Szabó	City of Dombóvár
Lenke Rónaszegi	Regional Innovation Centre, Chamber of Commerce of Baranya County
Kata Dobay	University of Pécs
Dr. Béla Sipos	University of Pécs
Gyula Higi	Regional Agency of the National Association for Innovation

ANNEX II.

Members of the Sectoral Working Groups

Health industry WG	
dr. Árpád Bellyei	University of Pécs, Faculty of Medicine
dr. György Lustyik	Soft Flow Hungary Ltd.
dr. György Szekeres	Histopatology Ltd.
dr. Péter Szekeres	University of Pécs, Faculty of Medicine
dr. Péter Német	University of Pécs, Institute of Immunibiology and Biotechnology
dr. István Seffer	Private Clinic Seffer-RennerLtd.
dr. Imre Repa	University of Kaporsvár, Institute for Onkoradiology and Immunology
István Balogh	NOVIKI Ltd.
dr. Klára Varga	Lens Ltd..
Gyula Dombai	Dombai és Társa Ltd.

Environmental industry WG	
dr. Béla Német	University of Pécs
Tibor Kiss	Biokom Ltd.
Pál Csonka	Total Ltd.
József Káldy	MEFAG
Tibor Oláh	Gumill Ltd.
László Patartics	Héliotech Ltd.
László Fónai	UWYTA public organisation
György Sugár	PannonPower Corp.
István Barkóczy	SEFAG Rt.
Gyula Tarsoly	Kőolajvezetéképítő Ltd..
Zoltán Paluska	DÉDÁSZ Ltd.
György Baka	Öko-eko Ltd.
Tibor Huszár	Caminus Ltd..

Food industry & Agro-innovation WG	
Péter Varga	Bóly Rt
József Schmidt	Schmidt & Co Kft
Ádám Halom	Csízió Kft.
György Lukács	Délhús Rt
László Babinszky	Kaposvári Egyetem
László Kovács	KOMÉTA 99 Kft.
László Egyed	Dámtej Kft
Dr. Ferencné Szászi	Minerág Kft
Vilmos Béres	Pannon Market Rt.
Károly Bikki	Szigetvári Konzervgyár
Zoltán Dömény	Lavina Kft.
Tamás Kocsis	Marcali Faüzem

Winery WG	
Béla Jekl	Pannon Wine Region Association
István Ipacs-Szabó	Vylyan Winery Plc.
dr. Pál Kozma jun.	MARD Viti- Viniculture Research Institution Pécs
Tibor Somogyi	"Nedü" Agriculturla Co-operative
Tibor GyörgySzarka	Tenkes Wine District Development Non-profit Organisation
Ferenc Takler	Takler Winery
Repkáné Ildikó Eszterhai	AMC South Transdanubian Regional Office
Judit Zentai	Villány-Siklósi Wine Route Association
Tibor GyörgySzarka	Tenkes Wine District Development Non-profit Organisation

Cultural Industry WG	
István Simon	National Theatre of Pécs
Attila Várnagy	Philharmony of Pécs
János Keresnyei	Pécs TV
Gábor Tillai	Baranya megyei Múzeumok Igazgatósága
Sándor Pinczehelyi	University of Pécs
Zoltán Karlovecz	Karlovecz Architect Bureau
Rita Varga	Közelítés Galery
Eszter Sarkadi	House for Heritage
Sarolta Schaffler	Uránia Art Cinema
Géza Bornemissza	Ar-tour Foundation
Ákos Dominus	Környezetünkért Foundation
Tamás Bloch	Szivárvány Cinema
Pál Vajna	Theater of Kaposvár
Gáborné Halmai	City of Szekszárd
Katalin Mácz	Szekszárd Sunday Journal

Machinery, metal proceccing, electronics WG	
József Varga	Kaposvár Electronic Factory
dr. István Göndöcs	Demag Ltd.
János Oláh	Hauni Hungária Ltd.
Zoltán Kleisz	Matro Ltd.
József Kolics	Büttner Ltd.
András Gerber	Videoton Holding Corp. Elektro-Plast Vállalat
Rajmund Futár	Bogép Ltd.
Gábor Váradi	Váradi és Tsa Ltd.
Bertalan Szabó	Jako Ltd.

Textile-, leather and clothing industry WG	
Pál Oszvald	SIR Ltd.
István Vida	Botond-Shoes Ltd.
dr. Csaba Sós	Sós & Tóbiás Ltd.
Imre Csávás	Sirocco Ltd.
Mihalicsné Mária Kemény	MARYLLA Ltd.
János Fekete	Napsugár Ltd.
Ferenc Temesvári	Hőgyész Textile Corporative
Lajos Palotás	Tolnatext Ltd.

ANNEX III

Main deliverables of the project

Project management
Steering Committee
Management Group lead by the program director
7 sectoral working groups
3 thematic working groups

Meetings and public events
4 Steering Committee Meetings
21 Working group meetings
32 Management group meetings
3 Regional Innovation Forums

RIS communication & promotion :
8 RIS newsletters (printed & electronic version)
RIS-ST website: www.ris.ddrft.hu
32 media appearances

Change of best practice
Study tour to Rhone-Alpes region
Study tour to Yorkshire & Humberside region region
Study tour to Shannon region

Surveys, reports and milestones of the RIS strategy building process
Survey on the innovation potential of the regional economy
Report on the demands and needs on innovation of the RIS-ST sectors
Report on the Innovation Supports Infrastructure of South Transdanubia
System of the RIS-ST objectives and priorities
Proposal on the working model of the co-ordinated regional innovation support system
Regional Innovation Strategy of South Transdanubia (2004-2010)

Project Reports
Stage 0 report
Stage 1 report
Stage 2 report
Final Report