



PRO INNO EUROPE

**INNO
LEARNING PLATFORM**

**Good practice Identification –
Advice for transferability
Innovation Vouchers
Enterprise Ireland**

February 2008



**PRO INNO
EUROPE**

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CHAPTER I: Good practice identification

1 General description of the good practice

The Innovation Vouchers Programme www.innovationvouchers.ie is an initiative of Enterprise Ireland (EI) following a key recommendation of the Small Business Forum in their report “Small Business is Big Business”. The initiative, based on the experience of the Province of Limburg in the Netherlands, is funded by the Irish Government and part-financed by the European Union under the National Development Plan (www.ndp.ie).

The objective of the Innovation Voucher initiative is to “build links between Ireland’s public knowledge providers and small businesses and to create a cultural shift in the small business community’s approach to innovation”, bridging the gap that exists between the small business community and public research bodies.

Small companies located in Ireland (defined accordingly to the EU) can approach any Institute of Technology, University or publicly-funded research organisation provided they have agreed to participate in the Innovation Voucher initiative. Therefore the initiative has a nation-wide applicability.

In the pilot phase, during 2007, a total of 400 to 500 vouchers will be allocated to small companies in three rounds, each one having a 30-day period for submission. The first round started in April and issued 194 vouchers, the second round in July issued 106 and finally the last round will close on 31st of October. The number of vouchers that were issued varies for each round because the allocation mechanism depends on the quantity and on the quality of the applicant’s proposal.

The pilot was permanently followed by EI although no evaluation information has been published yet. Once the pilot is complete, EI will undertake a final evaluation of the initiative. If the pilot is successful the programme could be further expanded.

2 Please describe the selected good practice¹ in terms of:

2.1 Uniqueness:

Measure Name:	Innovation Vouchers Initiative		
General description/rationale:			
Allocation mechanism			
Innovative characteristics as regards:			
Methodology	Organization	Function	Results
Any small firm operating in Ireland can apply for a voucher but, in line with Irish State Aid guidelines, small companies from the transportation and agricultural sectors are	To apply for a voucher, companies should download and fill the Application Form from the project’s web site (see Annex I). Vouchers are allocated to <u>all</u> successful applications, i.e., all application that “demonstrate clear added-value for their	By defining their innovation ideas, in terms of added-value creation and future impact on the organisation, EI can identify the companies that will take the most of initiative and gives to	Make Innovation Vouchers available to small business in every sector, to be exchanged for advice,

¹A technique or methodology that has proven to reliably lead to the result that has been aimed for; An activity or procedure that has produced outstanding results in another situation and could be adapted to improve effectiveness, efficiency, ecology, and/or innovativeness in another situation.

<p>excluded.</p> <p>When applying for the voucher, firms should submit an ‘Innovation Question’ stating clearly that the project aims an “innovative solution, provide additional value for the company and have on-going benefits”.</p>	<p>respective businesses and that are innovative in nature”.</p> <p>Each voucher has a worth of EUR 5.000 although this amount can be adjust in each round to a certain degree.</p> <p>The voucher can be exchanged for advice and expertise from the 22 accredited knowledge providers. A complete list can be found at the project’s web site: www.innovationvouchers.ie</p>	<p>knowledge providers an insight of the demand side for knowledge services.</p> <p>Furthermore it helps the government bodies to better coordinate the services and competences needed on the supply side to better address those needs.</p>	<p>expertise and information from accredited knowledge providers.</p>
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Measure Name:		Innovation Vouchers Initiative	
General description/rationale:			
Eligibility criteria			
Innovative characteristics as regards:			
Methodology	Organization	Function	Results
<p>The initiative has a wide range of eligible activities. Only six activities are considered ineligible because they clearly fell out of the scheme aims.</p>	<p>Eligible activities:</p> <ul style="list-style-type: none"> • new business model development; • new service delivery and customer interface; • new service development; • tailored training in innovation management; • innovation / technology audit • efficiency audits, process change • supply chain management and logistics; • Product and service testing and economic impact assessment • Vouchers can be exchanged for knowledge transfer projects from the knowledge provider <p>Ineligible activities:</p> <ul style="list-style-type: none"> • Standard training courses • software purchases • aid that would promote/subsidise the cost of exports • internships for students of knowledge institutions • design and production of advertising material • sales activities 	<p>This approach will provide an evaluation of the vouchers scheme beyond the traditional R&D services provided to high-tech firms. By including activities like service development, business models, training in innovation management, etc, will greatly extend the application scope of the scheme, allowing low-tech firms to boost their innovation capacity.</p>	<p>Currently, before the third round deadline on the 31st October, a total of 300 vouchers were issued involving companies from several sectors dealing with a wide range of disciplines. (see feedback from companies below)</p>

2.2 Relevance:

Problem	Solution that was provided
Gap that exists between the small business community and public research bodies	Use Innovation Vouchers to link Ireland's public knowledge providers with small businesses.
Bureaucracy	<p>Companies can download the Application Form from the project's web site. In this simple form, the applicant should explain in 100 words the problem that the voucher will help to solve to confirm that company's activity matches the application requirements. In addition, unlike the Netherlands scheme, no matching private funding is required by small businesses. EI has also appointed a Programme Manager who will act as an immediate, identifiable and initial point of contact for those that require information about the Innovation Vouchers Initiative. EI wants to develop a proper balance between the level of bureaucracy in operating the initiative and sufficient control to stop poor use of the vouchers.</p> <p>Once the project has been completed, the knowledge provider will invoice the company for the cost of the service. The company will then give the knowledge provider the Innovation Voucher plus any extra amount as per their agreement on the cost of the service.</p>
Networking SMEs	Pooling Vouchers is allowed. Companies are free to join with other small businesses also in receipt of an Innovation Voucher to work with a knowledge provider in solving an issue of common concern, up to a maximum number of <u>ten</u> companies.

2.3 Effectiveness:

- 400 to 500 vouchers will be issued during the pilot
- 194 vouchers were issued in the first round (April 2007)
- 106 vouchers were issued in the second round (July 2007)
- 200 vouchers are expected to be allocated in the third round (October 2007)
- The voucher is valid for one year.
- 22 accredited knowledge providers in Ireland, including:
 - 7 universities
 - 15 Higher Education Institutes/Colleges
- To date Dublin, Cork and Galway are the counties with the highest participation rates partially because these areas are well served by third level knowledge providers, showing that proximity plays an important role in fostering industry-research collaboration.
- The whole process is expected to be completed in about a year and a half.
 - Each company discusses the question they have with the knowledge provider.
 - The knowledge provider will try to answer it in a 6 to 18 month time frame
 - Then, the knowledge provider submits the voucher to Enterprise Ireland and gets reimbursed for the work that is done.

2.4 User satisfaction:

User group	Primary target group (yes/no)	Feedback provided	Explanation for feedback
SMEs	Yes	By participating in the Innovation Voucher initiative, SMEs can concentrate on running their business while knowledge providers come up with a solution that could take your business to the next level.	
Knowledge Providers	No	The voucher opens the door to knowledge providers, building links between small companies and researchers that could yield further benefits in the future.	
Policy makers at national level	No	The Irish Minister of State for Innovation Policy, Michael Ahern said, “This Enterprise Ireland managed initiative is an excellent way to begin the small business community’s cultural shift towards innovation through collaboration with researchers and the sooner companies talk to the research community the better”. “Our institutes of technology and universities have a vast amount of knowledge to offer companies outside the main cities and I am calling on every small company across the country to apply for a voucher and use it to learn about the potential in Ireland’s research community and what it can do for your business”	**
Feedback from companies			
Food-NPD Teoranta based in the Waterford Institute of Technology is a small company developing, manufacturing and marketing a range of healthy foods. www.food-npd.com	Yes	Managing Director, Donal Lehane said, “This initiative is a great way to give companies like ours the opportunity to work with researchers in the third level sector to get a competitive edge on our competitors”. The company intends to work with a research team at UCC’s School of Medicine to develop a suite of heart healthy, tasty products for consumer markets with global potential.	*
Goodside Software Solutions is a software development company based in Galway. www.goodside.ie	Yes	Stephen Connolly said, “I intend to use it to develop software that will give us an edge on our competitors. This initiative is a great way to give companies like ours the opportunity to work with expert researchers”.	*
Eurolec Instrumentation Ltd is a small	Yes	Tom Mears said, “I intend to use the voucher to develop calibration management software. This initiative is	*

Dundalk based manufacturing and export company. www.eurolec-instruments.com		a great way to give companies like ours the opportunity to work with researchers in the third level sector to get a competitive edge on our competitors”.	
Water Element Engineers Ltd is a small Dun Laoghaire based renewable energy company.	Yes	Theo Devaney said, “I plan to use Enterprise Ireland’s Innovation Voucher to develop a tidal stream renewable energy system in association with the Hydraulic and Maritime Research Centre at UCC. To do this I need to develop and test new prototypes and the voucher will help get this project started”.	*
E-management Systems Ltd is a Waterford based IT company. www.e-ms.ie	Yes	Managing Director, Pat Jones said, “This Innovation Voucher puts me in the best position to get excellent advice and technical information from the researchers in the Telecommunications Software and Systems Group at Waterford Institute of Technology. The Innovation Voucher initiative is a great way to explore the collaborative possibilities that exist between small companies like mine and the research community”.	**
Applied Thermal Imagery Ltd is Cork based company developing thermography for measuring heat loss in buildings. www.ati.ie	Yes	Managing Director, James Connolly, said, "We intend to use this voucher to improve our knowledge of thermal imaging and heat-loss in construction projects, which we believe will help to strengthen our competitiveness. This initiative is a great way to give companies like ours the opportunity to work with researchers in the third level sector.”	

* Published in the September 2007 Issue of “Irish Entrepreneur”

** <http://www.entemp.ie/press/2007/20070801.htm>

2.5 Recognition:

The project has not been much recognized yet because is in its early stage, although the initiative was included on The European TrendChart on Innovation.

2.6 Context dependency:

- The overall fund is EUR 10 million.
- The fund is financed by the Irish Government through the Department of Enterprise Trade and Employment, which is responsible for the implementation of the innovation and employment policies.
- The overall budget for the year of 2007 is EUR 2 million.
- Vouchers have been allocated during 2007 in three rounds (April, July and October).

Specific characteristic /circumstance at hand	Solution that has been offered from within the action/tool	Explanation of the effectiveness of the provided solution
Proximity with other European Regions	Collaboration with the INDEX Innovation Vouchers Program in the West Midlands, UK.	Both initiatives shared some procedures and the same list of illegible activities but the in Ireland knowledge transfer projects are also illegible.
Restricted to Irish Companies;	Only companies with an Irish CRO (Company Registration Office Number) can apply.	Simple procedure.

2.7 Replication:

The Innovation Vouchers initiative has been very successful so far with 300 vouchers already allocated to SMEs and the expectation of issuing 200 more in the last round closing at the end of October 2007. The feedback from target groups in general stresses the importance of such initiative to close the gap between SMEs and the research community in line with the programme objectives. The minimal bureaucracy and lack of major restrictions adopted in the allocation mechanism lowers the threshold for hiring external expertise, promoting the involvement of micro and small companies that otherwise would never request this type of services from knowledge providers.

The real impact on SMEs, in terms of add-value created and innovation capacity is still under evaluation because the complete cycle will be only completed when the knowledge provider delivers the solution for the problem that the company proposed. So during 2008 and 2009 more data will be available to do a proper evaluation of the initiative in the Irish business environment.

As other similar schemes recently implemented in other European regions, the Irish initiative doesn't differ to much from the pioneer scheme in the Limburg Region, and in general follows the same principles, procedures and objectives of the Dutch experience, meaning that the context dependency in each country, like specific business environments and economic capacity, doesn't interfere too much on the results of the initiative, opening the pathway to replicate the measure in other European regions and/or to develop trans-national cooperation between SMEs and knowledge providers located in different countries. This is the case of the very similar initiative in the West Midlands in the UK, which may provide useful information about the behaviour of the scheme when applied to different regional economic contexts.

3 Additional information sources

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CHAPTER II: Advice for transferability

4 Introduction to the proposed action

4.1 What are the main actions to be promoted to meet the objective?

In the recent past innovation vouchers as a policy instrument became more and more attractive for supporting SMEs.

The main policy rationales behind the schemes are:

- To promote transfer of application and solution oriented knowledge between SMEs and the knowledge providing institutes,
- To lower the barriers for SMEs to engage in collaborative R&D with research institutions in order to foster innovative activities at SMEs.

The main point is to foster the demand side of R&D and innovation services.

The voucher is an appropriate policy instrument to support SMEs in their innovation activities in order to overcome coordination barriers and to improve interaction between science and industry. The voucher introduces SMEs to knowledge providers (that is, makes them aware of the providers) and stimulates SMEs to commission new joint activities with knowledge providers after the completion of the 'voucher project'.

4.2 What is the problem for which the cited measure is trying to provide an answer?

An innovation voucher is a coupon or bonus that entitles SMEs to approach knowledge/research/education providers/institutions/organisations, in order to receive advice and expertise and/or to fund research collaboration with them within a research/knowledge transfer project.

Innovation vouchers programme of Ireland:

- Gap that exists between the small business community and public research bodies
- Bureaucracy
- Networking SMEs

4.3 What is the general status of the recognition in the market of the necessity to invest in the proposed policy theme?

In the recent past innovation vouchers as a policy instrument became more and more attractive for supporting SMEs. Although the Innovation voucher is a relatively new instrument and only few evaluations and reports on this topic have been released one can say that it enjoys popularity among SMEs as well as knowledge providers. The evaluations found that the voucher introduces SMEs to knowledge providers, stimulates SMEs to commission new assignments and supports SMEs in their innovation activities.

4.4 How is the main policy theme communicated in the market/which guidance material is already available?

Currently there are three national (Netherlands, Ireland, Hungary), one cross boarder-interregional (Benelux Middle Area) and two regional (West Midlands, Limburg) innovation voucher initiatives.

The Netherlands were the first country which introduced an innovation voucher scheme nationwide in 2004 and meanwhile it is an established tool in their policy mix for SMEs. In Ireland, Hungary and the West Midlands the innovation voucher project is in a pilot or earlier implementation phase. The initiatives in the Benelux Middle Area and Limburg are part of a small voucher project series in and around Limburg.

4.5 What is the expected outcome of the proposed actions?

The following outcomes are expected from the proposed actions. Innovation vouchers:

- Overcome coordination barriers and improve interaction between science and industry.
- Make the SMEs aware of knowledge providers.
- Stimulate SMEs to commission new joint activities with knowledge providers after the completion of the ‘voucher project’.

5 The innovation policy measure and its context

5.1 National and regional governance: please provide a description of the modalities of implementation of the proposed actions. Examples of elements to be taken into account are the role of the institute, the nature and characteristics of that institute that are important for a successful implementation of the good practice.

No information available in the feasibility study.

5.2 National and regional economic structure of the region where the practice has been developed. We are looking for the main factors for success for implementing the suggested measure.

The economy of Ireland is relatively small, but since the nineties there is a high economic growth. This economic growth is especially caused by the production of high tech products.

The context dependency in each country, like specific business environments and economic capacity, doesn't interfere too much on the results of the initiative, opening the pathway to replicate the measure in other European regions and/or to develop trans-national cooperation between SMEs and knowledge providers located in different countries.

5.3 The policy measure itself: what was it all about? Who were the actors involved, what actions have been undertaken and which result and impact has been achieved?

The Innovation Vouchers Programme is an initiative of Enterprise Ireland (EI) following a key recommendation of the Small Business Forum in their report “Small Business is Big Business”. The initiative, based on the experienced of the Province of Limburg in the Netherlands, is funded by the Irish Government and part-financed by the European Union under the National Development Plan (www.ndp.ie).

The objective of the Innovation Voucher initiative is to “build links between Ireland’s public knowledge providers and small businesses and to create a cultural shift in the small business community’s approach to innovation”, bridging the gap that exists between the small business community and public research bodies.

Small companies located in Ireland (defined accordingly to the EU) can approach any Institute of Technology, University or publicly-funded research organisation provided they have agreed to participate in the Innovation Voucher initiative. Therefore the initiative has a nation-wide applicability.

In the pilot phase, during 2007, a total of 400 to 500 vouchers will be allocated to small companies in three rounds, each one having a 30-day period for submission. The first round started in April and issued 194 vouchers, the second round in July issued 106 and finally the last round will close in 31st of October. The number of vouchers that were issued varies for each round because the allocation mechanism depends on the quantity and on the quality of the applicant's proposal.

The Innovation Vouchers initiative has been very successful so far with 300 vouchers already allocated to SMEs and the expectation of issuing 200 more in the last round closing at the end of October 2007. The feedback from target groups in general stresses the importance of such initiative to close the gap between SMEs and the research community in line with the programme objectives. The minimal bureaucracy and lack of major restrictions adopted in the allocation mechanism lowers the threshold for hiring external expertise, promoting the involvement of micro and small companies that otherwise would never request this type of services from knowledge providers.

The real impact on SMEs, in terms of add-value created and innovation capacity is still under evaluation because the complete cycle will be only completed when the knowledge provider delivers the solution for the problem that the company proposed. So during 2008 and 2009 more data will be available to do a proper evaluation of the initiative in the Irish business environment.

6 The adaptability and transferability of the proposal

6.1 Why is it worthwhile to invest in the proposed action/tool? Did the feasibility study and good practice identification demonstrate substantial added value?

In general, all performed evaluations and reports on innovation voucher initiatives conclude that the voucher is an appropriate policy instrument to support SMEs in their innovation activities in order to overcome coordination barriers and to improve interaction between science and industry. The voucher introduces SMEs to knowledge providers (that is, makes them aware of the providers) and stimulates SMEs to commission new joint activities with knowledge providers after the completion of the 'voucher project'. Mostly SMEs are satisfied with the voucher instrument and the work commissioned meets their needs and expectations.

The Innovation Vouchers programme of Enterprise Ireland makes that small companies can approach easier any institute of technology, university or public-funded research organisation so that they can get advice, expertise and information from these accredited knowledge providers.

6.2 If there is to be decided to invest in the proposed action/tool, what are the main factors to pay specific attention to?

There is no relevant information where we can derive this from.

6.3 What is the expected impact of implementing the proposed action/tool?

The innovation vouchers programme closes the gap between SMEs and the research community. It lowers the threshold for hiring external expertise, promotes the involvement of micro and small

companies that otherwise would never request this type of services from knowledge providers. It will also minimise the bureaucracy.

6.4 Based on the insights gained in the feasibility studies and good practice identification, what is the judgement/advice on the support that already has been created by stakeholders?

We have no information about this.

6.5 What is the advice on how to disseminate the action/tool?

The innovation vouchers programme of Ireland is an interesting initiative. It is good that the small companies get access to knowledge. It is an initiative that can easily be adapted by other regions and countries. Innovation Vouchers can be a support for SMEs all over Europe since the quest for knowledge is omnipresent.

ANNEX I



INNOVATION VOUCHER APPLICATION FORM Code Number: IV / 2007 /



Legal Basis – Science and Technology Act 1987 Section (18)
State Aid basis – Commission Regulation (EC) No 1998/2006

SECTION ONE: COMPANY DETAILS AND DECLARATION

Company Details:			
Company Name (The Initiative is restricted to Registered Companies only)		Company Registration Number: (Please enter a valid CRO number only)	
Business address: (will be used for postal correspondence)	Add1		
	Add2		
	Add3		
	County		
Principal Business of the Applicant:			
E-mail		Tel. No.	
Contact Name: (e.g. Mr. John Smith)		Job Title:	

DECLARATION BY APPLICANT	
An authorised Officer of the Company should complete this Declaration.	
I confirm that:	Insert Yes or No as Appropriate
The Company Is a Small Business ²	
The Company will use the Innovation Voucher for eligible activities only as part of the research project ³	
The Company is solvent and no distress or execution has been levied against it	
The Company confirms that the amount of Innovation Voucher will not result in a breach of the De Minimis Aid regulations of EUR 200,000 received within the past three years. (See Notes section)	
Name of Authorised Officer (please type name, signature not required)	Date

² A Small Business is defined as an enterprise that has fewer than 50 employees and has either an annual turnover and/or an annual Balance Sheet total not exceeding EUR 10m

³ Ineligible activities include the costs of training courses, the purchase of software, any aid which would promote/subsidise the cost of exports, costs of internships for students of knowledge institutions, costs of the design and production of advertising material and other sales activities.

PLEASE COMPLETE ALL FOUR SECTIONS OF THE APPLICATION FORM

SECTION TWO: KNOWLEDGE QUESTION DESCRIPTION

2. Knowledge Question	
Please give an overview of the issue you would like solved. (The outline should be not more than 100 words and should provide sufficient detail to enable the eligibility of the activity to be confirmed)	
What is the main focus of the knowledge question (Please tick ONE only)	Tick
New Product Design / Development	
New or Improved Production Process	
New Service Development	
New Service Delivery and Customer Interface	
Preliminary Research / Literature Research	
New Business Model Development	
Tailored Training in Innovation Management	
Innovation or Technology Audit	
Experimental Testing /Measuring	
Other (Please Comment)	
What is the main 'added value' that a solution to the Knowledge Question will bring to your company (Please tick ONE only)	
Improvement in product quality	
Reduction in company costs	
Enhanced capability to carry out innovative projects	
Stronger links with the Third Level Research Community	
Productivity gains	
Creation of an 'innovation culture' in the company	
Other (Please Comment)	

SECTION THREE: PROVIDING APPLICATION INFORMATION TO THE KNOWLEDGE PROVIDERS

<p>Successful applicants may wish Enterprise Ireland to pass their knowledge question and contact information to the Knowledge Providers (as listed on www.innovationvouchers.ie) This will allow the Knowledge Providers to contact you to advise you of the relevant services and expertise they may be able to offer. Please confirm that you are happy for Enterprise Ireland to pass your knowledge question and contact details on to the Knowledge Providers.</p>	<p>Insert Yes or No as Appropriate</p>
---	--

SECTION FOUR: COMPANY SECTORAL INFORMATION

Please indicate which sector best describes your company's core business.

Tick	SECTOR	Tick	SECTOR
	Aerospace		Industrial Control
	Agricultural Machinery		Int. Traded Construction Services
	Automotive		Materials Handling
	Bakery		Mechanical Engineering
	Beef		Medical Devices
	Bespoke Software		Medical Sub Supply
	Beverages		Middleware & Tools
	Bloodstock		Non Food Grocery
	Building Management Systems		Nutrition
	By-Products		Other Food
	Communications Technologies		Other Medical
	Construction Products/Systems		Other Timber Products
	Consultancy		Outsourced Services, CRM
	Dairy		Packaging
	Design		Paper Products
	Diagnostics		Pharma Bio
	Digital Media		Pigmeat
	e-Commerce		Poultry
	Education		Precision Engineering
	Electronic Components		Prepared Consumer Foods
	Engineering Project Management		Printing
	Environmental Services		Publishing
	Environmental Tech / Equipment		Sawmills
	Fashion & Footwear		Seafood
	Furniture		Soft Furnishings
	General Engineering		Tanks & Vessels
	Giftware & Jewellery		Textiles
	Health IT		Toolmaking & Plastics
	Healthcare Services		Vetchem
	Heating & Ventilation		Waste Management
	Horticulture & Organics		Water Treatment
	Wholesale and Retail		General Business Services
	Hotels and Restaurants		

Small Companies in the transport and agricultural sectors are excluded in line with State Aid Guidelines

IMPORTANT: Application Submission Requirements

- **Submission Deadline: 31st October 2007.**
- An application will be considered valid when all sections have been completed
- Electronic submission is preferred, but not essential: **send the application as an MS Word attachment to innovationvouchers@enterprise-ireland.com**

(* The electronic version should be submitted in MS Word)

Notes:

1. **A company may have one 'active' Voucher at any point in time.**
2. **If significantly more companies apply for vouchers than are available, a lottery approach may be taken to the award of the vouchers.**
3. **Enterprise Ireland's decision in the award of the vouchers will be final and no discussions will be entered into with third parties.**
4. **The vouchers are non-transferable.**
5. **The aid being sought is provided under the European Commission Regulation on De Minimis Aid. A Member State is required to have a mechanism to track such aid (called 'De Minimis aid') and to ensure that the combined amount of De Minimis aid payments from all sources to one enterprise in any three-year period respects the Eur 200,000 ceiling. It should be noted that a false declaration by a company resulting in the threshold of Eur 200,000 being exceeded could later give rise to the aid being recovered with interest.**

The following are examples of De Minimis Aid:

- Enterprise Ireland - *Mentor, Market Research, Key Skills* outside BMW approved after 1st Jan 2007, *Wireless Standard Initiative*
- County Enterprise Board - feasibility grants, employment grants, capital and repayable loan grants, equity (redeemable preference shares) for business development, export marketing grant, website grants.
- Intertrade Ireland - *Seed corn*
- FAS / IMI - *High Potential Managers Programme*
- Bord Bia - Trade Fairs
- Leader Programme Aid

6. **If you are unable to submit a copy of the form by email you can post a hard copy application to:**

**Pat O'Brien
Programme Manager
Innovation Vouchers
Enterprise Ireland
Glasnevin
Dublin 9**

Check our website for updates and further information www.innovationvouchers.ie