



Module S12

Innovation

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1. Introduction

The European Commission regularly monitors and evaluates the innovation performance and potential of the EU countries. Found dates reports in the series "European Innovation Scoreboard (European Innovation Scoreboard 2009). Innovation performance and potential of the EU countries are expressed as an index and calculated on the basis of several parameters.

The graph shows that the Slovakia innovation rate (factor) in the years 2004-2006 approached the EU average. In 2007 and 2008, by contrast, this rate started to retreat. To increase the competitiveness of Slovak regions, it is necessary to achieve faster growth of innovation performance in Slovakia and its approach to the EU average. As illustration the graph shows also the development of innovation potential in the Czech Republic, which in relation to the EU average is developed more favorably.

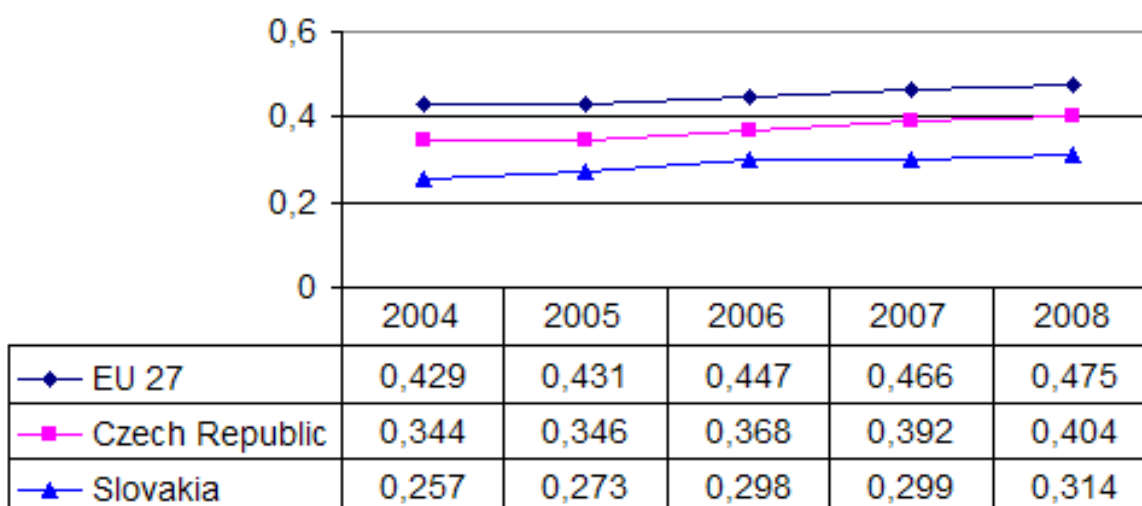


Figure 1: Development of the innovation performance concerning the average of EU, the Czech Republic and Slovakia in the years 2004 to 2008 (Source: European Innovation Scoreboard 2008)

Trenčín Regional Chamber assumes opportunity to increase innovation performance and competitiveness of Slovakia and the EU in the way of industrial property protection support, open innovation, clusters and modern forms of employment creation.

2. Module description

Comparing to the EU average and to the large corporations SME in Slovakia lags in innovation performance and hence the competitiveness. To ensure sustainable development of SMEs is important to increase its innovative performance. It is therefore necessary to find new, progressive forms of innovation management. Module S12 - Innovations focuses its attention on encouraging SMEs to use new, more open forms of innovation management, integration into the clusters and cluster initiatives to acquire basic knowledge about the industrial property protection and the use of advanced methods of flexible work focused on telework.

3. Component A: Clusters

Relevant key terms in this section: cluster, cluster initiatives

In this component you will learn about:

- basic concepts of clusters
- the importance of the clusters building
- the number 1 game as an initial self-assessment of skills to cooperate
- the list of clusters and cluster web links in Slovakia

For the desirability of clustering, the European Union and national governments in their programs promote clustering and they expect positive impact also on innovation, competitiveness, development of specific skills, development of information background, business growth and long-term dynamics. Clustering brings further benefits for SME and these should be explained → [S12-A1: Power Point presentation "Clusters"](#)

Definition of clusters

There are several definitions of clusters. Differences in definitions are not significant, differences results from the perceiving of the author and other relevant dealing with this notion.

By the author of the groundbreaking book "The Competitive Advantage of Nations" Michael Porter a cluster is a geographically close group of interconnected companies, specialized suppliers, service providers and associated institutions in a particular field and also companies in related fields, which compete and cooperate together, share common features and complement mutually (Porter, 1990).

Later Michael Porter expanded the definition of cluster and indicates that clusters are local concentrations of interconnected companies and institutions in a particular field. Clusters imply a group of interrelated industries and other entities important to economic competition. They include for example, suppliers of specialized inputs, as well as components, machinery and services, and providers of specialized infrastructure. Clusters often extend downstream to sale channels and customers and into sides to the producers of complementary products and companies in terms of skills, technologies or common inputs in the related industrial sectors. Many clusters also involves government or other institutions - such as universities, standardization agencies, research teams and trade associations - providing specialized trainings, education, information, research and technical support (Porter, 1998).

According to the Organization for Economic Co-operation and Development (OECD) clusters are local associations of horizontally or vertically related companies that are specialized in similar trade areas, along with supporting organizations (OECD, 2005)

Basic characteristics of the cluster, referred to in the definitions of various authors take into account:

- group of companies,
- geographical proximity,
- branch proximity.

Other features mentioned in the definitions may be regarded rather as characteristics that are typical for cluster, for example:

- the existence of specialized service providers and institutions;
- the existence of an favourable environment due to higher innovative performance of companies and all region.

Types of clusters

There are two basic types of clusters (by the agency Czechinvest, 2007)

- Clusters built on value chain are usually defined by network comprised of supply links. A cluster is usually built from a few key companies with their suppliers, which are tied to other particular sub-suppliers. As a typical example of such type of cluster is often referred the automotive cluster.

- Competency based clusters comes out from the companies concentration in a particular area of technical expertise or competence in the region. As an example might be a information technology cluster.

Cluster initiatives

Cluster initiatives are organized efforts with the aim to increase growth and competitiveness of clusters in the region, involving cluster companies, government and/or research community (Sölvell, Lindqvist, Ketels, 2003).

In 2003 there was conducted a worldwide survey of cluster initiatives. The online survey involved 238 cluster initiatives. Processed results were published in the green book of cluster initiatives and presented at the 6th worldwide conference The Competitiveness Institute hold in October 2003 in Göteborg. The survey identified 28 targets of cluster initiatives and they were ordered by the frequency of their occurrence. At the beginning of the target list are targets with the greatest incidence and at the end of the list are unique objectives.

1. Support people networking.
2. Support the expansion of existing companies.
3. Companies networking.
4. Facilitate higher order innovation.
5. Encourage innovation and new technologies.

In presentation → **S12-A1: Clusters** is shown a survey of required cluster initiatives conducted by the Trenčín Regional Chamber SOPK at the turn of 2009 and 2010.

Clustering benefits

The strategic importance of clusters building for MSP lies in their benefits. Unsufficient ammount of resources needed for improving innovation performance creates a need for aggregation into clusters. The literature (Pavelková, 2009) (agency Czechinvest, 2007) (Sölvell, Lindqvist, Ketels, 2003) reports the clustering benefits for companies (modified list):

1. Savings in budget (*scope*), conditions for costs and investments sharings.

The scope of some projects does not enable for individual MSP to be financially covered. MSP need to ensure a number of smaller projects and activities, either to ensure purchase, to carry out pro-export activities, research, innovation or to perform the project for training of staff.

The organization of joint activities and participation in joint projects, enables companies to exploit their results. Individual companies are not able to finance large projects or large number of small projects.

Among the pro-export activities, which the cluster offers own members include:

- joint participation in trade fair and exhibitions,
- participation in business missions at home and abroad,
- joint presentation of the cluster at home and abroad,
- common database as a space of the commercial offers, cooperation requirements and territorial information.

2. Access to specialized inputs and labor force

In the region covered by the cluster rises a concentration of specialized suppliers. Specialized suppliers (contractors) can realize delivery faster, in higher quality and cheaper and can realize deliveries meeting the special technical requirements. The region offers a trade force educated in particular field, with required qualifications and skills.

3. Access to supply chain optimization

The cluster includes the supply chain with a number of MSP focusing on specific operations. The existence of several competitive suppliers brings their gradual specialization and their movement to different activities.

4. Acquiring new customers and opening of the market

A cluster provides customers the products with a higher innovation level, better quality and lower price. This attracts new customers from other regions with new requirements.

5. Image improvement of company, cluster and region

Joint marketing activities, cluster and region presentations create their brand. These activities attract into the region and the cluster new companies and investors from related branches.

6. Access to knowledge and the innovation performance improvement

Cluster activities focused on knowledge interchange, such as conferences organization, books publishing or any knowledge exchange facilitate access of companies to knowledge.

The concentration of companies and their strong mutual ties, sharing the same space with the labor force, participation of universities and research institutes creates knowledge spillover.

Cluster generates new knowledge and thus opens up new possibilities and space for new businesses formation (spin-off).

7. Greater impact and the voice of smaller companies

Cluster as an important carrier of knowledge in the field knows the objective obstacles to the cluster development. In Slovakia, the clusters are mostly established on the ground of universities, autonomous region authorities, municipalities and therefore an active cluster members have the first-hand information.

The views and concerns of MSP often become cluster opinion and thus the requirements for their solution easier move forward the responsible authorities.

One of the objectives of the seminar is to introduce the cluster as the network of companies cooperating in defined geographical closeness. In the current turbulent period it is necessary for companies particularly for SMEs to see in clusters the possibilities to cooperate with competitors. The aim of the game No. 1 and the game No. 2 of the component B is to help companies to appreciate (realize) the need of cooperation. The game No. 1 □ S12-A2: Game No.1 explains the essential principles of the game.

SMEs is given list of web links to existing clusters in Slovakia □□ S12-A3: List of important web links of existing clusters in Slovakia

3. Component B: Open Innovation

Relevant key terms in this section: open innovation, spillover, spin-off

In this component you will learn about:

- explanation of basic concepts – open innovation, spillover, spin-off
- game 2 for self-evaluation of the skills to cooperate
- evidence that companies exchanging the knowledge are developing more rapidly as the companies applied the hiding confidential knowledge

It is important to join to the component A and at the beginning of component B to explain the relation between clusters and open innovation and present the idea that even the most secret knowledge in the history could not hide. There can be given an example of the space shuttles Challenger and Buran in the Power Point presentation > **S12-B1: Open innovation**.. The presentation explains the basic concepts of open innovation models to promote cooperation.

Clusters are considered regional concentrations of interconnected companies and institutions and bound through many ties and spillovers that create an environment supporting the innovation. They enable open innovation, new ideas creation in networks of cooperating companies and institutions. Clusters create the precondition for the spin-off uprising (The European Cluster Memorandum, 2008).

Clusters comply to the modern approach of so-called open innovation by which the innovation does not arise in separate organizations, but mostly in a organizations with dynamically changing environment in which the given organization and skilled trade force assimilate existing knowledge and generate new ideas and products. The concept of clusters is very close to the concept of open innovation, which is now generally accepted (Europe Innova - Pro Inno Europe, 2008).

3.1. Small World

It is a model by means of which it is possible to simulate the knowledge diffusion in a society. It is recommended to explain the model creation without any formulas and details. Results themselves are interesting.

The fact that everyone knows everybody through a acquaintance can by simplify explained as small world phenomenon. Two unknown persons not knowing each other, living anywhere in the world are linked through a relatively small number of known persons. Small world phenomenon in some cases occurs in the real world, such as emerging networks in nature and in technology (Watts, Strogatz, 1998). Cooperating network of innovative and research companies, knowledge exchange within the framework of open innovation models, whether the development of World Wide Web and its similarity to a small world, is also the subject of further studies. An overview of studies dealing with the similarity of the processes occurring in the real world and in the small world model is involved in many other works (Kleinberg, 1999) (Cowan, Jonard, 2000).

Various works (Cowan, Jonard, 2000) (Cowan, 2004) explain and define a small world model as a graph in which each junction, a member has a direct connection to some other members and carries a particular knowledge. Within a time there is randomly selected a member who transmits his knowledge to each member with direct connection and whose skills are applicable in the same area.

It is assumed the graph in Figure 3.1, which consists of N members. Each member is linked to n closest members. In the model development each member link changes with probability p and joins again with another randomly selected member to which have not yet been connected. This brings two extreme cases. The first case with the probability $p = 0$ in which no change occurs (regular world) and the second extreme with the probability $p = 1$ in which all links are changed at random (random world). If the probability is in a range $0 < p < 1$ a small world emerges which obtains interesting properties.

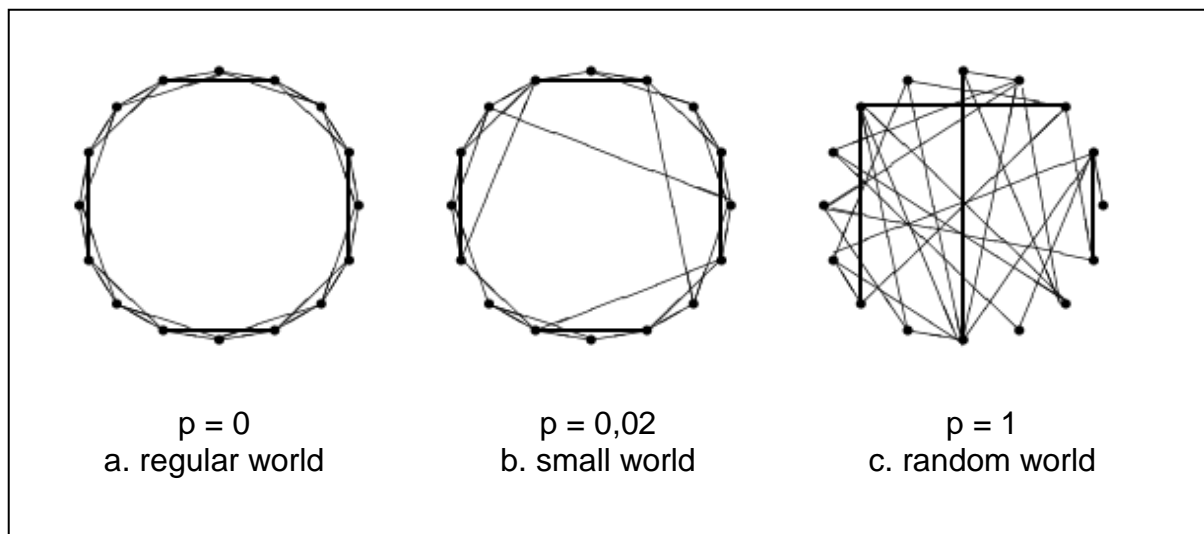


Figure 3.1: Regular world transformation to a random world and small world (Source: Cowan, Jonard, 2000)

Definition, formal scheme and the Small world model occurrence are presented in the professional works (Cowan, Jonard, 2000).

3.2 The provision of a concealing knowledge of a small world

On the small world model there has been studied the impact of knowledge hiding from the side of some members on the overall average knowledge level of the cluster and its time course. The knowledge hiding is considered such behavior of the member which receives the knowledge from other members but he does not spread his own knowledge to the other members.

Own calculation, small world model creation were carried out with the following parameters: The number of members $N = 100$, the number of each member connections $n = 16$, the probability with which a connection to another randomly selected member is changed $p = 0.1$ and the absorption capacity $\alpha = 1.2$. Within such defined model took place broadcasting in the number $t = 100$ and for various number of randomly selected members that transmit the knowledge with zero value $\text{NonSender} = 0$, $\text{NonSender} = 30 = 90\text{th}$ and NonSender . The time course of the average knowledge level for various number of members that are hiding the knowledge with values NonSender presented in Figure 2.3

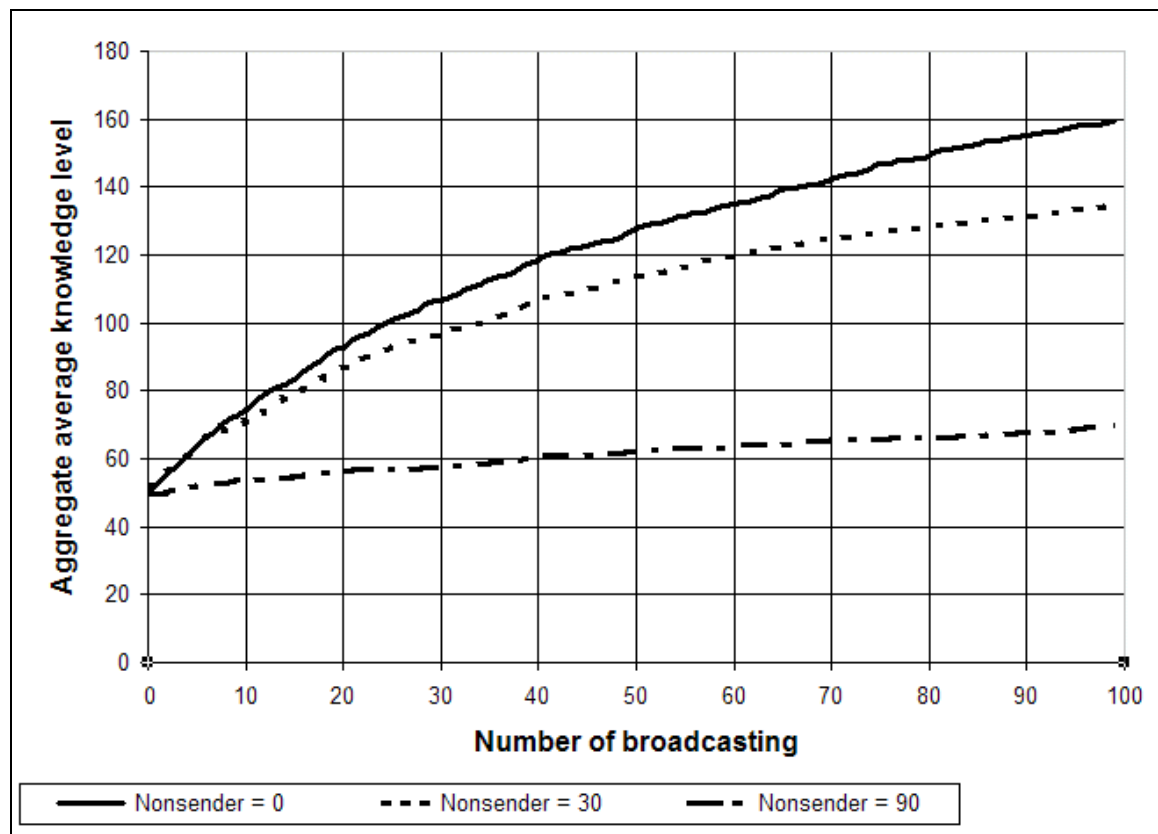


Figure 3.2: Time course of aggregate average knowledge level for different number of members that hide the knowledge. (Source: Šmíd, Sakál, 2009)

The results obtained were also verified and confirmed on the model under the same conditions with exclusion the case when free knowledge exchange occurs. It is a small world model, which arises when the number of connections of each member converges the total members number. The results obtained on this model have similar nature, with the difference that the average knowledge level with various number of members which do not transmit knowledge at the time quickly converges to the same values. However the difference of average knowledge level in the initial stages of the development is significant (Šmíd, Sakál, 2009).

Consider also cases when members of the small world are clusters or individual companies, see Figure 3.3. According to the results obtained from the previous model, the society in which individual companies and clusters are interconnected and exists open knowledge exchange, develops faster than the society with separate clusters and separate companies (Šmíd, 2010).

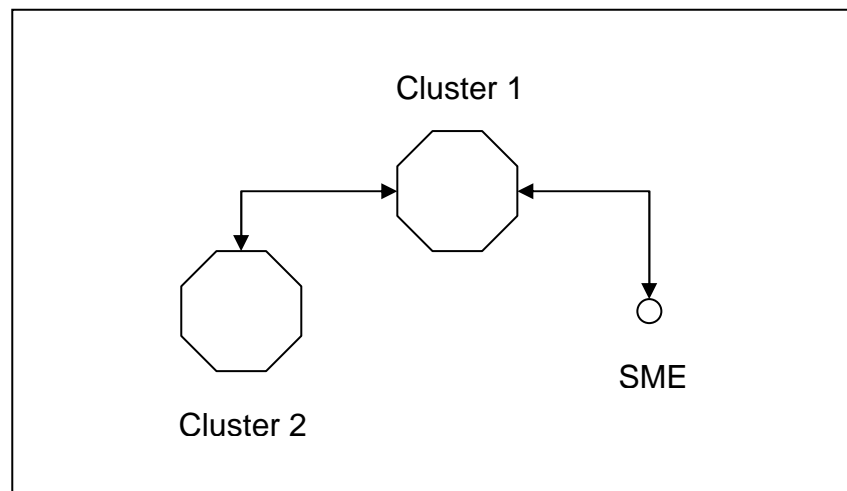


Figure 3.3: The clusters and companies network (Source: Šmíd, 2010)

This model can also be extended with the case when clusters and individual companies are found as remote concerning the geographical site and technical branch, see Figure 3.4.

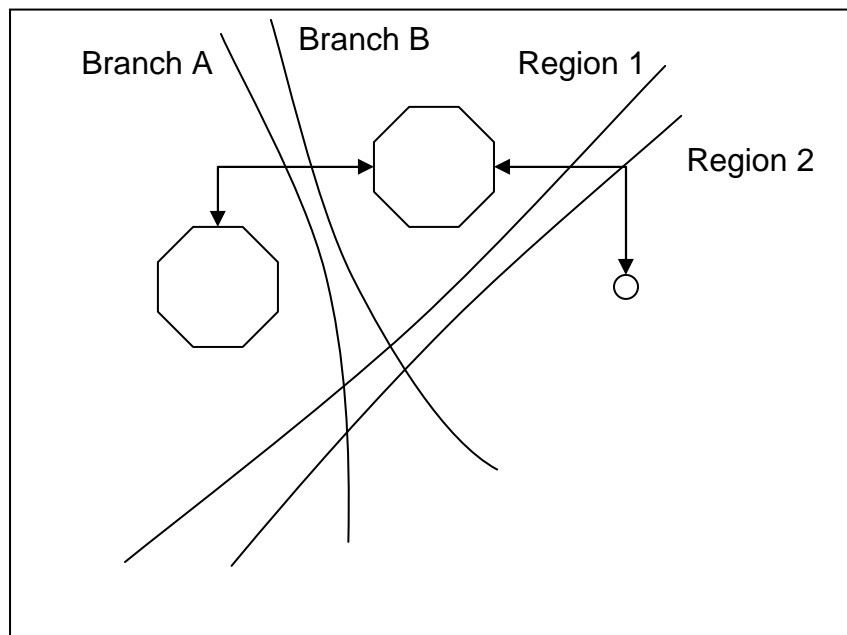


Figure 3.4: The clusters and companies network (Source: Šmíd, 2010)

Knowledge absorption capacity of the members is lower in the case, if the knowledge comes from the branch different from their main scope comparing to knowledge absorption capacity when a company member receives knowledge of its own branch. It is given by the fact, that cluster or individual company have more information, experience, knowledge and know-how, employ skilled and qualified workers, branch specialists, that know suppliers and customers.

If the cluster or company are in contact and cooperate with the clusters or companies from other areas outside the required knowledge thus absorption capacity (Cowan, Jonard, 2000) or the overall knowledge level increase rate (Šmíd, Sakál, 2009) are lower.

According to many authors dealing with innovative and strategic management the company conducting business outside the boundaries of existing industries or sectors has new strategic advantage.

New industries are characterized with the previously untouched market space, with growing demand and new opportunities to achieve high profit. Fixation only on the current industry means to accept lots of limiting factors and to refuse creating new market space (Čimo, Mariáš, 2006).

To gain the knowledge from other branches is more difficult and the increment of the gained knowledge is lower. On the other side the operation beyond the existing branch limits and operations in emerging sectors brings the possibility to create a progressive innovation or revolutionary change, and thus a strategic advantage.

Since there is a closed system the knowledge converges to a certain level which does not correspond to the real situation. To maintain the company progress it is necessary to find new "progressive" knowledge, such knowledge that will produce a new paradigm changing actual way of thinking. In our model, this is the occasional occurrence of high values of alpha. Occurrence of high values of alpha accelerates the development of the society (Šmíd, 2009).

After explaining the need of cooperation it is possible to introduce the game No. 2 > **S12-B2: Game No.2** and let the entrepreneurs to determine profit by means of self-evaluation when they begin to prefer a cooperation strategy against a competition strategy.

Inspiring is also the current trend of "clud" communities which are interestingly shown in the video, > **S12-B3: Video Networked students.**

4. Component C: Industrial property

Relevant key terms in this section: patent, invention, industrial property

In this component you will learn about:

- explanation of basic concepts - the industrial property, patent, invention, ...
- service in pre-diagnosis of industrial property rights
- filing patent procedure
- list of relevant web links and a list of legislation

One of the groups of monitored parameters, by means of which the overall innovation performance of EU and member countries is determined, is the area of intellectual property.

Within this group are interesting following parameters:

- Number of patents filed at the European Patent Office per year calculated to one million inhabitants. The country is classified by the inventor address.
- Number of new of Community trade marks filed per year for one year calculated to one million inhabitants.
- Number of Community designs filed per year calculated to one million inhabitants.

The table below indicates the parameters for the average of EU 27 countries, the Czech Republic and Slovakia. Evident lag is found behind the average of EU 27 countries regarding the filing of patents. The most powerful countries in the region reach several times higher values, such as Finland with a number of patents 267 were placed on the third place, Germany with the number of patents 275 were second and Switzerland with a number of patents 411 reached the first place and its number of patents is even not comparable with the number of patents 5,8 patents in Slovakia.

	Patents	Trademarks	Designs
Average of EU 27 countries	105,7 105.7	124,6 124.6	121,8 121.8
Czech Republic	7,3 7.3	47,1 47.1	67,7 67.7
Slovakia	5,8 5.8	20,6 20.6	18,0 18.0

Table 1: Innovation performance in the filing of patents, trademarks and designs (Source: European innovation scoreboard, 2009)

For small and medium-sized companies it is financially and administratively difficult to protect their technical solutions. The complex system of industrial property protection causes negligence in this area, particularly among small and medium-sized companies. Trenčín Regional Chamber therefore mediates a free service of the Industrial Property Office of Slovak Republic, pre-diagnosis of industrial property. After completing the questionnaire >□S12-C1: Contact Service Form “Pre-diagnosis of industrial property” the specialists of the Industrial Property Office will carry out a free audit and consulting in the field of industrial property.

For small entrepreneurs and businessmen it is important in the component framework to explain the basic principles of industrial property protection and the terms used via Power Point presentations > S12-C2: “Industrial property– basement” Within the presentation should be explained the following concepts, definitions and citations of laws.

Intellectual property is the result of creative human activity and has intangible nature. For contemporary society the intellectual property brings significant values, assets, which increases the competitiveness of the company, region or all country.

Intellectual property can be divided into:

1. Industrial property - an industrial property presents the types of intellectual property with industrial utilisation, such as
 - patents
 - utility design,
 - trademarks
 - designs.
2. Copyright and related rights - literary and artistic rights including the protection of the original literary and artistic works, also songs, television broadcasting, computer programs, databases, advertising design and multimedia.

The invention is solution of the technical problem by new methods that comparing to current global state brings technical progress proved by a new or a higher effect. The inventions which meet the requirements is granted patent by the Industrial Property Office of the Slovak Republic. Patent is a protective document granted for an invention and provides its owner the protection against counterfeiting of the invention (Industrial Property Office, 2008).

In order to grant a patent **an invention must meet the requirements set** down by the Slovak Law No. 435/2001 Z.z:

- Novelty - a new invention is deemed such invention, which until the date of filing the patent or the date of filing the utility design, copyright certificates or utility certificates was not in any way published to the public.
- Inventive activities – invention is considered for the result of inventive activities if for the expert does not imply an obvious way of art.
- Industrial applicability – the invention is considered for industrially applicable if its object can be manufactured or can be used in any branch, especially in industry and agriculture

Patents may be granted also for biotechnological inventions relating to the product, which consists of biological material or contain biological material. Subject of a patent may be also the method to produce, process or use the biological material.

What cannot be subjects of a patent are discoveries, scientific theories, mathematical methods, aesthetic products, plans, rules and methods for performing mental activities, playing games or business, computer programs and information reporting. More details and limitations relating to the subject of patents is set out in the Law No. 435/2001 Z.z.

The right to file an application belongs to the person who created invention due to his own creative activity (the author of invention). The law 435/2001 Z.z. also addresses the issues regarding the people who participated in the creation of an invention (co-creators) and stipulates the rights and obligations for employer and employee in the case the invention was created under an employment relationship.

Basic tools for the lecturer are the procedures from patent filing up to the patent grant, together with time data > [S12-C3: The procedure from patent filing to patent grant](#) and list of relevant web links with a list of regulations > [S12-C4: List of relevant web links and a list of regulations](#).

5. Component D: Teleworking

Relevant key terms in this section: reconciliation of work and family life, family-friendly policies, telework

In this component you will learn about:

- Introduction to flexible working methods
- Specifics of telework
- Methodology for telework implementation

Introduction to flexible working methods

The specific forms of innovation may also include the less standard working methods aimed at optimizing the personal, corporate and social cost relating to social well-being. Interesting is especially the adjustment of relations based on so-called flexible working methods that are included under the concept of "balance between work and family life" or "family-friendly policy". Generally the concept follows the reconciliation of work and family life and the aim is to introduce such measures and procedures - on a wide social level or in the employer organization – that allow the combination of work and family or domestic responsibilities for women and men.

On the one side, there may be such measures leading to introduce various types of leave from work, on the other side this measures may relate to the development of structure and organization of work environment (home work, telework, flexible working time,...). In some countries naturalised the concept of **family-friendly policy**.. Understanding of the employers practice relating to "family-friendly" is the way to a broader concept to reach the **reconciliation of work and life** and tries to enable for all employees to align their work with other commitments. In principle the flexible forms of work can be classified as follows:

- Full working time with the sliding-time (floating start and end of working time).
- Flexible working week (a worker is required to work the specified number of hours per week).
- Free working time (a worker is required to work fixed number of hours over a certain period, e.g. month)
- Shortened working time or part time (labour contract required just specific time)

- Work at home, including Telework (Full or part time work) and telework is a term for the work performed by the worker for his employer at home or at another place outside the headquarters of the employer.

Telework specifics

In terms of employment telework is considered for a form of classical contracted employment within the meaning of the Labour Code. The contract, however, allows teleworkers to work a part or the entire working time in an alternative workplace. Coordination of tasks as well as all the necessary communication between employer and employee is thereby realized through information and communication technologies, i.e. using phone, fax, internet and so on.

For teleworker is considered such employee who works a part of his time at home or elsewhere outside the classical work department. But under no circumstances for teleworker cannot be considered such employee who carries home part of his duties because of extreme urgency or other circumstances which obstructed him to finish his duties. For teleworker cannot be considered such employee who works at home only in exceptional circumstances, for example during the illness of a family member.

Working in the place of residence is not required. Teleworker can work in whatever place and alternative work place of teleworker may have various forms for example:

- Home Office - created working place for an employee in his own flat (house), where he has got all the necessary equipment (furniture, technology) for the performance of his duties. Basic technical facilities (computer, phone, internet), as well as their maintenance and service ensures usually the employer. The working conditions are highly subject to mutual agreement between employer and employee.
- Hotelling – is term for a "shared" workstation consisting of a workspace, computer, telephone and other technical equipment used by employees in the agreed timetable. Such a workstation can employer establish in the premises of company headquarters. The above mentioned case is also appropriate in the situation, when employees apply flexible working time.
- Telecentrum – an alternative workplace that is closer to the customer or teleworker home than a traditional office. The Centre can include cabinets, open work areas or

individual offices with the necessary office devices. This option is particularly useful in cases where the conditions to work in home are not ideal.

- Virtual office – enables to do work really anywhere. With portable computers, mobile phones and internet connection teleworker can work not just only at home but also while traveling or at customer site.

Advantages and disadvantages of flexible forms of work:

Flexible forms of work in the relationship employer-employee allows the application of so-called "win-win" solution it means solution beneficial to both parties. Its application in particular in combination with telework allows:

- Reduce traffic congestion and reduce traffic jams during rush hours in traffic and thus help to reduce the cost of travel (e. g, in 1995 the Dutch Transport Ministry under a special government program began to promote the implementation of telework in order to reduce traffic jams and now in the Netherland works up to 21% of employees as teleworkers).
- Contribution to air pollution reduction – the average car releases about 210 grams of CO₂. If 1000 employees commuting daily to work and back 10 km by car will once a week start to work at home, the atmosphere will be polluted almost 110 tons of CO₂ less.
- Increase of employment and labor flexibility – in part-time system can teleworker work for several employers at once.
- Contribution to reduction of exclusion of risk groups from the labor market so, that it allow a job for people who cannot perform work requiring a continuous eight-hour presence at the workplace.
- Contribution to the development of marginal regions – telework is not limited by distance, the employee may also work via telework for an employer who is hundreds of miles away from his place of residence.
- Telework allows employees flexibility offering the opportunity to work when it is most convenient for him in terms of his needs.
- Work at home atmosphere also provides space for reconciliation work and family life – brings more time for family or responsibilities associated with care for dependent family members.

- The fact that the employee does not have to commute to work daily reduces the cost of travel and saves the time spent on the roads.
- Telework offers an excellent employment opportunities for disabled or elder people who have difficulty with mobility.
- Opportunity to work from home bring the solution for workers on parental leave, who do not want to lose the contact with the working environment.
- Work at home (if properly organized) reduces stress and improves quality of life and health.

The methodology for the implementation of telework

Employers rarely allow telework to anyone who is interested. It is not just for operational, financial or personal reasons. Simply not every position is suitable to telework and not all workers have the prerequisites to be teleworkers. The boundary between appropriate and inappropriate solutions is very thin, its knowledge is fundamental to the success of the introduction this form of work organization. With the selection of the appropriate positions, staff and preparation of the system of work deals the telework implementation methodology >

[S13 D2 Telework implementation methodology](#).

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7. Materials

Component A: Clusters

S12-A1: Power Point presentation “Clusters”

S12-A2: Game No.1

S12-A3: List of Cluster Web Sides in Slovakia

Component B: Open innovation

S12-B1: Power Point Presentation “Open Innovation”

S12-B2: Game No. 2

S12-B3: Video-Networked Students

S12-B4: List of Important Web Sides

Component C: Industrial property

S12-C1: Contact Formular for Service “Pre-diagnosis of Industrial Property”

S12-C2: Power Point Presentation “Industrial Property– Basement”

S12-C3: The Procedure from Patent Filing to Patent Grant

S12-C4: List of Relevant Web Links and a List of Regulations

Component D: Teleworking

S12-D1: Flexible Forms of Work

S12-D2: Telework Implementation Methodology

S12-D3: List of Important Web Sides