

greek stories

of international business success



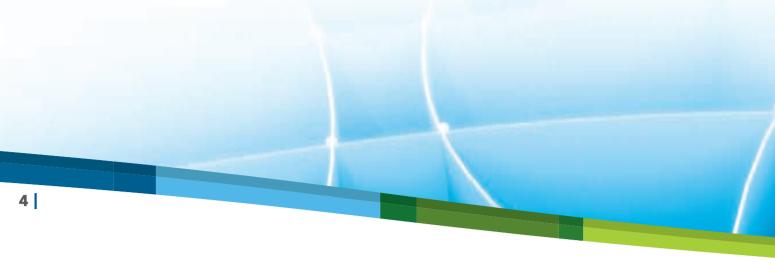


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| www.enterprise-hellas.gr www.enterprise-europe-network.ec.europa.eu |

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Enterprise Europe Network - Hellas

The largest network of integrated business support in Greece

Member of the Enterprise Europe Network

Who we are

Enterprise Europe Network - Hellas is the largest network of integrated business support in Greece, providing international business cooperation services, information on European policies, innovation and technology transfer services as well as services for encouraging Small and Medium Sized Enterprises' (SME) participation to the European programs for Research and Technology. It comprises research and technology organizations, industrial associations, chambers of commerce and industry, governmental SME Agencies and established Innovation players with long experience of cooperation at national level and distinguished performance in both the Innovation Relay Centre (IRC) and the Euro Info Centre (EIC) networks, at European level.

What we have achieved

Since the establishment of Enterprise Europe Network - Hellas in 2008 we have achieved significant results aiming at the support of Greek SMEs to grow and innovate. In this publication we present a selection of "success stories", cases of Greek SMEs and research organizations, who have received support from us in order to proceed successfully to international business cooperation agreements, with commercial, technology or research orientation. We are proud to count more than 280 such partnership agreements and we are confident that despite, any difficulties, this number will increase in the following months. We hope that you will enjoy reading these stories and mostly be inspired by them!

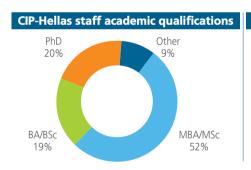
Enterprise Europe Network - Hellas April 2012

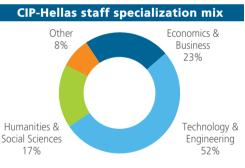


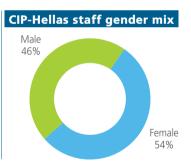


The Enterprise Europe Network is an initiative of the European Commission's Directorate - General for Enterprise and Industry and is co-funded from the EU budget under the Entrepreneurship and Innovation Programme (EIP) within the Competitiveness and Innovation Framework Programme (CIP).

Highly trained & experienced staff







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enterprise europe network

2008-2012: 4 years serving business needs

38.236 Responses on EU subject questions

17.876 Specialized advisory services

11.285 Advice on access to EU programmes

171 Brokerage events (co-organized or participated in)

139 Company missions (co-organized or participated in)

286 Partnership Agreements:

68 Technological

87 Commercial

131 Research



Planting the seeds for an organic future **Bulgaria - Greece**

Access to EU funding | Agrofood

Despite growing consumer demand for organic foods, new producers face huge costs when they market their products. Thanks to the Enterprise Europe Network, agrofood SMEs in Greece and Bulgaria will get help through an EU-funded branding scheme.

The initiative, part of a €110.7 million cross-border cooperation scheme, aims to help producers in northern Greece and southern Bulgaria promote their organic goods at home and abroad

"This niche market offers huge opportunities for SMEs", says Epaminondas Christofilopoulos, international cooperation expert at PRAXI/HELP-FORWARD Network in Thessaloniki, Greece. It is among more than 600 Enterprise Europe Network partner organisations in 50 countries helping SMEs expand internationally.

For the branding scheme, PRAXI/HELP-FORWARD Network has joined forces with the Association Business Information and

Consulting Centre - Sandanski, a fellow Network partner in southwestern Bulgaria.

Over the next few years, they will craft a common marketing strategy for dozens of producers and organise training in management skills, marketing and quality assurance. "In the long term, this will boost the competitiveness of the entire region", notes Ani Simeonova, Network expert in Sandanski.

Among the SMEs expected to benefit from the branding scheme is ThinkGreen, a Greek maker of organic ouzo and olive oil that belongs to a Network-supported Organic Products Cluster. "We all win by working together", says managing director Nikoleta Avgita.

66 We all win by working together **99**

Network branches involved

Greece: Foundation for Research and Technology - Hellas Bulgaria: Association Business Information and Consulting Centre - Sandanski



Rising Star Award 2011

Sail away to success with the Enterprise Europe Network

Advice Intellectual Property Rights

Olympic sailing is one of the most difficult and expensive sports to film. Jason Georgaris, a 25-year-old Greek graduate in economics and engineering had a business idea that lowers the production cost of media coverage while making the race more exciting.

Georgaris who's also a former European Champion and World Champion in the Laser sailing class provides everything from content to media distribution and coverage. The coverage includes 3D animations with GPS tracking technology, special onboard cameras and aerial footage. But in order to turn his idea into a profitable business, he needed financial resources and professional guidance.

While looking for support, he learnt about the local branch of the Enterprise Europe Network in Athens, based at the Chamber of Small and Medium-Sized Industries (ACSMI), and visited the offices. With 3 000 experts in 49 countries, the Network is a powerful platform to help entrepreneurs realise their full potential.

Katerina Leoussi, Network coordinator at ACSMI, recognised the potential of his innovation. She provided him with advice on international property rights issues, as well as with information about existing tools developed for small businesses by the local Industrial Property Office. The young entrepreneur learned about the advantages of obtaining a European patent, which include a simpler application procedure and postponed payment until the invention is considered ready for a patent.

crucial assistance for starting

my business activity 99

Leoussi also identified an opportunity for Georgaris to apply for EU funding for start-up companies under the "Young entrepreneurship" programme co-funded by the European Regional Development Fund (ERDF). "The Network gave me crucial assistance for starting my business activity", said the young entrepreneur.

Today Icarus Sailing Media is managing the media production for top international sailing events like Fleet Racing Tour and the events of the official windsurfing Olympic Class, the RS:X, which are broadcast in more than 130 countries around the world and feature the top Olympic medallists racing in three continents.

Network branch involved



Testing the waters for irrigation innovation **Greece - Turkey**

Access to EU funding

Advised by the Enterprise Europe Network, Greek environmental technology SME Draxis is leading a study into a high-tech irrigation management system that could revolutionise the way farmers worldwide are charged for water.

In its quest for research partners the 12-employee firm often enlists the Enterprise Europe Network, whose nearly 600 member organisations in 50 countries help SMEs get their hands on EU funding.

"Even under tight deadlines, we put together winning proposals", says Constantine Karamanis, an Athens-based Network expert at Greece's National Documentation Centre. For one application to the Eco-innovation strand of the EU's FP7 research funding programme, the Network linked Draxis with three promising research partners who joined the consortium in the nick of time.

The application was successful, enabling Draxis to lead a 10-country study into a new water-irrigation system with €2 million in funding. Among other things, it will use wireless

technology developed by Turkish SME Teknose that records the amount of water consumed by each user.

"The next step will be integrating conventional irrigation methods into the automation", says Teknoset CEO Cengiz Bayazit, a client of the Network's Istanbul branch at Sabanci University. He was helped by Network expert Tugba Ozturk, who says: "Close cooperation between the two Network partners helped motivate the companies to link up".

"Eventually, the information should influence public policy decision on water pricing", says Bayazit. And what better place to start than in a country heavily dependent on agriculture, notes Grigoris Chatzikostas, Draxis' business development manager. "Turkey", he says, "will be a perfect test bed for our eco-innovation".

66 Even under tight deadlines, we put together winning proposals **99**

Network branches involved

Greece: National Documentation Centre / National Hellenic Research Foundation

Turkey: Sabanci University



One stitch away from success Greece - Turkey

Going international | ICT Industry & Services

Greek embroidery software company Compucon has landed a distribution deal in Turkey, thanks to the Enterprise Europe Network's local expertise.

Thessaloniki firm Compucon makes software to design textile patterns that can be read by almost all known pattern machines. Already exporting into several markets, business development director Thomas Vassaras was looking for the right Turkish distributor.

He turned to the Network office in Thessaloniki, which is hosted by the Federation of Industries of Northern Greece. He explains: "Despite the technology now available, it is not that easy to find the right partner on your own, via the internet, for example. Someone needs to get information from both sides and decide if the partners are suitable".

Network information officer Monika Nagy got in touch with her Turkish colleague, Serdal Temel, Network project manager in Izmir's Ege University Science and Technology Centre. He

Network branches involved

Greece: Federation of Industries of Northern Greece Turkey: Ege University Science and Technology Centre helped put Vassaras in contact with Turkish company Yorka Software.

The result was a distribution agreement which Vassaras hopes will eventually cover not only Turkey but also partners further to the east.

"The Network is a reliable system. Using it means the approach from one company to another is not spontaneous", explains Nagy.

66 Despite the technology now available, it is not that easy to find the right partner on your own, via the internet, for example 99



Power networking across borders Greece - Iceland

Going international | Maritime Industry and Services

Icelandic firm HBT International helps industry to slash energy consumption. Through the Enterprise Europe Network, it is pursuing new business in Greece.

HBT's power-saving technology is used on ocean vessels.

HBT has pioneered a technology that reduces interferences, distortions and surges in industrial-sized electrical systems on ships and in factories, helping clients cut energy and maintenance costs.

To find new opportunities abroad HBT turned to the Enterprise Europe Network Reykjavík branch, based in Innovation Center Iceland. It's one of nearly 600 partner organisations in 50 countries helping companies to access new markets.

"Through the Network's 17 industry sector groups, we offer SMEs customised support and sector-specific events", says Amanda Garner, Network project manager at Innovation Center Iceland and a member of the Network's maritime industry and services sector group.

Network branches involved

Iceland: Nýsköpunarmiðstöð Íslands - Innovation Center Iceland Greece: National Documentation Centre / National Hellenic Research Foundation

At a maritime sector-organised event at the European Seafood Exhibition in Brussels, HBT hooked up with Amtenco, a Greek SME specialised in refrigeration for the food industry. "You could say it was love at first sight between the companies", says Christina Pascual, a Network expert based in the National Documentation Centre in Athens.

Shortly after the meeting, Amtenco agreed to represent HBT in Greece. "This market has huge potential for our technology", says HBT CEO Jóhann Benediktsson. Kostas Arapis, his counterpart at Amtenco, also has high hopes for the new partnership and says would recommend the Network to any entrepreneur. "It's an ideal way to broaden one's business horizons", he says.

66 The Network is an ideal way to broaden one's business horizons 99



Healthy growth for olive-oil producer Greece - Romania

Going international

On the Greek island of Thassos, the Tyrologos family - comprising four medical doctors, two engineers and a teacher - sell organic olive oil and related products through a company called Vieltha. Aided by the Enterprise Europe Network, they now export to several countries.

For help finding new markets the family turned to their local branch of the Enterprise Europe Network, an EU-funded support network for small- and medium-sized companies.

"We tracked down the relevant legislation and invited them to key trade fairs across Europe", says Olga Kazianis, international relations coordinator at the Chamber of Kavala in northern Greece, one of nearly 600 Network partner organisations in 50 countries helping SMEs expand abroad.

In 2009, the Chamber introduced Vieltha to a Romanian entrepreneur on a Network trade mission to Kavala. The entrepreneur, Lucian Anghel, runs a Bucharest travel agency that sells Mediterranean food products via a web portal. "It's a great way

Network branches involved

Greece: Chamber of Kavala

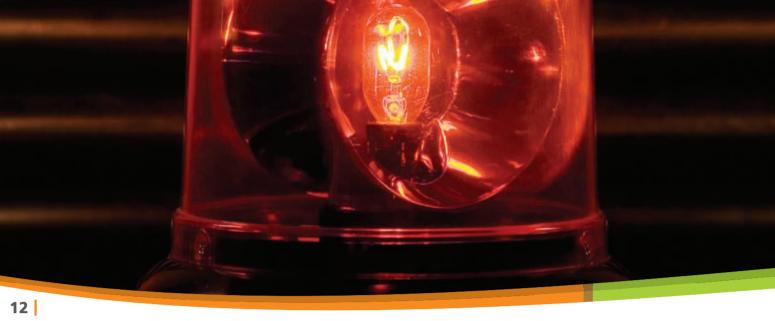
Romania: Asociatia Romana pentru Industria Electronica si Software

to get future customers interested in little-known areas where high-quality agricultural products are produced", says Anghel.

The companies agreed to cooperate and Anghel now sells Vieltha's heart-healthy olive oils on his portal. "Thanks to the Network, we are exporting to Romania, as well as Japan, France, Switzerland, Belgium and Germany", says cardiologist and Vieltha CEO Dr. Argiris Tyrologos.

Back in Romania, Anghel continues to work with his Network branch as he expands his own business. "We are always here for them", assures Florin Lianu, Network consultant with the Romanian Association for the Electronic and Software Industry.

66 Thanks to the Network, we are exporting to Romania, as well as Japan, France, Switzerland, Belgium and Germany 99



Plugging in to new connections Greece - USA

Going international | Services and Retail

Olympia Electronics, founded in 1979 by Greek entrepreneurs, has grown into one of the country's most successful makers of emergency lighting, gas detection and fire alarm systems. Working hand in hand with the Enterprise Europe Network, the electrical and electronics manufacturer is now exporting its products to the world's largest market.

Our dogma is to "think globally - act locally", says Dimitrios Lakasas, Olympia's marketing manager. "We are now finally selling in the United States with small volumes, the first step towards further penetration". Based in the northern Greek city of Thessaloniki, the 130-employee firm - which also makes hotel door locks and electronic room thermostats - exports to more than 70 countries in the Nordic region, Eastern Europe and the Middle East.

But gaining a foothold in the United States, the world's largest and most competitive market, posed a huge challenge for the company, a leader in the Greek market for emergency lighting and fire alarm systems.

Network branches involved

Greece: Federation of Industries of Northern Greece United States: The European American Business Organization Inc.

66 Our dogma is to think globally act locally 99

For guidance it went to the Enterprise Europe Network, whose 3 000 experts in 50 countries help entrepreneurs tap into new markets. Along with 15 other companies from seven other sectors, Olympia signed up for a June 2008 trade mission to New York.

"There is no substitute for face-to-face contact in the business world", says Vanessa Vlotides, international affairs director for Network partner, the Federation of Industries of Northern Greece. "This is something the Enterprise Europe Network proactively promotes, drawing on our wealth of resources and contacts".

The Federation planned the mission with help from the New York-based European American Business Organization, which is also part of the Enterprise Europe Network, and the Greek general consulate.

A meeting between Olympia and a US firm arranged by the Network partners led to an agreement under which the two firms are now selling each other's products in their respective markets.



Here comes the sun China - Greece

Going international Intelligent Energy

Pavlos Michailidis is a Greek entrepreneur who imports solar panels and water-heating equipment from China, through a deal made possible by the Enterprise Europe Network. Despite no previous experience with a Chinese partner, Michailidis is now Greece's exclusive distributor for the Jiaxing Jinyi Solar Technology Co.

The Greek entrepreneur first came across a reference to Jiaxing Jinyi while surfing the web for potential suppliers from China. Although he was intrigued by the product range and prices, he had no way of verifying details about Jiaxing's size and financial health, let alone the status of its activities. Fortunately, he found the Enterprise Europe Network, based at the Federation of Industries of Northern Greece in Thessaloniki. Working with close to 600 partner organisations in 50 countries, the Network's 3 000 experts can easily help companies do background checks on potential partners abroad, and help them overcome language and cultural divides.

"When we get a question like this from a client, our first action is to contact the appropriate Network partner organisation in

66 The Enterprise Europe Network is a very useful support centre that I would recommend to any SME with international ambitions 99

the corresponding country", says Monika Nagy, Information Officer at Enterprise Europe Network-Hellas. In this case, that meant contacting the Network branch based in Changsa, at the China Council for the Promotion of International Trade, Hunan Sub-Council.

"As always, the response from our colleagues was immediate and extremely helpful", says Nagy, adding, "This is a unique strength of our worldwide Network".

After giving Michailidis the information he sought, Network experts in China and Greece continued to work with the companies, mainly by translating e-mails and relaying messages on behalf of their respective clients. Eventually, the firms inked an accord allowing Michailidis to sell Jiaxing Jinyi's products in Greece - without ever having met in person.

"This is an important step for my business", says Michailidis. "The Enterprise Europe Network is a very useful support centre that I would recommend to any SME with international ambitions".

Network branches involved

Greece: Federation of Industries of Northern Greece

China: China Council for the Promotion of International Trade, Hunan Sub-Council



Network Stars Award 2010 finalist

Trip of a lifetime Germany - Greece

Going international | Tourism and Cultural Heritage

Many of the world's 650 million people with disabilities are travellers with special needs. For them, simple tasks can be challenging, from checking in luggage to getting on and off planes. For more than 10 years, boutique German travel agency Weitsprung GmbH has organised guided tours around the world for individuals with reduced mobility - from those in wheelchairs to blind people accompanied by their guide dogs.

"We started this business because we know people who want to travel to exotic places, but cannot do so on their own", says Birgit Glöckner, who, alongside Martin Smik, runs Weitsprung, which means 'giant leap', from the German university town of Marburg. Weitsprung provides transport and assistance with wheelchairs, medication and hygiene. To improve its offer as much as possible, the firm constantly searches for accessible facilities, which can be time-consuming and costly.

In 2008, Weitsprung went along to a networking event organised by HA Hessen Agentur GmbH at the ITB Berlin international travel trade fair. As one of Enterprise Europe Network's

66 Thanks to the Network for this opportunity 99

600 member organisations in 50 countries, HA Hessen Agentur helps SMEs to trade abroad and grow their businesses. "Networking events like this are a great way for entrepreneurs to encounter vital new contacts in a very short time", says Network consultant Tanja Göb.

For Weitsprung, a meeting with Greek hotel company P.A.P. Corp. SA - a client of the Network based at the Federation of Industries of Northern Greece - yielded fast results.

P.A.P.'s Alexander the Great Beach Hotel on Greece's northern Halkidiki peninsula is equipped with handicapped bathrooms and a lift down to the beach. It is the first Greek hotel to take part in the European Commission's 'Happy Tourist' programme promoting equal opportunities in tourism for disabled people.

In September 2008, Weitsprung booked its first group stay there and the partnership has continued to grow. "It's a wonderful stay with heavenly views and great food", says Weitpsprung co-founder Birgit Glöckner. "Thanks to the Network for this opportunity".

Network branches involved

Germany: HA Hessen Agentur GmbH Greece: Federation of Industries of Northern Greece



Network Stars Award 2010 finalist

Setting sail for new waters **Denmark - Greece**

Going international | Maritime Industry and Services

In 2004 three Danish entrepreneurs founded North Invent A/S, which makes state-of-the-art navigation monitors for the maritime industry. Built to withstand rugged conditions, the devices are found on some of the world's largest vessels from cruise ships to military carriers. Pursuing opportunities abroad has always been a priority for the company, which exports 80% of its products to European distributors or agents, who then resell many of the products to South Korea or China.

When North Invent began its search for partners in Greece, it enlisted the help of the Enterprise Europe Network, whose 3.000 experts in 50 countries help entrepreneurs find new business partners worldwide.

"As one of the world's largest shipping nations, Greece is naturally a very interesting market for us", explains North Invent's managing director, Lars Nordberg-Hansen. Unfortunately, the firm neither had the time nor the resources to make Greece a priority. "Thanks to the Enterprise Europe Network", he says, "we have now found an excellent and very concrete incentive to do so".

66 With the Network's help, we hope to expand our international horizons even further **99**

Through the Danish Export Association, North Invent got in touch with Anders Skeem, international project consultant with the Network branch at Denmark's Agro Business Park A/S. After getting a better idea of what North Invent was seeking, Skeem searched Greek companies in the Network's database, one of the world's most powerful business matchmaking resources. Skeem returned to North Invent with profiles of three potential partners, all prepared by Constantine Karamanis of the Network in Greece, based at the National Documentation Centre in Athens. "We have close contacts with SMEs in all sectors", says Karamanis.

North Invent pursued talks with Marel Electronics SA, a Greek company that also makes onboard maritime navigation systems. Most importantly for the Danish firm, Marel does maintenance and repair and has strong ties to Greek shipping companies. After a couple of test runs, the companies found that their systems were compatible and decided to work together to help promote each other's products. "With the Network's help, we hope to expand our international horizons even further", says Kyriakos Alexopoulos, Marel's chief executive.

Network branches involved

Denmark: Agro Business Park A/S

Greece: National Documentation Centre / National Hellenic Research Foundation



Putting a mechanic in the driving seat **Greece**

Access to EU funding

Greek mechanic realises his dream of opening a garage in Corfu. EU funding - and the Network - made it possible.

Samoilis Ioannis, a father of three who was employed for 25 years as a car mechanic, always dreamed of opening his own garage in his hometown on the Greek island of Corfu. However, he never had the time or money to branch out on his own, so he put all thoughts of starting his own business aside.

At age 50 he finally decided to go for it, provided he could get the necessary start-up capital. After learning that the Enterprise Europe Network had helped others like himself, he stopped by the office of the Chamber of Ioannina, his local Network branch.

With close to 600 partner organisations in 50 countries, the Network helps aspiring entrepreneurs tap into funding from the EU and other sources to back up their business plans. This can seem intimidating, but fortunately the Network's 3.000 staff know their way around the system and how it works.

66 It is always rewarding to see one's efforts bear fruit 99

In this case, the Enterprise Europe Network helped loannis to prepare an application to a programme funded by European Regional Development Fund, and to a partly EU-funded scheme specifically for entrepreneurs. The latter is overseen by EOM-MEX, the Hellenic Organisation of Small and Medium-Sized Enterprises and Handicraft S.A., also member of the Network.

The Network then helped loannis to write a business plan and prepare the paperwork. Shortly thereafter, he received €87 000 in capital funding, and opened a garage in Kérkyra, Corfu's main town

After establishing a track record, loannis then received the second slice once funding officers had been satisfied that the money was being put to good use.

"We have lots of cases like this, where EU funding makes it possible for a promising entrepreneur to start a business", says Anna Zerva, information officer with Enterprise Europe Network-Hellas. "It is always rewarding to see one's efforts bear fruit".

Greece: Chamber of Ioannina



Bringing Arcadia to China Greece

Going international | Agrofood

Like many European businesses, the Spiropoulos family winery in Greece's Arcadia region was attracted by China's vast potential as it looked for new markets for its organic wines. It turned to its local Network branch, the Arcadia Chamber of Commerce, for advice and help.

Network expert Matina Tzimouri used the business cooperation database and contacted with one of the Network's Chinese branches, the China Council for the Promotion of International Trade, to compile a list of reliable distributors.

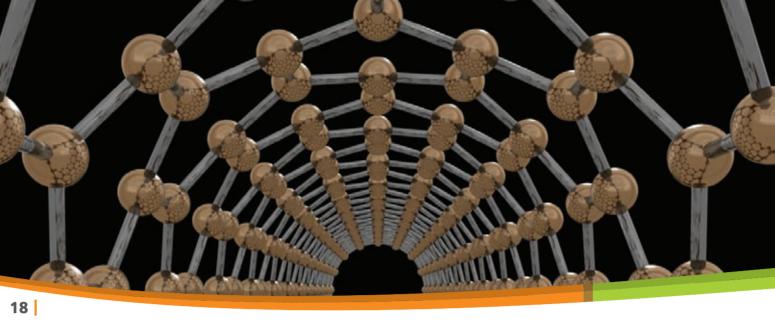
At the same time, the Greek embassy in Beijing supplied the Chamber with information on legal procedures for exporting to China, thanks to an agreement signed between the Network consortium, CIP-Hellas, and the Greek foreign ministry.

"Having a Network branch in China really helped", says Tzimouri. "This eased communications between the Spiropoulos winery and potential clients as they negotiated price, quantity and delivery procedures". The winery exports under its Domain Spiropoulos label to 10 countries in Europe, North America and Asia. It has now added an 11th.

Spiropoulos is happy with its new Shanghai distributor who appreciates his emphasis on quality and returns regularly with small but growing orders. "Using the Enterprise Europe Network saved us considerable time, money and stress", said John Spiropoulos.

66 Using the Enterprise Europe Network saved us considerable time, money and stress 99

Greece: Chamber of Arkadia



Tiny tubes for big rewards

Greece - Sweden

Technology transfer

Greek firm Nanothinx has pioneered a cost-effective way of making carbon nanotubes, whose unique strength and ability to conduct heat and electricity have several applications from car coatings to firefighters' uniforms. Thanks to the Enterprise Europe Network, Nanothinx is now working with HTC Sweden AB, a maker of industrial floor polishing and grinding machines.

HTC had previously found SME partners through Sweden's Acreo AB. It again enlisted the help of project manager Håkan Sehlin in its search for a nanotube specialist. "They always come to me with technology questions", says Håkan, who arranged a meeting with Nanothinx at a brokerage event organised by Network partner Hessen Agentur GmbH of Germany and the Micro and Nanotechnology Sector Group.

Nanothinx took part in the event with the assistance of Anastasia Constantinou, senior technology transfer consultant at Greece's PRAXI/HELP-FORWARD Network, who helped create Nanothinx in 2005. "Our commitment to the company is ongoing", she says.

Shortly after the first meeting, the firms struck a technology cooperation accord, and later received funding from Eureka's Eurostars programme. Håkan and Anastasia said the fact that they are active members of the Micro and Nanotechnology Sector Group and had been collaborating closely for some time eased the process.

commitment to the company is ongoing 99

Network branches involved

Greece: Foundation for Research and Technology - Hellas

Sweden: Acreo Ab



The beauty of research Greece - Spain

Technology transfer

Spanish researchers were studying the use of a novel technology in food production when the Enterprise Europe Network pointed them in a completely different direction: cosmetics. Researchers at the University of Navarra pioneered a technology to put food proteins into capsule form so that they can be absorbed more easily by the body. The capsules can contain a wide range of compounds including nutrients, drugs and biopharmaceuticals.

For help finding commercial applications for their innovation the team turned to the Enterprise Europe Network branch based at the University of Navarra's technology transfer department. This business support network has more than 600 partner organisations in 50 countries and it is very often hosted by universities and research centres.

"Being hosted by a university means that we have privileged access to research and academia. This allows us to help researchers and businesses connect more easily", says Network technology transfer manager Alex Hansen.

66 Especially during these hard times, companies like ours have to constantly innovate 99

Sometimes leads come from unexpected places. Hansen put the scientists in touch with Korres Natural Products, an Athens-based client of Despina Yancopoulou from PRAXI / HELP-FORWARD Network, member of the Enterprise Europe Network - Hellas. The 240-employee firm was seeking partners who could provide an "innovative substance delivery technology" using natural ingredients.

"Especially during these hard times, companies like ours have to constantly innovate", says George Korres, who founded the company in 1996 with his wife, Lena.

After signing an agreement with Korres, the researchers are studying how to make new and improved skincare products using the capsule technology.

"As researchers we have limited ability to promote our work among companies, so we are grateful to the Network for doing that", says Dr. Juan Manuel Irache, the University of Navarra professor leading the research team.

Network branches involved

Greece: Foundation for Research and Technology - Hellas Spain: Instituto Científico Y Tecnológico De Navarra

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