

Ph.F. Korthals Altes

Maya Van Belleghem  
European Commission  
Directorate General Competition  
Rue de Spa 3  
1049 Brussels

Blaricum, 13<sup>th</sup> December 2005

Dear Mrs. Van Belleghem,

Thank you for your e-mail of 12<sup>th</sup> December concerning my contribution to the consultation document on State aid for innovation. Since my letter dated 2<sup>nd</sup> October 2005 there have been the following developments and I would appreciate your inclusion of this letter to the publication on your website to make the picture complete.

Initial reactions in the market on my initiative have prompted me to start my company and to split my marketing efforts in two parts: the first part is to set up a so called Maatplan with the client company: an in depth analysis of the overall market position, of the existing innovation processes and of the motivation/culture in the company. This will result in a program of improvement measures to be implemented in phases. The second part consists of the implementation of the improvement measures with an Innovation Manager to be appointed and responsible for the implementation. Both parts are flexible and adapted to each company's specific situation.

After the implementation of the Maatplan the company will not only have improved its innovation processes with more new products and developments than before but at the same time the innovative spirit will have been embedded throughout the organisation of the company.

The emphasis of my company to improve the innovative capabilities of a company is on intelligent innovation and I have named my company Intelligente Innovatie BV at the abovementioned address.

Thus I have concentrated my efforts on finding clients rather than venture capital and I trust my start up will succeed.

With kind regards,

Philip F. Korthals Altes