

## Appendix 3

### Smart specialisations and Good Practices



# Smart Specialisations and Good Practices

- iEER Interreg Europe

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# University of Applied Sciences Brandenburg

## Name and region

Maria Leye, University of Applied Sciences Brandenburg

Resource: <https://www.zab-brandenburg.de/en>

## Initiatives

Business development strategies

### Joint innovation strategy of the States Berlin and Brandenburg (innoBB)

The joint innovation strategy of the two Federal States Berlin and Brandenburg (innoBB) was approved in 2011 and shows how the Capital Region is increasingly developing into a region internationally which is competitive as well as innovation. Started in 2007, both Federal States have deepened their cooperation and have successfully brought together all innovation policy players. Their strategy is focusing on even closer coordination in order to join resources enabling the region to improve their international competitiveness.

The capital region, with its excellent research and technology expertise, already has a leading position in the German and international innovation landscape. To strengthen this position and shape the region's profile, innoBB is concentrating on setting up and developing clusters with high development potential.

The Capital Region has defined clusters in the following areas:

- Energy technology
- Life sciences and healthcare,
- ICT, media and the creative industries,
- Photonics and
- Mobility

These clusters consist of a significant number of competitive companies as well as institutions with high potentials in research & development. For that reason the companies in those innovative clusters have come up with higher growth rates compared to other fields of industry and production. The framework of the innoBB has helped these clusters reaching impressive positive results – a process that is hoped to continue and pick up even more in the future.

The cluster development offers clear added benefits for all participants. Above all, the innovative SMEs will be given the opportunity to develop their potential more competitively within the group of companies and science facilities, to contribute to regional added value in a broader context and as a result will also be able to position themselves within the international competition.

The clusters of the Capital Region are part of a broader economic and scientific environment. They are contributing with all the existing and developed assets – like multi-industry technologies and processes and cross-cutting themes such as clean technologies, security, materials and production and automation engineering. The cross-cutting themes increase the efficiency of the companies involved and promote new opportunities for improved inter-industry and inter-technology networking. The innoBB ensures efficient interaction of these themes with the clusters.

innoBB also defines the future strategic and organizational framework for ensuring the cross-border cluster development process. Both states will actively use their political room for maneuver to achieve this. The close cooperation and coordination is focused on further harmonization of the promotion of innovation and technology and on maintaining and developing the innovation infrastructure.



Within the cross-border cooperation, further implementation of the innovation strategy and future cluster development and overlapping topics, such as the merger and further development of the science and technology transfer system, are coordinated.

The clusters, with their following fields of action, are supported by cross-border management structures, which push forward the cluster profiling and ensure strategic development of the cooperation and project structures. International networking and systematic integration into EU funding support structures are of particular importance here. With this in mind, the joint innovation strategy is closely based on the current Europe 2020 strategy of the European Union.

## Support Structure

### Access to Finance

EFRE, ESF, ELER, funds of the federal state of Brandenburg

### Policies and Framework

- Operational program of the country of Brandenburg jointly established by the Brandenburgian Ministries
- Investment Funding
- Innovation Funding
- Funding for Skilled Workforce
- Funding for Start-Ups
- Foreign Trade Funding
- Funding for Energy-Saving Measures

Additionally there are funds from the German government for companies to do research and development which are much easier to apply for (ZIM <http://www.zim-bmwi.de/zim-overview> vs. ProFit <https://www.zab-brandenburg.de/en/Our-Service/Funding-Programmes/Innovation-Funding/ProFIT-Brandenburg> )

### Culture

The theme of entrepreneurship is a main theme within the operational program but is just a cross-section within the joint innoBB strategy

The country of Brandenburg supports especially the phase of sensibilization of entrepreneurship and the innovative support of established companies lies with the German government

### Technology

Over the economic support of the country of Brandenburg – the Brandenburg economic development board

Through innovation awards in the different clusters

### Institutions

All universities of the country of Brandenburg and other research and develop institutes are included in the economic development and mostly the funds are processed by these institutes with researchers and companies

## Structural Funds

A lot – they are mostly the resource used for the funds

Without these funds, many companies from Brandenburg would not have any innovative activities / research and development

## Networks

- Universities
- Research institutes
- Local economic development agencies
- Municipalities
- Economic development board of the country of Brandenburg
- Ministries
- Public banks
- SMEs
- Startups

## Process & Methodology

### Innovation

Brandenburg has an enormous variety of scientific and research facilities. The latter represents an excellent potential for developing new products, methods, and services. Research facilities and enterprises closely cooperate in Brandenburg. A trailblazing system of clusters and intensive networking of the players provide excellent partnering options for your business.

Specialized teams at the Brandenburg economic development board incorporate the need for innovation in the clusters, and the technology transfer points at Brandenburg's universities provide direct access to new research findings. Together they offer highly efficient, fast and demand-driven technology transfer.

### Communication and Promotion

Conferences on innovation, events, websites, flyer, meetings, exhibitions over the Brandenburg networks of the clusters

### Skills

In Brandenburg, the qualification level is even higher: at 28%, the proportion of highly skilled people is above the national average. Moreover, 66% of the working population has a vocational school qualification or the Abitur, the German university-bound secondary school leaving examination. Exceptional career opportunities and an excellent quality of life at affordable conditions make Brandenburg very attractive to skilled employees. Those thinking of moving here can find a wealth of information on the dedicated website.

### Business infrastructure

The reliability of deliveries to customers and from suppliers, i.e. the quality of logistics and distribution, are key factors of business success – and highly dependent on the quality of the transport and communications networks. Brandenburg enjoys an excellent infrastructure.

## Impact

### High Growth

- Funds for settlements in the region
- No other information available

### Youth Entrepreneurship

- Targeted approach of young companies and the provision of information about cluster activities and offers
- Establishment and implementation of event formats tailored to needs of young companies (including matchmakings, seed and barcamps, investors dinners, event to bring together regional start-ups)
- Concrete involvement of young enterprises in cluster management activities (E.g., delegation trips) and in projects

### Intrapreneurship

- Indirect over the support of high potentials
- Project "Change of perspectives"

### Innovation

- Patents
- New approved research projects
- New established technology based companies
- Settlement of research and development institutions
- Settlement of technology centers

### Economic growth

- Unemployment rate
- Created full time jobs
- Revenue of the companies included in the clusters

### Job creation

Commissioning and monitoring of studies on specialist requirements, as well as organization of events (in particular workshops, entrepreneurs meetings)

Awareness and dissemination of information in the clusters

Funding's to supply high educated professionals to the companies

### Globalization

The organization and organization of international conferences, trade fair visits and conferences

Delegation trips and the expansion of contacts with partner clusters abroad

## Learning points

To do

%

Not to do

%

## Good Practice - University of Applied Sciences Brandenburg

### Good Practice template

3. General information	
<b>Title of the practice</b>	Gründung Innovativ
<b>Does this practice come from an Interreg Europe Project</b>	No

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	Investitionsbank des Landes Brandenburg (ILB), Wirtschaftsförderung Brandenburg (WFBB)	
<b>Location of the practice</b>	Country	Germany, DE
	NUTS 1	Brandenburg, DE4
	NUTS 2	Brandenburg, DE40
	NUTS 3	Potsdam, DE404

4. Detailed description	
<b>Detailed information on the practice</b>	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> <li>- What is the problem addressed and the context which triggered the introduction of the practice?</li> <li>- How does the practice reach its objectives and how it is implemented?</li> <li>- Who are the main stakeholders and beneficiaries of the practice?</li> </ul> <p>The federal state of Brandenburg is approving on behalf of the EFRE OP funds for business start-ups and acquisitions of innovative SMEs for the period of 2014 until 2020. This enhances the competitiveness of SMEs and improves the entrepreneurial mindset, especially through use of</p>

new ideas and funding of start-ups, also in cooperation with start-up centers.

Business start-ups are an important source of innovation and employment in Brandenburg, the practice therefore enhances the economic development of the district.

The objectives are to promote foundation of innovative companies and facilitate growth of innovative companies in the first 3 years after foundation / acquisition, as well as to financially strengthen the entrepreneur.

The program is relevant for a lot of founders, since financing poses a problem for young entrepreneurs. They have difficulties collecting venture capital or loans at such an early stage, since they do not have a prototype or market-ready product to show for.

#### **What is the funding for?**

- Historical acquisition cost and production costs of PPE
- personnel cost for new employment
- coaching and consulting services of external advisors in regards to product, process and technology development
- technical development cost, not rendered by the company itself
- if freelance or sole companies: the entrepreneur
- if private company or corporation: the enterprise

#### **Kind and amount of funding**

- grant type: project funding
- financing type: co-financing
- form: grant
- calculation basis: minimum of 25,000 Euro, maximum of 100,000 Euro, personnel cost maximum of 50,000 Euro (before tax) per person and year
- co-payment of the grantee amounts to a minimum of 25% of the eligible total expenditure

#### **Application process**

- Requirement is an initial consultation with the Business Promotion Bank in the Federal State of Brandenburg (ILB) and Brandenburg Invest (WFBB).
- The application for funding can be handed in online [www.ilb.de](http://www.ilb.de)

	<ul style="list-style-type: none"> <li>• Decisions are made by the ILB on the basis of all documents handed in and a professional statement of the WFBB.</li> </ul> <p>Request of granted funds can be done online in the customer service portal, which then will be processed internally and handled on the basis of requested paid invoices. Necessary where-used lists can also be handed in online.</p>
<b>Resources needed</b>	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>Policy is in action since approximately 2.5 years. Planned financing in OP of Brandenburg is 7 million Euros, which are managed by 1-2 employees from the part of ILB. Depending on the field to be assessed there is more or less human capital needed in the corresponding expert teams.</p>
<b>Timescale (start/end date)</b>	<p>March 2015 – December 2017, potential prolongation is currently pending</p>
<b>Evidence of success (results achieved)</b>	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>Until now, 53 projects have been funded and 4.9 million Euro approved.</p> <p>There is a very high demand for funding. 18 cases are currently in process and it is expected for the 7 million to be used.</p>
<b>Difficulties encountered/ lessons learned</b>	<p>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</p> <p>The practice has been running in a previous period, for which we do not have information. Only thing we can say for this period is, that the cooperation between WFBB and ILB has improved and is running very smoothly. No difficulties have been encountered thus far.</p>
<b>Potential for learning or transfer</b>	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for</p>

	<p>other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p> <p>Practice can be transferred if other regions want to fund start-ups and young entrepreneurs. The high funding of 75% is higher than the usual and it must therefore be examined and well thought through if the same approach can be applied in other regions. A smaller amount as starting point could be a good option to check attractiveness for the region and then build it up.</p> <p>Critical success factor are the teams of experts from different fields who evaluate innovativeness, marketability and competitive position. Close cooperation with the entrepreneur is key. It has been proven to be easier if the entrepreneur has previous experience with start ups and therefore collected his own lessons learned, as well as if the entrepreneur is absolutely passionate about the project.</p> <p>The WFBB is in close contact with the applicant before the consultation with ILB, which enables all parties to be sure that this practice / funding is the right fit for all parties, thus ensuring satisfaction and feasibility in the long run.</p>
<b>Further information</b>	<a href="https://www.ilb.de/de/wirtschaft/zuschuesse/gruendung_innovativ/index.html">https://www.ilb.de/de/wirtschaft/zuschuesse/gruendung_innovativ/index.html</a>
<b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	Lisa Schirmer
<b>Organisation</b>	Investitionsbank des Landes Brandenburg (ILB)
<b>Email</b>	lisa.schirmer@ilb.de
<b>Expert opinion</b>	[500 characters] <b>[Technical: to be filled in by the Policy Learning Platforms experts]</b>



**iEER additional questions to be answered:**

<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>Yes, EFRE</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>No, everything is free regarding application and grant/ authorisation. Only if the participant has previously taken on a loan to get the 25% of equity from his bank there would be interest rates to pay, but not to ILB.</p> <p>Regardless of a loan being taken on, the only cost considered as such for participants could be seen in the 25% equity itself.</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p><b>Criteria (see also “What is funding for?”):</b></p> <ul style="list-style-type: none"> <li>• Not for applicants receiving other EU structural funds or public funds for the same project</li> <li>• Innovative companies have to be SMEs in Brandenburg (including freelancers.</li> <li>• Definition SME: employ less than 250 employees and either have an annual turnover of up to EUR 50 million or whose annual balance is EUR 43 million</li> <li>• fields:             <ul style="list-style-type: none"> <li>• energy technology, health care, ICT / media and creative industries, transport / mobility / logistics, optics, nutrition, plastics / chemistry, metal, tourism,</li> <li>• industries wood and paper, materials, production and automation technology, clean technologies, safety</li> </ul> </li> <li>• No companies facing difficulties / current challenges are funded</li> <li>• Foundation or acquisition date within the last 3 years</li> <li>• Spin off businesses are only funded if it is based on innovation and is SME, furthermore the founder himself has to actively develop and enhance the innovative product or service, thereby increasing the innovative content of the spin-off as a whole</li> <li>• In case of private companies or corporations at least one founder has to be active in management and representing the enterprise, mentioned in the commercial register and holding shares of at least 10 %</li> <li>• No other shareholder has voting share that enables him to change the statute</li> <li>• Self-employment has to be the main occupation</li> </ul>

	<ul style="list-style-type: none"> <li>• Head office has to be situated in Brandenburg, or funding is to be used only in a Brandenburg subsidiary; also staying in Brandenburg for at least 3 years after completing measures</li> <li>• Funded assets remain in the company for at least 3 years, unless replacement is necessary</li> <li>• Immaterialistic and used assets have to be acquired from entirely independent parties and in the case of used assets, a new purchase would be more expensive and the asset cannot have been funded prior</li> <li>• Personnel cost not being funded: <ul style="list-style-type: none"> <li>• subcontracted labour</li> <li>• minor employment</li> <li>• part-time employment with a regular scope of less than twenty hours per week</li> <li>• personnel expenses of managing directors or owners of the company as well as shareholders</li> </ul> </li> <li>• new jobs can only be taken into account when they <ul style="list-style-type: none"> <li>• are directly related to the company's innovative performance; and</li> <li>• are concerning a period of at least two years by means of an employment contract (binding period) and</li> <li>• have not been occupied otherwise during the six months preceding the application</li> </ul> </li> </ul>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>Practice is marketed very well in the network of the region due to advertisements at fairs and Business events, passing out flyers and having conversations. Also through WFBB, especially the EXIST program, interested entrepreneurs are attracted and the website's "Förderfinder" (engl. funding finder) (<a href="https://www.ilb.de/de/service/foerderfinder/index.jsp">https://www.ilb.de/de/service/foerderfinder/index.jsp</a>) helps users to find what they are searching for.</p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<p>It is very innovative regarding the amount of funding of 75%, this is by far higher than the usual amount. Also ILB and WFBB are focussing on start-ups and therefore provide more precise expertise when it comes to supporting and counselling the applicants.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>Settling in the Brandenburg region has become more attractive because of the unique funding possibilities compared to Berlin. Market entries and launches are following accordingly, although this takes time.</p>
<p><b>Can you please outline "what not to do or things to avoid" in relation to this good practice from</b></p>	<p>Industry teams are the best way to go in assessing whether or not an idea is worthy. Due to the diversity of the projects, the ILB does not have enough experience and knowledge of every single market/ field</p>

<b>experience and learning in providing this good practice in your region?</b>	and innovation, which is why the WFBB expert team's help is needed to not be overestimating the idea and the person and correctly assess the situation and project.  Learning: in this region the focus lies primarily on ICT and entrepreneurs tend to settle in regions with bigger cities.
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## Region of Southern Denmark

### Name and region

Region Syddanmark

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

The main building blocks are the three business areas in our smart specialisation strategy

- Sustainable Energy
- Health and social care innovation
- Experience economy

What would you like to achieve with your current business development strategy?

Higher productivity and labour market participation

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes, implemented in 2008

Based on your current business development strategy - What initiatives are currently available in your region?

We have implemented more than 100 projects within the three business areas since 2008. In addition to this we have implemented cross sectorial projects, such as initiatives in the field of entrepreneurship, targeted on these three business areas.

### Support Structure

Access to Finance

How are the business development initiatives financed?

European structural funds: European Regional Development Fund, European Social Fund and the region's own Business Development Funds.

Policies and Framework

How are these business development initiatives supported politically?

The business development strategy is adopted by the South Denmark Growth Forum and endorsed by the Regional Council.

The South Denmark Growth Forum is a commercial-political working relationship involving the business community, academia and educational institutions, unions and employers' organisations, local authorities and the Region of Southern Denmark.

Culture

To which extend have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

Experiences from prior project have raised awareness on the necessity for projects targeted on scaleable startups and young firms within the three business areas.

#### Technology

How is technological best practise shared and transferred through these business development initiatives?

Not in a formalised manner.

#### Institutions

How do regional research and educational institutions support the business development initiatives?

-

#### Structural Funds

How do structural funds effect these business development initiatives?

The structural funds are the main source of financing for the initiatives.

#### Networks

Who are the main actors in regard to the business development initiatives?

The regions prioritised cluster organisations within the three business areas.

## Process & Methodology

#### Innovation

What are the specific factors that foster innovation in these business development initiatives?

Collaborative innovation activities such as

- Public private innovation
- Collaboration between private companies
- Collaboration between private companies and research institutions.

#### Communication and Promotion

How are the business development initiatives communicated and promoted?

Both project partners and the Growth Forum communicate on initiatives.

#### Skills

What types of work-related skills are particular requested in regard to the business development initiatives?

Differs from one business area to another. E.g. lack of engineers in the field Energy efficient technologies.

To which extend are these work-related skills available in your region?

Lack of qualified labour force in specific areas.

#### Business Infrastructure

What type of business infrastructure is in place as to implement the business development initiatives?

?

## Impact

### High Growth

How do the business development initiatives target, create or assist high growth companies?

The new initiative Scale-up Denmark specifically targets high growth companies within the three business areas.

### Youth Entrepreneurship

What is the impact of the business development initiatives on youth entrepreneurship?

Youth entrepreneurship has not been the focus area of the business development initiatives so far. However this is targeted in recent initiatives such as Pre Scale-up Denmark and Scale-up Denmark.

### Intrapreneurship

How is intrapreneurship targeted, created or assisted through the business development initiatives?

Not applicable.

### Innovation

How is innovation targeted, created or assisted through the business development initiatives?

Innovation is a requirement when funding initiatives.

### Economic growth

How is economic growth targeted, created or assisted through the business development initiatives?

Project partners must demonstrate economic growth perspectives when applying for funding.

### Job creation

How is job creation targeted, created or assisted through the business development initiatives?

Project partners must demonstrate job creation perspectives when applying for funding.

### Globalisation

To which extend do these business development initiatives support the internationalisation of firms and how?

Project partners must demonstrate international market perspectives when applying for funding.

## Learning points

### To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

A smart specialisation strategy should focus on few areas of business with high future growth potential. By doing this you are able to concentrate your effort, measure the effect and thereby obtain the best effects. Establish political ownership in the entire region.

Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

Launching the strategy without ensuring political ownership in the entire region and without a solid analytical basis.

## Good Practice - Region of Southern Denmark

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

5. General information	
<b>Title of the practice</b>	Scale-up Denmark
<b>Does this practice come from an Interreg Europe Project</b>	No

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	
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<b>Specific objective</b>	<b>SME competitiveness and growth</b>	
<b>Main institution involved</b>	All Danish Regions, Danish Business Authority, Cluster organisations, Universities, Large private and public companies.	
<b>Location of the practice</b>	Country	Denmark
	NUTS 1	Please fill in
	NUTS 2	Denmark
	NUTS 3	Please fill in

6. Detailed description
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<p><b>Detailed information on the practice</b></p>	<p>Denmark has a long history of creating entrepreneurial competences and supporting entrepreneurial learning and start-ups. The next step is taken by shifting the focus towards supporting high potential entrepreneurs and thereby creating scale-ups and high growth companies.</p> <p>High growth companies create 10 times more jobs than the average company. Denmark has historically had very few entrepreneurs that have developed in to high growth companies. Less than 2 % of Danish companies with more than 250 employees are established during the last 10 years. The corresponding number for USA is 20 %.</p> <p>The Scale-up Denmark initiative is an accelerator program that targets the most promising national and international entrepreneurs within the business areas of the five regions smart specialisation strategies. The program consists of intensive development courses, professional discussions, mentoring, participation in relevant courses and workshops and access to expert knowledge and venture capital.</p> <p>In the Region of Southern Denmark five elite Scale-up Denmark hubs are established, within:</p> <ul style="list-style-type: none"> <li>- Energy Efficient Technologies</li> <li>- Offshore Industry</li> <li>- Health and Welfare Technology</li> <li>- Experience Economy</li> <li>- Robot Technology</li> </ul> <p>Scale-up Denmark is a 4 year initiative that is expected to identify 355 relevant companies that will create 1200 new jobs and a combined increase in turnover of 266 million euro. The initiative is funded by ERDF, regions own development funds, the Danish Business Authority and the participating companies. The total cost of the initiative is 22 million euro.</p>
<p><b>Resources needed</b></p>	<p>22 mio. Euro. (62.000 euro per participant)</p>
<p><b>Timescale (start/end date)</b></p>	<p>2016-2019 (4 years)</p>
<p><b>Evidence of success (results achieved)</b></p>	<p>The initiative has recently been launched and will be evaluated each half year and 2 years after the initiative has ended. Scale-up Denmark is inspired by a private accelerator program called Next Step Challenge which has been active in Southern Denmark for several years. Several good cases have been put forward in this program. E.g. the two-man company Tutee who participated in Next Step Challenge. Tutee received venture capital during the program and is expected to</p>

	<p>hire 60 people during the next five years. Tutee developed a tutoring app and has just made agreements with several Chinese collages. Another good case is the Serbian company Teleskin who developed an app that can test birthmarks for cancer. Before joining the program Teleskin had already won prizes from Microsoft and Ernst &amp; Young. During and after the program Teleskin received almost 1 mio. Euro in venture capital. The product is now available in Denmark and Norway. In Norway the app was downloaded more than 80.000 times during the first 10 months.</p> <p>The precise effect of Scale-up Denmark is uncertain but taking the positive effect of Next Step challenge in mind, we expect to create the effects that have been estimated by the program operators. This is 1200 new jobs and a combined increase in turnover of 266 million euro.</p>
<b>Difficulties encountered/ lessons learned</b>	It is difficult to attract Danish entrepreneurs to join the program. In next step challenge there was a majority of foreign participant. It is important that large cooperation's participate as partners in the program. The Entrepreneurs gain a lot from their knowledge and facilities.
<b>Potential for learning or transfer</b>	The project is mainly funded be the European Regional development fund. The program has to be developed in relation to an international specialisation and strength, that will attract national and international entrepreneurs to the region
<b>Further information</b>	<a href="http://scale-updenmark.com/">http://scale-updenmark.com/</a>
<b>Contact details</b>	
<b>Name</b>	Tue Avbaek Larsen
<b>Organisation</b>	Region of Southern Denmark
<b>Email</b>	tue.larsen@rsyd.dk
<b>Expert opinion</b>	[500 characters] <b>[Technical: to be filled in by the Policy Learning Platforms experts]</b>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p>Yes</p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p>Yes, the participants pay for a small part of the services. This is done to secure the commitment from the participants.</p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p><b>THE RIGHT PRODUCT – ARE YOU ON TO SOMETHING INTERESTING?</b> It has to be more than just an idea. Think of it as a qualified pitch presentation to get investors interested in your startup. You must have a proof-of-concept or a MVP (minimum viable product), but we strongly prefer if you already have a product on the market.</p> <p><b>THE RIGHT TEAM – CAN YOU DO IT AND MAKE IT BIG?</b> Participating companies must have several full-time employees that are 100% focused on the core idea. They must be able to receive coaching and mentoring in English and stay committed to realizing their business goals. We are looking for visionary entrepreneurs with ambitions to change the future.</p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p>The program has a common operator that markets the program national and international. On top of this each hub is responsible for the specific marketing.</p>
<p>What is new and/or innovative about this good practice?</p>	<p>The program is a national program with regional partners targeting scale-ups and not start-ups.</p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p>A pre-program called Pre Scale-up has been initiated to target university and college student’s entrepreneurs to participate in the program.</p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p>A program like this need support from large companies and experienced accelerator organisations. The program should be built on experiences that fit the regional context.</p>

7. General information	
Title of the practice	"Fremtidsfabrikken" (Factory of the Future)
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

Please select the project acronym	
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Specific objective	SME competitiveness and entrepreneurship	
Main institution involved	<i>[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]</i>	
Location of the practice	Country	Denmark
	NUTS 1	Please fill in
	NUTS 2	Region of Southern Denmark
	NUTS 3	Please fill in

8. Detailed description	
Detailed information on the practice	<p><i>[1500 characters] Please provide information on the practice itself. In particular:</i></p> <ul style="list-style-type: none"> <li>- <i>What is the problem addressed and the context which triggered the introduction of the practice?</i></li> <li>- <i>How does the practice reach its objectives and how it is implemented?</i></li> <li>- <i>Who are the main stakeholders and beneficiaries of the practice?</i></li> </ul> <p><i>Southern Funen is an outlying area with low growth and limited access to knowledge, advice and relevant collaboration partners. The project aims at improving the growth conditions of creative entrepreneurs on Southern Funen, and as a consequence attracting creative entrepreneurs from other geographical areas of the country.</i></p> <p><i>The objectives are reached through courses and coaching for selected entrepreneurs, improving their skills and changing mindset. In addition the project provides offers and facilitates network activities, mentoring and courses for municipal administration and business advisers.</i></p> <p><i>The project is managed and coordinated by the local incubator "Fremtidsfabrikken and the main beneficiaries are the entrepreneurs in the 4 municipalities of Southern Funen, but also the municipal administration and business advisers benefit from the activities. The main stakeholders are the mentioned beneficiaries and the city government of the 4 municipalities. Course instructors and coaches come from private firms and are selected in tenders.</i></p>

<b>Resources needed</b>	<p><i>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</i></p> <p><i>The total budget of the project, including supplementary grants, were 3.4 mio. Euro. The main budget item is expenditures on teachers and advisers. Another important budget item is project management. Registered time spent by entrepreneurs in the project counts as co-financing.</i></p>
<b>Timescale (start/end date)</b>	<p><i>March 2013 – January 2015</i></p> <p><i>A new project, involving also other geographical areas of the region of Southern Denmark was started at the end of 2015 and is still ongoing.</i></p>
<b>Evidence of success (results achieved)</b>	<p><i>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</i></p> <p><i>The project has been evaluated by an external company measuring both qualitative and quantitative outputs and effects based on interviews and questionnaires. 36 % of the respondents declare that the project will improve their growth potential, 46 % that it already has. The success of the project can to some extent be explained by the communication method in recruiting participants and by the efforts to improve framework conditions and the commitment of local government.</i></p>
<b>Difficulties encountered/ lessons learned</b>	<p><i>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</i></p> <p><i>Local entrepreneurs are motivated more by creative development and less by growth ambitions. Another challenge is that municipalities compete and have focus on their “own” companies. Both barriers have to be handled in the communication strategy. Teachers need hands-on experience themselves and differentiated courses are needed.</i></p>
<b>Potential for learning or transfer</b>	<p><i>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</i></p> <p><i>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</i></p> <p><i>The project could be interesting for other regions with similar challenges and the following practices and lessons learned could be relevant transferring:</i></p> <ul style="list-style-type: none"> <li><i>- The recruitment method for creative entrepreneurs with less focus on economic growth</i></li> <li><i>- The communication to municipalities emphasizing the positive effects in each municipality</i></li> </ul>

	<ul style="list-style-type: none"> <li>- Teachers should have hands-on experience as entrepreneurs themselves.</li> <li>- Differentiation of courses and possibly other offers are needed both in relation to skills and ambition level.</li> </ul> <p>Transfer of the project experience has also taken place to a large degree in Denmark, and the project management has given presentations in different geographical areas of Denmark.</p>
<b>Further information</b>	<p>Link to where further information on the good practice can be found  <a href="http://www.fremtidsfabrikken.com/">http://www.fremtidsfabrikken.com/</a></p>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
<b>Name</b>	Mikael Tind
<b>Organisation</b>	Region of Southern Denmark
<b>Email</b>	mgt@rsyd.dk
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

**iEER additional questions to be answered:**

<b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b>	<i>Yes, the project has been co-financed by The EU Social Fond and a new project is co-financed as well.</i>
<b>Is there any cost to participants in engaging with this good practice?</b>	<i>Only the time used for courses, meetings etc.</i>
<b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b>	<i>They are selected on the basis of a questionnaire and an interview focusing on the creative and economic potential, although the latter potential is not being communicated so strongly as the former to the candidate.</i>
<b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b>	<i>The good practice is mainly, but only in an indirect way, marketed by the project organization: <a href="http://www.fremtidsfabrikken.com/">http://www.fremtidsfabrikken.com/</a></i>
<b>What is new and/or innovative about this good practice?</b>	<i>The institutional set-up involving strong emphasis on the commitment of local government across municipalities and the communication and dialogue with the participating entrepreneurs taking account of their – very differentiated - ambitions and needs.</i>
<b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b>	<i>The project and the ongoing activities after this project support that more entrepreneurs start up in Southern Funen and that more entrepreneurs survive. A co-operation with other geographical areas of the region support that information about the good practice is disseminated within the egion.</i>
<b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b>	<i>Please see former page under “Lessons learned”.</i>

<b>1. General information</b>	
<b>Title of the practice</b>	<i>Pro-Project</i>
<b>Does this practice come from an Interreg Europe Project</b>	<b>No</b>

In case ‘yes’ is selected, the following sections appear:

<b>Please select the project acronym</b>	
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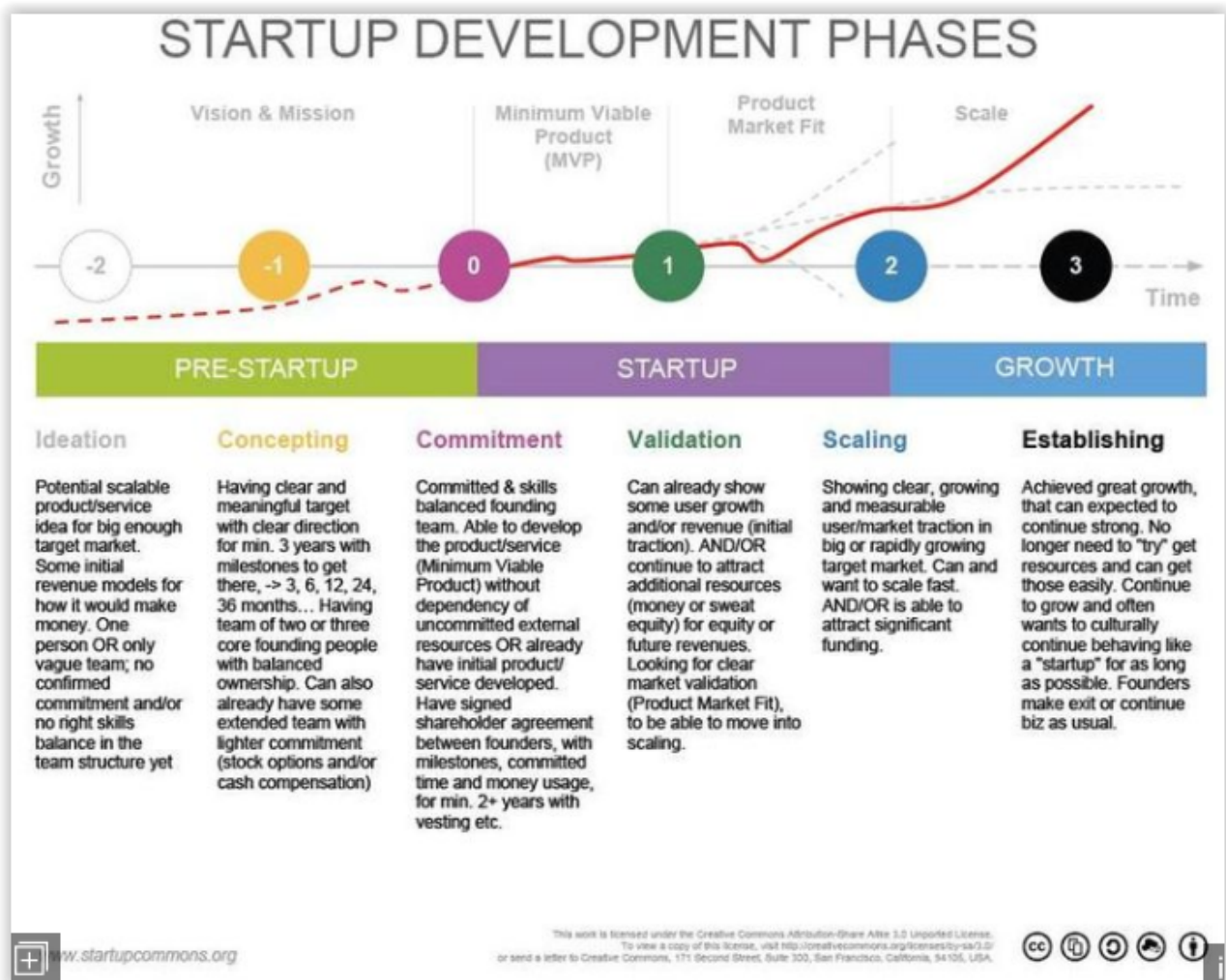
<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	<i>[The University of Southern Denmark and the Regions Cluster organisations.</i>	
<b>Location of the practice</b>	Country	<i>Denmark</i>
	NUTS 1	<i>Please fill in</i>
	NUTS 2	<i>Region Of Southern Denmark</i>
	NUTS 3	<i>Please fill in</i>

<b>2. Detailed description</b>	
	<p>The main problem addressed by the practice is to foster and support growth entrepreneurs within educational institutions.</p> <p>The purpose of the PRO project has entirely been to develop an entrepreneurship course, which was referred to as the PRO program. The program should help incubation as well as the acceleration of new business projects created by student entrepreneurs and other entrepreneurs with higher education primarily associated with universities. The specific aim was thus to create / support knowledge-intensive entrepreneurial sprouts with special focus on supporting entrepreneurs, teams and ideas that have the potential to become growth companies and players in the international market.</p> <p>The primary target group for the project has been students, alumni, researchers and others associated with higher education institutions eg. Southern Danish University. A secondary target group has also been local and national business actors with coupling for entrepreneurial ecosystems such as consultants, investors, business promoters and the like.</p> <p>The program has generally had its primary focus on entrepreneurs with growth potential, hence different screening criteria have continuously been developed and used. Similarly, the PRO program focused on the entire entrepreneurial process and tried to help the individual entrepreneurs, but primarily teams from the very idea to final commercialization.</p>
<b>Resources needed</b>	<p>European Social Fund: 341.026 Euro  Regions own Business Development Fund: 64.200 Euro  Co-financed by partners and participants: 286.825 Euro  Total: 5.190.383 Euro.</p>
<b>Timescale (start/end date)</b>	01.08.2013 – 31.03.2015



<b>Evidence of success (results achieved)</b>	<p>The practice is to be considered good because it showed that the effort and initiatives had an evident and positive effect. The aim was to create 10 companies and the outcome was 27 new companies. The external evaluation of the project pointed out that the focused and personalised approach had showed a positive effect on the learnings and development of entrepreneurial competences among the participants.</p> <p>This is pointed out in the report by the external evaluation made by COWI.</p>
<b>Difficulties encountered/ lessons learned</b>	<p>Due to the short time span of the project it was difficult to achieve the level of internationalisation intended by the project. In the external evaluation it is highlighted but also addressed as an issue that could have been resolved with a longer time span and hence more time for the teams to develop their businesses. .</p>
<b>Potential for learning or transfer</b>	<p>The key success factor was that the project showed that a focused approach will have an effect on number and quality of new start-ups. The hands-on development of teams and competences alongside market development in networks with peers and ecosystem has proven positive.</p> <p>The support of regional development, educational institutions, business environment is crucial to the success of this initiative. Funding is imperative to achieve success.</p>
<b>Further information</b>	<a href="http://pro-programmet.dk/">http://pro-programmet.dk/</a>
<b>Contact details</b> <i>[Technical: the contact details will be visible only to "Policy Learning Platforms registered members"]</i>	
<b>Name</b>	Ken Holm Thomsen
<b>Organisation</b>	interact, Institute for Entrepreneurship and Relationship management, University of Southern Denmark.
<b>Email</b>	kht@sdu.dk
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

**iEER additional questions to be answered:**



Please indicate what start-up development phase is this good practise used for	Pre-Startup phase: yes
	Startup phase: yes
	Growth phase: yes
Is this best practice stand-alone activity/service or part of some other offering?	The initiative is run as a stand-alone initiative, but feeds of the integration of and with other support structures within the university and outside.
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	Yes.
Is there any cost to participants in engaging with this good practice?	no

How are participants/users selected for this best practice? Please outline any criteria that is required.	On team competences and growth perspectives of their business idea.
Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)	The initiative has run out and the task of promoting and supporting student entrepreneurship is not placed at the organisation that developed and ran the program.
What is innovative about this good practice?	The focused approach which allowed to work intensively with the start-ups.
How has this good practice boosted young entrepreneurship and supported business creation in your region?	By supporting the creation of new start-ups with the potential to grow and develop into international businesses.
Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?	

1. General information	
Title of the practice	<i>Entrepreneurship Across(Original title: "Entreprenørskab på kryds og tværs")</i> .
Does this practice come from an Interreg Europe Project	No

In case 'yes' is selected, the following sections appear:

<i>Please select the project acronym</i>	
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Specific objective	Entrepreneurial competences	
Main institution involved	University College South	
Location of the practice	Country	Denmark
	NUTS 1	Please fill in
	NUTS 2	Region of Southern Denmark, Denmark
	NUTS 3	

2. Detailed description
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<p><b>Detailed information on the practice</b></p>	<p><i>The purpose of the project was strengthen the teaching of creativity, innovation and entrepreneurship by “teaching the teachers”. The main aim of the project was to upskill the teachers at the educations in the region.</i></p> <p><i>180 teachers from three profession-specific colleges participated in the project and were taught by university professors.</i></p> <p><i>As a result the project expected to create 100 new (student) entrepreneurs</i></p> <p><i>The main activities in the project were:</i></p> <ul style="list-style-type: none"> <li>- <i>Developing a new educational course on a pilot class.</i></li> <li>- <i>Implementation of the course on a pilot class with 30 teachers</i></li> <li>- <i>Fine tuning the course and developing an entrepreneurship competition.</i></li> <li>- <i>Completing 6 educational courses for 150 teachers</i></li> <li>- <i>Evaluation</i></li> <li>- <i>Developing a follow-up course</i></li> <li>- <i>Completing the follow-up course and the entrepreneurship competition.</i></li> <li>- <i>Developing and coordination a future knowledge bank.</i></li> </ul> <p><i>Main stakeholders and beneficiaries</i></p> <ul style="list-style-type: none"> <li>- <i>Universities, University collages, teachers and students.</i></li> </ul> <p><i>Teachers obtain new skills about creativity, innovation and entrepreneurship. These skills are through teaching transferred to students who obtain the entrepreneurial competences to start and run their own business.</i></p>
<p><b>Resources needed</b></p>	<p><i>European Social Fund: 158,500 Euros.</i></p> <p><i>Regions own business development funds: 33,400 Euros</i></p> <p><i>The practice requires a high involvement from professors from universities and teachers from the receiving educational institutions which might be a lower educational level.</i></p>
<p><b>Timescale (start/end date)</b></p>	<p><i>September 2008 – September 2010</i></p>
<p><b>Evidence of success (results achieved)</b></p>	<ul style="list-style-type: none"> <li>- <i>The publication “creative, innovative and entrepreneurial education” were developed and distributed to other educational institution after the project.</i></li> <li>- <i>An External evaluation report showed that the project was a success in terms of:</i> <ul style="list-style-type: none"> <li>○ <i>Enhancing the qualifications of all 180 participants.</i></li> <li>○ <i>Creating new job functions for 60 participating teachers</i></li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ <i>Creating 100 new (student) entrepreneurs</i></li> </ul> <p><i>In addition to this the project contributed to creating more female entrepreneurs, as the majority of the students at the involved institutions were female.</i></p> <p><i>Furthermore the project was chosen as “Case of the month” by the Ministry of education in Denmark.</i></p>
<b>Difficulties encountered/ lessons learned</b>	<ul style="list-style-type: none"> <li>- <i>It is urgent for the success of the project to secure the support from the management.</i></li> <li>- <i>A phase 2 should be implemented after the project. Phase 2 should be more structured and based on user experience.</i></li> <li>- <i>Innovation and entrepreneurship should be visualised in the teaching and have clear aims during the full educations.</i></li> </ul>
<b>Potential for learning or transfer</b>	<i>The concept of “Teaching the teachers” could be implemented almost everywhere. The university in the Region of Southern Denmark have strong competences within entrepreneurship research. The project was a fine case of how to utilise the universities knowledge outside the university.</i>
<b>Further information</b>	<p><i>Danish text and videos:</i></p> <p><i><a href="https://www.ucsyd.dk/forskning/andre-udviklingsaktiviteter/velfaerdsinnovation-og-entreprenoerskab/projekter/entreprenoerskab-paa-kryds-og-tvaers/">https://www.ucsyd.dk/forskning/andre-udviklingsaktiviteter/velfaerdsinnovation-og-entreprenoerskab/projekter/entreprenoerskab-paa-kryds-og-tvaers/</a></i></p>
<b>Contact details</b>	
<b>Name</b>	<i>Dorthe Zinck Iversen</i>
<b>Organisation</b>	<i>Univeristy College Syd</i>
<b>Email</b>	<a href="mailto:dciv@ucsyd.dk"><i>dciv@ucsyd.dk</i></a>
<b>Expert opinion</b>	<i>[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]</i>

iEER additional questions to be answered:

<p>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</p>	<p><i>Yes, partly funded by the European social fund</i></p>
<p>Is there any cost to participants in engaging with this good practice?</p>	<p><i>Yes, the cost of participants is their own wage.</i></p>
<p>How are participants/users selected for this best practice? Please outline any criteria that is required.</p>	<p><i>Teachers in profession-specific institutions in the Region of Southern Denmark.</i></p>
<p>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</p>	<p><b>APPENDIX</b>  <i>The 3 participating University Colleges have educated innovation consultants to act as catalysts in the general promotion of innovative study courses and the training of entrepreneurship at university colleges. Also a formal Innovation Network across the 3 University Colleges of Southern Denmark has been set up. Communication of the project has given other university colleges and educational institutions possibilities to collect knowledge and inspiration from the project.</i></p>
<p>What is new and/or innovative about this good practice?</p>	<p><i>Teaching the teachers at this level and in the field of entrepreneurship</i></p> <p><b>APPENDIX</b>  <i>The innovativeness of the programme was to “Teach the Teachers” and thereby promoting creativity, innovation and entrepreneurship to up skill teachers. The teachers are not usually skilled to become innovation consultants and develop innovative study courses and teaching for their future pupils and students. The teachers were educated by university professors. The knowledge from the university was hereby brought to the college student via their own teachers. The result was a higher quality in the college courses which resulted in many new student startups. Also innovative study courses have been developed to be implemented as a part of existing curricula to train students at university colleges.</i></p>
<p>How has this good practice boosted young entrepreneurship and supported business creation in your region?</p>	<p><i>100 new student entrepreneurs were created in the project.</i></p>
<p>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</p>	<p><b>APPENDIX</b>  <i>Longer time for training and implementation of the project is needed for better proof of the effects of the project.</i></p>

## Regional Government of Valencia

### Name and region

Please fill in your full name, and your Region

Juan Casades Correa Valencia Region

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

Given the need to develop regional business intensive in knowledge and technology to increase our competitiveness, we have been developing measures to support innovative and technology-based entrepreneurship, both through direct subsidies and through intermediary entities such as BICs. Complementary measures have now been added in the framework of our RIS3 strategy, such as the Entrepreneur Campus or the Patents Bank for business.

What would you like to achieve with your current business development strategy?

Comunitat Valenciana Region needs to advance in the diversification of businesses that allow traditional activities to be balanced against those that can be classified as medium-high technology. Although the former represent a strength of the Region, they may present certain limitations in their future capacity to create quality employment linked to knowledge. Therefore, it is necessary to develop as many businesses as we can with the highest use of knowledge and technology.

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes: in 2017

Based on your current business development strategy - What initiatives are currently available in your region?

- Support for innovative and technology-based entrepreneurship: financial instruments
- Support for innovative entrepreneurship through development agencies (BICs)
- Support for the innovative entrepreneur: Entrepreneur Campus
- Promoting Scientific Entrepreneurship: Patents Bank
- Support for the creation and growth of new technology-based companies

### Support Structure

Access to Finance

How are the business development initiatives financed?

Some activities are financed through ESIF, Regional OP ERDF, Thematic Objective 3, with co-financing from the regional government, and others with regional or national funds only.

## Policies and Framework

### How are these business development initiatives supported politically?

Political support was fostered by Law 2/2012, 14th June, from Valencia Government, of urgent measures to support entrepreneurial initiative, entrepreneurs and micro and small enterprises in Comunitat Valenciana. The most relevant measures are administrative simplification, creation of Valencian Entrepreneur's Council and extension of entrepreneurship training throughout the educational system, from primary school to HEI's and vocational training.

## Culture

### To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

Entrepreneurship culture has been fostered by all stakeholders of Valencia's entrepreneurship ecosystem, that has blossomed in the last decade, including regional and local administrations, HEIs, Chambers of Commerce, BICs, private accelerators and investors, etc. This awareness was further enhanced by the award of European Entrepreneurial Region 2015, and Valencian Entrepreneur's Council keeps coordinating the regional entrepreneurship strategy with the main stakeholders of the ecosystem.

## Technology

### How is technological best practise shared and transferred through these business development initiatives?

There is a net of technological institutes and scientific parks of the main Universities that encourage technological transfer of research results to companies. In order to enhance this always difficult process, the Patents Bank initiative was implemented with regional funds in 2013, as a unique online platform in which patents from 12 research entities are put together, in order to improve dissemination and facilitate access for entrepreneurs and companies ([www.bancodepatentes.gva.es](http://www.bancodepatentes.gva.es)).

## Institutions

### How do regional research and educational institutions support the business development initiatives?

For the five public HEIs there is a shared programme, Innovative Entrepreneur's Campus, financed by regional funds, that promotes 6 different initiatives for entrepreneurship support: Aula Emprene, 5U CV Start-up, Mentoring, Patents Bank, University Junior International Entrepreneurs and Inclusive Entrepreneurship. Each initiative is coordinated by the University that first developed it, thus promoting the transfer of best practices among them. As for research institutions, scientific parks of Universities host a great number of start-ups and technological intensive enterprises that benefit from an innovative environment.

## Structural Funds

### How do structural funds effect these business development initiatives?

Some of Valencia Regional Government's initiatives are financed by structural funds, the most relevant are two measures managed by IVACE, Valencian Institute for Enterprises' Competitiveness, financed by ERDF, to support innovative entrepreneurship and internationalization plans for SMEs, and three measures managed by IVF, Valencia Finance Institute, one financed by ESF providing micro-credits to unemployed entrepreneurs and two using ERDF's finance instruments to support innovative entrepreneurship and SME's growth and consolidation.



## Networks

### Who are the main actors in regard to the business development initiatives?

The main actors of Valencia Region's entrepreneurship ecosystem are public, public-private and private entities such as the Regional Government (Regional Ministries and Innovation, Employment and Competitiveness Agencies, BICs), local administrations, Chambers of Commerce, public and private Universities, business schools, accelerators, incubators and investors.

## Process & Methodology

### Innovation

#### What are the specific factors that foster innovation in these business development initiatives?

Criteria for granting support to innovation value new or improved products, services or procedures, geographical extension, relevance of the technology and knowledge, participation of research institutes, risk of technological or industrial failure and percentage of the companies' R&D investment.

### Communication and Promotion

#### How are the business development initiatives communicated and promoted?

Usually the business development initiatives are managed by open concurrence calls, which are published in the national, regional or local official bulletins. Regional Government provides also an entrepreneur's website in its official webpage, and entities of the entrepreneurship ecosystem promote initiatives through their own websites. There are also a lot of informative events for different target groups, some of which are easier to call for, like University students. The use of social networks is increasingly fostered.

### Skills

#### What types of work-related skills are particular requested in regard to the business development initiatives?

Those related to entrepreneurship, like creativity, design thinking, team work, commitment, motivation, TIC management and social dimension.

#### To which extend are these work-related skills available in your region?

There are 5 good public Universities in Valencia Region, and more than 10 private Universities and business schools, located throughout the territory. Training in entrepreneurship and work-related skills is being promoted by both regional administration and Universities at all levels and subjects of education, not only at business studies.

### Business Infrastructure

#### What type of business infrastructure is in place as to implement the business development initiatives?

Public Universities, specially through Scientific Parks, provide spaces and infrastructure for entrepreneurs and start-ups, that benefit from a very innovative and knowledge focused environment. Chambers of Commerce dispose of business nurseries throughout the region, and some municipalities also offer spaces of co-working. There are as well private accelerators and incubators with infrastructure for their entrepreneurs and start-ups.

## Impact

### High Growth

**How do the business development initiatives target, create or assist high growth companies?**

Business development initiatives in Valencia Region are mainly directed to SMEs, independently of their growth rate, as they obtain support from open calls in which high growth companies are usually more interested. As future improvement a specific proceeding should be introduced in order to assist high growth companies, starting by defining a common indicator to identify them by all the stakeholders of the ecosystem.

### Youth Entrepreneurship

**What is the impact of the business development initiatives on youth entrepreneurship?**

There are specific initiatives dedicated to promote youth entrepreneurship, for instance at Universities, because their beneficiaries are students or alumni (most of them financed by regional funds through the Innovative Entrepreneur Campus), also at Chambers of Commerce and Valencia Employment and Training Service, because they are financed by ESF-YEI funds.

### Intrapreneurship

**How is intrapreneurship targeted, created or assisted through the business development initiatives?**

The most relevant impact for intrapreneurship is training on entrepreneurial skills, that are useful both for self-employment and for paid employment.

### Innovation

**How is innovation targeted, created or assisted through the business development initiatives?**

There are specific initiatives that offer support only to innovative or technology based companies, which are managed by IVACE, Valencian Institute for Enterprises' Competitiveness, and financed by ERDF.

### Economic growth

**How is economic growth targeted, created or assisted through the business development initiatives?**

Through specific initiatives for companies' growth, consolidation or internationalization.

### Job creation

**How is job creation targeted, created or assisted through the business development initiatives?**

There are some initiatives from Valencia Employment and Training Service to support self-employment and employment creation by self-employed persons, which are financed wholly by national funds.

### Globalisation

**To which extend do these business development initiatives support the internationalisation of firms and how?**

IVACE, Valencian Institute for Enterprises' Competitiveness, manages the initiatives supporting internationalization of companies, by means of direct grants and through training schemes for graduated unemployed students at internationalization and external trade. In collaboration with Spain's Institute for External Trade, the participation of companies at international fairs is also promoted.

## Learning points

To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

It has been very positive to integrate stakeholders of BIC's and Scientific and Technological Parks of Universities in the development and decision-making bodies of RIS3, and also the thematic prioritization established to facilitate the orientation of support policies for entrepreneurship.

Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

Business nurseries and business accelerators, as well as financial agents (such as venture capital funds or business angels) should have played a greater role.

## Good Practice - Regional Government of Valencia

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	<b>PATENTS AND KNOWLEDGE BANK PROGRAMME</b>
<b>Does this practice come from an Interreg Europe Project</b>	<b>Yes</b>

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	<b>iEER</b>
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<b>Specific objective</b>	SME competitiveness	
<b>Main institution involved</b>	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.] Generalitat Valenciana. Regional Government	
<b>Location of the practice</b>	Country	SPAIN
	NUTS 1	ES5
	NUTS 2	ES52
	NUTS 3	ES521; ES522, ES523

2. Detailed description
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<p><b>Detailed information on the practice</b></p>	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> <li>- What is the problem addressed and the context which triggered the introduction of the practice?</li> <li>- How does the practice reach its objectives and how it is implemented?</li> <li>- Who are the main stakeholders and beneficiaries of the practice?</li> </ul> <p>The Patents and Knowledge Bank programme, created in 2013, aims to bring together the best technologies from Valencia Universities and research entities, in order to facilitate their transfer to the industrial and service sectors, with the help of businessmen and entrepreneurs.</p> <p>Valencia Region has 5 public universities and a great number of R&amp;D&amp;i institutions. However, their results hardly reach the economy and the consumer due, among other reasons, to a scattered technology offer and a productive structure where 95.5% of enterprises are SMEs, with less than 50 employees.</p> <p>The Patent Bank consists of a website (<a href="http://www.bancodepatentes.gva.es">www.bancodepatentes.gva.es</a>) and a whole set of activities to attract SMEs, mainly technology transfer forums and brokerage events where the Patent Bank profits from the strong communication channels of the regional government. The webpage was launched as a platform to integrate any patent, development, capacity or research likely to be adopted by any company in its search for innovative tools that can help to improve its productivity and to become more competitive in an increasingly global environment.</p> <p>The main stakeholders of the practice are the five public Universities of Valencia Region, Higher Council for Scientific Research, Prince Felipe Research Center, Network of Technological Institutes (REDIT), Valencian Institute for Agrarian Research (IVIA), Health Research Foundations INCLIVA and FISABIO and La Fe Hospital Health Research Institute (IIS LA FE). The beneficiaries are any enterprise, entrepreneur or entity interested in exploiting a patent or a capacity developed by the mentioned entities.</p>
<p><b>Resources needed</b></p>	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p>

	<p>The practice is coordinated by the General Sub-directorate of Social Economy and Entrepreneurship of the Regional Ministry of Sustainable Economy, Productive Sectors, Trade and Labour, involving partially the tasks of 3 members of its staff and around 90.000 € yearly of its budget, financed completely by regional funds. These economic resources are allocated among the 5 public Universities and 7 research centres participating in the programme, according to the number of patents provided by each of them in a year.</p> <p>Each University and research centre allocates the necessary technology transfer staff to their participation in the Patents and Knowledge programme, in order to provide new patents yearly, prepare the information, pictures and videos on each, update the information on existing patents, and manage its transfer to productive sectors and participation at technology transfer events.</p>
<b>Timescale (start/end date)</b>	e.g. April 2013 – ongoing
<b>Evidence of success (results achieved)</b>	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>The Patents and Knowledge Bank intends to contribute to a cultural change aiming to reduce the gap between talent and innovation in our SMEs, which is a compromise between innovation and entrepreneurship. And this cultural change is not only related to technology transfer, but, with the collaboration of all the agents involved in the process, also in fostering the inclusion of talented people contributing to scientific and technological development in the structure of valencian companies. Its aim is to favour a more innovative economy, promoting its reactivation from talent and knowledge based on scientific research, technological development and innovation, human capital with high qualification and entrepreneurship, as well as its commercial openness abroad.</p> <p>Currently, the Patents and Knowledge Bank has 147 patents classified according to the RIS3 axes: 83 technologies that affect the quality of life (Agriculture-Food, Health and Tourism) 34 relative to Advanced manufacture processes (Automotive and capital goods) and 30 focused on Innovative products (Habitat and consumer goods) . Likewise, there are also some scientific and technological capacities: 712 in the Agri-food sector and 59 in the Tourism sector. These patents and capacities obtained by the research entities involved in the programme can be found in the mentioned webpage, in which following information is gathered: a short written description in Spanish and English (50 words); two pictures, big and small; a video 3-4 minutes long, and a 2 pages long</p>

	<p>description with detailed information about the product or service, its attributes and advantages, patents rights, and contact details.</p> <p>From these patents, currently 40 success cases can be outlined, ranging from interested companies to partial or complete licenses on different patents or capacities. Universities account for 27 of these positive results and research centres for the other 13 cases.</p> <p>As for number of visualization of the web site <a href="http://www.bancodepatentes.gva.es">www.bancodepatentes.gva.es</a>, in 2016 were accounted 18.151 entries, from 10 different countries, mainly from Europe and South America.</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</p> <p>The main two difficulties for managing this initiative are to foster continually the use of the platform among companies and entrepreneurs, in order to activate the technological transfer from research centres to the economic environment, and to participate or even organize regularly technology transfer events.</p>
<p><b>Potential for learning or transfer</b></p>	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred).</p> <p>This practice can be easily transferred and provides as immediate positive results the coordination of public Universities and research centres, the systematization of the information included and the collection of patents and capacities in the same online platform. The use of the webpage is very intuitive due to the pictures' gallery acting as access to information on each patent. There is also a direct contact to link interested beneficiaries to patents' providers.</p> <p>Before the implementation of this platform a study on round 15 similar initiatives worldwide was made, including some from the European Union, like European Network of Living Labs, Euris programme and Openinnovation.</p>
<p><b>Further information</b></p>	<p><a href="http://www.bancodepatentes.gva.es/">http://www.bancodepatentes.gva.es/</a></p>
<p><b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]</p>	

<b>Name</b>	Gemma Rico Marí
<b>Organisation</b>	Regional Ministry of Sustainable Economy, Productive Sectors, Trade and Labour
<b>Email</b>	<a href="mailto:rico_gem@gva.es">rico_gem@gva.es</a>
<b>Expert opinion</b>	[500 characters] <b>[Technical: to be filled in by the Policy Learning Platforms experts]</b>



**iEER additional questions to be answered:**

<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>No. It can be relevant for the structural funding authority as a way of providing the same kind of information, in a similar online platform, about patents and capacities from many Universities and research centres, to the companies and entrepreneurs of any European Region.</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>The practice covers the costs of participant entities for the patents handed on the platform, specially for the video filming, and there is free access at no cost for beneficiaries.</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>Participants are regional entities or regional branches of national research centres developing knowledge and technology in Valencia Region, specifically public Universities, research centres and technological institutes. There is no criteria for users or beneficiaries, as access to the platform is open and free of charge.</p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>The webpage of Patents Bank is included in Valencian Regional Government official webpage and through links also in the webpages of the participants. The videos of the technologies include Regional Government and Patents Bank logos. The practice is also disseminated at technology transfer events.</p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<p>The joint effort to provide the patents and capacities of public Universities and research centres in a unique online site.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>It has not been measured, although the licensed technologies and spin-offs from the patents have a positive impact in the economic development of the region.</p>
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>It is important to avoid concurrence and enhance collaboration among the participants and to open the platform to any kind of technology. Thus, a good coordination of the practice requires setting up a Steering Committee composed by Regional Administration and representatives of participant entities, which establishes yearly the criteria, objectives, deadlines and templates for the patents inclusion in the platform.</p>

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	<b>DIGITAL HEALTH VENTURE FORUM</b>
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	<ul style="list-style-type: none"> <li>• IVACE (Regional Agency for SMEs)</li> <li>• Patents Bank (Regional Ministry of Economy)</li> <li>• FISABIO (Regional Ministry of Health)</li> <li>• InnDea (Municipal Innovation Agency of the City of Valencia)</li> <li>• ICEX Spain (National Institution for internationalisation and investment attraction)</li> </ul>	
<b>Location of the practice</b>	Country	Spain
	NUTS 1	ES5
	NUTS 2	ES52
	NUTS 3	ES521; ES522, ES523

2. Detailed description
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<p><b>Detailed information on the practice</b></p>	<p>What is the problem addressed and the context which triggered the introduction of the practice?</p> <ul style="list-style-type: none"> <li>- Weak entrepreneurial ecosystem in the Digital Health Sector.</li> <li>- Start-ups with good innovative projects and talented people but with a lack of funding to reach the markets.</li> <li>- Lack of access to international investors (VCs) and corporate investors.</li> <li>- Digital Health sector is within the RIS3 priorities in our region.</li> <li>- Unemployment is still a big issue.</li> </ul> <p>How does the practice reach its objectives and how it is implemented?</p> <ul style="list-style-type: none"> <li>- Every year the Digital Health Venture Forum (DHVF) allows entrepreneurs to meet and present themselves to active international investors and corporations seeking investment and partnerships. Some of the goals of the Forum are to foster innovative entrepreneurship and promoting Valencia as an attractive city and region.</li> <li>- 40 of the best Spanish and European early stage companies are selected to be present at the Forum by the investors of the selection committee. The applying companies are assessed on the basis of their business potential, product and technology merit, competitive position, investment or partnering interest, team experience and project profile quality.</li> <li>- After the pitching sessions a networking lunch and One2One meetings are organized for the companies, the investors and the partners, in order to provide networking opportunities.</li> <li>- Start-ups gain visibility and have access to 40 international investors VCs.</li> <li>- Valencia City and its Region are promoted as an entrepreneurial Region.</li> <li>- Attraction of national and international entrepreneurs in our region.</li> <li>- Attraction international investments in a strategic sector.</li> <li>- Networking among corporate investors and entrepreneurs willing to adopt innovative solutions from start-ups.</li> </ul> <p>Who are the main stakeholders and beneficiaries of the practice?</p> <ul style="list-style-type: none"> <li>- The main stakeholders are the public partnering institutions at local, regional and national level.</li> <li>- The beneficiaries are the selected 40 start-ups that are able to pitch in front of the investors. 15 are based in the region, 10 from Spain and 15 from other EU countries.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Our ecosystem of incubators, Universities, health research centres and the partnering institutions is showcased at the event in an exhibit area.</li> <li>- The Regional runner up entrepreneurs are also allowed to have exhibit around the networking space, at no charge.</li> </ul>
<b>Resources needed</b>	<p>The cost of the event is around 50.000 Euros and it is shared among the partnering institutions. The services of an international organisation (Tech Tour) are hired, for its expertise in these type of events. On top of that the partneri institutions dedicate human resources, and in-kind contributions like the venues, catering and audiovisuals.</p>
<b>Timescale (start/end date)</b>	<p>The event is to take place every year in October.</p>
<b>Evidence of success (results achieved)</b>	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>The first event took place in October 2016 and it proved a great success. Start-ups were very grateful and the partner institutions and stakeholders developed strong links that are still active with a consolidated organising team already engaged with the forthcoming event in October 2017.</p> <p>Although it is soon to measure impact in terms of investments, one of the regional start-ups has received so far 250K Euros investment from a VC after the event.</p> <p>The more we consolidate this event the more results will be achieved. In the meantime a lot of follow-up contacts among VCs and Start-ups are taking place during this year, so more inputs will be available soon. The more the hosting city and its ecosystem is known through this kind of events, the better results will be achieved.</p> <p>This practice has also helped to develop closer links among public institutions at different levels: Local, Regional and National.</p>

	<p>The ecosystem of Digital Health Start-ups feel that the administrations are supporting their efforts and it has built confidence and closeness with the support entities.</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p><b>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</b></p> <p>The major barrier was to engage the partner institutions to sponsor the event. At the beginning we tried to engage private sponsors, but that didn't work. So IVACE approached the local, regional and national public partners in order to share the risks and funding needs. Once we got their commitment, every partner had to deal with their own proceedings. IVACE gave them recommendations in order to unlock the inner hurdles faced by administrations.</p>
<p><b>Potential for learning or transfer</b></p>	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p> <p>This good practice fosters a collaborative environment among public administrations at the three levels: Local, Regional and National.</p> <p>This public collaboration shares risks and builds up trust within the entrepreneurial community.</p> <p>Many of the regional Start-ups that were involved at the event had been previously supported by our regional, national or local institutions with grant and soft loan schemes.</p> <p>There is support from these administrations for the very early stages, but when it comes to scale and growth there is a funding gap uncovered, therefore this kind of events help entrepreneurs to gain access to international networks of VCs and Business Angels.</p> <p>There are also investors seeking for investment opportunities, so this is a way for them to have access to the best start-ups.</p> <p>The event is also open to national or international start-ups, to encourage our regional and local start-ups, not only to compete but to find collaboration with their foreign peers.</p> <p>This openness promotes and gives more visibility to our Region and our City as a supportive environment for talent and investment attraction.</p>

<b>Further information</b>	DHVF-2016: <a href="http://www.techtour.com/events/view.aspx?events_pages_id=7587">http://www.techtour.com/events/view.aspx?events_pages_id=7587</a> DHVF 2017: currently being organised
<b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	José Vilar González
<b>Organisation</b>	IVACE
<b>Email</b>	vilar_jos@gva.es
<b>Expert opinion</b>	[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]

**iEER additional questions to be answered:**

<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>The practice is partially co-funded by EU structural funds.</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>No costs for the applicants (start-ups)</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>Among all applications, there's an independent jury selecting the best 40 companies to attend and be introduced at the event. Companies could apply to be part of the Digital Health Venture Forum if they met the following criteria:</p> <ul style="list-style-type: none"> <li>Active and Innovative in the Digital Health Care Sector.</li> <li>Seeking funding in the next 24 months.</li> <li>Company already established.</li> </ul> <ul style="list-style-type: none"> <li>- Can still be in an incubator or accelerator, but ideally it should already have a prototype of a product.</li> <li>- Seek investment capital or strategic partners at cross-border level and ideally to have already a local investor</li> <li>- Speak English.</li> </ul> <p>The selection was based on the following criteria:</p> <p>Business potential - The potential market of customers for the presented product is attractive and the business model is strong</p> <p>Team experience - Company/project team has skills and experience to grow the business and is able/willing to work with industry &amp; research</p> <p>Product / Technology merit - Technology or product solutions developed are state-of-the-art and well advanced compared to competitors</p> <p>Competitive position - The intellectual property of the company/project and its competences and strategic relations are outstanding</p> <p>Investment or partnering interest - The demand/offer to invest in or partner with the company/project is well defined and potentially attractive for partners</p> <p>Project profile quality - Information available from company/project profile sheet is complete, clear, balanced and convincing.</p>

<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>There's a kick-off to receive applications and we use a lot of stakeholders to spread the word: Regional Agencies, BICs, Business associations, Universities, Business angels associations, and the link to the application website:  <a href="http://www.ivace.es/index.php?option=com_content&amp;view=article&amp;id=5632:digital-health-venture-forum-dhvf&amp;catid=48&amp;lang=es&amp;Itemid=100583">http://www.ivace.es/index.php?option=com_content&amp;view=article&amp;id=5632:digital-health-venture-forum-dhvf&amp;catid=48&amp;lang=es&amp;Itemid=100583</a></p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<ul style="list-style-type: none"> <li>• Horizontal cooperation among regional ministries (Economy, Health).</li> <li>• Vertical cooperation at Local, regional, national level.</li> <li>• The involvement of many agents and stakeholders.</li> <li>• Public/Private Partnership.</li> <li>• International Investment attraction.</li> <li>• Entrepreneurs willing to participate</li> </ul>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<ul style="list-style-type: none"> <li>• This practice is still young in our region and more track record is needed to measure its impact.</li> <li>• The benefits of this practice will show if we make it recurrent and consolidate this practice on a yearly basis</li> </ul>
<p><b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>Things to avoid: we had a previous experience in the year 2014 when we involved private sponsors like business angels and consultants to get funding support for the event. This generated a lot of pressure at the time of evaluating the applications, as they wanted to favour their interests for the selection of their start-ups. In return of their in-cash contribution private sponsors had a seat at the selection jury, so the selection process was somehow biased.</p> <p>In 2016 we decided to have an independent selection committee composed by international VCs with no relation with the applicants.</p>



### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	<b>VALENCIAN ENTREPRENEUR'S COUNCIL</b>
<b>Does this practice come from an Interreg Europe Project</b>	<b>Yes</b>

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	Generalitat Valenciana. Regional Government	
<b>Location of the practice</b>	Country	SPAIN
	NUTS 1	ES5
	NUTS 2	ES52
	NUTS 3	ES521; ES522, ES523

## 2. Detailed description

### Detailed information on the practice

[1500 characters] Please provide information on the practice itself. In particular:

- What is the problem addressed and the context which triggered the introduction of the practice?
- How does the practice reach its objectives and how it is implemented?
- Who are the main stakeholders and beneficiaries of the practice?

Valencian Region is an ideal destination for entrepreneurship, business establishment and investment, known for its sound entrepreneurial character; with business creation figures superior to national average. During last decade the number of institutions providing support to entrepreneurs has grown, in both public and private sectors, with initiatives financed by different instruments and policies, at EU, National and Regional level, supporting Business Innovation Centres, Technology & Science Parks, Chambers of Commerce, Entrepreneurial Associations, Cities, Local Development Agencies, Cooperatives & Social Economy, Business Schools, Accelerators, Funds, Business Angels, etc.

At first all those entities had a clear and complementary role, but they have been merging on their target and service offering, so by 2012 it was necessary to implement measures in order to improve the ecosystem's efficiency, reduce overlapping and promote specialization. The situation was fragmented, and it was difficult to get clear indicators on the 'impact' that entrepreneurship programmes and policies were producing in the region.

The main solution, proposed as good practice at application for EER award, was the set up of **Valencian Entrepreneurs Council (VEC)** by Law 2/2012. This organism gathers all economic and innovation stakeholders involved in driving the regional Entrepreneurship Strategy.

The actions fostered by VEC have been:

- Vision of the different types of entrepreneurship envisaged and set up of working groups on relevant topics (2015)
- Decision to build an action plan until 2020 towards an innovative, diversified and efficient entrepreneurship

	<p>ecosystem, starting with its mapping and SWAT analysis, using Babson domains plus territory to ensure full regional coverage (2016)</p> <ul style="list-style-type: none"> <li>• Implementation of first strategic actions (2017): <ul style="list-style-type: none"> <li>▪ Definition of a common set of indicators to measure <b>activity</b> and <b>impact</b> of the Entrepreneurs' Ecosystem at Regional Level</li> <li>▪ Development of an online <b>platform for unique access to entrepreneurs to all service providers</b>, generating a common entrepreneurs' register.</li> <li>▪ iEER action plan</li> </ul> </li> </ul> <p>The main stakeholders of the practice are the members of <b>Valencian Entrepreneurs Council (VEC)</b>, as representatives of the public and private entities of Valencia Region's entrepreneurial ecosystem, and beneficiaries are all entrepreneurs and companies that require support from entrepreneurship policies.</p>
<p><b>Resources needed</b></p>	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>This practice requires mainly human resources from the General Direction of Economy, Entrepreneurship and Cooperativism, as responsible for the coordination of the <b>Valencian Entrepreneurs Council (VEC)</b>. The tasks include issuing legal regulations of the Committee, organisation of Plenary, Steering Committee and Working Groups meetings, and execution of proposed actions. As some of these tasks require expert advice, economic resources are also needed to launch public contracts for these services, financed with regional administration's funds.</p>
<p><b>Timescale (start/end date)</b></p>	<p>Since June 2012 date of the Law issue to first Plenary session January 2015-ongoing</p>
<p><b>Evidence of success (results achieved)</b></p>	<p>[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).</p> <p>The practice has proved successful for the governance of Valencia Region's entrepreneurial ecosystem, improving coordination among its members. Some results achieved are:</p>

	<ul style="list-style-type: none"> <li>• Legal regulation and political commitment to foster Entrepreneurship policies.</li> <li>• Mapping and SWOT analysis of Valencia Entrepreneurship Ecosystem presented to VEC on 22/12/16</li> <li>• Relation of agreed common indicators for measuring the efficiency of the ecosystem</li> <li>• Development of a regional Online Platform as a unique access to provide support services to entrepreneurs.</li> </ul>
<b>Difficulties encountered/ lessons learned</b>	<p>[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.</p> <p>A difficult matter was the process to issue the legislative regulation for setting up the Committee. It took a couple of years to bring the Committee into operation, but without this ‘legitimate’ body created to coordinate all actors, it would not have been possible to start working on the corrective measures.</p> <p>Another difficulty to face is the lack of coordination among Public Authorities promoting actions for entrepreneurship. Each Regional Ministry has their own objectives, measures and strategies, also some of the Local Administrations.</p> <p>VEC has already gone through Regional and National Government changes, and so it has been able to prove its value independently of the different political representatives.</p>
<b>Potential for learning or transfer</b>	<p>[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)</p> <p>[Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]</p> <p>As a governance practice it is not difficult to transfer, but obviously the potential for transfer depends on the political and administrative organisation of each region. It enhances public-private cooperation and commitment with entrepreneurship policies, and it is a useful instrument for guiding the regional strategy on this issue.</p>
<b>Further information</b>	<p>Link to where further information on the good practice can be found:</p>

	<a href="http://www.dogv.gva.es/datos/2012/06/20/pdf/2012_5886.pdf">http://www.dogv.gva.es/datos/2012/06/20/pdf/2012_5886.pdf</a>
<b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	María José Ortolá Sastre
<b>Organisation</b>	Regional Ministry of Sustainable Economy, Productive Sectors, Trade and Labour
<b>Email</b>	<a href="mailto:ortola_mjo@gva.es">ortola_mjo@gva.es</a>
<b>Expert opinion</b>	[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]

**iEER additional questions to be answered:**

<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>No, it is financed by regional funds. VEC is a Governance Instrument and requires mainly human resources for its setting up, but afterwards, funds are needed for the implementation of Strategic Actions defined in the Action Plan.</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>No</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>Participants are public Administrations and private entities involved in entrepreneurship promotion. The number of participants can be increased, if proposed at the Plenary meetings because of their entrepreneurship competences or services (for instance the public finance institute). Criteria for selection of participants are: Regional Ministries managing entrepreneurship policies, representatives of entities providing support to entrepreneurs, education institutions and entrepreneurs.</p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>The regulation of <b>Valencian Entrepreneurs Council (VEC)</b> is public and the Plenary Meetings are disseminated by the Regional Ministry's press department.</p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<p>Coordination among the whole Entrepreneurial Ecosystem: public, public-private and private.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>The impact of this practice in terms of business creation is difficult to measure, because it is a governance instrument. Nevertheless, the strategic actions currently being implemented will allow to measure the real impact of public policies promoting entrepreneurship, through the unique entrepreneur's register. With the indicators of results and impact that all the entities of the ecosystem will measure, we will be able to compare employment and survival rates of supported entrepreneurs versus non-supported ones.</p>
<p><b>Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>Try to involve all actors, but start with the more committed ones, specially those that are beneficiaries of public funds. It is also important to start doing things, avoiding to wait for having all on board, because it will be possible to include later any institution willing to participate.</p>

## Northern Ireland Local Government Association

### Name and region

Please fill in your full name, and your Region

Derek McCallan - Northern Ireland

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

Proposed Building Blocks are an Outcomes Based approach to an Economy 2030 - a creative, industrial, entrepreneurial region, sustaining local, sector specific and geographic area specific "ecosystems" of growth, more reliant on a private sector and social economy than the public sector, offering an enabling policy involving not grants but equity loans, not tax concessions but pro economy planning regime.

What would you like to achieve with your current business development strategy?

Where "current" is proposed, 50,000 new jobs by 2021, 18000 economically inactive taken out of this category by same year, also in same year N.Ireland the number 1 FDI destination in UK.

By 2025, 380,000 qualifications gained at Level III and above, value of sales grown by 80% in export terms, doubling of tourism revenue to €7billion p.a.

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes, May 2015.

Based on your current business development strategy - What initiatives are currently available in your region?

Business start loans and grants, retail improvement and business improvement zones, advice, grants, loans for young entrepreneurs, support fiscal and otherwise for "multi generation" unemployed and / or unqualified, work incentives for those in custody seeking reintegration / rehabilitation, promotional work regionally, home and abroad for key sectors such as Creative Industries, Pharmaceuticals, Construction, strategic investment advice, land and equity initiatives, social economy initiatives, foreign direct investment advice, finance and follow through, corporation tax reduction (proposed)

### Support Structure

Access to Finance

How are the business development initiatives financed?

Multitude of interventions (too many) from Business Angels, social equity loans, capital grants, research grants, marketing and promotional finance, all in a local, sub regional, regional (all NI) environment.

Money derived from charitable bodies like Princes Youth Trust, Young enterprise, plus government and local government and Angels.

## Policies and Framework

### How are these business development initiatives supported politically?

Through framework policies and strategies including Economy 2030 (draft) and the new outcomes based Programme for Government. Local councils support a collegiate all Party approach through NILGA.

## Culture

### To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

Partially. We are too "risk averse" and too public sector focussed, so we need more productive jobs, less traditional jobs and a new culture of artisanal attitude is emerging, such as the "Year of Food" 2016.

## Technology

### How is technological best practise shared and transferred through these business development initiatives?

Yes, to a major degree. Bodies such as Catalyst Inc, in N.I's Titanic Quarter, and Ulster Business School, are exemplary, as are several others.

## Institutions

### How do regional research and educational institutions support the business development initiatives?

Example of success would be Colleges NI, two main Universities and several enterprise agencies and entrepreneurial agencies working as "Team Enterprise NI" - integrating effort. This also is work in progress but a collegiate, dynamic approach is resulting in a more seamless and less duplicational approach.

## Structural Funds

### How do structural funds effect these business development initiatives?

Over €1 billion annually is materially important for e.g. agri-food, rural disadvantage and enterprise, connectivity, Start a Business Programme, Tourism Development and more.

## Networks

### Who are the main actors in regard to the business development initiatives?

Inter Trade Ireland (all island), Invest NI, Councils, Enterprise NI (32 business development agencies working collectively), Colleges NI (six metropolitan colleges) and Ulster University Business school. Also advocacy, policy and membership bodies like Retail NI, Tourism NI, Federation of Small Businesses (FSB) and Confederation of British Industry (CBI NI).

## Process & Methodology

### Innovation

#### What are the specific factors that foster innovation in these business development initiatives?

Technology and knowledge transfer, action research, and relationships initially locally but ultimately globally. N.I is intimate, getting more integrated and more professional / collegiate.

### Communication and Promotion

#### How are the business development initiatives communicated and promoted?



All media types, product launches, blogs, social media, region wide initiatives such as "Go For It" start a business programme

#### Skills

What types of work-related skills are particular requested in regard to the business development initiatives?

Negotiating, media, foreign languages, brand design, to name a few.

To which extend are these work-related skills available in your region?

Fully available.

#### Business Infrastructure

What type of business infrastructure is in place as to implement the business development initiatives?

A pyramidal system, central policy, regional foreign direct investment, local business interventions.

### Impact

#### High Growth

How do the business development initiatives target, create or assist high growth companies?

Very well. Wright Bus, Shorts Bombardier, NI Film Industry all major beneficiaries.

#### Youth Entrepreneurship

What is the impact of the business development initiatives on youth entrepreneurship?

Partial. Young enterprise NI (YENI) would wish to see greater primary school and more in depth application in secondary schools, avoiding a "disjointed" message from too many players.

#### Intrapreneurship

How is intrapreneurship targeted, created or assisted through the business development initiatives?

Not aware

#### Innovation

How is innovation targeted, created or assisted through the business development initiatives?

Innovation Hubs and similar prevalent at all levels.

#### Economic growth

How is economic growth targeted, created or assisted through the business development initiatives?

Again, difficult to be definitive, but local targets and GVA becoming important as are "productive" not public service / civil service jobs.

#### Job creation

How is job creation targeted, created or assisted through the business development initiatives?

High focus - see targets listed earlier

## Globalisation

To which extent do these business development initiatives support the internationalisation of firms and how?

Through Invest NI, a better success in recent times, higher rate of internationalisation than past ten years in current time

## Learning points

To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

Data. Knowledge. Know your business types and ideology. Technology. Policy - all must combine.

Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

Seek funding or set up employee funded agencies. More municipal entrepreneurs needed. Don't over regulate (e.g. arduous Small Business Act).

## Regional Development Agency of the West Region Romania

### Name and region

Please fill in your full name, and your Region

Raluca Cibu-Buzac - West Romania

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

Business support services in the area of internationalisation, innovation and clustering

What would you like to achieve with your current business development strategy?

Increase of percentage of scale-ups and increased percentage of innovative products coming from regional enterprises

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes, 2016

Based on your current business development strategy - What initiatives are currently available in your region?

Business support infrastructures in the ICT and automotive sectors, Enterprise Europe Network, Business Angels' network

### Support Structure

Access to Finance

How are the business development initiatives financed?

Structural Funds, mainly Regional Operational Programme and Competitiveness Sector Programme

Policies and Framework

How are these business development initiatives supported politically?

Part of them are endorsed by the Regional Development Board, and part of them are co-funded by city halls.

Culture

To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

They increased awareness for new entrepreneurs and also creating the framework for exchange and promotion of existing companies. The eco-system overall got a boost.

Technology

How is technological best practise shared and transferred through these business development initiatives?

By means of events, trainings, collaborative use of equipment and participation in international technology oriented projects.

#### Institutions

**How do regional research and educational institutions support the business development initiatives?**

They have developed R&D platforms, open to companies, in order to use the facilities for testing, certification or prototyping.

#### Structural Funds

**How do structural funds effect these business development initiatives?**

Greatly, as they are the main source of funding.

#### Networks

**Who are the main actors in regard to the business development initiatives?**

Companies of all sizes and shareholding, clusters, intermediaries, consulting companies, chambers of commerce, innovation centres, universities research institutes

## Process & Methodology

#### Innovation

**What are the specific factors that foster innovation in these business development initiatives?**

ict, automotive, agro-food, textile-shoes

#### Communication and Promotion

**How are the business development initiatives communicated and promoted?**

Regional media, social media, events

#### Skills

**What types of work-related skills are particular requested in regard to the business development initiatives?**

Vocational training is still not enough structured to meet the demands of the companies

**To which extend are these work-related skills available in your region?**

To a large extent, but not yet structured in the appropriate way

#### Business Infrastructure

**What type of business infrastructure is in place as to implement the business development initiatives?**

Technology parks, incubators, research platforms, open labs, start-up hubs

## Impact

#### High Growth

**How do the business development initiatives target, create or assist high growth companies?**

Specialised services for innovation management performance and internationalization

## Youth Entrepreneurship

What is the impact of the business development initiatives on youth entrepreneurship?

Extensively growing in the past 1-2 years

## Intrapreneurship

How is intrapreneurship targeted, created or assisted through the business development initiatives?

Ad hoc meetings, events for pitching, heckathons

## Innovation

How is innovation targeted, created or assisted through the business development initiatives?

Innovation in early stages - pre-seed or seed, as well as advance innovation management performance assessments (IMP3rove Academy) and consulting, Regional Innovation Competition

## Economic growth

How is economic growth targeted, created or assisted through the business development initiatives?

Via S3 monitoring

## Job creation

How is job creation targeted, created or assisted through the business development initiatives?

Via supporting the setting up of new companies and expansion of existing ones, based on innovation

## Globalisation

To which extend do these business development initiatives support the internationalisation of firms and how?

Enterprise Europe Network as main hub for internationalisation via company missions, brokerage events, promotion of business profiles

## Learning points

### To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

Focus on key impact for businesses, measurable and visionary

### Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

One organisation has to follow on the implementation and "push" initiatives

## Helsinki-Uusimaa Regional Council

### Name and region

Please fill in your full name, and your Region

Helsinki-Uusimaa

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

Opportunities for growth is one of the strategic priorities of the Helsinki-Uusimaa Regional Programme. It's divided into five objectives: 1. Open Development Environments and Intelligent Services 2. Regenerating Business 3. Environmental Business – Cleantech 4. Urban Food Services and 5. International accessibility and growth from the East.

What would you like to achieve with your current business development strategy?

There are several goals: 1. be an international centre of innovations and a pioneer in the deployment of innovative products and services. 2. The position of the Helsinki-Uusimaa Region as a hub for innovative business activity will be strengthened. 3. A resource-efficient model of operations will be deployed incorporated into business. 4. The environmental load caused by foodstuffs will be reduced and the market share of local food increased. 5. The Helsinki-Uusimaa Region's logistical position and business opportunities in Russia and Asia will be utilized.

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes, 2014

Based on your current business development strategy - What initiatives are currently available in your region?

Smart and Clean Foundation, Health Capital Helsinki, Startup Maria, Turbiini Startup Hub, Helsinki Business Hub, Health Spa, Startup Sauna, Helsinki Think Company and Helsinki Growth Alliance (Polku).

### Support Structure

Access to Finance

How are the business development initiatives financed?

Several funding instruments (regional/national funding, cities' own funding, ERDF) have been utilized to finance the initiatives. Municipalities are the main source of funding for the initiatives. Structural funds, state funding and private sources have also been used.

Policies and Framework

How are these business development initiatives supported politically?

Decision-makers are involved in many ways. Structural fund calls and approved applications must be in line with the Helsinki-Uusimaa regional programme. Smart and Clean is one of the main initiatives of the

Finnish government. Municipal governments and the board of Helsinki-Uusimaa Regional Council approve the use of municipal funds.

#### Culture

**To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.**

Many of the initiatives are providing support services to entrepreneurs and businesses. Startup Maria, Health Spa and Turbiini have received plenty of media space and through this raised the profile of entrepreneurship in the region.

#### Technology

**How is technological best practise shared and transferred through these business development initiatives?**

Startup hubs provide co-working spaces for businesses and facilitate the transfer innovations. Helsinki Smart Region website presents innovative projects and initiatives in the region and invites readers to make connections with interesting projects.

#### Institutions

**How do regional research and educational institutions support the business development initiatives?**

Research institutes and universities (Aalto university, University of Helsinki) Universities of Applied Sciences (Laurea, Metropolia and Haaga-Helia), VTT) are actively involved in the initiatives. They provide facilities and funding and guide their students to use the services of e.g. Startup Sauna, Turbiini, Spinno Enterprise Center and Helsinki Think Company.

#### Structural Funds

**How do structural funds effect these business development initiatives?**

Helsinki-Uusimaa utilizes structural funds to its best ability, given the limited amount of funding the region receives.

#### Networks

**Who are the main actors in regard to the business development initiatives?**

Cities, HEIs and entrepreneurship societies.

## Process & Methodology

#### Innovation

**What are the specific factors that foster innovation in these business development initiatives?**

As a small country Finnish business must look abroad when launching a business. Cleantech and health technology are strong focus areas of the regions. There is also close cooperation between different actors (cities, HEIs, businesses, students).

#### Communication and Promotion

**How are the business development initiatives communicated and promoted?**

We have launched a Helsinki Smart website which presents the different initiatives and Initiatives have their own websites and communication activities.

## Skills

**What types of work-related skills are particular requested in regard to the business development initiatives?**

Each initiative demands different skill sets.

**To which extend are these work-related skills available in your region?**

High-educated workforce but we are lacking individuals with very focused technical skills (coders and developers).

## Business Infrastructure

**What type of business infrastructure is in place as to implement the business development initiatives?**

As a capital region, we have a solid and versatile ecosystem with several actors and broad support services by cities, municipalities, universities and private actors as well as national agencies such as TEKES.

## Impact

### High Growth

**How do the business development initiatives target, create or assist high growth companies?**

Startup initiatives like Startup Maria, Startup Sauna and Turbiini provide several support services, such as facilities, mentoring and training, to startups. There are also accelerators for specific business areas, such as Vertical for health startups.

### Youth Entrepreneurship

**What is the impact of the business development initiatives on youth entrepreneurship?**

Helsinki-Uusimaa has a thriving culture of student-led entrepreneurship societies which have greatly increased the interest of students in entrepreneurship. During the EER year of 2012 Helsinki-Uusimaa promoted and advanced young entrepreneurship in the region. Helsinki Think Company was launched as a result of the EER year.

### Intrapreneurship

**How is intrapreneurship targeted, created or assisted through the business development initiatives?**

Intrapreneurship is not the main focus of any of the initiatives. However, because entrepreneurship and startup culture have received plenty of media space thanks to entrepreneurship societies, entrepreneurial mindset is encouraged in many ways.

### Innovation

**How is innovation targeted, created or assisted through the business development initiatives?**

There is a strong sense of collaboration and co-creation in the initiatives which facilitate the birth of innovations.



## Economic growth

How is economic growth targeted, created or assisted through the business development initiatives?

The initiatives are focused on the creation of new businesses and facilitating their growth.

## Job creation

How is job creation targeted, created or assisted through the business development initiatives?

The initiatives are focused on the creation of new businesses and facilitating their growth. Successful startups also provide job opportunities.

## Globalisation

To which extent do these business development initiatives support the internationalisation of firms and how?

The initiatives provide expertise and advisory services, facilitate cooperation and help companies to find investment opportunities.

## Learning points

### To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

Keep it simple and use a grassroots approach.

### Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

This is a relative new strategy for us and at this point we find it difficult to advise other regions based on the limited experience we have. Funding resources and opportunities also vary greatly between regions and there is no one solution for all.

## Westpomeranian Region

### Name and region

Please fill in your full name, and your Region

Marta Ciesielska

Monika Spsychalska

Paweł Szeremet

Monika Tomczyk

Westpomeranian Region, Poland

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

Westpomeranian Economic Policy, RIS3, Regional Development Strategy

In view of the present voivodeship situation and its vision of economic development, Western Pomerania faces key challenges in the coming years. The regional self-government intervention in the area of economic policy in West Pomerania is centred around the development of smart specializations. This serves to increase the scope of international cooperation and internationalization of enterprises, and consequently strengthen the competitive position of the region and increase its importance in international and global value chains. Smart specializations as areas with high growth potential are expected to be a magnet for new business. It will be important to strengthen and deepen intraregional cooperation between market stakeholders who are aware of the need to exchange experiences and engage in new technological developments. It is also important to integrate vocational school curricula in the process of economic transformation, and local entrepreneurs to become more and more involved in defining their needs and expectations as well as strengthening cooperation within the framework of the offered vocational training. Equally important role in the process of economic specialization should also play a joint action of universities and enterprises in the field of teaching and R&D.

What would you like to achieve with your current business development strategy?

- Providing businesses in the region with access to funding tools for innovative ventures.
- Increasing regional investment attractiveness
- Ensure the diffusion of innovative solutions into less developed areas of the voivodeship.
- Strengthening human capital.
- Development of scientific potential as a key element of innovative economy.
- Improve the structure of business links and business environment.

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes, it was accepted by the end of 2016.

Based on your current business development strategy - What initiatives are currently available in your region?

Currently none. We are preparing the project of creating and developing regional innovation system which is planned to be launched by the end of 2017.

## Support Structure

### Access to Finance

#### How are the business development initiatives financed?

In our region there are two ways to finance business. The instruments that are based on public found – the one that comes from regional money, as well as European Funds. Here you can find money to support business from start-up phase to full operation phase. Second way is private money that comes from private investors.

### Policies and Framework

#### How are these business development initiatives supported politically?

Westpomeranian Region Economic Policy, RIS3, Regional Development Strategy are supported by the Board of Westpomerania Region and Westpomeranian Regional Assembly.

### Culture

#### To which extend have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

On administration level there is high level of awareness of importance of entrepreneurship. There are also initiatives on level of Universities as Incubators of universities' entrepreneurship. Also centres of technology transfer, which supports process of commercialization.

There are also private initiatives which support entrepreneurship as foundations and associations.

### Technology

#### How is technological best practise shared and transferred through these business development initiatives?

It is shared through transfer technology centres which assist in the processes of sale, licensing and purchase of technology and know-how coming from companies as well as the universities and research institutes. They offer counselling and training services for companies, researches, students and university graduates in the field of technology transfer, funding researches and development and supporting academic entrepreneurship. They also help entrepreneurs and inventors to search foreign partners and investors.

The region promotes technological best practices by publications and events such as the Information Bulletin of the Regional Operational Programme of the Westpomerania Voivodeship 2014-2020 and the Economic Competition of the Marshal of the Voivodeship of Westpomerania Region. It also supports initiatives devoted to strengthening the regional economy, innovation and cooperation between business and research sector, for example:

- organization of business to business and business to researchers meetings,
- events promoting science (for example the E(x)plory Contest),
- trainings and conferences.

The region supports initiatives for start-ups through donations for setting up enterprises and also through trainings and counselling aimed at increasing awareness of entrepreneurship and business knowledge and skills.

## Institutions

**How do regional research and educational institutions support the business development initiatives?**

They do this to a small extent. There are only few research and educational institutions.

## Structural Funds

**How do structural funds effect these business development initiatives?**

By now they have significant impact on them.

## Networks

**Who are the main actors in regard to the business development initiatives?**

Major actors are mostly associated with universities (for example Regional Centre for Innovation and Technology Transfer operating within the Westpomeranian University of Technology in Szczecin) and loan funds (for example the Polish Entrepreneurs Foundation).

## Process & Methodology

### Innovation

**What are the specific factors that foster innovation in these business development initiatives?**

- EU funds, especially focused on development of research activities undertaken by SMEs operating in the fields of the intelligent specializations,
- Cooperation between entrepreneurs and scientists,
- Awareness of regarding the necessity and importance of innovation.
- 

### Communication and Promotion

**How are the business development initiatives communicated and promoted?**

Mainly via internet and social media, information bulletin, programs and interviews in regional TV and radio, conferences and meetings etc. There are also regional and local information points, financed by the region, where beneficiaries are informed about support for business and inventors.

### Skills

**What types of work-related skills are particular requested in regard to the business development initiatives?**

Entrepreneurship, creativity, self-reliance, innovativeness, building and maintaining of the relationship, communication skills.

**To which extend are these work-related skills available in your region?**

They are available but still need to be improved.

### Business Infrastructure

**What type of business infrastructure is in place as to implement the business development initiatives?**

In the region there are at least several business support organizations including regional development agencies, loan and guarantee funds, transfer technology centres, technological and industrial parks,

clusters. Westpomeranian universities offer possibilities to use their labs to make researches for entrepreneurs.

## Impact

### High Growth

**How do the business development initiatives target, create or assist high growth companies?**

High growth companies can apply for donations regarded to R&D activities and implementation of innovative ideas enrolled in regional and domestic operational programmes. They can also get financial help from venture capital funds, however there are only one of them in the region.

### Youth Entrepreneurship

**What is the impact of the business development initiatives on youth entrepreneurship?**

Young entrepreneurs can make use of acceleration projects for start-ups and financial help such as loans, guarantees and venture capital funds. This kind of support is planned in the Regional Operational Programme. There are a few incubators in the region, which offer offices and also counselling and trainings for start-ups. One of the biggest is the Technopark Pomerania in Szczecin.

### Intrapreneurship

**How is intrapreneurship targeted, created or assisted through the business development initiatives?**

Inventors can get help from technology transfer centres offering services such as counselling, training and searching for partners and investors. There are not special programmes dedicated to the intrapreneurship.

### Innovation

**How is innovation targeted, created or assisted through the business development initiatives?**

Support for innovation is enrolled in the Regional Operational Programme, the Regional Development Strategy and also in the Regional Intelligent Specializations Development Strategy. It includes loans, guarantees and donations for investment, research, preparing investment areas, trainings, fairs, promotion, counselling, mentoring, coaching etc. The support is addressed to enterprises, mostly SMEs, implementing new ideas to the market, especially in cooperation with R&D entities and operating in the fields of the intelligent specializations. Other entities which can apply for support of innovation are universities, business support organizations, loan and guarantee funds, incubators etc.

### Economic growth

**How is economic growth targeted, created or assisted through the business development initiatives?**

It is difficult to separate economic growth from innovation. Initiatives enumerated above can be applied to support of economic growth. Additionally the region prepared economic policy, which defines main directions in this area.

### Job creation

**How is job creation targeted, created or assisted through the business development initiatives?**

Job creation is a very important issue due to economic and innovation growth. It has found its reflection in all regional strategic documents mentioned above. The region prepared also Job Creation Policy, which defines main directions in this area.

Business development initiatives devoted to job creation include:

- support for people, who want to set up their own enterprises. They can get donations (only for unemployed), loans, counselling and training help during first few months of the enterprise activity,
- support for firms, which want to create new job places. They can get reimbursement of investment and salary expenses spent on jobs creation.

## Globalisation

**To which extent do these business development initiatives support the internationalisation of firms and how?**

Thanks to EU funds there is a significant impact on support of the internationalisation of firms.

Entrepreneurs are offered assistance in the participation in international fairs and exhibitions (as an exhibitor or a guest). They can get support for researches, counselling and trainings to get skills and knowledge necessary to gain new markets.

The Region also established the Investors Assistance Center (IAC). The key reason behind the creation of IAC is to provide comprehensive services to foreign companies interested in making direct investments in the region. Its tasks can be divided into three main subject areas:

- providing comprehensive advisory service to investors;
- promotion of the investment potential of the Region;
- improvement of the investment offer of the Voivodship.

## Learning points

To do

**Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?**

Support cooperation between science and business. These two worlds are still far away from each other. Companies are afraid of locked, hermetic world of science. Scientist don't benefit from cooperation with business (they can't publish outcomes of research etc.). According to us this cooperation is key factor of innovation ecosystem.

Not to do

**Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?**

No recommendations

## Good Practice - Westpomeranian Region

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	Theme village – Hobbits.
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	EQUAL – European Structural Funds.
--	------------------------------------

<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	Hobbiton Association, Sieraków Zachodniopomorskie	
<b>Location of the practice</b>	Country	Please fill in
	NUTS 1	Please fill in
	NUTS 2	Please fill in
	NUTS 3	<b>NUTS</b> Code: Koszaliński (PL422)

2. Detailed description
-------------------------

**Detailed information on the practice**

[1500 characters] Please provide information on the practice itself. In particular:

- What is the problem addressed and the context which triggered the introduction of the practice?
- How does the practice reach its objectives and how it is implemented?
- Who are the main stakeholders and beneficiaries of the practice?

In Poland, one of the first thematic villages, operating today, it was the village Hobbits in Sierakowie Sławno. Its residents have developed tourist games, outdoor games, art shows blacksmith and ceramics workshop.

In the commune Sianów in Sierakowie Sławno, founded the village Hobbits. They were created fabulous buildings, stalls with thatched roofs, craft workshops, observation tower. The local population was transformed into knights, guards and other characters from the novel J.R.L Tolkien. Hobbits were a slight rise, walked barefoot, lived beautifully decorated burrow in the ground.

Tourists visiting the village can take part in the prepared by the organizers of the games field, during which along with the characters encountered en route, can show strength in the struggle with fatigue and fear.

Hobbits Village offers:

- a) role-playing game terrain "Hobbit, or There and back"
- b) demonstrations of art blacksmith in "Forge Dwarfs"
- c) Palantir,
- d) a visit to the "tavern Troll"
- e) hobbit games,
- f) ceramic workshops,
- g) the game disc - golf,
- h) workshops Cistercian,
- i) workshops diaries and handicrafts.

The inspiration for the theme village was arising in Austria. It was there that operate theme villages. Organizers from Poland visited them several times, moreover, to see how they function. It's a great idea, allowing the renewal of the village through another look at social and professional activation of its

residents. In Poland, there are two directions of rural renewal. One of them works in the Opole region, where it places a



	<p>strong emphasis on building infrastructure, roads, community centers. Here, more attention has been paid to the social regeneration of the village, or the activation of the people. We are looking for among the inhabitants of the village people something they can, but even themselves do not realize, for example. Make dumplings, run the farm, crochet, sculpture. It's all possible in the right way to show to visitors, children, young people, so that was a tourist attraction and educational.</p>
<b>Resources needed</b>	
<b>Timescale (start/end date)</b>	2005 - ongoing
<b>Evidence of success (results achieved)</b>	<p>Creating thematic villages - or in other words "thematization village" - is a relatively new phenomenon and poorly described in the scientific literature. More generalization of a scientific nature in this area can be found in the works devoted to "thematization cities." (This includes in particular publications such authors as Sharon Zukin, John Hannigan, Dennis R. Judd and Susan S. Fainstein and Mark Gottdiener.)</p> <p>Thematization is the answer for towns and villages to make changes in the economy. The town in which the industry collapses and villages where there are fewer farmers are looking for new bases for development, new stories, new identities.</p> <p>A working definition of thematic village is presented in the report prepared under the direction of J. Brunmayera. According to this definition, thematic village is a village, whose development is subordinate to the leading ideas topic. The village thus becomes distinguishable and unique. The village focusing on a specific direction, topic development, compared with other villages of similar initial state develops better in terms of economic and social.</p> <p>Under the name of the theme village there are many different types of projects, ranging from tourist offer natural village, an example can be here the Austrian village theme (Armschlag - village poppy, Herrnbaumgarten - village nonsense), ending with the theme parks created from the ground up as a business investment eg. the village of Santa Claus in Jefferson USA. Theme villages emerging from several years in Poland, the projects implemented in the natural villages. They</p>

	<p>are created mainly effort the inhabitants of the greater or lesser support from municipalities, aid programs and external advisors. Theme villages are one way to enter the village to the new economy. They are proposed for rural areas and regions in which end-date manners of earning related to agriculture and additional work in the industry. It is a way to create, with a minimum investment, the new offer villages or individual farms. The main activities are directed not here to develop the usual tourist infrastructure (rooms in agritourism farms, pensions, marinas, bike paths, horse, etc.), But to create ads associated with sensations, education and work. With the development of the main effort is aimed at the preparation of games, workshops and educational programs.</p>
<p><b>Difficulties encountered/ lessons learned</b></p>	<p>Residents of Sieraków after the liquidation of large state-owned farms in were basically left alone. The nearest cities are very far away, and in addition there are only two buses a day. The lands are the worst quality of all our villages, because agriculture is also not particularly developing. Residents Sieraków were sentenced for gathering berries and mushrooms, which has become their main source of income. As Tolkien's heroes have to go to war against evil, so Sierakowie had to finally go out, in order to start making money, change their social status and financial. In this village we are working for six years...</p>
<p><b>Potential for learning or transfer</b></p>	<p>The Creative Tourism is considered a new generation of tourism by involving the tourists themselves and the locals in the creation of the tourist products (co-creation).</p> <ul style="list-style-type: none"> <li>• Diversification of the tourist offers without any investment, just by optimizing existing tangible and intangible heritage.</li> <li>• Positive effects upon the profitability of the cultural infrastructures thanks to this new demand.</li> <li>• Quality tourism endowed with a high added value and purchasing power.</li> <li>• Authenticity and sustainability as it uses the creativity as mean resource.</li> <li>• Positive effect on the self-confidence of the local people thanks to this new interest for their culture and tradition.</li> <li>• Its deseasonalizing character allows a better distribution of the tourist activity along the year.</li> <li>• The geographical outsourcing. The minor interest of creative tourists in traditional “tourist attractions” contributes to a better spatial distribution within the destination.</li> <li>• Intangible heritage recovery.</li> </ul>

<b>Further information</b>	Link to where further information on the good practice can be found
<b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	
<b>Organisation</b>	
<b>Email</b>	
<b>Expert opinion</b>	[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	Regional Centre for Innovation and Technology Transfer (RCIITT) / Business incubator
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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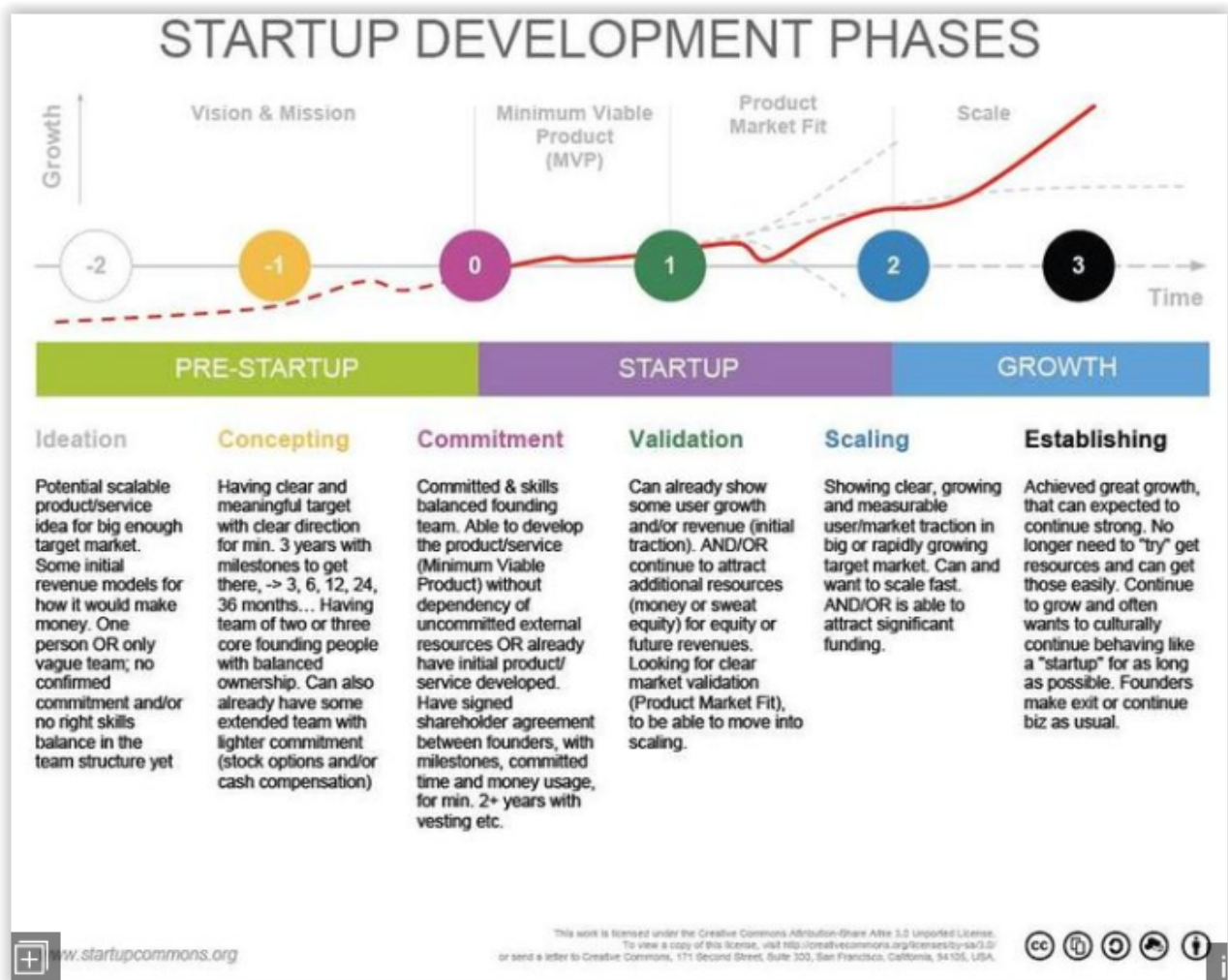
<b>Specific objective</b>	<b>SME competitiveness</b>	
<b>Main institution involved</b>	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.] Regional Centre for Innovation and Technology Transfer (RCIITT)	
<b>Location of the practice</b>	Country	Poland
	NUTS 1	West Pomerania
	NUTS 2	Szczecin
	NUTS 3	Please fill in

2. Detailed description
-------------------------

<p><b>Detailed information on the practice</b></p>	<p>[1500 characters] Please provide information on the practice itself. In particular:</p> <ul style="list-style-type: none"> <li>- What is the problem addressed and the context which triggered the introduction of the practice?</li> <li>- How does the practice reach its objectives and how it is implemented?</li> <li>- Who are the main stakeholders and beneficiaries of the practice?</li> </ul> <p>Preincubation at RClITT – Regional Centre for Innovation and Technology Transfer</p> <p>The service involves free sharing of workstations in a shared open space room. In addition, there will be free of charge. Furnishing of rooms (furniture, laptops, printers). As part of the package of services, AIP tenants will receive Possibility to participate in trainings organized in RClITT and professional advice on the establishment and development of one's own company.</p> <p>The following elements will be evaluated: type of planned business activity, customers, competition, development plan, planned sources of financing and innovativeness aspects, and description of any new technologies planned for use in the enterprise.</p>
<p><b>Resources needed</b></p>	<p>[300 characters] Please specify the amount of funding/financial resources used and/or the human resources required to set up and to run the practice.</p> <p>Regional Centre for Innovation and Technology Transfer used support of Marshal Office, University of Technology in Szczecin, project financing</p>

<b>Timescale (start/end date)</b>	e.g. June 2012 – May 2014/ongoing April 2016- ongoing
<b>Evidence of success (results achieved)</b>	[500 characters] Why is this practice considered as good? Please provide factual evidence that demonstrates its success or failure (e.g. measurable outputs/results).  The emergence of young entrepreneurs in RCIITT, the start of their work by the media, the beginning of the cross-linking process
<b>Difficulties encountered/ lessons learned</b>	[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.  Support such as an office can be treated by the participants as a simple workplace instead of acceleration.
<b>Potential for learning or transfer</b>	[1000 characters] Please explain why you consider this practice (or some aspects of this practice) as being potentially interesting for other regions to learn from. This can be done e.g. through information on key success factors for a transfer or on, factors that can hamper a transfer. Information on transfer(s) that already took place can also be provided (if possible, specify the country, the region – NUTS 2 – and organisation to which the practice was transferred)  [Technical: A good practice be edited throughout a project life time (e.g. to add information on the transfers that have occurred)]  It is very useful to open for students institutions that are connection to business. In spite of the fact that the Regional Centre for Innovation and Technology Transfer organization is geared towards co-operation with science and business, it offers places for students to work Regional Centre for Innovation and Technology Transfer experts are taking seriously their ideas.
<b>Further information</b>	Link to where further information on the good practice can be found
<b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	Regionalne Centrum Innowacji i Transferu Technologii
<b>Organisation</b>	Regional Centre for Innovation and Technology Transfer
<b>Email</b>	<a href="mailto:innowacje@zut.edu.pl">innowacje@zut.edu.pl</a>
<b>Expert opinion</b>	[500 characters] [Technical: to be filled in by the Policy Learning Platforms experts]

iEER additional questions to be answered:



Please indicate what start-up development phase is this good practise used for	Pre-Startup phase: yes/
	Startup phase: yes/
	Growth phase: maybe/no
Is this best practice stand-alone activity/service or part of some other offering?	It is as part of Regional Centre for Innovation and Technology Transfer activities
Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?	Partially yes, the institution co-exists thanks to projects based on EU funds

<b>Is there any cost to participants in engaging with this good practice?</b>	No
<b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b>	Real support offered to entrepreneurs
<b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b>	Information is on the website - Regional Centre for Innovation and Technology Transfer, information is also send to students of University of Technology in Szczecin
<b>What is innovative about this good practice?</b>	For the first time this kind of technological organization is opening for very small and young business, support is for free
<b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b>	For example students of University of Technology in Szczecin could found place for their activities and first steps in business
<b>Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?</b>	Entrepreneurs said that all support (also from Regional Centre for Innovation and Technology Transfer) is needed and it is better to do something then not to do.



## North France Innovation Development

### Name and region

Please fill in your full name, and your Region

Nord France Innovation Developpement

Region : Hauts-de France

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

The current Nord-Pas de Calais smart specialization strategy is based on 6 strategic areas of excellence : 1/Transport and ecomobility; 2/Health and nutrition; 3/Ambient intelligence; and IoT; 4/Chemistry, materials, recycling; 5/ digitals images and creative industries; 6/ Energy

In addition, transversal actions were designed to foster the regional transformation, e.g. with entrepreneurship, sustainable development, service innovation, better support and finance innovation, strengthening relationships with other European regions etc.

What would you like to achieve with your current business development strategy?

The S3 ambition is for the Region to become a great knowledge-base economy, innovative and fair.

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes. Nord-Pas de Calais S3 was launched in 2014. (former regional innovation strategy from 2009 to 2013) - <http://s3platform.jrc.ec.europa.eu/regions/fr30/tags/fr30>

FYI, the new Hauts-de-France region has two S3: the first one from the former Nord-Pas de Calais region, the second one from the former Picardie region launched also in 2014 -

<http://s3platform.jrc.ec.europa.eu/regions/fr22/tags/fr22>

A work of convergence of our two RIS3 is currently in progress with the aim of mobilizing all the stakeholders concerned at the level of the Region Hauts-de-France.

Based on your current business development strategy - What initiatives are currently available in your region?

Call for projects, new demonstrators, new actions plans for incubators, accelerators and clusters...

### Support Structure

Access to Finance

How are the business development initiatives financed?

ERDF + regional funds

Policies and Framework

How are these business development initiatives supported politically?

The regional authority implements the S3 with the help of the regional innovation agency. The regional council is part of the top governance of the S3 implementation as it organizes the meeting of the Regional Innovation Strategic Committee. This committee gathers every 6 months to monitor the S3 implementation and prepare the report to be presented at the regional conference for economic development.

## Culture

**To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.**

Initiatives and entrepreneurship is one of the transversal priorities described in the S3. A regional strategy has been developed to support specifically entrepreneurship. This strategy, launched in 2012, is a collective and multi-stakeholders dynamic in which a regional governance was created, involving stakeholders' representatives: Region, Rectorate, Universities, State, Chamber of Commerce, Territories. Since its launch, 128 000 people were sensitized to entrepreneurship.

## Technology

**How is technological best practise shared and transferred through these business development initiatives?**

The technological best practices are shared during the 6 strategic areas meetings. The agenda of those meetings are to discuss the emerging regional specializations and exchange about the development/improvement of the current specializations.

## Institutions

**How do regional research and educational institutions support the business development initiatives?**

Academics are involved in the implementation of the S3 through participation to governance. R&D and technology transfer is a transversal priority of the S3. A regional network of the techno transfer managers is in charge of widening and strengthening the relationships between academics and companies.

## Structural Funds

**How do structural funds effect these business development initiatives?**

Structural funds, especially ERDF, are a funding tool for the projects.

## Networks

**Who are the main actors in regard to the business development initiatives?**

- Regional council
- Regional innovation agency
- Clusters
- Research and education community

## Process & Methodology

### Innovation

**What are the specific factors that foster innovation in these business development initiatives?**

- European and national calls for projects (ERC, Horizon 2020, PIA, ANR...)
- Regional policy (regional scheme for economic development)

## Communication and Promotion

### How are the business development initiatives communicated and promoted?

Communication on S3 to the regional innovation and research network. Not much communication towards companies as S3 is a too institutional topic.

Concerning entrepreneurship, a specific strategy has been developed by the regional council, along with a dedicated dissemination strategy.

## Skills

### What types of work-related skills are particular requested in regard to the business development initiatives?

Skills for all steps of innovative project management:

- Management of creativity
- Fostering new markets
- Design (methods)
- Commercialization of innovation

### To which extend are these work-related skills available in your region?

Depending on the sector or priorities chosen

## Business Infrastructure

### What type of business infrastructure is in place as to implement the business development initiatives?

Incubators, accelerators, competitiveness clusters, laboratories, technology transfer office, fablabs, ...

## Impact

### High Growth

#### How do the business development initiatives target, create or assist high growth companies?

The implementation of the S3 is based on a database of companies established in the region. This database also contains tools to categorize companies in terms of potential for innovation, potential for exportation etc. The database is filled by all the regional stakeholders (clusters, chamber of commerce, etc).

The database allows to target the right companies for the actions developed at regional level. It is also a tool to analyze the regional company ecosystem and see where public support is needed.

### Youth Entrepreneurship

#### What is the impact of the business development initiatives on youth entrepreneurship?

A regional strategy has been developed to support entrepreneurship specifically. The main targets of this strategy are school pupils, students and young people. The long term ambition of the strategy is to change the mentality of the population.

52 initiatives from universities, schools, support organization, etc. are labelled.

### Intrapreneurship

#### How is intrapreneurship targeted, created or assisted through the business development initiatives?

No specific actions on intrapreneurship. But existing actions on “initiatives” in general. “Initiatives” is wider than entrepreneurship but an entrepreneur needs initiative.  
It could lead someone to involve in NGOs for example.

#### Innovation

**How is innovation targeted, created or assisted through the business development initiatives?**

Strong focus on R&D&I projects. Projects to be financed by ERDF are assessed in the strategic areas meetings (the group gives its Go –No go for the funding decision).  
Call for innovative projects are organized on a regular basis to identify new businesses, new ideas -> potential new regional specializations

#### Economic growth

**How is economic growth targeted, created or assisted through the business development initiatives?**

By the development of new products (specially own products) or new services with better value added.

#### Job creation

**How is job creation targeted, created or assisted through the business development initiatives?**

The S3 bets on innovation as a way of creating new jobs in companies.  
The attractiveness of the region is also targeted by the S3: attracting big companies to set up in the region is one of the challenge.

#### Globalisation

**To which extent do these business development initiatives support the internationalisation of firms and how?**

Internationalization is not mentioned as a priority in the S3. Nevertheless companies can find all the support they need when it comes to internationalization. For example, the regional chamber of commerce has a dedicated unit, helping companies to access new markets outside France.

### Learning points

#### To do

**Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?**

- Good analysis of regional/national context
- Effective governance
- Shared vision
- Identification of strong priorities
- Policy mix
- Don't forget to elaborate a good methodology of monitoring and evaluation

#### Not to do

**Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?**

Not to comply with the above recommendations.

## Good Practice - North France Innovation Development

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	Initiative and Entrepreneurship Regional Strategy
<b>Does this practice come from an Interreg Europe Project</b>	Yes

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	iEER
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<b>Specific objective</b>	SME competitiveness	
<b>Main institution involved</b>	Hauts-de-France régional Council	
<b>Location of the practice</b>	Country	France
	NUTS 1	Hauts-de-France
	NUTS 2	Please fill in
	NUTS 3	Please fill in

2. Detailed description	
<b>Detailed information on the practice</b>	<p>Nord-Pas de Calais, now part of the Hauts-de-France region, used to be characterized by a strong employee culture inherited from the industrial periods of the 19th and 20th centuries.</p> <p>Regarding the low rate of entrepreneurship, the Regional Council launched in 2001, an entrepreneurship program (PRCTE) that made possible to catch up for being behind the national level of business start-ups (7,000 creations per year in 2001 to almost 24,000 since 2010 in NPDC).</p>

	<p>The purpose of the Initiative and Entrepreneurship Regional Strategy (IERS), launched in 2012, is changing the mentality of the population on entrepreneurship and the spirit of initiative; with three different challenges: Breaking the barriers to entrepreneurship, developing entrepreneurship / improving the employability of young people by reinforcing key skills / Making young people become an actor in the development of the region.</p> <p>The IERS is a collective and multi-stakeholders dynamic in which a regional governance was created, involving stakeholders' representatives: Region, Rectorate, Universities, State, Chamber of Commerce, Territories. The two mains targets are: school pupils, students and young people.</p> <p>Regional council and Rectorate steer regional actors to improve territorial coverage. Through a labelling of "entrepreneurship" educational tools, Rectorate facilitate deployment in schools. It allows to shape a diversified range of actions for primary school pupils to 2-year higher education courses (52 labelled actions, 11 regional actors).</p> <p>The regional council works with Universities : a network of 7 Hubhouses (space devoted to student initiative and entrepreneurship) were created throughout the universities based in Nord-Pas de Calais (pre-accompaniment, partners' orientation) - 300 accompanied projects, 30 creations per year.</p>
<b>Resources needed</b>	ERDF – 1 400 k €
<b>Timescale (start/end date)</b>	June 2012 – ongoing
<b>Evidence of success (results achieved)</b>	<p>An extranet tools developed to follow strategy's objectives indicate that, since its launch in 2012, the IERS' partners has sensitized and introduced more than 128,000 people to entrepreneurship.</p> <p>September 2015- June 2016 : 1372 awareness actions from secondary school to HEIs</p> <p>51 008 people sensitized including 37 477 students. 312 students supported</p>
<b>Difficulties encountered/ lessons learned</b>	[300 characters] Please specify any difficulties encountered/lessons learned during the implementation of the practice.
<b>Potential for learning or transfer</b>	<p>The IERS is potentially interesting for other regions because it :</p> <ul style="list-style-type: none"> <li>- Gathers together the stakeholders actions around a common regional goal</li> <li>- Organises the coverage of all targets groups and territories</li> <li>- Standardises the operators method in order that anyone can, at least, access to the same basic services</li> </ul>

	<ul style="list-style-type: none"> <li>- Control the use of structural fund.</li> </ul> <p>They are key success factors for a transfer:</p> <ul style="list-style-type: none"> <li>- Work on evaluation and indicators from the beginning</li> <li>- Do not focus on too many target groups (one or two is enough)</li> <li>- Be in a collective and multi-stakeholders dynamic strongly supported by the elected body of each representatives</li> </ul> <p>They are also factors that can hamper a transfer:</p> <ul style="list-style-type: none"> <li>- To focus on too much target groups</li> <li>- To work without political support</li> <li>- Not being able to convince of a common/shared issue</li> </ul>
<b>Further information</b>	nicolas.duhamel@nordpasdecalaispicardie.fr
<b>Contact details</b> [Technical: the contact details will be visible only to “Policy Learning Platforms registered members”]	
<b>Name</b>	Nicolas Duhamel
<b>Organisation</b>	Hauts-de-France régional Council
<b>Email</b>	nicolas.duhamel@nordpasdecalaispicardie.fr
<b>Expert opinion</b>	[500 characters] <b>[Technical: to be filled in by the Policy Learning Platforms experts]</b>



**iEER additional questions to be answered:**

<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>Yes, ERDF</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>No</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>There is no criteria required. The aim of the IERS is to raise awareness among young people as largely as possible</p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>The IERS mobilise stakeholders on a common challenge. The stakeholder reach their targets with the help of the regional institutional communication (website, events, press relations, etc) and their own communication channels.</p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<p>The IERS is a collective and multi-stakeholders dynamic with a regional governance, involving stakeholders' representatives: Region, Rectorate, Universities, State, Chamber of Commerce, Territories. The two mains targets are: school pupils, students and young people.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>This is a long term strategy. Thanks to the reporting tools we developed, we hope we can measure real impacts in couple of years.</p>
<p><b>Can you please outline "what not to do or things to avoid" in relation to this good practice from experience and learning in providing this good practice in your region?</b></p>	<p>They are key success factors for a transfer:</p> <ul style="list-style-type: none"> <li>- Work on evaluation and indicators from the beginning</li> <li>- Do not focus on too many target groups (one or two is enough)</li> <li>- Be in a collective and multi-stakeholders dynamic strongly supported by the elected body of each representatives</li> </ul> <p>They are also factors that can hamper a transfer:</p> <ul style="list-style-type: none"> <li>- To focus on too much target groups</li> <li>- To work without political support</li> <li>- Not being able to convince of a common/shared issue</li> </ul>

## Institute of Technology Tralee

### Name and region

Please fill in your full name, and your Region

Kerry County Council, Kerry Region

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

Kerry Local Economic & Community Plan 2016-2022

The Kerry Local Economic & Community Plan was adopted in April 2016. The purpose of this Local Economic and Community Plan (LECP) is to set out the actions and objectives needed to promote, support and strengthen the sustainable development of the economy and communities of Kerry.

This plan promotes a co-ordinated inter-agency approach to tackling key economic and social concerns which have been identified through in-depth research and an extensive consultation process. The economic elements of this plan were overseen by the Strategic Policy Committee (SPC) for Economic Development, Enterprise and Planning. The community elements of this plan were overseen by the Local Community Development Committee (LCDC). The LECP contains three elements which reflect identified concerns and corresponding objectives and actions:

1. Economic Development and Job Creation
2. Quality of Life
3. Community and Social Inclusion

The strategic vision is supported by 27 higher level goals. The higher level goals relate to the following:

1. Economic Development and Job Creation
  - Supporting existing businesses in Kerry
  - Attracting investment to Kerry
  - Sustainably maximize growth opportunities for Kerry
  - Diversifying the Kerry Economy
  - Marketing
  - Skills Development
  - Smart Technology
  - Networking/Collaboration
  - Natural Resources
  - Energy
  - Connectivity
  - Social Enterprise

## 2. Quality of Life

- Natural Environment
- Communities of Place
- Accessibility to Services
- Engagement & Participation
- Health & Well-Being
- Culture & Heritage

## 3. Community and Social Inclusion

- Social Deprivation
- Education
- Unemployment
- Children & Young People
- Older People
- Marginalised Communities
- People with Disabilities
- Social & Community Infrastructure
- Regeneration

This LECP builds on the national and regional policy framework and will provide enhanced strategic planning, better targeting, and co-ordination of resources with the objective of improving the quality of life of all of our citizens.

The Plan is geared to attract investment to Kerry, through the development of appropriate property solutions, improved infrastructure and connectivity and through the provision of the necessary skills base within the county. The LECP also focuses on collaboration between sectors of the economy, providing opportunities for local service providers to connect with large enterprise. The LECP focuses on potential areas of economic growth in tourism, food production, retail, the creative industries, engineering manufacturing and renewable industry. The diversification of economic activity is also earmarked to deal with issues of seasonality, low incomes and the challenges faced in peripheral areas of the county.

Central to the LECP is the marketing of the county as a place to invest, live and to visit. While this will be lead by the public sector, existing firms in the county will play a pivotal role in promoting the positive experience of both doing business and living in Kerry. It is crucial to build on the history of entrepreneurship in the county, through brand leaders such as Kerry Group, FEXCO and Dairymaster, while also showcasing the significant industries such as Liebherr and Astellas that have thrived in the county.

Economic prosperity is a requisite to achieving sustainable communities. However it must be aligned with appropriate policies that ensure positive outcomes for the entire community. The LECP recognises through the quality of life and social inclusion goals that a good environment, equality of access, engagement and participation, pride of place, promotion of health and wellbeing, meeting the needs of the most

vulnerable within our communities and the regeneration of our towns, villages and rural areas are the foundations of a healthy inclusive society.

#### Tourism Strategy and Action Plan 2016-2022

Kerry County Council prepared a Tourism Strategy and Action Plan, developed in a consultative manner with inputs from many different organisations and people. This Strategy is complementary to the Kerry Community and Economic Plan (LCEP) and is required to be in compliance with the Kerry County Development Plan (CDP) 2015-2021. It is an over-arching document which along with the LCEP and CDP will guide tourism development in the County, over the life of the strategy.

The vision of the strategy is to maximise, in a sustainable manner, tourism's contribution to the quality of life, economy, employment and local community development of County Kerry, paying particular attention to nurturing and protecting the natural, built, cultural and linguistic heritage of the county. The overall objectives are to:-

- Increase the number of visitors to the county, their length of stay and their spend, and to do so in a manner that is sustainable.
- Nurture and protect our cultural heritage by supporting our people, communities and organisations who are the source and guardians of this valuable asset.
- Extend the tourism season across the county but, in particular, in areas where the tourism season is short.
- Work with Fáilte Ireland and Kerry Convention Bureau to grow event and business tourism in the county.
- Encourage and facilitate the provision of high-speed broadband for visitors and providers throughout the county.
- Promote accessible tourism amongst our business providers and state agencies as a key component of the Kerry offering.
- Increase the number, breadth, depth and quality of the tourism experiences across the county maximising the opportunities presented by the Wild Atlantic Way.
- Continue to invest in tourism education and training.
- Encourage visitors to become advocates for the county and to return to Kerry in the future.
- Match and preferably exceed the Government's projected growth rates for tourism (in real terms from 2014) - outlined in People, Place and Policy (2015).
- Build a sustainable tourism future that emphasises the importance of taking particular care of the natural and built environment and also supports and nurtures the cultural heritage (e.g. Irish language, music, dance, storytelling and folklore) in such a way that these elements continue to prosper in a

sustainable manner.

What are the main building blocks in your past, current or proposed business development strategy in your region?

- Accessing Funding for Initiatives at both a National and EU level
- Broadband Connectivity
- Lack of national focus on rural areas in Ireland
- Foreign Direct Investment is more focused on Dublin and the large cities
- Population decrease in rural areas
- Aging Population
- Short tourism season in parts of the county
- Kerry airport – continuation of this strategic access point is critical to the county.
- Shannon, Cork and Kerry airports – a regional counterbalance to Dublin Airport is required
- There is a need for more private investment in physical infrastructure in the County
- National Planning Framework which is under review needs to take account of Kerry's needs. Critical that Kerry is included in the Atlantic corridor.
- Adare and Macroom town Bypasses are critical access points to the county.

What would you like to achieve with your current business development strategy?

The promotion of a robust and diverse economy, supported by a well-developed education and training model, enabling a sustainable population and vibrant communities throughout the county. The development of a specialized Fintech Hub and Agritech cluster.

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Kerry County Council launched a County Economic and Community Plan 2016-2022 in 2016. In this plan there are twelve Economic Sustainable Goals with corresponding objectives and actions.

Based on your current business development strategy - What initiatives are currently available in your region?

There are initiatives regarding the following: Supporting existing business in Kerry, Attracting investment to Kerry, Sustaining and Maximising Growth Opportunities for Kerry, Diversifying the Kerry Economy, Marketing, Skills Development, Smart Technology, Networking and Collaboration, Natural Resources, Energy, Connectivity, and Social Enterprise.

## Support Structure

Access to Finance

How are the business development initiatives financed?

- The initiatives are financed by a range of funding through local government, central government, LEADER, Local Enterprise Office and EU funding
- The banking and private sector also provide finance but in light of the banking crisis it is more difficult for companies to access finance.

## Policies and Framework

### How are these business development initiatives supported politically?

The Kerry Local Economic & Community Plan was adopted by Kerry County Council (LECP) in 2016. The Kerry County Council's Economic Development and Enterprise Strategic Policy Committee has responsibility for the implementation for the economic element of the LECP.

The LECP was prepared in accordance with the provisions for the Local Government Reform Act 2014 (LGRA). The LECP sits within Ireland's Planning Policy Hierarchy and is informed by a series of plans and strategies that are developed at European, National, Regional and Local Level. At Regional and local level it is informed by the South West Regional Guidelines, Research and Innovation Strategy for the Mid West of Ireland 2014-2018, Action Plan for Jobs South West Region 2015-2017, Kerry County Development Plan 2015-2021, Kerry County Council Corporate Plan 2015, and Town Development Plans,

## Culture

### To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

Within the Economic element of the LECP there are many objectives and actions to support existing business in Kerry, attracting investment to Kerry, Sustaining and Maximising Growth Opportunities for Kerry, Diversifying the Kerry Economy, There is strong collaboration between industry and the local agencies.

## Technology

### How is technological best practise shared and transferred through these business development initiatives?

The implementation of ICT infrastructure and smart town technology identified locations

## Institutions

### How do regional research and educational institutions support the business development initiatives?

The IT Tralee, Kerry's Higher Education Institute works closely with Kerry County council and the other stakeholders to support the various business initiatives in the county. The institute has developed leading research centers including:

- The Centre for Entrepreneurship and Enterprise Development (CEED)
- The Irish Academy of Hospitality & Tourism
- The Shannon Applied Biotechnology Centre (Shannon ABC)
- The Intelligent Mechatronics and RFID (IMaR) Technology Gateway
- UNESCO Chair Inclusive Physical Education, Sport, Recreation & Fitness

## Structural Funds

### How do structural funds effect these business development initiatives?

- Structural funding is required to support the business development initiatives within the county. It is critical that structural funding support is given to the County in order to help economic development within the county.
- Example Structural Funding Island of Geese Project

- One example of structural funding which supports urban regeneration and economic development is in relation to the Island of Geese project in Tralee, Co. Kerry. In 2015 Kerry County Council successfully submitted an application to the Southern Regional Assembly for European Regional Development Funding (€1.5m – ca50% of the total cost of development) through the Designated Urban Centre Grant Scheme for a 3 year programme of work for the development of The Old Denny Factory Site and the creation of a master plan for the area of Tralee Town Centre West.
- The objectives of the Island of Geese project are as follows:
  - Stimulate economic growth by attracting a flagship commercial enterprise to the former Denny Factory Site, thereby acting as a catalyst to enhance the vitality and viability of the Town Centre, by facilitating a vibrant (day & night time) economy.
  - Promote the regeneration of the Tralee Town Centre West area through the enhancement of its physical fabric, development of the former Denny Site and transformation of its image so that it becomes an attractive place for all those living, working and visiting the area.
  - Promote the regeneration of the Tralee Town Centre West area as a vibrant and socially inclusive area through the development and improvement of the former Denny Site and a new amenity/public realm as a focal point for the centre of the town while embracing arts and creative industries and sustainable urban living.

## Networks

### Who are the main actors in regard to the business development initiatives?

There is a strong collaborative working arrangement in the county among the agencies and organisations working in the economic development field. Among these organisations and agencies are Kerry County Council, the Local Enterprise Office which is part of Kerry County Council, the Institute of Technology Tralee, IDA-Ireland, Enterprise Ireland, Local Development Companies (South Kerry Partnership, North East West Kerry Development, IRD Duhallow, Chamber Alliance, Kerry Education and Training Board.

## Process & Methodology

### Innovation

#### What are the specific factors that foster innovation in these business development initiatives?

The provision of incubation infrastructure, support services such as grant aid, training and support through the various agencies help foster innovation in Kerry.

### Communication and Promotion

#### How are the business development initiatives communicated and promoted?

There are media campaigns carried out through traditional methods such as newspapers and radio, social media campaigns and attendance at various conferences and workshops throughout the year. Events such as Young Entrepreneur, Mentorship programme, Business Development related training programmes, Food Academy programmes, Tourism development projects and initiatives help promote these initiatives.

### Skills

#### What types of work-related skills are particular requested in regard to the business development initiatives?

Kerry County Council Participates in an Employer and Education Skills Forum to ensure education and training provision is meeting future skills needs of the region through greater employer input and better information for employers on the skills supply.

Skills required, skills in Science Technology, Engineering, and Maths, ICT related skills, tourism industry related, Agritech and Fintech

#### To which extend are these work-related skills available in your region?

There is an availability of a lot of these skills in the region but there is a constant challenge of getting enough people with these skills into the region. There is also a shortage of some skills such as ICT.

#### Business Infrastructure

##### What type of business infrastructure is in place as to implement the business development initiatives?

There a number of incubation spaces available in Kerry:

##### Kerry Technology Park

Kerry Technology Park is located on a 113-acre parkland campus surrounded by breath-taking scenery, yet within walking distance of Tralee town centre and adjoining the campus of the Institute of Technology Tralee.

The park is a combination of a high quality business estate with leading edge communications and a local research and education centre. It encompasses 50 acres of enterprise space, range of office suites and business units and a powerful enterprise culture.

The Tom Crean Centre is located within the park. The Tom Crean Centre provides start-up businesses with the right environment to build and scale an international business, combining office space with business support services in an environment rich with a network of entrepreneurs. The focus is on technology and knowledge intensive sectors.

##### Killarney Technology Innovation Centre (KTI)

The KTI Centre is a purpose-built enterprise incubation and business innovation complex. KTI offers a range of office suites and serviced desk spaces to new and expanding businesses. The Centre is an ideal business start-up location for knowledge-intensive enterprises. Client businesses will typically operate in such areas as e-commerce, software, multi-media, tourism, web and knowledge-based sectors.

The Centre provides a range of different sized business incubation units. These units are fully serviced and provide an ideal location for technology driven enterprises and innovative R&D projects.

KTI also provides enterprise-related project development, project management and research services to public and private organisations.

##### Coastal Hubs

##### Skellig Centre for Research & Innovation

Skellig Centre for Research and Innovation is an outreach campus for higher education, research and entrepreneurship based in County Kerry, Ireland. This is a catalyst for the entire region and is a space that fosters collaboration, community building, research and an entrepreneurial spirit.

This Centre is a unique higher education and community development partnership between Kerry County Council, University College Cork and South Kerry Development Partnership which promotes local level collaboration with national and international research communities emulating in a local context, the impact of a third level institution in a community.

##### Dingle Creativity & Innovation Hub



This is a community enterprise initiative supported by Dingle Business Chamber, Údarás na Gaeltachta and Kerry County Council. Eir (telecoms provider) is playing a pivotal role by underpinning the overall connectivity of the Hub.

The Hub is located at the Údarás na Gaeltachta Business Park in Cuilín, Dingle, in a specially fitted-out office facility. Initially there will be 20 spaces available to support new business formation, comprising of co-working spaces, dedicated offices and hot desks.

Uniquely, the Hub will provide: Test, Trial and commercial launch facilities for next generation communications solutions in areas such as the Internet of Things (IoT) and Wifi networks and it will be complemented by access to eir's 1GB fibre broadband. The Hub is focused on businesses seeking to develop in the following economic sectors, the Internet of Things (IoT), Information and Communication Technologies (ICT), animation, film, music technology, next generation WiFi and other wireless services.

## Impact

### High Growth

**How do the business development initiatives target, create or assist high growth companies?**

Enterprise Ireland is responsible for supporting High Potential Start-Up (HPSU) Companies. HPSUs are start-up businesses with the potential to develop an innovative product or service for sale on international markets and the potential to create 10 jobs and €1m in sales within 3 to 4 years of starting up.

### Youth Entrepreneurship

**What is the impact of the business development initiatives on youth entrepreneurship?**

Kerry County Council promotes Youth Entrepreneurship through our Local Enterprise Office initiatives with programmes such as Student Enterprise Awards and Ireland Best Young Entrepreneur

The IT Tralee also strongly promotes youth entrepreneurship through various programmes in the county such as Discover ITT and the ILogica academy as well as working with Kerry County Council and the Local Enterprise Office to promote various youth entrepreneurship programmes and initiatives. CEED within the IT Tralee has also cofounded a number of programmes in this continuum including The Junior Entrepreneur Program (JEP) for primary schools and the Young Entrepreneurship Program (YEP) for secondary schools.

### Intrapreneurship

**How is intrapreneurship targeted, created or assisted through the business development initiatives?**

Collaboration and networking initiatives and innovation training

### Innovation

**How is innovation targeted, created or assisted through the business development initiatives?**

Many of the private companies within the county foster an innovative culture. The local government and public bodies support these initiatives through grant aid, training and mentoring support.

### Economic growth

**How is economic growth targeted, created or assisted through the business development initiatives?**

All the sustainable goals, objectives and actions in the Local Economic and Community Plan are set out to support a robust and diverse economy.

## Job creation

### How is job creation targeted, created or assisted through the business development initiatives?

- Kerry presents a range of opportunities for development and job creation. Actions in LECP seek to actively promote sustainable economic development and employment generation and are strongly aligned with the objectives outlined in chapter four of the County Development Plan which are concerned specifically with economic development and employment.
- Kerry has a range of opportunities to build on its traditional sectors such as tourism, agriculture and the agri-food and drinks sector. The socio-economic analysis and supporting research showed that Kerry has a high dependency on agriculture when compared to the South-West or the State, therefore the sustainability of the sector is of great importance. The sector holds a range of opportunities for sustainable development as outlined in Food Harvest 2020 and the South West Regional Action Plan for Jobs (SWRAPJ). In order to avail of such opportunities a number of actions were identified which are centred on diversification of farming and the agri-food and drinks sectors. Such diversification will help to sustain the viability of the sector.
- The opportunity to build on traditional sectors is also seen in the actions which are aimed at expanding the food sector. Such actions seek to develop links between traditional sectors with the aim of creating a vibrant, sustainable Kerry food economy which will bring added value to the agri-food sector, tourism and retail trade in the county.
- The tourist industry in the county has previously been highlighted as a major economic driver and has potential for development throughout Kerry. Kerry's heritage, culture and natural assets have led to the county's prominence as a tourist destination and tourism generates high levels of seasonal employment in the county. Actions in this section are aimed at developing and implementing a tourism strategy for the county in order to expand the tourist season.

## Globalisation

### To which extend do these business development initiatives support the internationalisation of firms and how?

Local Enterprise Office Kerry (LEO) which is part of Kerry County Council is the first stop shop to provide support and services to start, grow and develop micro business in Kerry.

The key objectives of LEO Kerry is to provide businesses with:

- Business Information and Advice
- Training
- Mentoring
- Financial Supports
- Networking
- Local Economic Development Services
- Enterprise Education

Enterprise Ireland is responsible for supporting High Potential Start-Up (HPSU) Companies. HPSUs are start-up businesses with the potential to develop an innovative product or service for sale on international markets and the potential to create 10 jobs and €1m in sales within 3 to 4 years of starting up.

## Learning points

To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

It is important to have interagency support to develop a collaborative economic plan of job creation targeted at their region based on their strengths, assets and opportunities.

Plan, act and review.

Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

Not to work in silos or in isolation. Depending on the size and location of the region not to focus solely on one specialization or one region.

## Good Practice - Institute of Technology Tralee

### Good Practice template

- All Good Practices identified by an Interreg Europe project and reported in the progress reports have to be submitted to the Programme.
- In order to submit a practice, you will have to register in the Interreg Europe website. Online submission will be available the first semester of 2017.
- NB: in orange: 2 optional fields. All other fields are compulsory.

1. General information	
<b>Title of the practice</b>	Taste Kerry
<b>Does this practice come from an Interreg Europe Project</b>	No

In case 'yes' is selected, the following sections appear:

<b>Please select the project acronym</b>	n/a
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Specific objective	SME competitiveness	
<b>Main institution involved</b>	[Technical: The name of the institution and location of the practice are per default those of the practice author. They remain editable.]	
<b>Location of the practice</b>	Country	Ireland
	NUTS 1	Please fill in
	NUTS 2	County Kerry
	NUTS 3	Please fill in

2. Detailed description
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<p><b>Detailed information on the practice</b></p>	<p>Taste Kerry is an organisation that promotes and provides support to everyone involved in food and drink in Kerry, with a particular emphasis on the use of local produce. Taste Kerry operate as an umbrella organisation we offer support to cluster groups and networks such as farmers markets, food festivals, food producers (primary and secondary) hotels, Bed and breakfasts, restaurants, cafes, bars and anyone involved in the food industry in Kerry. The overall aim of Taste Kerry is to create a strong, vibrant and living food and drink identity for County Kerry. Taste Kerry aims to help strengthen the many current good food initiatives, to encourage new activity and to support all stakeholders in the food sector by creating a structured environment for them to grow and develop and ultimately become more sustainable. While also playing a primary role in enhancing the tourists food and drink experiences in Kerry thus using tourism and the enviroment as a driver for the marketing and sale of kerry produce.</p> <p>The objectives are reached through active engagement with each of the networks mentioned. We provide small scale mentoring to food and drink producers, use our media streams as a platform for them to market and advertise themselves and their respective business, organise a number of food related events at a local, regional and national level, provide financial support to the various festivals around Kerry and recognise and reward those who are telling the Kerry Food Story.</p> <p>Taste Kerry is managed and coordinated by a project coordinator and a voluntary committee (all having links to the food sector). The main beneficiaries are the networks mentioned. Taste Kerry is financially supported by a number of stakeholders such as Kerry County Council, Local Enterprise Ofiice, Cedra, Udaras na Gaeltachta and strongly supported by the Institute Technology Tralee.</p>
<p><b>Resources needed</b></p>	<p>Since food is becoming an important part of tourism particularly over the last number of years our funding has grown and varies on an annual basis. For example, last year the sum received would have been close to €100,000 and this year it was in the region of €60,000. The main pool of funding we receive would come from Cedra and this would be match funded by the previous stakeholders mentioned, mainly Kerry County Council and the Local Enterprise office.</p> <p>Budget items consist of a number of things such as website maintenance, marketing material, the cost of going to events and</p>

	producing Taste Kerry publications. An additional budget item is animation and facilitation.
<b>Timescale (start/end date)</b>	The initiative began in 2010 and over the last number of years it has seen considerable growth and is still ongoing.
<b>Evidence of success (results achieved)</b>	From initial development of Taste Kerry back in 2010, the Taste Kerry network has grown on an annual basis. As previously mentioned we do not charge membership but in terms of producer engagement and indeed new producers on the market we are dealing with significantly greater numbers. In 2014 the “Kerry food story” highlighted 90 food producers in Kerry. Fast forward to the 2016 “Taste Kerry Food Directory” and we had a directory of over 150 + food and drink producers. In addition, the new and updated website has on average 800 followers per month and this number increases significantly after Taste Kerry related events. There are many international visitors to the website also.
<b>Difficulties encountered/ lessons learned</b>	The fact that there is over 150+ producers in Kerry, not to mention the other networks that in itself became an obstacle. As we do not have the resources to deal with them on an individual level due to different goals we had to determine how best to deal with them as a network. Taste Kerry is all about inclusion and is not an exclusive organisation, therefore we did not want to go down the avenue of membership. We decided that it was best to outline the work we do and encourage them to form their own network which would act as a subcommittee of Taste Kerry. A member of their network now sits on the Taste Kerry board and relay the wants and needs of that network as opposed to the individual. As this is still in its infancy stage it is not possible to measure its success.
<b>Potential for learning or transfer</b>	The importance of the agricultural, agri-food, & food & drinks industries to the Kerry region are immense, where over +21.1% of the current eligible work-force are employed within the agri-business & food & drink production sectors (Kerry County Council, 2015). A further +23.6% are employed within the food service sector or other tourism related activities. Thus +44% of the eligible work-force within the Kerry region are employed in an industry where food & drink are components in one form or another. Another important attribute of the agri-food sector within Kerry is that it is located in the main within rural Kerry. Growth in these sectors can help to deliver on the rural employment objectives within the Kerry County Development Plan (2009-2015) & the Commission for Economic Development in Rural Areas Report (2014).

	<p>The evidence therefore suggests food &amp; drink production can have significant positive long-term economic effects for a region. The Taste Kerry initiative could be interesting for other regions who:</p> <ul style="list-style-type: none"> <li>- Wish to brand their region as a food and drink destination</li> <li>- Find it difficult to create synergies between the different networks involved in food and drink production</li> <li>- Wish to grow their food tourism offering i.e. food trails and festivals.</li> </ul>
<p><b>Further information</b></p>	<p>Website: <a href="http://www.tastekerry.com">www.tastekerry.com</a></p> <p>Facebook: <a href="https://www.facebook.com/TasteKerry">https://www.facebook.com/TasteKerry</a></p> <p>Twitter: tastekerry1</p> <p>Taste Kerry Publication:  <a href="https://issuu.com/tastekerrybook/docs/taste_kerry_book_2016_">https://issuu.com/tastekerrybook/docs/taste_kerry_book_2016_</a></p>
<p><b>Contact details</b></p>	
<p><b>Name</b></p>	<p>Deirdre Spillane</p>
<p><b>Organisation</b></p>	<p>Taste Kerry</p>
<p><b>Email</b></p>	<p>deirdrespillane@gmail.com</p>
<p><b>Expert opinion</b></p>	<p>[500 characters] <b>[Technical: to be filled in by the Policy Learning Platforms experts]</b></p>

**iEER additional questions to be answered:**

<p><b>Is this best practice supported by EU structural funds? If not, how can it be relevant for the structural funding authority?</b></p>	<p>No??????</p>
<p><b>Is there any cost to participants in engaging with this good practice?</b></p>	<p>There is no cost incurred as we do not charge membership. We do however charge minimal fees for producers to attend national events. These events are chosen by the producers and not by Taste Kerry.</p>
<p><b>How are participants/users selected for this best practice? Please outline any criteria that is required.</b></p>	<p>As previously mentioned we deal with everybody involved in Food and Drink production in Kerry i.e. from farm to fork. We do however have a very strong emphasis on sourcing and using local produce. For example, every restaurant highlighted on our website are dedicated to using a large degree of local produce and every accommodation outlet was chosen because they were nominated by a producer for their Breakfast offering. Overall we try to create collaboration and networking between producers and providers.</p>
<p><b>Please outline how this good practice is marketed in your region and how it reaches the end-user (please include links if available)</b></p>	<p>Taste Kerry is marketed by the following:          Website (<a href="http://www.tastekerry.com">www.tastekerry.com</a>).          Marketing Material (publications, bags, brochures, flyers, maps, pocket size booklets, pens, car stickers, pull ups, tasting stands etc.)          Word of Mouth          Through our funding bodies          Radio and press campaigns</p>
<p><b>What is new and/or innovative about this good practice?</b></p>	<p>Taste Kerry uses both traditional and digital media to not only market Taste Kerry and build the brand but to build the network and share the story. Digital media has favoured Taste Kerry marketing activities well to date.</p>
<p><b>How has this good practice boosted young entrepreneurship and supported business creation in your region?</b></p>	<p>We recently launched the Kerry Food and Drink Experience and in order for those listed to become a “Taste Kerry Food Ambassadors” they have to have direct links to producers, therefore we are encouraging inter-trade and creating business opportunities.          When entrepreneur’s start-up they come to us for support on how to market themselves and how to get their product to shelves. As we are part funded by the Local Enterprise office they provide workshops who are tailed to those exact needs and we can also direct them to potential sources of funding.</p>



**Can you please outline “what not to do or things to avoid” in relation to this good practice from experience and learning in providing this good practice in your region?**

Please see former page under “Lessons learned” as an example.

### Good Practice user testimonial (Optional)

**Please help us to build user cases and get a better understanding of how this best practice works by providing a case study in your region of a young entrepreneur who has engaged with this good practice and is happy to share their story.**

Young Entrepreneur (YE)# Name	Niall Harty
Business name	Harty Nutrition Ltd. t/a Origin Bars
Website link	www.originbars.ie
What sector is this young entrepreneur working in	Food Manufacturing
What problem was the YE trying to solve?	Scaling production, equipment procurement and export
Where did they hear about the good practice?	Local Business Development groups
Was there a cost to the YE?	No
Why did the YE decided to engage with this good practice?	Networking, Promotion, bench marking
What benefits did they get from engaging in the good practice?	Promotion, learning from established entrepreneurs
What does the YE feel are the strengths of the good practice?	Networking, Promotion, bench marking
What recommendations do they have for improving the good practice?	Industry specific networking event/conference
Is this young entrepreneur happy to have their case study published either in the iEER handbook and/or online in a website?	<b>Yes</b>
Does the YE consent to the TF leader contacting them for more information (If so please include their email address)	<b>Yes</b>

**#iEER defines young entrepreneurs between age 18 to 45 who are at the early stage of starting business or young firms no older than 5 years.**

## Marche Regional Authority

### Name and region

Please fill in your full name, and your Region

PAOLA PAOLINELLI - MARCHE REGION

### Initiatives

Business development strategies

What are the main building blocks in your past, current or proposed business development strategy in your region?

The regional evolution to RIS 3 was the following: 2000-2006, Innovation has been promoted adopting a sectorial approach (industrial district as furniture, footwear, mechanic); 2007-2013, Innovation has been supported by clustering groups of SMEs and Universities; the on going evaluation 2007-2013: evolution of the regional specialisation to an innovative cluster structures, able to support the upper quality traditional productive vocations

What would you like to achieve with your current business development strategy?

To develop new activities in high tech and smart domains, crossing traditional and key economic sectors enterprises with enabling tech and sciences (new materials, ICT and Electronics, Bio technology, Aging and social sciences, communication, ..)

Does your region have a codified Smart Specialization Strategy ? (yes/no) If yes: in which year was it implemented?

Yes, we have; 2013 Home automation, Mechatronics, Green manufacturing, Health and well being

Based on your current business development strategy - What initiatives are currently available in your region?

European partnership, researcher placement, UBC (University and Business Cooperation), spin-off e start-up; services and infrastructures. Taking part into the National clusters (Public environment and private ambient / Smart Factory)

### Support Structure

Access to Finance

How are the business development initiatives financed?

Trough public call - GRANTS. LOAN, VENTURE CAPITAL

Policies and Framework

How are these business development initiatives supported politically?

Every calls are approved by the regional government. Currently, the regional government is busy with the earthquake

## Culture

To which extent have these business development initiatives fostered increased awareness regarding the necessity and importance of entrepreneurship? Please elaborate.

Marche has a long and strong tradition in promoting entrepreneurship. The focus now is on the “entrepreneurial discovery”, also in new entrepreneurial markets.

## Technology

How is technological best practice shared and transferred through these business development initiatives?

Region Marche build calls in order to create innovative cluster structures, crossing traditional and key economic sectors, with the involvement of the universities and research centres

## Institutions

How do regional research and educational institutions support the business development initiatives?

The regional framework is very positive and all the four universities are closely involved in the regional initiatives

## Structural Funds

How do structural funds effect these business development initiatives?

Structural funds are useful for introducing new approaches and culture to business and demonstrating success stories, with the aim to generate a trickle down impact

## Networks

Who are the main actors in regard to the business development initiatives?

Business Association, CLUSTER, MARCHE REGIONAL AUTHORITY, UNIVERSITY, RESEARCH CENTRE

## Process & Methodology

### Innovation

What are the specific factors that foster innovation in these business development initiatives?

Contamination between traditional sectors and innovative cluster (smart cluster)

### Communication and Promotion

How are the business development initiatives communicated and promoted?

We have used a mix of traditional channels and tools, and (recently) a collaborative social Platform

### Skills

What types of work-related skills are particularly requested in regard to the business development initiatives?

Technical skills, management and entrepreneurial skills

To which extent are these work-related skills available in your region?

Yes, there are no skill gaps at regional level because of the presence of four universities

## Business Infrastructure

What type of business infrastructure is in place as to implement the business development initiatives?

Cluster technological infrastructure

## Impact

### High Growth

How do the business development initiatives target, create or assist high growth companies?

The target group is composed by SMEs; currently we have no data for the impact (calls are not closed); the expected role of the large companies is mentoring of spin off and start ups.

### Youth Entrepreneurship

What is the impact of the business development initiatives on youth entrepreneurship?

currently we have no data for the impact (calls are not closed)

### Intrapreneurship

How is intrapreneurship targeted, created or assisted through the business development initiatives?

We have no special projects/calls for this aspects

### Innovation

How is innovation targeted, created or assisted through the business development initiatives?

currently we have no data for the impact (calls are not closed)

### Economic growth

How is economic growth targeted, created or assisted through the business development initiatives?

currently we have no data for the impact (calls are not closed)

### Job creation

How is job creation targeted, created or assisted through the business development initiatives?

currently we have no data for the impact (calls are not closed)

### Globalisation

To which extend do these business development initiatives support the internationalisation of firms and how?

We have some actions dedicated to support the creation of new foreign markets at international level

## Learning points

### To do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy to do?

It is important/strategic to create shared knowledge with the stakeholders.

Not to do

Based on your experiences - what would you recommend other regions wanting to implement a smart specialisation strategy NOT to do?

To avoid to make strategies just at political level, without a linked cooperation with stakeholders