



Business Support Ecosystem

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Contents

Introduction	4
Chapter 1 – Policy and Territorial Context	8
Chapter 2 – Overview of the Business Support Ecosystem.....	10
Chapter 3 – Stand-Up Phase	13
3.1 <i>Ecosystem Services</i>	13
3.2 <i>Round Up of Essential Elements in this phase</i>	17
3.3 <i>On-line consultation results</i>	17
Chapter 4 – Start-Up Phase	20
4.1 <i>Ecosystem Services</i>	20
4.2 <i>Round Up of Essential Elements in this phase</i>	23
4.3 <i>On-line consultation results</i>	24
Chapter 5 – Scale-Up Phase.....	27
5.1 <i>Ecosystem Services</i>	27
5.2 <i>Round Up of Essential Elements in this phase</i>	31
5.3 <i>On-line consultation results</i>	31
Chapter 6 – Exit Phase.....	33
6.1 <i>Ecosystem Services</i>	33
6.2 <i>Round Up of essential elements in this phase</i>	34
6.3 <i>On-line consultation results</i>	34
Chapter 7 – Mature Phase	35
7.1 <i>Ecosystem Services</i>	35
7.2 <i>Round up of essential elements in this phase</i>	38
7.3 <i>On-line consultation results</i>	39
Chapter 8 – Good Practices	41

Introduction

What is a Business Support Ecosystem?

The concept of a business ecosystem first emerged in the mid-1990s, particularly thank to the work of James Moore. He studied the concept of networks of organisations and individuals that together constitute a system of mutual support and cooperation.¹

Indeed, in TRINNO the ecosystem concept is not focused on groups of companies, but rather the social and economic environment affecting local and regional entrepreneurship. To this end, it includes the policy framework in which an effective support system develops. Studies have shown that entrepreneurs are most successful when they have access to the human, financial and professional resources they need, and operate in an environment in which government policies encourage and safeguard entrepreneurs.² This network is described as the entrepreneurship ecosystem.

In layman's terms, and in the context of public policy to support regional development and growth, a Business Support Ecosystem means a system capable of supporting entrepreneurship, enterprise and job creation and growth in a specific environment or territory. The ecosystem is built upon cooperation between local enterprise development players, each of which can find their specific place in the network and fulfil their role without significant overlaps, but in a close, interconnected way. The business ecosystem should support the whole process from the entry of possible entrepreneurs to the continuous support during the lifecycle stages of enterprises. In this way, enterprises and aspiring entrepreneurs can access enterprise development services in a coordinated way.

Report objectives and how was it developed

This report provides an overview of the components that make up a complete Business Support Ecosystem. It details the list of services that could be offered, and analyses the elements of each (how should they be set-up/run, who should be involved, etc).

The report began with the content of the European Commission consultation on the design of its Start-Up initiative, as foreseen in the Single Market Strategy³. This consultation provides a set of questions related to support services to be provided in various company life phases. The results were published in November 2016 (consultation closed in July 2016) and the all report is available at this link <http://ec.europa.eu/DocsRoom/documents/20222>.

In total, 571 replies to the online questionnaire and 16 position papers from different groups of stakeholders were received

The geographic coverage of the consultation was broad. The large majority of respondents (98%) originated from EU Member States, while 2% of respondents were based in non-EU countries.

The majority of respondents (53%) were company founders or potential entrepreneurs, followed by business support providers (10%) and national business organisations (9%).

For **stand up phase** the three following actions were considered the most important: 'providing local support and advice structures to encourage entrepreneurial activities' (82%⁴), encouraging higher education institutions to establish programmes and services to support entrepreneurship (78%) and introducing entrepreneurship education in all levels of formal education (from primary and secondary school to vocational education and university (55%).

Among policy and support measures for **start-ups**, the highest 'scores' were allocated to the following options:

- Providing training/advisory/mentoring services to young start-ups to prevent early failures (76%);

¹ Moore, James F. (1996). *The Death of Competition: Leadership & Strategy in the Age of Business Ecosystems*. New York: HarperBusiness.

² Isenberg, Daniel (2010). *How to Start an Entrepreneurial Revolution*, Harvard Business Review.

³ http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8723

- Supporting the creation of incubation centres, accelerator programmes and co-working spaces for start-up projects (73%);
- Enabling links between source of knowledge (tech/engineering centres) and source of finance to facilitate access to finance for viable start-up projects (76%) and
- Ensuring better cohesion and transparency of the support schemes at EU level (68%).

For the **scale up phase** over 62% of respondents asked for more links between large corporations and start-ups to unleash the scale-up potential through collaboration, while over 61% opted for An increased financial support for capacity building of a company, with 60% being convinced that Tailor-made support measures on how to manage a rapidly growing company were the most needed. Over 44% of respondents highlighted the need to Develop valuation models for intangible assets (IP).

The document includes with input from the four TRINNO partner regions with policy instruments to be improved (Arezzo – Tuscany, North Western Ireland, Csongrád County, Heart of Slovenia). It was prepared by the Lead Partner, with support from Resolvo Srl, and with extensive input from Advisory Partner University of Barcelona. Indeed, the document benefits from input provided by expert speakers during two Interregional Learning Events organised within the project (Barcelona, May 2016 and Galway, October 2016).

Partner input was based not only on their own knowledge and experience, but also on input from local stakeholders gathered during workshops and an on-line consultation. The services identified as essential for a Business support ecosystem were shared for discussion and validation during the local stakeholder groups organised by each learning region during Semester 2.

Subsequently, an on-line consultation was launched on the 20th of January 2017 and closed the 20th of February 2017. The aim of the consultation was to validate the services proposed for each phase of the business support system and identify any missing services or information. The consultation was launched through using the One Click Survey (1CS) tool, an open source application developed by the Centre for Social Informatics of the University of Ljubljana for creating, conducting and analysing online surveys. The consultation is available at the following link: <https://www.1ka.si/a/115552> and was translated into each TRINNO regions' native language.

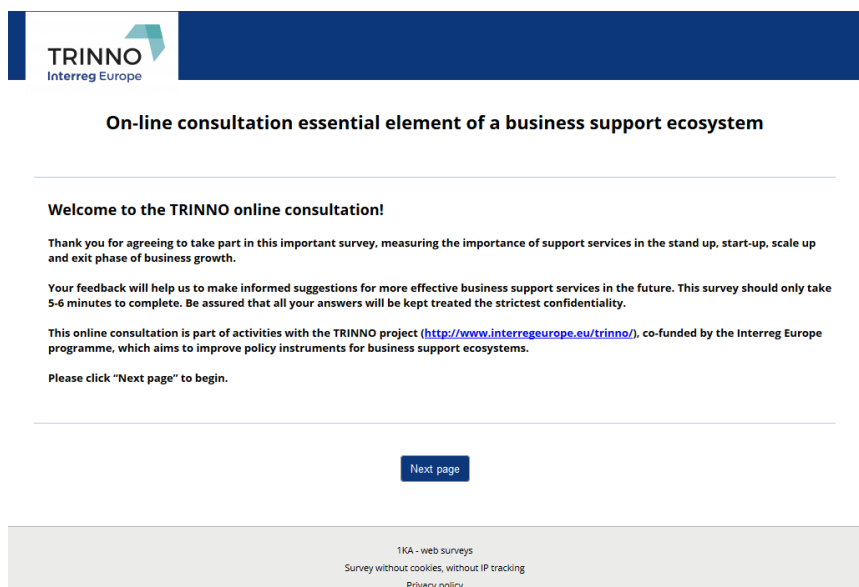


Fig. 1: TRINNO on-line consultation screenshot

The consultation received 156 valid answers, coming from the following countries and sectors.

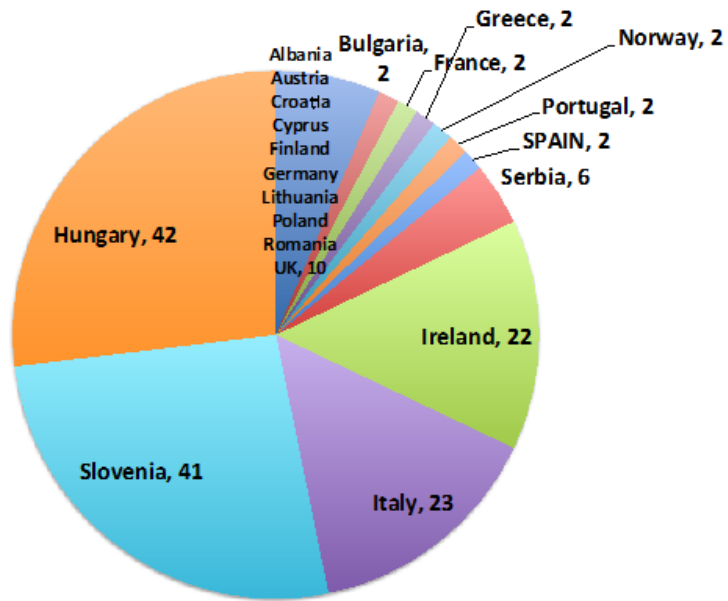


Fig. 2: TRINNO on-line consultation answers by Country

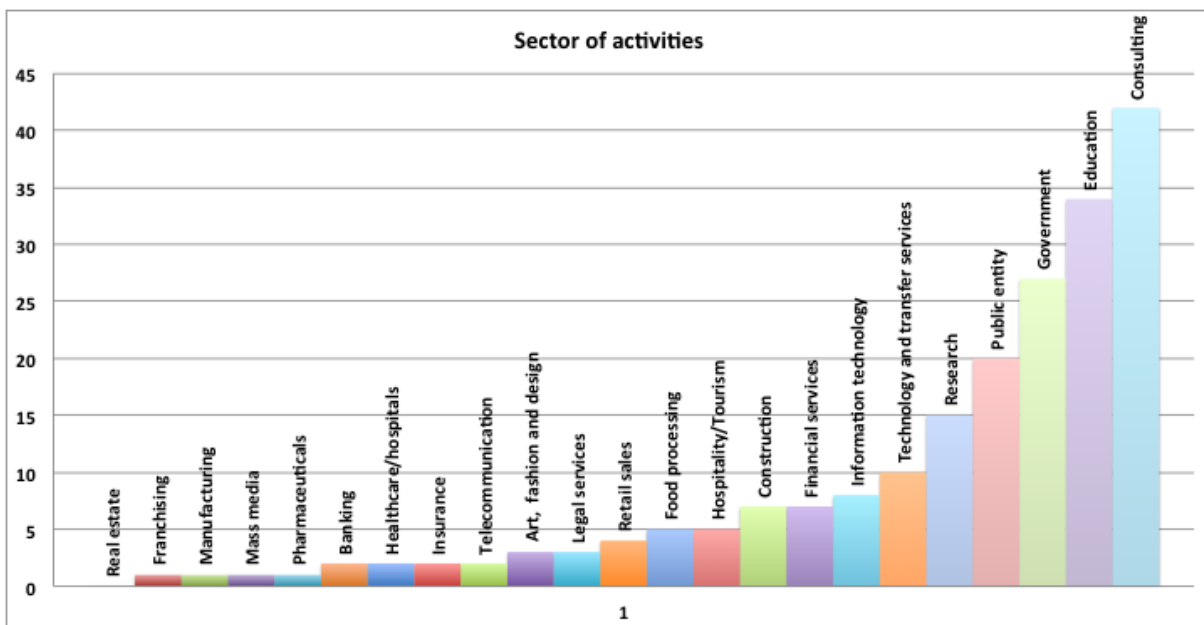


Fig. 3: TRINNO on-line consultation answers by sector

The on-line consultation confirmed the work carried out by TRINNO partners and stakeholders, verifying that the services identified are indeed the most essential elements of a Business Support Ecosystem and adding some important extra input. The results are presented in the following chapters.

the identified services are exhaustive and evaluated as essential in a Business Support Ecosystem.

How is the document structured?

The document is structured on the basis of the various phases in a company lifecycle that an ecosystem can support. For each phase, the document indicates the support services required, the stakeholders who should be engaged, necessary elements to make the service a success and common challenges. It also provides some examples of successful services / ecosystems for each phase.

- Stand-up phase when individuals or groups are equipped with the entrepreneurial attitudes and skills to attempt the creation of new company.
- Start-up phase when resources are mobilised and regulatory requirements fulfilled to start a new company.
- Scale-up phase when successful companies expand their businesses to new markets or in innovative ways.
- Exit phase when a business owner or an investor decides to cash out an investment made in the company.
- Mature phase when a company is well established (founded for a number of years), but requires support to continue to adapt and grow particularly in times of transition and decline.

Globally speaking, a complete and successful innovation ecosystem must include technology and knowledge transfer (TT/KT) from academia and industrial actors to other enterprises (particularly SMEs). This requires specific support instruments. Technology and knowledge transfer is not specific to one phase in a company life cycle. Therefore, within the work carried out by TRINNO participants and detailed in this report, the question of TT/KT is addressed horizontally across the various phases.

Chapter 1 provides an initial reflection on the policy and territorial context in which the ecosystem is located. This proposes what is considered, thanks to exchange and research within the project, as the optimal solution for the ecosystem, though other options are of course possible.

Chapter 2 provides a graphical overview of the various components of the ecosystem, while subsequent chapters go on to provide details for each phase.

Each subsequent chapter (3-7) lists and describes the Business Support services that are required in that phase of a company life cycle. It then provides a summary and an analysis of some common challenges to be aware of and of the on-line consultation results.

The final chapter (8) provides good practices identified among the TRINNO partners (and some external examples) in terms of policy instruments related to Business Support Ecosystems.

The document has two annexes: Annexe 1 is the full text and results of the on-line consultation and Annexe 2 collects the full descriptions of the TRINNO Good Practices.

Chapter 1 – Policy and Territorial Context

This chapter has the objective to express the project's scientific framework briefly and point to the place for it in the complex innovation and business support policies at local level.

Local governments have been more and more key actors for the development and caring of sustainable entrepreneurship ecosystems in the EU. Although Isenberg describes in his theory that ecosystems can neither be created nor directed, the public government, specially the local ones, have an important proactive role in boosting, facilitating or restoring them⁴. This fact raises as a consequence the need for regional and local governments to learn and share with others a new emerging model centred in the local production of entrepreneurial opportunities.

Entrepreneurship ecosystems, also by Isenberg⁵, need, to survive and grow, to perform highly well in 6 principal domains: policy, finance, culture, supports, human capital and markets (see Figure 4).



Fig. 4: Entrepreneurship ecosystems principal domains, Source: Isenberg, 2011

Public policy can and should launch programmes and services in each of these domains. However, as TRINNO partners have already discussed, they are conformed in different proportions of each domain in each phase of the business cycle. For example, in the Stand-up phase, Culture and Policy are very important; however, Finance and Support are the key domains for Start-up phase and Markets and Human capital are the ones for Scale-up. This dynamic policy-mix approach is the key object of study of TRINNO project.

Another question to add to this reflexion is that these policies should be put in place as long as private, academic or civil organisations do not cover them properly. This condition, called additionality condition, is a relevant aspect to maximize the efficiency of the public action and to avoid crowding out phenomena. Thus, TRINNO analysis includes the presence or absence of different stakeholders in different policies and phases.

From a bird-eye perspective, moreover, some local and regional governments start to see that the business support activity is only one of the ways to boost innovation and, thus, competitiveness in their territories. As Edquist⁶ explains in his holistic innovation policy, based in 10 key activities, a government should also develop, apart from 1) support services for innovating firms, strategies and

⁴ Isenberg, D. (2016). *Applying the Ecosystem Metaphor to Entrepreneurship: Uses and Abuses*. The Antitrust Bulletin, SAGE.

⁵ Isenberg, D. (2011). *The entrepreneurship ecosystem strategy as a new paradigm for economy policy: principles for cultivating entrepreneurship*. Babson Entrepreneurship Ecosystem Project, Babson College.

⁶ Charles Edquist, 2011. *Design of innovation policy through diagnostic analysis: identification of systemic problems (or failures)*. *Industrial and Corporate Change*, Oxford University Press, vol. 20(6), pages 1725-1753

actions in 2) provision of knowledge inputs, 3) demand-side activities and 4) provision of constituents for the system of innovation (see Figure 5).



Fig. 5: Key activities in systems of innovation, Source: Edquist 2011

As shown, a more holistic policy framework appears for local economic development policymakers. The participation of other departments, like procurement, regulation, fiscal area and knowledge & education is a must and, so, the innovation policy becomes a mayor's policy. The key activities in system of innovation are:

- The 3 "natural" levels of intervention (physical, soft support and funding), which correspond to the different accounting and financial nature of the policies.
- The 4 "phases" of the entrepreneurship cycle (Stand-up, Start-up, Scale-up and Mature –the Exit phase is not really considered, as it is not desirable in terms of territorial development), which need different policy mix.
- The 6 "domains" of entrepreneurial ecosystems, which have to perform adequately.
- And the 10 "key activities" of the holistic innovation

It is also essential to well organize the governance of the ecosystem, because far more agents are involved.

TRINNO project should also study this new holistic policy framework and governance in its discussion with the local stakeholders groups. TRINNO project organises the learning through only 2 vectors:

- The 3 "natural" levels of intervention (physical, soft support and funding), which correspond to the different accounting and financial nature of the policies.
- The 4 "phases" of the entrepreneurship cycle (Stand-up, Start-up, Scale-up and Mature) but also including the Exit phase, because TRINNO's partners consider it necessary to complete the framework of life cycle of enterprise.

Chapter 2 – Overview of the Business Support Ecosystem

The following graphical representations show how services and stakeholders fit into each phase, but also where there are overlaps. It provides an initial overview, but also a further understanding of the interlinked nature of the ecosystem services.

Figure 6 describes the basic services related to the five company life cycle phases: stand-up, start-up, scale-up, exit and mature, in relation to three service macro-categories: soft support, physical support and funding schemes. In this context, some services are clearly related to a specific phase (e.g. general training and networking for stand up phase, or territorial promotion for mature phase), others overlap (e.g. R&D based support and Industrial & Tech park offered services for the start-up and scale-up phases).

Another clear consideration is that in the two central phases (start-up and scale-up) are necessary direct and tailor made support for companies, whereas in the other phases the services could be standardized and general.

A common element in every phase is the need for networking, even if with different declinations. For example in stand-up phase, we see the need for specific spaces, such as co-working, where relationships are facilitated. Meanwhile, in the mature phase this need is more relevant in territorial promotion activities.

Figure 7 represents "TRINNO's perfect ecosystem" which includes actors involved in a business support ecosystem, their relationship and the flow of information and input they receive.

Business Support Ecosystem

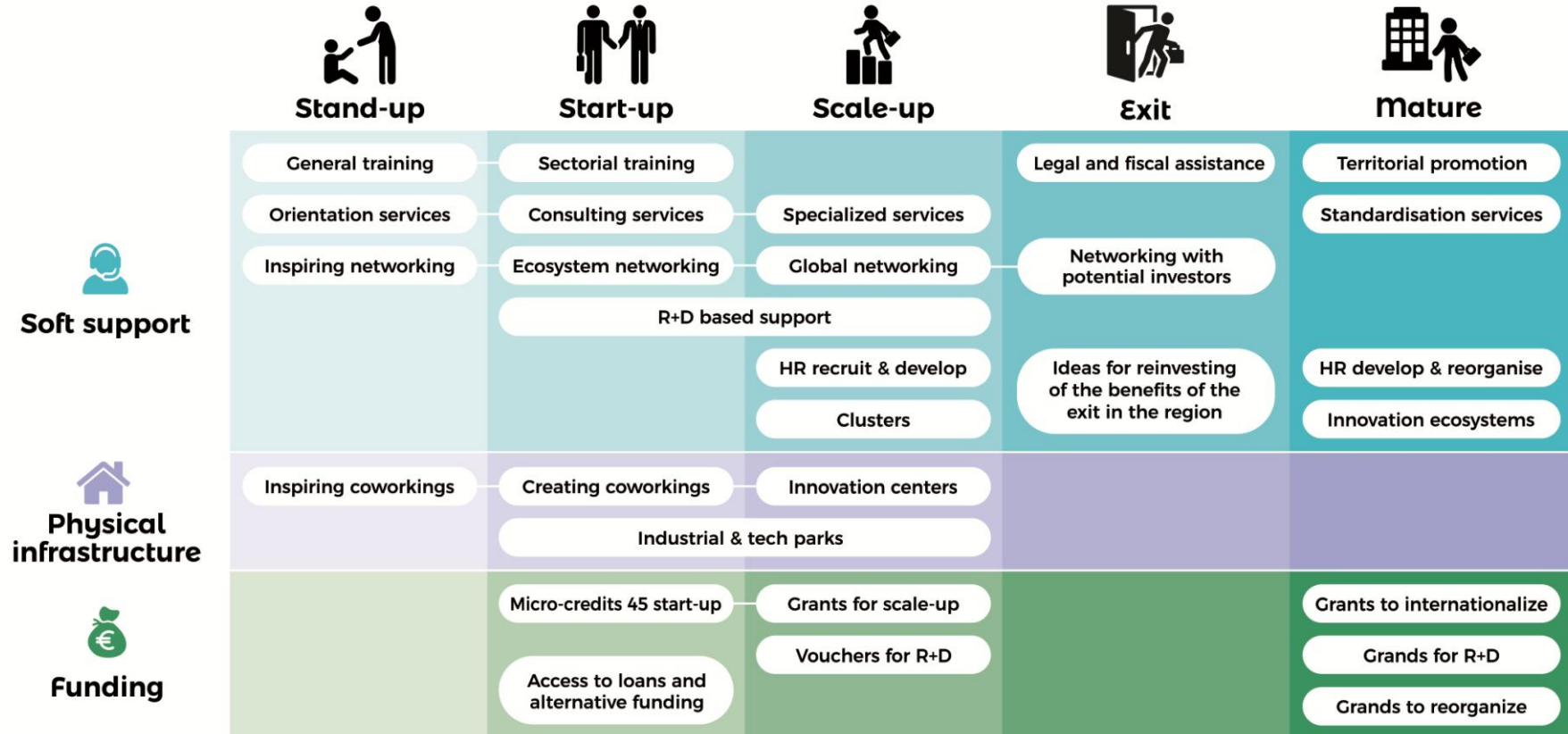


Fig.6: Business Support Ecosystem Phases and related services

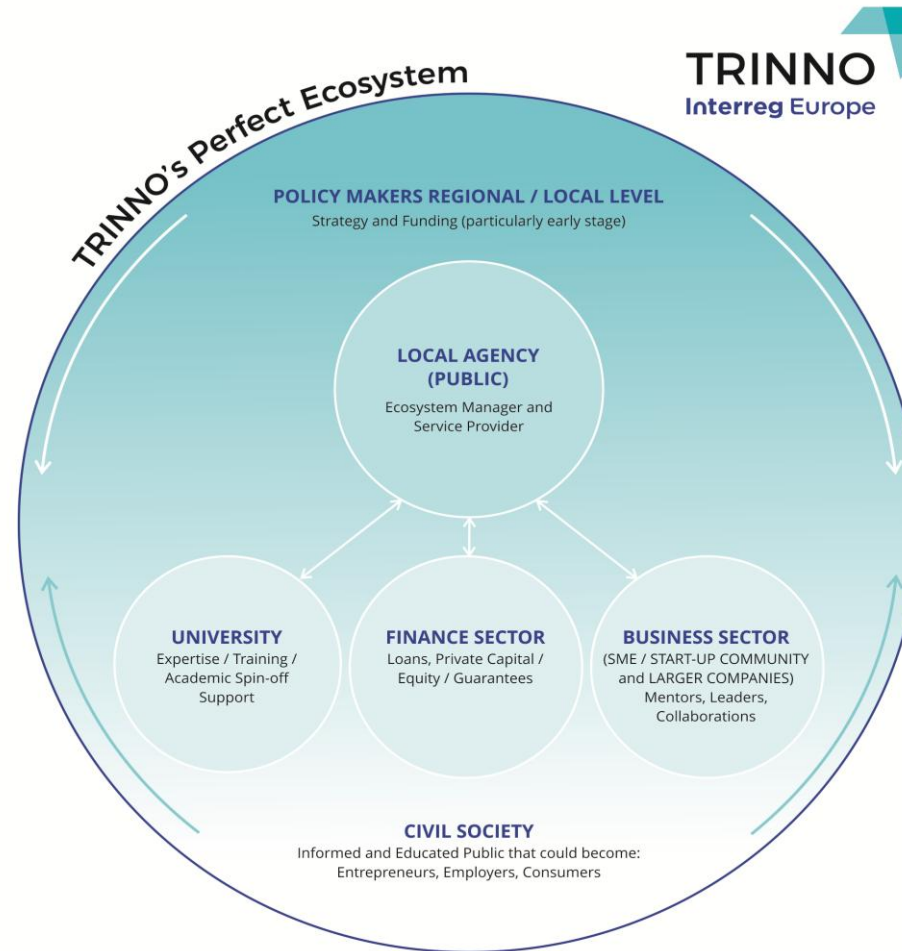


Fig. 7: TRINNO's Perfect Ecosystem of Stakeholders

Chapter 3 – Stand-Up Phase

As introduced above, the stand-up phase is when individuals or groups are equipped with the entrepreneurial attitudes and skills to attempt the creation of new company. It includes entrepreneurship promotion at different levels and through different instruments. The focus may be on young people (higher education students - graduate, Master and PhD students), but it also covers vocational training and specific groups (for example, promoting entrepreneurship among long-term unemployed people). Business planning support is also relevant in this phase. Linked to technology and knowledge transfer, this phase may also include a specific focus on promoting innovation orientated entrepreneurial ideas (among which, technology based firm conception).

3.1 Ecosystem Services

The following table provides a list of the Ecosystem services identified so far within the TRINNO project for the Stand-Up phase.

Service Category	Service	Description of the service	Who should run / manage the service	Stakeholders to be involved in the service
SOFT SUPPORT	Entrepreneurship education initiatives and competitions	<ul style="list-style-type: none"> • Entrepreneurship education should be embedded in all learning processes. However, the Business Support Ecosystem does not necessarily deal with FORMAL education, as it does not have influence over it. Input to formal education may not be possible in some countries. • The Business Support Ecosystem needs to be aware of the gaps in the formal education system and to provide complementary education initiatives to fill in those gaps. • Competitions (e.g. calls for business ideas) are very useful and can stimulate interest in a fun environment. Competitions tend to be more motivational for the entrepreneur and receive a better response in term of audience. 	Soft support measures could be provided by a local agency with a formal mandate for and expertise in these activities.	<p>PUBLIC AUTHORITIES: The local / regional authority should provide the policy framework and mandate for the agencies.</p> <p>The formal mandate for agencies is important, as otherwise the provision of such services will very much depend of the local agency itself.</p> <p>Public authorities could also provide funding for activities, though the agencies would be expected to have a sustainable business model to ensure financial viability.</p> <p>ACADEMIA: Universities and research centres have a role in promoting awareness and capacity</p>



	<p>Entrepreneurship dissemination activities</p>	<ul style="list-style-type: none"> • There are two kinds of dissemination activities. These can be described as “fine rain and heavy showers” approach. The first (fine rain) is a continuous flow of information to promote entrepreneurial spirit. The second (heavy showers) are specific, targeted events (of different sizes), which could be targeted to specific sectors or specific target groups. The type of activities undertaken in these events can also vary. Some, for example, could include temporary spaces for matchmaking. • Dissemination needs to be focused. Focus could include specialisation in specific areas, such as regional strengths that may be promoted/built upon (e.g. thematic workshops rather than just general dissemination/awareness activities to provide direction). • Successful enterprises could be involved as regional ‘champions’, representing role models/case studies to inspire potential entrepreneurs. 	<p>Business Clubs as club of investors or think tank (more relevant in some EU countries)</p> <p>Accelerators / co-working spaces with good enterprise experience</p> <p>Universities</p>	<p>among their students. They can also provide expertise to informal education / dissemination initiatives organised in the local area.</p> <p>PRIVATE SECTOR: Business leaders are often important in this phase, as they can act as an inspiration to the local community. They can share their knowledge and expertise.</p> <p>Private consultancies make also offer training / orientation services.</p> <p>CIVIL SOCIETY: CSO and other groups have an important role in this phase in terms of raising awareness and promoting an entrepreneurial culture.</p>
	<p>Integrated orientation services and training</p>	<ul style="list-style-type: none"> • The range of services that can be provided in this phase include consultation, mentoring and training for orientation (profiling, careers guidance, skills assessment), business idea evaluation and business plan support. • Services may be sector specific (the requirements for setting up an ICT company are very different from those of a Biotech company). • Specific services may also be provided for 	<p>Integrated service provider that can provide the range of supports required at this stage.</p>	

		<p>innovation/digital innovation orientated ideas.</p> <ul style="list-style-type: none"> • Within the digital society, these services can be provided largely through virtual platforms. A huge amount of material can be provided on-line. Training sessions / seminars can also be streamed and the presentations made available on line. There are also a series of interactive tools that can help people to, e.g. evaluate their business ideas, understand the mechanisms of the Business plan. • However, experience shows that a physical space is also important. Face to face contact is important for people that are just getting started in the world of entrepreneurship (e.g. one-stop shops in Slovenia has worked well, as people are happy to drop by and talk to advisors in an informal way). Physical workshops and seminars can often be more productive than virtual workshops, largely due to the human interaction. These contact points could be hosted with co-working spaces / incubators (see physical infrastructure below). • Objective and critical assessments required as part of the filtering process of business ideas. Expert support is required at an early stage (as a “go/no-go gate”). This will save time and effort later. 		
<p>PHYSICAL INFRASTRUCTURE</p>	<p>Co-working spaces and innovation / technology Hubs</p>	<ul style="list-style-type: none"> • Physical spaces are important in this phase as they allow for human contact, exchange and a creative environment in which to focus on the business idea. 	<p>This can vary depending on the type of space: academic incubator, technology hub connected to a</p>	<p>PUBLIC AUTHORITIES: Public authorities can provide funding support (all or part of costs) and the infrastructure</p>



		<ul style="list-style-type: none"> • Co-working spaces can be horizontal or sector specific. Innovation or technology hubs should focus on supporting specific ideas related to innovation/digital innovation. • Infrastructure is at a cross over between the stand up and start up phases (see below). In this phase, it is largely seen as a place to access services and contacts and to get inspired. People would not be expected to reserve a space in such a centre until their business plan was at an advanced stage. • It is important to ensure flexibility (for Easy in / easy out), cost effectiveness and access to business networks and other contacts 	<p>specific sector, general co-working space.</p> <p>The key point is that the management should be connected to the other ecosystem components and particularly to the entity providing soft support services.</p> <p>Not pure public – need for private entrepreneurial spirit to foster entrepreneurship, but public involvement can provide good governance. Therefore a public private partnership (PPP) is a good model.</p>	<p>ACADEMIA: Can be host/manager of academic business incubators. They should be connected among each other and with the public spaces.</p> <p>PRIVATE SECTOR: Private co-working spaces and hubs are becoming and ever more important feature of the business ecosystem. They should be connected among each other and with the public spaces.</p> <p>CIVIL SOCIETY: Not relevant for this service.</p>
<p>FUNDING</p>	<p>Financial support / vouchers to support entrepreneurship</p>	<ul style="list-style-type: none"> • Public financial support is not considered as the most important service in this phase. Financial support becomes more relevant in the start-up phase. During the stand-up phase, aspiring entrepreneurs generally look within their own environment (self-funding, friends and family). • Vouchers could be provided for advisory / mentoring services (e.g. such a system exists in Malopolska) directs to understand the feasibility of the entrepreneurship idea, not only under technical/technology profile, but also under commercial profile in order to provide market validation at an early stage. 	<p>Voucher systems should be funded by public authorities.</p> <p>The above described local agency would provide the information of potential funding tools.</p>	<p>PUBLIC AUTHORITIES: Public funding for stand-ups activities.</p> <p>ACADEMIA: Not relevant for this service.</p> <p>PRIVATE SECTOR: Private funding mechanisms and networks of financiers are available (though may be more relevant in the start-up phase).</p> <p>CIVIL SOCIETY: In the context of innovative funding mechanisms, such as crowd funding, there could be space for civil society organisations to provide local business ideas (again, this may be more relevant in the start-up</p>

		<ul style="list-style-type: none"> The Business Ecosystem should focus on soft support / physical infrastructure in this phase. Thus, the service could be to ensure that aspiring entrepreneurs are aware of all the potential public and private funding instruments available from the start-up phase onwards (e.g. web based information, organisation of events with potential funders). 		phase).
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3.2 Round Up of Essential Elements in this phase

- Public entities as facilitators:** the role of local or regional authority in this phase is crucial as a facilitator of entrepreneurial culture and opportunities for budding entrepreneurs;
- Physical/space:** even if we are in the age of virtual exchange and virtual meetings, physical spaces are important in this phase. People can benefit from a space (permanent or temporary) that allows them to meet other people, to exchange ideas and information in a comfortable, open environment;
- Soft support is essential:** the support that a business ecosystem provides in this phase is not necessarily financial. The most important services in this phase are "soft support": mentoring, training, creating spaces;
- Filtering process and selections:** mentors need to be more critical in assessment of business ideas. They need to put in place a process to select the very best ideas with real, tangible potential, rather than mediocre proposals, with unclear purpose, which would take too much time and effort to be successful;
- Specialised consultants:** high level of competencies and skills for consultation, mentoring and training for orientation business idea evaluation and business plan support it required. Sector / market specialisation is also important.

3.3 On-line consultation results

The online consultation validated the services proposed by TRINNO in the Stand-Up Phase, with a clear majority of respondents stating that the services proposed were either important or very important. E.g. 93% of the participant stating that "Specialised / tailored support services, mentoring, business consulting, IP Valuation models" is an important/very important service.

The services: "Entrepreneurship education initiatives and competitions", "Co-working spaces and innovation / technology Hubs" and "Financial support / vouchers to support entrepreneurship" were indicated as the most important for the stand up phase by the majority of the participants, as illustrated below (figure 8).

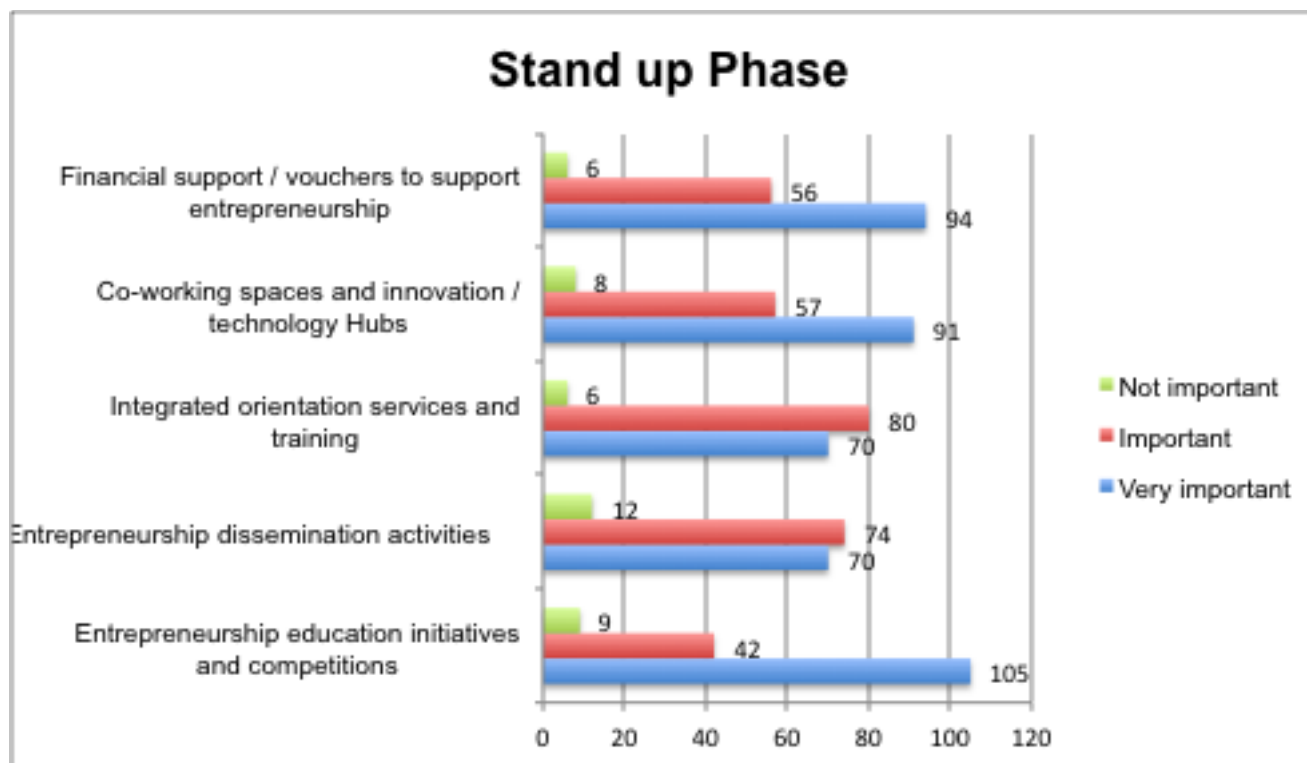


Fig. 8: Results from the on-line consultation for the Stand Up phase

Other services proposed by on-line consultation participants are:

- One to one mentoring
- Support to transnational networking
- Pre-accelerators services (process oriented from idea to market)
- Capacity Building on Marketing and Sales

- Investor Readiness Preparation support
- Market research access

Chapter 4 – Start-Up Phase

During the Start-Up phase, resources are mobilised and regulatory requirements are fulfilled to start a new company. This phase includes a combination of tools and initiatives that can be categorised as hardware (incubators, co-working spaces...) and software (prizes, refundable or non-refundable soft-money, access to seed capital and other investment schemes as BA networks, mentoring programmes). Specific support required by technology-based firms (spin-off and start-ups) from universities / research centres also merits attention on this phase.

4.1 Ecosystem Services

The following table provides a list of the Ecosystem services identified so far within the TRINNO project for the Start-Up phase.

Service Category	Service	Description of the service	Who should run / manage the service	Stakeholders to be involved in the service
SOFT SUPPORT	Soft support services: technical experts, marketing managerial mentoring and training services, IP strategies	<ul style="list-style-type: none"> In the start up phase the soft support service are essential and should be included among services offered by Business Incubators. Good advisors are essential. Panels of experts should ensure: Networking activities; Support in defining a Balanced Score Card and long term indicators, in order to monitor a Business Plan implementation and intervene in case of problems; Ensure the publicity of the activities in order to be known and identifiable and encourage an easy access and easy comprehension; Ensure to start ups an administrative support directed to furnish explanations and to set the bases for the fiscal and financial management of the new enterprises is very basic activity (Creacciò GP) 	<p>A public body (according to the territorial competence, which may vary from country to country):</p> <p>Universities could have a strategic role, but in general, except some technical departments, it is necessary for them to be closer to market</p>	<p>PUBLIC AUTHORITIES: The local / regional authority should provide the policy framework and mandate for the agencies.</p> <p>Vocational Education authorities Employment Agencies</p> <p>ACADEMIA: Universities and research centres if are more oriented to the market and entrepreneurship could be a turning point</p> <p>PRIVATE SECTOR</p> <ul style="list-style-type: none"> Privates: Individual experts with relevant knowledge Entrepreneurs <p>CIVIL SOCIETY: <i>Not relevant for this service.</i></p>

	Support for exchange schemes between new and experienced entrepreneurs (including match-making platforms)	<ul style="list-style-type: none"> • Should be included among services offered by Business Incubators. • This activity could be useful to better clarify the work methodology e company management, taking suggestions and experiences from experienced entrepreneurship 	A public body (e.g. incubator), with the involvement of private experienced entrepreneurs	
	Specific support to innovative start-ups / R&D based spin offs	<ul style="list-style-type: none"> • In the case of R&D based spin offs expert staff on the topic is required to support the development of a technology based business • This support should include the participation of venture capitals 	University and private oriented initiatives. The University should work in cooperation with the local /regional approaches	
PHYSICAL INFRASTRUCTURE	Creation and running of Incubators and co-working spaces Industrial parks / technological parks	<ul style="list-style-type: none"> • In this phase, physical infrastructure is very important. Collaborative space, such as incubators or co-working or technology hub, must have several common characteristics: <ul style="list-style-type: none"> ○ attractive environment, with attention to the furniture and to design, with different space needed to suit different needs (meeting rooms, Skype rooms, kitchen etc) and with a good broadband connectivity ○ management of these structures is crucial. They require not only a facility manager, but a contact person with strong skills in management, communication, problem solving, marketing ; ○ management should follow a proactive approach by organising various types of events such as 	Private or public. Private incubators usually focus on more profitable sectors, while Public can focus also on more traditional ones. Government, supported by the private sector (a Public Private Partnership management) is a good solution.	<p>PUBLIC AUTHORITIES</p> <ul style="list-style-type: none"> • National Investment agencies • Vocational Education authorities • Employment Agencies <p>ACADEMIA</p> <ul style="list-style-type: none"> • Enterprise Europe Network • Universities (part-time researchers in start-ups) <p>PRIVATE SECTOR: Private co-working spaces and hubs are becoming ever more important feature of the business ecosystem. They should be connected among each other and with the public spaces.</p> <p>CIVIL SOCIETY: <i>Not relevant for</i></p>

		<p>seminars, workshops, aperitifs to promote awareness among the users of space</p> <ul style="list-style-type: none"> • Collaborative spaces must have a strong network with the external environment and with other collaborative spaces • Rather than creating new incubators, a first step should be to improve existing ones • Industrial parks should ensure a strong link with specific industrial needs, according to technology / infrastructure start-ups needs. 		<i>this service.</i>
FUNDING	Micro-credit / finance / vouchers for company set up / for youth start ups	<ul style="list-style-type: none"> • Successful implementation of this service requires: <ul style="list-style-type: none"> ○ A competent institution managing the calls; ○ Prior advise and orientation service for SMEs (how to participate in the call? How to negotiate micro-credit?). • A critical component of these kind of services is the need for a guarantee (often difficult for a star-up to obtain). Support could be provided by specific schemes including guarantees given by funding bodies or by alternative organisations. 	Should managed by a public body, but at different NUTS levels.	<p>PUBLIC AUTHORITIES: Regional ministries of finance (If they exist) and public entities who manage funding for start ups activities</p> <p>ACADEMIA: <i>Not relevant for this service.</i></p> <p>PRIVATE SECTOR: Private funding mechanisms and networks of financiers are available.</p> <p>The sector or the technology that characterized the start- up can be important for the type of stakeholders involved.</p> <p>CIVIL SOCIETY: In the context of innovative funding mechanisms, such as crowd funding, there could be space for civil society organisations to provide local business ideas. Associations of investors</p>

	<p>Supporting access to loans / favourable credit terms without interest / unsecured loan finance for start-ups - Supporting access to finance and contacts with financial intermediaries: guarantees; credits; equity financing; special incentives</p>	<ul style="list-style-type: none"> • For this type of funding a link with other financial and political tools is necessary • The support service must be designed to help start-ups to understand complex procedures and to put them in direct contact with financial intermediaries 	<p>Should be managed by a public body in accordance with private sector.</p>	
	<p>Supporting access to alternative funding sources (e.g. Crowdfunding) Accelerator programmes</p>	<ul style="list-style-type: none"> • In recent years, there has been a proliferation of initiatives of this type: crowd funding platforms and acceleration programme managed primarily by private actors. They could be a valid alternative to more traditional forms of funding 	<p>Usually developed by private organisations. In certain cases agreements with public organisations can be done (depending on the approach, creative industries vs. technology based companies)</p>	

4.2 Round Up of Essential Elements in this phase

- **Physical infrastructure:** physical infrastructure is very important in this phase, with particular attention to creating an attractive environment with different facilities (meeting rooms, coffee rooms, kitchen, skype room, etc);
- **Administrative support:** among services offered, administrative support for choices and economic and financial steps is necessary in this phase;
- **Micro-funding:** the start up phase needs micro support, providing funding to access the first set up activities. Expertise (preferably within the incubator structure) could provide support to accessing micro-funding. Except in some high cost sector, such as biotech or nanotechnologies, this is an important element as start-ups generally have lower financial requirements, in comparison to companies in the scale-up and mature phases;

- **Role of private sector:** private organisations, running co-working spaces, incubators and other start-up hubs, are important players in the world of start-up services. Generally, the public sector supports these structures and private-public partnership can be an optimal solution;
- **Information process:** start-ups require a continuous and complete flow of information about funding opportunities (public and private financing, but also alternative sources of funding that are currently not mature in all European countries, e.g. Crowdfunding) and about possibilities for collaboration with academia in R&D activities.

4.3 On-line consultation results

The online consultation validated the services proposed by TRINNO in the Start-Up Phase, with a clear majority of respondents stating that the services proposed were either important or very important. E.g. 98% of respondent stating that “Soft support services: technical experts, marketing managerial mentoring and training services, IP strategies” are important and very important service.

For the start up phase the “Soft support services: technical experts, marketing managerial mentoring and training services, IP strategies” and “Supporting access to loans / favourable credit terms without interest / unsecured loan finance for start-ups - Supporting access to finance and contacts with financial intermediaries: guarantees; credits; equity financing; special incentives “ resulted the most important services for the survey participants, as illustrated below (figure 9):

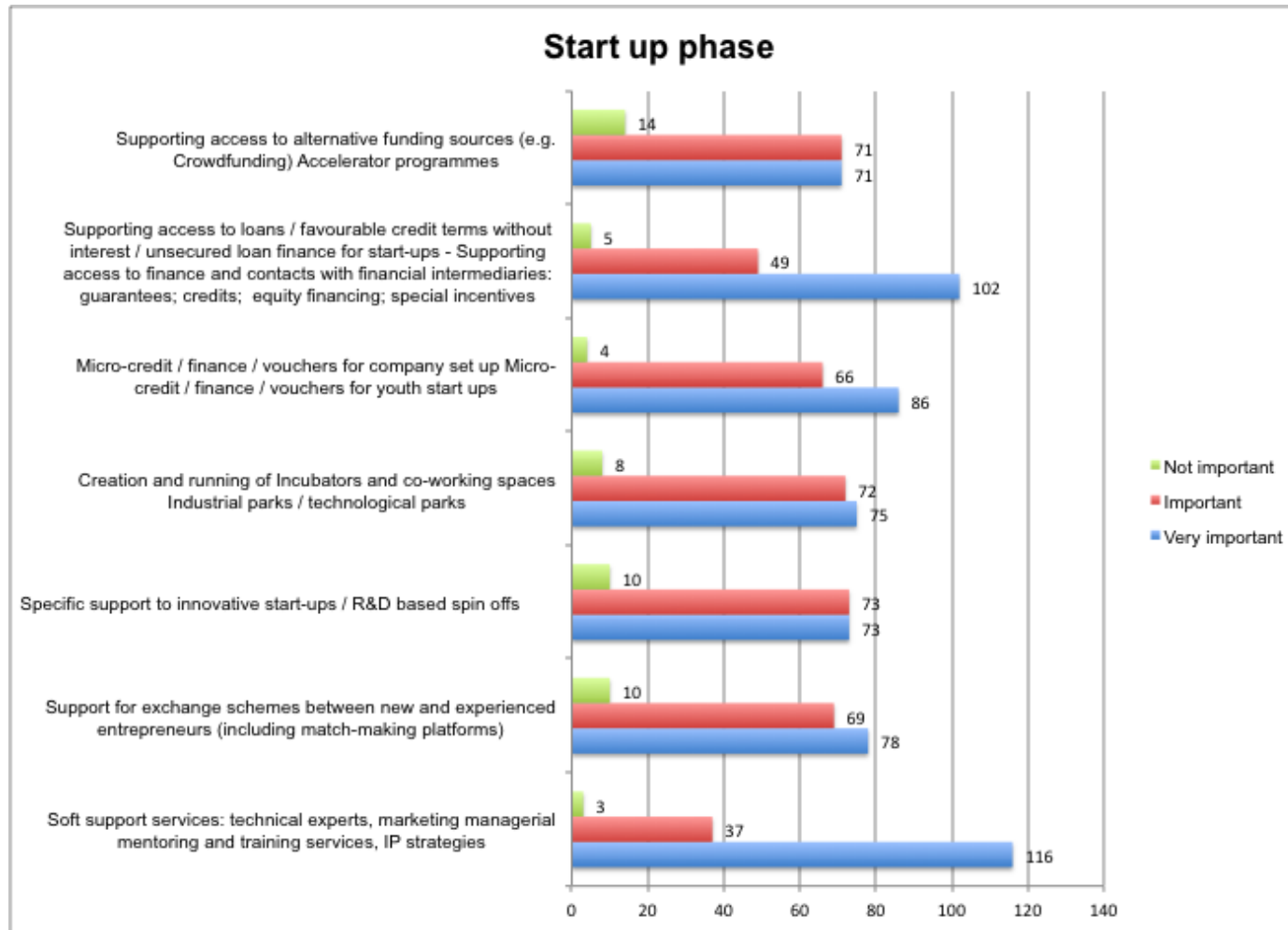


Fig. 9 Results from the on-line consultation for the Start Up phase

Other services proposed by on-line survey participants are:

- Information on / Access to R&D tax credit schemes;
- IP, Corporate Structuring, TAX planning, Internationalisation;
- Export management and local support;
- Support for entering networks and establish relationships.

Chapter 5 – Scale-Up Phase

The scale-up phase refers to successful new companies expanding their businesses to new markets or in innovative ways. This phase should include a reasonable availability of venture capital or other private and public investments. In this phase, R&D cooperation and technology / knowledge transfer may be particularly important to take a leap from a start-up to a consolidated company.

5.1 Ecosystem Services

The following table provides a list of the Ecosystem services identified so far within the TRINNO project for the Scale-Up phase.

Service Category	Service	Description of the service	Who should run / manage the service	Stakeholders to be involved in the service
SOFT SUPPORT	Specialised/ tailored support services, mentoring, business consulting, IP Valuation models	<ul style="list-style-type: none"> • Access to experts in specific sectors, rather than general business mentors is useful to gain the right knowledge of a specific market; • Specialist advice is needed in specific areas – e.g. legislation, IP evaluation providers, exporting consultancy etc • Access to international networks/partners is fundamental to exploit the Ecosystem 	Combination between public and private actors, including: <ul style="list-style-type: none"> • Private consultant • Regional innovation agencies • EU based organisations • Big thematic networks 	PUBLIC AUTHORITIES: Public organisations, that administer public funds to support enterprise ACADEMIA: Universities Networks/Centres at national and international levels PRIVATE SECTOR Experienced partners as: <ul style="list-style-type: none"> ○ Venture capital partners ○ Business community ○ Relevant companies (large
	<i>Support in recruitment of expertise and employment cooperation</i>	<ul style="list-style-type: none"> • Specialised services – same as above – needs specific expertise, with competence-based approach and competent mentors. 	Specialised service with background in HRM (Note: this type of support service is not available in all EU countries)	

	Support for creation of networks of support centres for scale-ups and for networks among large corporations and start-ups	<p>A network has to be:</p> <ul style="list-style-type: none"> ○ Relevant (including significant contacts); ○ self-sustainable, in order to keep it alive; ○ constantly monitored, in order to remove obsolete contacts. <ul style="list-style-type: none"> ● Networks need to be at national and international level; ● Sectoral approach is important to provide access to specialist experience and expertise; ● Integration of large companies and start-ups would be desirable if they can be supportive to encourage new entrepreneurship and foster company growth. 	<p>Business support Agency (Chamber of Commerce)</p>	<p>and small)</p> <ul style="list-style-type: none"> ○ Support Centres ○ Cluster Manager/Mgt company ○ Accelerators ○ Soft landings organisations ○ Enterprise support organisations with internationalization expertise ○ International networks <p>CIVIL SOCIETY: <i>Not relevant for this service.</i></p>
	Cluster support	<ul style="list-style-type: none"> ● There are different cluster definitions, but generally among the participants they are meant as bottom-up process, self-sustainable, coming from the industry as a self-initiative, similar to networks, then in cluster support are valid the above considerations. 	Cluster organisations	
	Support to exporting and fast-track international opportunities through Trade Accelerator Programmes	<ul style="list-style-type: none"> ● To maximise success, it is necessary to access national and international networks. This activity must be supported by international experts; ● Data support for foreign markets analysis would be important, in order to offer a proper market entry strategy to the companies; ● It is important to filter requests and to 	<p>Access to international experts, soft landings approaches to facilitate international access</p> <ul style="list-style-type: none"> ● Chambers of commerce ● Ex-Imp Banks ● Export promotion 	

		<p>evaluate them on the basis of accurate market research that demonstrate market development and the possibility to access a part of that market;</p> <ul style="list-style-type: none"> Promotional events (targeted on specific markets) are important to increase the knowledge of foreign markets and the opportunities offered by trade accelerator programme 	organisations	
PHYSICAL INFRASTRUCTURE	Industrial Parks, Technological Parks, Innovation Centres	<ul style="list-style-type: none"> Industrial parks, Technological Parks, Innovation Centres could be the infrastructures directs to offer the service above mentioned, but with several characteristics: <ul style="list-style-type: none"> Strong network linkages; Focused approach to attract specific industries /sectors; Management expertise to make them successful; Possibility to organise participation in fairs; Possibility to diversify services offered, according to different requests. 	Chambers of Commerce and others, perhaps facilitated by Local Authorities to foster their development and provide good governance, so the public private partnership is the better approach.	<p>PUBLIC AUTHORITIES: Innovation Centres and Technological Parks managed by public authorities.</p> <p>ACADEMIA: Incubator (but Academia is not relevant for this service)</p> <p>PRIVATE SECTOR: Industrial Parks, Technological Parks</p> <p>CIVIL SOCIETY: Not relevant for this service.</p>
FUNDING	Grants for scale-up activities: consolidation / capacity-boosting services / new markets / for early stage innovation / R&D / Technology transfer	<ul style="list-style-type: none"> Some necessary elements for this service are: <ul style="list-style-type: none"> Administrative simplification; A clear set of guidelines must be developed by the funding body to set the strategic framework and clarify what is required from applications. This will allow beneficiaries to prepare a submit a clear and relevant 	National / regional bodies Business support Agency (Chamber of Commerce) in collaboration with experienced enterprises	<p>PUBLIC AUTHORITIES: National / regional bodies; Business support Agency (Chamber of Commerce) A regional approach can prioritise some areas and sector</p> <p>ACADEMIA: <i>Not relevant for this service.</i></p> <p>PRIVATE SECTOR: Enterprises</p>

		<p>action plan;</p> <ul style="list-style-type: none"> ○ Coherent interaction among different schemes; ○ Focus on: Proof of concept approach (not just technical, but also market based); ○ Objective (and critical) assessments. <ul style="list-style-type: none"> • Vouchers are a simple instrument to support R&D collaboration between research centres and companies, including contracts for research projects amounting to low amounts (e.g. between 10-20k). 		<p>support Agency</p> <p>Private groups that can provide local funding (e. G. similar to crowd funding schemes)</p> <p>Business Angel Club</p> <p>CIVIL SOCIETY: <i>Not relevant for this service</i></p>
	<p>Facilitating access to finance: debt and equity financing instruments (venture capital, bank loans guarantees, microloans, loans and mezzanine financing)</p>	<p>The main characteristics for a successful service could be:</p> <ul style="list-style-type: none"> ○ Simplification (i.e. microloan avoid complicated instruments) of procedures; ○ Foresee combinations of different financial products in the same scheme; <ul style="list-style-type: none"> • Currently guarantees are a problem in many countries, as companies have difficulties in accessing them and, consequently, access to finance is slowed down. This needs to be overcome and a mechanism to manage it should be provided in the ecosystem. 	<p>Enterprises support Agency</p> <p>In general should be a technical body, without political implication</p> <p>Enterprise funds – national schemes vs regional schemes (to encourage positive discrimination)</p>	
	<p>Angel syndicates to foster early stage investment</p>	<ul style="list-style-type: none"> • The most sensitive elements concern the angels: <ul style="list-style-type: none"> ○ Trust and integrity is needed; ○ Training (for both the angels and the 	<p>Private bodies (e.g. Business Angel Club).</p> <p>They should, at least at the beginning, be supported by the public</p>	

		<p>beneficiaries);</p> <ul style="list-style-type: none"> ○ Constant contact between them. • “Smart” Capital approach tends to have better results – where specific expertise/contacts are provided along with investment itself; • Sectoral based syndicates can also have more success, based on specific competences/expertise. 	<p>sector, in order to allow self sustainability and to ensure successful matching.</p> <p>External facilitator can be engage to manage successful matching.</p> <p>A structured approach can be guaranteed through competent organisations (e.g. Angel Network)</p>	
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5.2 Round Up of Essential Elements in this phase

- **Sectorial Experts:** in the stand up phase, sector based soft support services are very important. This could be an expert working in a specific cluster or network. A deep knowledge of the relevant market, opportunities and threats is usually the minimal standard required for the success of these services;
- **Private role:** in this phase, even if the role of public funding is considered as the main channel of financing, private sector support must be encouraged and supported within the scale-up business model. Structures that provide services to enterprises in the scale up phase should create a framework of collaboration with private investors and support companies in their analysis of / application for cooperation and investment;
- **Network:** to foster growth, the support for the creation of and access to national or international networks is crucial;
- **Flexible infrastructures:** Industrial parks, Technological Parks and Innovation Centres in the scale up phase must be flexible and very market oriented, with a focus on attracting specific industries/sectors.

5.3 On-line consultation results

The online consultation validated the services proposed by TRINNO in the Scale-Up Phase, with a clear majority of respondents stating that the services proposed were either important or very important. E.g. 97% of respondents stating that “**Specialised / tailored support services, mentoring, business consulting, IP Valuation models**” are a very important or important services in this phase.

The services: “Specialised / tailored support services, mentoring, business consulting, IP Valuation models” and “Facilitating access to finance: debt and equity financing instruments (venture capital, bank loans guarantees, microloans, loans and mezzanine financing” were considered as the most important for the majority of the on-line survey participants, as illustrated below (figure 10).

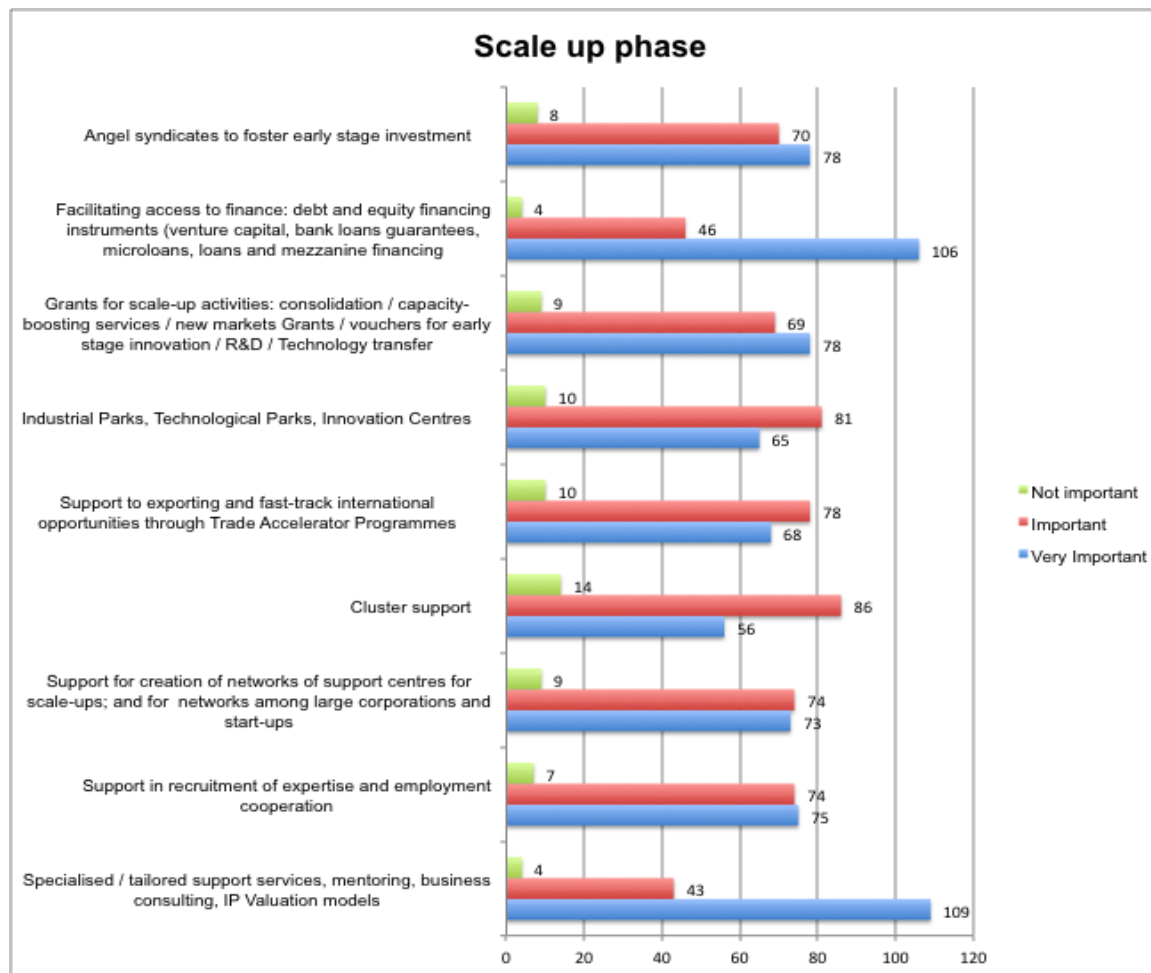


Fig. 10: Results from the on-line consultation for the Scale Up phase

On-line survey participants also proposed the inclusion of incentive schemes.

Chapter 6 – Exit Phase

The Exit phase is when a business owner or an investor decides to cash out an investment made in the past. The exit strategy plays a key role in determining and altering the strategic direction for the company. The most common exit strategies are through sales or merger with a larger player in the industry (merger and acquisitions), secondary sales to third parties or initial public offerings (where a private company becomes publically owned). The availability of relevant professionals and investment / financing tools are vital in this phase. It is noted that this phase may be considered of less relevance to public policy instruments, given the focus on cashing out investments (thus largely relevant to private investors / financial institutes). However, there is a role for public authorities in facilitating this process, providing information and support services and initiating contacts.

6.1 Ecosystem Services

The following table provides a list of the Ecosystem services identified so far within the TRINNO project for the Exit phase.

Service Category	Service	Description of the service	Who should run / manage the service	Stakeholders to be involved in the service
SOFT SUPPORT	Consultancy / advisory services in planning exit strategies, buy outs and take-overs	<ul style="list-style-type: none"> Necessary involvement of experienced lawyers, accountants and financial analysts. <i>Needs specific expertise not easily found amongst TRINNO stakeholders as they have different role of enterprise growth, rather than exits/takeovers</i> 	The private market tends to provide these services where the demand exists	
	Support for evaluation of companies in preparation for Exit	<ul style="list-style-type: none"> <i>Needs specific expertise not easily found amongst TRINNO stakeholders as they have different role of enterprise growth, rather than exits/takeovers</i> 		
FUNDING	Supporting easier access to financing through growth stock markets, including initial public offerings of stock	<ul style="list-style-type: none"> <i>Needs specific expertise not easily found amongst TRINNO stakeholders as they have different role of enterprise growth, rather than exits/takeovers</i> 		
PHYSICAL	Private infrastructures	<ul style="list-style-type: none"> <i>Needs specific expertise not easily found amongst TRINNO stakeholders as they</i> 		

INFRASTRUCTURE		<i>have different role of enterprise growth, rather than exits/takeovers</i>		
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6.2 Round Up of essential elements in this phase

- **Strong expertise:** in this phase is important find a good team of experts able to bring the company toward the best opportunity for exit;
- **Private sector:** in this phase the private market tends to provide these services where needed. The public sector does not have a specific role.

6.3 On-line consultation results

The online consultation validated the services proposed by TRINNO in the Exit Phase, with a clear majority of respondents stating that the services proposed were either important or very important.

The majority of participants to the on-line consultation identified the “Consultancy / advisory services in planning exit strategies, buy outs and take-overs” and “service as the most important in this phase, as illustrated below (Figure 11).

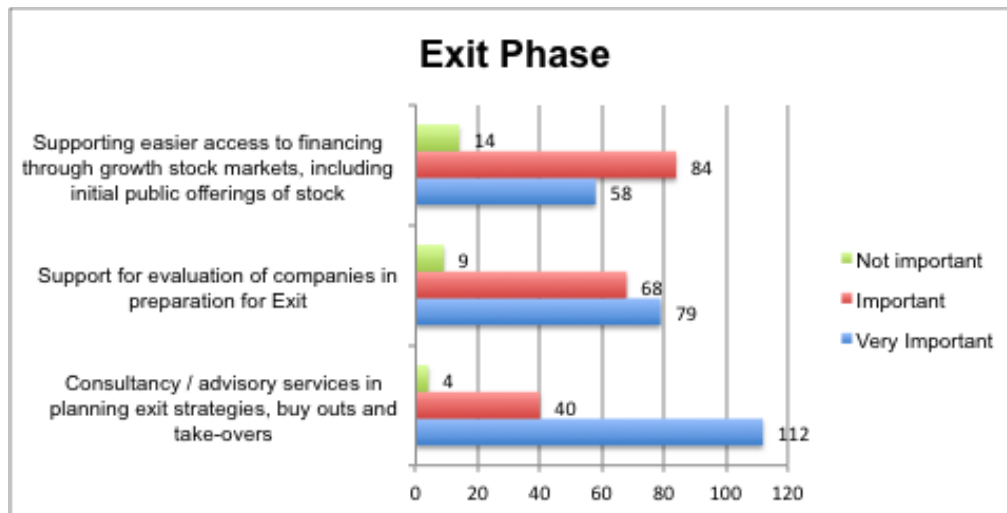


Fig. 11: Results from the on-line consultation for the Exit phase

Other services proposed by on-line survey participants are:

- Inputs from state of play trends of industry to orient the diversification strategies of the growing companies;
- Support for getting into solid value chains;

Chapter 7 – Mature Phase

The Mature phase is when a company is well established (founded for a number of years), but requires support to continue to adapt and grow particularly in times of transition and decline. This support could be in terms of innovation (innovation in products, processes and structures) and entering new business segments. Support to internationalisation is also a key issue on this phase. As in the Scale-Up phase, technology and knowledge transfer (TT/KT) from academia and industrial actors to other enterprises (particularly SMEs), is important in this phase.

7.1 Ecosystem Services

The following table provides a list of the Ecosystem services identified so far within the TRINNO project for the Mature phase.

Service Category	Service	Description of the service	Who should run / manage the service	Stakeholders to be involved in the service
SOFT SUPPORT	Territorial Promotion	<ul style="list-style-type: none"> This service should be an overall, integrated policy to promote the territory of reference (regional or local area). It is meant to increase the attractiveness of the area in terms of, e.g. investment, trade agreements and export potential/new market access. This could include joint regional participation (regional delegations) in international fairs / missions. This kind of service should be based on extensive knowledge of the territory. Therefore, a mapping exercise could be relevant here as a basis of the work to be carried out. 	The regional government or equivalent local authority with this mandate.	<p>PUBLIC AUTHORITIES: Policy framework and implementation of relative activities.</p> <p>ACADEMIA: <i>Less relevant in this service.</i></p> <p>PRIVATE SECTOR: Beneficiaries of the service.</p> <p>CIVIL SOCIETY: <i>Less relevant in this service.</i></p>
	Support services and training for internationalisation (information, presentations,	<ul style="list-style-type: none"> As for overall territorial promotion, this service should be based on a thorough territorial analysis. Entities managing these services should be able to carry out, for example: 	In general, it is considered that support services such as these should be provided by a local agency with a	PUBLIC AUTHORITIES: The local / regional authority should provide the policy framework and mandate for the agencies.



	<p>business consultation, training, support to event participation)</p>	<ul style="list-style-type: none"> ○ IP research ○ Technology audits ○ Analysis of certification processes and standards ○ Compliance 	<p>formal mandate for and expertise in these activities.</p>	<p>Public authorities could also provide funding for activities, though the agencies would be expected to have a sustainable business model to ensure financial viability.</p>
	<p>Support services and training for company reorganisation (new product lines / innovation, etc), including employment / trainee recruitment</p>	<ul style="list-style-type: none"> • Even in this type of service the knowledge of territory is important, this should help the service manager to map the companies and, therefore, scout them, contact them and encourage them to innovate the products, the process and the human resources. 	<p>In general, it is considered that support services such as these should be provided by a local agency with a formal mandate for and expertise in these activities.</p>	<p>ACADEMIA: Universities and research centres can provide expertise during events / training sessions.</p> <p>PRIVATE SECTOR: Business leaders with international expertise are often important in this phase, as they can act as share their knowledge and expertise. They can also promote activities throughout their supply chain.</p> <p>Private consultancies make also offer training / orientation services.</p> <p>CIVIL SOCIETY: <i>Less relevant in this service.</i></p>
	<p>Cluster support</p>	<ul style="list-style-type: none"> • In the context of the business support ecosystem, and in particular in the mature phase, it would be interesting to look at a wider concept of cluster: an innovation ecosystem, which promotes cross sector fertilisation among companies • Analysis of cluster schemes suggest that they work best with a dedicated cluster manager. 	<p>Could be an entity created specifically for this purpose or a local entity (e.g. development agency) that takes on this role as part of its work.</p>	<p>PUBLIC AUTHORITIES: Political framework (e.g. selected specific clusters, official recognition) and some funding provision (though examples like Catalonia and Tuscany) show that clusters do not necessarily require a lot of public funding, but should develop a business model.</p> <p>ACADEMIA: Members of clusters.</p> <p>PRIVATE SECTOR Members of clusters.</p> <p>CIVIL SOCIETY: <i>Are not generally</i></p>

				<i>involved in clusters, but it would be interesting to promote their engagement in order to represent better societal needs and demands (responsible innovation). Public interest groups should play a greater role.</i>
FUNDING	Public Grants	<ul style="list-style-type: none"> Public grants in the Mature Phase and can take many forms, such as: <ul style="list-style-type: none"> Grants to support company reorganisation (new product lines / innovation / temporary managers) Grants to support investment in Research and Innovation / collaborative technology partnerships Grants to support acquisition of knowledge intensive services Grants to support internationalisation / exports Vouchers systems for activities as per the grants above. Procedures for these grants should be simplified as much as possible, in order to facilitate participation of all companies. It is also important to ensure that funding is for real innovation. Otherwise, there is a risk to provide funding to mature companies that should really be focused on a more successful commercial strategy. 	Public Authorities (generally regional / national level) through ERDF funding.	<p>PUBLIC AUTHORITIES: Public Authorities (generally regional / national level)</p> <p>Funding agencies and evaluation of grant applications.</p> <p>ACADEMIA: Beneficiaries of grants, in collaboration with companies.</p> <p>PRIVATE SECTOR: Beneficiaries of grants.</p> <p>CIVIL SOCIETY: <i>Not relevant for this service.</i></p>
	Support to source other forms of financial support: private funding, loans	<ul style="list-style-type: none"> Private funding and other forms of financial support are essential in this phase, as a mature company should have a business plan that does not depend on public grants. 	Local development agency (as per soft-services above)	<p>PUBLIC AUTHORITIES: <i>Not relevant for this service.</i></p> <p>ACADEMIA: <i>Not relevant for this</i></p>

	and guarantees	<ul style="list-style-type: none"> In this phase, a local development agency providing soft support services should also be able to support companies in sourcing finance (see the example of the BICs). 		<p><i>service.</i></p> <p>PRIVATE SECTOR: Source of funding (business angels, credit institutes, etc)</p> <p>CIVIL SOCIETY: <i>Not relevant for this service.</i></p>
PHYSICAL INFRASTRUCTURE	Support to creation and strengthening of industrial parks	<ul style="list-style-type: none"> The idea of an industrial park intended as a zone, typically device, a large city, in which are adopted special policies to attract foreign industrial investments, although the partners recognize the value, is not well directly. 	<p>A suggestion for an optimal arrangement would be that the public sector creates the infrastructure and ensures its link up to the overall ecosystem, but there is also a management structure to make sure that the park is run properly. This may be a specialised, private management entity.</p>	<p>PUBLIC AUTHORITIES: Policy framework, initial set up and seed financing, integration with ecosystem.</p> <p>ACADEMIA: Member of the industrial park (academic departments feeding into it and spin-off transferring to it).</p> <p>PRIVATE SECTOR: Member of industrial park. Management entity.</p> <p>CIVIL SOCIETY: <i>Should be involved in a consultative format to ensure the above described integration into the local economy.</i></p>

7.2 Round up of essential elements in this phase

- **Territorial promotion:** an integrated policy to promote the territory of reference, increase the attractiveness of the area in terms of investments, trade agreement and export potential could give several benefits to mature companies;
- **Territorial Knowledge:** knowledge and mapping of territory is essential to make territorial promotion more effective;
- **Cluster:** in this phase, clusters and cluster organisations are very important for the promotion of territory, in the context of regional smart specialisation strategies. They can also support an open-innovation approach, including cross fertilisation between mature and start ups and between different sectors;
- **Public grants:** grants to support companies for reorganisation, R&I, internationalisation are very important. However, procedures for grants should be simplified as much as possible;

7.3 On-line consultation results

The online consultation validated the services proposed by TRINNO in the Mature Phase, with a clear majority of respondents stating that the services proposed were either important or very important. E.g. 97% of respondents stating that “Support services and training for company reorganisation (new product lines / innovation, etc), including employment / trainee recruitment” are very important or important services.

For the mature phase all services identified were considered important by the on-line consultation participants. In particular support services for training in the field of internationalisation and for company reorganisation achieved large consensus, as illustrated below (figure 12).

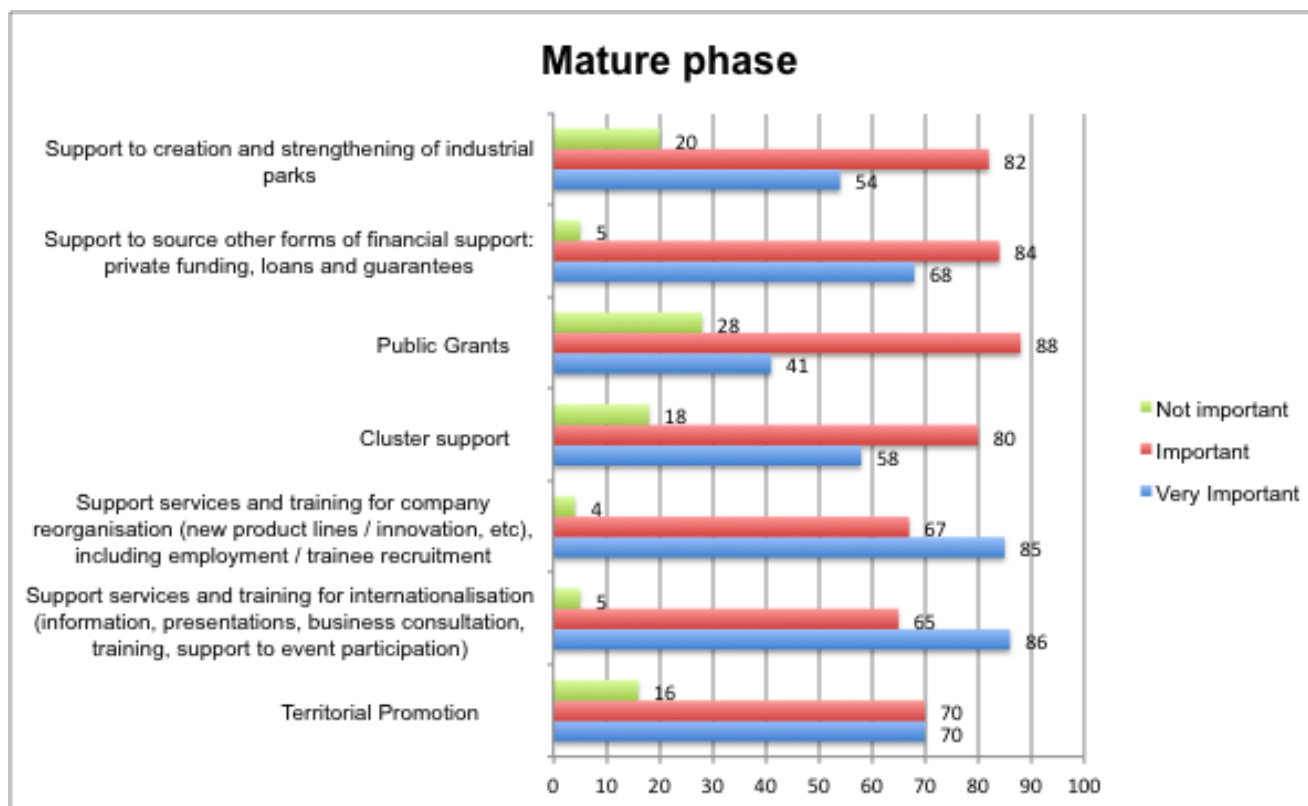


Fig. 12: Results from the on-line consultation for the Mature Phase

Other services proposed by on line respondent are:

- Support for Exportation, services diversification, creation of innovative products and internationalisation
- Temporary Management

Chapter 8 – Good Practices

Within the TRINNO project, a Good Practice is considered as a public policy instrument promoting the creation and strengthening of a Business Support Ecosystem. The following table presents a brief overview of the Good Practices identified within the project consortium. The full descriptions are found in Annexe 2 below.

Title	Brief description ⁷	Where to find more information
Barcelona Innovation and Entrepreneurship Ecosystem	The Barcelona Ecosystem is the Good Practice from which TRINNO partners started their exchange and learning process. It is globally recognised as a good practice in business support. The system of support for businesses, in all phases of their life cycle, has evolved over many years to become a fully-fledged “ecosystem”. It brings together the research / academic components, including infrastructures and services to support academic spin-offs; public funding services to support new businesses and existing ones (e.g. cluster policy); private / semiprivate initiatives (e.g. accelerators, events) and demand side policies like Innovative Public Procurement.	http://www.barcelonactiva.cat/barcelonactiva/cat/
Galway Technology Centre	Galway Technology Centre (GTC) is a major part of both National and Regional policy in the West of Ireland of investing in hard incubation & innovation infrastructure and the necessary collaborative services to support the anchoring of Knowledge-based Start-Ups in the Region. In this way, it is consistent with the `one-stop shop` system as a Managed service with in-house expertise provided by the EU-BIC for the Region along with specialist services on-site such as finance and IP, legal and tax etc. The GTC is the only Incubation support measure in the region that provides all of the support services relevant to an applied innovation ecosystem. In-house, there is integrated access to validation, market research, access to start and growth capital, investor ready business planning services, IP, tax planning, corporate structuring and finance and accounting services. Additionally, the client portfolio of the GTC enjoy both National and International access to other networks and programmes, many supported by EU funding measures.	http://www.gtc.ie
Catalogue of advanced and qualified services for Tuscan enterprises	The Catalogue contains the list of Advanced and Qualified Services that Tuscan companies can activate and for which they can request for financial support. It is intended to strengthen their competitive position for the process of innovation. This GP feeds the ecosystem by stimulating collaboration between experienced professionals and	http://www.regione.toscana.it/impresa/bandi-per-finanziamenti/catalogo-servizi-avanzati

⁷ Details of Good Practices will be provided in a separate, specific template.

	<p>companies and providing a funding instrument to support this exchange.</p> <p>The division of the Service Catalogue structure into three areas is consistent with the Business Support Ecosystem phases. For every service typology, the main services are identified and the characteristics of the service providers are listed.</p>	
<p>Call Start-Up House - Young enterprises - manufacturing sector Tourism, commerce and service industry</p>	<p>The aim of the practice from Region of Tuscany is to sustain the creation, running and growth of young enterprises, supporting them by providing equipped spaces and offering mentoring and tutoring services in the start up phase of their business.</p> <p>Projects presented by the start-ups can have a maximum budget of € 15.000,00 in the case of "Call Start-Up House - Young enterprises -Tourism, commerce and service industry", and of € 36.000,00 in the case of "Call Start-Up House - Young enterprises - manufacturing sector". The practice is implemented through a voucher for 100% reimbursement of the investment required. Both calls concern the financing of services for start-up foreseen in the Regional Catalogue of services and in particular two phases: settlement in a physical space and mentoring services.</p>	<p>http://www.sviluppo.toscana.it/s paziattrezzati</p>
<p>Coworking Entrepreneurship Centre and Incubator "KIKŠTARTER", Municipality of Kamnik, Slovenia</p>	<p>KIKŠtarter is a coworking space, incubator - opportunity to learn and develop business idea and accelerator. They also offer regular training and demonstration of good practices and stimulating environment, spanning the industrial heritage and cultural center of Kamnik.</p> <p>KIKŠtarter offers work space (680 m² – 8 tables in co-working space, 13 offices 1 conference room, 1 laboratory, a reading corner with professional literature, 1 Meeting Room, Tea kitchen, Block space for socializing, Lecture, Garden with outdoor co-working space), laboratory (KIK lab) and strong community.</p> <p>KIKŠtarter is a part of Slovenian Business support ecosystem (good practise in local environment) and cooperates with Ljubljana Technology park (part of initiative Start up: Slovenia Ecosystem).</p>	<p>http://www.kotlovnica.si/slo/kiks tarter</p>
<p>Szeged Regional accelerator</p>	<p>A regional accelerator was established as a missing element of the regional eco-system. The accelerator aims to foster the regional start-up companies working together in partnership with the University and other Public Research Organizations (BRC, ELI, BayBio, CBRC). Further partnerships and cooperation were established with other regional stakeholders such as Regional Innovation Agency, chamber of commerce, clusters, etc</p> <p>A key success factor of the accelerator is based on a PPP model as the accelerator was established by private investors and received public grant from Structural Fund.</p> <p>A further success factor is the involvement of local key experts among the founders and the management</p>	