



# Action Plan – Provincial Council of Granada

**OSS Project – One Stop Shop – one single window for improve SME competitiveness and provide for the ecosystem giving first-line service.**

## OSS Action Plan



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## Part I – General Information

**Project:** Develop the Action Plan of the OSS Project of Provincial Council of Granada

**Associated Organisation:** Provincial Council of Granada

**Other associated organisations involved:** Apart from the Provincial Council of Granada, these are the other entities with entrepreneurship support services in the province of Granada who collaborate with some of the activities promoted by the OSS Project as a group of interest within the local stakeholders: Agencia Idea, Ayuntamiento de Granada- Centro Municipal de Iniciativas Empresariales, UGR Emprendedora, Andalucía Emprende Fundación Pública Andaluza, BIC Granada - Centro Europeo de Empresas e Innovación, Confederación Granadina de Empresarios, Cámara de Comercio de Granada, Cámara de Comercio de Motril, Clúster Tecnológico y Biotecnológico - On Granada Tech City, Clúster CSA, Construcción Sostenible de Andalucía, Consorcio Fernando de los Ríos, Asociación de Jóvenes Empresarios, ADR – Alpujarra, GDR Altiplano de Granada, GDR Alfanevada - Promoción Económica del Arco Noreste de la Vega de Granada, GDR Comarca de Guadix, GDR Montes de Granada Apromontes, GDR Poniente Granadino - Asociación Desarrollo Sostenible, GDR - Valle del Lecrin y GDR Promovega - Asociación para la Promoción Económica de la Vega-Sierra Elvira.

Country: Spain

**REGION NUTS2:** ES61

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### THE IMPORTANCE OF ENTREPRENEURSHIP AND THE EMERGENCE OF THE OSS PROJECT.

In Europe, business culture is not as embedded as in other parts of the world where there are fewer negative connotations associated with a possible failure when setting up a business. To this we must add the economic instability at the start of this century and the current circumstances, so negative for economic development such as COVID-19, which have deepened the need to generate new ways and ideas of creating jobs. Entrepreneurship is also a further tool for personal fulfilment through self-employment and helps cohesion and sectorial and territorial compromise on all levels.

For all these reasons, the OSS Project aims to reinforce the ecosystem for entrepreneurship and to promote the generation of new businesses. In particular it strives to encourage the creation of SMEs, entrepreneurial skills and to evaluate and overcome the negative barriers that are conditioning their development. In order to reach this end, the OSS Project aims to contribute to improving policies on growth in SMEs competitiveness, providing guidance and support services for first time entrepreneurs and as a result strengthening a complete ecosystem for those entrepreneurs who start up new businesses.

The OSS Project counts on seven partners located in different countries. These are:

- *Møre og Romsdal County Council (Leading Entity on Project).* Norway.
- *WSX Enterprise, Fareham.* United Kingdom
- *Agency for Regional and Economic Development, Vratsa.* Bulgaria
- *Provincial Council of Granada.* Spain

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- BSC - Business Support Center Ltd., Kranj. Slovenia
- Rzeszow Regional Development Agency. Poland
- Artesis Plantijn University College (Consultant Agency to the Project), Antwerp. Belgium

This project has a large component of partner cooperation. Each partner shares their own technical expertise with the others and offers examples of good practice taken from their system of support services for entrepreneurs. In this way our collective intelligence of entrepreneurship increases and promotes the launch of specific actions by each partner, to then be developed.

#### AIM:

The Provincial Council of Granada has two cornerstones when evaluating any possible improvements to their policies on entrepreneurship (Provincial Plan for Entrepreneurs – Network Granada) and therefore when establishing this Action Plan. In first position, they place the knowledge gleaned from exchange of ideas and good practice among the transnational participating entities of the OSS Project. Second comes the SWOT analysis, also carried out within the OSS Project, which made patent the interest the stakeholders have in promoting an ecosystem for a more efficient entrepreneurship.

This Action Plan is born to specifically better the Provincial Council of Granada's entrepreneurship policies. The Plan intends to detail the actions included (developing a shared online agenda and sitemap of the entrepreneur support centres in the province,) describe the parties involved and the setting they form part of along with a plan for implanting these, a budget, sources of funding and a timescale for each. Furthermore, with the development of this Plan, we aim to find common objectives and a transversal work base for launching these actions by combining the stakeholders' collaboration and search for consensus.

#### METHODOLOGY

##### *PARTICIPATIVE PROCESS FOR THE PLAN'S DEVELOPMENT.*

As previously stated, involvement and participation of both public and private agents with support services for entrepreneurs in the Granada province are considered fundamental when determining the contents of the Action Plan. In this line the following tasks were created whilst carrying out the work to achieve such participation and, therefore, the adaption of the actions included in the Plan to the real existing problems in the province of Granada.

- Proposal of two stakeholders' meetings during the Plan development. First at the start of drafting, with the aim of presenting the dynamics for developing the Plan and agree on the objectives. Secondly at the end of drafting, in order to evaluate the contents, draw conclusions, make final contributions and establish the first steps to take to initiate the actions included in the Plan. Finally, throughout the drafting of the Plan, communication is established with the stakeholders, involving them with its development. Their opinion is specifically asked for, opening up room for debate about aspects such as the definition of the Plan structure.
- Furthermore, a working group is proposed for dealing with specific issues with some of the agents under review. This group is formed by the Provincial Council of Granada itself and the stakeholders UGR Emprendedora y GDR Alfanevada. These meetings and working groups have been developed to analyse the good practice learnt from OSS Project's European partners and their response to the needs detected in the SWOT analysis. Finally, it must be highlighted that due to the current health alert provoked by COVID-19, these meetings, gatherings, working groups etc have been organised via videoconference.

##### *STRUCTURE AND UNITS OF ANALYSIS.*

The points taken into account when analysing each of the actions included in the Plan are as follows:

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- Relation to the current situation in the province. Grounds for the choice of each action according to the needs detected in the SWOT analysis of entrepreneurship in the Granada province.
- Relation to other good practice of European partners. Analysis of good practice of the partners linked to this action. Comparative evaluation of needs and proposed solutions.
- Objective. End product of action development and definition of the associated elements and values. Underline the benefits of implementing the action and vision of possible scenarios.
- Content. Structure and description of the different landmarks to reach.
- Agents involved. The agents involved in its design, monitoring and maintenance and the last and intermediary agents benefitted.
- Work Chronogram. Different timeframes associated to the established goals.
- Costs. Assessment of general and specific costs of developing the action.
- Funding of work. Analysis of sources of funding of the general development of the action and its phases if any.
- Monitoring of development. Establish indicators for assessment of implementing the action and of any aspects that define its correct maintenance

## RELATIONSHIP WITH REFERENCE ACTIONS OF EUROPEAN PARTNERS

In order to develop this Action Plan and to improve the politics associated with entrepreneurship (Provincial Plan for Entrepreneurs) on top of the results obtained through the SWOT analysis the good practice shared by the OSS Project partners has also been taken into account. This practice has been of reference to the Provincial Council of Granada not only for the specific actions it has developed, but also for the collaborative processes behind its fruition. Some of the examples considered in this Action Plan are presented below. Later on, in each of the actions the specific examples to have had a direct influence in its design will be mentioned.

### - My Business, Møre og Romsdal County Council (Norway).

The province of *Møre og Romsdal* has worked for years on a collaboration project to impulse business culture and entrepreneurship. The development of skills and competence, the increase of creation of value and restructuring of the workplace are to name some of the most important priority areas in the provincial plan for *Møre og Romsdal* 2017-2020. The common objective of these priority areas is to provide the *Møre og Romsdal* province with a business environment which is competitive on a national level.

To achieve this, a front-line service platform has been created, *My Business*. This is conceived as the main supplier of guidance for entrepreneurs in the *Møre og Romsdal* province. The aim of *My Business* is to help the creation of more, better businesses in the province and to provide quality guidance to entrepreneurs, courses and seminars for developing competences, meeting places and spaces where to create networks, and funding. To sum up their aim is to make the way simple for entrepreneurs and visualise a more structured itinerary.

This work has come about thanks to an agreement which its partners (*Møre og Romsdal County Authority, Innovation Norway, The County Governor of Møre og Romsdal*, and the 26 municipalities that make up the province) assess every 4 years. This agreement serves to keep the project up to date and maintain cohesion amongst its parts. There is also annual monitoring that helps to strengthen the association and maintain the quality of the platform and services on offer.

This good practice is taken as reference by the Provincial Council of Granada as it establishes a long-term strategy and a sustainable contract of collaboration with both municipalities and regional partners.

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In their search for first-hand information, the Provincial Council of Granada held a bilateral meeting with their Norwegian partner in November 2020 in which the debate covered the following points of interest for developing the actions included in this Plan:

- Design and development process of My Business.
- Agents involved in its implementation (agreement/ individual tasks etc)
- Difficulties in launching, managing and maintaining the agreement.
- Workings of *My Business*.
- Results obtained; proof and indicators of results
- Current challenges and new needs.

- *Export Hub Bulgaria, Agency for Regional and Economic Development*

*Export Hub Bulgaria* (EHB) is a growing organisation established in 2019 by 12 partners with specific activities such as an information platform, training and export programme. The main aim of the EHB is to support SMEs through contact networks and associations, and to offer training and skills which ease the access of their final products into the global market.

EHB's monthly events consist of seminars, training and forums. Businesses and interested parties may participate either virtually or face to face. The speakers and consultors are expert, experienced leaders in a wide range of fields of economy. The ecosystem includes different types of institutions, organisations with the capacity to improve the SMEs' understanding and skills of competitiveness and internationalization.

This experience of the *Agency for Regional and Economic Development* provides the Provincial Council of Granada with a good example of coordination and governance, thanks to the collaborative work between different institutions, organisations, universities and media; with the aim to create spaces to improve the ecosystem for SMEs and entrepreneurs.

- *Inspiring Enterprise and Digital Capability for business, WSX Enterprise/Hampshire (UK)*

One of the experiences shared by the British partner *WSX Enterprise/ Hampshire/UK* is called *Inspiring Enterprise (IE)*. This project supports people out of work to create businesses and social enterprises.

To develop this project, links are established between organisations that deal with the unemployed, such as job centres, job clubs, single-parent associations and mental health organisations; for this, a contact network is created for with the interested parties. Their success lies in good governance and collaboration amongst partners, interested parties and organisations.

The main attraction of this project for the Provincial Council of Granada is the capacity to work with other organisations and dedicate time to developing the relevant networks in order to gain effectiveness in the actions related with entrepreneurship.

The other great reference programme of *WSX Enterprise* is *Digital Capability for Business*. This programme has achieved the digitalization of the services available to entrepreneurs. Its attraction lies in the ability to update the services on offer and the increase in user accessibility.

This serves the Provincial Council of Granada as an example of backing digitalization of the services on offer to entrepreneurs and enterprises.

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- Bright and Young (Bryo), Artesis Plantijn University College Antwerp (Belgium)

Bryo is a coaching programme for each lifecycle of entrepreneurship. Through this programme each interested party is offered a safety net of another entrepreneur and they are assigned a coach who supports them in their business journey.

One of the aspects which makes this programme different is the format and means of assessing the entrepreneurs. They have an assortment of tools they can adapt to each initiative. Furthermore, they count on a training programme for the assessors of new enterprises to teach them how to use the tools and to monitor the launch of the business ideas.

This programme created by the Belgian consulting partner *Artesis Plantijn University College Antwerp* is a further example of digitalization for the Provincial Council of Granada, which highlights the importance of opting for tools to ease the entrepreneurs' access to the available resources.

- CEED Grow Program, BSC, Business support centre Ltd., Kranj (Slovenia)

CEED Grow Program is a tutoring Plan. The programme is only available to entrepreneurs and all the coaches are experienced entrepreneurs themselves. What distinguishes this programme is that the coaches are successful owners of enterprises with numerous employees and are active in both the national and international markets, especially in the fields of new enterprise, ITC and digital industry. Conferences and workshops barely play a part in the CEED Grow Program. The main aim of the programme is to develop a business community which helps each other with exchange sessions and support activities, and also provides the inspiration to overcome challenges and learning and future growth.

In this case, The Provincial Council of Granada has found this project very useful for developing this Action Plan firstly, due to its creation of virtual spaces and project which are recognisable to entrepreneurs and secondly for its increase in collaboration spaces with other organisations.

- Podkarpackie Startup Acceleration Program, Rzeszow Regional Development Agency (Poland)

This programme is designed to assess start-ups via a personalised tutoring process. The aim is to help them along personalised coaching routes. Due to the different levels of technological preparation of the start-ups, the whole programme is flexible and is adapted to the needs of each user.

The project is directed at entrepreneurs with business ideas related to the aeronautical, automotive, ICT and construction industries. The institutions that take part in the project are those which deal with the creation of enterprise and science.

This is a good practice due to the flexibility of the coaching routes. For the Provincial Council of Granada, this practice of their Polish partner is another good example of collaboration which integrates the work of various institutions into the design of services for entrepreneurship

## Part II – Political context

**The Action Plan aims to make an impact on:**

- Investment for Growth and Jobs programme
- European Territorial Cooperation (Interreg) programme
- Other regional development policy instrument

**Name of policy to which this action is directed:** The Provincial Plan for Entrepreneurs (Network Granada)

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## STATE OF ENTREPRENEURSHIP IN GRANADA, INSTRUMENTS AND ACTIONS WITHIN THE OSS PROJECT.

The province of Granada is an example of the problems associated with this common characteristic of many EU regions. Consumers' change in habits, competition with major distributors, little entrepreneurial culture, the emergence of new modes of business and other constantly changing traits provoke the need for a continuous assessment of economic development, the entrepreneurial possibilities of the province and the system of support systems which are available from different bodies (*stakeholders*)

This wide range of *stakeholders* with support services for entrepreneurship is held as a favourable asset for the entrepreneurs', and also a potential setting for an improvement in the services received. These *stakeholders* are spread throughout the province and situated as reference points for entrepreneurs. Their traits and specialisation vary, on occasion it being difficult for the interested parties to distinguish which is best suited to their needs.

Through its Enterprise Promotion and Consolidation Programme, the Provincial Council of Granada implements actions to improve entrepreneurship and develop enterprise in the province. The line of work is defined by the policy established in the Provincial Plan for Entrepreneurs (Network Granada) This policy sets out the actions to assist the local authorities (municipalities of the province) in satisfying each of their needs related to entrepreneurship. This policy is revised every two years, currently being applicable that for the period 2020-2021.

There are four services associated with the policy included in the Provincial Plan for Entrepreneurs: i) training for entrepreneurs, ii) aid for strategic sectors, iii) business incubators and iv) technical support for entrepreneurs and businesses. The backbone of these services is the website Granada Empresas ([www.granadaempresas.es](http://www.granadaempresas.es)) Furthermore, this platform is a direct channel of exchange of information and resources to promote networking amongst entrepreneurs, businesses and local authorities. For this reason, there are 2 spaces or areas on the platform called:

- **Resource Area** where entrepreneurs can find the main resources on offer on the platform.
- **Work Area**, where they can analyse their project using specific tools and also seek guidance and personalised support. The users who wish to receive guidance free of charge must register on the platform and ask the technical team which gives personalised support to any entrepreneurial initiative irrespective of its phase or municipality of origin.

Moreover, The Provincial Council of Granada is working with stakeholders online at a local level. This situation dates back to 2018, the year in which they became part of the OSS Project with the rest of the European partners. Over this time, the Provincial Council of Granada has participated in the agenda of actions developed by the project and has created a working team with the stakeholders of the province. The project has become of great importance for these stakeholders, a fact which is reflected by their backing, commitment and participation in it.

Within the OSS Project and with the collaboration of the stakeholders, in 2019 the Provincial Council of Granada carried out a SWOT analysis of the state of the entrepreneurship ecosystem in the province. For that reason, in this study socioeconomic aspects of the population were noted; cultural and structural characteristics of the productive system; the entrepreneur profile and needs were analysed in depth and the stakeholders were assessed, describing their services, collaboration activities and training needs

The results obtained from the SWOT analysis revealed information which is valuable from three perspectives: from the offer of services, ie the stakeholders themselves; from the demand for services, that is, the entrepreneurs; and from the rest of external factors which directly or indirectly condition the entrepreneurship's development.

The summary chart of said work is as follows:

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| WEAKNESSES (W)  | THREATS (T)   |
|---|---|
| <p>W.1. Lack of insight in collaborative relationships among entities with entrepreneur support services</p> <p>W.2. Widespread fragmentation of the province's entrepreneur support services</p> <p>W.3. Overlap in offers of training available</p> <p>W.4 Difficulty in accessing entrepreneurial support services in the province's rural areas.</p>  | <p>T.1. Low entrepreneurial culture in the province</p> <p>T.2. Widespread failure among business initiatives in the province. Low percentage of business consolidation.</p> <p>T.3. Difficulty finding the necessary funds to develop the business ideas. Slow process of granting aid associated with programmes.</p> <p>T.4. Low density of enterprises, driving force companies or business accelerators</p> <p>T.5. Competitive, changing market with too much power in the hands of major distributors. Deceleration of economic growth.</p> <p>T.6. A great number of business proposals have a low innovative charge</p> <p>T.7. Very little change to government policies to favour entrepreneurship.</p> <p>T.8. Imbalance between the needs shown by entrepreneurs and those considered real by entities.</p>  |
| STRENGTHS (S)   | OPPORTUNITIES (O)   |
| <p>S.1. Gradual professionalisation of entities, as of the technical teams to offer entrepreneurial support services.</p> <p>S.2. Network of entities with entrepreneurial support services and resources available throughout the province.</p> <p>S.3. Entity willingness to develop collaboration work, communication, resource management, spreading and creation of common strategies.</p> <p>S.4. Wide range of training available</p> <p>S.5. Launch of new forms of guidance, such as mentoring</p> | <p>O.1. Good economic perspectives in some sectors of the province.</p> <p>Awareness of the importance of entrepreneurship in education.</p> <p>O.3. Support for improving infrastructures that positively condition the creation of businesses.</p> <p>O.4. Awareness of the importance of digitalisation in the creation of new enterprises.</p> <p>O.5. Sharp increase in business culture and the number of businesses created.</p> <p>O.6. High number of young human resources with higher education from UGR.</p> <p>O.7. Well matured business collaboration initiatives created around sectorial clusters like sustainable construction or biotechnology.</p> <p>O.8. Budding force of alternative forms of tourism to sun and sand in varying parts of the province; cultural, nature, sport based, geological, astrological etc.</p> <p>O.9. Notable increase in the technological component of the agri-food sector.</p> <p>O.10. Public and private unity over the candidature to hold the Ifmif-Dones in Granada.</p> |

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As concluded by this investigation, the stakeholders' role in the province of Granada is decisive. The current potential opens up a range of possibilities in aspects such as the creation of new mechanisms and services shared amongst entities, improvement to the business culture, adapting businesses and entrepreneurs to the digitalisation process, innovation and internationalisation, analysis and promotion of new sources of funds or adjusting the training on offer amongst others. In most cases, achievement depends on collaborative work on the stakeholders' behalf to maximise the returns from all available resources and the skills and experience gained.

This diagnostic provided a propositional section with different lines of strategy and action to develop in order to improve the entrepreneurial ecosystem in the province of Granada. Moreover, through these concrete actions it aimed to create consensual workspaces and the same time and to achieve the status of a support guide for the launching and improvement of future actions of different natures. The first of these lines of strategy stands out; it refers to establishing procedures for planning the means of communication between entities, with the objective of facilitating resource optimisation. There are two concrete actions associated with this line: I) Development of a shared online agenda for entrepreneurship in the province of Granada and II) Creation of a web sitemap of the support centres for entrepreneurs in the province of Granada.

These two actions will improve the services on offer to entrepreneurs and businesses in the province of Granada and form part of the Provincial Plan for Entrepreneurs – Network Granada. They present new resources on their platform web [www.granadaempresas.es](http://www.granadaempresas.es), this being the main tool for the Provincial Council of Granada to put into practice the actions included in their entrepreneurship policy.

The shared online agenda will improve the access to all the activities of interest to entrepreneurs and businesses in the province of Granada. For its part, the sitemap will facilitate the visualisation of the services available to entrepreneurs and will also organise the offer for future entrepreneurs.

In addition, both actions incorporate new elements that reinforce collaborative work and create networks between local entities and key agents in the province, all of which improves this aspect included in the policy. Specifically, this work connected to the actions will encourage collaboration amongst entities when organising the offer of entrepreneurship related activities (Shared Online Agenda) and the support services for entrepreneurs and businesses in the Granada province (Sitemap of Entrepreneurial Support Centres).

### Part III – Details of actions planned

#### **ACTION 1: DEVELOPMENT OF A SHARED ONLINE AGENDA FOR ENTREPRENEURSHIP IN THE PROVINCE OF GRANADA.**

##### 1. Background information

###### *Relationship with the current situation of the province.*

One of the main consequences resulting from the SWOT Analysis of the entrepreneurial ecosystem in the province of Granada is the need, of the different entities that do offer support services to entrepreneurs in the province, to increase the links and means of collaborative work. Apart from the improvement in efficiency, which is tied to cooperative work, we must add other benefits gained from sharing information and having different experienced points of view when elaborating diagnosis of the province's entrepreneurship and economic process. All of the above with the ultimate goal of bettering the services on offer to entrepreneurs and promoting entrepreneurship.

These entities' (stakeholders) situation demonstrates that a fluid communication does exist, but only on occasions, among small groups of entities and without having set up coordination mechanisms on a general scale. All the stakeholders organise events and training activities as well as promoting access to funding and making entrepreneurship and business projects more visible through calling for participation in awards. Nevertheless, at

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times the diversity of the offer provokes duplicities and also makes it difficult for individuals and businesses to detect which activities best suit their needs.

Consequently, one result from the initial meetings held with the stakeholders as part of the OSS Project was the understanding of the need for a common tool to exist to reunite and enumerate all the initiatives going on in the different organisations. This shared desire was later reflected in the SWOT analysis of the entrepreneurial ecosystem in the province of Granada as part of the OSS Project as a step towards improving this ecosystem within the frame of the following strategic axis: “Improve collaboration among organisations.”

This situation combined with the good practice observed by the participating partners of the OSS Project resulted in the idea of an action designed to facilitate access to the available resources on a provincial level.

#### *Relationship with good practice of other European partners*

One of the projects to be drawn up by the Norwegian entity at the head of the OSS Project, *More og Romsdal County Council*, is the signed agreement reached with other entities in the region that have support services for entrepreneurship, on the materialisation of a first-line service for entrepreneurs,

The tool implemented, *Hoppid.no*, has as its objective to harmonise the level of quality offered by each service in this region of Norway and for this it specifies the same quality standards for a variety of services, ranging from remote expert support and training adapted to the specific needs of each entrepreneur, to evaluation of business ideas, mentoring and tutoring, and improving the offer of and access to training, events, grants and awards.

Within the *Hoppid.no* platform, the Norwegian partner placed an agenda of events associated with entrepreneurship in the region. Here they show what’s on offer, with the possibility to filter them by type: events, courses, conferences and seminars; and offer clear information about the activity: date, place, title, who is it aimed at.

Other experiences of the OSS Project partners have served as a guide when designing the present action. These entities are *Rezeszow Regional Development Agency*, *Business Support Centre Ltd*, *Krani*, *WSX Enterprise* and *the Agency for Regional and Economic Development*. . All of them hold the underlying wish to create tools which improve the access to the services on offer to entrepreneurs. This is also the main idea of this action and therefore all aspects of their development have been an example when forming it.

## 2. Action

### *Objectives*

The action aims to promote coordination amongst different types of entities with one common purpose: organise offers of training, events and announcement of subsidies and awards with a view to making them for operative for the entrepreneurs and businesses in the province of Granada. This action is also hoped to foster cooperation and coordination among stakeholders, generating a base for developing other joint projects and improving efficiency in the use of both material and human resources.

The main result is expected to be that of facilitating the entrepreneurs’ tracking of entrepreneurial events, to include the greatest possible number of those on offer and in this way, better the accessibility to more options that are more suited to the particular needs of each individual entrepreneur.

A schematic presentation of this action’s main objectives is as follows:

- Establish norms of collaboration among entities.
- Improve efficiency of available resources.
- Avoid duplicity of the activities on offer.

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- Improve entrepreneurs' access to the available resources
- Better identification of the activities which best suit the needs of each individual entrepreneur or business

#### Contents

- Web address (momentary, as still in the testing phase): <https://www.granadaempresas.es/agenda-2/>
- Access password: *granadaempresas2020*

The shared online agenda consists of a virtual space where all events associated with each of the stakeholders will be shown. In the tool there are four types of events defined: Events, Training, Aid and Subsidies and Awards.

| <b>EVENTS</b>      |   |
|--------------------|---|
| <b>Aspect</b>      | <b>Description/ Explanation</b>   |
| What are they?     | Activities organised in order to create spaces in which to explore the entrepreneurial ecosystem, identify opportunities for starting up, meeting businesses and institutions of the sector, learn development trends and any other activity related to business promotion, creation and consolidation.               |
| Who is the target? | This will include both those aimed exclusively at individual entrepreneurs and businesses of the province of Granada and those from other territorial areas (regional, national or European) which may accept them or be of interest. These may be of either a general nature or associated with a specific activity. |
| Types/ Examples    | <ul style="list-style-type: none"> <li>• Congresses</li> <li>• Meetings, workshops, networking</li> <li>• Presentation of project results and studies</li> <li>• Ceremonies</li> <li>• Festivales</li> <li>• Conventions</li> <li>• Prizegivings</li> </ul>   |
| Format             | Face to face and online   |
| To note            | Publication of cost-free activities only.   |

| <b>TRAINING</b>    |   |
|--------------------|---|
| <b>Aspect</b>      | <b>Description/ Explanation</b>   |
| What are they?     | The training category will include capacity building activities through which the participants gain knowledge and skills. These activities do not encompass scientific or academic lectures (these are considered events.)  |
| Who is the target? | The training activities may be those exclusively directed at individual entrepreneurs and businesses in the province of Granada and also those from other territorial areas (regional, national or European) which may accept them or be of interest. These may be of a general or sectorial nature and/or associated with a specific part of the province. |
| Types/ Examples    | <ul style="list-style-type: none"> <li>• Courses</li> <li>• Training Days</li> <li>• Monographs</li> <li>• Online Training</li> </ul>   |

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|                          | <ul style="list-style-type: none"> <li>• Training Pills</li> <li>• Webinars</li> <li>• Masterclasses</li> <li>• New training documentation available</li> <li>•</li> </ul>  |
|--------------------------|---|
| Format                   | Face to face and online.  |
| To note                  | Publication of cost-free training activities only   |
| <i>AID AND SUBSIDIES</i> |   |
| Aspect                   | Description/ Explanation  |
| What are they?           | These activities encompass all the aid and subsidies related to the promotion, creation and consolidation of business. These may be promoted and/or managed by stakeholders in Granada province, or come from entities in other areas (regional, national or European.)   |
| Who is the target?       | The aid and subsidies may be those exclusively directed at individual entrepreneurs and businesses in the province of Granada and also those from other territorial areas (regional, national or European) which may accept them or be of interest. These may be of a general nature, concrete programmes or aimed at specific sectors and professional activities.   |
| Types/Examples           | <ul style="list-style-type: none"> <li>• Aid for business creation</li> <li>• Aid for business consolidation</li> <li>• Aid for innovation and digital transformation</li> </ul>  |
| <i>AWARDS</i>            |   |
| Aspect                   | Description/ Explanation  |
| What are they?           | All campaigns, strategies and acts that entail awards related to professional promotion, creation and consolidation are included. The stakeholder who includes it in the agenda may play a direct, participative role in the organisation, funding, development and/ or representation of the activity; however, awards from entities from other territorial areas (regional, national or European,) may also be included |
| Who is the target?       | All the awards may be exclusively directed at individual entrepreneurs and businesses in the province of Granada and also those from other territorial areas (regional, national or European) which may accept them or be of interest. These may be of a general nature, concrete programmes or aimed at specific sectors and professional activities.  |
| Types/ Examples          | <ul style="list-style-type: none"> <li>• Call for participation in competitions and awards</li> </ul>   |
| To note                  | The award giving ceremonies themselves will be considered events.   |

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When it comes to placing events in the tool, the stakeholders must follow a series of patterns and guidelines regarding the format. In this way the tool gains homogeneity and facilitates both the user entry to the system and its viewing by the users. The areas in the agenda are as follows:

- Title of event
- Description of event
- Dates of inscription and when the event takes place
- Venue
- Image or advertising poster of event

An example of a technical solution to this action follows:



The screenshot shows a calendar interface for February 2021. At the top, it says 'MES ACTUAL' and 'FEBRERO, 2021'. Below this is a filter bar with 'FILTRO', 'CATEGORÍA', and 'LOCALIZACIÓN'. The calendar lists four events:

- 11 FEB 2022 - 09 SEP**: CONVOCATORIA DE AYUDAS PROYECTO TERRITORIO EMPRENDEDOR. 150 AYUDAS DE 4.050 EUROS. (00:00 - (Septiembre 9) 23:59)
- 14 DIC 2021 - 11 FEB**: IV CONCURSO DE IDEAS UGR. (Diciembre 14) 10:00 - (Febrero 11) 20:00
- 04 FEB**: RESET: CÓMO REINICIAR TU NEGOCIO DE COMERCIO AL POR MENOR. (09:30 - 10:30)
- 11 FEB**: NOVEDADES EN MATERIA DE PLANES DE IGUALDAD: NOVEDADES REGLAMENTARIAS Y AYUDAS A LAS PYMES. (10:00 - 11:30)

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**04**  
FEB

**RESET: CÓMO REINICIAR TU NEGOCIO DE  
COMERCIO AL POR MENOR**

09:30 - 10:30

*Reinicia*  
Abre tus alas

**Zona Reset**

**DETALLES DEL EVENTO**

En este webinar, se realizará una presentación de la situación actual del sector del comercio y las claves para adaptar estos negocios a la situación derivada de la crisis por COVID. Empresas referentes en la actividad nos contarán su experiencia personal para adaptarse a las circunstancias.

Más información e inscripciones en el siguiente enlace:  
[https://zoom.us/webinar/register/WN\\_ehnH7uWCQN2NOLMmGU8n8Q](https://zoom.us/webinar/register/WN_ehnH7uWCQN2NOLMmGU8n8Q)

**HORA**  
(Jueves) 09:30 - 10:30

**LOCALIZACIÓN**  
On-line

**ORGANIZADOR**

Andalucía Emprende.  
 Andalucía Emprende, Junta de Andalucía  
 code.granada@andaluciaemprende.es  
 Parque Tecnológico de las Ciencias y la Salud. Avda. Innovación, 1, Naves 2-4, 18016. Armilla (Of. Central)

**CALENDARIO** **GOOGLECALENDAR**

To revise the technical aspects of placing events in the tool, a guide has been developed to be consulted by those given this task by each stakeholder.

In order to view the agenda each stakeholder must place a direct link to this on their own websites.

### 3. The Agents Involved

The agents involved in this action are first of all the stakeholders, both in the tool design and maintenance. These entities will work on production of this shared tool so as to avoid overlapping and to promote improvement in the offers of training, events and other activities of interest for the creation, promotion and consolidation of businesses in the province of Granada. Ultimately, the province's stakeholders will gain efficiency and effectiveness in the services they offer to entrepreneurs. Efficiency, as they will be able to optimise services and actions, avoiding duplicity; also they can plan their activities to provide a more ordered and strategic offer. Effectiveness, as they will reach more people who can take advantage of the events that each stakeholder promotes.

This commitment on behalf of the stakeholders will be reflected by their adhering to a protocol which will contain information about the use of the tool and establish the obligation to regularly update the information published about the training events on offer, organised events, announcements of competitions and access to subsidies.

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The agents involved are also, of course, the entrepreneurs themselves, as the ultimate users of the tool associated with the action they are. It is their needs that have been considered when designing the action and it is their satisfaction that will be taken into account when evaluating its launch.

#### 4. Schedule

##### *Work chronogram*

For the development of this action, a series of stages are proposed. The first four, included in phase I, have been developed or are at the end of their realization. On the other hand, stages 5, 6 and 7 will commence with the beginning of phase II. The last stage corresponds to the maintenance and monitoring work to be carried out after phase II. The set of all the stages is the following:

1. **Categorization of information to be included in the agenda.** This first phase has been completed. This phase analysed the different categories to be included in the agenda and the different areas to be shown for correct and easy localisation and use on the part of the users,
2. **Design and creation of the digital tool** that is to bear the agenda. This phase is also completed. To do this, all the information relative to the different categories and areas to be visualised were passed onto a technological company entrusted with making it real.
3. **3. Defining the protocol** where the patterns for launching and maintaining the tool are established. The design of this protocol started in December 2020 and for its definition, the Provincial Council of Granada counts on the collaboration of GDR Alfanevada and UGR Emprendedora. In this protocol the tool, its content, the methodology for its use, the guidelines of coordination among the stakeholders and the monitoring necessary for evaluating and updating it are all defined. Ultimately, the protocol establishes all the necessary details for the stakeholders' collaboration, involvement in the action and monitoring of the tool in phase II of the project.
4. **Trial period with a working group.** Throughout the work group, a trial period with the tool was also initiated where aspects of its design and functionality were analysed. This period will end with at the end of phase I, leaving the agenda visible on the participating entities' own websites and evaluating the response from individual entrepreneurs and businesses.
5. **Extension of trial period to rest of stakeholders.** After an initial evaluation and monitoring of the tool, and establishing any necessary modifications, a new trial period for the tool will commence; this time for all of the stakeholders. To do this, they will follow the protocol and receive an individual username for use of the tool. All of them will embed the tool in their own websites and will update their events on the application on a daily basis.
6. **Promotion of the tool.** Almost parallel to the trial period, use of the tool will be promoted amongst the entrepreneurs and businesses of the province of Granada. At first with smaller groups of users, with the idea of being on hand for any immediate negative response to the tool and get to work improving it; later there will be a more general promotion when the tool is more refined. In order to do this, the stakeholders will initiate activities, either group or individual, some examples of which are the following: better the placement of the agenda web address on Google (SEO,) present the tool in events or in general media, a launch campaign in their own websites and social networks, inclusion in areas of support resources for entrepreneurs and to create a physical poster with the QR code to access the agenda.
7. **Evaluation of impact on the entrepreneurial ecosystem.** Throughout this period any necessary modifications will be carried out, according to the results obtained in the evaluations. It will also see the start of an evaluation period for the tool's impact on the entrepreneurial ecosystem in the province. For this the data directly related to the use of the tool will be used, as will indirect data such as entrepreneur and business participation in activities shown on the tool.

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8. **Maintenance, monitoring and periodic evaluation after phase II of project.** This agenda is being created not only with the objective of being a continuous and permanent tool, but also that it can be improved and expanded in time, to include a greater number of public and private organisations that lend first line support to entrepreneurship in the province. This will be possible as the aim is for it to be included in all the webs of organisms that have first line services for entrepreneurship. At the end of this phase of monitoring, the guidelines will be established with which to continue with observation and periodic evaluation of the tool in order to evaluate the results and possible updates; always within a paradigm of continuous improvement.

A schematic presentation of the chronogram for the action materialising follows:

| <i>Action 1: DEVELOPMENT OF A SHARED ONLINE AGENDA</i>                     |                                  |                                     |                                      |                                       |                        |                              |
|--|----------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|------------------------|------------------------------|
| <i>Stages</i>  | <i>Phases</i>                    |                                     |                                      |                                       |                        | <i>Post-action follow-up</i> |
|  | <i>Phase I</i>                   | <i>Phase II</i>                     |                                      |                                       |                        |                              |
|  |                                  | <i>Semesters</i>                    |                                      |                                       |                        |                              |
| <i>.../31 May 2021</i>   | <i>S1: 31 May – 30 Nov. 2021</i> | <i>S2: 30 Nov.2021– 31 May 2022</i> | <i>S3: 31 May 2022 – 30 Nov.2022</i> | <i>S4: 30 Nov. 2022 – 31 May 2023</i> | <i>31 May 2023/...</i> |                              |
| Stage 1: Categorization of information to include in the tool              |                                  |                                     |                                      |                                       |                        |                              |
| Stage 2: Design and creation of digital tool                               |                                  |                                     |                                      |                                       |                        |                              |
| Stage 3: Definition of the protocol  |                                  |                                     |                                      |                                       |                        |                              |
| Stage 4: Trial period with working group                                   |                                  |                                     |                                      |                                       |                        |                              |
| Stage 5: Extension of the trial period to the rest of the stakeholders     |                                  |                                     |                                      |                                       |                        |                              |
| Stage 6: Promotion of the tool   |                                  |                                     |                                      |                                       |                        |                              |
| Stage 7: Evaluation of the impact on the ecosystem on the entrepreneurship |                                  |                                     |                                      |                                       |                        |                              |
| Stage 8: Maintenance, Monitoring and Periodic Evaluation after phase II    |                                  |                                     |                                      |                                       |                        |                              |

*Observation of action development throughout phase II*

The observation of every phase will be carried out establishing a series of tasks and coupling them with indicators. Due to the nature of each of the stages, both qualitative and quantitative information will be used for this evaluation. The indicators will be accompanied by reference margins to evaluate them and rapidly show the state of development of the action, and whether improvement work is necessary.

The first four defined stages for developing this action are already up and running. The first two are complete. With regards to the next two, they will end at the end of phase I. Therefore, below follows the description of the indicators coupled with each of the stages within phase II of the OSS Project: Monitoring the implementation of the Action Plan. These indicators can, in turn, be modified if they do not prove idoneous or should better means for evaluating the action arise. The evaluation will be every six months, so the established reference values are

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calculated in accordance with this period. The data related with each indicator will be collected and measured under the coordination of the Provincial Council of Granada.

#### 5. Extension of trial period to rest of stakeholders.

| Indicator  | Type of indicator | Possible values | Reference values  | Actions to be taken   |
|--|-------------------|-----------------|---|---|
| 5.1 Number of incidents associated with the web tool                                   | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High                    | Medium - Start of partial tool evaluation<br>High - Start of full tool evaluation |
| 5.2 Number of incidents associated with the content of the protocol                    | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High                    | Medium - Start of protocol evaluation<br>High - Complete protocol modification    |
| 5.3 Number of incidents associated with coordination elements                          | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High                    | Medium and High - Start of evaluation of coordination elements                    |
| 5.4 Number of incidents associated with updating data in the agenda                    | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High                    | Medium and High - Start of evaluation causes of non-update                        |
| 5.5 Percentage of stakeholders participating in the trial period                       | Quantitative      | 0 to 100%       | 0% to 40%. Low<br>More than 40% to 80% Medium<br>More than 80% High | Low and Medium - Assess causes and mechanisms for internal promotion              |
| 5.6 Evaluation of utility for the improvement of support services for entrepreneurship | Qualitative       | Yes or no       | Yes or no   | No - Assess the arguments provided by each entity                                 |
| 5.7 Organise the six-monthly follow-up meeting   | Qualitative       | Yes or no       | Yes or no   | No - Assess causes and take action  |

#### 6. Promotion of the tool.

| Indicator                                     | Type of indicator | Possible values      | Reference values                                  | Actions to be taken  |
|---|-------------------|----------------------|---|--|
| 6.1 Number of promotional actions taken       | Quantitative      | From 0 to n          | De 0 a 1. Bajo<br>De 2 a 4 Medio<br>Más de 4 Alto | Low - Assess causes<br>Medium - Evaluate other ways of promotion   |
| 6.2 Valuation of promotional activities taken | Qualitative       | Positive or Negative | Positive or Negative                              | Negative - Assessing causes and evaluating other ways of promotion |

#### 7. Evaluation of impact on the entrepreneurial ecosystem.

| Indicator  | Type of indicator | Possible values  | Reference values  | Actions to be taken   |
|--|-------------------|--|---|---|
| 7.1. Number of visits per month to the tool (Google Analytics) | Quantitative      | From 0 to n  | 0 to 500. Under<br>More 500 to 1000 Medium<br>More than 1000 High                   | Low - Assess causes<br>Medium - Evaluate other means of promotion |
| 7.2 User Type (Google Analytics)                               | Qualitative       | Metrics for user behavior, traffic sources, demographic, geographic, | Metrics for user behavior, traffic sources, demographic, geographic, technological, | User profile assessment   |

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|  |              |  |                                     |  |
|--|--------------|--|-------------------------------------|--|
|  |              | technological, conversion and business information | conversion and business information |  |
| 7.3 Using the Tool (Hotjar)  | Qualitative  | Areas of use of the website                        | Areas of use of the website         | Tool evaluation  |
| 7.4 Activity-assistant assessments (random survey of any activity(s))  | Quantitative | Equal, higher and lesser attendance                | Equal, higher and lesser attendance | Equal and less attendance - Tool evaluation                  |
| 7.5 Utility assessment for improving entrepreneurship support services | Qualitative  | Yes or no  | Yes or no                           | No - Assess the reasoning provided by each entity            |
| 7.6 Ratings for each entity (according to user feedback)               | Qualitative  | Positive or Negative                               | Positive or Negative                | Negative - Assessment of causes and measures for improvement |

### 8. Maintenance, monitoring and periodic evaluation of the Action after phase II.

Once phase II finalises, the aforementioned indicators, which were just described in “Evaluation of impact on the entrepreneurial ecosystem,” will be maintained. To these, a further series of indicators must be added, which will inform of the use of the tool and the monitoring of this by the group of entities. These new indicators are as follows:

| Indicator  | Type of indicator | Possible values | Reference values  | Actions to be taken  |
|--|-------------------|-----------------|---|--|
| 8.1 Percentage of activities uploaded by each entity to the tool                             | Quantitative      | 0 to 100%       | 0% to 40%. Low<br>More than 40% to 80% Medium<br>More than 80% High | Low and Medium - Assess causes and implementation of improvements    |
| 8.2 Number of incidents associated with tool use and inter-entity coordination (six-monthly) | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High                    | Medium - Start of partial evaluation<br>High - Full evaluation start |
| 8.3 Organise the annual follow-up meeting  | Qualitative       | Yes or no       | Yes or no   | No - Assess causes and take action                                   |

On the contrary to phase II, the monitoring meeting amongst stakeholders participating in the project will be annual. The evaluation will be based on objective data and other subjective signs such as possible user comments about the tool. During this annual assessment, possible modifications to the tool and aspects of the coordination amongst the different stakeholders will be analysed for their maintenance.

### 5. Costs

The main costs of this action are found in phase I, and associated with the technical solution for the creation of the online tool where the events that are included in the agenda are placed.

The associated cost of the technical solution is of 1700,05€ (including VAT.)

For the remaining stages of the action included in phase II there are no prior material needs. There will be however for each of the stages regarding personnel, both from the Provincial Council of Granada and the rest of the stakeholders for the time devoted to the project, whether their participation be more, or less active. Other expenses could be those associated with running the face-to-face meetings, such as travel, materials or contracting event

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planning companies. Furthermore, over phase II costs are expected for the promotion of the tool, for instance creating poster work with QR codes to access the agenda, a banner for the Granada Empresas website, ... The materialization and, therefore, the quantification of these expenses will be conditioned by the promotion and visualization needs of the tool during phase II.

## 6. Sources of Funding:

The fact that the tool involves public and private organisms, both depending on the different authorities (municipal, provincial, autonomic and national) makes it very difficult for all the agents to reach a concrete agreement on the distribution of the costs generated in producing this action. Trying to come to a consensus would represent so many administrative problems that the initiative would probably never get off the ground. In consequence, it is the Provincial Council of Granada that has covered the cost of the technical solution for the tool included in phase I with its own funds. As for the promotion activities proposed in phase II, these will be carried out and paid for depending on the specific agreements between all or some of the stakeholders, and the possibilities of obtaining financing from each of them.

## ACTION 2: SITEMAP OF ENTREPRENEURIAL SUPPORT CENTRES ON THE PROVINCE OF GRANADA.

### 1. Background information

#### *Relationship with the current situation of the province.*

As previously explained, there are several entrepreneurial support centres spread over the province of Granada. These centres are the result of diverse initiatives from the public and private sectors, and they do not all offer the same services, neither do they specialise in supporting business in the same sector, nor do they serve the same geographical areas. Faced with this situation, it may prove difficult for an entrepreneur with a business idea to find the centre that best adapts to their needs. This implies having to invest effort, energy and above all time in locating the centre or organism that provides the most suitable service.

One conclusion to surface during the meetings held amongst entities with support services for entrepreneurs (stakeholders) as part of the SWOT analysis' realisation process, is the need to increase the knowledge that they have of one another, and also on the other hand on the part of the individual entrepreneurs and businesses themselves.

During the SWOT analysis, a stocktaking exercise was also carried out on all the stakeholders and the services offered by each one were detected. In this way a categorisation of stakeholders was drawn up, by sectors, specialised services, and other distinguishing aspects of each of the entities.

Under these circumstances, and with an understanding of the other experiences of the European partners participating in the OSS Project, this action seeks to set up one sole digital tool, both intuitive and user friendly, which gathers all the entrepreneurial support centres in the province under one same umbrella. To do this, any typology, geographical area of action, sectors to be offered assessment or services given up to launching the business idea will be considered,

The goal is for this sitemap to appear on the website of every existing support for entrepreneur organisation and later to include all those organisations do not form part of the OSS Project and those that may be created in the future.

#### *Relationship with good practice of other European partners.*

The COVID-19 pandemic makes it necessary to prioritise alternatives to travelling physically when searching for the organisation that best suits an entrepreneur's needs. Therefore, any action that implies a more efficient detection of

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and contact with the entities becomes particularly important for the entrepreneurship development and dealing with the current challenges that they face.

This action is particularly related to what was learnt from the good practice proven in the Norwegian partner *Møre og Romsdal County Council's "Hoppid.no"* initiative. This experience is an example of governance and collaborative work towards supporting the business spirit. The transnational seminar on "Governance in the support systems for entrepreneurship at all government and sectorial levels" was key in the design of this action.

The tool to be implemented under the *Hoppid.no* system aims to harmonise the quality standards on offer from each one of the services in that part of Norway. For this they stipulate the same quality standards for a series of services included in the tool *My Business*, ranging from remote expert support and training adapted to each entrepreneur's specific needs, to assessment of business ideas and tutoring. Hand in hand with this tool they placed a webmap locating those different entities of support for entrepreneurship in the region that are included in the project.

Also, the same as in the development of the shared agenda, the experience of the European Partners of the OSS Project has served as an example for the design of this action. In particular these entities are: *Rezeszow Regional Development Agency, Business Support Centre Ltd, Krani, WSX Enterprise* and the *Agency for Regional and Economic Development*. Just as in the development of the agenda, all of them have an underlying desire to generate tools of collaboration that improve the conditions of access to the services on offer to entrepreneurs. This action has the same main idea therefore all these aspects of development have been an example to follow in its creation.

## 2. Action

### Objectives

This action strives to boost the Provincial Plan for Entrepreneurs. Amongst its resources, the Provincial Council of Granada's Business Service website ([www.granadaempresas.es](http://www.granadaempresas.es)) just as the rest of the stakeholders will find access to a web space for support centres for entrepreneurship.

Furthermore, this action aims to promote coordination among different types of organisations with one common goal: to organise the offer to make it more operative for future entrepreneurs. The action will also foster cooperation and strengthen the creation of networks amongst all the organisations that support the business spirit while encouraging the transfer of entrepreneurs to other entities that better suit their needs.

This tool also seeks to help identify which available services best adapt to the specific needs of each of the individual entrepreneurs and businesses interested.

To sum up, the objective of the sitemap is to compile all the resources on offer from both public and private organisms involved in support to entrepreneurship in Granada so that access to these will be simpler and more functional.

### Content

- Web address to access the sitemap: <https://centrosdeapoyo.granadaempresas.es/>

The sitemap is composed of a particular web location. It is a map of the province of Granada, upon which all of the stakeholders are positioned. The overall look of the tool is as follows:

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**CATÁLOGO DE CENTROS DE APOYO AL EMPRENDIMIENTO DE GRANADA**

Información | Participantes | Contacto

El catálogo de Centros de Apoyo al Emprendimiento de Granada es una iniciativa conjunta de entidades públicas y privadas de la provincia cuyo objetivo común es el impulso de nuevos proyectos empresariales, así como su consolidación. Pretendemos recoger aquí el conjunto de recursos ofertados por las entidades implicadas para que el acceso a los mismos resulte más sencillo y funcional.

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OSS Interreg Europe

Users of this website can find the entity with entrepreneurial support services which is nearest to them, or follow other search criteria such as the type of service they are interested in or their specialised sector. The concrete types of services detailed are as follows:

- Access to funding
- Guidance / Tutoring
- Invigoration
- Promotion of entrepreneurship
- Training
- Information
- Business incubators and venue hire
- Others

Those interested will also have access to the contact details of that entity which best adapts to their needs and be able to access that entity's website through the pertinent link for further information. An example is shown below:

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Emprendedores, empresas y Entidades Locales de la provincia de Granada

## Servicio de promoción y consolidación empresarial de la Diputación de Granada.



CIE Diputación. Avda. de Andalucía s/n- 18015  
GRANADA

958247839

granadaempresas@dipgra.es >

https://www.granadaempresas.es >

Cómo llegar

### Sectores

- ✓ Agricultura y ganadería
- ✓ Artesanía
- ✓ Biotecnología
- ✓ Empresas de base tecnológica (TICs)
- ✓ Gestión del conocimiento e Innovación
- ✓ Patrimonio rural, natural y cultural
- ✓ Sector comercial
- ✓ Sector industrial
- ✓ Turismo y hostelería
- ✓ Agroecología, bioeconomía y economía circular
- ✓ Bienestar social (ámbito asistencial)
- ✓ Construcción sostenible
- ✓ Energías renovables y eficiencia energética
- ✓ Industria agroalimentaria
- ✓ Salud
- ✓ Sector forestal
- ✓ Sector servicios (en general)

### Servicios

#### Acceso a la financiación

Programa «TERRITORIO EMPRENDEDOR: Ayudas al autoempleo juvenil» (con fecha tope: 31/12/2022): Ayudas económicas dirigidas a personas emprendedoras con edad comprendida entre 16 y 29 años que no estén cursando estudios formales o estén dados de alta en la Seguridad Social como trabajadores/as. +

#### Asesoramiento/ tutorización

Asesoramiento gratuito y personalizado ofrecido por el equipo técnico de Diputación desde el análisis de la idea de negocio y la efectiva constitución de la empresa hasta la consolidación de un negocio en funcionamiento. +

#### Fomento del emprendimiento

Acciones para el fomento de la cultura emprendedora impartidas en distintos municipios de la provincia que hayan concertado esta acción. +

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#### Formación

Acciones formativas para apoyo a la creación y consolidación empresarial impartidos en distintos municipios de la provincia que hayan concertado esta acción. +

Programa «GENERA GRANADA: Formación para el emprendimiento juvenil» (con fecha tope: 31/12/2022) dirigida a personas emprendedoras con edad comprendida entre 16 y 29 años que no estén cursando estudios formales o estén dados de alta en la Seguridad Social como trabajadores/as. +

#### Información

Plataforma web Granada Empresas de apoyo a emprendedores y empresas de la provincia de Granada [GRANADAEMPRESAS](#) +

#### Vivero de empresas y alquiler de instalaciones

Puesta a disposición de un espacio físico en el CIE Diputación en condiciones preferentes para ubicación de una empresa de nueva creación (antigüedad no superior a dos años). +

### 3. Agents involved

The main agents involved are the entities with entrepreneurial support services that are included in elaborating this sitemap. All of them will be identified and therefore reflected in the tool. Furthermore, they must set aside a space on their own websites to give the tool visibility or embed a link to it. After the initial effort on the part of each entity of defining and categorising the necessary information, the remaining work is greatly reduced; only to update the information displayed in the case of any changes in the services on offer to entrepreneurs.

Clearly other agents involved are the entrepreneurs themselves and also those businesses interested in training and constantly improving their performance or the products and services they offer their clients. Above all, this tool targets those entrepreneurs and businesses with little knowledge of the support services and entities in the province. It is their needs that have been considered when designing the action, as will be their satisfaction when evaluating the launch.

### 4. Schedule

#### Work chronogram

For the development of this action, a series of stages are proposed. The first two, included in phase I, have been developed. On the other hand, stages 3, 4 and 5 will commence with the beginning of phase II. The last stage corresponds to the maintenance and monitoring work to be carried out after phase II. The set of all the stages is the following:

1. **Define different categories** of services offered by the group of stakeholders of the province of Granada and provide the contents for this tool through the creation of files which detail all the resources of each group of either public or private interest. This information was obtained through the SWOT analysis done.

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2. **Definition of the webtool** to hold the content of all the entities. This phase is also done.
3. **Establish a trial period** which tests the location of the tool on the pertinent websites of some stakeholders. During this trial period a protocol will be drawn up for the stakeholders to adhere to for the use and visibility of the tool. In this way the means of communication and contact for managing and updating the services will be specified as will the user transfer.
4. **Promotion of tool.** To promote its use by the rest of the stakeholders, there will be a day of presentation of the tool. This will present its usage and explain the established protocol. The stakeholders will follow the protocol and will receive the link to embed in their own websites. Later, the tool will be publicly promoted. For this the stakeholders will initiate either group or individual actions. Some examples follow: better the position of the agenda website on Google (SEO,) present the tool in events or in general media, a launch campaign in their own websites and social networks, inclusion in areas of support resources for entrepreneurs and to create a physical poster with the QR code to access the agenda. present the tool in events or general media, promotion campaign in their own websites and social media
5. **Evaluation of impact on the entrepreneurial ecosystem.** Throughout this period any necessary modifications will be carried out, according to the results obtained in the evaluations. It will also assess the tool's impact on the entrepreneurial ecosystem in the province. For this, both objective and subjective data related to the use of the tool will be used, as will indirect data such as the number of businesses created in the province.
6. **Maintenance, monitoring and periodic evaluation once the project is developed.** This action is being created not only with the objective of being a continuous and permanent tool, but also that it can be improved and expanded in time, to include a greater number of public and private organisations that lend first line support to entrepreneurship in the province. This will be possible as the aim is for it to be included in all the webs of organisms that have first line services for entrepreneurship. At the end of this phase II of monitoring, the guidelines will be established with which to continue with observation and periodic evaluation of the tool in order to evaluate the results and possible updates; always within a paradigm of continuous improvement.

A schematic presentation of the chronogram for the action materialising follows:

| <i>Action 2: SITEMAP OF ENTREPRENEURSHIP SUPPORT CENTERS IN THE PROVINCE OF GRANADA</i> |                     |                                  |                                     |                                      |                                       |                              |
|---|---------------------|----------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|------------------------------|
| <i>Stages</i>   | <i>Phases</i>       |                                  |                                     |                                      |                                       | <i>Post-action follow-up</i> |
|   | <i>Phase I</i>      | <i>Phase II</i>                  |                                     |                                      |                                       |                              |
|   |                     | <i>Semesters</i>                 |                                     |                                      |                                       |                              |
|   | <i>/31 May 2021</i> | <i>S1: 31 May – 30 Nov. 2021</i> | <i>S2: 30 Nov.2021– 31 May 2022</i> | <i>S3: 31 May 2022 – 30 Nov.2022</i> | <i>S4: 30 Nov. 2022 - 31 May 2023</i> | <i>31 May 2023/...</i>       |
| Stage1: Define categories and content   |                     |                                  |                                     |                                      |                                       |                              |
| Stage2: Defining the web tool   |                     |                                  |                                     |                                      |                                       |                              |
| Stage 3: Trial period   |                     |                                  |                                     |                                      |                                       |                              |
| Stage 4: Promoting the tool   |                     |                                  |                                     |                                      |                                       |                              |
| Stage 5: Assessment of Ecosystem Impact on Entrepreneurship                             |                     |                                  |                                     |                                      |                                       |                              |
| Stage 6: Maintenance, Monitoring and Periodic Evaluation                                |                     |                                  |                                     |                                      |                                       |                              |

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### Observation of action development during phase II

The observation of every phase will be carried out establishing a series of tasks and coupling them with indicators. Due to the nature of each of the stages, both qualitative and quantitative information will be used for this evaluation. The indicators will be accompanied by reference margins to evaluate them and rapidly show the state of development of the action, and whether improvement work is necessary.

The first two defined stages for developing this action found in phase I are already complete. With regards to the next one, it will continue from the start of phase II of the OSS Project: Monitoring the implementation of the action Plan. Therefore, there now follows the description of the indicators coupled with each of these stages. These indicators can, in turn, be modified if they do not prove idoneous or should better means for evaluating the action arise. The evaluation throughout phase II is every six months, so the established reference values are calculated in accordance with this period. The data related with each indicator will be collected and measured under the coordination of the Provincial Council of Granada.

### 3. Trial period

| Indicator  | Type of indicator | Possible values | Reference values                                 | Actions to be taken   |
|--|-------------------|-----------------|--|---|
| 3.1 Number of incidences associated with the web tool                              | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High | Medium - Start of partial tool evaluation<br>High - Start of full tool evaluation |
| 3.2 Number of incidences associated with protocol content                          | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High | Medium - Start of protocol evaluation<br>High - Complete protocol modification    |
| 3.3 Number of incidences associated with coordination elements                     | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High | Medium and High - Start of evaluation of coordination elements                    |
| 3.4 Evaluation of improving the visualization of entrepreneurship support services | Qualitative       | Yes or no       | Yes or no  | No - Assess the reasons provided by each entity                                   |
| 3.5 Improved assessment of the complementarity of services between entities        | Qualitative       | Yes or no       | Yes or no  | No - Assess the reasons provided by each entity                                   |
| 3.6 Organise six-monthly follow-up meeting   | Qualitative       | Yes or no       | Yes or no  | No - Assess causes and take action  |

### 4. Promotion of the tool.

| Indicator   | Type of indicator | Possible values      | Reference values                                 | Actions to be taken  |
|---|-------------------|----------------------|--|--|
| 4.1 Number of promotional actions taken             | Quantitative      | From 0 to n          | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High | Low - Assess causes<br>Medium - Evaluate other ways of promotion   |
| 4.2 Valuation of promotional activities carried out | Qualitative       | Positive or Negative | Positive or Negative                             | Negative - Assessing causes and evaluating other ways of promotion |

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### 5. Evaluation of the impact on the entrepreneurial ecosystem

| Indicator  | Type of indicator | Possible values   | Reference values  | Actions to be taken   |
|--|-------------------|---|---|---|
| 5.1. Number of visits per month to the tool (Google Analytics)                       | Quantitative      | From 0 to n   | 0 to 500. Under<br>More 500 to 1000<br>Medium<br>More than 1000 High  | Low - Assess causes<br>Medium - Evaluate other means of promotion |
| 5.2 User Type (Google Analytics)   | Qualitative       | Metrics for user behavior, traffic sources, demographic, geographic, technological, conversion and business information | Metrics for user behavior, traffic sources, demographic, geographic, technological, conversion and business information | User profile assessment   |
| 5.3 Using the Tool (Hotjar)  | Qualitative       | Areas of use of the website   | Areas of use of the website   | Tool evaluation   |
| 5.4 Evaluation of the improvement in visibility of entrepreneurial support services. | Qualitative       | Yes or no   | Yes or no   | No - Assess the reasons provided by each entity                   |
| 5.5 Evaluation of improvement in complementarity of entities                         | Qualitative       | Yes or no   | Yes or no   | No - Assess the reasons provided by each entity                   |
| 5.6 Rating of each entity (according to user feedback)                               | Qualitative       | Positive or Negative  | Positive or Negative  | Negative - Assessment of causes and actions for improvement       |

### 6. Maintenance, monitoring and periodic evaluation of the action after phase II

Once phase II finalises, the aforementioned indicators, which were just described in “Evaluation of impact on the entrepreneurial ecosystem,” will be maintained. To these, a further series of indicators must be added, which will inform of the use of the tool and the monitoring of this by the group of entities. These new indicators are as follows:

| Indicator  | Type of indicator | Possible values | Reference values   | Actions to be taken  |
|--|-------------------|-----------------|--|--|
| 6.1 Percentage of new entities included in the tool            | Quantitative      | 0 to 100%       | 0% to 40%. Low<br>More than 40% to 80%<br>Medium<br>More than 80% High | Low and Medium - Assess causes and advocacy actions                  |
| 6.2 Number of incidents associated with tool use (six-monthly) | Quantitative      | From 0 to n     | 0 to 1. Low<br>2 to 4 Medium<br>More than 4 High                       | Medium - Start of partial evaluation<br>High - Full evaluation start |
| 6.3 Annual follow-up meeting                                   | Qualitative       | Yes or no       | Yes or no  | No - Assess causes and take action                                   |

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On the contrary to phase II, the monitoring meeting amongst stakeholders participating in the project will be annual. The evaluation will be based on objective data and other subjective signs such as possible user comments about the tool. During this annual assessment, possible modifications to the tool and aspects of the coordination amongst the different stakeholders will be analysed for their maintenance.

## 5. Costs

The costs associated with the realisation of this action in phase I are solely associated to the creation of the online tool where the information about all the stakeholders is placed.

The estimate associated with this webtool is 3993,00€ (including VAT.)

For the remaining stages of the action included in phase II there are no prior material needs. There will be however for each of the stages regarding personnel, both from the Provincial Council of Granada and the rest of the stakeholders for the time devoted to the project, whether their participation be more, or less active. Other expenses could be those associated with running the face-to-face meetings, such as travel, materials or contracting event planning companies. Furthermore, over phase II costs are expected for the promotion of the tool, for instance creating poster work with QR codes to access the sitemap. The materialization and, therefore, the quantification of these expenses will be conditioned by the promotion and visualization needs of the tool during phase II.

## 6. Sources of funding

The fact that the tool involves public and private organisms, both depending on the different authorities (municipal, provincial, autonomic and national) makes it very difficult for all the agents to reach a concrete agreement on the distribution of the costs generated in producing this action. Trying to come to a consensus would represent so many administrative problems that the initiative would probably never get off the ground. In consequence, it is the Provincial Council of Granada that has covered the cost of the technical solution for the tool included in phase I with its own funds. As for the promotion activities proposed in phase II, these will be carried out and paid for depending on the specific agreements between all or some of the stakeholders, and the possibilities of obtaining financing from each of them.

**Date:** From digital signature

**Signature:** Ana Maria Muñoz Arquelladas - Diputada Delegada de Empleo y Desarrollo Sostenible-  
DIPUTACIÓN DE GRANADA

**Stamp (if available):** \_\_\_\_\_

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| <b>Código Seguro De Verificación</b> | 8oyBZioTXj7ZLbrDKdAOnw==  | <b>Estado</b> | <b>Fecha y hora</b> |
| <b>Firmado Por</b>                   | Ana Maria Muñoz Arquelladas - Diputada Delegada de Empleo y Desarrollo Sostenible-DIPUTACIÓN DE GRANADA | Firmado       | 06/09/2021 08:54:25 |
| <b>Observaciones</b>                 |   | <b>Página</b> | 27/27               |
| <b>Url De Verificación</b>           | <a href="https://moad.dipgra.es/moad/verifirma-moad/">https://moad.dipgra.es/moad/verifirma-moad/</a>   |               |                     |

