

The process of youd practices transfer







#### The Process of Good Practices Transfer

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The project has the full support of the Assembly of the European Regions

The AER (est. 1985) is the largest independent network of regions in the wider Europe with over 270 regions from 34 countries.

In cooperation with the ENTREDI project, the AER launched a working group on entrepreneurship and innovation in spring 2011. The aim of the group is to reinforce entrepreneurship and innovation as holistic approach for today's regional development, growth, and employment strategies taking into account the territorial diversity.

The cooperation has already been of value and beneficial to participating regions.

Klaus Klipp

Secretary General, Assembly of European Regions

#### Entrepreneurial activities have quite an enormous impact for the economic performance of regions and the renewal of regional knowledge

Fostering entrepreneurship with (semi)public funding contributes to a more prosperous regional economy and can reduce the unemployment rate significantly. The experiences of the project partners as well as acknowledged studies show that entrepreneurial initiatives are successful if different types of services are provided for starting and young entrepreneurs. Such services include assessment, training, ongoing consultation, facilities, and networks.

The partners representing 7 European regions are convinced that a shift is needed from a fragmented support system to a holistic approach. It is necessary to develop regional networks of involved government agencies, regional economic development providers, labour offices, chambers, universities, associations, media, and banks. Those regional networks can provide support to all potential and young entrepreneurs to overcome the initial hurdles of launching their businesses.

Active networks of public and private institutions as well as target group orientated consultation and qualification approaches are already implemented in some ENTREDI partner regions. The project will gather such activities, approaches and good practices in a pool where all partners can find something to install or adopt in the Structural Funds framework of their region.

The project will result in 7 regional Action plans on the development and improvement of entrepreneurship support. These will be signed by the Managing Authorities of the respective Regional Operational Programs.

The experiences, methods and tools will also be made available to other European regions.

Ellen Bommersheim

Managing Director, Kompass Innovation and Incubation Center Frankfurt am Main ENTREDI Project Leader

Ellen Bound

# For the region of Hesse, it is the LP's cooperation partner

and stakeholder HAT e.V. (Hesse Association of Innovation, Technology and Business Incubation Centers) who not only actively support the projects aims and objectives, but will also be a crucial key player for the successful realization of the ideas outlined in the regional action plan for Hesse.

The goal of the HAT e.V. is to promote technology transfer and innovation for business start-ups and enterprise development as well as to enhance and sustain efficiency in their working strategies. Further strategic key factors are the development and use of local and national networks to strengthen cost effectiveness and synergy effects through systematic cooperation.

Representatives of HAT e.V. (with their long years of experience and knowledge in the entrepreneurial sector, innovation and incubation) together with the Lead Partner Kompass Innovation and Incubation Center will lead the way developing and extending the new model and approach in the region. Together they commit to align entrepreneurial support along the 4+1 Phase Model (as described in this guidebook) and strategic reorientation to open up the benefitto existing and new potentials.

We hope this guidebook is a valuable tool for anyone involved or interested in entrepreneurial activities, innovation, economic development and regional prosperity.

Dr. Gerold Kreuter

Managing Director

FiDT Technologie- und Gründerzentrum Kassel FiDT Fördergesellschaft für innovative Dienstleistungen und Techniken mbH **Gabriele Fladung** *Managing Director* 

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# 1 Introduction to the EVIRED Project

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1.2 The purpose of this guidebook

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entrepreneurial diversity

Entrepreneurial activities have quite an enormous impact on regional economic performance and on the renewal of regional knowledge. Fostering entrepreneurship with (semi) public funding contributes to a more prosperous regional economy and can reduce the unemployment rate significantly. The experiences of the project partners as well as acknowledged studies show that entrepreneurial initiatives are successful, if different types of services are provided for starting and young entrepreneurs. Such services include assessment, training, on-going consultation, facilities and networks.

Common business service providers do not usually take these facts into consideration mainly due to a limited philosophy: they provide their services according to the type of sector, the size of a business or a specific target group. This philosophy is insufficient. The only way to overcome these gaps, cope with the challenges and take the increasing unemployment rate as a chance to boost Entrepreneurship at regional and local level is to shift from a fragmented support system to a holistic approach. Therefore, it should be clearly understood that a well-developed network consisting of involved government agencies, regional economic development service providers, labour offices, chambers, universities, associations, media and banks is necessary. The role of every regional network is to provide support to all potential and young entrepreneurs to overcome the initial hurdles associated



with launching their businesses. As a well developed network it operates much like a public transit system: it has a map-like function with various bus and tramway stops, where one can set forth or switch over to another line and schedule and can be used as a business start-up roadmap. The network should also be based on the entrepreneurial diversity approach. Focusing on financial aspects and market economics, taking into account personal assessment, orientation information and training, seminars provided by the entrepreneurship support network are targeted to identify the potentials and needs of the entrepreneurs.

Active networks of public and private institutions, as well as target group oriented consultation and qualification approaches, had already been implemented in some ENTREDI partner regions before the project started. All these activities, approaches and GPs were gathered in a pool and selected for import according to ENTREDI partners' requirements. Finally every ENTREDI partner had their own regional action plan on development/improvement of entrepreneurship support signed, either by the respective ROP managing authority or other public authorities responsible for regional entrepreneurship support.

Thus, after the successful formal conclusion of the ENTREDI project, other European regions can now benefit from the ENTREDI experiences and the developed Model "Fostering Entrepreneurial Diversity", based on this experience.

#### 1.1 The scope of ENTREDI – aim and objectives

The aim of ENTREDI was to foster entrepreneurship by transferring acknowledged (GPs) in the field of entrepreneurship support, following a holistic socio-economic and networking methodology.

Entrepreneurship supports structural change and economic growth in a region: what should a modern strategy of fostering entrepreneurship look like, and why is there no breakthrough in establishing an entrepreneurial spirit in Europe? The number of young entrepreneurs in Germany, for example, has decreased for the third consecutive year. (DIHK Gründungsreport 2008, DIHK Business Start up Report Germany 2008). "The general climate in the European society is not leading sufficient individuals to consider as attractive the option of starting their own business – insufficient encouragement of entrepreneurial spirit and the positive image of start-ups by regional policies – start-up support seldom belong to mainstream policy." (Putting Small Businesses First, 2008, European Commission DG Enterprise & Industry). The characteristics and differences between the foundation stages (latent nascent entrepreneurs, nascent entrepreneurs and young entrepreneurs), the stage-specific education, the readiness to take risks and role models play an important role in fostering entrepreneurship but also the types of entrepreneurship services which are provided exert an equally deep impact.

1. Introduction to the ENTREDI Project

Common business service providers usually do not take these facts into consideration due to a limited philosophy: they provide their services according to the type of sector, the size of a business or a specific target group. This philosophy is insufficient. Neither the phases of the entrepreneurial process nor the individual strengths and potentials of latent entrepreneurs are sufficiently taken into account. Assuming and categorizing reduces the success of start-up support and the sustainability of established start-ups. Nevertheless this is the case in most European countries and regions according to personal experiences of ENTREDI partners in several European projects. Due to the financial crisis and the economic recession, unemployment rises. Thus, the international financial crisis is resulting in a job crisis in most of the European countries. As more and more people consider self-employment all over Europe, history has shown that a higher unemployment rate leads to a stronger tendency for selfemployment and entrepreneurship. The only way to overcome these gaps, cope with the challenges and take the increasing unemployment rate as a chance to boost Entrepreneurship at regional and local level is to shift from a fragmented support system to a holistic approach:

- following a process oriented model according to the stages of entrepreneurship (orientation/information planning/qualification start/implementation stabilisation/growth) in order to ensure that each stage receives appropriate support;
- applying a socio-economic approach in order to develop new businesses according to personal competencies,

potentials and social environment of the founder(s); and

 networking at regional and local level in order to increase transparency in services offered.

This holistic approach matches the heterogeneous entrepreneurs' needs and detects the entrepreneurial potentials, as for example in the GP s "4+1 Model" and the "The Rhine-Main Net", managed by KOMPASS. Both GPs became crucial for the ENTREDI process.

Entrepreneurial diversity was of utmost relevance for all ENTREDI partners as they were all active in start-up support at different regional, sub regional and local levels:

- partners were either local or regional authorities, intermediaries or universities;
- most of the partners had at least one GP already identified in the field of new business support; some of the ENTREDI regions were already partly following the holistic approach at project startup;
- all partners were officially supported by their ROP managing authority or another relevant stakeholder. The aim was to transfer GPs from an EN-TREDI partner into their own mainstream program in order to develop or improve their own holistic startup support system.



#### The objectives of the ENTREDI project were to:

- Create an entrepreneurial spirit and friendly start-up climate in society, to encourage individuals to find
  the option of starting their own business attractive, and convince policy makers and public opinion that
  self-employment contributes substantially to economic prosperity.
- Create new jobs and lower the unemployment rate in the partner regions, and thus contribute to social peace in the regions. The high quality of GPs, the applied holistic socio-economic networking methodology and the monitoring process of ENTREDI ensured that the GPs transferred had a quantifiable and measurable impact on the statistics of the regions receiving them.
- Increase the competitiveness of the region by a high quota of self-employment and young firms.
- Create equal entrepreneurial opportunities.
- Encourage people to become self-employed and enable them to run their own business according to their own ideas.
- Ensure a more efficient use of public funds and effective and efficient management of structural funds for start-up support. This can be achieved by developing an effective and efficient holistic socio-economic networking methodology in every region, including the transfer of already approved GP Tools, with region-specific adaptation. Existing regional services were also were coordinated in such a way that transparency of the regional start-up support increased.
- Create leverage effects in start-up support.
- Enable partner regions to learn from each other regarding the already identified GPs and to transfer and adapt them.
- Enable other European regions to learn and develop based on the ENTREDI Model, by disseminating information related to the transfer of experiences and GPs.
- Contribute to cohesion and competitiveness in Europe by bridging the gap between more and less advanced regions within the project consortium, through transfer activities. The partner regions have shown a wide variety of start-up support systems, in economic structure (rural and urban areas) and in economic performance. But they are close enough to ensure that mutual learning is encouraged so that it can be used to its best advantage.
- Position "ENTREDI" as a brand for fostering entrepreneurial diversity among policy makers and actors in Europe following a unique holistic approach.

The ENTREDI project lasted from January 2010 to December 2011.

1. Introduction to the ENTREDI Project

#### 1.2 The purpose of this Guidebook

THIS GUIDEBOOK PRESENTS A COM-MON METHODOLOGY THAT LEADS TO A WELL STRUCTURED ROAD MAP, FOR FOSTERING REGIONAL ENTRE-PRENEURIAL DIVERSITY.

The present Guidebook can be used to support the transfer and the sustainability of the integrative support programme of ENTREDI. It can also be of assistance when the aim is to increase the level of awareness of the regional authorities in the area of entrepreneurship, including the ROP Managing Authorities. The deducted Model and the Road Map for Fostering Entrepreneurial Diversity with relevant success factors and policy recommendations are presented in Chapter 7.

The ENTREDI methodology, the development of the ENTREDI Model and the ENTREDI Road Map are well explained in this guide book, following the development and implementation of the ENTRE-DI initiative in seven European regions, well balanced geographically from North to South and from East to West in the European Continent. Some of these regions were very advanced in supporting entrepreneurship, some less advanced and some at the beginning of the development of such a system. This mix has allowed the partners to extract useful conclusions and has shaped a number of policy recommendations, as described in chapter 7.

The ENTREDI Guidebook also includes the following Annexes:

- a brief description of the partner organisations (Annex I);
- the partner's regional GPs that are focused on individual business creation (Annex II);
- lessons learnt and experiences gained from interregional activities such as joint transfer workshops, study visits, help desks, staff exchanges (Annex III);
- lessons learnt and experiences gained from intraregional activities such as the selection of GPs for import, networking and consensus building among regional stakeholders for RAP development (Annexes IV, V); and
- the outcome of interregional transfer and the intraregional consensus building process in the form of a regional Action Plan.



#### 1.3 The ENTREDI methodology

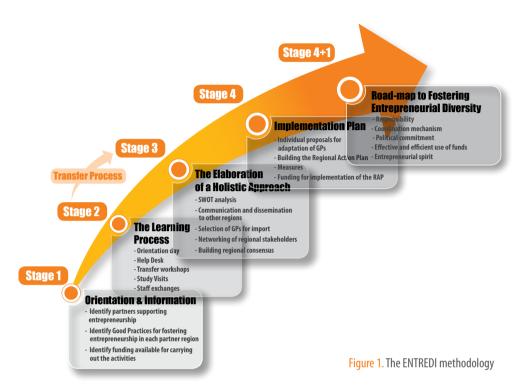
The ENTREDI methodology, presented in this guidebook, is built upon the 4+1 process for entrepreneurship support adapting the 4+1 model of the GP exported by KOMPASS (Chapter 2). The process for fostering regional entrepreneurial diversity includes four main stages: resources needed to accomplish the necessary activities, interregional activities, intraregional activities, and short-term outcomes. Beyond these four stages developed for fostering entrepreneurial diversity there is another stage describing the road map to fostering entrepreneurial diversity. This stage includes the success factors for ensuring sustainability of activities and the impact on the local/regional economy, which is considered very important.

The methodology developed represents a dynamic process that consists of milestones and loops and is specialised towards building regional consensus on the need to support entrepreneurship at all its levels of development. The methodology for achieving entrepreneurial diversity with some major points in each stage is conceptualised in Table 1.

Orientation &	Transfer Process		Implementation	Road-map
Information	The Learning Process	The elaboration of a Holistic Model	Plan	to Fostering Entrepreneurial Diversity
(Stage 1)	(Stage 2)	(Stage 3)	(Stage 4)	(Stage +1)
Identify partners supporting entrepreneurship     Identify GP for fostering entrepreneurship in each partner region     Identify funding available for carrying out the activities	Orientation day Help Desk Transfer Workshops Study Visits Staff exchanges	SWOT analysis     Communication and dissemination to other regions     Selection of GPs for import     Networking of regional stakeholders     Building regional consensus	Individual proposals for adaptation of GPs     Building the Regional Action Plan     Measures     Funding for implementation of the RAP	Responsibility     Coordination     mechanism     Political     commitment     Effective and     efficient use of funds     Entrepreneurial spirit

Table 1. Fostering Entrepreneurial Diversity

The 4+1 stages of the methodology are presented in the following figure and are discussed below.



An analysis of each stage could highlight the following at each stage:

#### **Stage 1: Orientation and Information:**

The first stage deals with the resources, which are necessary for the implementation of activities required to develop entrepreneurial diversity. Resources include the identification of EU partners and GPs and an overview of entrepreneurship-specific factors of every partner region. Funding is also another element that needs to be identified in order to proceed to the concrete activities the methodology proposes.

#### Stage 2: Transfer Stage - The Learning Process:

The transfer stage mainly includes interregional activities incorporating individual GPs training sessions, to offer qualifications for regional stakeholders and actors from the partner regions. A help desk has to be established in every region over the whole project duration to provide additional information on demand. Study visits (SV) and staff exchanges (SE) need to be conducted in all partner regions for disseminating relative information and knowledge. In conjunction with the study visits, joint interregional transfer workshops (TW) can be organised to facilitate the transfer process. Additional staff exchanges on a bilateral basis allow the GP importing partner to intensify the knowledge of the GP and make required adaptations for a successful transfer into their region.

#### Stage 3. Transfer Stage - The elaboration of a Holistic Approach:

The elaboration of the holistic approach is based on intraregional activities including the networking of all the regional stakeholders, while involving regional delegations in all transfer activities. The most appropriate GPs for import are selected according to the individual requirements of the importing region, with the objectives/methodology/impact of offered GPs and according to the SWOT analysis. Activating regional stakeholders towards a common agenda supporting entrepreneurship, by involving them in the activities mentioned above, is the key element in regional consensus building.

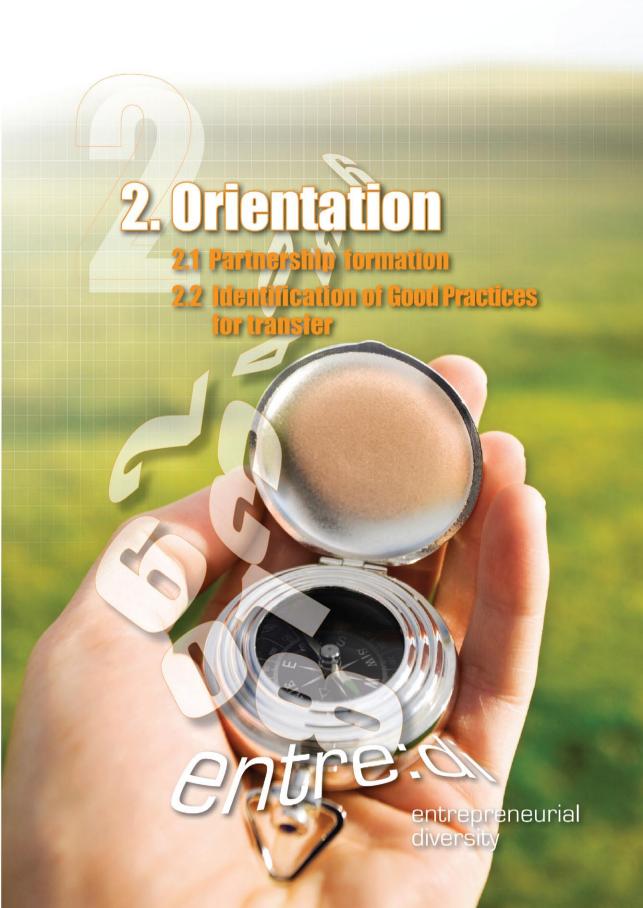
#### Stage 4. Implementation Plan:

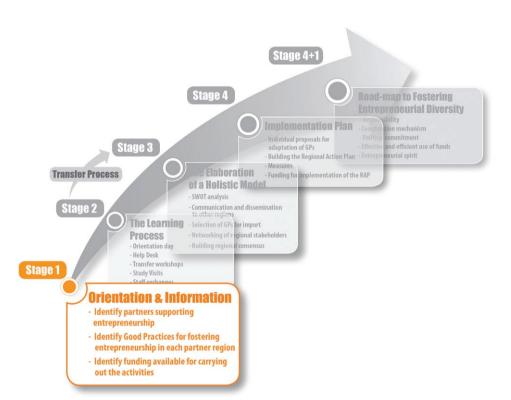
The short-term outcome, as long as all the activities described above are implemented, is the Regional Action Plan that describes the proposal of each partner for integrating a supporting mechanism for entrepreneurship in a region. The RAP is an analytic description of the way the supporting mechanism can be structured and provides a full stock of partners' experiences, competencies and their GPs. Building a Regional Action Plan requires the description of the right measures that can facilitate implementation, the identification of the necessary funding for proceeding to the implementation and the selection of the responsible organisation to carry out measures. Action Plans require full consensus for implementation in their own region. The regional delegations ensure this by intensive communication and further development of the Regional Action Plans. This process ensures the continuous improvement and growth of all RAPs. It facilitates implementation by increasing the entrepreneurial spirit of all involved parties.

#### Stage +1. The Road map to Fostering Entrepreneurial Diversity:

The successful completion of the previous four stages and the sustainability in creating entrepreneurial diversity is based on particular success factors. These success factors include: the responsibility for single tasks, defined within the overall entrepreneurship support infrastructure, fostering entrepreneurial diversity; the establishment of a coordination mechanism that organises, supports and facilitates all activities; the development of entrepreneurial spirit which is vital for ensuring successful entrepreneurial initiatives; and political commitment to support structures for assisting entrepreneurship.

In the following chapters this guidebook presents the ENTREDI experiences, in order to demonstrate how the "ENTREDI European Regions" managed to foster their regional entrepreneurial diversity. This example leads to a methodology towards the formation of a sound road map to fostering entrepreneurial diversity in any European Region.







The Orientation consists of partnership formation and GP identification. The GPs identified should be both relevant to the ENTREDI project idea and should fulfil the requirements of transferability (of parts or of the complete GP) to the ENTREDI partner regions.

#### 2.1 Partnership formation

Based on former interregional experiences and on its own expertise, KOMPASS has prepared an initial ENTREDI idea paper (Sept.08). The idea was set up as an INTERREG IVC Capitalisation project with the transfer of several GPs, in the field of fostering potential entrepreneurship to real entrepreneurship. This first draft was sent to partners of former European projects, to partner regions of the State of Hesse and to other organisations either experienced or interested in entrepreneurship support. During a workshop, the proposal outline of ENTREDI was developed and agreed upon by all partners. The overall objective of the workshop was to identify GPs, general weaknesses of regional start-up support and, in particular, gaps in the partner regions with respect to entrepreneurship support. The way to overcome the gaps would be by importing one or more of the identified GPs, through the structured work programme.

This thorough partnership formation process finally laid the foundation for success of the ENTREDI project, as all partners had actually the same understanding of workshop objectives and content. The well-balanced geographical spread of ENTREDI partners is demonstrated in Figure 2.





Figure 2. The ENTREDI partners

A more detail description of the ENTREDI partners is given in ANNEX I.

#### 2.2 Identification of Good Practices for transfer

The GPs offered for export had to fulfil basic minimum requirements in order to be eligible for the ENTREDI project. They had to contribute to the holistic approach of entrepreneurship support in some way and be transferable – at least some of their parts – to the ENTREDI partner regions.

The ENTREDI partners had already pre-selected relevant GPs in the application stage of the ENTREDI project. However, while carrying out the Training Sessions at the beginning of the ENTREDI project it turned out that few GPs were not really transferable between ENTREDI partners. In these cases, other, more suitable GPs were put forward; this change in the GP pool increased the number of transferable GPs and contributed to the intensification of the transfer process among ENTREDI partners.

A number of transferable GPs were identified and are presented in ANNEX II. As it has already been made clear, the ENTREDI methodology is based on the two GPs well-developed and implemented in the the Rhine-Main area of Hesse. Therefore those two best practices are presented in more details hereafter. A very brief description and the reasons why they have been chosen as ENTREDI GPs are also presented.

# 2. Orientation

#### 2.2.1 KOMPASS: 4+1 Model

"There is no employment especially for a woman simply because she is a woman and no employment especially for a man just because he is a man. The talents are equally distributed among both sexes."

[Platon, Politea]

Therefore, it is of utmost importance that the start-up support reflects the individual talent of the individual latent or nascent entrepreneur.

Therefore, the 4+1 model is based on socio-economic consultancy and on a qualification approach. Along with financial and market economics aspects, this approach considers not only personal aspects such as motivation, social background, specifics of the business sector and mentalities, but also expertise and entrepreneurial core skills. The 4+1 model also successfully applies gender aspects in a mainstream context, due to the fact that women and men have different requirements with respect to their professional lives, needs and situational perceptions - not simply because of sex differences.

The 4+1 Phase Model, developed by KOMPASS, is a process-orientated model according to the stages of entrepreneurship: Orientation & Information - Planning & Qualification - Start-up & Implementation – Success & Growth. These four phases are completed by a kind of pre-stage, the so called Approach & Admission, which communicates the opportunity of launching one's own business to as many people of the target groups as possible. Therefore the model is called "4+1 Phase-Model" and not "5 Phase Model". Due to this process orientation it is ensured th at latent nascent entrepreneurs and nascent entrepreneurs receive the appropriate support for every stage of their startup. Due to this process orientation the 4+1 Model perfectly matches the holistic ENTREDI approach and is thus offered by KOMPASS as a GP.

The Profiling Tool explained below is an assessment offered within the orientation & information stage to all latent nascent entrepreneurs who want to be supported by the Rhine-Main net.

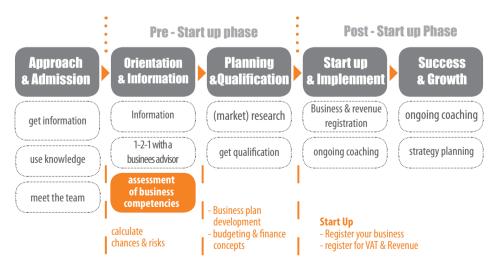


Figure 3. The 4+1 Model



#### 2.2.2 KOMPASS: Rhine-Main Net for Entrepreneurship

The Rhine-Main Net for Entrepreneurship is a collaboration network of actors from the Frankfurt/Main region together with authorities and further institutions of the German federal state of Hesse as depicted below:

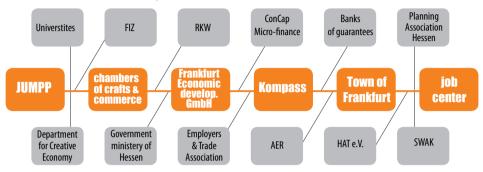


Figure 4. The stakeholders of the Rhine-Main Net

The Rhine-Main Net is a well developed and award-winning network that operates much like a public transit system. There are various bus and tramway stops where one can set forth or switch over to another line and a schedule: it is a business start-up roadmap.

The net supports all kinds of entrepreneurs in qualifications and financing in order to launch their businesses, based on a catalogue of quality criteria for new business support services. Typical obstacles can be eliminated by ensuring high transparency in the offered start-up services of the Rhine-Main Net and by combining complementary services according to the competencies and potentials of the entrepreneurs. In a business venture start-up context, this enables optimal regional support structures, safety and protection for sponsors and benefit recipients, consumer protection for entrepreneurs and true innovation potential.

The Rhine-Main Net applies not only in well developed areas like the Rhine-Main, but equally well in transition countries and/or in regions in the process of reorganization. The partners of the Rhine-Main Net for Entrepreneurship offer many years of experience in building network structures in their own region as well as in transition countries. The Rhine-Main partners seek active partners who are interested in exchange and in the development of innovative networking processes at both national and transnational levels, with a view towards transnational cooperation in the European Union. Therefore KOMPASS decided to offer the Rhine-Main Net to be included in ENTREDI as a GP for export.

#### 2.2.3 KOMPASS: The Profiling Tool. Sustainable Success through Profiling

The profiling approach shows that not all start-ups can be carried out according to the first business draft, due to low feasibility. Personal issues of the latent entrepreneur should also be taken into account. The start-up project often needs corrections as well as a longer and more intensive period for preparation, coaching and qualification

2. Orientation

than the latent entrepreneur had initially expected. Through compulsory profiling of all interested latent entrepreneurs, KOMPASS has promising prospects for improving the feasibility of the business plans leading to the success of business start-ups.

With its socio-economic approach, which can be applied for all kind of latent nascent founders, the Profiling Tool is fully in line with the holistic ENTREDI approach and is offered by KOMPASS as a GP to ENTREDI partners.

# 2.2.4 COUNTY OF JÖNKÖPING (facilitated through LTC AB): The Science Park System of the County of Jönköping (SPS)

The region of Jönköping, often called the cradle of entrepreneurship, has created the network "Science park-Systemet i Jönköpings Län", which consists of fourteen locally based nodes. The SPS originates from the Science Park in Jönköping and the University of Jönköping. However, the SPS operates independently with the long-term objective of developing new, "knowledge-based" companies in the region, with a strong emphasis on rural areas and smaller towns in the different municipalities of the County.

The reasons for "offering" the "Science Park System (SPS) of the County of Jönköping" was because it is established and has proven to be a good way of tackling the issue of entrepreneurial support for new start-ups at local levels, versus a centralised support system only. Many regions in Europe face the same or similar challenges: a relatively low level of education in the rural areas at municipal levels; a generation shift for family owned SMEs; a relatively large portion of small businesses prevailing in rural areas; urbanisation of the young population to university cities

(with no or little return) or central populated areas; lack of support for new business ideas and start-ups in the rural areas; relatively small services sector; and relatively low funding capacity at local levels.

The Science Park System being one of the "GP" within the ENTREDI Project, could be considered to offer a good solution to other regions in Europe. The SPS addresses the challenges mentioned above in a regionally coordinated manner: it makes use of the experiences, methodologies and structures, as tested and used in its boundaries in the County of Jönköping, albeit in their own regionally adopted versions.

# 2.2.5 BASINGSTOKE AND DEANE BOROUGH COUNCIL: 3en Venture Capital Fund

This GP concerns the only local authority venture capital fund in the UK, the only fund set up in a local authority through developer contributions and, as far as we are aware, the only local authority venture capital fund in Europe. It is focused on investment in companies that have a sound structure and Intellectual Property Right shares, to make sure the business has intrinsic value.

The 3en Venture Capital Fund was set up in 2005 to encourage entrepreneurial business within Basingstoke and Deane. It is UK's first-and-only venture capital fund with local government funding, with the specific remit to invest risk capital in very early stage companies, operating in "high technology" markets. 3en's core aim is to assist in the transformation of innovative technology into sustainable, high growth businesses; in this sense the purpose of the Fund is to create small and medium size companies, hence contributing to economic growth and employment. 3en's

target sectors include software, IT, telecoms, new media and electronics offering access to risk capital of up to £75,000 per start-up.

## 2.2.6 TARTU SCIENCE PARK: iPlanner - Business Planning Software Online

Creating and executing a functional business plan is the aim of the incubation process in Tartu Science Park. It could be a difficult task for new entrepreneurs to write their first business plan without professional help. They need specific guidelines on the structure of the plan, financial proiection and consultant advice from time to time. Tartu Science Park and many other business incubators in Estonia use the online planning software named iPlanner to support and manage business plans. They use iPlanner as an effective tool for consultants, new entrepreneurs and incubator managers. Its multi-user online platform enables all team members, advisors and investors to see the content of a business plan in real time.

The reason for exporting the GP iPlanner is simple in concept – it is a good tool that has been tested and used by the region of Tartu for several years. It has added value to TSP incubation services and exporting iPlanner could be useful for business support organizations and entrepreneurs in other EU regions as well.

# 2.2.7 PAM CENTER / UNIVERSITY OF LODZ: Distance learning - The Global Mini MBA \* non-degree management development program

The Global Mini MBA ° program was launched in 2000, while it was one of the pioneer e-learning projects in Poland that time. The Global Mini MBA° is fully connected with an academic model for distance learning, requiring full activity on the part of both teachers/facilitators and the learning group. The objective of

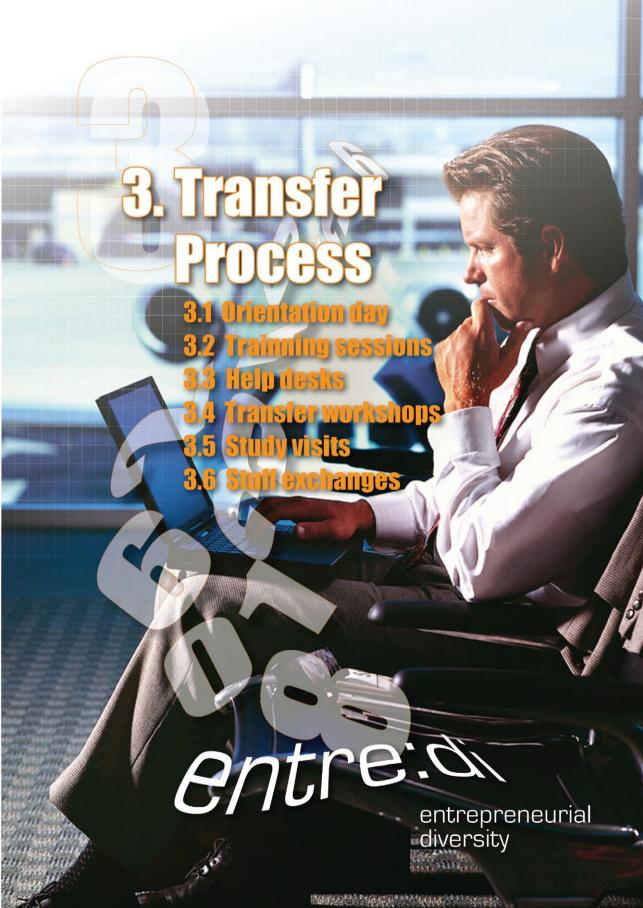
the program is to transfer the traditional teaching model to the Internet and create a virtual classroom with all the features of a traditional one.

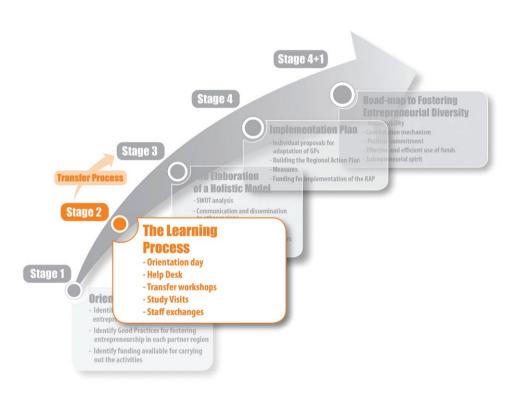
The Global Mini MBA® is a non-degree management development course for SMEs and businesspeople. It represents a unique and tested distance learning methodology based on highly useful and practical approaches and having all the features of broad cross-cultural applicability. The program offers up-to-date knowledge and practical skills in key management areas. It may serve as a perfect tool for supporting entrepreneurial education and enhancing the qualifications of the entrepreneurs, meeting at the same time the goals of EU education strategies regarding life-long learning. This methodology is successfully applied in the Lodz region thus contributing to the objectives of the Regional Operational Program.

#### 2.2.8 ASTER: We Tech Off

We Tech Off is a programme dedicated to innovative start-ups and business projects. Support is provided through a three step assistance service pack and day to day support through eight information points located ("Antennas") throughout the region to promote culture for entrepreneurship.

We Tech Off can be considered as a GP in the field of supporting innovative startups. Its organization method in terms of service packages is of great value specifically for each phase of business project development. The programme has a long track record of successful experiences as there is a large number of start-ups established with We Tech Off support (around one hundred and fifty since 2004).







The interregional Transfer Process was, in parallel, strongly interlinked with the intraregional elaboration of the holistic approach and concluded with signing the Regional Action Plan for Fostering Entrepreneurial Diversity, in each partner region.

The tools of the Transfer Process were mostly taken over from the successful ERIK ACTION project, also an INTERREG IVC Capitalisation project from the first call of INTERREG IVC.

#### **3.1 Orientation Day**

As part of the Kick-off meeting the ENTREDI partners organised the "Orientation Day", when all partners presented their identified GPs and a first brief overview of the overall support system of their region. The Orientation Day was combined with the first study visit and the training session on GPs developed by KOMPASS.

During this orientation day the partners decided on the spot to follow the GPs 4+1 Model from KOMPASS, in combination with the networking approach of the "Rhine-Main Net" for the elaboration of each partner's Regional Action Plan: both GPs reflected the holistic approach of ENTREDI in the right way. This ensured suitable support for the latent nascent entrepreneurs and young entrepreneurs in each stage of the start-up process and for all kinds of business launches. Thus, the detailed SWOT analysis of the current en-



trepreneurship support infrastructure in each partner region followed the 4+1 model, as described in the chapter dealing with the elaboration of the holistic approach for entrepreneurship support.

#### **3.2 Training Sessions**

Individual Training Sessions on the provided GPs were carried out during the first months of ENTREDI, in order to qualify regional stakeholders and actors from the partner regions.

According to the proposal the training sessions were scheduled to be delivered in three semesters (one in each semester). However, during the kick-off meeting partners decided to bring the Training Sessions forward and to have a profound basis for the selection of GPs for import. Thus, Trainings Sessions (of approximately ninety minutes duration each) were provided starting from the first semester. The Training Sessions were sometimes delivered in parallel, as not all partners were interested in all GPs and in most cases partners participated with several staff members in these training activities. These Training Sessions, in combination with the intraregional activities of the SWOT analysis and networking with the regional stakeholders, enabled the partners to select appropriate GPs for thorough exchange. In order to prepare the import of the GPs into each region Staff Exchanges were employed.

Training Sessions were useful in the first months as initial information about the GPs, in combination with further written information material which was provided to all partners. But the Training Sessions were not so numerously attended as the Staff Exchanges were at a later stage. Finally, it turned out that one Training Session per GP was fully sufficient.

#### 3.3 Help Desks

Help Desks, organised by the exporting regions to offer advice, documentation and support for regions intending to transfer, adapt and implement a specific GP supported the process. Partners were given the chance to pose remaining open questions after transfer activities.

For this Help Desk a representative of the organization, not the institution, as GP provider was in charge to provide additional information on demand, with a guaranteed response time on any request of less than two calendar weeks. The Help Desks were continuously operating during the whole project duration and will remain active for an additional two years after the end of the project.

#### 3.4 Transfer Workshops

Transfer Workshops consist of two parts: Transfer Workshops about the entrepreneurship support in one partner region and Transfer Workshops as review sessions of the current status of the Regional Action Plan, for all partners in progress.

Every partner organised one Transfer Workshop usually as host of one study visit with presentations of the regional entrepreneurship support and the results of the SWOT analysis according to the 4+1 Model. This was followed by questions and answers, and an in-depth discussion between all partners. These Transfer Workshops allowed in-depth and focused discussion on the overall transfer concept, on specific aspects of the SWOT analysis or on particular measures to overcome any single weakness of the current situation. The workshop results were at the same time a very important input for further elaboration of the Regional Action Plan of the host region.

In the Region of West Macedonia, for example, the Transfer Workshop was organised with the participation of regional authorities and further regional stakeholders. Following the 4+1 Model a brainstorming to select measures for the improvement of regional entrepreneurship was carried out. This was the point of departure for designing the holistic mechanism to support entrepreneurship in the Region of West Macedonia as described in their RAP

In these kinds of Transfer Workshops numerous representatives of regional and local authorities as well as further stakeholders participated repeatedly. Consequently, this led to an intensive interregional knowledge and opinion exchange on the topic of regional entrepreneurship support among the ENTREDI partners.

In another workshop, the Transfer Workshop for Basingstoke and Deane Borough Council, more than fifty people from authorities, stakeholders and businesses participated, leading to a preliminary list

of BDBC stakeholders. The Council gained a more focused insight on how to engage with the business sectors that are looking for start-up support.

In the RAP review sessions, as part of the Transfer Workshops, every partner presented the current status of the RAP. All partners brought in the full stock of their experiences in entrepreneurship support and development of their own RAP, their competencies and their GPs.

In the Transfer Workshop in Emilia Romagna, which took place at a later ENTRE-DI stage, the "Entrepreneurship Support in Emilia Romagna – Present and Future" aspect was examined, analysed and discussed. ASTER, together with the Regione Emilia Romagna and further stakeholders, presented their joint strategy for better support nascent enterprises at regional level. ENTREDI partners confirmed this strategy as a kind of "review panel".

#### 3.5 Study Visits

In combination with learning about the GP through training sessions and transfer workshops, partners were offered the chance to see GPs on site. The structure of the events varied, but they generally included introductory presentations from those implementing the GP, visits to incubators and discussions with entrepreneurs. It turned out that Training Sessions on individual GPs were particularly fruitful in combination with on-site Study Visits. The Partners involved in the Study Visits were offered information that formed a basis for further discussions among regional and local stakeholders in the respective regions. This resulted in that several ENTREDI Partners opted to work further on evaluating the potential



of "importing" and transferring the lessons learned the methodologies and the knowhow from the partner offering each GP.

The Study Visit in November 2010 in Jönköping County led to the decision, taken by the PAM Centre of the University of Lodz, to further evaluate the potential for establishing a similar system to the GP Science Park Service in the Region of Lodz. Therefore two Staff Exchanges in Lodz and one for stakeholders from the Region of Lodz to the County of Jönköping and the Science Park System were carried out. Furthermore, Study Visits that also included briefings by different business coaches within the Science Park System took place in towns and municipalities of the county. During these Study Visits, the participants had the opportunity to see the nods/offices/incubators and speak to the staff and to companies that had received support from the SPS.

Study Visits were also used for further exchange with stakeholders of the host region and also as promotion for the ENTREDI project. During the Study Visits and in combination with the Transfer Workshops or other regional / national events like conferences, ENTREDI promoted the importance of the holistic entrepreneurship support to a considerable number of representatives of regional and local authorities, stakeholders and private businesses.

In Basingstoke approximately one hundred people were informed about ENTREDI in a combined Study Visit and Transfer Workshop. ENTREDI partners participated at the launch of Basingstoke's Innovation Centre, which was well attended by around sixty regional/local stakeholders, including representatives of local policy and the regional managing authority.

The ENTREDI Study Visit in Lodz was combined with the ENTREDI participation and presentation in the conference "European Economic Forum – "Łódzkie 2010" with the attendance of the Marshal of the Lodz Region and in total around two hundred participants.

This intensive discussion about entrepreneurial structure and interregional communication facilitated the intra-regional consensus building process, in all participating regions. Partners agreed upon the necessity of establishing entrepreneurship support in the respective host regions. This could be achieved following the holistic ENTREDI Model and importing (parts) of the two fundamental GPs, the 4+1 Model and the Rhine-Main Net.

#### 3.6 Staff Exchanges

Staff Exchanges on a bilateral basis allowed the GP importing partner to intensify their knowledge on the GP. This knowledge allowed identifying the required specifications for successfully transferring the GPs into their own region. GPs needed to be adapted to the specific regional context. Either an expert from the GP exporting region visited the importing region, or an expert/junior from the importing region visited the GP provider in order to jointly develop the respective action plan, to learn about the GP and to clarify open questions. Actually it turned out that staff exchanges were usually shorter, due to parallel day-to-day work of the involved experts: one to two days was

the average duration of the organised staff exchanges.

The GP Profiling Tool was identified as the most suitable GP for import into the Tartu region. There were no appropriate tools required for the support organisations in the Tartu region, in order to evaluate start-up founders until that time. Therefore, there was no clear understanding on what were the services required and which institutions could provide these services to the latent entrepreneurs that most needed it. Based on the above, two one-day Staff Exchanges were carried out with the GP provider KOMPASS, one of them as part of the "Staff Exchange Week" in Jönköping. Staff exchanges have been organised in conjunction with regular ENTREDI Project meetings either before or as a separate event.

The BDBC and PAM Center carried out two Staff Exchanges on the feasibility and the required adaptation method of the Global Mini MBA from Lodzkie to Basingstoke, through the creation of the North Hampshire Business School. The fact that the Global Mini MBA had been developed only in Polish created a barrier for direct import of the programme. From this perspective it was thought that a translation of the Mini MBA would be necessary for this import to take place. The success and popularity of the programme among Polish professionals and business owners came out clearly, making the Global Mini MBA equally attractive for import in Basingstoke. During the second staff exchange, it was also understood that the target market of the Global Mini MBA in the UK would be the owners or managers of SMEs. This was in contrast with the traditional notion of graduates, who are looking for a recognised degree course to help them find a job.

Staff Exchanges by the PAM Center in the Science Park System gained in-depth insight into the integrated regional development approach and the coordination of activities supporting entrepreneurship development in the region, according to the ENTREDI 4+1 Model. The exchange resulted in increased knowledge on how to foster cooperation between businesses, universities and science parks. The aim was to enhance the growth of "knowledge-based" companies in the region and build a network of local nodes, providing equal level of services to startups through all the municipalities of the region. Staff Exchanges constituted a strong basis for further strategic activities at regional level, planned GP integration, potential implementation, and possible financing. The process of integrating the GP to the new Lodzkie Regional Operational Program with participation of local stakeholders and Marshal Office would be the follow-up activity in order to facilitate the integration process.

Moreover, some partners preferred to organise different types of Staff Exchanges. Thus not only experts were involved in the Staff Exchanges, but also representatives of authorities and stakeholders. A broader exchange was necessary in order to facilitate the consensus decision making on the selection of appropriate GPs for importing and the elaboration of the respective Regional Action Plan. Also, some Staff Exchanges were not only organised as bilateral, but as multilateral exchange.

A Two-day Staff Exchange in the form of in-depth training was organised by AS-TER to learn more about the KOMPASS Profiling Tool, which proved to be very useful for both We Tech Off and Spinner initiatives. At that moment, the selection of beneficiary support services, in fact,

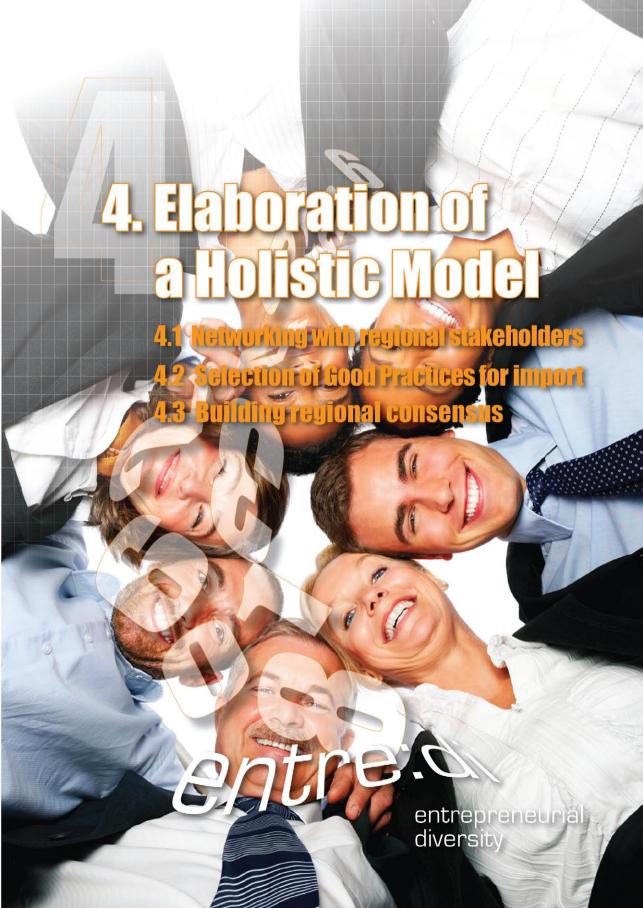
lacked the necessary advanced instrument to evaluate the entrepreneurial capacities of a person or a team. The Profiling tool will allow improving the regional services by dedicating resources to the very valuable projects and pointing out their weaknesses and strengths in an easier way. However, an integration strategy with the already existing filtering system for business ideas is needed. The aim would be to allow innovative and very good ideas from research or creative sectors to access the services, despite the possibility of low entrepreneurial capacity of the people/teams.

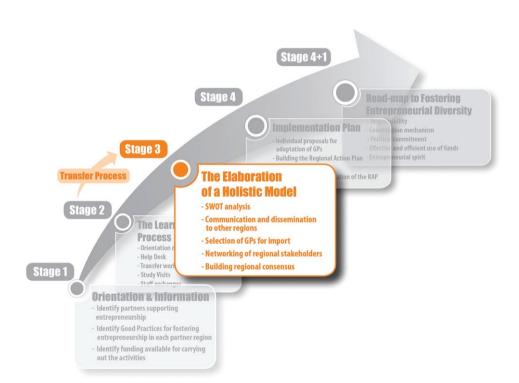
KOMPASS had in total 5 Staff Exchange sessions on the Profiling Tool, with participation of all ENTREDI partners, sometimes several Staff Exchanges with one partner. This huge number underlined the strong linkage of the Profiling Tool with the holistic ENTREDI approach to entrepreneurship support. The strong linkage between the KOMPASS Profiling Tool and the holistic approach to the project was emphasised through the number of Staff Exchanges provided. Every partner, as well as numerous regional stakeholders, participated in one or more of the five Profiling Tool sessions held during the project duration.

The involvement of the Managing Authorities and responsible authorities for regional entrepreneurship support during Staff Exchanges and Transfer Workshops was of great importance. It was proved that the direct interregional contacts of these authorities were beneficial in terms of convincing the Managing Authorities for the benefits of the implementation of GPs.

Regional stakeholders from the Region of West Macedonia (WM) and the Chamber of Commerce in Kozani participated in the Staff Exchange organised in Frankfurt in May 2011, for exchanging further information regarding the 4+1 Model of KOMPASS. After the Frankfurt exchange, it was decided to make more intraregional meetings with the Regional Authorities and the regional stakeholders in West Macedonia, in order to further disseminate the idea and discuss implementation scenarios. The exchange process helped in advancing the understanding of the use and applicability of the 4+1 Model as well as the methods for implementing it.

New insights on how the GP could be applied within the Region of West Macedonia were brought up through the exchange process. These insights concerned mainly means of adaptation and funding mechanisms. The representatives of the Regional Authorities who participated expressed their interest to support future initiatives that could further support entrepreneurship in the Region of WM. A follow up agenda for meeting with regional stakeholders in order to make a presentation of the idea of integrating the 4+1 Model within the Region of West Macedonia was developed. The meetings scheduled increased the understanding of the need for such a mechanism and all stakeholders expressed their willingness to contribute to the development and the implementation of a similar idea in the Region. The impact of implementing a similar GP in the Region of West Macedonia would be huge as it would contribute to solving the problem of the high unemployment rate.







The elaboration of the Holistic Model of entrepreneurship support in each region was the core task of every ENTREDI partner. Hereby the "holistic model" was realised by:

- following a process oriented model according to the stages of entrepreneurship (orientation/information – planning/qualification – start/implementation – stabilisation/growth) in order to ensure that each stage receives appropriate support,
- applying a socio-economic approach in order to develop new businesses according to personal competencies, potentials and social environment of the founder(s),
- networking at regional and local level in order to increase transparency in offered services.

These factors were important enough to shift from a fragmented to an integrated support system in order to boost Entrepreneurship at regional and sub-regional levels.



#### 4.1 Networking with regional stakeholders

The elaboration of such a holistic methodology required a strong collaboration between further regional, local and national stakeholders. Another prerequisite was the existence of actors being responsible and active in the field of entrepreneurship support.

There were two main elements that facilitated the main goal of the project which was the successful implementation of the Action Plan. The first element was the active participation of regional or national authorities. Experience from other similar projects (see ERIK ACTION Mainstreaming Guide) had shown that one of the most critical issues was that the Managing Authorities, or a person in charge, had to be involved in the project as early as possible. At the same time, there had to be a continuous effort to involve other relevant stakeholders by organising intraregional meetings and workshops in order to present and convince them of the potential benefits of the GPs.

Therefore, from the project start onwards, the partners involved numerous regional stakeholders from political terrains and territorial levels, who played a key role in supporting regional entrepreneurship. This list of involved actors contained a good number of stakeholders in each ENTREDI partner region. As soon as this list was established, communication and organisation of intraregional meetings were initiated to achieve networking and also build common consensus.

The stakeholders involved in each region are described in ANNEX IV.

#### **4.2 Selection of Good Practices for import**

Each partner of the project had to identify appropriate GPs for import. The decision on the GPs for import was based on the results of SWOT analysis for each region, following the 4+1 Model, on the Orientation Day and the interregional Training Sessions by the GP providers in the first half of 2010.

The final selection of GPs for import was made at the end of the first half of the total project time. The reason for this was the need to create a critical mass for ensuring intraregional consensus on political level, among the involved stakeholders. This proved to be time-consuming but equally important to the substantial knowledge on each GP.

As depicted in the Transfer Matrix below, a total of fifteen imports of GPs were agreed upon by the seven ENTREDI partners. The GPs 4+1 Model and Rhine-Main Net from KOMPASS were considered from the beginning of the project as inherent parts of the holistic entrepreneurship support approach to ENTREDI. It became obvious though to partners that the Science Park System was equally important: it enabled regional networking in a way which could be easily transferred and adapted to the regional requirements of the importing region.

The most appropriate GPs for import and the reason for their selection by each partner is shown in ANNEX V.





Figure 5. The GPs Transfer Matrix

## 4.3 Building regional consensus

Regional consensus building was a nonlinear, dynamic process which depended on the full political support of the ROP Managing Authority. Further political support was also necessary by any political authority being active in entrepreneurship support. Moreover, the active collaboration of relevant regional actors was equally important to the process.

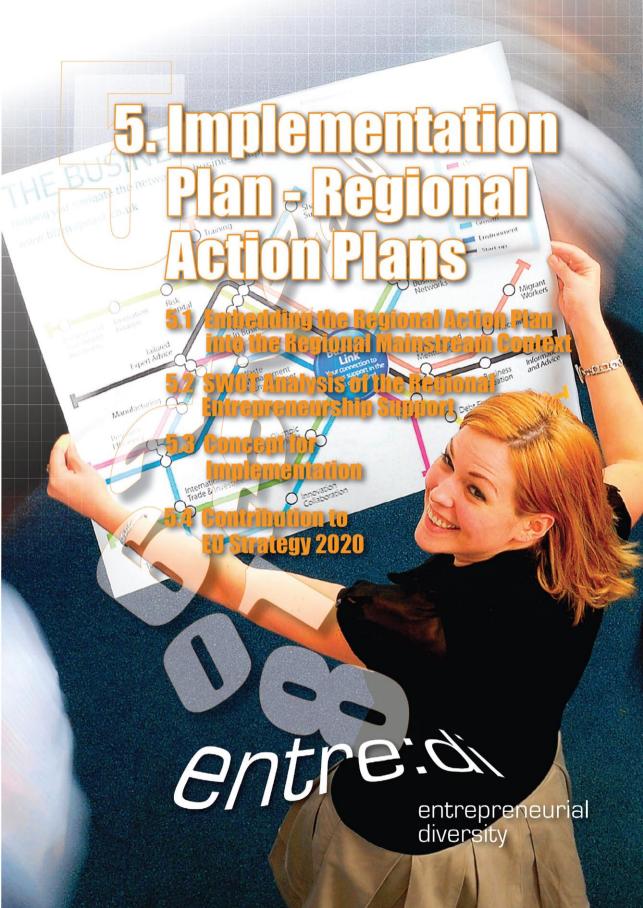
As part of the regional consensus building process, every partner carried out a SWOT analysis of their own regional entrepreneurship support system following the structure of KOMPASS 4+1 Model. The example of Emilia Romagna, with a first mapping of the service providers and their services, is explained in Anex V, Section 6. For the Hesse region, SWOT analysis focused on the comparison of the advanced Rhine-Main area with the whole region of Hesse. The aim was to deduct measures (=opportunities) for the roll-out of the applied GPs from the Rhine-Main area and all over Hesse, with the import of further appropriate GPs from the ENTREDI partners.

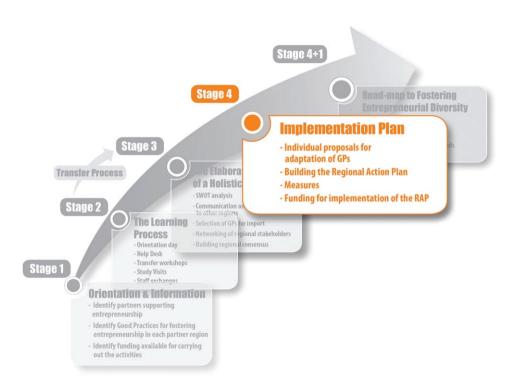
The SWOT analysis of BDBC included several studies, namely the Regional Economic Strategy for South East UK and the Basingstoke and the Deane Economic Development Strategy. However, it was also based on a SWOT workshop which was carried out with approximately forty regional stakeholders and attendance of all partners in March 2011 in Basingstoke. This broad base of partners allowed for an objective assessment as a strong fundament for the RAP concept. Also, external experts were involved in the SWOT analysis, e.g. like in the Tartu region. The involvement of experts did not only lead to substantial SWOT findings, but at the same time it facilitated the consensus building process regarding the measures designed for the Regional Action Plan.

In this kind of INTERREG IVC Capitalisation projects the collaboration of further regional stakeholders, other than the direct ENTREDI project partners, was of utmost importance for ensuring the political commitment of public authorities. For instance, in the large ENTREDI partner region of Emilia Romagna this was straightforward due to the strong political involvement and support from the ROP Managing Authority and the Ministry of Economic Affairs. On the contrary, in the Tartu region the voluntary involvement of other regional stakeholders hampered the consensus building progress, due to the absence of a formal responsible authority.

Political changes during the project runtime created obstacles to consensus building. This happened when the contact persons responsible changed or even whole organisations – formerly important regional stakeholders– disappeared, as it was the case in Basingstoke and Dean Borough Council. As such some changes were not under the control of the partners themselves and relevant obstacles could not have been avoided. However, as a preventive measure and in order to form a basis for the consensus building process, the SWOT analysis and the arguments for selecting appropriate GPs for import were well documented. Afterwards they were presented again in order to inform and convince the new persons in charge.

The possibility of political changes due to upcoming elections can also slow down the consensus building process as it was the case in West Macedonia. In ANNEX V the process of building Regional Consensus and the obstacles to avoid in order to achieve this consensus are presented.







During the ENTREDI project all partners had to develop their Regional Action Plan. With the objective to improve entrepreneurship support in their own region, they focused on the import and implementation of the GPs provided by ENTREDI. Each Regional Action Plan included a description of the regional context, the implementation concept and a detailed implementation schedule for later use.

The implementation of the Regional Action Plan itself was neither part of the ENTREDI activities nor financed by the INTERREG IVC Capitalisation programme. A deliverable of ENTREDI was the development of a "ready to implement" Regional Action Plan by every partner region by the end of 2012 for the final conference, not its actual implementation plan.

Every action plan had to include specific type of information and specific structure. The structure of the Action Plan is described in the following subsections.



## 5.1 Embedding the Regional Action Plan into the regional mainstream context

The Regional Action Plan was initially linked within the regional mainstreaming context providing:

- a short overview of objectives and priority axes of the ROP (including the available budget);
- more information about the axis of innovation policy and current regional activities that could be related to ENTREDI and GPs;
- actions already undertaken under the priority axes;
- axes flexibility to allow the implementation of the RAP including integration of GPs from partner regions; and
- a description of the decision making process for consensus building and implementation of the RAP in the context of the ROP.

The Regional Action Plans should be preferably implemented within the Regional Operational Programme (ERDF or ESF). Consequently every partner had at least to prove that there is a link between the developed Regional Action Plan and the Regional Operational Programme. Even though other mainstream schemes might have been used for financing the implementation of the RAP, a brief ROP overview and the link to the RAP was required because partners had already confirmed a link between their ROP and ENTREDI when the ENTREDI application form was submitted.

The Regional Action Plan had also to contain an **overview of other the relevant national/regional/local mainstream programme**. In case the Regional Action Plan cannot be implemented within the ROP, but in the context of another national/regional/local mainstream programme then the above process explaining the direct linkages with the priorities of each program should again be followed.

## 5.2 SWOT analysis of the regional entrepreneurship support

The SWOT analysis presented a brief description of the overall regional entrepreneurship policy and support, a definition of the relevant areas of regional entrepreneurship support for ENTREDI and a description of strengths, weaknesses, opportunities and threats of the regional entrepreneurship support for the defined areas of interest.

## 5. Implementation Plan - Regional Action Plans

## **5.3 Concept for Implementation**

This section provided a detailed description of the concept for integrating the ENTREDI GPs into the mainstreaming programmes. The concept for implementation was structured as below.

## 5.3.1 Integration of GPs from partner regions This section provided:

- a description on how GPs were going to be integrated demonstrating transfer and import of individual GPs into each region's RAP; and
- a description of the required adaptations required for the integration of relevant GPs into each partner's regional framework.

## 5.3.2 GP 1 to GP 2 . . . . n

This section included:

- a short description of each GP, highlighting aspects of particular interest;
- reasons for Choosing a GP: a short description of regional characteristics, initiatives, political will etc. which led to the selection of the appropriate GP; and
- aspects of the GP that will be transferred and imported in each partner region.

## 5.3.3 Transfer & implementation team

The involvement of regional stakeholders was essential for the development of the RAP. Therefore, the Regional Stakeholder Involvement Plan became an integral part of the regional project status document. This section had to demonstrate:

- political involvement (regional and/ or national administration, Managing authority of ROP or the organisation responsible for the mainstream programme(s) financing the implementation);
- territorial Involvement (service providers and others involved in the practical transfer of the GP); and
- continued support needed from the exporting region.

## 5.3.4 Implementation Schedule

This section included the schedule for the implementation of the Regional Action Plan within the current ROP period until 2013 (or running some pilot activities) and the next ROP period 2014 – 2020. A GANTT diagram with single steps/activities/milestones had to be provided as well.

## 5.3.5 Budget and Resource allocation

This section included:

- the foreseen financial budget and the funding sources; and
- a description of the staff required during the implementation period and the management of entrepreneurship support measures implemented (number of person per months/year);



## 5.3.6 Expected impact with:

This section included the proposed indicators for monitoring and evaluating the implementation of the GP integration and offered methods for monitoring the results.

## 5.3.6.1 Result indicators

The expected results from the implementation of the Regional Action Plan included quantifiable and measurable impact of the GPs implementation. The following regional indicators inform on the statistics of the region in qualitative terms:

- improvement of entrepreneurial spirit and friendly start-up climate in regional society;
- increased quota of self employment and young firms;
- number of new created jobs;
- euro spent / new created jobs: more efficient use of public money (incl. effective and efficient management of structural funds) for start-up support;
- increase of equal entrepreneurship opportunities; and
- further regional indicators (e.g. used by ROP).

## 5.3.6.2 Monitoring actions proposed for measuring the expected result

This section needed to demonstrate how the implementation of the Regional Action Plan could be monitored and how the results could be evaluated in terms of expected benefits for the region.

## **5.4 Contribution to EU Strategy 2020**

In June 2010, the Lisbon and Gothenburg agendas converged in the Europe 2020 strategy, the new policy implemented by the European Union to create new jobs, encourage green economic growth and an inclusive society. According to the new strategy, culture of innovation, intellectual resources, knowledge and competitiveness are the drivers to promote a new model for growth, based on high qualified human resources, high quality of products, targeted and effective services and low environmental impact.

A successful entrepreneurial strategy is then crucial, together with other elements, such as: efficiency of local policies and of regulatory frameworks, tradition and entrepreneurial spirit, efficiency of infrastructure systems, presence of Universities or other relevant research hubs and actions to favour tolerance and positive attitudes towards the new idea in order to ensure regional growth.

The interregional context in which the ENTREDI Guidebook has been developed allows benchmarking amongst diverse but successful experiences, different environments and ideas, thus facilitating the identification of the key elements which are at the basis of an efficient strategy to support entrepreneurship across the project's partner regions and beyond, through the dissemination of this Guidebook as a reference source for other regions in Europe.

## 5. Implementation Plan - Regional Action Plans

Supporting new and innovative entrepreneurship means to contribute in reaching the main EUROPE 2020 targets. The main stakeholder groups, which were involved in every partner region through the ENTREDI project, are the same actors that can give the most important contributions to achieve a "sustainable growth". They in fact give support and advice to young and dynamic enterprises, including some that belong to innovative and creative clusters, who are working towards a "resource efficient, greener and more competitive economy".



Entre entrepreneurial diversity

### Stage 4+1 Stage 4 Implementation Individual proposals for adaptation of GPs Stage 3 Building the Regional A - Measures e Elaboration **Transfer Process** Funding for implement of a Holistic Model. - SWOT analysis Stage 2 - Communication and dissemination to other regions The Learning - Selection of GPs for import **Process** Networking of regional stakeholders - Building region of consensus Orientation day Help Desk Transfer workshops Stage 1 Study Visits Staff exchanges Orientation & Information - Identify partners supporting entrepreneurship - Identify Good Practices for fostering entrepreneurship in each partner region - Identify funding available for carrying out the activities

## Road-map to Fostering Entrepreneurial Diversity

- Responsibility
- Coordination mechanism
- Political commitment
- Effective and efficient use of funds
- Entrepreneurial spirit

# Position ENTREDIT as a Brand for Fostering Entrepreneurial Diversity

One of the main initial objectives of the project was to position "ENTREDI" as a brand for fostering entrepreneurial diversity with its unique holistic approach, among policy makers and actors in Europe. For this purpose the partners decided on a strategic partnership with the Assembly of European Regions, AER. The AER is the largest independent network of regions in wider Europe with over two hundred and seventy regions from thirty four countries. In the official letter of support in April 2010, the AER declared that it would support the dissemination and promotion of the project's objectives and the results were presented during AER conferences. As a result of this collaboration, the ENTREDI partners have actively participated in three official AER events (plenary meetings and workshops) during the ENTREDI runtime. The Secretary General of the AER, Mr. Klaus Klipp, participated in the Kick-off meeting and the final Conference of ENTREDI. These events have significantly contributed to the dissemination of the holistic approach across wider Europe.

In fact ENTREDI partners also positioned ENTREDI as a brand for fostering entrepreneurial diversity also because, due to the positive feedback of the AER members on the holistic approach, the AER established a new working group on "Entrepreneurship and Innovation". Following the AER conference and Training Academy on women entrepreneurship, organised in Istanbul in 2010, the creation of this new working group was suggested by several AER members and representatives. The presidency of Committee 1 adopted the proposal on the occasion of the meeting organised in January 2011, in Strasbourg. Since then two working meetings have been carried out: one at the AER Committee 1 plenary meeting in Østfold (NO) in March 2011 and another at the plenary meeting in Banja Luka in September 2011 with fifty participants in total.

In addition to the working group meetings AER launched an open call for application for a SWOT analysis of regional entrepreneurship support, following the holistic approach. The SWOT analysis was carried out during August 2011 in the member regions of Crete and Baheclievler/Istanbul. It was a two-day workshop in both cases, with relevant regional stakeholders in the shaping of entrepreneurship policy. The workshop was moderated and reviewed by ENTREDI partners. The results were presented at the autumn plenary meeting in Banja Luka.

The presentation of the regional SWOT analysis was very well received by participants at the AER conference in Banja Luka. It led to a very active "questions and answers" session that focused on the status of public sector business support in Europe, and also discussed the importance of identifying the regional capacity and programmes available to support entrepreneurs in each area. The session ended with four member regions of the AER volunteering to be studied according to the ENTREDI methodology. The regions are from Sweden, Netherlands, F.Y.R.Macedonia and Turkey.

The strategic collaboration of AER and ENTREDI partners is still active, after the end of the project, among others in form of a working group on "Entrepreneurship and Innovation".

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entrepreneurial diversity

## Stage 4+1 Stage 4 Individual proposals for adaptation of GPs Stage 3 - Building the Regional A - Measures - Funding for implemen e Elaboration **Transfer Process** of a Holistic Model SW0T analysis Stage 2 Communication and dissemination to other regions The Learning - Selection of GPs for import **Process** Networking of regional stakeholders Building regional consensus Orientation day Help Desk Transfer workshops Stage 1 Study Visits Staff exchange **Orientation & Information** - Identify partners supporting entrepreneurship - Identify Good Practices for fostering entrepreneurship in each partner region - Identify funding available for carrying out the activities

## Road-map to Fostering Entrepreneurial Diversity

- Responsibility
- Coordination mechanism
- Political commitment
- Effective and efficient use of funds
- Entrepreneurial spirit

# The ENTREDI Road Map to Fostering Entrepreneurial Diversity in European Regions -

The importance of the holistic approach in supporting entrepreneurship can be better understood in the context of an increasing diversity, in demand for targeted support services. Indeed, the demand for entrepreneurship has become more diverse, induced by an increase in organizational and technological needs, and equally reinforced by the processes of individualization and globalization. Diversity in the ENTREDI case also means that support is available and provided to all kinds of entrepreneurs: high technology and knowledge based start-up entrepreneurs, low innovative start-up entrepreneurs, unemployed, spin-off entrepreneurs, employed people, male and female, migrants. In the ENTREDI environment diversity equals a socio-economic approach with individual support accord-



ing to individual competencies and potentials, in different social and financial frameworks. Hence, for achieving high rates of economic growth it is important to have a diverse supply of supporting services to match this demand for variety. A greater diversity of the entrepreneurial population – in terms of characteristics of entrepreneurs, self employed people and their firms – will contribute to this supply variation.

On the other hand common business service providers and supporters don't take these factors into consideration most of the times. This is due to a limited ability and the fragmented service delivery to a sector, size of business, or a specific target group. In the market system, this fragmented way has proven to be insufficient to boost Entrepreneurship at regional and local level. The only way is to shift from a fragmented support system to a holistic approach, as shown in Figure 6.



Figure 6. From a Fragmented to a Holistic Methodology

Therefore, it is necessary to have a well-developed network of government agencies, regional economic development providers, labour offices, chambers, universities, associations, media and banks. A very good example is the Rhine Main Net for Entrepreneurship. This is a collaboration network of actors from the Frankfurt/Main region, authorities and further institutions of the German federal state of Hesse, as depicted in the GPs Section.

Those regional networks provide support to all potential and young entrepreneurs in order to overcome the initial hurdles of launching their businesses. The philosophy of such a network is to operate very much like a public transit system. In this business start-up roadmap there are various bus and tramway stops where one can set forth and switch over to another line and schedule. The network should also be based on the entrepreneurial diversity approach. Focusing on financial aspects and market economics and taking into account personal assessment, orientation information and training, seminars are targeted to identify the potential and needs of the entrepreneurs.

At this point in the guide book it would be very interesting to go through the methodology developed in chapter 1.3. This methodology represents a dynamic process

## 7. The ENTREDI Road Map to Fostering Entrepreneurial Diversity in European Regions / Summary And Overall Remarks

in order to support entrepreneurship at all its levels of development. As depicted in Figure 7 it is deployed in five stages (4+1) stages. It is strongly based on the 4+1 Phase Model which is developed by KOMPASS and is presented in paragraph 2.2.3. This is a process-oriented model according to the stages of entrepreneurship: Orientation & Information - Planning & Qualification - Start-up & Implementation - Success & Growth. These four phases are completed by a kind of pre-stage, the so-called Approach & Admission, which communicates the opportunity to start a business to as many people of the target groups as possible.



Figure 7. The ENTREDI road map

As described in paragraph 1.3, the following paragraphs describe each stage.

**The first stage, Orientation and Information,** deals with the availability of **required resources**, favouring the ability to implement the necessary activities for developing entrepreneurial diversity at local or regional level. Resources include the **identification of the GPs** and an overview over **entrepreneurial characteristics** of every region. **Funding** is also another element that is required to be identified in order to proceed to the concrete activities the methodology proposes. All available information has to be analysed and a process of matching the available resources to the local/regional context has to be initiated. This process will be continuous and more in depth as the whole initiative makes progress.

The next two stages could be performed in parallel and have to do with the transfer of experience, knowledge and knowhow via GP transfer to the interested regions.



**The second stage, the Learning Process,** mainly includes interregional activities incorporating individual **Training Sessions** on the GPs to qualify regional stakeholders and actors from the receiving regions. **A Help Desk** in every region, over the whole initiative duration, has to be established to provide additional information on demand. **Study Visits** and **Staff Exchanges** need to be conducted for disseminating relative information and knowledge. In conjunction with the Study Visits, **joint interregional Transfer Workshops** (TW) can be organised to facilitate the transfer process.

Additional staff exchanges on a bilateral basis allow the GP importing region to identify GP knowledge and required adaptations for a successful transfer. Usually, after those training sessions, there is a clear consensus and approval among the business and "business support" community: they decide on the best way to move forward and promote an entrepreneurial spirit in the region, in terms of the existing gaps in entrepreneurship support.

A number of Staff Exchanges are carried out on a multilateral basis, as this interregional tool is essential for the appropriate import of GPs and their required adjustments, according to the specific regional context. In many cases partners prefer to organise different types of Staff Exchanges, where apart from experts, representatives of authorities and stakeholders are also involved for exchange on a broader basis. Consequently, consensus sought on the selection of appropriate GPs for import and the elaboration of the respective Regional Action Plan is facilitated.

Following these sessions SWOT analyses are performed specifically focused on regional entrepreneurship. A preliminary matrix (based on the 4+1 model) of regional stakeholders promoting and providing business support was drafted, in discussions with ENTREDI partners.

**The third stage, the elaboration of a Holistic Approach,** is based on intraregional activities including **networking** of all the regional stakeholders while involving regional delegations in all transfer activities. The most appropriate GPs for import are selected according to the individual requirements of the importing region, the objectives/methodology/impact of offered GPs and the SWOT analysis. Activating regional stakeholders into a common agenda for supporting entrepreneurship by involving them into these activities is the key element in building **regional consensus**.

It has to be agreed among all relevant entrepreneurship stakeholders, that there will be very clear updates regarding continuous improvement in communication with regional/local entrepreneurship stakeholders. During this phase, a clear consensus from the business community in terms of the existing gaps of entrepreneurship support has to be elaborated. Furthermore, approval of the best way to move forward and promote an entrepreneurial spirit in the region has to be gained.

**The fourth stage, the Implementation Plan,** is the short-term outcome. As long as all the activities described previously are implemented, it is the **Regional Action Plan (RAP)** that describes the proposal of each partner for integrating a supporting mechanism for entrepreneurship in a region. The RAP is an analytic description of the way the supporting mechanism can be structured and brings in the full stock of partners' experiences, competencies and their GPs. Building the Regional Action Plan requires: a description of the right measures that can facilitate implementation, identification of the necessary funding for proceeding with implementation and identification of the organisation responsible for carrying out the measures. An Action Plan requires **full consensus** on regional implementation. The regional delegations ensure this by intensive communication and fur-

## 7. The ENTREDI Road Map to Fostering Entrepreneurial Diversity in European Regions / Summary And Overall Remarks

ther development of the regional action plans. This process ensures the **continuous improvement** and growth of the regional action plan. It facilitates implementation by increasing the entrepreneurial spirit in all involved parties.

The last stage, the so-called "+1", deals with the development of a Road map to Fostering **Entrepreneurial Diversity** in a European Region. Successful completion of the previous four stages and sustainability in creating entrepreneurial diversity is based on particular success factors. These success factors include: the responsibility for single tasks, which have to be defined within the overall entrepreneurship support infrastructure fostering entrepreneurial diversity; the establishment of a coordination mechanism that organises, supports and facilitates all activities; the development of entrepreneurial spirit which is vital for ensuring successful entrepreneurial initiatives; and political commitment that can support structures assisting entrepreneurship. The implementation of the Regional Action Plan has an **impact on** the **local** – **regional** and even on the national economy. Giving emphasis to employment and the new job creation, this impact is finally the major index for measuring the success of the implementation of the **ENTREDI** methodology.

## 7.1 The ENTREDI Good Practices

As mentioned in the previous section above, during the first stage the identification of GPs takes place. Then, in stages two and three a series of "tools" are used in order to train regional human resources to adapt those GPs to their regional environment. This takes place after having created a strong and stable consensus on the need for importing them.In the ENTREDI initiative six GPs became "popular" among the regional actors of the participating European Regions. A brief account of these GPs is provided below.

The 4+1 Model is a process - oriented model according to the stages of entrepreneurship: Orientation & Information - Planning & Qualification - Startup & Implementation — Success & Growth. These four phases are completed by a kind of pre-stage, the so-called Approach & Admission, which communicates the opportunity to as many people of the target groups as possible to launch their own business. Therefore the model is called "4+1 Phase Model" and not "5 Phase Model". Due to this process orientation, it is ensured that latent nascent entrepreneurs and nascent entrepreneurs receive the appropriate support for every stage of their start-up.

The model represents a clear process that describes the stages involved in setting up and running a business. It identifies the specific support needed by an enterprise depending on the relevant business stage. It also represents a very simple and clear-cut organisation model, which enables entrepreneurship support stakeholders to improve the services they provide and collaborate in a specific area or region.

The Profiling Tool provides a methodology that can assist in both addressing the 4+1 model and strengthening the work and the services offered by the Science Park System. It represents a powerful instrument to analyse future entrepreneurs' potential to create a successful business. It is based on the entrepreneurs' background and availability to develop their business project. It also represents an interesting instrument to develop the entrepreneurs' routes for improvement and identify key aspects fof training and support by professionals.

This tool is valuable for mentoring potential new entrepreneurs. It is considered to be important in helping entrepreneurs to decide what is best for them and whether they have the necessary capabilities for being successful. It can prevent possible failures and help entrepreneurs to self-evaluate their competencies for being successful.



The **Science Park System** represents a unique GPof building an effective network of cooperating entities, such as universities, local governments, science park systems, consisting of local nodes. Mainly it represents a GP in terms of the integration of the triple helix integration where public authorities, universities and private bodies collaborate. It emphasizes regional development processes and ways of addressing SMEs issues. An innovative economy is a priority for the region, especially regarding EU funding. Consequently such an integrated approach, strengthening the entrepreneurial system and favouring the growth of companies, is of great strategic importance for Lodz regional development.

**iPlanner**, is a management tool functioning as a multi-user, multi-project business planning and reporting environment. Using the iPlanner economic activities of the tenant companies are planned, evaluated and administered. It is designed for developing, managing and evaluating projects based on a business plan. iPlanner is used to increase the efficiency of the business incubation process and to manage various parts of pre-incubation phases such as Business plan development, On-line coaching and Business plan competitions. iPlanner helps to manage elements of the incubation phase, such as Economic activity monitoring, Operational plans and post—incubation Monitoring.

iPlanner is a value-added service that any Technology/Science Park can offer to its customers. It is especially effective for start-up businesses in the phase of intensive project development. Its effectiveness is due to the fact that it is an efficient tool for developing, presenting and sharing plans with consultants, partners and investors.

The **Rhine-Main Net** is a well-developed and award-winning network that operates much like a public transit system. In it there are various bus and tramway stops where one can set forth or switch over to another line and schedule: it serves as a business start-up roadmap.

The net supports qualification and financing for all kinds of entrepreneurs, in order to launch their businesses based on a catalogue of quality criteria for new business support services. Typical obstacles can be eliminated by ensuring high transparency in the start-up services offered by the Rhine Main Net and by combining complementary services according to the entrepreneurs' competencies and potentials. In the start-up context of a business venture, this enables optimal regional support structures, safety and protection for sponsors and benefit recipients, consumer protection for entrepreneurs and true innovation potential.

The **Global Mini MBA** provides an alternative way of achieving skills relevant to an MBA, with the possibility of following the courses through flexible time management. It is fully connected with the educational model of distance learning, requires interactive activities on the Web and involves both teachers/facilitators and students/learners. The program is based on the concept of transferring traditional teaching practices to the Internet and creating a virtual classroom with all the features of a traditional one.

The Global Mini MBA® was developed based on the content of the traditionally delivered MBA program. It includes key management topics addressed to businesspeople, entrepreneurs and owners of small and medium enterprises, and employees of rapidly growing firms. It also offers the opportunity to acquire up-to-date knowledge regarding the management and development of practical managerial skills.

The **We Tech Off** is a programme dedicated to innovative start-ups and business projects. Support is provided through a three step service pack offering assistance and day-to-day support through eight information points, located throughout the region to promote an entrepreneurial culture.

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We Tech Off is considered as a GP in the field of supporting innovation content start-ups. It is valued for its organization method in terms of service packages, which are specific to each phase of business project development.

The **3en Venture Capital Fund** concerns the only local authority Venture Capital Fund in the UK, the only fund set up in a local authority through developer contribution, and as far as we are aware the only local authority VCF in Europe. It is focused on investment in companies that have a sound structure and Intellectual Property Rights, to make sure the business has intrinsic value.

In some cases a combination of those GPs should be adapted to regional characteristics in order to create a mechanism for coordinating all the relevant stakeholders in supporting entrepreneurship. Such structured combination could lead to an effective and constant cooperation between all the stakeholders in the Region, facilitating the transfer from the fragmented system to the holistic approach.

# 7.2 Lessons Learnt and Success Factors for the implementation of the ENTREDI Model

There are some very important lessons that were learnt during this initiative. Those could be summarized in the following:

a. Training sessions were useful in the first months as initial information about the GPs, in combination with further written information material. But the training sessions were not so numerously attended as staff exchanges were at a later stage. It also turned out that one training session per GP was fully sufficient.

- Staff exchanges and study visits enabled participants to learn more about the practical aspects of the operation of a system. Moreover they provided an increased understanding of the coaching process and ways of strengthening an integrative approach in the regional entrepreneurship system. The exchange inspired a policy promoting widespread and consistent cooperation aimed at supporting innovations. In addition, it offered the opportunity to find new ways to aid SMEs needing financial support, in order to introduce new technologies and become competitive.
- The involvement of Managing Authorities and Responsible Regional Authorities for entrepreneurship support in Staff Exchanges and Transfer Workshops was a strong instrument. It was proved that the direct interregional contact between these authorities was beneficial in terms of convincing the Managing Authorities for the benefits of the implementation of GPs.
- d. The exchange process facilitated the understanding of the use and applicability of a GP, as well as the methods for implementing it. New insights on how a GP could be applied within any Region were raised through the exchange process. Those insights concerned mainly means of adaptation and funding mechanisms.
- e. Consensus building among the regional stakeholders was achieved through numerous meetings organised on the initiative of the regional authorities/actors. This direct



contact allowed all stakeholders to identify the type of entrepreneurial support they needed in the region's key business sectors. After several meetings dealing with importing GPs, they focused on the selection of the most appropriate GP for each Region.

- f. It was identified that in some cases the Regional/Local Authorities did not have enough information on the local businesses that had received support from regional and local stakeholders. This was an important gap due to the fact that authorities had to work towards the desig and delivery of the regional economic strategy. An initial SWOT analysis for the region was a necessity. By the end of this SWOT analysis it was apparent that the structure of entrepreneurship support in those regions should be the prime focus of concern.
- g. Once more it was identified that in many cases there was a lack of communication between university research on innovation and the potential profitability of this research. To find this missing link, new ideas from the university should be transferred to the market place. Networking and collaboration appeared to be of utmost importance in this more general topic.

The methodology for achieving entrepreneurial diversity is deployed in four + 1 stages as it is depicted in Figure 1. This methodology is heavily dependent on a series of success factors with different weight distribution related to which stage the model has reached. Based on the process and on knowledge development and transfer, the factors required for securing a level of success could be summarized in the following:

- a. The Local/Regional Authorities assure, maintain and monitor required political support and commitment for fostering entrepreneurship. This is achieved by following a holistic and socio-economic approach that matches the regional needs. The Political support/commitment is extremely vital to the success of the implementation of the ENTREDI Model.
- b. All Local/Regional Actors facilitate the creation of an entrepreneurial spirit in the region, as long as they are committed to the creation of a friendly business environment for new business start-ups. A more efficient use of public money as well as an effective and efficient management of structural funds is equally important for start-up support and the creation of equal opportunities for new entrepreneurs.
- **c.** All partners (public authorities, incubators and other relevant service providers, networks, universities, business angels, venture capitalists etc.) ensure their active and sustained participation in effective technology transfer and relevant vocational training.
- **d.** Each partner encourages continued involvement during the entire process.

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- e. Clear responsibilities are given to regional actors for regional support to encourage entrepreneurship. This support needs a well-established coordination unit/mechanism, effective networking activities and thorough allocation of tasks among the partners. That will boost the entrepreneurial spirit in the region.
- **f.** A well structured profiling to foster individual competencies and potentials, but also to avoid the waste of money for "unpromising people who are interested" in launching an unpromising business idea.
- g. Careful design and implementation of interregional collaboration and knowledge transfer. This is accomplished via staff exchanges, avoiding to re-invent the wheel (here the GP) and opening the horizons on "what is possible within entrepreneurship support"
- **h.** Continued monitoring and evaluation in order to:
  - define appropriate indicators, not only of input and output, but also indicators of beneficiary level impact and of the impact on the region as a whole;
  - secure project quality management;
  - convince policy makers and local / regional actors by demonstrat ing the effects of the holistic approach and its advantages, compared to fragmented systems; and
  - ensure long and medium term financing.

i. Substantial availability of funding, not only project related, but also institutional financing. The use of funds should be effective and efficient.

# 7.3 Impacts of the implementation of the ENTREDI Model on Sustainable Regional Economic Development

As it has been mentioned entrepreneurship is a multidimensional concept. The difficulties in defining and measuring the extent of entrepreneurial activity complicate the measurement of the impact on economic performance. Analyzing the role of entrepreneurship development activities requires a good understanding of all the various intermediate variables or linkages, in order to explain how entrepreneurship influences economic growth. Examples of these intermediate variables are innovation, variety of supply, entry and exit of firms (competition), specific efforts and energy of entrepreneurs, etc. Those variables are well defined and "served" in our model in the form of actors and mechanisms involved in supporting entrepreneurship as a local/regional concept.

The benefits of supporting entrepreneurship are more than obvious in the local, regional and national economy. As Porter<sup>1</sup> indicated in 1990, "Entrepreneurship is at the heart of national and regional advantage". Schumpeter<sup>2</sup> had much earlier

<sup>&</sup>lt;sup>1</sup>Porter, M.E. 1990. The Competitive Advantage of Nations. New York: Free Press

<sup>&</sup>lt;sup>2</sup>Schumpeter, J.A. 1934. The theory of economic development. Cambridge: Harvard University Press



conceptually established the "entrepreneur as innovator" as a key figure in driving economic development, by creating constant opportunities for economic growth.

The developed ENTREDI Model for Fostering Entrepreneurial Diversity and the described Road Map have been and will continuously be applied by all partners as they form the basis for developing Regional Action Plans. These RAPs will in turn have a huge impact on local/regional sustainable development. This happens because they take particular notice of the individual situation of the latent founders, including personal strengths and potentials, as well as the socio-economic environment in which the person lives.

This diversified approach will enable a clearer view of entrepreneurial suitability as well as a more effective utilization of personal potential, leading to equal opportunities in running a business. Equal opportunity for all in the region is the main impact of implementing such a model in a regional context and will involve:

- employed and unemployed people with entrepreneurial spirit of every age or educational level;
- females and males;
- young entrepreneurs facing the liquidation of their business;
- re-starters who have previously failed to meet business expectations;
- people with migration background;
- jobseekers; and
- students, graduates and people with academic background and other higher qualification background.

## 7.4 Overall remarks and policy recommendations

As it was stated from the very beginning, ENTREDI aimed to foster entrepreneurship by transferring acknowledged GPs in the field of entrepreneurship support, following a holistic socio-economic and networking methodology.

The social and economic effects of entrepreneurship are: the creation of employment, the improvement the quality of life, a more equitable distribution of income, thus easing social unrest. It is also acceptable that entrepreneurship utilizes and mobilizes resources to make the country productive and bring social benefits.

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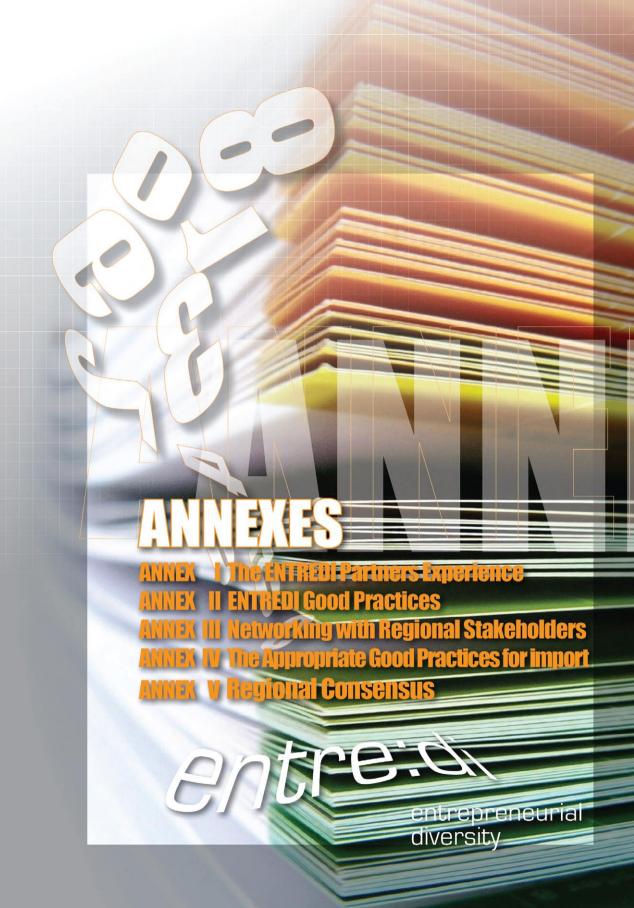
Overall, entrepreneurship can be viewed as a bottom-up model of socioeconomic development that seeks to overcome government and market failures. Entrepreneurial activities have quite an enormous impact on the economic performance of regions and the renewal of regional knowledge. Fostering entrepreneurship with semi-public funding contributes to a more prosperous regional economy and can reduce the unemployment rate significantly.

It is very important to see and use the ENTREDI Project as a "platform" positively influencing strategic thinking and work in the region, in order to further develop strategies and the "entrepreneurial support system".

ENTREDI evaluates and documents the existing regional assets and opportunities for the development of regional strategies and various actors' strategies. It has to identify the appropriate "GPs" offered within the Project, in order to help in the development of the right start-up support network and respond to the needs of the region.

It is very encouraging that many Regional Stakeholders all over the regions have appreciated the ENTREDI project, as you can see in the following declaration from Chiara Franceschini – Head of SIPRO Incubator System – Ferrara, Italy:

"The ENTREDI project provided interesting "food for thoughts", facilitating the process of building up a regional network which shares objectives, methodologies and tools, and whose main aim is to contribute to the Regional economic development through an effective support directed to boost innovative business ideas".



## ANNEX I. The ENTREDI partners experience



## 1. KOMPASS

The KOMPASS Innovation and Incubation Center was established in 2000 and is at present the most important actor in its field, in the metropolitan area of Hesse in Germany. The KOMPASS Center with 4500m2 of business facility provides a broad range of business start-up services, training, counselling and networking offers,

management consultancy services, including development and implementation of business plans. Through its comprehensive competencies and its main shareholder, the City of Frankfurt, KOMPASS directly influences start-up policies in the Rhine-Main area as an advisor to public authorities. An example of excellence is "The Net", a KOMPASS developed association for founders focusing on entrepreneurial diversity. Also developed by KOMPASS is the internationally acclaimed "4+1 Phase Model". The model is a design process to accompany entrepreneurs through all phases of starting up a company, from approach to orientation, planning, implementation and finally growth. Through its international success, the tool has been chosen as a GP by many European regions.

Since 2000, the KOMPASS activities have contributed to a 15% growth in regional entrepreneurship (vs. 8% nationally), placing Frankfurt in the top tier of entrepreneurial cities in Germany and even in Europe. KOMPASS has provided entrepreneurship services to nearly 20,000 clients until now and 80% of the start ups are still active and growing. The European Foundation for the Improvement of Living and Working Conditions, in its studu in March 2010 has noted: "With its various services, KOMPASS is an outstanding good-practice example for the promotion of ethnic entrepreneurship in Frankfurt."

KOMPASS has a long history of operating in inter-regional cooperation. Under the KOMPASS co-leadership the systematic "4 phase model for start-up" was developed and defined as a German standard.

KOMPASS was involved in several European Projects being a lead partner or a work package coordinator. Gender Aspects of Business Incubators —Women's way of entrepreneurship, Equal initiative, Women Entrepreneurship — GTZ, Migrant Entrepreneurship, Simtegra — Equal Initiative, Senior Competence Initiative — ESF are all projects Kompass has participated in. This offered an opportunity to young entrepreneurs to gain qualifications and to establish an effective and sustainable regional start-up policy. Those activities have already proven that the GP "Das Netz" can be successfully applied to other European regions.

KOMPASS has been involved in the process of reorganization of numerous transition countries and regions.



## 2. LTC

Länsteknikcentrum i Jönköpings Län AB (LTC) was established in 1987 with the aim to support business and industry development in the region of Jönköping County. A primary objective is to stimulate the cooperation between industry, universities and the public sector. LTC is an engine within the regional innova-

tion system and a node for internationalization. LTC is a regional development company owned by individual undertakings, business organizations, the public sector and universities, i.e. a natural Triple Helix actor.

LTC's role in the regional development process is to facilitate the development of the business community and



market-driven clusters. Research and innovation are LTC's strongest core areas. Among the company's priorities is the promotion of cooperation between companies in the region of Jönköping and other European regions. LTC has a strong network of qualified resources from organizations and institutes and fosters cooperation between the business community, institutes of research and technology and the Science Park system.

LTC supports the enterprises' development process and supplies competencies to new networks. Furthermore LTC takes part as a partner in several European development projects. Thus the company has access to many interesting networks which can contribute to the process of internationalization.

LTC has been involved in several EU projects facilitating development. These include Novaregio, whose aim was to establish and diffuse more effective innovation policies and practices within the European framework, in order to increase competitiveness in the regions involved. The project was co-financed by the 6th Framework Programme known as 'Regions of knowledge 2'. The regional Council of Jönköping County and the Regional Council of Halland County were actively involved in the project. LTC is also responsible for the project READY 2010, partly financed by the Småland och Öarna programme (ERDF). The aim of READY 2010 is to start a process that will transform regional visions to concrete actions through collaboration among different stakeholders in the region. LTC is also active within the ERIK Network together with stakeholders from Småland med Öarna region. It is also a partner in the Interreq IVC Capitalisation project, ERIK ACTION.



## 3. Basingstoke and Deane Borough Council (BDBC)

Basingstoke and Deane has been an economically successful Borough in recent decades. The Borough is a centre of regional importance which encourages employment, housing and culture as essential components of economic prosperity. Basingstoke has an excellent location, coupled with competitive commercial

rates and a high quality of life; it is also consistently among the top areas in terms of competitive performance, with high rates of productivity, employment and average weekly earnings. Looking to the future we recognize the area's potential for sustainable economic growth and continued prosperity.

The Borough's position as an economic powerhouse and a regional centre for investment and growth is reflected in its global attractiveness, as it is a home to many international and large UK companies. Basingstoke and Deane is now part of the Enterprise M3 Local Enterprise Partnership (LEP), the new regional structure for functional economic areas.

In recent years Basingstoke and Deane Borough Council has been very active in European interregional cooperation to encourage sustainable development and economic growth by learning from examples and initiatives that are taking place in Europe. Among the most relevant projects we can mention: EcoAvantage funded through the European Social Fund, ESIMeC funded through URBACT II where the Borough was the lead partner, Engineering + funded through the Lifelong Learning Programme (Leonardo Partnerships) and in the future lead partner for the Greenfit project funded through the Interreg IVa Channel Programme.

Historically Basingstoke and Deane has been active in twinning partnerships with the towns of Euskirchen (Germany), Alençon (France), and Braine-I' Alleud (Belgium). There is a strong link among all three towns, leading to student exchange programmes, community exchanges, staff training and work placements, exchange of best practices, international youth exchanges, etc.



## 4. Tartu Science Park

Tartu Science Park (TSP) is the oldest science park in the Baltics and was established in 1992. Its main objective is the creation of a favourable en-

vironment for the emergence and development of technology- and knowledge-intensive business activities and competitive clusters. Incubation services are mostly offered to high-potential projects in fields such as Information and Communications Technology (ICT), electronics and apparatus building, biotechnology and materials technology. These services are accompanied by business consultations and innovation support schemes, like the participation in European Union technology transfer and innovation support networks and projects such as the Enterprise Europe Network. Innovative entrepreneurship and start-up activities are also encouraged through thematic business networks that promote and consolidate technological advancement and entrepreneurial initiative. TSP is closely affiliated with Tartu University, acting as a liaison between the business and the research community.

Tartu Science Park has been established and supervised by Tartu City, Tartu County, Tartu University, the Estonian University of Life Sciences and Tartu University Institute of Physics. Tartu Science Park has been involved over the last 5 years in several Interreg projects like:

- BBDN (Baltic Business Development Network)
- CLOE (Clusters Linked Over Europe)
- GATE (Gaining Added Value from Timber)
- NPD-NET (New Product Development Network)
- VBN Innoreg (Virtual Baltic Nordic Innoregion)

The Tartu Science Park collaborates closely with the relevant Managing Authorities responsible for measures for innovation and competitiveness.



## 5. POLISH—AMERICAN MANAGEMENT CENTER (PAM Center), The University of Lodz

The University of Lodz (Faculty of Management, UL) is one of the biggest universities in Poland. It is the oldest and the most influential university in the Lodz region. It cooperates both with Lodz region governors and local companies. The Business Advisory Board operates under the Faculty of Management, UL and its

main goal is to develop customized education programs for business and collective activities supporting entrepreneurship. The University of Lodz has a vast experience in interregional cooperation and projects financed by Structural Funds.

The Polish-American Management Center at the University of Lodz has a long history of expertise in the field of distance learning courses, for start-up companies and self-employed people. More than 400 entrepreneurs have been trained in various non-degree, on-line management development programs. This methodology is successfully applied at regional level in Lodz and it contributes to the objectives of the Regional Operational Program.

The University of Lodz has a vast experience in interregional cooperation and projects financed by Structural Funds. It has participated, inter alia, in the following projects: "Sustainable Water Management Improves Tomorrow's Cities' Health" and "An instrument to provide successful ICT investment strategies for European Public Administrations". The above mentioned projects were realized in partnership with The City of Lodz Office.



Moreover, the University of Lodz takes part in many international research programs and has become a collective member of international organisations. The Polish-American Management Center (PAM Center) at the University of Lodz has participated in four projects financed by Structural Funds. The following programs received an EU subvention: Two-year Executive MBA Program, Global Mini MBA (on-line program), Taktyk (on-line program) and "Initiative for Roma Minority Entrepreneurship Development KXETANES — Together", EQUAL



## 6. ASTER

ASTER is the Consortium among the Emilia-Romagna Regional Government, the five regional Universities, the National Research Centres located in the region — ENEA and CNR — and the Entrepreneurial Associations of the region. It aims at

supporting the economic growth of the regional productive system. This is achieved through the promotion of industrial research/technology development, the role of high quality skilled professionals in continuous improvement and career development in the field of technology transfer.

The ASTER mission and activities are based on the regional research and innovation Law nr. 7/2002 (which represents the first regional law for innovation set up in Italy) and its implementation Programme for Industrial Research, Innovation and Technology Transfer.

Over a period of twenty years Aster has developed numerous initiatives at national, European and international level. The aim was to create new opportunities of collaboration and to ensure the presence of the regional system within relevant international networks. Since 2005, ASTER's activities have been dedicated to the development and coordination of the Emilia-Romagna High Technology Network, which consists of industrial research laboratories and innovation & technology transfer centers.

Aster participated in many EU projects in favour of inter-regional cooperation such as: BBaS - Bridging Business and Science; EMBRACE, Improving access of SMEs from Rural Regions to the Knowledge & Information Society; EURBEST, benchmark of policies and instruments for the improvement of business support services; NETTI, Promoting inter-regional cooperation to facilitate the creation of thematic networks in energy-specific fields; Creative Growth, supporting development of creative industry; KREO network supporting the creation and development of innovative firms; ERIK European Regions Knowledge based Innovation Network; MED-KED promoting the Knowledge-based Entrepreneurship in the Mediterranean regions.



## 7. University of Western Macedonia (UoWM)

The University of Western Macedonia (UoWM) was first established in 1999. UoWM is located in the city of Kozani in the

Region of West Macedonia, Greece, which is at the heart of energy production in the country. Nearly 70% of Greece's electricity is produced in the power plants located in the broader area of Kozani.

The Management of Technology Research Laboratory (MATERLab) was established within the School of Mechanical Engineering of the University of West Macedonia in Kozani in 2000. Its role is to facilitate the promotion of innovation for increasing the competitiveness of SME's in the Region of West Macedonia. MATERLab promotes innovation management for regional development, designs the regional innovation strategy, develops tools for supporting technological innovation, supports entrepreneurs and investors of start-ups and spin-offs, trains business people and public and private servants, and assists entrepreneurs, scientists and academics, to work hand in hand for creating a technologically strong market place within the region.

West Macedonia is a "learning region" within ENTREDI. Due to a strong dominance of the largest national energy supplier over the regional economy, the entrepreneurial culture is undeveloped at all levels in the region. It is only recently that more systematic start-up services have started to develop.

The Region of West Macedonia has participated in a series of European projects such as:

- INTERCO-PPP, promoting Public-Private Partnerships.
- MEDITERRITAGE, dealing with the valorisation of cultural and natural patrimony.
- SAFFRON, dealing with the promotion of the local product of saffron.
- PROGRESDEC, interested in the verification of the ESDP (European Spatial Development Perspective) strategies at local level.
- SMART, promoting Regional Transition through Sustainable Management and Actions.
- EX-INT and COMPART, promoting trans-border cooperation and transfer of know-how.
- WATER-MAP, developing water vulnerability maps for the region (Lead partner).
- SHINING MOUNTAINS, exploring sport and health as innovative initiatives for the growth of mountains.

# ANNEX II. ENTREDI Good Practices

#### 1. KOMPASS: 4+1 Model

"There is no employment especially for a woman simply because she is a woman and no employment especially for a man just because he is a man. The talents are equally distributed among both sexes."

[Plato, Politeia]

Therefore, it is of utmost importance that the start-up support reflects the individual talent of the individual latent or nascent entrepreneur. The 4+1 model is based on socio-economic consultancy and on a qualification approach. Along with financial and market economics aspects, this approach considers not only personal aspects such as motivation, social background, specifics of the business sector and mentalities, but also expertise and entrepreneurial core skills. The 4+1 model also successfully applies gender aspects in a mainstream context, due to the fact that women and men have different requirements with respect to their professional lives, needs and situational perceptions - not simply because of sex differences.

The 4+1 Phase Model, developed by KOMPASS, is a process-oriented model according to the stages of entre-preneurship: Orientation & Information - Planning & Qualification - Start-up & Implementation — Success & Growth. These four phases are completed by a kind of pre-stage, the so called Approach & Admission, which communicates the opportunity of launching one's own business to as many people of the target groups as possible. Therefore the model is called "4+1 Phase.

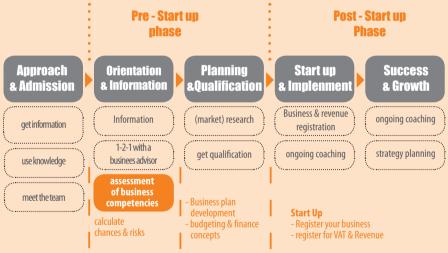


Figure 3. The 4+1 Model

Model" and not "5 Phase Model". Due to this process orientation it is ensured that latent nascent entrepreneurs and nascent entrepreneurs receive the appropriate support for every stage of their start-up. Due to its process orientation the 4+1 Model perfectly matches the holistic approach and is thus offered by KOMPASS as a GP.

The Profiling Tool explained below is a compulsory assessment within the orientation & information stage for all latent nascent entrepreneurs who want to be supported by the Rhine-Main Net.



### 2. KOMPASS: Rhine-Main Net for Entrepreneurship

The Rhine-Main Net for Entrepreneurship is a collaboration network of actors from the Frankfurt/Main region, together with authorities and further institutions of the German federal state of Hesse, as depicted below:

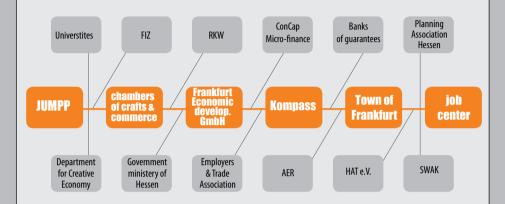


Figure 4. The stakeholders of the Rhine-Main Net

The Rhine-Main Net is a well-developed and award-winning network that operates much like a public transit system. There are various bus and tramway stops where one can set forth or switch over to another line and schedule: it is a business start-up roadmap.

The net supports all kinds of entrepreneurs in qualification and financing in order to launch their businesses, based on a catalogue of quality criteria for new business support services. Typical obstacles can be eliminated by ensuring high transparency in the offered start-up services of the Rhine-Main Net and by combining complementary services according to entrepreneurs' competencies and potentials. In a business venture start-up context, this enables optimal regional support structures, safety and protection for sponsors and benefit recipients, consumer protection for entrepreneurs and true innovation potential.

The Rhine-Main Net applies not only in well developed areas like the Rhine-Main but equally well in transition countries and/or in regions in the process of reorganization. The partners of the Rhine-Main Net for Entrepreneurship offer many years of experience in building network structures in their own region as well as in transition countries. The Rhine-Main partners seek active partners who are interested in exchange and in the development of innovative networking processes at both national and transnational levels with a view towards transnational cooperation in the European Union. Therefore KOMPASS decided to offer the Rhine-Main Net to be included in ENTREDI as a GP to export.

The Rhine-Main Net follows the 4+1 Model, another GP provided by KOMPASS and described in the next chapter.

### 3. KOMPASS: The KOMPASS Profiling Tool. Sustainable Success through Profiling

Profiling is a skilled assessment tool for latent nascent entrepreneurs. It follows the socio-economic approach by taking into consideration the whole range of decisive factors for launching a business. They can be categorised as follows:

- independence during start-up preparation;
- family and environment;
- motivation;
- financial aspects;

- professional expertise;
- knowledge of the target markets and branches;
- business knowledge; and
- social and personal competencies.

The profiling approach shows that not all start-ups can be carried out according to the first business draft, due to low feasibility. Often the start-up project needs corrections as well as a longer and more intensive period for preparation, coaching and qualification than the latent entrepreneur had initially expected.

Through compulsory profiling of all interested latent entrepreneurs, KOMPASS has promising prospects for improving the feasibility of the business plans leading to the success of business start-ups. Almost three-quarters of the entrepreneurs that KOMPASS has profiled and subsequently supported, with a start-up seminar and a market testing phase, have entered self-employment and have remained in it up to the present time. Out of all the enterprises set up in Germany, three years after entering the market only 30%-50% are still in the market. For start-ups of the formerly unemployed supported by KOMPASS, the "long stay" rate is above 80%.

With its socio-economic approach, which can be applied for all kinds of latent nascent founders, the Profiling Tool is fully in line with the holistic ENTREDI approach and offered by KOMPASS as a GP to the partners.

# 4. COUNTY OF JÖNKÖPING (facilitated through LTC AB): The Science Park System of the County of Jönköping (SPS)

The region of Jönköping, often called the cradle of entrepreneurship, has created the network "Science park-Systemet i Jönköpings Län", which consists of 14 locally based nodes. The SPS originates from the Science Park in Jönköping and the University of Jönköping. However, the SPS operates independently with the long-term objective of developing new, "knowledge-based" companies in the region, with a strong emphasis on rural areas and smaller towns in the different municipalities of the County.

At present the SPS concept and methodology is unique in Sweden. The SPS includes the County and its 13 municipalities where the nodes are located. The separate nodes are linked together and co-operate to develop the growth companies of tomorrow. Every node provides an "incubation process" that is built around local premises and locally placed business developers. The "nodes" are also closely linked to the University. The business developers guarantee and provide access to units of competency, network and capital in the innovation and business development process. In every node (city) there is an incubator and "growth-space" for up to twenty companies.

The goal is to create new knowledge-intensive businesses and companies. While the support provided could potentially target any business areas the current focus lies within the ICT and telecom sectors. The university is actively working in the same geographical locations as the SPS and focuses on four different areas: technology, economy, communication and education, and healthcare.

The SPS is trying to contribute by stimulating more creative and qualitative processes between the industry and service sectors on the one hand, and the academic sector on the other. The main aim is to support innovative start-up initiative in the most efficient way possible and to do so in a well functioning "lab-incubator" environment.



The main feature of the GP SPS is its strategic objective of increasing the population of knowledge-intensive firms in the County. The approach amongst others is to develop geographically well distributed and centrally located meeting points in the 13 Municipalities throughout the County.

Today there are some 130 companies in the main Science Park of Jönköping. In addition there are some 45 companies outside the main City of Jönköping, placed on different nodes within the Science Park-system. These companies are provided with extensive and qualitative support during the start-up and growth phases.



5. BASINGSTOKE AND DEAN BOROUGH COUNCIL: 3en Venture Capital Fund

This GP concerns the only local authority venture capital (VC) fund in the UK, the only fund set up in a local authority through developer contributions and, as far as we are aware, the only local authority VC fund in Europe. The objective of this fund is economic sustainability, to create wealth and generate employment. It is focused on investment in companies that have a sound structure and Intellectual Property Right shares, to make sure the business has intrinsic value.

The 3EN's target sectors include software, IT and IT services, telecoms, new media, electronics, and other technology sectors with similar cash-flow characteristics. The focus is on companies with Intellectual Property Rights (IPR) related to software development:

- companies that write software, or
- companies that act as a value added reseller (customise existing software)

The focus of the GP is on high growth oriented companies, with an existing/potential annual turnover of £300,000 to £500,000. A Company should have a complete management team and service, with at least three or four customers.

### 6. TARTU SCIENCE PARK: iPlanner - Business Planning Software Online

Creating and executing a functional business plan is the aim of the incubation process in Tartu Science Park. It could be a difficult task for new entrepreneurs to write their first business plan. They need specific guidelines on the structure of the plan, financial projection and consultant advice from time to time. Tartu Science Park and many other business incubators in Estonia use the online planning software named iPlanner to support and manage business plans.

For the manager of a business incubator, iPlanner is a multi-user, multi-project business planning and reporting environment. Using the iPlanner economic activities of the tenant companies are planned, evaluated and administered. It is designed for developing, managing and evaluating projects based on a business plan. Tartu Science Park uses iPlanner to increase the efficiency of the business incubation process.

The incubation process of Tartu Science Park business incubator is divided into two phases: the pre-incubation phase and the incubation phase. The Pre-incubation phase is targeted at technology based business ideas, in order to create a compatible business plan.

Various parts of the pre-incubation phase can be effectively managed with iPlanner:

- business plan development iPlanner is a productivity tool for the quick and cost-effective compilation of complete business plans along with financial projections and performance measures;
- on-line coaching it is easy to maintain consulting and supporting practice with pre-incubatees and associated companies, the consultant is able to follow every move inserted into the business plan in real time;
- business plan competitions iPlanner includes online business plan evaluation and scoring functionality.

After finalizing the business plan and presenting it in front of an expert panel it is possible to enter the business incubation phase. The aim of each incubation phase is to achieve the goals set in the business plan. iPlanner helps to manage the following elements of incubation phase:

- economic activity monitoring the comparison of planned and actual results, financial planning and reporting;
- operation plans managing incubatee activities and their help requests, meeting minutes and notifications;
- monitoring after the incubation phase a business incubator has to monitor the economic activity three years after the end of incubation. iPlanner is an effective medium for this interaction.

All in all, iPlanner is a value-added service that any Technology/Science Park can offer to its customers. It is especially effective for start-up businesses in the phase of intensive project development. Its effectiveness is due to the fact that it is an efficient tool for developing, presenting and sharing plans with consultants, partners and investors.



# 7. PAM CENTER / UNIVERSITY OF LODZ: Distance learning - The Global Mini MBA ® non-degree management development program

The Global Mini MBA ® program was designed and delivered for the first time in 2000 being at that time one of the pioneer e-learning projects in Poland. Its development was one of the objectives of the Polish-American Management Center at the University of Lodz. It aimed towards introducing to the Polish market modern forms of managerial education based on American standards. This was brought to the Faculty of Management/University of Lodz by its American partner - R.H.Smith, School of Business, University of Maryland. The American faculty had successfully joined traditional teaching with video conferences and Internet communication on the distance learning platform. The Global Mini MBA® was developed in its complete online version, based on the content of the traditionally delivered Mini MBA® programme. This key management program is addressed to businesspeople, entrepreneurs and owners of small and medium enterprises, and employees of rapidly growing firms. It also offers the opportunity to acquire up-to-date knowledge regarding the management and development of practical managerial skills.

The curriculum consists of eight subject modules. Each program module is based on theory and a set of activities and assignments serving an active exploration of the problems within a particular area. The theoretical basis for learning is the course materials dedicated exclusively to the program as well as books/manuals provided to students.

The Global Mini MBA® is fully connected with the educational model of distance learning, requires interactive activities on the Web and involves both teachers/facilitators and students/learners. The program is based on the concept of transferring traditional teaching practices to the Internet and creating a virtual classroom, with all the features of a traditional one.

Figure 9 below illustrates an example of the Global Mini MBA schedule

Subject	Faculty	Weeks														
Module		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Economic Simulation Game	Tomasz Gluszkowski, Ph. D															
Organizational Bahavior	Bozena Kowalczyk, MA Krzysztof Nieduzak, MA															
Economic Simulation Game	Marcin Michalak, MA															
Financial Accounting	Beata Bartoszewska, MA Jaroslaw Bogusz, MA															
Strategic Management	Marcin Michalak, MA															
Managerial Accounting	Malgorzata Grzegorczyk, Ph. D															
Marketing	Zbigniew Hajn, Ph. D															
Labor and Commercial Law	Malgorzata Gregorczyk, Ph. D															

Figure 9. The Global Mini MBA schedule

#### 8. ASTFR: We Tech Off

We Tech Off is a 5 years initiative co-financed by the Italian Ministry of Economic Development aimed at supporting innovative start-ups, covering the pre-incubation, incubation and post-incubation phases of the entrerprise life cycle. It promotes the creation of a "virtuous spiral" between research and business, involving regional public institutions, research centres, (potential) entrepreneurs and support service providers.



Figure 10. We Tech Off

From 2008 to May 2011, the following results have been achieved:

- 90 proposals selected out of 176 submitted
- 326 beneficiaries admitted to the program (average age 36 years, with high education level), 25% of which are women

Among its positive long term effects it is worth to mention the increase of regional economic competitiveness and innovation, together with the growth of investments in terms of regional human capital qualification.

Both within physical offices – the "Antennas" – and within the virtual space (the "Virtual Community"), information and advisory services, tutorship, training and networking opportunities are provided. The program offers also working tools and contributions for human resources. Table 2 below reports some data showing the key results in terms of number of beneficiaries involved and in terms of economic results of the initiative, which has been selected by the Italian Ministry of Economic Development as best practice for the European Entrepreneurship Award 2011.

Year	Overall turnover (€)	n. of enterprises	Average turnover (€)
2007	9 742 000	54	180 400
2008	12 668 905	59	235 000
2009	16 237 275	69	300 00

Table 2. We Tech Off beneficiaries

# ANNEX III. Networking with regional stakeholders

### 1. KOMPASS

Within the Rhine-Main Net, the lead partner KOMPASS and the local stakeholders of the territorial Rhine-Main area were involved in a strongly collaborative network. They followed the 4+1Model in the field of entrepreneurship support under the political responsibility of the City of Frankfurt.

Aiming to increase networking and collaboration all over the federal state of Hesse, it was of utmost importance to involve further categories of regional authorities and actors. From the project outset onwards the Minister for Economy, Transport and State Development of the Federal State of Hesse, as the managing authority of the Regional Operational Program, was involved in the intraregional activities.

Furthermore, KOMPASS has involved numerous regional stakeholders, such as the Wirtschaftsförderung Frankfurt, the Frankfurt Economic Development GmbH, the Planungsverband Ballungsraum Frankfurt/Rhein-Main (Frankfurt/Rhine-Main Conurbation Planning Association), the RKW Hessen and H-A-T Hessische Arbeitsgemeinschaft der Technologie and Innovations- und Gründerzentren e.V (Hesse's association of technology and innovation centres and incubators). The HAT members are listed under the link:

http://www.tgz-hessen.de/mitgliederzentren/mitglieder im hat.php.

### 2. LTC

In the county of Jönköping, Sweden, the ENTREDI project was fully supported by the Regional Development Council — both actively and formally. Through the Science Park System, which is a GP owned by the regional authorities as well as the 13 municipalities, the ENTREDI project objectives were also supported at local level. The Regional Development Council was not elected but the Board was composed of politically appointed members.

Furthermore, the Jönköping International Business School (JIBS) was also involved as one of the key stakeholders in "importing" the Global Mini MBA GP. JIBS is a University with regional and local level involvement and has a scope for national and international networking, covering the territorial level of involvement.

The "GPs" selected by the SPS stakeholders and the business sector were disseminated through the involvement of the SPS in the ENTREDI Project.

#### 3. BASINGSTOKE AND DEANE BOROUGH COUNCIL

The Basingstoke and Deane Borough Council involved the Department for Business, Innovation and Skills (BIS), the Hampshire County Council, and Surrey County Council to ensure political involvement.

At the territorial level the Enterprise M3 Local Enterprise Partnership (LEP) was created as a loose partnership between the private and the public sector. The LEP, as a vehicle for economic development, was also involved as a key stakeholder, representing a sub-region across the counties of Hampshire and Surrey. This partnership that was led by Basingstoke and Deane has actually replaced the Regional Development Agency (SEEDA) that represented South East England until April 2011.

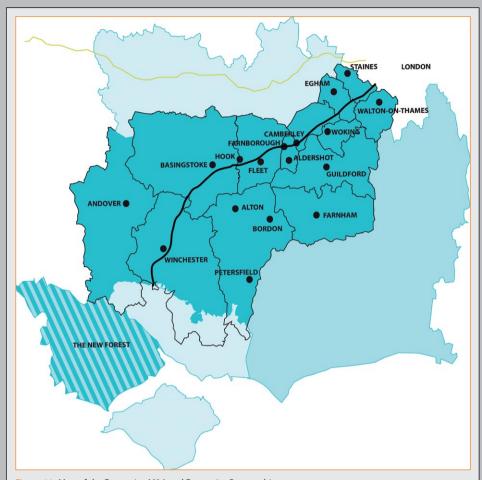


Figure 11. Map of the Enterprise M3 Local Enterprise Partnership

During the project, the Business Link, a one-stop shop for all public sector business support, was also involved along with the Innovation & Growth Teams that provide support for high growth innovative companies, However, both organisations closed in late 2011, following the regional re-structure of the UK. Furthermore, at territorial level the 3en Venture Capital Fund, the Job Centre Plus, the Basingstoke College of Technology, the Greenham Common Trust, the University of Surrey and the Enterprise First were also considered as key stakeholders supporting entrepreneurship in the region.

### 4. TARTU SCIENCE PARK

In the region of Tartu, the Tartu City Government, Department of Business Development was involved providing mediation services for business information and training opportunities. It was also responsible for the organization of the Tartu Business Week.

# ANNEX III. Networking with regional stakeholders



At territorial level, members of the national network of development centers, such as the Tartu Business Advisory Services Foundation, the Pölva County Development Centre and the Jögeva County Development were involved. The Centre for Entrepreneurship, University of Tartu also participated as one of the key stakeholders providing for entrepreneurs along with Non Governmental Organizations (NGO's) and local governments of the Tartu County.

Tartu Science Park as a direct ENTREDI partner is the key actor in supporting technology and knowledge intensive start-up companies with infrastructure, laboratories and incubation services. Furthermore, the Tartu Centre for Creative Industries as an incubator, the Tartu University Department of Research and Development, the Business Centre of the Faculty of Economic Sciences of the Tartu University were all involved as key stakeholders. They provided project organization and co-operation between scientific collectives (marketing and selling knowledge and competence) and private businesses, and promotion of entrepreneurship within the university (spin-off companies). The Tartu Biotechnology Park, as a private owned business development and support foundation in the field of biotechnology, was also involved along with the Estonian Unemployment Insurance Fund, the Estonian Chamber of Commerce and Industry, the Tartu County Tourism Foundation and the Tartu Rural Development Association.

# 5. The PAM Center of the University of Lodz

The Department of Entrepreneurship in the Marshal's Office of the Lodz Region coordinated the regional entrepreneurship development policy as the Managing Authority of ROP. The following organizations and institutions were also involved:

- the University of Lodz, the Polish-American Management Center (PAM Center) Center of excellence in management education, provider of education services to entrepreneurs;
- the Lodz Regional Science and Technology Park;
- the Department of Entrepreneurship and Industrial Policy, Faculty of Management, University of Lodz, being a center of academic expertise, educating students in the area of entrepreneurship;
- the Social Support Association ME-YOU-US an NGO whose main activities are linked to social economy;
- the Lodz Regional Development Agency LARR an expert unit, performing strategic tasks related to
  initiatives such as the information society and the innovation & entrepreneurship development center;
- the Innovation Center High Technology Accelerator of the University of Łódź Foundation that helps entrepreneurs develop their innovative and technology-based ventures, identifies R&D opportunities with market potential, creates infrastructure necessary for commercialization of scientific research results, trains and educates both researchers from academia/R&D institutes and representatives of companies and public sector; and
- **the Lodz Special Economic Zone (LSSE)** one of the most dynamically developing economic areas in Poland: an institution which contributes to the growth of entrepreneurial activities in the region by placing new economic entities, local and international, including 50% of SMEs in its sphere.

#### 6. Aster SR

In the Region of Emilia Romagna the Department of Economic Development of Regione Emilia Romagna was involved at state level.

At territorial level stakeholders included regional business incubators and incubation programs, Entrepreneurship Development Offices of the Nine Provinces, Provincial Chambers of Commerce, Entrepreneurs' Associations, Business Angels, and Venture Capital Funds.

### 7. University of Western Macedonia

In the region of West Macedonia the Regional Authorities of West Macedonia and the Regional Governor himself who expressed full support for the ENTREDI project were both actively involved in the project.

At territorial level, along with the University of West Macedonia who was the technical advisor of the Region in the area of entrepreneurship and innovation, the Regional Development Agency, ANKO was also involved as one of the key stakeholders. ANKO provides business support, help and signposting services to business start-ups, and business at all stages of their development. Other actors involved at a regional level were the Chamber of Commerce for providing a more direct link with local and regional businesses of West Macedonia, and representatives of the five largest municipalities in the Region of West Macedonia to facilitate the dissemination of the services provided by the ENTREDI project.

# ANNEX IV. The appropriate Good Practices for import

### 1. FEDERAL STATE OF HESSE

HAT e.V. will import the Science Park System, SPS, from Jönköping County and together with Kompass export their own GPs, the Rhine-Main Net, the 4+1Model and the Profiling Tool throughout Hesse.

The Rhine-Main area, as part of the federal state of Hesse, has already been following the holistic approach with the GPs Rhine-Main Net, 4+1 Model and Profiling Tool for years. Taking this fact and the results of the SWOT analysis into account the core issue of the Regional Action Plan for Hesse was the following: how to roll out entrepreneurial support infrastructure all over Hesse with the integration of further stakeholders from the Hesse territory, but coming outside the Rhine-Main area.

After the orientation day and the training sessions on the GPs provided by the partners, the **Science Park System SPS** from Jönköping County was selected as a GP for import. The reason was because it seemed to match the requirements for a territorial roll out of GPs of the Rhine-Main area in the best way

# 2. COUNTY OF JÖNKÖPING

The County of Jönköping will be importing the 4+1 model (KOMPASS), the Profiling Tool (KOMPASS), the iPlanner (SP Tartu), and the Global Mini MBA (PAM Center).

The County of Jönköping joined the ENTREDI Project based on the following three-fold rationale:

- a. Use the ENTREDI Project as a "platform" to positively affect the strategic thinking and work in the region and to further develop strategies and the "entrepreneurial support system"
- b. Evaluate the existing regional assessments, SWOTs, development strategies and actors and identify the "GPs" offered within the ENTREDI Project that could "fit-in" and respond to the needs of the region;
- c. Evaluate any further needs of the Science Park Systems; assess, test and evaluate specific "GPs" offered within the ENTREDI Project to see if and how the Science Park System's services could be further strengthened.

The **Profiling Tool** exported by KOMPASS offers a methodology that can assist in addressing the 4+1 model and strengthening the work and services offered by the Science Park System. During the transfer process training was offered on the methodologies used within the 4+1 model and the profiling tool. The methodologies were then tested within the SPS revealing their usefulness in strengthening the SPS approaches. The focus was placed on other potential target groups and new entrepreneurs while trying to build a better profile at an early stage of the supporting process.

The GP **iPlanner** offered by the Science Park in Tartu similarly provided an additional tool to the Science Park System, in order to further assist new start-ups and entrepreneurs preparing and managing their businesses.

The population of rural areas exhibits a relatively lower level of education compared to urban areas, due to the density of family owned SMEs in the County. In order to change this, the University of Jönköping through the Jönköping International Business School (JIBS) offers higher education in entrepreneurship and logistics at local level. The JIBS cooperated closely with the Science Park System and other actors offering support to new start-ups



and entrepreneurs at local levels. In order to upgrade the academic skills of management and managing directors of the SMEs throughout the county, the **Global Mini MBA** was considered as a great opportunity, by the JIBS. It was decided to import the Global Mini MBA to offer an even better educational service for new start-ups and for the management of existing enterprises. This could be achieved by developing additional skills, through an interactive distance learning platform tailored to their needs.

#### 3. BASINGSTOKE AND DEANE BOROUGH COUNCIL

BDBC decided to import the 4+1 Model from KOMPASS, and will look for future integration of the Profiling Tool and Global Mini-MBA.

The **4+1 Model** represents a clear process that describes the stages involved in setting up and running a business. It works as a model that can identify the specific support needed by an enterprise, depending on the relevant business stage. It also represents a very simple and clear organisational model which enables business support stakeholders to improve the services they provide and to collaborate in a specific area or region.

The **Profiling Tool** can be a very useful tool for business support organisations/agencies that provide initial one to one support to entrepreneurs, in the early stages of business creation or concept development. This tool will identify the strengths and weaknesses of a potential entrepreneur, thus enabling the business support providers to customise their support to the specific needs of the client.

The **Global Mini MBA** provides an alternative to achieving skills relevant to an MBA, with the possibility of following the course through flexible time management. It is important to highlight that Basingstoke does not have a higher education institution. At the moment the North Hampshire Business School is being set up, which will offer Continuous Professional Development (CPD) courses in the town. As part of this offer, it seems logical to provide a mini MBA as it would be useful for the owners and/or managers of SMEs in the area. The Global Mini MBA would provide insights and practical knowledge to assist them in managing their business in a more effective and efficient way.

### 4. LODZKIE REGION

The Lodzkie region will import two GPs: the Science Park System and the Profiling Tool.

The selected GP **Science Park System** from Jönköping represents a unique GP of building an effective network of cooperating entities (universities, local governments, science parks and local nodes). It emphasizes regional development processes and ways of addressing SMEs issues. Considering that an innovative economy is a priority for the region, especially in the aspect of EU funding, such an integrated approach strengthening the entrepreneurial system and the growth of companies is of great strategic importance for development in the Lodz region.

Another GP, the **Profiling Tool** by KOMPASS, has been selected jointly by the UL / PAM Center and other local stakeholders. This came as a result of a SWOT analysis of the Lodz region entrepreneurship support system on the one hand, and numerous meetings and workshops, aiming at the analysis of regional needs in the area of entrepreneurship and the selection of adequate GPs from partner regions, on the other. A number of stakeholders showed great interest in the potential transfer of this GP, offering their support in testing the tool among students as well as start-ups. They also declared their interest in further integration of the tool into their regular activities.



#### 5. TARTU REGION

In the Tartu region there were no tools for support organisations to evaluate start-up founders and no clear understanding as to which services need more support. Therefore the Tartu region decided to import the **Profiling Tool**. The Implementation of the Profiling Tool will make potential entrepreneurs aware of their weaknesses and needs, and enable them to provide more professional business services.

#### 6. EMILIA-ROMAGNA REGION

The region of Emilia-Romagna voted for the import of KOMPASS' 4+1 Model and the Profiling Tool as well as of the Science Park System from Jönköping.

The KOMPASS' 4+1 Model represents an efficient method to provide specific support to enterprises targeting the various business cycle phases. It also represents an organizational model that enables all actors in a specific geographic area to collaborate and better focus on the services they provide.

The Profiling Tool represents a powerful instrument to analyse the potential of future entrepreneurs to create a successful business. It is based on the entrepreneurs' background and the ability to develop their business project. It also represents an interesting instrument to develop the entrepreneurs' routes for improvement and identify key aspects of training and support by professionals.

The Jönköping Science Park System represents a GP in terms of triple helix integration (public authorities, universities and private bodies). More specifically Emiglia Romagna is interested in learning more on the following aspects: how to attract new companies, how to help the research base and enterprises to collaborate, how to monitor the progress of start-ups and how to reduce training and mentoring costs for operators, through implementing joint initiatives.

#### 7. REGION OF WEST MACEDONIA

The Region of Western Macedonia (WM) will import the 4+1 Model in combination with the Rhine-Main Net, the Profiling Tool, The Global Mini MBA and the Science Park System.

The **4+1 Model in combination with the Rhine-Main Net** exported by KOMPASS can be adapted to the regional characteristics of West Macedonia in order to create a supporting mechanism for coordinating all the relevant stakeholders in supporting entrepreneurship. The Region of West Macedonia has many stakeholders that can play an important role in supporting entrepreneurship. It has one of the strongest Regional Development Agencies in Greece (ANKO), two University Departments doing research in Information and Communication Technologies and Mechanical Engineering (UOWM), a Research Institute for Solid Fuels Technology and Applications (ISTA), a Technical Educational Institute (TEI) having Business, Engineering and Finance Departments, a Chamber of Commerce and a Technical Engineering Chamber. However, there has not been an effective and constant cooperation between all the stakeholders in the Region and this has resulted to a fragmented system.

The 4+1 Model can also be supported by the new measures resulting from the integration of the existing municipalities into fewer and bigger ones, within the framework of the 'Callicrates' project. The 'Callicrates' project

aims at reducing the central management problems and brings under the same umbrella the coordination and the management of all the regional stakeholders. This integration results in reducing the stakeholders involved, but at the same time it makes the remaining stakeholders more powerful and capable of controlling the supply of available funds.

The **Global Mini MBA** program, a GP exported by the Polish American Management Centre (PAM), is a program that can be delivered by regional stakeholders in WM in order to target specific groups and offer training in creating and managing business both in and out of the Region in a professional way. One of the weaknesses of the Region of West Macedonia is the low entrepreneurship culture. This has mainly its origins in the activities of the Public Power Corporation (PPC) that operates in the Region of WM. The PPC has been the main employer in the Region and this has monopolised the interest of the citizens and has prevented them from exploring other entrepreneurial activities. This is no longer the case since the PPC has reduced its employability rates substantially. As such the Global Mini MBA programme is an excellent opportunity to offer continuous development training to potential entrepreneurs.

The **Profiling Tool** that refers to a skills appraisal is considered as a valuable tool that could be used for mentoring potential new entrepreneurs. It is considered important in helping entrepreneurs to decide what is best for them and whether they have the necessary capabilities for being successful. It is also useful as it can prevent possible failures and also help entrepreneurs to self-evaluate their competencies for being successful. The profiling tool exported by KOMPASS is a successful GP that could be integrated within an overall mechanism for supporting entrepreneurship in the Region of West Macedonia.

# ANNEX V. Regional consensus

## 1. KOMPASS

The Regional Operation Program for Hesse 2007- 2013 was finally approved on 27th May 2007. On this basis a fundamental regional consensus on the importance of entrepreneurship support for the federal state of Hesse has already been achieved. The Regional Operational Program for Hesse seeks to facilitate knowledge-based and innovation-led development in businesses, strengthen the enterprise base in Hessen by promoting business start-ups and growth, and reduce regional disparities by exploiting endogenous regional development potential. Priority axis 2 explicitly deals with Start-up development and promotion of business competitiveness and employment, particularly in small and medium-sized enterprises. Aiming to improve regional competitiveness and employment, it is necessary to accelerate structural changes in the economy by increasing the number of business start-ups and stepping up investment in business modernisation and growth.

Furthermore, it is pointed out in the ROP for Hesse that it should be also possible to use some of the ERDF funding (up to 5%) in the priority axes, to experiment with innovative support methods and practices. This opportunity to experiment should be used to improve the quality and effectiveness of the assistance offered and to support regional innovation systems and strategies. This opens the opportunity to implement the developed Regional Action Plan for Hesse. Having a direct connection with the ENTREDI project it will be implemented as an experimental pilot action in the current ROP period.

The SWOT analysis for entrepreneurship support all over Hesse was carried out by KOMPASS, in collaboration with the members of the HAT (Hesse Association of Innovation and Technology and Business Incubation Centres). The results of this SWOT analysis lead to the conclusion that some members of the HAT e.V. still struggle with heterogeneous structures and duplication of services due to gaps in the coordination of business start-up support.

A streamlined coordinated network between the associations of partners has to be built for the whole region of Hesse, similar to the Rhine-Main Net for the Rhine-Main area. The aim is to ensure transparency in the existing offers for entrepreneurship support. The financial support for entrepreneurship is not adequately distributed across the sub-regions of Hesse. Consequently it is impossible to support successful methods like the Profiling Tool, due to financial shortage. Links between the existing services have to be improved and identified gaps in the entrepreneurship support chain, following the 4+1 model, need to be closed.

The consensus between the regional stakeholders on the necessity to improve entrepreneurship support in Hessen was achieved in April 2011, with the very active participation of the HAT members. At the same time they made the decision to import the GP Science Park System (SPS) from Jönköping County. The aim was to support the territorial roll-out of the GPs from the Rhine-Main area (Rhine-Main-Networking, 4+1 Model, Profiling Tool) all over Hesse, by establishing a region wide network with nodes following the SPS approach.

Based on the SWOT and the decision to import SPS, the lead partner KOMPASS and the HAT members elaborated the white paper of "Hesse's Strategy for entrepreneurship support", which was also the working paper for the implementation of the RAP Hesse concept. After in-depth discussions with the Ministry for Economy, Transport and State Development of the State of Hesse, more details of the SWOT analysis were integrated as basis for the successful realization of the ideas outlined in the regional action plan for Hesse. HAT e.V. will lead the way in developing and extending the new model and approach in the region of Hesse. They are committed to align entrepreneurial support along the 4+1 Phase Model and to implement a strategic reorientation, based on the evaluation of strengths and weaknesses within the existing network. Developed GPs from the ENTREDI project, such



as regional support mapping from Emilia Romagna, Italy or the Science Park System from Jönköping Sweden will provide essential quidance in this process.

In early autumn, 2011 an agreement in principle was achieved on the condition that they start the implementation of the experimental pilot of this strategy in 2012, directly after the end of ENTREDI. Further details of Hesse's Strategy for Entrepreneurship Support within the HAT e.V. were elaborated with an indication of measures, responsibilities and a budget for the next two years 2012 and 2013, as well as with an outlook for the next framework period, 2014-2020.

### 2. LTC

Numerous individual meetings with local and regional stakeholders took place during the project, whereby general information about both the project and on the specific GPs was disseminated. The Science Park System, the Jönköping International Business School and the Regional Development Council were involved at an early stage and throughout the duration of the project to discuss the selection of the GPs for import. Other stakeholders at local and regional levels were also informed about the project through the Science Park System and the LTC AB extensive network in the region and nationally.

The liquidation of the Partner LTC AB (ltd) in the middle of the project cycle was a critical issue. The solution adopted was deployed through close cooperation between the senior project manager, the appointed legal liquidator (Law Firm) and the Direct of the Regional Development Council. The office of the LTC AB shut down on 1 July 2011. However, office space and support was offered at the Regional Development Council guaranteeing the continuation and delivery of the project objectives and the RAP, until the end of the Project in December 2011.

### 3. TARTU SCIENCE PARK

Obstacles to consensus building in Tartu result from the fact that the Tartu region is an informal region without a governing authority. Being part of consensus building on the RAP development and execution is voluntary for every organization in the Tartu region. Therefore it is hard to predict how many organizations will participate until the signing of the document. Furthermore, a "bottom-up" approach to RAP development is not considered the best methodology by some organizations. The solution adopted is to continue intensive discussion among all stakeholders.

Obstacles according to interviews with business support organizations representatives and problems brought up during seminars and bilateral meetings can be divided in three categories:

- 1. Problems inside the organizations,
- 2. Problems with Entrepreneurship environment in the region,
- 3. Problems in co-operation with other business support organizations.

In many cases co-operation has not been stated as a major problem and the main problems lie inside the organizations or in the general environment.

#### 4. BASINGSTOKE AND DEANE BOROUGH COUNCIL

The focus on entrepreneurship support in Basingstoke was achieved through stakeholder involvement with intermediary organisations that deliver business support at different stages of business maturity. The main actors had already been identified.

Basingstoke and Deane Borough Council is set to respond to the issues of the business community, and lead the discussion with other regional business support actors. There is also direct communication between local business leaders, business member organisations such as the Federation of Small Businesses and Chambers of Commerce, universities and education providers. The general aim is to ensure that the business needs are met and that an environment that promotes business creation, entrepreneurship and business start-ups exists the borough.

A huge challenge for the consensus process was the political change at national level exerting a huge influence on the regional level — and thus also on ENTREDI. In 2010 a new national government took office in the UK. This new government represented a change in the way regional development is supported. From 2011 all regional development agencies would cease to exist and operate at a minimum level until 2012. The new regional map of the UK would no longer be made up of the classic large regions, but of smaller sub-regions that represent functional economic areas and are called Local Enterprise Partnerships (LEPs).

A Local Enterprise Partnership (LEP) is a locally based enterprise development partnership between the private and public sector. LEPs have been created to replace Regional Development Agencies (RDAs) in promoting economic development, defining local economic priorities and undertaking activities to drive economic growth and the creation of local jobs. The Enterprise M3 LEP will be fully operational by 2012, but in the meantime an interim mixed board with public and private sector participation will determine the main priorities for the area.

The impact of LEP on the GP integration and exchange for the region was positive. The new LEP area will have autonomy to set up projects or initiatives that can help to meet the needs of the area: in this sense it can allow for more independence to select and set up pilot initiatives that come from the other ENTREDI partner regions. It is worth highlighting that the impact of this regional restructure on GP integration was also negative, as there is no institutional structure for the LEP and no actions are taking place yet to support the priority areas identified. It is important to highlight that there is also no budget for the LEP operations up to this point and the business support provision in England has been eliminated, mainly focused around Business Link.

In this interim set-up stage of the LEP it is difficult to find any organisation or agency that can tactively support the integration of the GPs from the project. The reason is that most of the public sector support has stopped in the region and the expectation is that the private sector will provide this support in due course. Alternatively there might be space for public/private business support partnership but this will have to be determined by the LEP and will of course be implemented post 2012 ,after ENTREDI is finished.

Drastic changes, which have almost eliminated the public sector business support system during the ENTREDI project, have certainly hindered the import of GPs into the UK. Also important to highlight is that the LEP structure will not be in the position to provide solutions for addressing regional priorities until 2012. As there is no funding it becomes very difficult to get financial commitment from an organisation that does not have a budget.



With the set up of the Enterprise M3 Action Group for Finance, Innovation and Business Support, we have been able to identify a very important regional gap regarding the mapping of all business support providers (both public and private), following the regional re-structure there is very little information on what support is actually available to help entrepreneurs and also established businesses.

Following this rationale, and based on ENTREDI GP: "the 4+1 model", it has been decided to map all business support and develop a business support portal to include all possible information to help business start-ups and existing businesses across all 4+1 stages of business development.

The decision has been agreed jointly between Enterprise M3 LEP board members and the Basingstoke & Deane Borough Council, this portal will be a "one stop shop" to support all entrepreneurs and businesses in the Enterprise M3 area.

## 5. PAM CENTER

Numerous dissemination meetings were organised between the Department of Entrepreneurship of the Marshal's Office of Lodz Region and potential stakeholders throughout the project duration. A webpage was developed within the PAM Center internet pages and the ENTREDI scope and activities were published in the official University of Lodz e-newsletter. The PAM Center also provided information about the ENTREDI project in social networks, such as Profeo and Facebook and in internet pages, e.g. www.biznes.lodzkie.pl and www.forum.lodzkie.pl.

During the consensus building process frequent meetings and discussions were conducted by the ROP Managing Authority-Marshal's Office. The issue was the possible integration of the ENTREDI GPs transfer concept into the ROP for Lodzkie as well as the potential implementation of the SPS GP into the Lodz region. The Marshal's Office showed serious interest in the project's activities and the participation in the Staff Exchange programme to be held in Sweden, in April 2011. The Marshal of Lodz took part in the press conference regarding the exchange with Swedish partners in March 2011.

The main problems encountered in the consensus building process during project implementation were lack of interest and meagre involvement of regional stakeholders. Some of the stakeholders were recommended, or even directed, to participate in the ENTREDI by ROP Managing Authority — Lodz Marshal Office. Even though they had been very active partners in the region, it was quite difficult to gain their consent to participate in the project. Nevertheless the PAM Center / UL put constant pressure aiming at involving all the important stakeholders. The support of the regional authorities, the Marshal's Office, is of great importance as the Marshal Office is the key stakeholder in many of these organizations and institutions. In some cases, the Managing Authority has oversight responsibility over these institutions and organizations.

Some of the above mentioned problems were addressed in the period of September — December 2010. The PAM Center encouraged the participation of significant stakeholders in projects activities, such as: a dissemination workshop, a joined SWOT analysis of the entrepreneurial services in the Lodzkie region according to 4+1 model, the Transfer workshop in Lodz, during the 5th project meeting, integrated in the European Economic Forum Lodzkie 2010 and Profiling Tool training.

Another issue was the lack of coordinated approach to SMEs support and development in the Lodzkie region. In this respect the PAM Center / UL started discussions with the President of the City of Lodz, with the aim to induce the City authorities to adopt the holistic 4+1 model. This model could become a significant pillar in supporting the creation of an entrepreneurship support system in the city/region. The issues discussed were the following: enhancing the growth of local innovative businesses in small towns and rural areas, offering equal opportunities to acquire knowledge, ensuring equal quality level of services offered to entrepreneurs and stimulating cooperation between industry, universities and the public sector.

It must be underlined that the main stakeholder to adapt and transfer the SPS GP, the Lodz Science and Technology Park, is in the process of transformation and development. Therefore the instant implementation of the proposed practices will not be possible. Nevertheless the proposal creates a great opportunity for the development of entrepreneurship services in the future.

#### 6. ASTER

The RAP activity is based on several preparation activities. These include the mapping of actors and initiatives according to the business development cycle and the direct involvement of the main actors supporting companies.

The development of the RAP in Aster started with mapping all the actors that provided services for supporting entrepreneurship in the region. The services provided by each actor were categorised according to the different phases of entrepreneurship development, e.g. birth, start up, development, maturity and the area of intervention, e.g. financing, training, copyright and patent management, innovation, spaces and working tools, networking, general activities, and internationalisation. This mapping process provided the platform for carrying out a focused SWOT analysis of the needs for supporting entrepreneurship in the region. This SWOT analysis revealed which GPs were appropriate to be transferred to the region of Emilia Romagna and the transfer process started with communicating with all the relevant stakeholders.

However, the process of gathering all actors in a structured way towards the "EmiliaRomagnaStartUp" initiative is at an early stage. Synergies amongst all regional stakeholders need to be further developed. Common working methodologies need to be discussed and validated. Long term planning and definition of the activities need to be defined. The Emilia-Romagna region has elaborated a detailed plan to better communicate services provided for the support of business and coordinate the activities of relevant actors.

The regional authority has already dedicated resources for the achievement of these goals with the help of implementation tools. The following declaration coming from Dr. Silvano Bertini — Head of the Economic Development Policies Department — Emilia-Romagna Region demonstrates the strong support:

"Over the last 20 years, the Emilia-Romagna Region has implemented an ambitious and systematic policy for innovation and technology transfer. New businesses being set in Emilia-Romagna can benefit from a huge number of resources and support services which make sometimes new entrepreneurs routes for development difficult to draw. With the initiative 'Emilia-Romagna Start-Up', our aim is to build a permanent meeting place for the start-up community in our region providing a window for all start-ups, for support operators and an easy access to all types of available resources." The workshop "Entrepreneurship Support in Emilia-Romagna - Present and future", organised in Bologna in April 2011, represented a unique occasion to carry on the reflection on how to improve enterprise support services in Emilia-Romagna. Representatives of the Emilia-Romagna Government together with important actors (Sipro Incubator, Innovami Innovation Centre and Ingenium Emilia Romagna Venture Fund) and final users (two startups Byflow srl and RFM srl) have contributed a lot in the debate. It gave the opportunity to launch the initiative "Emilia Romagna Start-Up", which is conceived as the meeting point for the business start-up community in the region.

### 7. UNIVERSITY OF WESTERN MACEDONIA

Consensus building with the regional stakeholders was achieved with a lot of meetings organised with the initiative of the University of West Macedonia. This direct contact allowed all stakeholders to have a better idea of the type and sector of companies that are looking for entrepreneurial support in the area and define the specific type of support. After many meetings the expression of interest for importing the GPS was focused on the Profiling tool, the 4+1 Phase Model and the Global Mini MBA

The main objective of the meetings was for the Managing Authority of the ROP to have a more focused approach in order to link activities with ROP initiatives. This could be achieved by engaging with the business sectors that are looking for start-up support in the Region of West Macedonia.

The local elections that took place on November 2010 have delayed the process of disseminating information to the regional stakeholders and especially the Regional Authorities because of the forthcoming change of the Regional Governor. Further communication started again immediately after the change of the Regional Governor to ensure that the aims and purposes of the ENTREDI project were adequately disseminated to all interested parties. Since then active engagement of all stakeholders was pursued organising regular meetings and providing detailed information on the GPs and on possible integration scenarios.

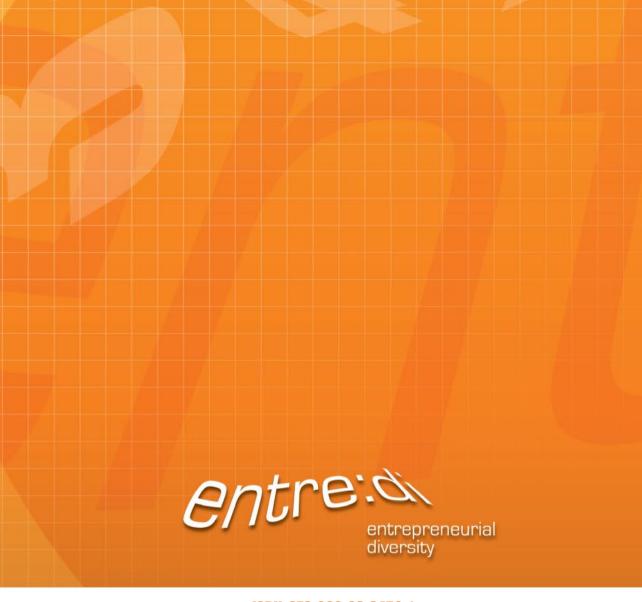






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