

iEER Boost Growth Action plan for Marche Region

Produced by each region, the action plan is a document providing details on how lessons learnt from the cooperation will be exploited or transferred to improve the policy instrument tacked within that region. It specifies the nature of the action to be implemented, their timeframe, the players involved, the costs (if any) and funding source (if any).

The table of content should consist of

1. *General information*
2. *Background and Summary of iEER findings for Marche Region*
3. *List of priority actions*
4. *Monitoring and impacts*

1. General information

iEER Project (PGI00111)	
Partner organization	MARCHE REGIONAL AUTHORITY
Other partner organization involved (if relevant)	
Country	ITALY
NUTS2 region	IT13
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2. Background and Summary of iEER findings for Marche region

Please describe the lessons learnt from the project that consist the basis for the development of the present action plan.

2.1 Overview

Marche region has a population of 1.5238.055 inhabitants and 299 municipalities, which 56% with less of 3.000 inhabitants, and occupies a territory of 9.401 Km² (31% mountain, 34% hills and 34% of hills along the coast). From 1971, the population increased and the life expectation at birth is 83 (25% of the total population are over 65-year-old).

The main city in Ancona which is the administrative main seat, an important harbor in the Adriatic Sea with daily connections with Greece, Croatia, Montenegro and Albania.

In 2015, Marche had a GDP of 40 million euros and produced 2.4% of national wealth.

The Marche region is one of the highly industrialized regions in Europe (based on the percentage of employees in the manufacturing sector). The manufacturing system is based on small and medium sized firms started by local entrepreneurs. The value of exports in 2016 increased by + 5.6% compared to the previous year. It has a strong fishing tradition and is at the third place at national level for level of fishing production. The unemployment rate raised significantly after the 2008 financial crisis and remained around 10% in the last few years

The high entrepreneurial propensity that characterize the region is confirmed when we consider the phenomenon of innovative start-ups, as defined by the 2012 Start-up Act. In a national and regional favorable framework to innovative start-ups, Marche region have a high number of innovative start-ups- currently: and it is the 2nd Italian region with the highest incidence of innovative start-ups in relation to the total of capital companies and is also among the regions with the highest start-up activation rates innovative (in proportion to the population).

During the last decade the region significantly improved the entrepreneurial ecosystem for the support of innovative start-ups. All the forth universities are active in promoting student entrepreneurship and in supporting the start-up and development of university spin-offs. The Marche region hosts one of the oldest business plan competition in Italy (e-capital, started in 2001) promoted by universities and local institution and supported by regional financial institutions.

Marche Regional Authority has been playing a key role in promotion and setting up of the Adriatic-Ionian Macro Region Strategy (EUSAIR). In 2014 it has been awarded with EER Label (European Entrepreneurial Region) by the European Committee of Regions (CoR). It has a long tradition in entrepreneurship and in promoting young entrepreneurship through the support of regional funds and ESIF: an estimated 10% of the population are entrepreneurs, which is the highest percentage in Italy (one active firm for every 9.6 inhabitants).

The crucial aspect of the regional approach concerning entrepreneurship has been to combine enterprise and job creation, and for this reason Marche Regional Authority has always had an integrated vision in developing programs and activities through ERDF and ESF (also by mean of a unique Managing Authority).

✓ **POPULATION**



Municipalities: 229 56% have less than 3000 people
Area: 9,401 Km² 31% mountain areas
Population: 1,538,055 2,5% of Italian population
Density: 164 people/Km² (Italian average: 201)

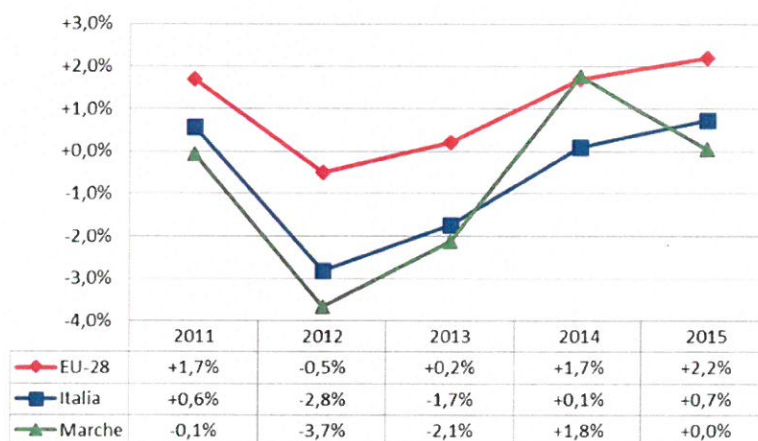
✓ **ECONOMY**

In 2015, Marche, with a GDP of 40 million euros, produced 2.4% of national wealth. The figure shows a real variation of GDP unchanged from the previous year, a value showing a stall in the regional economy.

The trend followed by the Marches in recent years is sensitive to the Italian economic environment, with an acceleration in 2014 higher than the national average, followed by a downturn in 2015.

The value of per capita GDP is 25,971 euros; it's lower than the national average. Compared to the previous year, the value increased by 1.1% against a 1.5% increase in national value.

Trend of the real GDP growth rate between 2011 and 2015



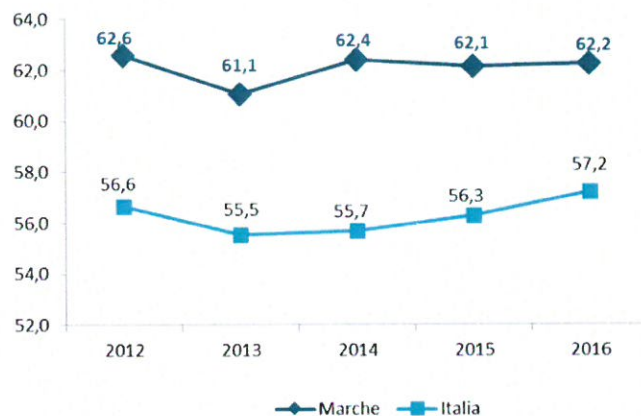
Workforce:

The employment rate, the ratio of the employed in the age group of 15 to 64, showed, in the last few years, a slight decrease. However, the Marche is well above the national average.

The Marche maintains its primacy as the region with the highest share of employment in the industry.

The percentage of employees in the industry is 35%, 2% in agriculture and 63% in tertiary.

Employment-to-population ratio - The Marche and Italy Comparison



Unemployment:

The unemployment rate raised significantly after the 2008 financial crisis and remained around 10% in the last few years. The value experienced in the region are significantly lower than the national average.

The youth unemployment rate (referring to people of 15-24 years old) reached 31% in 2016. It fell slightly compared to the previous year when it was 32%.

Unemployment rate - The Marche and Italy Comparison



Export:

The value of exports in 2016 increased by + 5.6% compared to the previous year. The Pharmaceutical sector has surpassed the footwear and leather goods, representing 19% of the overall export. Mechatronics is second in number for exported products and is slightly up on the previous year (+ 5%). The Shoe industry has a 16% share and a fall of -7% compared to the previous year.

Exports value for the Marche region (MC)

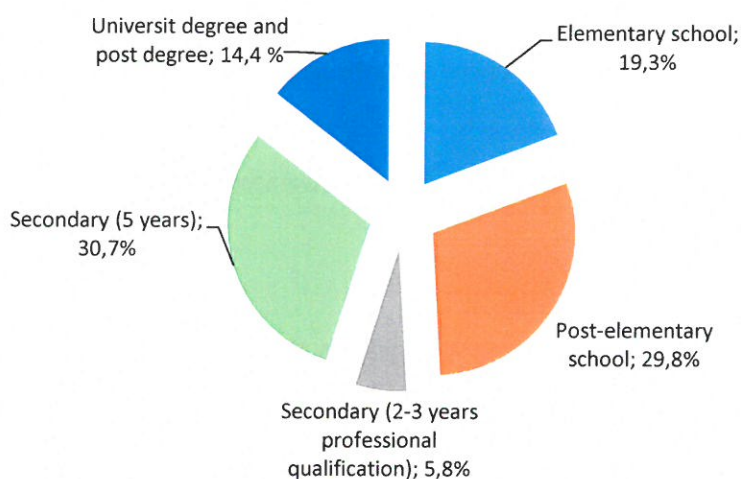




Next comes Electrical Appliances with 10%. The share of Marche compared to the total Italia export is about 6%, well over the weight of the region in terms of GDP or population.

✓ **EDUCATION**

Population by level of education (2016)



Students enrolled in the universities of the Marche region: Academic year 2015/2016

	Total students	Foreign students
Università Politecnica delle Marche	15,431	676
Università degli Studi di Urbino "Carlo Bo"	13,813	938
Università degli Studi di Macerata	9,956	416
Università degli Studi di Camerino	6,395	561
Total	45,595	2,591

2.2 SWOT analysis

STRENGTHS: Tradition of entrepreneurship and entrepreneurial mind-set

- A favourable environment for the growth of innovative start-ups, as reinforced by Start-up Act 2012 passed by National Government.
- The Start-up Act significantly changed behaviour of the main actors involved in entrepreneurship ecosystems (entrepreneurs, finance institutions, universities etc).
- Regional government and other public and private organisations active in providing support for start-ups
- Universities in the region are very active in technology transfer and spin-off creation
- High entrepreneurial propensity, entrepreneurial competences and attitudes are well developed
- High rate of new firm formation in high-tech sectors

WEAKNESSES: Lack of focus on up-scaling and growth of “start-ups and new enterprises”

- Entrepreneurial supports focused on launch phase.
- Limited international networks
- Deficits in ICT infrastructure, big challenge in rural areas
- Need for enhanced co-ordination and cooperation among stakeholders at all levels in the entrepreneurial development and support space.
- Business demography profile is dominated by micro /small enterprises
- Difficulty in changing risk acceptance of financial institutions or large corporations – thus challenging to emerge from start-up to growth phase.
- Limited critical mass for sufficient clustering advantages for innovative start-ups in incubator units.
- Peripheral to main Italian and European financial centres.

OPPORTUNITIES - Long term promotion entrepreneurship

- Long term promotion of entrepreneurship
- Increase global networks
- Increased global request for high quality production
- Government to develop a coordination and collaboration policy among stakeholders in the entrepreneurship ecosystem develop a cooperation policy between service providers.
- Adopt best practices for enterprise support architecture to include monitoring and evaluating systems and policy change required to support incubators to grow and internationalise.
- Global competition for markets and finance

THREATS - Pull effect of larger regions and other countries

- Brain Drain – Pull factor of larger regions and cities – young educated people migrating for employment opportunities
- Vulnerability of traditional industries to international competition
- Global competition for markets and finance

2.3 Summary of findings

During the first part of the project, Marche Regional Authority has been involved in both visiting partners entrepreneurial ecosystems, in analysing good practises all along the entrepreneurial support phases and in deeply mapping its own regional ecosystem, better understanding the position and the role played by the public and private stakeholders.

This significant “reflection and understanding” phase has led to a clearer picture of the needs and opportunities presented by the Marche regional ecosystem that have been the basis for the conception and the further implementation of the present action plan.

First of all, in Marche region there is need for a better cooperation and coordination between the different stakeholders which are developing initiatives to support young entrepreneurs. Even thanks to example provided by Valencia Region, this need could be addressed by the regional government by performing a coordination role of the private and public subjects which are active within the ecosystem through a more calibrated and efficiency-oriented *governance: i.e. the creation of an infrastructure of values/coordination of the regional ecosystem*. It takes a promotion of a “mechanism” to guarantee the long term promotion of the regional young entrepreneurship strategy and a tool for the development of networking at transnational level.

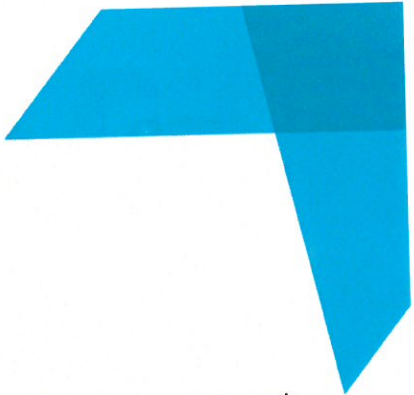
Secondly, there is a need for *attracting talents and ideas through entrepreneurial guidance and education and building of a Web Community*. Thanks to experience learned from Spanish Aula Emprende, French Hubhouses and Pepite, Finnish Helsinki Growth Alliance dedicated initiatives and tools have been conceived for nurturing the new generation of entrepreneurs and increasing the prevalence and the quality of entrepreneurial learning (i.e Summer school for teachers and trainers at European level), building of Contact Points and launch of specific actions for different profiles of entrepreneurs, included mentoring and skills building.

In this framework, considering the specificity of our regional ecosystem, the evidence to support startups with *social communities* tools has been arisen.

Also, from the Finnish experience of Slush, *the idea of a transnational event* (at Adriatic –Ionian or Med level) as a catalyst for start-ups on a specific topic to be chosen among: blue growth, cultural and creative industries and social entrepreneurship, etc.. Marche region has the potential geographic position (unique -until 2016- Adriatic-Ionian region to be awarded with EER LABEL) and economic traditional role for promoting it.

3. List of priority actions/projects

According to our expectations expressed since the beginning of the Project, this Action Plan aims to innovate the regional strategy on entrepreneurship and specifically the regional approach in favor of innovative and young startups. It means to apply the framework of the startups development phases used in iEER project as a tool to set up programmes and actions. Thus, the list of the selected good practices and priorities is as follows:



TF 1 Entrepreneurial Mindset and Competences:

- TRAINING FOR TRAINERS
- SSII-MARCHE (Status Studente Imprenditore Marche) -Regional passport for student entrepreneur's status
- iEER PILOT ACTION "AULA EMPRENDE"

TF2: Entrepreneurial Support and Acceleration:

- HUB INTRAPRENDERE (HUB YOUNG ENTERPRENEURSHIP)
- START UP FAIR

TF3: outlying areas.

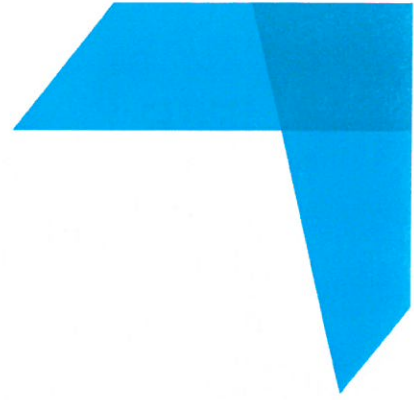
- IO-STARTUP (Informazione e Orientamento per STARTUPS)- Information and guidance for start-ups.

TF4: RIS3

- MARCHE YOUNG ENTERPRENEURSHIP BOARD-(MYEB) (FORUM PER L'IMPRENDITORIALITA' GIOVANILE DELLE MARCHE)

4. Details of the actions envisaged

N.	Title of the Action	Type of the Action
ACTION 1	MARCHE YOUNG ENTERPRENEURSHIP BOARD (MYEB) (Forum per l'imprenditorialità giovanile delle Marche)	Governance
ACTION 2	IO-STARTUP (Information and guidance for start-ups) Informazione e Orientamento per STARTUP	Tool
ACTION 3	TRAINING FOR TRAINERS	Human capital
ACTION 4	HUB YOUNG ENTERPRENEURSHIP HUB Intraprendere	Structures
ACTION 5	SSI! -MARCHE (Regional passport for student entrepreneur's status) Status Studente Imprenditore- Marche	R&S/Methodology
ACTION 6	ADRIATIC-IONIAN START UP FAIR	Enlargement
ACTION 7	AULA EMPRENDE PILOT ACTION	Pilot Action



Action 1 - MARCHE YOUNG ENTERPRENEURSHIP BOARD (MYEB) FORUM PER L'IMPRENDITORIALITA' GIOVANILE DELLE MARCHE

1. Objective

Long term promotion of regional strategy to support young entrepreneurship and coordination of regional public and private stakeholders' ecosystem.

2. Background

Thanks to example provided by Valencia Region and on the basis of the "iEER Regional Baseline Report on Marche ecosystem" reinforced by recommendation of the iEER TF 4 leader, in Marche there is need for a better cooperation and coordination between MR and the different stakeholders which are developing initiatives to support young entrepreneurs. This need can be addressed by the regional government by performing a coordinating role of the private and public subjects which are active within the ecosystem through a more calibrated and efficiency-oriented *governance: i.e. the creation of an infrastructure of values/coordination of the regional ecosystem*. It takes a promotion of a "mechanism" to guarantee the long-term promotion of young entrepreneurship strategy and main tool for the development of networking at transnational level.

3. Action

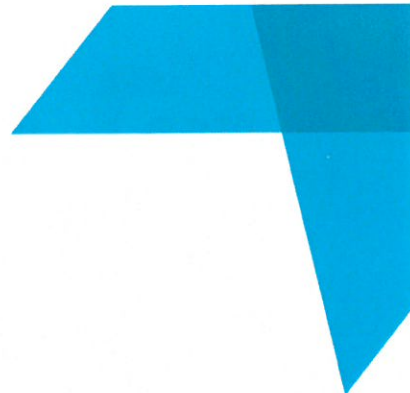
- Preliminary meetings with main private and public regional stakeholders (starting from iEER LSG)
- Designing of the Board's structure and political commitment
- Set up of dedicated working groups for relevant topics
- Legal regulation of the Board
- Draft of the agenda for the first 2 years of activity
- Realization of periodical meetings and joint events

4. Policy context

Regional development policy instruments: ERDF, EAFRD, EMFF

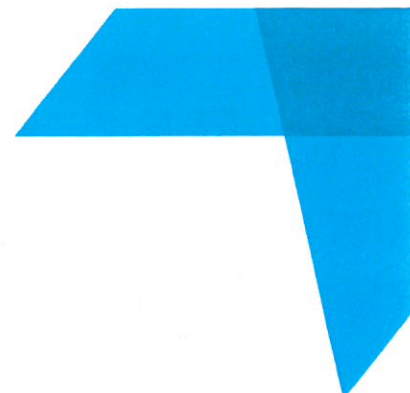
5. Players involved

- Centre for innovation and entrepreneurship of UNIVPM
- Regional universities
- Regional incubators
- Regional Coworking
- Business school
- Crowd funding platform
- Bank



- Secondary schools
 - Chamber of commerce
6. **Timeframe:** April 2018 - March 2020
 7. **Cost:** Own resources
 8. **Funding source:** Annual Budget of the Regional Government
 9. **Expected impacts of the action**

KPI	N	Dec 18	June 19	Dic. 19
Board Meetings	At least 4	2	3	4
Working groups on relevant topics	At least 2	1	2	
Stakeholders	At least 6	6	10	12
Proposed actions	At least 2	2	4	
Transnational contacts/networks	At least 2	1	2	



Action 2- IO-STARTUP (Information and guidance for start-ups)

Informazione e Orientamento per STARTUPS

1. Objective

To create an institutional regional social community for startups for a Europe-wide networking connection.

2. Background

Communication through institutional social communities is a consolidated approach of Marche regional Authority, e.g. Social Community for regional educational system, for regional cultural heritage system, etc. In this case, we want to reach, students, new graduates, young researchers, young entrepreneurs and all the players of the regional ecosystem and offer them a place and a tool for having information, sharing experiences, proposals, opportunities and build networks within and between entrepreneurial support ecosystem, event at international level. In this way, we think to make the ecosystem more visible and help new business to grow.

3. Action

- Public evidence procedure for selection of the ICT provider
- Involvement of regional players, first of all the universities, the secondary schools, and other stakeholders involved in the iEER project (LSG) for design
- Launch of the community
- implementation

4. Policy context

Investment for Growth and job programmes.

5. Players involved

- Regional Authority
- Universities
- Secondary schools
- Regional network of incubators
- All the other stakeholders involved in the iEER LSG

6. Timeframe July 2018-ON

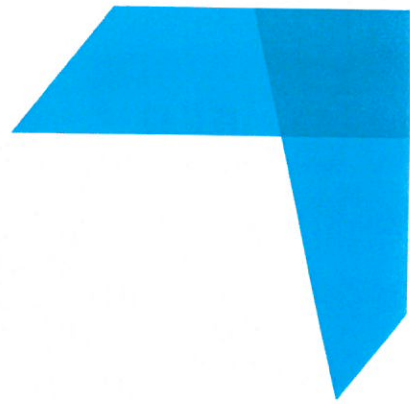


7. Cost: € 50,000,00

8. Funding source: ROP ESF 2014-2020

9. Expected impacts of the action

KPI	N	Dec. 18	June 19	Dic. 19
Public procedure	At least 1	1		
Launch event	At least 1	1		1
Communication event	At least 12	2	4	6
Stakeholders	At least 10	5	10	20
HEIs	At least 6	3	6	10
University	ALL	ALL	ALL	ALL
Students		10	20	100
Startups		12	24	50



Action 3 - TRAINING FOR TRAINERS

1. Objective

To awareness raise and train regional teachers, researchers and professors (all level of the education system) to motivate and guide their students towards entrepreneurship.

2. Background

It is an action inspired by the Spanish Good Practise "Aula Emprende" and that is synergic with the regional experience of Contamination Lab good practice thus impacting on the whole educational system.

3. Action

- A) Regional Training for trainers programme
- B) International training for researchers and professors programme

4. Policy context

Investment for Growth and job programmes: ESF for action a) and ESF +ERASMUS+ funds for action B)

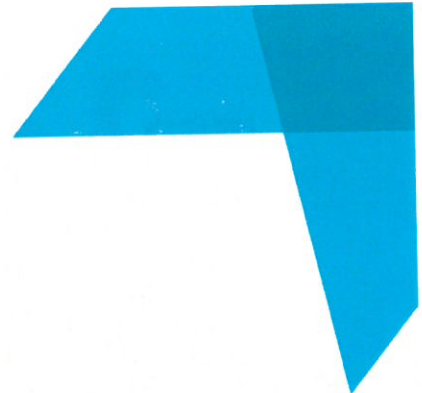
5. Players involved

- Marche Regional Authority
- Contamination Lab
- Private training providers
- Regional Incubators

6. **Timeframe:** July 2018-March 2020

7. **Cost :** € 300.000,00

8. **Funding source:** ROP ESF 2014-2020 + ERASMUS+



9. Expected impacts of the action

KPI	N	June 19	Dic. 19
Summer School	At least 1	1	
Training courses	At least 2	1	1
Trainees	At least 12	12	20
Teachers	At least 6	6	10
Hei's	At least 6	7	10



**Action 4 - HUB YOUNG ENTREPRENEURSHIP
HUB INTRAPRENDERE**

1. Objective

To build a network of regional contact points for attracting young talents and ideas.

2. Background

It has been inspired by the French good practice “Hubhouse” and by the Finnish good practice “HGA” and it matches the regional need of creating dedicated and coordinated 3-4 one-stop-shop network throughout the regional territory (especially Ancona and the southern part of the region recently the which last year has been affected by the worst earth wake of the last 100 years in the center of Italy) for the pre-start-up phase

3. Action

The drafting of the measure/programme to be enrolled by the forthcoming ERDF and ESF ROP 2021-2027.

4. Policy context

Investment for Growth and job programmes: ESF+ERDF

5. Players involved

- Marche Regional Authority
- Regional Universities
- Municipalities

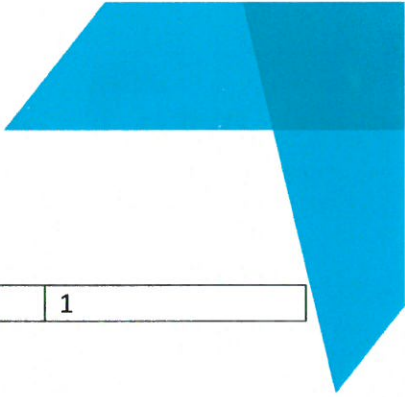
6. Timeframe: January 2019-on

7. Cost € 3.500.000,00 (ALSO NEXT PROGRAMMING PERIOD)

8. Funding source (ALSO NEXT PROGRAMMING PERIOD) ESIF

9. Expected impacts of the action

KPI	N	Dic 18	June 19	Dic. 19
Internal meetings	At least 2	2		
Communication	At least 2	2		
Feasibility study			1	



Misure/call (draft)				1
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Action 5- SSI!-MARCHE Regional passport for student entrepreneur's status

Status Studente Imprenditore- Marche

1. Objective

In line with the renewed regional strategic vision to support young entrepreneurship, it aims at giving a strong regional technical framework for the validation of entrepreneurial skills of secondary schools and university students.

2. Background

The French Pepite good practice has inspired this action that matches the regional need of putting in value the entrepreneurship experiences and trainings of young students. The application is at regional level (not national).

3. Action

- To find the co-financing source (i.e. ERASMUS+/Knowledge Alliances or Strategic Partnership)
- To draft a roadmap/project proposal
- To submit the roadmap/project proposal to funding programme
- To be awarded with the EU grant
- To implement the testing action

4. Policy context

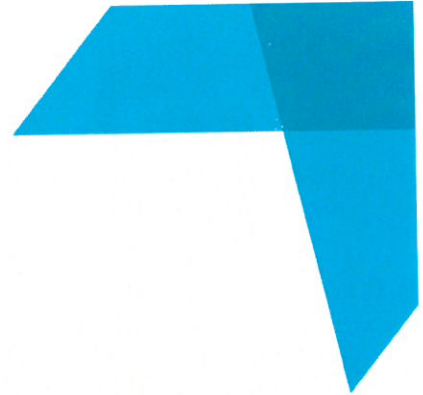
Investment for Growth and job programmes and ERASMUS+

5. Players involved

- Marche Regional Authority
- Haute de FRANCE (hopefully)
- UNIVPM- Centre for innovation and entrepreneurship
- iEER PARTNERS (hopefully)
- Chambers of commerce

6. Timeframe: February 2019- March 2021

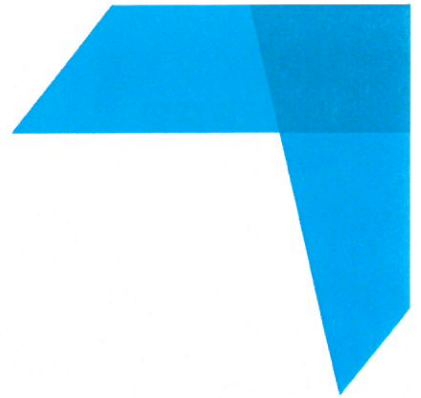
7. Cost : € 50.000,00 ESF Erasmus +: € 700.000,00-1.000.000,00 EURO



8. Funding source: ESF ROP 2014-2020 and ERASMUS+

9. Expected impacts of the action

KPI	N	Dic 18	June 19	Dic. 19
Internal meetings	At least 2	2		
Communication	At least 2	1	1	
Working group		1		



Action 6- ADRIATIC IONIAN START UP FAIR

1. Objective

A two-days transnational event at Adriatic-Ionian level to be organized annually/biannually as a catalyst for start-ups and investors on a specific topic: e.g. blue growth, CCI, social entrepreneurship .

2. Background

The GP visited in Helsinki has been an inspiring good practice that would be tailored and replicated on EUSAIR context and led by Marche Region due to its potential geographic position (unique -until 2016- Adriatic-Ionian region to be awarded with EER LABEL) and its entrepreneurial spirit tradition.

3. Action

- Building a dedicated working group
- To find the co-financing source (i.e. EU Programme, ETC)
- To draft a roadmap/project proposal
- To submit the roadmap/project proposal to funding programme

4. Policy context

Investment for Growth and job programmes;
European Territorial cooperation programme

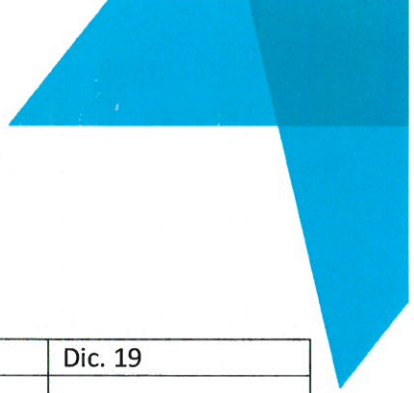
5. Players involved

- Marche Regional Authority
- A dedicated working group of the MARCHE YOUNG ENTERPRENEURSHIP BOARD
- IEER Partners (hopefully)
- INTERREG MED and/or ADRION potential partners

6. Timeframe From 2018 on.

7. Cost

8. Funding source: ESIF+ETC



9. Expected impacts of the action

KPI	N	Dic 18	June 19	Dic. 19
Internal meetings	At least 2	2		
Communication	At least 2	1	1	
Working group		1		



Action 7- AULA EMPRENDE -iEER PILOT ACTION

1. Objective

Transferring Aula Emprende know-how for training the trainers at interregional level

2. Background

The evolution of Aula Emprende comes in part from the “Contamination Lab” of the Polytechnic University of Marche where multidisciplinary and cross-fertilization between different knowledge domains is promoted in order to create new entrepreneurial projects. The Hubhouse GP from Haut-de- France Region, has also inspired as it helps to develop a network of students (one-stop-shop concept) and facilitates connections and awareness of the entrepreneurial ecosystem of the region.

3. Action

- Mapping and understanding the AE GP and how it can apply to Marche region
- Join the Training the trainers pilot international conference /the Trainers camp in Valencia
- Implementation of programme by each region
- Closure of the Aula Emprende Program, and selection of best practises of each region
- Participation in the First European Award “Entrepreneurship at class”

4. Policy context

Investment for Growth and job programmes (ESF)
European Territorial cooperation programme (INTERREG-EUROPE)

5. Players involved

- *Marche Regional Authority*
- *UNIVPM- Centre for innovation and entrepreneurship*

6. Timeframe: June 2018- December 2019

7. Cost: € 6.000,00

8. Funding source: Interreg Europe Pilot Action



9. Expected impacts of the action

KPI	N	Dic 18	June 19	Dic. 19
Universities	1	1	1	
Teachers	2	2	2	
Students	5	5	5	



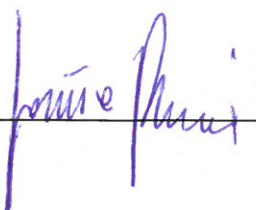
Action 5 – SSI! Marche	Internal meetings Communication/Organisational event Working group	Measurement (N.) + documents Measurement (N.)+documents Document	Partner University Hei's
Action 6 – Adriatic Ionian Startup Fair	Internal meetings Communication/Organisational event Working group	Measurement (N.) + documents Measurement (N.)+documents Document	Partner MYEB
Action 7 – Aula Emprende Pilot Action	University Teachers Student	Measurement (N.)	Partner UNIVPM

This action plan will be implemented and monitored by the Marche Region

This action plan is committed by

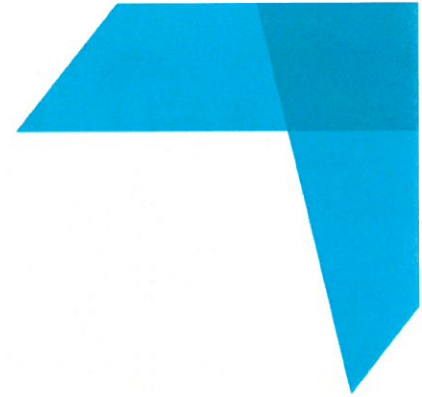
Name of organization, Marche Regional Authority

Representative, Loretta Bravi, Regional Minister of Education, Training, Guidance and Labour

Signature: 

Date: 23/03/2018

Stamp of the organisation (if available): _____



5. Monitoring and impacts of the action plan

Overview

Action	Indicator	How	Who
Action 1 – Marche Young Entrepreneurship Board (MYEB)	Board Meetings Stakeholders Working groups Joint event	Measurement (N. of) Measurement ((N. of)) Measurement (N. of) Measurement (N. of; N. of participants)	Partner
Action 2 – IO Startup	Public procedure Launch Event Communication event Stakeholders	Document Measurement (N. of participants) Measurement (N. of event; N. of participants) Measurement (N. of stakeholders)	Partner MYEB
Action 3 – Training for trainers	Summer School (SS) Traning hours Trainees Teachers Hei's Universities	Measurement (N. Of edition of SS) Measurement (N. of hours * participants) Measurement (N. of trainees) Measurement (N. of Teachers); (N. of teachers per level of istruction) Measurement (N. of Heis) Measurement (N. of Universities)	Partner University MYEB
Action 4 – HUB Intraprendere	Internal meetings Communication/Organisational events with stakeholders Feasibility study Misure/call (Draft)	Measurement (N.) + documents Measurement (N.)+documents Document Document	Partner