



iEER Actions for Kerry

Boosting Innovative
Entrepreneurial Ecosystems
in Regions For Young
Entrepreneurs

2016/2020



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iEER Boost Growth Action plan for Kerry region

Based on regional baseline studies and written by the iEER project coordinator for the Kerry Region – The Institute of Technology Tralee, to develop the existing entrepreneurial ecosystem in the region and provide future activities for the funding period 2018-2020 and beyond.

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1. General information

iEER Project (PGI00111)	
Partner organisation	Institute of Technology Tralee (ITT)
Other partner organisation involved (if relevant)	Kerry County Council (KCC), Kerry Local Enterprise Office (LEO), North East and West Kerry Development (NEWKD), South Kerry Development Partnership (SKDP), Údarás Na Gaeltachta (UnaG), Killarney Technology Innovation Centre (KTIC).
Country	Ireland
NUTS2 region	Southern and Eastern NUTS-II Region
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2. Background and Summary of iEER findings for the Kerry region

County Kerry is located in the South-West of Ireland. Kerry is often a byword for success given the County's achievements in sport, literature and business. Kerry's stunning landscapes and world-renowned hospitality are among its key strategic assets, and the County is one of the most popular holiday destinations in Europe. Kerry received the EER (European Entrepreneurial Region) Status award in 2011.

Kerry's profile is more similar to that of the Border, Midland and Western Region, than the Southern and Eastern Region of Ireland, as it is characterised by above average levels of peripherality, lower levels of FDI and a narrower economic base than the State. The County also has an older age profile and is struggling to attract and retain highly educated, well-qualified people, particularly those educated in Kerry.

Despite relatively limited successes in attracting FDI over recent years, firms that have established themselves in Kerry have tended to embed themselves within the local economy and communities, as demonstrated by the case of Liebherr (near Killarney). The home-grown industry is loyal to the County, as evidenced by the likes of FEXCO (with bases in Killorglin and Cahersiveen) and Dairymaster (Causeway). Kerry is also the cradle of Kerry Group, a highly successful global food company. The SME sector is extremely important in Kerry, as is tourism, although the economic benefits derived from tourism needs to be dispersed over a wider geography.

While the policy and financial climate, particularly since 2008, and the absence of local autonomy or regional devolution, as is the case in other iEER areas, and indeed in most of Europe, pose particular challenges for Kerry, the County has considerable internal and indigenous strengths and assets. Among the tangible variables are

Kerry's landscapes, its successful indigenous firms, a vibrant civil society (O'Keeffe, 2015) and high-level quality of life, while its intangibles include cultural distinctiveness, team-working, collaborative approaches, openness to information sharing and a willingness to learn from best practice. With respect to the iEER themes of youth entrepreneurship and overcoming peripherality, Kerry can draw on, and consolidate the work of schools, youth organisations and the local development sector, all of whom have strong track records in engaging with young people.

In the interest of furthering Kerry's territorial competitiveness, the County must continue to collaborate with other regions – its neighbouring counties and those in the iEER Network, among others.

Based on our engagement in the iEER project overall we see the need to 'Think Big' as being a common theme in Kerry and also:

- a. Partnerships and Networking evident and needed in all regions;
- b. Culture of enterprise embedded in all regions;
- c. Key role of Local Government and evidence of their support strong in all regions;
- d. Need to integrate themes supporting enterprise within the regions;
- e. Need for 'Human Capital Development' and retention;
- f. All regions need to be 'people-centred' at multiple levels from micro to global, from social to commercial;
- g. Innovation identified as key to growth and sustainability;
- h. Evidence of movement towards urban environments evident in all regions;
- i. Succession Planning identified as a key priority for the iEER partners;
- j. Role of hubs and integration was noted in all regions;
- k. Sources of funding relevant to all regions.

Our synthesis of the regional reports presented by the iEER project partners and the learning and experiences achieved from visiting each partner's regions have identified a number of possible implications or offers of transferability options for the Kerry EER region. While Kerry is the smallest of the iEER geographies in respect of its population, there are commonalities across all partner areas.

3. List of priority actions/projects

The Kerry Region partners discussed the following actions for implementation in the period 2018 - 2020:

1. **Growing the family business sector in the region** – inspired by [Success Through Succession](#) (see link)
2. **Attraction, retention and creation of talent in Co. Kerry** – inspired by [Come Back Elbe Elster agency](#) (see link)
3. **Drive collaboration between regional actors** – inspired by [Valencian Entrepreneurs Council](#) (see link)
4. **Developing entrepreneurial competence in teachers** – inspired by Aula Emprende in Valencia

4. Details of the actions envisaged

Action 1: Growing the family business sector in the region inspired by Success through Succession

1. Objective: To increase awareness of the need for succession planning in family businesses and of supports available for same.

2. Background

The success in creating awareness of sustainability in family-led businesses by our Northern Ireland partners and the engagement of the family led businesses as key drivers of the region's entrepreneurial ecosystem.

3. Action

To build on the existing support for succession planning, and to liaise with the Northern Ireland partners - NILGA to scope out and implement a joint action supporting succession planning.

Family-owned businesses account for 75% of all Irish Business, and 59% of all employment. 72% of family-run businesses cease to trade within five years of the death of the originator. Only 12% of family businesses survive to the third generation.

1. The first step is the organisation of a family business succession planning seminar organised by the Local Enterprise Office (LEO).
2. The second step is to monitor the expressions of interests after the seminar in developing a suite of offerings available for family business succession planning including family business mentoring.
3. The third step is a study lead by the HEI of the structure of the family business sector in Kerry.
4. Scoping and organisation of a shared event on this theme with the Success Through Succession good practice in collaboration with our Northern Ireland project partners NILGA.

4. Policy context

- a. Investment for Growth and job programmes.

5. Scope

The action will be executed by the actor(s) performing organisational change to adapt the new (good) practices. E.g. the actor will practice the action in the organisations' operation. No investment will be required.

6. Players involved

Step 1: The local enterprise office will organise the family business succession planning seminar.

Step 2: Local partners will collaborate on collecting the expressions of interest on succession planning for family business mentoring programme.

Step 3: The Institute of Technology Tralee will organise a study on the family business sector in Kerry.

Step 4: The Institute of Technology Tralee will organise and implement a joint activity in collaboration with our Northern Ireland partners. Our local partners Kerry County Council, Kerry Local Enterprise

Office, North East and West Kerry Development, South Kerry Development Partnership, Údarás Na Gaeltachta, Killarney Technology Innovation Centre, Chambers of Commerce, and industry will assist in the recruitment of attendees and voluntary speakers.

Timeframe:

Step 1: The seminar will take place in March 2018.

Step 2: The collection of expressions of interest for a family business-mentoring programme will take place from March 2018 onwards.

Step 3: The research study on the family business sector will commence in October 2018.

Step 4: The joint event will take place in 2019.

7. Cost

1. The LEO will organise the seminar through their existing budget.
2. The mentoring programme will be led by the Local Enterprise Office through their existing mentorship programme.
3. The Research study will be conducted through the IT Tralee (Student research groups and desk research).
4. The cost of the conference will be approximately €2000.

8. Funding source

Existing programmes, Local partners and possible private sponsorship

9. Expected impacts of the action (please define KPI)

- 30 attendees at family business succession planning seminar for step 1.
- 5 companies to take part in family business mentoring out of the companies who have shown an expression of interest for step 2.
- Completion of one research study of 50 family businesses for step 3.
- 1 shared event with NILGA partners for step 4.



Action 2: Attraction, retention and creation of talent in Co. Kerry inspired by Comeback Back Elbe Elster Agency

1. Objective

To promote and encourage people to remain and/or return to work in the Kerry Region.

2. Background

The approach and implementation of the partner's Comeback Back Elbe Elster / Welcome Agency in securing employment opportunities in the Region. This could be done through the creation of an inter-hub manager network who act as contact points for people returning to the region with a creation of a resource pack for these returning including (List of schools, estate agents, hot desking and office space and key enterprise support service contact details). We propose a joint marketing campaign to build the brand of an opening, attractive and welcoming region to returnees and migrants.

3. Action

Step 1: Organise a joint meeting to identify a programme of activity that can enhance the strategic plan of KerrySciTech, which is an industry-led cluster.

Step 2: Hire a Business Development and Programme Manager to deliver on the strategy and objectives of KerrySciTech.

Step 3: Set up on KerrySciTech website.

Step 4: Organise "Kerry Prosper Series" events.

Step 5: Organise the promotion of hot desks in several incubation centres for returnees to the Kerry region who wish to set up a business.

4. Policy context

- a. Investment for Growth and job programmes.

5. Scope

The action will be executed by the actor(s) performing organisational change to adapt the new (good) practices. E.g., the actor will practice the action in the organisations' operation. No investment will be required.

6. Players involved

Institute of Technology Tralee will work with Kerry Scitech and Kerry County Council to organise and implement a joint activity in collaboration with our Brandenburg Partners. Our local Innovation Hubs and EER partners Kerry County Council, Kerry Local Enterprise Office, North East and West Kerry

Development, South Kerry Development Partnersership, Údarás Na Gaeltachta, Killarney Technology Innovation Centre and industry will assist in the promotion of the collaboration.

7. Timeframe

2018- March 2019

8. Cost

Meetings and network events. Organise partner meetings remotely.

9. Funding Source

Using existing programme/hub resources

Regional Enterprise Development Fund (REDF) 2017–2020

10. Expected impacts of the action (please define KPI)

- 1 joint remote meeting between Kerry LSG and Comeback Elbe Elster good practice owner.
- Organisation of 3 Kerry Prosper Series events per year.
- Hire a KerrySciTech business development and programme manager.
- Create a new website for KerrySciTech.
- Organise 5 hot-desking spaces for returnees wishing to set up a business in Kerry.

Action 3: Drive collaboration between regional actors inspired by Valencian Entrepreneurship Council

1. Objective

Integrate the Valencian Entrepreneurship Council ethos in the Kerry Region's Economic and Enterprise Working Group.

2. Background

Build on the experiences of the Valencian Entrepreneurship Council towards enhancing the activity of the group leading and driving the Kerry Regions' Entrepreneurial Ecosystem across the entire region and further the collaborative efforts with our partners in the South West Region. Incorporate the commercial and social sectors within Kerry for the micro, to the SME to larger corporate and develop a region supportive for activities of these sectors and organisations in a collaborative manner. This working group will be responsible for the implementation and monitoring of the iEER action plan as a key output in the first couple of years.

3. Action

Examination of the existing structure.
Establish Terms of Reference of the working group.

4. Policy context

- a. Investment for Growth and job programmes.

5. Scope

The action will be executed by the actor(s) performing organisational change to adapt the new (good) practices. E.g. the actor will practice the action in the organisations' operation. No investment will be required.

6. Players involved

Institute of Technology Tralee, Kerry County Council, Kerry Local Enterprise Office, North East and West Kerry Development, South Kerry Development Partnership, Údarás Na Gaeltachta, Killarney Incubation Centre.

7. Timeframe

September 2018 - 2020

8. Cost

Meetings

9. Funding source



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Using existing programme /partner resources

10. Expected impacts of the action (please define KPI)

3 meetings of the working group per year.

3 joint events to be organised.

Action 4: Train the Trainer for teacher summer schools inspired by Aula Emprende from Valencia Region

1. Objective

To enhance the entrepreneurial competence and mindset of the young people in the regions by training the trainers in HEI's working with young people.

2. Background

The SWOT analysis and various research undertaken through the iEER identified some weaknesses and gaps in the system in terms of building the entrepreneurial competence of teachers in the regions.

3. Action

- Mapping and understanding the Aula Emprende good practice and how it can apply to County Kerry.
- Join the "Train the trainer pilot International Conference/the Trainers' camp" in Valencia.
- Organise 1-2 summer camps for train the trainers in the Kerry region.
- Apply and test the learned methods in the classroom of the HEIs in Kerry .
- Take part in 1st European Awards "Entrepreneurship at Class".
- Validate the results and roll-out plan for the continuity in the Kerry region.

4. Policy context

- Investment for Growth and job programmes.

5. Scope

d. European/Interregional common action

6. Players involved

(please indicate the organisations in the region who are involved in the development and implementation of this action and explain their role)

Institute of Technology Tralee, Kerry County Council, Local Enterprise Office.

7. Timeframe

2018 – 2020

8. Cost

€5500 - €6000

9. Funding source

Interreg Europe Pilot Action.

10. Expected impacts of the action (please define KPI)

- 1 or 2 “summer” schools for teachers teaching entrepreneurial spirit at class.
- Participation of two people in the International Workshop in Valencia and wrap-up meeting in Brussels.
- Capacity building in teachers in the area of entrepreneurship skills and competence.
- Promotion of the entrepreneurship culture in our society, in line with regional, national and European policies.
- Increase of the critical mass of motivated entrepreneurs in County Kerry.
- Increase the number of startups deriving from secondary schools.
- Increase collaboration between HEI’s and secondary schools in the entrepreneurial ecosystem.

5. Monitoring and impacts of the action plan

The Institute of Technology Tralee in association with Kerry County Council, Kerry Local Enterprise Office, North East and West Development, South Kerry Development Partnership, Údarás Na Gaeltachta, Killarney Incubation Centre will monitor the impact of the action plan for the 2018-2020 period. We will meet quarterly and the Local Stakeholder Group including industry partners will meet yearly.

Institute of Technology, Tralee

Breda O'Dwyer

Signature: Breda O'Dwyer

Date: _____

Stamp of the organisation (if available): _____

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