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Dear Reader,

The 4th period of PURE COSMOS project was spent with the deeper examination of the different good practices collected – they can be found in the Good Practice Register. Together with their regional stakeholders the project partners chose the good practices that can be useful for them and examined the possibilities of the adaptations. Afterwards they compiled their Regional Action Plan Maps (RAP maps) in which they detail their good practice adaptation procedure, the compilation of their Action Plan and the relevant policy change process.

Genoa Smart Week

The third edition of **Genoa Smart Week** took place on November 20th 2017. It was a one-week-long event of conferences, technical and educational workshops, national and international events focused on several thematic areas: **Enterprise 4.0 – Industry 4.0, Urban Platform – Innovation for the transformation of cities, Business Models & Solutions for the development of a smart city, Green Solutions for Urban Regeneration.**

The event was sponsored by the City of Genoa

and the Association Genoa Smart City, in collaboration with local and European partners. Genoa Smart Week hosted many partners of **European projects involving the Municipality of Genoa** and among them **PURE COSMOS project** was the topic of the speeches held by Mr. Tim Cordy (project secretariat) and by Ms. Enrica Spotti (project financial manager). 200 speakers, 200 international guests, 60 sponsors and partners, and 1500 participants took part to Smart Week which provided an opportunity of interaction and exchange among the actors involved in the development of smart, sustainable, innovative and people-friendly cities.



Study visit in Genoa



The first study visit organized by the Municipality of Genoa took place on 30 January 2018. Partners and stakeholders of the project participated to the full immersion day, which was animated by a structured session of presentations and round tables in the Municipality's building, the topics were:

- the general state of the digitalization process in Italy, with a look at the European agenda and the Italian one
- the payment system and the PagoPA platform
- the experience of the Municipality of Genoa
- information technology solutions

The participants then moved to the Italian Institute of Technology in Genoa, where partners and stakeholders were welcomed: The experts of the IIT described to the attendees how the research centre works, the staff, the objectives and the goals achieved by the foundation.

Finally, the group was guided through the robotics' laboratories, where were presented the latest versions of humanoid robots and their skills.

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Study Visit in Barcelona



The Study Visit took place on 29-30 November in Barcelona with the participation of various Municipality of Genoa, Development Bank of Saxony-Anhalt, Birmingham City Council, Anatoliki S.A. and Ústí Region and it had been carefully organized by the partners of Barcelona Government. The study visit presentations were held in the Business Management Office and in ACCIÓ Office, they were about good practices

whose aim is to improve policy management.

The 1st day the talks were about the Internationalization Vouchers Program that aims to connect Catalan SME's that want to consolidate their business and the Alternative Financing Catalogue that is meant to finance Catalan companies in a non-traditional way, with providers different from banks. Catalonia is a very active region in start-ups sector and Barcelona is one of the top five European cities for number of start-ups, indeed it was possible to verify it during the visit to the Pier01 building, where many young people were working to develop their innovative ideas such as instruments to prevent a brain-stroke, electric bikes, innovative payment systems.

The 2nd day themes such as Article 10 and OSS model were discussed, these two elements have been essential in Catalonia to simplify and to improve the procedures of public administration, moreover they were indispensable to provide entrepreneurs with the possibility to quickly start up a business and to obtain assistance through the lifecycle of their companies.

The useful aspect of this kind of cooperation among European partners is essentially the fact that the discussed Good Practices can be transferred to other regions whose partners are interested.

It is a very smart way to improve policy management thanks to the cooperation of various regions that makes the diversity a strong point.

2nd Study Visit in Magdeburg – E-business-Lotse and Center of Competence

On February 14, 2018 the Development Bank of Saxony-Anhalt hosted two good practices of their region: the Center of Competence "Mittelstand" 4.0 and the "E-business-Lotse" (E-business-Navigator), both central contact points focused on increasing digital skills of SMEs - like process management, data protection and IT security. Project partners from Italy, Greece, Spain, UK and Hungary visited the Center of Competence "Mittelstand" 4.0 which supports SMEs when using digital solutions and those which want to use them. Within the presentation of the "E-business-Lotse" – a project ended in 2015 concentrated on IT security, online marketing and process management – the representatives showed how easy it is to hack a companies' IT-system by only using information published on the internet, demonstrating the importance of IT-Security.



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Customer Journey Mapping – A customer’s perspective on the application process at the Investment Bank of Saxony Anhalt



The Customer Journey Map is presented to stakeholders at the 7th regional stakeholder meeting in Magdeburg

Customer Journey Mapping or in other words: “Looking through the customer’s eyes” – in two workshops we did just that. Experts from the Development Bank (IB) came together with policy owners, representatives from the chambers of industry and commerce, and customers who have used the targeted funding programs before in August 2017 and April 2018 for the two Customer Journeys. Customer Journey as a method is a design-thinking approach to making a process more customer-friendly from beginning to end and was therefore an ideal methodology to apply to the three targeted directives of the PURE COSMOS policy instrument in Saxony-Anhalt. Within these workshops, we put ourselves into the shoes of two fictional funding applicants: Rolf, 61, who wants to use consulting services for his industrial company, and Johanna, 40, who owns a physiotherapy practice and wants to provide her employees with further trainings.

“Fine words butter no parsnips” and “SO many forms!” – Our customers said it like it is. So together with the policy owners and SME representatives, we took a critical look at the application process and identified pain points and disruptions for Rolf and Johanna. We evaluated which websites, leaflets, forms, and other info material they come across and noted the times they come into contact with experts at the IB. We visualized the process in a Customer Journey Map and highlighted all the steps and aspects that can be enhanced. As a result, we were able to pinpoint concrete starting points for improvement measures and have already started translating them into RAP actions.

All in all, the Customer Journey workshops did much more than only provide us with a chance to apply what we have learned in the European exchange of experience to specific problem areas in our policy instrument. Also and just as importantly, they made it possible for the participating policy owners to step into the customers’ world and to experience their policy instrument from the other side of the table which was eye-opening and supremely helpful for many of them.



Regional Action Plan Maps – RAP Maps – of the partners

The RAP Maps of PURE COSMOS project show partners how to travel from Application Form to Regional Action Plan. During the 1st phase of the project partners are moving from the long learning phase – peer reviews, study visits – to the intense planning phase – import workshops and regional action plans.

In the 4th period of the project partners managed to finalise their RAP Maps according to the following:
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The **Regional Authority of Central Macedonia** showed interest in digitalizing applications and also wanted to reinforce start-ups or new entrepreneurship to redirect the regional economic sector in innovative ideas to overcome economic crisis. So, their RAP will include an OSS for services to be offered to the entrepreneurs, the creation of (pre-incubators) in RCM and vouchers for SMEs to be extrovert, in wider markets. PURE COSMOS good practices were inspiring and the Catalanian OSS is the practice to be imported during their workshop.

At the **Municipality of Genoa** the municipal machine is showing a certain rigidity to adapt to a new organisational model and it coincided with significant changes that have taken place in legislation and have led to a radical rethinking of previous processes. A reengineering of body's processes could be applied by means of a central computer system (OSS) that allows to provide services that are currently fragmented (SUAP – One-Stop Shop for productive activities, SUE - One-Stop Shop for Construction Industry and SUI - One-Stop Shop for Enterprises).

Ústí Region is searching the model for improvement of the delivery of supporting services to regional SMEs. The system must coordinate and promote different ways of services, provided by different bodies on regional and as well on national level. Improvement of provision of services by the new “Innovation Center” is also one of the topics. In the framework of the PURE COSMOS project they found inspiration for development of “OSS concept”, representing the coordination and promotional contact point for SME services provision. The crucial step for them has been the establishment of the coordination body – the regional stakeholder group (involving representatives from Regional office, Chamber of Commerce, National Agency for SME and FDI support Czechinvest etc.). In the Action Plan they would like to focus on OSS business model, partnership and organisational development, quality and performance indicators, ICT support and sustainable financing scheme development. All these actions/tools, they would like to incorporate in the new regional and ERDF SME supporting programme.

Based on the lessons learned from the PURE COSMOS project, the **Government of Catalonia** wants to improve the competitiveness of SMEs and add services to OSS to financing and advice in setting up businesses. According to the new OSS plan (2018-2021) the planned actions are: increasing the use of OSS services, implementing new services at OSS, guarantee standardization of intervention regimes and procedures in the territory, companies need to know the available services and can benefit from them.

The Regional Action Plan will help the **Greater Birmingham & Solihull Local Enterprise Partnership** to address some of its key priorities in supporting businesses to scale as well as maintaining a focus on start-ups. It recognises a need for better access to finance and funding; digitisation of services and greater demand led collaboration of SMEs with the public sector to respond to critical urban challenges such as health, housing and unemployment. Study visits with partners OGE, Saxony Anhalt and Genoa have highlighted opportunities for further development that will look at a better integrated regulatory offer for SMEs through the local Growth Hub; a more co-ordinated and tailored response across the network of SME support structures as well as explore the feasibility of streamlining processes and transactions across local authority boundaries as part of the wider West Midlands Combined Authority.

Based on the peer review recommendations **Hajdú-Bihar County Government** should improve the efficiency of information flows, strengthen the publicity of available digital solutions and increase the ability/willingness/skills of business actors to interact electronically. The Hungarian partner intends to reach these objectives via the adaptation of E-business-Lotse (DE) and So New (GR) good practices.

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