



# REBORN

Interreg Europe



European Union  
European Regional  
Development Fund

**Embracing failure to encourage entrepreneurship and  
competitiveness**

**Second Chance Entrepreneurship**



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## **I. INTRODUCTION**

The objective of this document is to define the Regional Action Plan for the Region of Murcia after the lessons learned during the realization of the European Project REBORN "Embracing failure to encourage entrepreneurship and competitiveness" co-financed in the framework of the European Program Interreg Europe.

This Regional Action Plan is the fruit of the collaboration of regional and local entities that have contributed their knowledge and experience to the conception of this Regional Action Plan.

These entities are the following:

- CEEIM: European Center of Companies and Innovation of Murcia
- INFO: Institute of Development of the Region of Murcia
- General Directorate of Budgets and European Funds of the Autonomous Community of the Region of Murcia
- UMU: University of Murcia
- UPCT: Polytechnic University of Cartagena
- AJE: Association of Young Entrepreneurs
- Chamber of Commerce of Murcia
- Law office Higinio y Asociados
- Illusive Forum
- ENAE Business School
- Sabadell bank

## **II. CONTEXT AND REBORN PROJECT**

The REBORN Project “Embracing failure to encourage entrepreneurship and competitiveness” has been co-financed within the European Interreg Europe Program.

REBORN has offered the EU regions the chance to learn about policies and the transfer of good practices in second chance entrepreneurship, since in Europe there are not enough tools or knowledge to help companies when a failure occurs, what drives SMEs in key regional sectors to overcome the bottlenecks that currently exist. REBORN has served to help partner regions (Liguria, Murcia, Wallonia, Central Hungary and Lubelskie) to strengthen policies and the regional development situation by implementing plans to support "reinforcements" through better use of the ERDF and the alignment of other complementary funds with a shared objective.

The main objective of REBORN has been to contribute to increase European competitiveness and accelerate regional economic growth through the improvement of policy instruments linked to entrepreneurship and support for the creation of companies, helping SMEs in all stages of its life cycle, including measures to avoid "lost business potential", supporting the ability of SMEs to participate in growth in regional, national and international markets. The economic impact of legal and administrative procedures for business transfers and the bankruptcy of entrepreneurship in the region is an important issue that must be addressed, as well as the promotion of an entrepreneurial spirit with high tolerance for failure.

The REBORN project will contribute, through the incorporation of the lessons learned during the interregional learning in the Action Plans implemented in the regions, to the Investment Programs for Growth and Employment and European Cohesion, increasing the competitiveness of the SMEs in difficulties and improving the measures to overcome them as well as contributing to eliminate the "stigmatization" of entrepreneurs for bankruptcy.

In the case of the Region of Murcia, the selected policy instrument is the Operational Program under the objective of “Investment for the growth and the employment” Murcia FEDER 2014-2020.

The thematic objective addressed by the Policy Instrument selected, would be number "03 Improving the competitiveness of small and medium-sized enterprises (SMEs)". This objective has several investment priorities, being the most important for the REBORN project: 3a - Promote entrepreneurship, in particular facilitating the economic exploitation of new ideas and encouraging the creation of new companies, including through business incubators. Priority 3a, aims to develop a comprehensive plan to support entrepreneurship, promote growth and job creation. Encourage local entrepreneurial government: promote entrepreneurship, identify niches and self-employment, develop infrastructure to adapt to business. Promotion and implementation of financing instruments for entrepreneurs and SMEs and carry out a work of protection and monitoring of business projects to avoid failure. Although the policy specifically mentions an action to support SMEs and entrepreneurs at risk of failure, no actions are detailed in the Operational Program and only some specific initiatives are being developed in this field, mainly by the Regional Development Agency. The



policy, through this Regional Action Plan, has designed a coherent strategy, including well-planned actions and involves different regional actors, to support entrepreneurs and SMEs at risk of failure, but also to motivate those who have already failed and encourage entrepreneurs to fight against one of the most important barriers, the fear of failure.

During the first phase of the REBORN project, a series of activities have been carried out both at a local level and at a transnational level, which have served to gain in-depth knowledge of the situation regarding re-entrepreneurship in the Region of Murcia as well as the experiences existing in other territories of the REBORN project.

- Regional report
- Good practices
- Interregional Workshops
- Study visits
- Business breakfast

After this first phase, the set of regional and local actors of the Murcia Regional Action Group has drawn the conclusions of the activities developed so far in the framework of the REBORN project and that are the basis for the design and implementation of the Regional Action Plan for develop in the Region of Murcia that is specified in this document.

The Regional Development Agency, INFO, is expected to capitalize on the results of the REBORN Regional Action Plan and integrate the information in the operations, activating the financing for the second-chance business initiative through the Regional Operational Program (hereinafter, POR) of Murcia 2014-2020.

CEEIM has prepared this Action Plan based on the change of type 2, the implementation of new actions and has set as a goal the indicator pre-defined in the application form, which is the support to 100 companies/entrepreneurs for the period 2019-2020 until the beginning of 2021.

Supporting actions for re-entrepreneurship were initially included in the framework of POR2014-2020 for the Region of Murcia. The implementation of the 1st phase of the REBORN project increased the capacity building of the staff involved, on the specific policy instrument, mainly resulting from the procedure and the results of the exchange of experience.

CEEIM, partner of the REBORN project, presented the application form and the necessary respective documents (proposed to the Management Authority and the Intermediate Body, INFO Regional Development Agency of Murcia) for a change in the policy instrument (Axis 3: Enhancing of the competitiveness of SMEs - INVESTMENT PRIORITY 3A) in order to include the Action Plan supporting actions focused on entrepreneurs who resume economic activity, but not only these, but also those entrepreneurs and companies in operation, as defined in the request for change.

It is worth mentioning that the Directorate General of European Funds and the Regional Development Agency (INFO) of the Region of Murcia (manager and intermediate body of the political instrument in question) participated in almost all the meetings of regional and local actors that were

organized as throughout REBORN and were duly informed about the conclusions of interregional events, workshops and study visits during the first phase of the Project.

The Management Authority and the Intermediate body are the competent organizations to carry out the changes and updates of POR2014-2020 and, therefore, they were the ones who supported the REBORN Regional Action Plan during the last meeting of the regional working group that supported and corroborated with his signature the implementation of these measures.

They also previously agreed to accept the proposals decided and include them in the actions of the change in the political instrument, financed by the ERDF, on the second chance entrepreneurship initiative (during a trilateral meeting held on 09/21/2018 between CEEIM - European Center for Companies and Innovation of Murcia, INFO - Agency of Regional Development, General Directorate of Budgets and European Funds of the Region of Murcia).

The change for the financing of the actions decided as operations, which was proposed in the submitted application form, was officially accepted by the Management Authority and the Intermediate body, on 21st September 2018.

On this regard, a modification of the Operational Program in the Selection Criteria of Operations financed by INFO, has been addressed in the Monitoring Committee of the ERDF Operational Program of Murcia, 2014-2020. The "support for the re-start" has been included in 5.1.1.1.1.1. Action: 22.5 (OE: 030a2) Operational Program: 2014ES16RFOP019 – ERDF 2014-2020 OF THE REGION OF MURCIA ,Action: 22.5 - Promote access to resources for the incubation and development of business projects and exchange of entrepreneurial talent, especially EIBT and RIS3 sectors.

Through this modification, activities contemplated about re-entrepreneurship in the Regional Action Plan and manage by INFO will be financed by ERDF funds.

The requested policy instrument change was:

"Specific actions will be provided to support the 2nd chance in entrepreneurship by changing operations to coordinate information services, provide comprehensive support to companies in difficulty and support re-entrepreneurs to re-start, financed through the Regional Operational Program of the Region of Murcia 2014 -2020 ".

The responsibilities of the Regional Development Agency (INFO) on second chance for SMEs and entrepreneurs are the following:

1. Implement the Regional Entrepreneurship Plan aimed at entrepreneurs. Re-entrepreneurship is part of the strategy and REBORN's actions will be included in point 7.3 of the Plan that will contain the actions to be implemented.



2. Support the implementation of "Second Chance" by providing personalized information, development of new projects, internationalization and activates financing for 2nd chance entrepreneurship funded by the Regional Operational Program of Murcia 2014-2020.

3. Collaborate with the Management Authority of the Regional Operational Plan of Murcia 2014-2020 regarding Priority 3 A.

The improvement of the Policy Instrument is realistic and possible as confirmed with the 2 key stakeholders the organization in charge of the Policy Instrument being the General Directorate for Budget and European Funds, Regional Government of the Region of Murcia and the Regional Development Agency (INFO) are involved. The importance of 2nd Opportunity Law being implemented in our territory and disseminated thanks to REBORN has enlarged opportunities.

CEEIM, through the Regional Action Plan envisaged the improvement of the policy through new projects allocated under the investment priority 3a, materialized in the 4 actions explained in the RAP:

Action 1: Improvements and enhancement of PROMETEO platform aimed at the starter, enterprise in difficulty and re-starter

Action 2: Training (early warning and capacity building for entrepreneurs in re-entrepreneurship)

Action 3: Enhance of Administrative procedures of RENACE supporting entrepreneurs to overcome financial bottlenecks.

Action 4: Organization of "No fail no gain" conferences

Those measures should meet the need of different targets:

1. Potential entrepreneurs
2. Entrepreneurs facing difficulties in their SMEs and
3. Already failed entrepreneurs.

These actions are based on the lessons learnt through the learning process and Study Visit from the Belgium best practices (Recovering Club & Workshop, directly linked to the Aid Mechanism and No fail no gain conferences), which have evidence of success in Wallonia Region within the difficulties encountered in the Region of Murcia regarding second chance entrepreneurship, through the Regional Analysis.

These main difficulties are:

- The necessity of eliminate the stigmatization of failure among, not only entrepreneurs, but in the society in general. (Related to Action 4)
- Improvements of administrative procedures on regional measures already implemented in Murcia regarding second chance entrepreneurship. (Related to Action 1 and 3)
- Lack of entrepreneur training to prevent bankruptcy and debt situations, and also, failure management. (Related to Action 2).



## SUMMARY OF THE LEARNING PHASE AND GOOD PRACTICES SELECTED

This section contains information on the lessons learned during the first phase of the project through the regional report carried out, the interregional workshops, the study visits as well as the activities carried out at the regional level with the meetings of the regional action group and the business breakfasts.

Throughout this learning phase, a series of good regional and international practices and lessons learned have been detected that represent the basis for the design of this Regional Action Plan in which good international practices.

### A. SUMMARY OF THE REGIONAL REPORT

The regional report is an extensive document that results from numerous working sessions between the main regional and local agents involved in the support to the creation of companies and the re-entrepreneurship which gathered on the one hand a deep analysis of the partner situation socio-economic of the Region of Murcia based on parameters such as gross domestic product, population, unemployment rate, inflation, etc.

On the other hand, the regional report includes an extensive analysis of the situation around the creation of companies in the Region of Murcia, including general data such as number of companies created in recent years, number of active companies, number of jobs by sector business, number of SMEs by sector, etc. and also, more specifically, data on the level of business failure: number of companies that went bankrupt and if there were proposals for agreement, legal form of these companies, analysis by gender, size and age, types of bankruptcy, number of jobs destroyed for these reasons, etc.

In a second part, the Regional Report focuses on analyzing all existing actions, tools, actors, etc. around the second business opportunity. An exhaustive analysis was carried out on the Second Chance Act or Law 25/2015, of July 28, on the second chance mechanism, reduction of the financial burden and other measures of a social nature; as well as all the achievements made around four fundamental chapters for the promotion of re-entrepreneurship: access to financing for re-entrepreneurs, support for entrepreneurs through non-financial tools, the creation of a positive image of the re-entrepreneurs against the whole of society as well as the existing training for (re) entrepreneurs.

Among the most important conclusions drawn from the regional report could be cited the following:

- In the case of the Region of Murcia, the vast majority of companies that went bankrupt had adopted the legal form of a limited liability company.
- Most bankruptcies are voluntary.
- From a gender perspective, twice as many bankrupt companies were managed by men.
- More than 50% of bankrupt companies had fewer than six workers.

- There is a direct link between the lower level of turnover of companies and their higher rate of bankruptcy.
- Younger companies are more likely to initiate a bankruptcy process.
- One of the main problems faced by entrepreneurs is the delay in payments and problems to finance themselves.
- Existence of scarce initiatives and projects at the regional level to support the re-entrepreneur.
- The Law of Second Chance offers extrajudicial procedures through which the entrepreneur can negotiate the payment of the debt with his creditors helped by the figure of a mediator but is unknown.
- No public or private financing lines have been found applied to re-entrepreneurs.
- Lack of specific training for re-entrepreneurs.

The reasons, among which, an entrepreneur goes bankrupt are the following:

- Lack of business management skills.
- Uncertainty related to financial and debt regulations.
- High risk activities carried out by companies.
- Creation of new products and services without the necessary support.
- Delay in collections after the delivery of a product or service.

Next, the SWOT and CAME analyzes are included with the main conclusions of the regional report.

SWOT

		Internal approach	
		List of strengths	List of weakness
		How can the strengths be maximized? Strong will to start again after bankruptcy or insolvency	How can weaknesses be minimized? Low willingness to start over after bankruptcy or insolvency
External approach	List of opportunities	<p>How can opportunities be maximized?</p> <p><b>Strong support environment</b></p> <ul style="list-style-type: none"> <li>Entrepreneurial experience of the Region of Murcia.</li> <li>Creativity of the business sector of the Region of Murcia.</li> <li>Capacities to detect opportunities and resilience.</li> <li>Network of contacts and previous clients.</li> <li>Better knowledge of the entrepreneurial reality and its sector.</li> <li>Own experience of the re-entrepreneurs of your business.</li> </ul>	<p>How can weaknesses be minimized?</p> <p><b>Weak support environment</b></p> <ul style="list-style-type: none"> <li>Social stigma of failure</li> <li>Greater social and financial stigma in smaller territorial areas with a majority of family businesses.</li> <li>Lack of protocols available for companies in case of failure.</li> <li>Lack of motivation among honest re-entrepreneurs due to risk aversion and low self-esteem.</li> <li>Lack of specific training in the prevention of bankruptcy and debt management as well as information on the consequences.</li> <li>Need for mainstreaming in policies and regional entities.</li> </ul>
	List of threats	<p>How can threats be minimized?</p> <p><b>Weak support environment</b></p> <ul style="list-style-type: none"> <li>High creativity and divergent thinking.</li> <li>Existence of a state law that supports re-entrepreneurs.</li> <li>Communicative initiative to support successful re-entrepreneurs and self-esteem workshops.</li> <li>Potential to develop synergies with other entrepreneurs.</li> <li>Examples of national and international success such as: Barcelona, Chile and USA.</li> </ul>	<p>How can weaknesses be minimized?</p> <p><b>Strong support environment</b></p> <ul style="list-style-type: none"> <li>Lack of knowledge and mechanisms to support re-entrepreneurs.</li> <li>Management of inadequate collection by companies and increase of bureaucracy.</li> <li>Low experience in specific support mechanisms for re-entrepreneurs in the Region of Murcia.</li> <li>Lack of public financial support for the entrepreneur in good faith.</li> <li>Lack of private financial support for honest entrepreneurs.</li> <li>Debt management systems imposed for re-entrepreneurs.</li> <li>Delay in the implementation of the Law of 2015.</li> </ul>



## CAME ANALYSIS

<b>CORRECTI ON</b>	<ul style="list-style-type: none"> <li>• <u>Social stigma of failure:</u> Dissemination and awareness campaigns to develop a positive image towards re-entrepreneurs, including a publication.</li> <li>• <u>Greater social and financial stigma in smaller territorial areas with majority of family businesses:</u> Strengthen cooperation in support of re-entrepreneurs with delegates from the most representative business organizations.</li> <li>• <u>Lack of motivation among honest re-entrepreneurs due to risk aversion and low self-esteem:</u> Training activities for re-entrepreneurs.</li> <li>• <u>Lack of specific training in the prevention of bankruptcy and debt management:</u> training for entrepreneurs on business management and how to prevent and deal with commercial financial problems, including information on failure and commercial consequences, as well as ethical and emotional aspects.</li> <li>• <u>Lack of integration in regional policies and entities:</u> promotion of integration with the support of regional and local policy makers.</li> </ul>
<b>ADAPTATI ON</b>	<ul style="list-style-type: none"> <li>• <u>Lack of knowledge or almost no mechanism to support re-entrepreneurs:</u> training of experts working in public and private business support institutions on how to support new entrepreneurs; Design and develop programs and initiatives to support new entrepreneurs.</li> <li>• <u>Inadequate collection management by companies and increased bureaucracy:</u> training aimed at companies, support services or tools to track the financial flow and identify the risk.</li> <li>• <u>Low experience in specific support mechanisms for the re-entrepreneur in the Region of Murcia:</u> establishment of a specific service for companies and learning from other experiences.</li> <li>• Configuration of a specific service for companies and learning of other relevant experiences.</li> <li>• <u>Lack of public financial support for the honest re-entrepreneur:</u> design and implementation of specific financial schemes for honest re-entrepreneurs.</li> <li>• <u>Lack of private financial support for the re-entrepreneur in good faith:</u> Promote the use of investor sponsors or private investors that support re-entrepreneurs.</li> <li>• <u>Debt management systems imposed for re-entrepreneurs:</u> Improve debt management systems with the support of public agencies and financial institutions.</li> <li>• <u>Delay in the implementation of the 2015 Law:</u> there have been success stories in the practical implementation of the 2015 Law, so it is widely used.</li> </ul>
<b>MAINTENA NCE</b>	<ul style="list-style-type: none"> <li>• <u>Entrepreneurial experience in the Region of Murcia:</u> Continue with campaigns to improve entrepreneurship at all levels, starting with the first stages in schools, including aspects of re-entrepreneurship and business failure.</li> <li>• <u>Creativity in the entrepreneurial sector of the Region of Murcia:</u> Organization of creativity events for entrepreneurs and re-entrepreneurs.</li> <li>• <u>Capacities to detect opportunities and resilience:</u> Continue with campaigns and initiatives increasing support to restart business opportunities.</li> <li>• <u>Network of contacts and previous clients:</u> promote networking activities among entrepreneur organizations and related parties (business breakfasts, business awards, group creation ...)</li> <li>• <u>Improvement of the knowledge of the entrepreneurial reality and its sector:</u> Organization of sectoral events to present the potential corrective measures of the common problems of the sector with the support of business organizations of the sector, technology centers, regional development agencies, etc. And any other interested organization.</li> <li>• <u>Own experience of the re-entrepreneurs to make their business plans and start their businesses:</u> Creation of a regional network or sponsors investors or mentors to support the re-entrepreneurs in the early stages of their new business.</li> </ul>
<b>EXPLORE</b>	<ul style="list-style-type: none"> <li>• <u>High number of resources for creativity and divergent thinking:</u> mapping existing resources and selecting the best actor to coordinate the implementation of resources from the start</li> <li>• <u>Existence of a national law to support re-entrepreneurs:</u> optimize the actions of REBORN to measure and show the benefits of the implementation of the national law.</li> <li>• <u>Initiative of communicative support for successful re-entrepreneurs and self-esteem workshops:</u> using success stories of re-entrepreneurs as an example and commissioning a positive image of the re-entrepreneurs.</li> <li>• <u>Potential to develop synergies with other entrepreneurs:</u> developing networking and incentive activities for the development of cooperation between companies.</li> <li>• <u>Examples of national and international success such as Barcelona, Chile or USA:</u> Analysis of success stories in other territories and explore the possibilities of transferring some of them to our own territory.</li> </ul>



## B. SUMMARY INTERREGIONAL WORKSHOPS

### 1. First Interregional Workshop on "Financial instruments to support re-entrepreneurship", held in Genoa (Italy) on 06.15.2017

During the first interregional workshop, a presentation of the REBORN project was presented to the socio-economic environment of Genoa. On the other hand, the film "Chronicle of a passion" was presented, a drama about entrepreneurs in times of crisis. In addition, a conference entitled "Financial Solutions for Second Chance" was held in which different speakers representing the main socio-economic agents of the Genoa area participated. Subsequently, there was a round table between the partners of REBORN.

### 2. Second Interregional Workshop on "Positive image of the re-entrepreneur" held in Murcia (Spain) on 28.09.2017

In this Interregional workshop, a presentation of the Good European Practices on "Positive image of the re-entrepreneur" was made. The description of good practices can be found in the second part of the document. There was also a conference on "Success in entrepreneurs", by Juan Corbera, an entrepreneur with more than 15 years of experience and an expert in business strategy. As well as a Round Table on "Positive image of the re-entrepreneur: motivational entrepreneurship".

In the afternoon, the REBORN partners participated in a creativity day entitled "Developing ideas for a positive image of the re-entrepreneurs" coordinated by Helena Ruiz, psychologist and mediator.

The "Document of Recommendations" was also presented, as a synthesis of the good practices identified in the partner regions of REBORN, a key element in the process of exchange of experiences and selection of the good practice to be transferred to the different regions of the project. In this document, the limit of 2 good practices to be exported or imported by member was established.

### 3. Third Interregional workshop on "Training for entrepreneurs", held in Kozani (Greece) on 04.11.2018

The following presentations were made, whose more detailed description can be found later in this document:

EDIOP - Program to improve the competitiveness of micro, small and medium entrepreneurs by Árpád Ferenc Nagy, from the Ministry of Economy of Hungary.

Paolo Busi Play Res - Professor of the School of the failure of Modena made a presentation on the School of failure and how to accept mistakes and learn from failures.

Alain Demarez AEI presented the Belgian best practice "Recovering Club and Workshops" to promote re-entrepreneurship in Wallonia.

For its part, the good practice of the Development Fund of Western Macedonia was also presented by Amanatidis, director of ANKO SA.

The first part of the workshop ended with the presentation by Georgopoulos, Institute of the Hellenic Confederation of Professionals, Craftsmen, and Merchants (IME GSEVEE) on the European Early Warning Network.

The second part of the Workshop began with the presentation of Alain Pekiarek, who presented the categorization of good practices and the state of the art matrix among the partners and concluded with the presentation of Kiourtsidis, Director of the Management Authority of the Regional Operational Program of Western Macedonia on the connection of the political instrument and the financing opportunities of the Operational Program.

## C. SUMMARY GOOD PRACTICES

### RENACE PROGRAM - Murcia (Spain)

RENACE is a program promoted by the Regional Government for social recovery and the promotion of entrepreneurial and occupational reemprendimiento in the Region of Murcia. A plan of advice, financing and help to entrepreneurs, entrepreneurs and professionals to, by means of extrajudicial agreement, reduce or eliminate the financial charges incurred during the crisis period. Always with the aim of enabling them to start a new business project or join the work world.

For more information:

<http://www.institutofomentomurcia.es/infodirecto/servlet/Controlador;jsessionid=9FE92195526F0E9FE0327D2DA42DC51D?idServicio=543>

Necessary resources: Human resources: 2 people INFO, 2 lawyers and two support people.

Evidence of success: Until March 2018, 78 people requested to participate; 47 proposal read by financial institutions through extrajudicial payment agreements, of which, 40 have passed to phase 4 of the Committee.

Difficulties encountered: Ignorance of the real situation of the applicants due to lack of documentation; only some financial entities signed the agreements.

Potential learning or transfer: Reduce debts, promote re-entrepreneurship, access to training programs.

### FAIL FAST FOR START UP INNOVATIVE - Decree Law n. 179/2012 Law n. 179/2012 - Abbruzzo, Italy

This legislative measure facilitates sustainable growth, technological development, new entrepreneurship and employment, especially among young people, creating systemic conditions for the introduction of products and services, highly innovative (high tech).

This measure introduces administrative simplifications, and priority and free intervention of the SME Guarantee Fund on bank loans and tax benefits.

Necessary resources: None

Difficulties encountered: Overcome the stigma of re-entrepreneurs.

Potential learning or transfer: Innovative startups are exempt from the discipline of bankruptcy and, in case of failure, they can immediately start a new project.



### **PORTAL FOR ENTREPRENEURS - Közép-Magyarország, Hungary**

It is a Portal operated by the Ministry of the Interior with contents of special knowledge for entrepreneurs in operation, start-up phase or restart. In the special menus of the portal, existing or potential entrepreneurs can find information on legal issues, on the necessary skills and abilities, etc. You can also find solutions and advice for the growth and financing phase with links to local and European funds as well as links to other portals for financial analysis of entrepreneurship or EU rules and guidelines.

Necessary resources: Internet so that entrepreneurs can access

Evidence of success: The Portal is easy to use and accessible for the user with the possibility of asking questions online. It also has a newsletter and the entrepreneur can sign up to the network for free.

Potential learning or transfer: Easily transferable.

### **EDIOP 8.3.1.-16 PROGRAM TO IMPROVE THE COMPETITIVENESS OF SMEs - Dél-Alföld, Hungary**

Objective: Support for the competitiveness of SMEs by facilitating access to financing.

The total sum of the loan could be between 1 and 600 million HUF (3200 and 2 million EUR). The required equity capital is 10% (in case of purchase of vehicles 20%). The project must be completed within 24 months. The repayment term is 15 years maximum, with no interest rate, no handling fees and equal installments every month.

Eligible activities supported by the program: purchase of fixed assets, even used, construction (or renovation, expansion, reorganization) of construction, acquisition of real estate. Investments must be financially viable and profitable.

Necessary resources: 142 142 million euros.

Evidence of success: The program is very popular and the number of requests exceeded the initial expectations.

Potential learning or transfer: Free loan for entrepreneurs. Connected costs are also offered free of charge, so it is a possibility for entrepreneurs (despite the mandatory capital of 10% of their own that is required) to obtain the total amount without any additional cost. The amount is relatively high, and could be a very important starting point for beginners and those who restart. The relatively long repayment period of the loan is also attractive (15 years for buildings and reconstructions, 5 years for intangible assets according to depreciation periods).

### **COMBINED AUTOMATIC PRODUCT SOCAMUT - Liège, Belgium**

The automatic combined product facilitates access to bank loans for SMEs (as well as self-employed workers), including beginners and those who restart. The SOWALFIN Group facilitates access to bank loans for SMEs by offering subordinated loan and guarantee / counter-guarantee solutions from mutual guarantee companies.

The automatic combined product is suitable for small businesses (as well as self-employed workers), including beginners and reinitiators with less than 50 full-time employees and whose overall balance or turnover  $\leq$  10 million euros. The bank does not need to obtain a prior agreement from SOCAMUT to offer its loan. The process is completely automatic. The bank simply tells SOCAMUT (through a

form on its intranet) that it is claiming its guarantee and / or its loan. Within 4 days after the request, SOCAMUT confirms the guarantee with the bank and sends the loan agreement (by email) to the business owner to release the funds.

It focuses on the process:

- An automatic guarantee of 75% for a maximum bank loan of € 50,000

and/or

- An additional subordinated loan of a maximum of 50% of the bank loan and a maximum of € 25,000

€ 75,000 of financing, which can be incorporated into a financing package of a maximum of € 250,000

The product has recently been modified and is aimed at small companies (and not only micro-enterprises) and the increase of thresholds (from 37,500 euros to 75,000 euros of financing).

Necessary resources: 2 full-time people for 600 products / year and a portfolio of 2,200 products.

Evidence of success: 600 products / year and a portfolio of 2,200 products + automatic products for banks that significantly reduces the administrative burden.

Potential learning or transfer: This product is based on an agreement with the banking sector. Fast and easy. 100% automated process without the need for analyst analysis.

#### **CONFERENCES "No fail No gain" - Liège, Belgium**

The conferences "No Fail No Gain" seek to discuss failure, share knowledge and experience with (re) entrepreneurs in a friendly environment, where (re) entrepreneurs present their experiences. The objective is to gradually change the negative connotation of failure among students and active professionals (entrepreneurs, employees, etc.).

Necessary resources: € 10k per conference (150 people) / 3 HR for the organization.

Evidence of success: The great participation of the public and the high demand for the organization of these events.

Difficulties encountered: It is not easy to find people who talk about their failure; the speakers should receive a few coaching sessions.

Potential learning or transfer: Easily transferable.

#### **RECOVERING CLUB & WORKSHOP (directly linked to the help scheme "Recovering Enterprises Plan") - Liège, Belgium**

This initiative proposes to accompany the re-entrepreneurs to reinforce and mature their business project and to shape their financial needs. Another objective is to help them mature their ideas and establish links with useful stakeholders to meet their financing needs. Failed entrepreneurs join a coaching program that consists of two main and specific components:

- Personal reconstruction (human and psychological aspects)



- Commercial capacities and fully formed project (including early warning tools and crisis management tools made available in particular through the help mechanism "Plan for the recovery of companies")

Necessary resources: 3 full-time people to manage the coaching program; 1 panel of coaches and € 150,000.

Evidence of success: Does not apply..

Potential learning or transfer: This initiative is inspired by the French program "60000 rebounds" that has also been replicated in other regions.

#### **SCHOOL OF BANKRUPTCY OF MÓDENA - Emilia - Romagna, Italy**

The Bankruptcy School of Modena is the first school in Italy aimed at people who have failed. The school teaches the culture of error and failure, which is much needed in Italy to commit the development of new business. The school was born to teach losing to win. Through theater, role plays, simulations, coaching and mentoring techniques, the different steps of the "error cycle" are addressed: the perception of failure, the analysis of error, awareness and confidence in the new success. The teachers are: improvised theater actors, human resource managers, neuroscientists from the University of Udine, psychologists, game designers from the Polytechnic University of Milan and retired mentors as managers.

Necessary resources: Public and / or private funds.

Potential learning or transfer: This BP can help relaunch new business projects among re-entrepreneurs and reduce the stigmatization of failure.

#### **SUPPORT FOR THE DEVELOPMENT OF KNOWLEDGE AND ADVICE TO COMPANIES - Lubelskie, Poland**

The practice consists in the organization of specialized and generalist training programs and advice to companies taking into account their previously detected needs. They are training programs adapted to the needs of each company or (re) entrepreneur..

Necessary resources: 982 915 885 EUR (total budget for measure 8.1.1))

Evidence of success: Since 2015, 12 calls organized; 2838 applications; 14822 companies supported; 71 722 people supported by this measure, including 633 disabled.

Difficulties encountered: Excessive bureaucracy, difficulties in meeting all the criteria of the call.

Potential learning or transfer: High flexibility in adapting training programs to the needs of companies.

#### **"IMPROVING BUSINESS COMPETITIVENESS THROUGH THE IMPLEMENTATION OF THE" MARKETING FOR THE ECONOMY"PROJECT - Lubelskie, Poland**

The challenge was to improve the economic image of the region and companies, to increase the relatively low competitiveness of entrepreneurs by providing them with a set of tools aimed at improving their skills and knowledge, including boosting their exports of goods and services. The activity provided opportunities for entrepreneurs to increase their knowledge of various aspects of

the development of a company and allowed them to access foreign markets participating in trade missions and fairs in Poland and abroad, which allowed to verify the potential of specific foreign markets and find relevant businesses.

The practice is implemented through the organization of international business events (conferences, forums, B2B and B2G sessions, inbound and outbound business missions) and the creation of systemic links between relevant stakeholders. The project also focused on creating a good image of regional products to promote them among potential investors and tourists.

Necessary resources: The total value of the "Marketing for the Economy" project is 33 million PLN..

Difficulties encountered: External events (Russian embargo, etc.) unrelated to the practice.

Potential learning or transfer: Business growth and better image of local products.

### **START AND GROW (Start & Growth) - Liguria, Italy**

It is a training program for business creation and development, to transform an idea into a business. Aspiring entrepreneurs (including an honest entrepreneur who has failed, with a new idea) can take advantage of business support services, supported by a tutor, who helps them establish a business plan. After the tutoring service, participants have the possibility to install the new company in FILSE Incubators for 12 months, using the incubation coupons provided by the call.

Evidence of success: 456 applications; 120 applications currently under evaluation; 76 entrepreneurs doing their business plan; 70 companies created.

Difficulties encountered: Bureaucratic problems.

Potential learning or transfer: The training programs for re-entrepreneurs with specific experts are useful to guide them and not make mistakes in their second business projects.

### **MODERA - Murcia, Spain**

As a consequence of the application of the Second Chance Act, the figure of an insolvency mediator becomes necessary.

MODERA was born as a good private practice, being the first private center of negotiation and business mediation of the Region of Murcia. MODERA makes available to entities and individuals the extensive experience of its professionals in the implementation of negotiated solutions, promoting a true culture and promoting friendly solutions. The focus of the company is to work on conflicts of prevention and management in a business organization.

Necessary resources: Human capital

Difficulties encountered: Spanish cultural reticence

Potential learning or transfer: This practice could help the creation by the Public Administration of an information and accompaniment office for individual debtors.

### **COURSE ON MANAGEMENT OF FAILURE - Murcia, Spain**



It is a course-workshop offered by the University of Murcia that seeks to raise awareness and develop skills to deal with situations of personal and professional failure, a practice that can also contribute to the transmission of positive values to people in their environment.

Issues such as resilience as self-protection of childhood, creative psychotherapies in the face of failure or intelligent optimism in the face of adversity are addressed. It lasts 25 hours.

Necessary resources: Professionals from different areas with experience; infrastructure: space with projector, sound system, computer and mobiliario arranged in U-shape.

Evidence of success: The evaluation of the participants is of 8,84 out of 10.

Potential learning or transfer: High potential of transferability.

#### **EUROPEAN NETWORK FOR EARLY WARNING AND SUPPORT FOR COMPANIES AND RE-ENTREPRENEURS - Greece**

The EWE project provides advice and support to companies in difficulties. Such interventions can help prevent bankruptcies and their negative consequences. The overall objective is to promote entrepreneurship and the growth of SMEs throughout Europe. A key element is to create solid framework conditions for businesses in all sectors that can help them address key challenges, including managing a crisis, dealing with bankruptcy and getting a second chance. The network includes key organizations, experts, policy makers and stakeholders from all EU member states.

Necessary resources: EUR 3,800,000.00.

Evidence of success: Until May 2018, the program had supported more than 100 entrepreneurs throughout Greece.

Difficulties encountered: Related to the confidentiality of personal data.

Potential learning or transfer: The biggest advantage is in the early warning system, which can prevent bankruptcy.

#### **DEVELOPMENT FUND OF West Macedonia - TADYM – Greece**

The objective is to implement projects that improve the competitiveness of local companies and finance development projects in Western Macedonia. The objective of the Fund is to improve companies' access to finance, encourage investment and promote economic growth. For this purpose, new financing products will be introduced. The Fund of Funds may create or invest in more than one financial instrument such as: venture capital funds, guarantee funds, loan funds, microcredit funds, etc. The principal amount is estimated at 5 million euros for the Region of Western Macedonia and 5 million euros more for ETEAN S.A.

The beneficiaries are new companies and existing SMEs that meet specific social criteria (families with many children, young people, women, etc.). There are no estimated costs for the beneficiaries.

Necessary resources: Management costs are 3% per annum of the fund's capital.

Evidence of success: The program began in 2017. There is still no evidence of success..

Difficulties encountered: Of administrative type..

Potential learning or transfer: 3 key elements to take into account: The problem common to all of Europe is the lack of access to funding sources for re-entrepreneurs; local nature of the agents involved and that the practice combines national and local funds.

**The good practices selected by CEEIM and the specific aspects to be transferred from REBORN were:**

#### **1) CONFERENCES "No fail No gain" - Liège, Belgium**

These conferences following the Belgian model will be imitated in the communication actions foreseen in this plan.

Specifically, it is exported:

- The testimonial methodology. Through the REBORN project and the business breakfasts in which this methodology was worked on, it has proven to be successful in the first tests and is therefore transferred to the present regional action plan.
- The coaching of re-entrepreneurs before. This aspect, we find interesting by the reluctance of some re-entrepreneurs to communicate this aspect of their business life. It has been analysed in the last Focus Group that was held in Murcia that the people selected for these actions must be in a state in which the difficulty has been overcome.

#### **2) RECOVERING CLUB & WORKSHOP (directly linked to the help scheme "Recovering Enterprises Plan") - Liège, Belgium**

This methodology has been of great interest for our region since it provides a holistic approach and will be applied in the 3 main actions defined in this plan.

Specifically, it is exported:

- The system of first point of contact and triage through the improvement of the PROMETEO platform.
- The integral support system with the steps included in its methodology and principles of simplification, confidentiality and traceability that strengthen the capacities of entrepreneurs in difficulties by uniting emotional and technical aspects of training and early warning.
- The support system explained of this good practice in the study visit in Belgium with the extrajudicial agreements and a whole system of collaboration with third parties that is given in our case extended to Chambers of Commerce.

These good practices were not only studied in detail by the members of the local working group in Murcia, but also by the team that made the study visits, among which were personnel hired by the INFO Regional Development Agency in order to move these conclusions to the terrain. The business environment in Spain and Belgium is different, and more specifically in legal matters, so it was identified that in Spain the Chambers of Commerce, are those that can really move the system learned in REBORN for those who are bankrupt that with the Adequate support from the INFO Regional Development Agency can be supported by these entities. The practices discussed in the subsequent workshops with the stakeholders were those that could best adapt to our entrepreneurial and re-entrepreneurial system.



### III. LINES OF ACTION

After analyzing the lessons learned during the first phase of the REBORN project, it is proposed to work on three lines of action within the Action Plan of the Region of Murcia based on the selected good practices.

These lines of action are the following:

Action 1: Improvements and enhancement of PROMETEO platform aimed at the starter, enterprise in difficulty and re-starter.

Action 2: Integral system of early warning and capacity building for entrepreneurs.

Action 3: Support to overcome the financial bottlenecks for re-starters.

Action 4: Organization of conferences "No fail no gain"

#### ACTION 1.- IMPROVEMENTS AND ENHANCEMENT OF PROMETEO PLATFORM AIMED AT THE STARTER, ENTERPRISE IN DIFFICULTY AND RE-STARTER

**Original best practice:** "Aid Mechanism" best practice from Belgium, (directly linked with the Recovering Club & Workshop), they have a free phone for requests and in the case of Murcia, the plan is to digitalise this methodology through this platform to get access to companies in difficulties and re-starters to programmes like RENACE and training options.

##### **Action:**

The Regional Development Agency, INFO has developed a web platform called PROMETEO (<http://prometeoemprende.es/>) where all the current resources for entrepreneurs existing in the Region of Murcia are uploaded. Therefore, the efforts would be focused on disseminating this platform for the use of re-entrepreneurs and, on the other hand, to enhance the use of this platform among all stakeholders who have a role in the regional re-entrepreneurship ecosystem for the benefit of the entrepreneurs.

Prometeo was not planned for re-starters. Thanks to the participation in REBORN project, Murcia Region will import and implement the reception of requests via Prometeo, following the Aid Mechanism Belgium best practice to guide the re-starter or the company in difficulty to the resources and information required.

This action is necessary and complementary to the two following actions (actions 2 and 3) foreseen in the Regional Action Plan. Prometeo platform will be the first step for companies in difficulties and re-starters to get free access to RENACE Programme (Action 3) and to better know and access the existing training options (Action 2). It will give visibility to re-entrepreneurship among other themes under the entrepreneurship umbrella.

Thanks to the learning process and the activities undertaken through the learning exchange phase, REBORN has learnt that in the Region of Murcia, there is a wide map of regional and local stakeholders dealing with (re)entrepreneurship coordinated all of them by the Regional Development Agency (INFO) through the Regional Plan of Entrepreneurship. That said, all these actors are offering different services to (re) entrepreneurs and there is a need of stronger coordination among all of them in order to guide the entrepreneurs as we learnt in the case of Belgium, through the Aid Mechanism, we will export and implement the reception of requests via Prometeo to guide the starter, the company in difficulty or the re-starter to the resources and information required.

**Responsible:** INFO - Regional Development Agency.

**Players involved:** Organizations of the entrepreneurs' ecosystem.

**Time frame:** 2019-2020

**Resources needed:** Platform, content, staff.

**Action financed by ERDF:** € 2,000

**Indicators:** Number of interventions addressed to re-entrepreneurs through the platform.

**Risks:**

RISKS	PROBABILITY	CORRECTIVE MEASURES
1.1 Low level of coordination among regional agents	Low	High involvement of INFO, as manager of the Prometeo platform and CEEIM as regional project coordinator
1.2 Low level of dissemination of the Prometeo Platform	Low	INFO is currently carrying out actions to disseminate the Platform
1.3 Low level of use of the Prometheus Platform	Medium	Strengthen communication actions focused on the business sector and business support organizations

## **ACTION 2.- TRAINING (EARLY WARNING AND CAPACITY BUILDING FOR ENTREPRENEURS AND SOCIETY IN RE-ENTREPRENEURSHIP)**

### **Original best practice: "Recovering Club & Workshop" from Belgium.**

This initiative is focus on the personal reconstruction (human rebuilding & psychological aspects), business capacities – including Early Warning tools and crisis management tools and maturing of the business projects and transfer financial tools among entrepreneurs.

This initiative proposes to accompany the re-entrepreneurs to reinforce and mature their business project and to shape their financial needs. Another objective is to help them mature their ideas and establish links with useful stakeholders to meet their financing needs. Failed entrepreneurs join a coaching programme that consists of two main and specific components:

- Personal reconstruction (human and psychological aspects)
- Commercial capacities and fully formed project (including early warning tools and crisis management tools made available in particular through the help mechanism "Plan for the recovery of companies")

The Region of Murcia will transfer the integral training support system with the steps included in its methodology and principles of simplification, confidentiality and traceability that strengthen the capacities of entrepreneurs in difficulties by uniting emotional and technical aspects of training and early warning.

### **Action:**

One aspect of the early warning system and capacity building is the need to train entrepreneurs to avoid bankruptcy. Therefore, this Regional Action Plan has planned to design and implement a training programme derivated from "RECOVERING CLUB & WORKSHOP" best practice that will be supported on dissemination by PROMETEO platform (Action 1).

The reception of the requests via Prometeo will continue with a Training Plan aimed at solving the problems face. There will be training pills for entrepreneurs in: "anticipation" of the company crisis, trying to avoid the actual failure and support the companies in phase of difficulty, before they fail. The learning of basic management knowledge, acquisition of good business habits, permanent use and regular simple management tools (control panel, cash flow statement ...) and verification of the first signs of danger revealing legal and social problems, financial difficulties will be verified. The early warning will be applied to SMEs and the capacity building will serve to all stages of the entrepreneurship and re-entrepreneurship.

Taking into account the lessons learnt in Recovering Club & Workshop and the regional context of Murcia (results from the regional report on re-entrepreneurship, the SWOT and CAME analysis as well as the feedback of stakeholders, there is a need of training to different target audiences about the elimination of the stigmatization of failure in society as a whole, not only in the business world. For this purpose, the following training actions are planned according to different target audiences:

1. ENTREPRENEURS: Early warning training plan:



1.1 Punctual days of experiences with investors (CEEIM)

1.2 Business failure monitoring and prevention service (CEEIM)

1.3 coaching sessions "based on a deep analysis of the bankruptcy's causes (endogenously and exogenously)

2."Specialist Course in FAILURE MANAGEMENT" (University of Murcia)

3. "School of Failure": Parents, teachers, students, professional associations etc through Seminars / workshops

This programme of workshops and seminars aims to train society in general, and entrepreneurs in particular, to get ready and prepared for the relaunching of a business activity, understand why they have failed and try to prevent future failures.

**Responsible:** INFO - Regional Development Agency.

**Players involved:** Organizations of the entrepreneurs' ecosystem.

**Time frame:** 2019-2020

**Resources needed:** Support from a consultancy firm, on-line tool. support from experts

**Action financed by ERDF:** € 20,000

**Indicators:** Number of supported companies and entrepreneurs.

**Risks:**

RISKS	PROBABILITY	CORRECTIVE MEASURES
2.1 Content and / or format of the training not adapted to the needs of the participants	Low	Preliminary survey with a sample of potential participants to decide the format most adapted to their needs
2.2 Trainers with little practical experience in failure management and re-entrepreneurship	Low	The organizers of the training will verify the profile of the trainers, selecting those with more practical experience



2.3 Little short-term impact of training on re-entrepreneurs	Medium	Post-training questionnaire to the participants to verify the impact and guide them in the process
2.4 Incorrect dissemination of training	Low	Strengthen the communication of training with the collaboration of other agents working on the subject of business support
2.5 Low interest of the re-entrepreneurs for this type of training	Medium	Face-to-face meetings with failed entrepreneurs to reinforce the need and importance of training before embarking on new business experiences

### ACTION 3.- ENHANCE OF ADMINISTRATIVE PROCEDURES OF RENACE SUPPORTING ENTREPRENEURS TO OVERCOME FINANCIAL BOTTELENECKS

#### Original best practice: "Aid mechanism" from Belgium.

From this best practice, the roadmap of 12 weeks of the early problem detection process will be transferred and incorporated to RENACE Programme. This training and preventive support to entrepreneur, included in the Belgian best practice Aid Mechanism are necessary to avoid the situation of bankruptcy.

This initiative involves a free and single contact number, a specific online tool developed for the field Advisors; an in-depth diagnosis of the difficulties experienced implemented with 3 different & specific expertises (field Advisors, lawyer, accountant) as well as a standardised method for the reception of businesses: one filter by call centre, first line reception by field advisors and second line assistance service.

This programme open to all enterprises, whatever the level of difficulties encountered. The difficulty should be specific and economic or legal in nature. It must be justified by an objective emergency and the proven financial difficulties should jeopardize the continuity of the economic activity. The personal situation of the manager is, of course, a major point of interest.

The main services are based on: An in-depth diagnosis, legal assistance and accounting assistance. All the experts & volunteers involved propose to the entrepreneur an Action Plan based on the global analysis and completed by an adapted SWOT analysis. The Action Plan implementation is the duty of the entrepreneur.

As the services are free of charge for the beneficiaries, It is expected that each beneficiary is the key player in all the steps and demonstrates his desire to be involved in the continuity of his business.

The philosophy of this initiative is the need to take action as early as possible to be able to suggest to entrepreneurs the directions leading towards the continuity of the business.

**Action:**

RENACE Programme will be improved thanks to the Good practice from Belgium in the improvement of the administrative procedures in the processes of problems detections and to develop a roadmap before twelve weeks, with the support of Prometeo platform (Action 1).

A holistic approach is needed for the failed entrepreneur and the most promising action would be providing the service of RENACE which would be improved with the inclusion coming from the lessons learnt through the interregional learning process for support to enterprises in difficulties in Wallonia (Belgium), specifically from "AID MECHANISM" best practice.

Following this best practice, another key action will be the implementation of the Belgium methodology regarding the Commercial Investigation Chambers who already agreed to cooperate adopting the methodology and providing cooperation in the definition of catalogue of experts from whom, the entrepreneurs that had a bankruptcy could obtain support to trigger the 2nd Chance Law implementation.

The methodology to import will involve the responsibility of the Chamber of Commerce to identify and monitor struggling businesses in order to encourage their continuity and make sure that the rights of creditors are protected.

RENACE Programme will be improved with a new administrative procedure for greater efficiency taking into account "AID MECHANISM" best practice. As it can be seen in the picture below, current RENACE Programme involves only the 5th phase of Belgium model. Thanks to REBORN project, previous phases not existing in RENACE Programme will be incorporated following the model of the original best practice.

As a proof of the holistic approach of the Action Plan, companies participating in new phases of RENACE programme and in need of training, they will be derived to training programmes of Action 2 of this Action Plan.

The following aspects of the administrative procedures will be improved thanks to the learning process in REBORN project:

- A standardized method for the reception of businesses.
- A call centre with the support of Prometeo platform
- Reception to business in difficulties or re-starters by advisors
- Assistance Services:
  1. An in-depth diagnosis, legal assistances and accounting assistance.
  2. All the experts involved propose to the entrepreneur an Action Plan based on the global analysis and completed by an adapted SWOT analysis
  3. Total case accompaniment scheduled for 12 weeks period.

	STEP 0	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
				RECOVERY WORKSHOP (Action 2)	RECOVERY WORKSHOP (Action 2)	
<b>WHAT</b>	Application of the bankrupt entrepreneur	Administrative procedure	Examining board to analyse applications	Coaching & Human aspects sessions	Coaching & learning sessions Business aspects	File transfer & Deep analysis of financial need
<b>WHO</b>	Restart candidate	Candidate + expert from INFO	Lawyers + accountants	Candidates	Candidates	Regional financial tools + banks
<b>OBJECTIVE</b>	Business project's description	Data compilation Legal aspects File completing	Check with pool	Candidate's understanding phase Support to <lessons learned> approach and exchanges of experiences Psychological aspects	Reconstruction phase Support for the "lessons learned" Methodology Business aspects	Adapted solution & financial arrangement
<b>TIMING</b>	T+0		T+3 MONTHS	T+6 MONTHS	T+9 MONTHS	T+12 MONTHS

**Responsible:** INFO – Regional Development Agency and Chambers of Commerce.

**Time frame:** 2019-2020

**Resources needed:** Support of a consultancy company.

**Action financed by FEDER:** € 40,000

**Indicators:** Number of companies and entrepreneurs advised.



**Risks:**

<b>RISKS</b>	<b>PROBABILITY</b>	<b>CORRECTIVE MEASURES</b>
3.1 Lack of necessary human resources	Low	This action is already being implemented with the necessary human resources
3.2 Lack of funds to implement the planned actions	Low	There are already budget lines for 2019/20
3.3 Low level of collaboration among the main actors to implement the actions	Medium	Strengthening the coordination role of INFO
3.4 Insufficient number of re-entrepreneurs interested in the services offered	Medium	Special emphasis on dissemination campaigns focused on re-entrepreneurs
3.5 Low level of effectiveness of the actions developed	Low	Post-action follow-up actions with the participants

**ACTION 4.- ORGANIZATION OF CONFERENCES „NO FAIL NO GAIN“**

**Original Best practice: “No fail No Gain Conferences”**

“No Fail No Gain Conference” came up with the idea of talking about failure. No Fail No Gain is about sharing knowledge, experience, awareness. That is an event where entrepreneurs engage their audience in a friendly and warm atmosphere. All of this with an inspiring speech about their experiences and perseverance. So the main purpose of the “No Fail No Gain Conferences” is to share and teach to the audience the famous phrase of Winston Churchill: « Success consists of going from failure to failure without loss of enthusiasm ».

The methodology of these conferences, provide an interesting complementary approach to entrepreneurship and business creation policies, which focus commonly on providing support in terms of expertise, training, facilities or funding.

Resources needed to be imported:

- Registration tool
- 1 speaker coach
- Access to resources (room, technical tools)
- People with complementary skills (communication, organization, leadership, project management)
- Entrepreneurs speakers

Action:

Following the SWOT and CAME regional analysis on second chance entrepreneurship in Murcia, it seems essential, taking into account the idiosyncrasy of the territory in terms of the stigmatization of failure among society to import the methodology of the testimonies given in the "No fail No Gain Conferences", that have been proved that gradually change the negative connotation of failure among active people.

Therefore, a series of two conferences per year will be organized in the region, inviting local business experts, of different ages and sectors covering the interest of various target audience, that will have the chance to share knowledge, experience and awareness about failure.

**Responsible:** CEEIM

**Time frame:** 2019-2020

**Resources needed:** Support of a consultancy company.

**Action financed by FEDER:** € 15,000

**Indicators:** Number of companies and entrepreneurs advised.

**Risks:**

RISKS	PROBABILITY	CORRECTIVE MEASURES
3.1 Difficulties to invite people to speak about their failures	Low	Our entrepreneurial ecosystem seems to be committed to this project
3.2 Audience comes once, they usually do not attend further conferences	Low	That is why conferences will be organized regarding each target audience, sectors and space out in time
3.4 Insufficient number of re-entrepreneurs interested in the conferences	Medium	Special emphasis on dissemination campaigns focused on re-entrepreneurs

## **IV. OTHER ACTIVITIES FINANCED BY OTHERS LINES OF FINANCING DIFFERENT FROM ERDF**

### **COMMUNICATION ACTIVITIES**

In addition to the main actions planned, the REBORN project has planned to carry out dissemination campaigns with the aim of communicating a positive image of the re-entrepreneurs. This will include the publication of a book with successful stories and testimonies of re-entrepreneurship; continue with entrepreneurship development campaigns at all levels, starting from the earliest stages in schools and including aspects on re-entrepreneurship and business failure management.

The intervention consists of:

- Collaboration agreements in support of re-entrepreneurship through collaborations between business organizations (such as the Regional Association of Family Businesses - AMEFMUR or the Regional Association of Women Entrepreneurs - OMEP).
- Publication of a book about success stories and personal testimonies in the field of re-entrepreneurship by the University of Murcia.
- The creation of the annual prize for the best re-entrepreneur.
- The realization of a Regional Congress of Failure, planned for April 2019.
- Participation in the Day of the Entrepreneur (DIAPE), organized every year by INFO.
- The launch of a dissemination campaign within the CIEM Entrepreneurship Strategy, taking failure as a horizontal activity with re-entrepreneurs to develop a positive image towards new re-entrepreneurs (testimonial videos).

## **V. FOLLOW UP OF THE ACTION PLAN**

Likewise, REBORN has planned a series of actions to carry out the follow-up in the implementation of the Regional Action Plan.

The foreseen steps are the following:

- Creation of a document template called follow-up report by the CEEIM team that will be updated every 6 months.
- CEEIM will continue working with the members of the local action group to form a Monitoring Committee for the implementation of the Action Plan during phase 2.
- The Monitoring Team will meet every 3 months to discuss the progress of the Action Plan and propose corrective actions if necessary.
- Continuous cooperation with the members of the Political Instrument Management Authority and INFO so that the requirements defined in the project application form, on monitoring the regional action plan, are met.





- Preparation of an Annual Report on the implementation and monitoring of the Action Plan by CEEIM.
- Organization of a special meeting with the participation of the Management Authority and INFO on the results and the final report of the Action Plan.

## VI. CALENDAR

The Action Plan for the Region of Murcia will be carried out between January 1, 2019 and January 31, 2020 and will be reviewed annually.

In order to start the operations a prior planning for monitoring meeting is foreseen at the beginning of 2019 and every year, there will be a monitoring of actions and revision for the monitoring of the following year.

In 2020, we will prepare the final monitoring report.

 REBORN Interreg Europe  European Union European Regional Development Fund	01/2019 - 06/2019	07/2019-12/2019	01/2020 -06/2020	07/2020- 12/2020
	Prometeo /Integral System/Financial bottlenecks	■	■	■
Comunicación	■	■	■	■
Reports on progress	■	■	■	■
Meetings Stakeholders	■	■	■	■

## VII. COST

The Action Plan for the Region of Murcia will have a total cost in the framework of the Operational Program of the Region of Murcia 2014-2020 of: € 94,950

Action 1: Improvements and enhancement of PROMETEO platform aimed at the starter, enterprise in difficulty and re-starter: € 2,000

Action 2: Training (early warning and capacity building for entrepreneurs in re-entrepreneurship): € 20,000

Action 3: Enhance of Administrative procedures of RENACE supporting entrepreneurs to overcome financial bottlenecks: €40,000

Action 4: Organization of “No fail no gain” conferences: € 15,000

- Other communication activities:
  - i. Creation of the annual prize for the best entrepreneur: € 4,500
  - ii. Realization of a Regional Congress of Failure: € 6,000
  - iii. Participation in the Day of the Entrepreneur (DIAPE): € 1,200
  - iv. Launching of a diffusion campaign within the Entrepreneurship Strategy, taking the failure as a horizontal activity with re-entrepreneurs to develop a positive image towards new re-entrepreneurs (testimonial videos): € 6,250 (5 videos).



## VIII. SIGNATURE AND SUPPORT

ORGANIZATION: DIRECTORATE GENERAL OF BUDGET AND EUROPEAN FUNDS, MURCIA REGION

REPRESENTATIVE: MARIA BEGOÑA INIESTA MORENO

DATE: 08/07/2019

STAMP



SIGNATURE

A handwritten signature in blue ink, consisting of several loops and a long horizontal stroke at the bottom.

ORGANIZATION: REGIONAL DEVELOPMENT AGENCY (INFO)

REPRESENTATIVE: JOAQUÍN GÓMEZ GÓMEZ

DATE: 08/07/2019

STAMP



SIGNATURE

A handwritten signature in blue ink, featuring a large, stylized initial 'J' followed by several loops and a long horizontal stroke at the bottom.

ORGANIZATION: EUROPEAN CENTRE OF ENTERPRISES AND INNOVATION OF MURCIA (CEEIM)

REPRESENTATIVE: ESTHER PEÑALVER IBARRA

DATE: 08/07/2019

STAMP



SIGNATURE

A handwritten signature in blue ink, featuring a large, stylized initial 'E' followed by several loops and a long horizontal stroke at the bottom.





## ANEX I

### ADDITIONAL INFORMATION ABOUT RENACE PROGRAM: SECOND CHANCE PROGRAM FOR THE PROMOTION OF CORPORATE AND LABOR REIMBURSEMENT IN THE REGION OF MURCIA

The RENACE Program is a program promoted by the regional government for social recovery and the promotion of entrepreneurial and occupational reemprendimiento in the Region of Murcia..

A plan of advice, financing and help to entrepreneurs, entrepreneurs and professionals to, by means of extrajudicial agreement, reduce or eliminate the financial charges incurred during the crisis period. Always with the aim of enabling them to start a new business project or join the world of work.

A program born to recognize and recover all those people who bet their resources and their illusion in a business project and to which the crisis forced them to close the doors.

Because entrepreneurs are the protagonists of a real and effective economic recovery of society, with an impact on our day to day life: creating jobs, wealth and prosperity. It is time to turn your effort into a new opportunity.

#### Objectives:

- Reduce or even eliminate debts of entrepreneurs and entrepreneurs in good faith whose business closed as a result of the crisis. All this thanks to a real program of exoneration of the accumulated liability through extrajudicial agreements facilitated from the public administration.
- Encourage re-entrepreneurship, the start-up of new projects, without committing fraud by law; or even, the incorporation to the employment world by employee.
- Give access to the reemprendedores to a complete professional training program, to help them in the new business decision making. A training program based on training activities, grants and complementary financing lines.
- Recover the knowledge and entrepreneurial talent of the Region of Murcia that has been affected by the economic recession, with the aim of increasing competitiveness and accelerating our economic growth.
- Recognize the role of entrepreneurs and entrepreneurs, creating social awareness of the value of their effort and their daily work: creation of employment, wealth and prosperity for all members of the community.

The RENACE Program supports self-employed individuals and individuals who, due to the crisis, have seen their business project fail and who, until now, have had to face the accumulated liabilities through their assets. Individuals or legal entities whose business activity should have ceased due to the crisis and who are subject to a commercial debt derived from said activity.

After an initial triage phase, an extrajudicial agreement with the creditors will be attempted. In this process, the debtor may liquidate their assets to pay the debts or reach an agreement through a payment schedule, and may even be exonerated from the dissatisfied liability.

People, business or non-business owners, who are in a situation of insolvency and are interested in restarting a business activity, can go to the RENACE Office, located in the facilities of the INFO, and must present a request and the documentation they will find in the INFO website.

The RENACE Office diagnoses in an Optimization or Feasibility Report if the second chance is processed by the applicant's profile, or, on the contrary, it is referred to the SOMH, the Mortgage

Orientation and Mediation Service of the CARM (debtor profile whose debt is not originates or comes from business activity).

If the interested party agrees to the diagnosis made, a second chance viability report will be sent to the RENACE Commission, where viable proposals for Extrajudicial Payment Agreements (AEP) must be submitted.

Once the Commission approves, the interested party is transferred to decide to initiate the Extrajudicial Payment File. At this time the interested party must choose a professional from the list of Legal and Economic Advisors, who will be the one who makes the presentation of the request before two agencies:

- Mercantile Registry.
- Chamber of Commerce.

Presented the documentation through these agencies, the bankruptcy mediator is appointed: the mediator will promote the negotiations to obtain the expected Extrajudicial Payment Agreement that may include: withdrawals, waits, property donations, etc. Although the AEP has not had a successful experience, and knowing that it is possible to cover the credits against the masses and the privileged, a competition will be presented before the Mercantile Court of Murcia. From that moment on there would be speediness of the Superior Court of Justice to file foreclosures and other proceedings that the debtor has. Once the tender has been processed and finalized in an accelerated manner, if the debtor meets the requirements, the Benefit of Dissatisfied Liability Exemption (BEPI) will be granted by the Court.

Finally, the petitioner will be able to benefit from the Training and Training Programs and Initiatives for the reemergence of the SEF and take advantage of additional lines of Financial Aid and Instruments that the INFO will make available to the re-entrepreneurs for the start of their business activity.

For more information: <http://renace.info/>



