



SPEED UP
Interreg Europe



ACTION PLAN

Lisbon City Council



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1. General Information

Project Name	Speedup - Supporting Practices for Entrepreneurship Ecosystems in the Development of Urban Policies
Partner organization	Lisbon City Council
Country	Portugal
NUTS2 Region	Área Metropolitana de Lisboa – Lisbon Metropolitan Area
Contact person (email, phone number, web site)	Margarida Figueiredo – General Director for Economy and Innovation margarida.figueiredo@cm-lisboa.pt +351217989589 http://www.cm-lisboa.pt/en/business/entrepreneurship/projetos-europeus/projeto-speed-up

1.1 Summary of Project, Objectives and Policy Instrument

SPEED UP is a project developed in the framework of Interreg Europe, Priority axis 2: 'Competitiveness of SMEs', devoted to supporting the creation, development and growth of small and medium-sized enterprises. With a budget of 1.7 M€ ERDF, the project brings together 9 partners from 8 European Regions. The project addresses the issue of the promotion and support to entrepreneurship in urban areas through business incubators and its overall objective is to trigger policy change in the partners' regions improving the implementation of the policy instruments under Structural Funds programs dedicated to supporting entrepreneurship, in particular, those concerning business incubation, through policy learning and capacity building activities.

The policy instrument tackled by the project is the ERDF Regional Operational Programme and, in particular, policies and actions enabling the creation of new companies through business incubators.

The sub-objective of the project is to contribute to capacity building and policy learning in the partners' regions by supporting exchange of experience among relevant stakeholders related to Structural Funds programmes, in order to: improve the services provided by the business incubators and ensure their financial sustainability; deepen the cooperation between the public authorities, business sector, universities and R&D institutions; enable support to specific target groups, such as young people, migrants or female entrepreneurs; develop monitoring systems within the incubators on the performance of their activities and those of hosted companies.

Interregional cooperation is built around two main phases. The 1st phase, now finished, dealt with the interregional learning process, including the design of the action plans for each policy instrument tackled. The 2nd one is dedicated to monitoring the implementation of the action plans developed by the partners as a result of the 1st phase.

During the first phase of the project, the interregional learning process was based on the exchange of experience among partners on the ways they support their business incubators. Activities within this phase were the driver to achieve the expected policy change in the participating regions. They were based on the identification, analysis and exchange of knowledge and practices in the field of creation and support of entrepreneurship through business incubators dealing with the following issues:

- Scope and relevance of incubation services (mentoring, coaching, access to finance, networking, clustering) and their financial sustainability;
- Cooperation between the public authorities, business sector, universities and R&D institutions;
- Support to specific target groups such as young people, migrants or female entrepreneurs;
- Development of monitoring systems within the incubators providing key performance indicators about the incubators' activity and performance of the hosted companies.

For each of these issues, partners analysed their different regional situations and identified the most valuable experiences to be presented as good practices (GPs) in the Thematic Interregional Seminars (TIS). Each partner, in collaboration with its group of stakeholders, assessed GPs presented by the other partners with a view to their transferability at the local level. Main issues related to the potentially transferable GPs were deepened during the Interregional Training Workshop (ITW), which were tailored towards meeting the training needs of the partners and stakeholders' group. The interregional learning process was completed, for each of the above activities, by a Study Visit dealing with the issue concerned.

Finally, the transfer of knowledge and practices took place through the preparation and implementation of an action plan (AP) per each policy instrument identified, aiming to implement the lessons learnt from the cooperation through the submission of new projects to be financed by partners and their stakeholders under the identified policy instruments of the Structural Funds.

1.2 The Policy Instrument

The policy instrument concerns the contribution of the **Regional Operational Program Lisbon 2014-2020** regarding qualified and creative entrepreneurship, the spin-off and consolidation of tech-based companies, targeted at particularly young people and unemployed adults. The policy instrument covers not only the support to start-ups, but also support to mediation infrastructures as incubators, for example, and collective actions targeted at fostering the entrepreneurship culture among young people, high schools and higher education institutions. To support this kind of entrepreneurship projects they don't need to be fully integrated with the RIS 3 Lisbon's strategy. Projects in line with that strategy will have a merit value higher than those that are not aligned with it.

From the perspective of Lisbon City Council team for SPEED UP project, the policy instrument is still relevant and it could be anticipated that the joint and collaborative work with the ROP Lisbon's staff will contribute to increasing support demand. The players involved in SPEED UP project have a long and matured experience in dealing with entrepreneurship programs. In our view there is a vast room to work with ROP's technical staff to focus on specific targeted-audiences, adapting the opening of tenders to the particularities of each public.

1.2.1 Improvement of the Policy Instrument

Since the policy instrument was already in the last phase of implementation, our contribution for the funding opportunities, already launched or about to be launched, are limited. However, the monitor system is an important tool to support the Managing Authority in understanding the impact the ROP is having in the Lisbon Startup Ecosystem thus better adapt the upcoming funding opportunities to the needs of the local entrepreneurs. On top of that, the workshops that we will be doing with entrepreneurs and incubations, will allow us to not only better understand their needs, but also spread the word about the funding opportunities and in this way, increase the number of applications.

2. The Lisbon Entrepreneurial Ecosystem

Although still very young, the Lisbon Entrepreneurial Ecosystem has grown fast in the past 10 years, with the proliferation of private and public players that have could support entrepreneurs and startups at their different stages.

Per the Startup Genome's Global Startup Ecosystem Report 2017, Lisbon is home to an estimated 200-300 tech startups, has more than 15 incubators, 20 acceleration programs, and a growing community of Business Angels and Venture Capital investors.

A study from 2013 commissioned by the City of Lisbon with a title "O Ecosystema de Empreendedorismo de Lisboa", found out that in Lisbon, the typical entrepreneur is between 25 and 44 years old, is more skilled than the average workforce in Portugal and more than 40% have previous experiences in entrepreneurship.

More recently, in the study "Scaleup Portugal 2018" by EIT Digital and Building Global Innovators (BGI), startups from Lisbon lead in total revenues generated in Portugal and, Lisbon is the most favorable investment destination among foreign investors, with a greater share of non-Portuguese Investments.

To accomplish this growth, in 2010 city of Lisbon launched the Lisbon Municipal Strategy for Entrepreneurship, launching several initiatives like Startup Lisboa, Made of Lisboa, Lisbon Entrepreneurship Program and the Lisbon Entrepreneurship Week that have fostered collaborations between the different ecosystem players, promote cross-pollination and support entrepreneurs at relatively low cost. These initiatives are part of the Municipal Strategy for Entrepreneurship and have been mainly focused in supporting entrepreneurs in the earliest stage of their startups and create an environment where public and private organizations collaborate and support the startups even further.

Today, Lisbon is home to "unicorn" startups like Farfetch, Talkdesk and OutSystems and more recently, acceleration programs like Lisbon Challenge by Beta-i, Techstars Lisbon Accelerator and events like the Lisbon Investment Summit, and Web Summit, the leading tech and entrepreneurship event in the world, and Money Conf, have helped to position Lisbon as an international hub for entrepreneurs and investors.

3. Action identified for Lisbon

3.1 Support and monitor the Lisbon Startup Ecosystem

The background and lessons learned

As the Lisbon, entrepreneurial ecosystem keeps growing and as the number of initiatives and players multiple, there is a need to address the new challenges face by entrepreneurs and better monitor the progress and the work done by incubators, accelerators and other initiatives supporting entrepreneurs. Over the course of SPEEDUP, we compared and contrasted the Lisbon Startup Scene with other startup ecosystems with different levels of maturity and learn from their experiences. It was clear that the success of startup ecosystem depends on the collaboration of the different public and private players and that even though the Lisbon Startup Scene has a lot of room for improvement, it already shows a level of maturity above par.

This action plan was developed based on the best practices presented by Start it @KBC and TAKEOFFANTWERP.

The Start it @KBC best practice helped us understand the importance of building a strong monitoring system, identifying the metrics and KPI's that best represent the growth of the local startup ecosystem. From their experience, we can foresee that this won't be an easy process because of the many data points we'll need to collect, but as Peter Drucker said: "We can't improve what we don't measure".

TAKEOFFANTWERP, showed the importance of fostering collaborations between the different stakeholders in the city reinforcing the need to build strong ties between the local players and share a common vision of where the startup ecosystem is planning to go.

Description of the action

To strengthen the Municipal Strategy for Entrepreneurship and take it to the next level, it's crucial to monitor the Lisbon Startup Ecosystem, understanding what's working and what's not working and devise Municipal public policy that can better support incubators and accelerators and create the right environment for entrepreneurs to grow. To build the monitor system, we are going to;

- Engage key local stakeholders to design, validate, test and manage a monitoring system for the Lisbon Startup Ecosystem;
- Organize a workshop with the Managing Authority and other public funding agencies. This workshop will have the double role of gather important information for the creation of the monitoring system and, at the same time, help us define a set of recommendations for the next European Funding Program.

Players involved and their roles in the action:

- ROP Lisbon – Managing Authority
- Building Global Innovators - share the survey among its community, support with gathering the information and promotion of the final results.
- Startup Lisboa - share the survey among its community, support with gathering the information and promotion of the final results.
- Mouraria Creative Hub - share the survey among its community, support with gathering the information and promotion of the final results.
- Inovisa - share the survey among its community, support with gathering the information and promotion of the final results.
- Lispolis - share the survey among its community, support with gathering the information and promotion of the final results.
- Audax Labs - share the survey among its community, support with gathering the information and promotion of the final results.
- Made of Lisboa - build the monitoring system, share the survey among its community, support with gathering the information, analyze the information and promotion of the final results.

Implementation timeline:

- Until end of October 2019: Collect and analyse best practices;
- Until end of December 2019: First version of monitoring system;
- Until end of February 2020: Implementation of monitoring system
- Until November 2020: Analysis and presentation of the results

Expected results and impact

- The clear understanding of the evolution of the local startups;
- Identification of gaps and improvement opportunities;
- Gathering of information that can be shared with other ecosystem players to strengthen collaborative work;
- A set of recommendations to inform the decisions about the upcoming funding framework;
- Promotion of comparative results for data analyses with other international entrepreneurial ecosystems.

Indicative Costs:

- Consulting services;
- Staff costs;
- Communication and advertising.

Indicative funding sources:

- Lisbon Municipality
- ROP Lisbon

4. Endorsement of the action plan by the Managing Authority

CCDR-LVT has actively participated in the SPEED UP project and is available to consider possibilities for implementation of the action plan through the ROP (please see support letter in the appendix).

CCDR-LVT will also be available to, during the preparation of the next ROP, consider the relevance of adopting recommendations that may be proposed in the framework of this Action Plan.

5. Appendix



Sharing



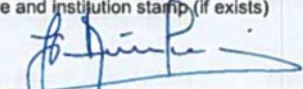
Letter of support from the relevant organisation responsible for policy

For Structural Funds programmes (i.e. Investment for Growth and Jobs and European Territorial Cooperation programmes), the relevant organisation responsible for policy may differ from country to country. Detailed references are

Project acronym	SPEED UP
Project title	Supporting Practices for Entrepreneurship Ecosystems in the Development of Urban Policies
Name of the organisation (original) including department (if relevant)	Comissão de Coordenação e Desenvolvimento Regional de Lisboa e Vale do Tejo
Name of the organisation (English) including department (if relevant)	Commission for Regional Development and Coordination of Lisboa e Vale do Tejo
Name of the policy instrument addressed (original)	LISBOA 2020. Programa Operacional da Região de Lisboa (2014 – 2020): Objectivo temático Nº 03 - Reforçar a competitividade das pequenas e médias empresas ; Enquadramento na prioridade de investimento Nº 3a - Promoção do espírito empresarial facilitando nomeadamente o apoio à exploração económica de novas ideias e incentivando a criação de novas empresas, inclusive através de incubadoras de empresas.
Name of the policy instrument addressed (English)	LISBON 2020. Operational Program for the Region of Lisbon (2014 - 2020): Thematic Objective No. 03- Strengthens the competitiveness of small and medium-sized enterprises. Framework for priority investment No 3a - Promotion of entrepreneurship in particular by facilitating support for economic exploitation of new ideas and encouraging the creation of new businesses, including through business incubators.
Name of partner(s) concerned in the application form (English)	City of Lisbon

We hereby confirm:

- that we were informed about the preparation of the above-mentioned project,
- that the topic tackled by this project is in line with our organisation's policy,
- that we acknowledge the participation of the above-mentioned partner(s) in the project,
- that we will engage with the stakeholder group and welcome opportunities for exchanging experiences with other institutions in Europe,
- that we will consider possibilities for implementation of the action plan through our policy instrument.

Name of signatory	Engº João Pereira Teixeira
Position of signatory	Managing Authority of the Regional Operational Programme for the Lisbon Region
Date	24-07-2015
Signature and institution stamp (if exists)	 João Pereira Teixeira Presidenta