



European Union
European Regional
Development Fund

SPEED UP
Interreg Europe

Cámara
Sevilla

Chamber of Commerce of Seville (ES)

ACTION PLAN

Cámara de Comercio de Sevilla



ANDALUSIA

1	INTRODUCTION	2
1.1	SUMMARY OF PROJECT, OBJECTIVES AND POLICY INSTRUMENT	2
1.2	THE SPEEDUP LEARNING PROCESS: METHODOLOGY AND OUTCOMES.....	2
2	THE SPEEDUP ACTION PLAN FOR ANDALUCIA.....	6
2.1	GENERAL INFORMATION.....	6
3	POLICY CONTEXT: THE IMPROVEMENT OF THE POLICY INSTRUMENT.....	7
3.1	POLICY CONTEXT	7
3.2	THE POLICY INSTRUMENT: SUPPORT TO ENTREPRENEURSHIP IN ANDALUCIA	8
3.3	THE CHALLENGES: HOW TO IMPROVE THE POLICY INSTRUMENT	11
3.4	THE SPEEDUP GOOD PRACTICE INSPIRATION	14
4	DETAILS OF THE ACTIONS ENVISAGED.....	17
4.1	ACTIVITY 1. STRENGTHEN THE ENTREPRENEURIAL ECOSYSTEM.....	17
4.1.1	<i>Concrete activities to be implemented.....</i>	18
4.2	ACTIVITY 2. DEPLOYMENT OF INSTRUMENTS TO SUPPORT UNIVERSITY ENTREPRENEURSHIP	18
4.2.1	<i>Concrete activities to be implemented.....</i>	20
4.3	ACTIVITY 3. IMPROVE THE INSTRUMENTS TO SUPPORT THE GROWTH OF INNOVATIVE	
	COMPANIES.....	21
4.3.1	<i>Concrete activities to be implemented.....</i>	22
5	STAKEHOLDERS INVOLVED	25
6	TIMEFRAME	27
7	INDICATIVE COSTS AND FUNDING SOURCES.....	29
8	ENDORSEMENT.....	30

1 Introduction

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 more, in particular, measures 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.

1.2 The SpeedUp learning process: methodology and outcomes.

During the first phase of the learning and exchange of experiences that characterises the Interreg Europe projects, the SpeedUp partners have organised a series of transnational activities to identify, analyse and exchange knowledge and good practices to support entrepreneurship and to help the creation and growth of

companies through business incubators. More specifically the project partners have studied:

- The scope and relevance of incubation services (mentoring, counselling, access to finance, networking, clustering) and their financial sustainability;
- Cooperation between public authorities, the business sector, universities and R&D institutions;
- Support for specific target groups, such as young people, immigrants or women entrepreneurs;
- The development of monitoring systems within incubators that provide key performance indicators on the activity of the incubators and the performance of the host enterprises.

Under each of these topics, the partners analysed the different regional situations and identified the most valuable experiences, which were presented as good practices (GPs) in the Interregional Thematic Seminars (ITS). Each partner, in collaboration with their respective local actors, assessed the interest and transferability of these good practices, so that the most relevant ones are analysed in greater depth in the Interregional Training Workshops (ITW), designed to cater for the training needs of the project partners and the local groups of stakeholders. The inter-regional learning process was completed with a study visit in each of the priority areas.

The GPs identified and analysed were presented in four guides, one for each of the selected thematic areas, including the presentations and conclusions of the Interregional Training Workshops.

Table 1. Summary of SpeedUp Good Practices

Guide	Good Practices	Interregional Training Workshops Contents
Incubation services and their financial sustainability	Programa Minerva (ES) Startup Lisboa (PT) Start-up Incubator - Technopol Tallinn (EE) Nana Bianca (IT) Young companies/ green companies	Topic 1: Public/private incubators: <ul style="list-style-type: none"> - Berlin-Brandenburg Business Plan Competition (DE) - IMEC - Business Innovation Support for Tech Start-ups (BE) Topic 2: International Startup Pass to permit the circulation of ideas and entrepreneurs – digital cards for access to free offices: <ul style="list-style-type: none"> - Startup Lisboa (PT)

	(DE)	<ul style="list-style-type: none"> - Betahaus (DE) <p>Topic 3: Partnership with big companies / vertical acceleration programs by big companies:</p> <ul style="list-style-type: none"> - El Cubo – Andalucía OPEN FUTURE (ES) - How to encourage cooperation between start-ups and corporates (EE) <p>Topic 4: Investment and participation in new born companies and start-ups:</p> <ul style="list-style-type: none"> - Startup Hub Poland (PL)
Cooperation between the public authorities, business sector, universities and R&D institutions	<p>TAKEOFFANTWERP (BE)</p> <p>Foundation for Research and Innovation (IT)</p> <p>TTÜ Innovation and Business Centre Mektory (EE)</p> <p>University CADEs network (ES)</p> <p>Cittadella Galileiana (IT)</p>	<p>Topic 1: Ecosystem mapping methodology</p> <ul style="list-style-type: none"> - Made of Lisboa (PT) - New tools for understanding the urban innovation eco systems Urban Platform (IT) <p>Topic 2: Open Source for entrepreneurial knowledge</p> <ul style="list-style-type: none"> - Lisbon Open Data (PT) - Startup Estonia (EE) <p>Topic 3: Start-up and idea competition</p> <ul style="list-style-type: none"> - How to build a sustainable start-up ecosystem (PL) - How should the public sector support the start-up ecosystem - The Birdhouse (BE) <p>Topic 4: How to improve the partnership between private and public sector</p> <ul style="list-style-type: none"> - Management efficiency of the incubation system and public/private partnership (IT) - Aerospace Technological Transfer Incubator - A business incubator for the aerospace sector (ES)
Support to specific target groups, such as young people,	<p>Spazio Co-Stanza: Roots and routes in transition (IT)</p> <p>Servicestelle-Schülerfirmen (DE)</p>	<p>Topic 1: Entrepreneurial mindset in the educational system</p> <ul style="list-style-type: none"> - Eesti 2.0: How to inspire the next generation of Estonians to choose a future

<p>migrants or female entrepreneurs</p>	<p>Estonian Startup Visa Programme (EE) Lisbon Micro-Entrepreneurship (PT)</p>	<p>in technology (EE)</p> <ul style="list-style-type: none"> - Gym of Initiative. We work with people to create entrepreneurs (IT) <p>Topic 2: How to approach and identify the needs of specific target groups</p> <ul style="list-style-type: none"> - Being entrepreneurs? ... child's game! (IT) - Methodology to support women Entrepreneurs (ES) - MicroStart: Promoting microcredit in Belgium (BE) - BeCode: Offering free training to become web developer to people from underprivileged environments (BE) <p>Topic 3: Entrepreneurial ecosystem: how to provide customised services for specific target groups</p> <ul style="list-style-type: none"> - The Birdhouse (BE) - How to customise services for specific target groups Immigrant entrepreneurship: Lisbon City Council actions that address, identify and facilitate (PT) - Drivers and barriers for female entrepreneurship (BE)
---	---	---

2 The SpeedUp Action Plan for Andalucía

2.1 General information

Project Name	SpeedUp
Partner organization	Cámara de Comercio de Sevilla
Country	Spain
NUTS2 Region	ES61 Andalucía
Contact person (email, phone number, web site)	Manuel Montoya manuel.montoya@camaradesevilla.com +34 955 11 09 22 www.camaradesevilla.com

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

Name of the policy instrument addressed: ERDF Operational Programme 2014-2020 of Andalucía. TO3

3 Policy context: the improvement of the Policy Instrument

3.1 Policy context

As indicated in the SpeedUp application form, the policy learning process stimulated by the project had the objective of generating new projects that will improve the policy instrument addressed (Andalucía ERDF OP 2014-2020, TO3). The exchange of experience and good practices and their transfer from other EU regions to Andalucía will be based on support services for business incubators and different regional OP subthemes in TO3 as a response to the region needs.

As stated in the baseline analysis of the project application, despite of the improvements in recent years, Andalucía has still significant shortcomings in entrepreneurial capacity and basic services and infrastructure to support entrepreneurs in their first steps. The region still has an important structural weakness: a lower weight of private sector in comparison to Spain and the EU. This lower weight is reflected in various aspects: fewer and smaller companies, less capacity for innovation, less competitive companies, lower rate of external investment in the region, etc.

Share of innovative companies in Andalucía and Spain (% of total companies)

	Andalucía	Spain
Innovative companies	25,07	28,88
Companies with technological innovations	8,99	12,75
Companies with non-technological innovations	21,98	24,47

Although in recent years there has been an increase in business vocations, the levels are still lower than in other areas and many entrepreneurs do not have sufficient skills or do not find adequate support to develop their ideas. Business and entrepreneurship support services have been widely developed, and there is an extensive network of business incubators and offices to advise entrepreneurs, but according to the SWOT analysis carried out for the TO3 in the regional OP 2014-2020, there are still a number of weaknesses and needs that will need to be overcome to increase the success of new enterprises and the competitiveness of SMEs in general. These weaknesses should be addressed by better management of entrepreneurship services, with a focus on increasing the number and size of

enterprises, achieving greater specialisation, boosting business growth, improving competitiveness and technology transfer, and creating a more favourable environment for enterprises.

Key lines of improvement include increasing business incubation facilities and spaces, improving services for entrepreneurs and ensuring the financial sustainability of incubators, as well as improving the capacities of incubators to support specific target groups, in line with the recommendations of the Action Plan for Entrepreneurship 2020.

3.2 The Policy Instrument: Support to Entrepreneurship in Andalucía

The strategy designed in Andalucía to strengthen the support for business services and infrastructure for entrepreneurs through the ERDF OP 2014-2020 includes a series of measures aimed at improving the competitiveness of SMEs, mainly under Thematic Objective 3 (TO3):

- a) **Promote entrepreneurial culture and the creation of new businesses**, including the use of business incubators and the strengthening of the network of advanced incubators, not only for the management of new ideas, but also for the consolidation of business plans.
- b) **Provide integrated support services to entrepreneurs up to the consolidation of business initiatives**, promoting and improving the use of existing infrastructures in urban areas, such as business incubators, and increasing the number and quality of advanced services to entrepreneurs.
- c) **Promote business cooperation under a multisectorial model** (SMEs, self-employed, technology centres, universities, etc.) to strengthen company interaction, innovation and technology transfer, the concentration of companies in business incubators and the strengthening of business associations, including multisectorial associations and the cooperation linked to new business activities.

More precisely, the Specific Objective 3.1.2. that aims at the “creation of new enterprises and business incubators, in particular by improving access to finance and advanced support services” would be achieved through the operations defined under Investment Priority 3a, “Promotion of entrepreneurship, in particular by facilitating the economic exploitation of new ideas and by promoting the creation of new enterprises, including through business incubators”. Measures under this Investment Priority are aimed at promoting the growth and strengthening the Andalucía business structure, boosting business creation and supporting the consolidation of existing initiatives, through:

- Grants and other financial support to investments in new firms.
- Improvement of spaces to provide added-value services to guide and support the development of new business activities.
- Provision of basic and advanced services to business creation and consolidation.

The implementation of these measures is shared by the Department of Economy and the Andalucía Emprende Foundation, a public foundation dependent on the Department of Employment, Training and Self-Employment, with the mission of to promote entrepreneurship and business development in order to contribute to the dynamization of the regional economy. **While most of the OP funding is spent through the general call to award grants to SMEs for the industrial development, the enhancement of competitiveness, the digital transformation and the generation of jobs, the OP also supports the creation of business incubators and other entrepreneurship support programmes.**

Investment grants and other financial instruments are managed by the Andalusian Innovation and Development Agency (IDEA) dependent on the Department of Economy (now Department of Economy, Knowledge, Enterprises and Universities), while **the activities to promote entrepreneurship spirit and the support services for entrepreneurs throughout the process of ideation, development and consolidation of entrepreneurial projects are mainly developed through the Andalucía Emprende network of 263 Entrepreneurship Centres (CADE)**, which include 886 business spaces and 62 information points. In order to develop these activities, Andalucía Emprende has a workforce of around 930 people, and an annual budget of more than 41 million euros. **The support the Andalucía Emprende CADEs provide to entrepreneurs is critical for the full implementation of the OP measures, as they help and support SMEs and entrepreneurs to consolidate their business project.** When appropriate the entrepreneurs are guided to access the grant programme.

Gráfico 1. Entrepreneurship Centres (CADEs) in Andalucía

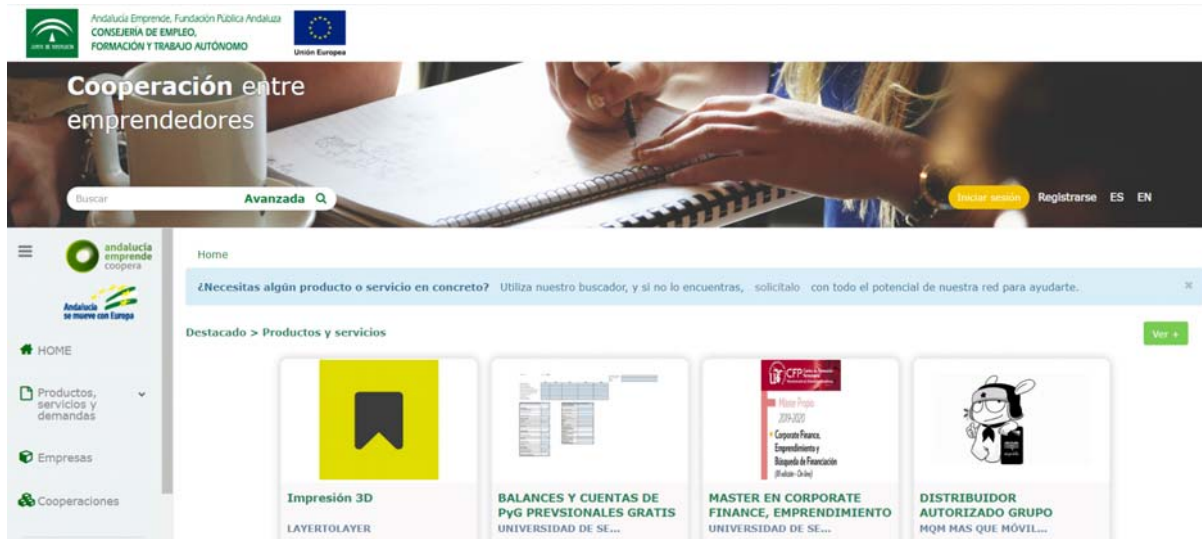


In addition, the Foundation manages or fosters, in many cases in collaboration with other entities, specialised programmes, either to enhance entrepreneurial culture (Program Inicia Cultura Emprendedora), encourage the acquisition of entrepreneurial skills among young people (Music Hero, Talent Entrepreneur, University CADEs) or promote the creation or acceleration of innovative and technology-based companies (CelerAEmprende, Minerva, Andalucía Open Future, Aeronautical Incubator), or in specific sectors: creative industries (Lunar Project), tourism (Torremolinos Accelerator).

All of this creates a complete support system for entrepreneurs, which combines:

- **A wide territorial coverage** to promote (entrepreneurial education, acquisition of entrepreneurial skills) and support the creation and consolidation of all types of business projects: self-employment, microenterprises...
- **Increasing specialisation**, with projects to promote the creation and growth of companies in sectors or with specific characteristics. In some cases, Andalucía Emprende has launched its own initiatives, through the specialisation of some CADEs or the creation of specific instruments; in others, it has established collaboration agreements with other public entities and private organisations.
- Creation of an **entrepreneurial ecosystem** (the Andalucía System for Entrepreneurship), through the establishment of public-private and public-public partnerships, and the development of tools for the collection, exploitation and

exchange of information and the promotion of cooperation between companies (Andalucía Emprende Coopera: <https://www.andaluciaempredecoopera.es>).



Generally speaking, Andalucía has a very complete system to support entrepreneurs, which is well valued by entrepreneurs and experts in entrepreneurship. However, it has some weaknesses that have been identified in different analysis carried out in recent years, and have also been highlighted during the SpeedUp exchanges and policy learning.

3.3 The Challenges: How to improve the Policy Instrument

With the inspiration of the policy learning and some of the SpeedUp good practices, the Action Plan aims to **improve the instruments to support entrepreneurship and the business creation, consolidation and growth in Andalucía**. It will particularly aim at improving the third group of measures proposed for the implementation of the Investment Priority 3a, the **provision of basic and advanced services to business creation and consolidation**. The improvement will be achieved by introducing new elements in the programmes Andalucía Emprende is implementing or by changing some of the management features. The changes in the policy instrument will:

- **Consolidate the ecosystem to support entrepreneurship**, strengthen the collaboration between the different organisations involved in the Andalucía Entrepreneurial System and develop the appropriate tools and programmes to enhance cooperation between organisations and between entrepreneurs.
- Develop further some of the lines the Fundación Andalucía Emprende has been working on, mainly those aimed at **greater specialisation of services and more**

intense support for innovative and technology-based business projects that contribute to a change of the regional productive model.

More specifically, the Action Plan will:

- Reinforce the instruments of collaboration, coordination and promotion of cooperation among the key agents of the entrepreneurial ecosystem in Andalucía.
- Complete the **deployment of instruments to support university entrepreneurship**, in cooperation with the universities of the region, strengthen their activity and develop specific programmes to support university spin-offs and the transfer of technology from the University and technology and research centres to the market, facilitating communication and collaboration between them and companies.
- **Enhance the support provided by the CADE network** to enterprises, particularly to those with higher growth potential, through better tailored and higher added-value services and through the sector-specialisation of designated CADE



The activities proposed in the Action Plan intend **to improve the Policy Instrument by addressing some of the weaknesses and challenges described above (see Policy context)**, which were also identified during the SpeedUp exchange of experience and policy learning. As indicated above, most of the OP funding under Investment Priority 3a and Specific Objective 3.1.2 is disbursed through the grant programme. However, Andalucía needs to increase the number of innovative knowledge-based companies, and the SpeedUp Action Plan will contribute to the shift of the entrepreneurship support policies towards this objective.

The expected impact of the actions proposed on the policy instrument is summarised in the table below:

Activity	Measures	Improvements in the policy instrument
Strengthen the	Signature of 3	The partnerships will enrich the

entrepreneurial ecosystem	strategic partnerships	entrepreneurship support system with the involvement of key actors that will bring in additional resources and new methodologies. They will contribute to the creation and growth of innovative businesses.
	Evaluation of Andalucía Emprende Cooperativa knowledge base	The evaluation and subsequent technical and organisational changes will improve the functioning of this instrument, to make it more operational and more useful for entrepreneurs and advisors. It will contribute to enhance cooperation within the entrepreneurship ecosystem.
Deployment of instruments to support university entrepreneurship	Mission Statements of the 3 University CADEs Strengthen the University CADEs' and enhance the measures to support university entrepreneurs	These measures are intended to change the way University CADEs have been working so far, to provide more specialised support to innovative, technology-based projects. The Mission Statement will help to focus each University CADE. New organisational and operational methods will be explored, to improve the operation of the University CADEs, in line with some of the SpeedUp good practices.
	Innovative Talent: University business idea competition	The competition will be called in each University, with the support of the University CADE and will help to foster innovative entrepreneurship and spur the creation of knowledge-based businesses.
Improve the instruments to support the growth of	Definition of two business support itineraries: competitiveness and	These changes will revamp the general entrepreneurship support system in Andalucía, to provide better tailored support to the specific needs of the companies:

innovative companies	growth itineraries Designation of sectoral CADEs	- Selected companies with higher growth potential will be offered 360-degree support, tailored to their needs to consolidate their growth - Certain CADEs will be designated to provide support in priority sectors (creative industries, agri-tech...). They will be assisting the other CADEs and will provide specific support to companies forwarded from the nodes of the CADE network.
----------------------	---	---

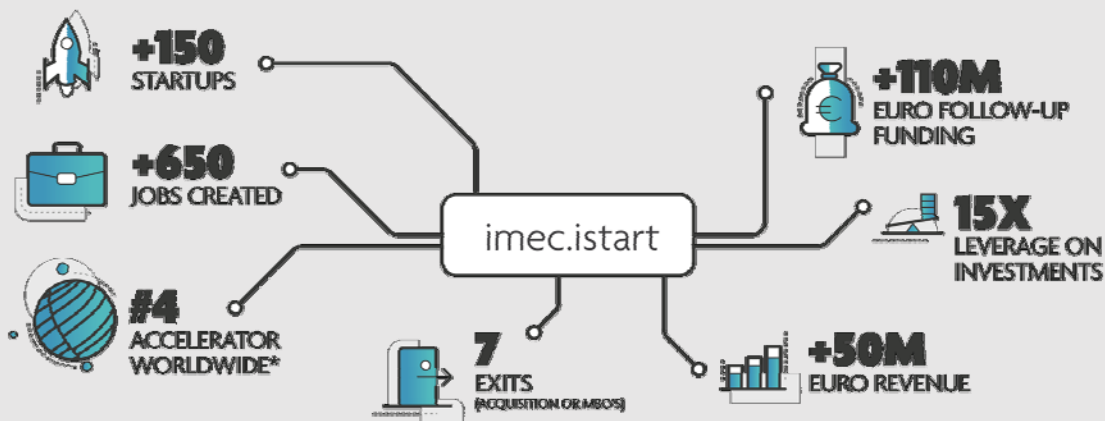
3.4 The SpeedUp Good Practice inspiration

The policy learning process developed within the framework of the project has made it possible to identify and share interesting initiatives, to draw the appropriate lessons for the improvement of intervention instruments in Andalucía. The SpeedUp stakeholder group in Andalucía involved the key regional actors in entrepreneurship. They have been actively participated in the exchange of experiences at interregional level, presenting the good practices developed in Andalucía and learning from the other regions participating in the project, through study visits and thematic seminars.

The Action Plan intends to bring to Andalucía some of the more relevant ideas and lessons on entrepreneurship and business growth learnt during the exchange of experience. However, it should be noted that most good practices presented and studied in the project are small in scale when compared to the size of the support programmes for entrepreneurs in Andalucía, a region of almost 8.5 million inhabitants and more than 87,000 sq. km., practically the same size as Austria. Therefore, they are of a different scale and it would not be possible to implement them mimetically, but with the appropriate adaptations.

More specifically, two of the good practices that have been the object of exchange and analysis in the project have been identified as more relevant to improve the entrepreneurship support programmes in Andalucía: the IMEC Business Innovation Support for Tech Start-ups and the Start-up Incubator - Technopol Tallinn. Details of the concrete elements from each of the good practices that have inspired the Action Plan measures are indicated under each of the activities.

IMEC Business Innovation Support for Tech Start-ups (imec.istart) is the accelerator of IMEC (Interuniversitair Micro-Electronica Centrum). IMEC is an R&D centre in nanoelectronics and digital technologies, which aspires to be a world leader in innovation in this field. IMEC, with over 4,000 researchers, carries out basic and applied research and innovation transfer activities. It was launched in 2011 and has helped more than 150 start-ups in various fields, from multimedia and logistics to the healthcare sector, to become sustainable companies. The imec.istart programme offers an initial financial support (50,000 euros before the creation of the company), professional advice and mentoring, access to IMEC's technology and facilities, and a wide network of partners and investors.



The IMEC support to start-ups is completed by some more specific programmes, such as **imec.scale-ups** to support the expansion of start-ups into European markets or **imec.xpand** for disruptive innovations in the key IMEC specialisation areas.

Moreover, IMEC has established **sector partnerships** with other research centres, large companies and other organisations to provide specific support and coaching for start-ups that specialise in each sector.

Start-up Incubator is a business development programme for technology start-ups within the Tallinn Tehnopol Science Park. The programme has been running since 2005 and consists of a one-year development programme that includes coaching, training and accommodation for new companies in ICT, health technologies and green technologies. The programme works with newly created start-ups with a scalable business model, a prototype of the product or service and a team capable of launching the product in international markets. The Incubator invests up to 10 000 euros' worth of expertise into a start-up company to bring the company to sustainable

revenue (200.000+ Euro annually) or seed round private investment (100.000+ Euro). The programme keeps a permanent portfolio of 35 companies, and 60% of the 230 companies that have gone through the programme are sustainably operating today and have raised around 18 million euros from private investors.



The Incubator is self-financing through the monthly fees paid by the companies participating in the programme, the success-fees when the company turnover or fund-raising objectives are achieved, the support provided by private sponsors and the rental of spaces. The **Incubator's experience shows that operating in real market conditions introduces a discipline of quality assessment, provides motivation to the Incubator team and helps to develop high-quality services in a very competitive market.**

4 Details of the actions envisaged

4.1 Activity 1. Strengthen the entrepreneurial ecosystem.

In this area it is proposed to reinforce the two action lines Andalucía Emprende is developing to improve collaboration, coordination and cooperation between the various agents and stakeholders involved in the Andalucía Entrepreneurship System and to increase the resources available to entrepreneurs to help them in the definition and development of their business projects.

The actions proposed will be:

- 1) Signature of strategic partnerships with key agents of the Andalucía Entrepreneurship System to reinforce the entrepreneurial ecosystem and carry out awareness-raising and networking activities to intensify the cooperation between companies, either at a local or sectorial level: creation of working groups, thematic seminars...
- 2) Carry out an evaluation of the impact of the instruments and contents of the Andalucía Emprende Cooperera knowledge base (<https://www.andaluciaemprendecoopera.es>) to assess whether its current design and operation is helping to improve CADE staff skills and to promote cooperation between entrepreneurs at local and regional level. The evaluation will result in technical and organisational changes to improve the instrument and enhance its functionalities within the entrepreneurship ecosystem.

Inspiration Sources in the SpeedUp GPs:

- IMEC sector partnerships with other research centres, large companies and other organisations to provide specific support and coaching for start-ups that specialise in each sector.
- The Tallinn Tehnopol Science Park fosters cooperation between start-ups and big companies as well as to cooperate with companies on specific challenges/needs.
- Startup Lisboa establishes a link to mentors (founders, CEO, specialists) to help entrepreneurs develop their business.

4.1.1 Concrete activities to be implemented

Actions	Implementation process
<p>Signature of 3 strategic partnerships</p>	<p>Andalucía Emprende has had some experiences in strategic partnerships with large enterprises (Telefonica, Vodafone) to support specific entrepreneurship programmes. IMEC experience shows that strategic partnerships can also be valuable to promote the creation, consolidation and growth of micro and SMEs in emerging and traditional sectors. This will be explored in some of the sectors of Andalucía Emprende is specialising, in the framework of the RIS3. The partnerships will be connected with the specialised CADEs Andalucía Emprende is running. The partnerships will bring together a number of key partners in each sector: large companies, support organisations, and others, to develop its own action plan, including:</p> <ul style="list-style-type: none"> - Training, coaching and mentoring programmes for entrepreneurs and SMEs, - Networking events. - Creation of thematic working groups to address sector specific challenges: supply chain, sector innovations, human capital, and others as required.
<p>Evaluation report of Andalucía Emprende Coopera knowledge base</p>	<p>The Andalucía Emprende Coopera knowledge base is a powerful instrument to improve the entrepreneurship support services. The evaluation and subsequent technical and organisational changes will enhance its role as a building block of the Andalucía Entrepreneurship ecosystem, to facilitate and promote cooperation between businesses and between institutions. The enhanced cooperation within the ecosystem will help to identify social needs and challenges and turn them into business opportunities.</p>

4.2 Activity 2. Deployment of instruments to support university entrepreneurship

Andalucía Emprende has been trying to specialise some of the CADEs to target specific sectors or business development stage. One of the lines of that strategy is

the creation of CADEs in Universities, to bring the support instruments closer to this target group, which has a relevant entrepreneurial potential. However, this has not yet produced the expected results. Therefore, certain measures inspired on some of the good practices analysed in the framework of the SpeedUp project will be implemented to improve of the structure and operation of the University CADE network and to launch specific actions.

- 1) Production of a Mission Statement for each of the University CADEs, to set the objectives, resources and expected results of each University CADE, taking into account the profile of each of the University and the student profiles.
- 2) Improve the operation of the University CADE to meet the objectives set in the Mission Statement, and explore pilot mechanisms to boost their activity and impact on University entrepreneurship: more autonomy to CADEs' management teams and make them more result-oriented; improve the regulations on University entrepreneurship; adapt support schemes (grants and financing) for business creation and development by university graduates, identifying priority sectors and the appropriate support instruments.
- 3) Launch an annual competition of business ideas in each of the University, with the CADE support, to identify talent, promote the transfer of research results, foster innovative entrepreneurship and spur the creation of knowledge-based businesses, building on the entrepreneurial spirit of young graduates and promoting interdisciplinarity.

Inspiration Sources in the SpeedUp GPs:

- SpeedUp Interregional Recommendations (cfr: GP Guide 2: Cooperation between the public authorities, business sector, universities and R&D institutions)
 - Strengthen the local ecosystem, by formalizing existing cooperation activities between different actors throughout agreements
 - Adding a business incubator in each university
- Startup Lisbon: It is very important for incubators to be autonomous entities from the local authorities, even though they receive financial support from them.
- Start-up Incubator - Technopol Tallinn: Operating in real market conditions gives a good

quality assessment discipline and motivation to the business incubator team.

- The sheltered entrepreneurship scheme developed by Akademickie inkubatory przedsiębiorczości may be appropriate to boost research-based entrepreneurship, although there might be regulatory obstacles to implement it.

4.2.1 Concrete activities to be implemented

Actions	Implementation process
<p>Mission Statements of the 3 University CADEs</p>	<p>Andalucía Emprende will launch a participatory process in each of the Universities where CADEs are established to elaborate their specific Mission Statements. The process will involve the University, the local business community and other stakeholders. The Statement will set the guidelines for the operation of each University CADE:</p> <ul style="list-style-type: none"> - Objectives, expected results and evaluation criteria - Priority sectors - Action programmes - Resources and funding
<p>Test pilot mechanisms to give more autonomy to CADEs' and specific programme to support university entrepreneurs</p>	<p>The University CADEs belong to the administrative structure of Andalucía Emprende and therefore have limited autonomy. Moreover, there is no specific programmes to support university entrepreneurship. Business ideas coming from the research may use regular support schemes.</p> <p>After the SpeedUp policy learning and the experiences of some of the GPs studied (Startup Lisbon, Start-up Incubator and others), Andalucía Emprende will explore and test the possible options to give more autonomy to the University CADEs' management teams to adapt their strategies and action plans to their specific objectives and context, within the framework of their Mission Statements.</p> <p>The improvement of the university entrepreneurship support system may also involve setting up specific support schemes better adapted to the needs of the innovative entrepreneurship, including some sheltered entrepreneurship. It will be necessary to make further analysis to assess</p>

	the feasibility of some of the schemes presented in the SpeedUp GPs, particularly the regulatory issues.
Innovative Talent: the University business ideas competition	<p>Every year, Andalucía Emprende runs the Talento Emprendedor (Entrepreneurial Talent) competition, targeted at vocational training students. Moreover, the specific programmes Minerva and Andalucía Open Future also have their own calls to select the best business ideas to go into their acceleration programmes.</p> <p>Building on these previous experiences and some of the GPs learnt in the SpeedUp project, each University, with the CADE support, will launch an annual competition of business ideas (Innovative Talent) to identify talent and to promote the transfer of research results, building on the entrepreneurial spirit of young graduates and promoting interdisciplinarity.</p>

4.3 Activity 3. Improve the instruments to support the growth of innovative companies

Most of the programmes to support entrepreneurship in Andalucía are targeted to early-stage companies or even to earlier stages, to accelerate pre-business projects. The data available show that these programmes do improve the chances of survival of these companies, but they also suggest that there is a lack of instruments to boost company growth to help them reaching a sufficient size to ensure their long-term sustainability and improve their position in international markets.

The improvement of instruments to support growth would involve the creation of integrated itineraries using existing resources for the creation and acceleration of enterprises, and add others to help enterprises to overcome these growth barriers. The objective would be to reduce the time needed to reach a consolidated stage (turnover of more than 10 million euros, more than 150 jobs and international presence) by facilitating, among other measures, access to venture capital and private investors (smart money).

The following actions are proposed under this strategic axis:

- 1) Creation of two differentiated business support itineraries for each type and stage of development of the companies supported:

- a) The **competitiveness itinerary**, focused on helping companies in traditional sectors to accelerate digitalisation and improve innovation capabilities.
 - b) The **growth itinerary**, to provide companies having such potential with certain specialized services to help them accelerate their growth, through the CADE's own resources or through the collaboration with specialised partners (such as the Minerva and Open Futures programmes), as well as access to private financing (business angels, venture capital).
- 2) Progress in the specialisation of certain CADEs in the key sectors of the Andalucía Smart Specialisation Strategy (tourism, agro-food...) to generate far-reaching partnerships involving key agents in each sector.

Inspiration Sources in the SpeedUp GPs:

- IMEC Business Innovation Support for Tech Start-ups is a programme to support the expansion of start-ups into European markets (imec.scale-ups).
- IMEC sector partnerships with other research centres, large companies and other organisations to provide specific support and coaching for start-ups that specialise in each sector.

4.3.1 Concrete activities to be implemented

Actions	Implementation process
<p>Definition of two business support itineraries: competitiveness and growth itineraries</p>	<p>Andalucia entrepreneurship support system provides assistance to a very different kind of businesses, from very small companies and self-employed people in traditional sectors to small companies with growth potential, and therefore having quite different needs. A clear definition and design of two itineraries will help to specialise the staff and to tailor the services to the needs of the companies:</p> <ul style="list-style-type: none"> - The competitiveness itinerary will target self-employed, local entrepreneurs and small companies that need basic support to set up and to improve business management. - The growth itinerary will target selected companies with higher growth potential which will be offered 360-degree support, tailored to their

	<p>needs to consolidate their growth</p> <p>The two itineraries will also help to forward the businesses to the most appropriate specialised internal (i.e. a specialised CADE) or external (i.e. another organisation or department) service provider. These changes will revamp the general entrepreneurship support system in Andalucía.</p>
<p>Designation of sectoral CADEs</p>	<p>Andalucía Emprende has recently designated some CADEs to specialise in key sectors (tourism, agro-food, aeronautics). As the IMEC experience in sector partnerships shows, this strategy is delivering results, as the new-born innovative knowledge-based companies need some specialised support that is hardly found in generalist incubators and support systems. The designated CADE will be assisting the other CADEs and will provide specific support to companies forwarded from the nodes of the CADE network. Sector CADEs and incubators will be connected to the sector partnerships to established and to the priorities of the Andalucía RIS3 strategy.</p>

The table below summarises the actions and the results expected under each of the strategic axes of the action plan:

Activity	Actions	Expected results
<p>Strengthening the entrepreneurial ecosystem</p>	<ul style="list-style-type: none"> - Signature of 3 strategic partnerships - Evaluation report of Andalucía Emprende Coopera knowledge base - Organization of cooperation events between entrepreneurs 	<ul style="list-style-type: none"> - Expansion of entrepreneurship support programmes led by strategic partners - Increase in the use of the Andalucía Emprende Coopera platform
<p>Deployment of instruments to support university</p>	<ul style="list-style-type: none"> - 3 Mission Statements of the University CADEs - Launch of a specific 	<ul style="list-style-type: none"> - Increase in the number of start-ups led by university students

entrepreneurship	<p>programme to support university entrepreneurs</p> <ul style="list-style-type: none"> - Annual competition for best business idea in each university 	
<p>Improve the instruments to support the growth of innovative companies</p>	<ul style="list-style-type: none"> - Definition of two business support itineraries: growth itinerary and competitiveness itinerary - Designation of sectoral CADEs 	<ul style="list-style-type: none"> - Tailored support for 100 companies with growth potential. - Increase in the number of companies associated to sector partnerships

5 Stakeholders involved

The key regional actors have configured the group of local agents to follow-up the project and have participated in the activities of exchange of experiences at interregional level, introducing the good practices developed in Andalucía and learning about the other regions participating in the project, through study visits and thematic seminars. Policy makers, experts and officials working in the network of incubators in the region and other key actors have participated in the learning process and capacity building activities, focusing mainly on the improvement of support services to incubators and other measures to meet the business needs:

- Andalucía Emprende. Andalucía Emprende is a public foundation attached to the Regional Government of Andalucía, whose mission is to promote entrepreneurship and business development to contribute to the revitalization of the regional economy. Its general objective is to encourage and support the creation and consolidation of businesses and employment through quality services. Andalucía Emprende supports the creation, development and consolidation of any entrepreneurial project with specialized services, provided by a qualified technical team of specialists from a wide network of centres present throughout the region. Andalucía Emprende, as policy instrument owner, will be the organisation that will be implementing most of the activities proposed.
- Cámara de Comercio de Sevilla. The Chamber of Commerce, as project full partner, has been leading the policy learning process involving the regional stakeholders. The Chamber will also lead the second phase of the project, taking care of the monitoring of the implementation of the Action Plan.
- Leading companies. Andalucía Emprende is supporting business acceleration programmes established by leading companies, as important as Telefonica or Vodafone, to help the development of innovative and knowledge-based companies. Some of the activities proposed will result in an increased involvement of tractor companies, in line of their current
- Universities and research centres. Andalucía has enhanced its research and technology base, with a number of Universities, R&D centres, technology parks, and others. However, the indicators on the commercial exploitation of innovation are not as good as it could be expected. The experiences learned in the SpeedUp project (IMEC Business Innovation Support for Tech Start-ups and Start-up Incubator - Technopol Tallinn) show that innovative and technology-based business initiatives are very often generated by young graduates and researchers

with a pro-business attitude, which will be fostered through the proposed activities.

6 Timeframe

Andalucía Emprende has already started the implementation of the Action Plan, incorporating the lessons learned during the interregional policy learning phase of the SpeedUp project to improve the policy instruments to promote entrepreneurship. The table below summarises the progress expected under each strategic axis during the two years of implementation of the Action Plan:

Semester		Deployment of instruments to support university entrepreneurship	Improve the instruments to support the growth of innovative companies
1	<p>Strengthening the entrepreneurial ecosystem</p> <p>Preparation of strategic partnerships</p> <p>Business Networking and cooperation events</p>	<p>Launch of Strategic Planning process (participation of the University stakeholders)</p> <p>1st call of the Innovative Talent competition</p>	<p>Definition of services and conditions for the two business support itineraries: growth itinerary and competitiveness itinerary</p> <p>Designation of sectoral CADEs</p>
2	<p>Signature of strategic partnerships</p> <p>Evaluation report of Andalucía Emprende Coopera knowledge base</p> <p>Business Networking and cooperation events</p>	<p>Continuation of Strategic Planning process</p> <p>New programme to support university entrepreneurship</p> <p>Preparation of pilot mechanisms to give more autonomy to CADEs' management teams</p> <p>Award of the Innovative Talent competition to the best business ideas in each university</p>	<p>Implementation of the two business support itineraries: growth itinerary and competitiveness itinerary</p> <p>Development of sectoral partnerships around sectoral CADEs: Integration of more stakeholders.</p>

3	<p>Launch of support programmes led by strategic partners</p> <p>Business Networking and cooperation events</p>	<p>Publication of the Mission Statements of each of the University CADEs</p> <p>2nd call of the Innovative Talent competition</p>	<p>Operation of the two business support itineraries</p> <p>Integration of more stakeholders in sectoral partnerships.</p>
4	<p>Business Networking and cooperation events</p>	<p>Award of the 2nd Innovative Talent competition to the best business ideas in each university</p>	<p>Impact assessment of the two business support itineraries: growth itinerary and competitiveness itinerary</p>

7 Indicative costs and funding sources

The costs of the activities proposed in the Action Plan are limited, as they are mostly based on the use of existing resources (staff and operational costs), eventually reorganised and redeployed. **The costs for the implementation of the Action Plan will be funded out of the Andalucía Emprande ordinary budget.** This is very feasible, taking into account the size of the annual budget of the organisation (c. 41 million euro).

Additional activities that may require earmarked some funding would be:

Activity	Estimated cost
External evaluation of Andalucía Emprande Coopera knowledge base	15,000
External support to University CADE Strategic Planning and Mission Statement	20,000
Organisation and awards for the “Innovative Talent” competition for best business ideas in each university	40,000
New programme to support university entrepreneurship	N/A
Impact assessment of the two business support itineraries	20,000

8 Endorsement

Project Acronym	Speed-Up
Project Title	Supporting Practices for Entrepreneurship Ecosystems in the Development of Urban Policies
Name of Organization	Andalucía Emprende, Fundación Pública Andaluza
Name of Organization (English)	Andalusia Emprende, Andalusia Public Foundation
Name of the Policy Instrument Addressed	Programa Operativo FEDER de Andalucía 2014-2020. Objetivo Temático 3 (TO3)
Name of the Policy Instrument Addressed (English)	ERDF Operational Programme 2014-2020 of Andalusia. Thematic Objective 3 (TO3)
Name of Partner concerned in the Application Form	Chamber of Commerce of Seville

We hereby confirm:

- that we were informed about the preparation of the above project
- that the topic tackled by this project is in line with our organization's policy
- that we acknowledge of the above-mentioned partner in the project
- that have been actively participating in the local stakeholder group and have welcomed the learning opportunities offered during the exchange of Good Practices.
- That we will consider the opportunities for implementation of action plan through our policy instrument.

Name of Signatory	FRANCISCO COUSINO U
Position of Signatory	RESP. SERVICIO EMPRENDEDORES
Date	8/11/19
Signature and institution stamp	