

Local Action Plan

Part I General information

Project: Competitive territories through internationalization SMEs competitiveness in globalised regions COMPETE IN

Partner organisation: Instituto Valenciano de Competitividad Empresarial IVACE

Other partner organisations involved (if relevant):

Direction General of Internationalization
Valencia Activa, Municipality of Valencia
Valencia start-ups association

Country: Spain (Autonomous Region of Valencia)

NUTS2 region: ES52

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Part II - Policy context

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: Valencia ERDF Operational Programme 2014 / 2020

Is the Partner organisation responsible for this policy instrument? No.

The Regional Government of Valencia is the policy responsible organization

problems and offer solutions adapted to the peculiarities of the local administrative and business environment in an increasingly globalized world.

This process has gone through different steps, initially to identify main issues where to focus efforts, watching, listening others as an inspiring process, and co-creation workshops at transnational level, at the Local Stakeholders Group and with all key actors involved in the region. In this context, IVACE narrowed down to two best practices providing better solutions to the Valencia necessities and implementing them.

COMPETE IN values, commitment and concurrence of actors, innovative solutions and paradigms to approach challenges, have been present during the process and have demonstrated the power of knowledge sharing and collective creativity & capacity to transform ideas into reality. Hopefully, this will last forever.

During this process, many insights and learning coming from interaction with stakeholders, here and there, but there have been some outstanding practices that we consider could and should inspire our region to define new actions.

As an additional side benefit from the participation in the Compete in project has been the cooperation lines under evaluation in various sectors. IT, health, the automotive industry and the food industry associations have actively participated in the best practices presentations in Sweden, Italy and Poland and met with their counterparts. These sectors offer opportunities for cooperation that can be implemented via trade missions, brokerage events, etc. The sector associations are part of the region stakeholders and contribute to the proper implementation of the COMPETE IN. The final beneficiaries of these contacts will be the exporters.

- Main lessons learnt from Compete In Exchange of experiences used for drafting of LAP

We all are facing the same challenges in a globalized world. Problems are similar, the need for incorporating new technologies, new profiles of the exporters, new competitors, new markets and the increasing demand for efficiency and effectiveness in the management of public funds.

Territorial internationalization is not only imperative for developed areas that need to be efficient and competitive globally, but it can also be the way in which lagging areas can optimize their resources in order to be able to respond to the problems they face on a daily basis.

The solutions provided by other regions are very relevant for drafting the LAP. The new practices of territorial internationalization are source of resources (technical and financial) to respond efficiently to the problems shared between the different partners.

We are permanently in contact with our colleagues in Gavle and Bologna, to fully understand the procedures, rules and appropriate methods of implementing the Triip and the Emilia Romagna Go

global. In this context, one trainee from IVACE is currently staying at the Emilia Romagna economy department, where she is learning from the region strategy and evaluating other cooperation initiatives in strategic industries.

- Interesting issues and results of Transfer Workshops useful for LAP

On May 9th to 10th 2018, IVACE, hosted the representative from Emilia Romagna and over a two-day exchange of experiences particularly focussed on the inner workings of the Emilia Romagna Go Global strategy programmes to provide deeper insights into how the good practice could contribute to improving local policy instruments supporting SMEs' internationalisation.

IVACE and the Direction General of Internationalisation have selected this best practice to address Valencia ERDF OP, Axis 3 is aimed at improving innovation and internationalisation in SMEs, also aligns with the region's general promotion strategy. The ERDF OP is intended to respond to the weakness local SMEs have demonstrated in finding new solutions to overcome the weak Spanish domestic market, and to stimulate the growth of technology-based SMEs.

Emilia Romagna is performing well, one of the leading export areas in Europe with a very dynamic industrial sector. IVACE is looking to enhance its internationalisation plan in similar way. The aim is to evaluate the feasibility of a more comprehensive internationalisation strategy in the Valencia Region not only focusing on the exporters needs but for the region as a whole and especially coordinating further support for SMEs in the Valencia region.

Transferability will not be simple since both regions institutional frameworks are different. Cooperation with some of the entities offering services to exporters is not always easy.

TRIIP TW: On the 5th October IVACE hosted representatives from Future Position and TRIIP programmes to exchange insights and deepen understanding of how they inspired and supported micro-SMEs' internationalisation. This will help IVACE's improve its support of micro-firms and provide new strategies of support answering the needs of micro SMEs and particularly innovative businesses in new sectors. The TRIIP methodology emphasised a broad approach embracing human, technical and financial capital and resources capabilities within micro-enterprises following a diagnostics' phase. The e coach programme is particularly a success story.

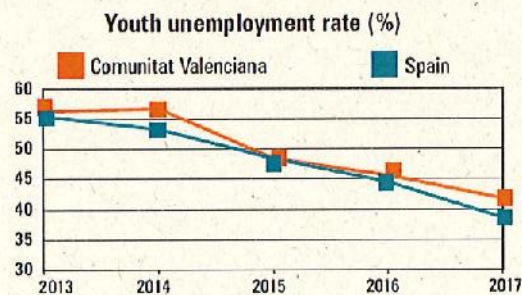
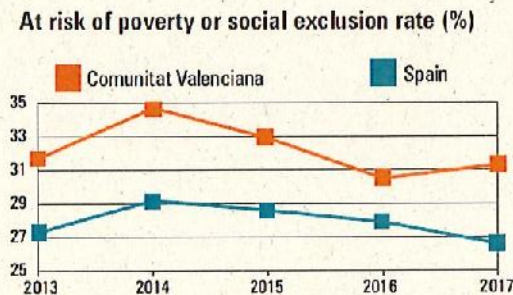
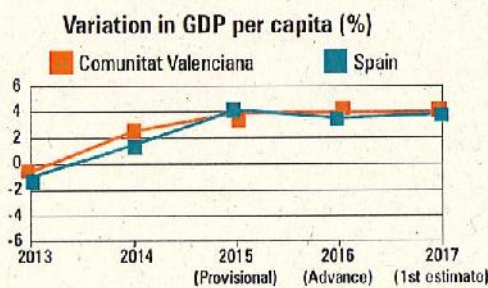
III. Local Action Plan: challenges, objectives and actions

1. Regional/City context and definition of the initial problem/policy challenge

Since the mid-nineties until the 2008 economic crisis the Valencia Region experienced a strong growth, above the national average and the European regions, becoming an area with the capacity to generate employment and attractive to business.

In recent years, there have also been advances in the qualification of the population and in the accumulation of human capital and infrastructures that have enabled it to approach the European most dynamic economies.

From 2008 to 2013, the region suffered a strong setback in this growth trend with high job destruction, and increased unemployment rate, especially of the younger population. Per capita income decreased below the 90% threshold, ranking at 84% of the EU-28 average.



The Valencia region faces the need to make a deep change in its productive model, focusing on growth and employment generation, taking into account the key differentiation factors of the territory.

It is also necessary to consider the strategy to follow and the results to be expected in the medium/long term, involving all the economic and social sectors: public institutions, universities, research and innovation centres and other social agents.

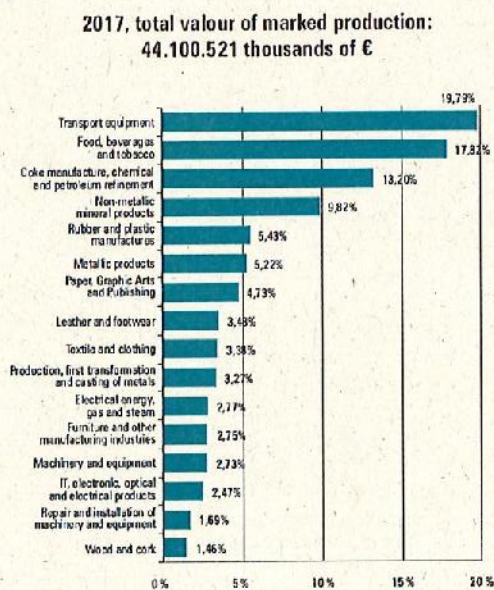
The Valencian economy has traditionally been more specialized in the industrial activities than the rest of Spain, although these activities have been reducing its relative importance. Since the late 90s, the agriculture and the energy sector have also reduced their weight in the VAB in favour of services in line with other advanced economies.

Despite the slowdown experienced in recent years, the Valencian industrial sector integrates very mature and consolidated sub-sectors such as home textiles and footwear, with 16.5% of the

total workforce occupied in the industry. The Food industry also has an important significance, although the Valencian specialization is less than the average of the country. The Valencia region, however, is relatively less oriented than the national average to pharmaceutical industry and other more innovative and added value activities.

New more innovative initiatives are consolidating, such as the creative industries, IT, health and other value added services and products. New start-ups support initiatives have been flourishing both supported by public and private entities. The region is also receiving foreign investment, due to its position in the Mediterranean, the Port of Valencia and competitive labour costs.

The work of the Strategy for Intelligent Specialization in Research and Innovation (RIS3) have identified the key sectors with the greatest potential for development and competitiveness of the region like Agri-food, consumer goods, habitat, automotive and mobility, capital goods, efficient health and healthy living and functional tourism.



2016	C. Valenciana	Spain	CV/S(%)
Number of premises	102.485	893.222	11,5
Turnover ¹	68.843.131	724.594.088	9,5
Wages and salaries ¹	6.371.159	51.614.114	10,4
Investment in tangible assets ¹	980.435	9.839.301	10,0
Employed persons	365.404	3.107.491	11,8

¹ Thousands of euros

Main products exported and imported, 2017*

	Millions of €	%
Exported	29.372,59	100,0
Automobile vehicles and parts	7.780,49	26,5
Edible fruit and nuts	3.021,01	10,3
Ceramic products	2.719,34	9,3
Machinery and mechanical appliances	1.613,60	5,5
Footwear	1.212,52	4,1
Imported	26.360,08	100,0
Automobile vehicles and parts	4.760,68	18,1
Machinery and mechanical appliances	2.679,15	10,2
Combustibles	2.089,47	7,9
Electrical machinery and equipment	1.400,35	5,3
Plastics and articles thereof	1.266,91	4,8
Balance	3.012,51	
Coverage rate (%)	111,4%	

* Provisional.

The Valencia Region ranks fourth in Spain after Madrid, Catalonia, and Andalusia in terms of new businesses creation. In 2016, there were 344,335 companies in Valencia Region, 10.65 % of Spain total. In 2017, 5,207 new companies were set up (almost all SME). Exports exceeded 30,000 million euros for the first time in 2018.

Regarding Employment, the latest data from the Labour Force Survey (EPA) for the first quarter 2017 (17.5%), indicate an increase in the number of unemployed persons in Valencia Region

(1.12%), above the Spanish average (16.8%). The unemployment rate in the Comunitat Valenciana has continued its downward trend, standing at 20.61% in 2016, one point above that corresponding to Spain. The youth unemployment rate in the region during third quarter 2017 is 38.90%, compared to 35.97% registered at the national average.

The results of the last Living Conditions Survey (LCC) show that the At-Risk-of-Poverty or Social Exclusion rate, AROPE, stood at 30.5% of the resident population in Valencian Community in the year 2016, as compared with 27.9% registered in Spain.

2. Focus and objectives

IVACE focus on tackling a number of issues in its Local Action Plan to:

- Provide a more effective and efficient strategy for the internationalisation of the territory, building on insights from the experience of Emilia Romagna's ERGO
- Offer a more comprehensive support to new entrepreneurs and start-ups internationalization based on the evidence and insights drawn from Gävle's TRIIP project.

Action 1, Valencia Region internationalization council:

IVACE and the Direction General of Internationalization design the annual internationalisation plan for regional clusters in October. The institute has evaluated the Emilia Romagna approach and selection of the best proposals on the basis of the clusters competing and offering the best and most innovative solutions for internationalisation. This could help the Direction General of Internationalization and IVACE to break out of the current methodology of simply supporting existing exporting sectors without review of what might be better, more innovative and successful internationalisation strategies.

The creation of an internationalization council will contribute to enlarge the scope of the Region activities, adapt it to the sectors demand and involve more actors in the programming and management of the internationalization plan.

The overall priorities are:

- To consolidate further coordination of entities related to internationalization in the region of Valencia.
- A more effective and efficient strategy for the internationalization of the territory, after the experience of Emilia Romagna. ERGO, Emilia Romagna go global.
- Discontinuity of public policies and fragmentation of action, recommends improving coordination actions
- Overlapping among institutions providing support services, most of them targeting initial steps on entrepreneurship, would suggest the need to specialization and covering the gaps
- Lack of advanced and high added value support to scale up, specific talent for growth, finance and global market access.

- Shortage of communication actions & strategy to disseminate to society, as it has a direct impact on culture and relevance of this issue.

The experience of Emilia Romagna ERGO is very relevant, regarding the elaboration of the strategy and inputs required. How the diagnosis is carried out, elements examined and a standardized evaluation grid. Ergo is a multiannual strategy, spanning from 2016/2020.

The Emilia-Romagna Region coordinates the stakeholders in a more efficient way than we do. Worth mentioning are the segmentation of demand and needs of regional companies in terms of internationalisation support, the input provided by the different actors and the role they have in the design/implementation of ERGO.

Action 2, Entrepreneurship and internationalization programme: the regions goal is to offer a more comprehensive support to new entrepreneurs and start-ups internationalization.

The international promotion of new innovative enterprises is one of the issues we are focusing on in the medium/long term. Start-ups can now reach international markets almost immediately at launch. In this context, boosting entrepreneurship and internationalization will strengthen employment, promote technological innovation and stimulate industrial growth.

Generally would be entrepreneurs find themselves in a tough environment: education does not offer the right foundation for an entrepreneurial career, difficult access to credits and markets, difficulty in transferring businesses, the fear of punitive sanctions in case of failure, and burdensome administrative procedures. Therefore, implementing this good practice could contribute to generate greater entrepreneurial ecosystem covering the above described needs and obstacles.

Furthermore, the Valencia region has traditionally exported consumer goods, building materials and agrifood products. The services and export programmes originally designed around the needs of traditional exporters have been progressively adapted to the new innovative sectors.

The profile of the firms demanding services, funds, promotional activities abroad and assistance has dramatically changed over the past 5 years. Companies are asking for a different approach, with very limited resources, and going international from the very beginning.

The expertise provided by the municipality of Gavle will ensure the building of detailed activities answering the needs of the Start-ups community. We are particularly interested in methodologies and IT tools, we will offer to the entrepreneurs in close coordination with the local stakeholders.

3. LAP and Policy Instrument impact

- How the LAP will address Policy Instrument

The following objectives are included in Valencia ERDF Operational Programme 2014 / 2020 Axis 3. SMEs competitiveness strengthening

Priority 3.a Promoting entrepreneurship, in particular facilitating the economic use of new ideas and promoting the creation of new companies, also through business incubators.

Priority 3.d: Supporting the capacity of SMEs to grow in regional, national & international markets and to engage in innovation processes.

Both envisaged actions are relevant for the internationalization of the Valencia region. They aim to find tools to fully implement the provisions of the OP adapted to a changing economic environment and new business demands.

Action 1 targets the improvement of the Valencia Region strategy through an Internationalization council. It relates to the support policy designed for companies going international, both beginners and consolidated exporters. No costs foreseen.

Action 2 focus on an entrepreneurship/internationalization programme. It is totally in line with priority 3.a, regarding new business entering foreign markets.

The experience of the Compete in project allowed deepening issues and actions that were able to inspire tools and methods to fulfil the mandate of the Operational Plan on the subject of the internationalization of the territory.

In this context, the LAP is the result of a process shared with the stakeholders who will be participating in the implementation as well. Particularly, the Direction General of Internationalization will be monitoring the development of the LAP and evaluating its performance. Therefore, the two strategic lines will be integrated into the Valencia region policy instrument.

Notably, the entrepreneurship programme and the e-coach new tool respond to the needs of the new innovative, micro companies, start-ups, materializing the lines established in the operational plan through a concrete support program. It will contribute to the development of the programme objectives, directly benefiting both the administration and the business base.

The development, hosting and maintenance costs of the e coach tool and the funds allocated to the companies following the programme will be financed by the ERDF.

IVACE is currently managing mentoring programmes named “tutorias de internacionalizacion” on public procurement, digital marketing, export beginners, international branding, etc., offering consultants for a limited time to SMES. All these schemes are already funded by ERDF.

Another existing programme related to this e coach tool is already covering the internationalization costs of the SMEs participating in the mentoring programmes. This programme was recently launched and provides grants associated with:

- Visiting an overseas market - flights & accommodation.
- Communicating with international buyers - translations and interpreters services
- Presenting a company to an international audience - websites, SEO, promotional/sales literature
- Participating in an international trade fair, seminar, in-store promotion, international forum, private exhibition, or similar activity
- International advertising: cost of production and placement of advertisements in magazines, newspapers, posters, billboards, direct
- Hiring an export manager

The Smes benefiting from the e coach tool will receive technical and financial support in terms of a consultancy programme adapted from the existing tutorias and grants for the implementation of their internationalization strategy. European ERDF funds will be therefore used.

4. Actors and stakeholders involved

With regard to Action 1, Valencia Internationalization Council creation:

- The Direction General of Internationalization will be managing this project. The Direction General belongs to the Regional Ministry of Economy and has the mandate to enhance the Valencia region presence abroad. Its will have the role of coordination and presidency of the council and the competencies in the Valencia Region internationalization policy design.
- The Valencia Industry Confederation CEV will be responsible for coordinating the industry federations representing the main industrial sectors in the Valencia Region. This entity has been amended recently. It now encompasses all industry confederation representatives from the three Valencia provinces. The CEV will gather the objectives of the federations associated in terms of internationalization support from the public administration.
- IVACE will be coordinating the most relevant exporters associations such as the Furniture association ANIEME, the shoe manufacturers association AVECAL, the ceramic tiles association ASCER, the home textiles manufacturers association ATEVAL, Arvet exporters

association, etc. These entities present an annual sector promotion plan including activities, target markets and support to the exporters.

IVACE will be responsible for the administrative tasks and logistics. It will also select other leading exporters with experience in international markets participating in the council.

- The Chambers of Commerce Council will be also coordinating the five Chambers of Commerce proposals.
- REDIT, technology institutes network will represent the Valencia technology system

Concerning TRIIP best practice and the action 2

- IVACE will be the body responsible for the e coach tool and the adaptation of the existing technical assistance programmes and grants to the new entrepreneur's demands.
- The Direction general of internationalization will supervise the project implementation and will provide technical and administrative support to IVACE
- The Municipality of Valencia (Valencia Activa) and the entrepreneurship programmes offered by other local development agencies will help us in the communication strategy and selection of participants.

It is relevant the role of the local economic development agencies, particularly those municipalities with large industrial estates, in the search of new companies and support to entrepreneurship.

- The Valencia start-ups association will coordinate the rest of the stake holders related to the entrepreneurship environment. The start-ups association is a private non-profit organization founded in 2017

8 public and private universities, some of them offering services to new innovative companies, and business creation

500 start-ups

5 European Business and Innovation Centres

40 start-ups communities and sixty co working spaces only in the city of Valencia.

5. Actions/schedule

- List of all the actions foreseen by the LAP

	VALENCIA REGION INTERNATIONALIZATION STRATEGY COORDINATION
Action 1	Valencia Region Internationalization Council
	SUPPORT TO ENTREPRENEURSHIP AND START UPS
Action 2	Entrepreneurship/internationalization programme

ACTION n.1

ACTION 1	Valencia Region Valencia Region Internationalization Council
Main goals of the Action	<p>The main goal of this action is to increase effectiveness and efficiency in the design of the annual internationalization strategy managed by Direction General of Internationalization and conducted jointly with IVACE.</p> <p>The Valencia public bodies must provide the best possible support for Valencia's international economic activities and opportunities and companies must have a clearer understanding of the commercial services they can expect. This requires a strong prioritisation based on market potentials and delivering added value.</p>
Description of the Action	<p>Creation of an intersectoral internationalization council: Mandate and functions, Organizational Structure, Strategic Initiatives & Priorities</p> <p>The next steps will be:</p> <p>1.- PROJECT INCEPTION</p> <p>A report for the Director General of internationalisation was drafted in October 2018 highlighting the most important transferable characteristics of the ERGO particularly focusing on methodologies and procedures in preparation and selection of activities and markets.</p> <p>1.1 Internationalization council mandate and functions design</p> <p>It will set the overall direction for the Valencia Region internationalization strategy through long-term planning and decision-making. It will adopt a strategic view of the future it wishes to achieve for our community and make plans and policies to achieve this. It will contribute as well to the annual planning of activities and resources allocation.</p>

	<p>1.2 Organizational structure</p> <p>Design of the Council structure, council representatives and administrative staff.</p> <p>It will be composed by selected leading exporters, the most relevant sector associations, IVACE, the Valencia Industry Confederation CEV under the Direction General of Internationalization.</p> <p>1.3 Procedures</p> <p>Decision making processes and procedures.</p> <p>1.4 Strategic Initiatives & Priorities</p> <p>The key strategic initiatives to achieve the aspirations will be formulated on the basis of the critical assessment of our strengths, weaknesses, opportunities and challenges facing the economy and the export sector.</p> <p>Most effective and efficient internationalization policies.</p> <p>PROJECT IMPLEMENTATION</p> <p>Once the structure and participants have been selected, the council will be responsible for the procedure for the selection of markets, activities, services and programmes aimed at the export sector.</p> <p>It will design and monitor the export strategy, coordinate the activities and funds dedicated to export promotion and evaluate the results.</p>
<p>Key words: internationalisation, attractiveness and international partnerships</p>	<p>Internationalization</p>
<p>Tools to be used</p>	<p>There is no need for new IT tools.</p> <p>The Direction General of Internationalization staff, will be the managing body in charge of overall coordination and communication with the support of IVACE International department</p>
<p>Players involved (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)</p>	<p>Public sector representatives</p> <ul style="list-style-type: none"> • The Council will be run by the Director General of Internationalization, belonging to the regional Ministry of Economy • IVACE • REDIT, Technology Institutes Network • ICEX, Spain Trade Institute • 5 Chambers of Commerce and the Chambers of Commerce Council <p>Private sector representatives</p>

	<ul style="list-style-type: none"> • CEV, Valencia Industry federation • Furniture, building materials, shoes, food, plastics, automotive, chemical products and home textiles sector associations are the most relevant • Exporters associations • Leading exporters
SMEs' role and engagement	The SMEs will not be participating in this action
Expected results	In light of the above, the purpose of the present activity is to provide a better performance, in terms of export promotion strategy and more efficient use of resources.
Indicators Results	
Time frame	<p>September 2019-November 2019</p> <p>Design of the Council components, structure and duties. Contacts with the stake holders</p> <p>The council is expected to meet several times per year. Its role will be particularly relevant in the second semester each year when the Internationalization plan will be drafted.</p> <p>First official meetings will take place in October / November 2020.</p>

Action 2

ACTION 2	Entrepreneurship/internationalization programme
Main goals of the Action	<p>The objective is to provide advice and a self-evaluation tool for an overview of the different functional areas of the company to determine market opportunities abroad, performance and resources allocation, providing support of management tools to facilitate their market access implementation.</p> <p>There are several public and private organizations already offering support to start ups and entrepreneurs, mostly in the creation phase and the scale up phase.</p> <p>IVACE will lead the internationalization component, as it is the public body responsible for assisting the Valencia companies to do business abroad. This programme will incorporate a new international perspective.</p>
Description of the Action	Self-evaluation tool (e-coach) and a more coordinated support for the internationalization of entrepreneurs and start-ups in terms of technical

assistance and financial support. The participants will follow an itinerary including technical assistance and grants.

INCEPTION PHASE

There are several steps to be taken and we will be coordinating, managing and funding the programme.

The scheme and procedures tested by the Future position X (Triip) in Sweden will be the basis for the design of a programme adapted to our local business base, start-ups environment and administrative procedures. The e coach is a tool we are adapting to our local needs. It is a sort of self-evaluation programme, planning and preparation. The entrepreneurs can follow on line. It includes the steps the company must follow and key success factors.

The following phases will be:

- 1.- Programme design and development: Preparation and delivery of an e-coach tool, training materials for the implementation in Spain, and technical support software and methodology
- 2.- Management of the programme and staff allocation
- 3.- Selection of coaches
- 4.- Communication and recruitment of participants
- 5.- Financing and grants for the participants

CONTENT OF THE PROGRAMME

The participants will receive:

- Individual support
- Up to 30 hours - dedicated business coaching
- A solid network with all the entrepreneurship stake holders
- Grants for the implementation of the start-up action plan

Target group

- Micro enterprises - balance sheet less than one million euro
- The company must be registered in the Valencia Autonomous Region in the past 5 years
- Willing to put time and efforts for global market entry

PROJECT IMPLEMENTATION

- 1 Launch of the Programme and Dissemination - Open the Call for submitting and applicants assessment.
 - 1 month Open Call for submitting
 - 1 month Applicants Assessment and participants' selection.

	<ul style="list-style-type: none"> - 2nd Step - : Analysis <ul style="list-style-type: none"> ▪ Training ▪ Individual Advice ▪ Hosting - 3rd Step : Market selection and chronogram <ul style="list-style-type: none"> ▪ Individual Advice - 4th Step: Implementation <ul style="list-style-type: none"> ▪ Consolidation Grants ▪ Assistance from IVACE international delegates is selected markets. <p>Over 3 months plus the implementation phase, each participant company will receive tailored consulting services. IVACE will appoint an expert to each Micro Company having the role of a personalized advisor. These mentors will have the challenge to guide and accompany participants SMEs to grow and scale internationally in the Single Market and third countries by designing individual roadmaps, analysing company specific needs and following its evolution during the whole programme.</p> <p>The Direction General of Internationalization will provide grants for the implementation of the programme, co-financed with the European Union ERDF funds.</p>
<p>Key words: internationalisation, attractiveness and international partnerships</p>	<p>This project is targeting internationalization and enterprise development and consolidation</p>
<p>Tools to be used</p>	<p>The managing body will be IVACE Internacional under the Direction General of Internationalization belonging to the Ministry of Economy</p> <ul style="list-style-type: none"> • Project Coordinator: responsible for project implementation, monitoring and assessment • Project Manager: responsible of day by day management and activities organization, who will monitor and arrange whole actions related to training, advice, hosting, evaluations. Furthermore, project manager will be in charge to coordinate administrative and communication issues. • Administrative Staff: in charge to settle grants to the participants and facilities issues • Communication Staff: in charge of Communication Plan, website and social media, in addition could advice participants in communication issues. <p>Tutors / Consultants: In charge of individual business advice. Each business project will be assigned to a tutor, who supports day by day advice to participant</p>
<p>Players involved (please indicate the</p>	<ul style="list-style-type: none"> • Universities • Business incubators

organisations in the region who are involved in the development and implementation of the action and explain their role)	<ul style="list-style-type: none"> • Municipalities and particularly, local economic promotion agencies • European business and innovation centres <p>All these entities will be participating in the communication phase and the selection of participants</p>
SMEs' role and engagement	The programme tackles the needs of entrepreneurs who have a business idea and want to develop a viable business project and its implementation in market. Programme will be composed by 20 business ideas/projects, at least 20 entrepreneurs will be granted
Expected results	The general approach of the implementation of the practice is to create an environment where entrepreneurs can flourish and grow covering some of the detected entrepreneurs needs, access to finance and support in the crucial phases of the business lifecycle and their growth.
Indicators Results	20 companies will participate along a three year period
Time frame	<p>September 2019 - November 2019 Design of the contents of the e coach tool. Evaluation of the entrepreneurs needs Selection of IT providers and tender award Administrative procedures for contracting external expertise</p> <p>October 2019 - December 2019 Evaluation of the existing mentoring programmes aimed at export beginners internationalization Adaptation of the current grants and technical assistance schemes</p> <p>February 2020- March 2020 Launch of the e coach tool / entrepreneurs / start ups internationalization itinerary</p> <p>March 2020 - June 2020 Marketing and communication activities</p> <p>June 2020 - June 2023 The project will be running for three years at least.</p>

6. Funding scheme

The funds required at local level for the implementation of both activities are:

Action 1 Valencia Region Internationalization council

No extra financial resources will be allocated for the creation of the Council and implementation of the new procedures for selecting activities and markets. The IT tools are already functioning and sufficient, well-trained staff are available at the Direction General of Internationalization.

Action 2. Entrepreneurship/internationalization programme

The design and management of the ecoach tool will cost some 15,000 euros.

Entrepreneurs and start ups enrolled, will be offered consultants within the existing tutoring programme funded by Erdf.

The grants programme already covering internationalization costs will be also available. It is funded by the ERDF.

We estimate that 20 companies will follow the ecoach tool and they will access the grants scheme. Costs will be around 80,000 euros over three years.

7. Main point of innovation:

Action 1 will innovate the Government performance as mentioned above.

We are particularly focusing on the new entrepreneurs internationalization programme as the main point of innovation. **Action 2.**

Internationalization requires advanced planning, preparing and research in order to be successful. Being prepared will give the participating entrepreneurs and new business projects an advantage when they are internationalizing, because they will be familiar with the European and third countries, all the possible obstacles they will face and the process of doing business. The preparation can also improve skills and ability to analyse whether an opportunity is worth the risk.

The use of on line materials and the e coach developed by Gavle is one of the main features of the new programme. It will add the internationalization perspective to the current start-ups and entrepreneurship enhancement programmes available.

We want to keep the programme as simple as possible prioritizing on line communication and flexibility.

8. Process and methodology in drafting LAP

Action 1 Valencia Region Internationalization council

With regard to the new procedures for the design of the annual export promotion programme, no local stakeholder have participated aside the Direction General of Internationalization. An internal operating procedure will be further streamlined and significantly improved compared with what we have today.

We studied the methodology the Emilia Romagna region is currently using. IVACE exchanged personnel with this region administration to have an insight of the internationalization plan preparation and management.

Action 2. Entrepreneurship/internationalization programme

In the case of the new start-ups internationalization programme, we are increasing our contacts with the start-ups community. This community is demanding more activities and support related to internationalization tailored to the start-ups current needs.

Some stakeholders such as the start-up association manager, the IT technology institute and the IT companies association, took an active role in the best practices presentations in Sweden, Italy and Poland.

Representatives from the food sectors, its association and technology institute, and the Municipality of Valencia have met with their counterparts on several occasions. These contacts have enhanced the exchange of information and learning processes contributing to the selection of best practices.

The support from the Municipality of Valencia is worth mentioning. Valencia Activa experience as a catalyst for investment in early-stage businesses by providing entrepreneurs with easy access to capital, knowledge and resources is very relevant. Valencia Activa is acting as an information point, coordinating the different actors in the entrepreneurship arena. In this respect, the Valencia tech city project has been recently launched with the aim of bringing together all the initiatives related to new business projects.

<http://vlctechcity.com/>

9. Risk analysis

Action 1. The risks are not that obvious. The impact will be mostly related to the Government internal procedures and it will depend on its own resources and communication strategy.

A change in the Direction General of Internationalization staff can be a risk, after the elections of 2019.

Action 2. There are many actors in the Valencia Region start-ups / entrepreneurship support system. To develop a successful community all the actors must be convinced about the vision, generate a commitment and be clear about the role and tasks for each group. This must be a job for not only the entrepreneurs, the Government, or the universities, but all of them adding the investors, the mentors, service providers and large companies must work together. If one of those groups is not developed, the other groups need to work on it, to find the people, the answers and the way to get a balanced ecosystem.

The lack of support and coordination with other entities is the major risk. IVACE has served the needs of mature export sectors for the past 30 years. Entrepreneurs and innovative companies are not using IVACE services as much as the traditional exporters and manufacturers in general. There are new communication parameters, social media, and innovative IT tools. It is a medium risk we must carefully analyse.

We will take action to prevent or minimise this issue. IVACE will foster coordination and synergies with the five European Business and Innovation Centres and with the Universities promoting entrepreneurship. There will be cooperation tools as well with the largest local economic development agencies with relevant industrial parks. That can have a dramatic impact in the project communication and recruitment of entrepreneurs.

10. Communication Plan

The communication plan will only be designed for action 2.

Our main goal in terms of communication and project management will be the coordination with the existing entrepreneurship promotion base in the Valencia Region. Establishing an economic and policy

Part III: Local Action Plan

I. Abstract and key words

The two best practices selected respond to the needs of the Valencia region for the promotion and consolidation of entrepreneurship / internationalization (after TRIIP and ecoach best practice proposed by Gavle) and the efficiency of the regions internationalization strategy (after the Emilia Romagna Go Global programme).

There are two actions deriving from the best practices mentioned above and the lessons learned from the Compete in project.

Action 1 Valencia region internationalization council creation

Action 2 Entrepreneurship/internationalization programme

Entrepreneurship is a powerful driver of economic growth: it creates new companies and jobs, opens up new markets, and nurtures new skills and capabilities. Furthermore, entrepreneurship makes economies more competitive and innovative and is crucial in achieving the objectives of several European sectorial policies. Commercialising new ideas improves productivity and creates wealth. Without the jobs from new firms, average net employment growth would be negative. New companies, especially SMEs, represent the most important source of new employment.

On the other hand, IVACE aims to determine what paths can be explored in order to improve trade promotion efforts to ensure better delivery of service. The Valencia Ministry of Economy priority is to boost efficiency in the selection of markets and activities, considering the limited human and financial resources dedicated to fostering exports.

We seek a new perspective on internationalization strategy formulation and execution. Emilia Romagna is performing very well, one of the leading export areas in Europe with a very competitive industrial sector. The aim is to evaluate the feasibility of a more comprehensive internationalization strategy in the Valencia Region not only focusing on the exporters needs but for the region as a whole. One of our targets is to further coordinate entities related to SMEs in the region of Valencia.

II. Background of Local Action Plan and links with Compete In Project

The Compete in project has provided the possibility to share common challenges, best practices and different perspectives among partner regions. IVACE main expectation from the exchange of experience is to learn from others, share experience and contribute ideas. We all face similar

environment that encourages the formation of new business ventures as well as their subsequent growth and internationalization is an important ingredient in building a successful economy.

The exchange of information between different actors will contribute to the success of the e coach tool and its promotion among new and innovative entrepreneurs.

Of particular importance will be the support of the local economic promotion agencies, present in the largest municipalities and those running industrial parks. They are very much in contact with the local business community and provide different services aimed at encouraging growth and employment.

Our main target group and tools will be focusing on intermediary organizations, which will act a springboard with entrepreneurs.

Workshops have been the main activity when promoting internationalization in the municipalities, in companies not knowing the existing support provided by the regional and national administration.

Information will also be posted in web sites and included in newsletters.

11. Conclusions

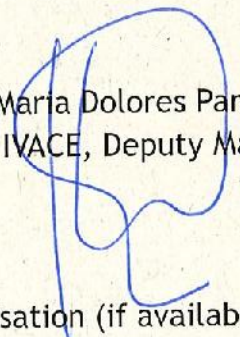
Increasing exports ranks among the highest priorities of any government wishing to stimulate economic growth

We are sure the impact of implementing both best practices will be very positive in terms of the number of new exporters and market diversification. It will act as a catalyst to promote Valencia's exports on a sustained basis.

It is also worth mentioning that we will be focusing more on new business projects generating employment and more innovative products and services. The LAP will impact start-ups, entrepreneurs, participating organizations and young people and develop innovative learning methods that best encourages success international activities.

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Stamp of the organisation (if available):